



<b>Instruction Sheet</b>	<b>Learning Guide #1</b>
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:–

1. Review implementation of business operation
2. Implementing review business process
3. Maintenance and improvements of business operation
4. Implementing improvements
5. Keeping record and documentation

After completion of this Learning Guide, you will be able to:–

- Develop and implement review process for implementation of business operation
- Identify improvements in business operation and associated management process
- Implement and monitor identified improvements for effectiveness
- Complete necessary documentation and records organized and kept securely



### **Learning Instructions:**

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 1 to 2.
3. Read the information written in the “Information Sheet 1”, “Information Sheet 2”, “Information Sheet 3” and “Information Sheet 4”. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
4. Accomplish the “Self-Check 1” in pages 8&9; “Self-Check 2” in pages 15&16; “Self Check 3” in page 21 and “Self-Check 4” in page 27.
5. Ask your teacher to correct.
6. If you earned a satisfactory evaluation proceed to “LAP test” if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Instruction #3.
7. Do the “LAP test” in page 31 (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advice you on additional work. But if satisfactory you can proceed to next Learning Guide.



<b>Information Sheet-1</b>	<b>Recapitulation of the previous lesson</b>
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The business processes have to be reviewed from time to time in order to assess:  
If the operation/project meets the requirements, can it be taken further to deliver even bigger benefits?

What lessons are learnt that we can apply to future projects?

The Post Implementation Review is a tool to answer all the above assessments and questions.

For the organization, benefiting from the project, it makes sense to ensure that all desired benefits have been realized, and also understand what additional benefits can be achieved.

### **Review – When?**

A good time to start thinking about the Post Implementation Review is shortly after the project/operation has been delivered, and when most of the problems have been ironed-out.

Time to start to list ideas and observations while they are still fresh in people's minds. However, it is also important to note that in some cases, the results of the operation will take time to manifest and review of the operation should wait till such time.

Also the people who are exposed to new operation need time to adjust to the new requirements and the review should be delayed for that reason as well. In short, a few weeks, or even a few months, time period should be allowed before doing the full review.



## Review-How?

Here are some tips for reviewing the operations:

- Ask for openness** – Should emphasize the importance of being open and honest, and make sure that people aren't in any way punished for being open.
- Be objective** – Should describe what has happened in objective terms, and then focus on improvements.
- Document success** – Should document practices and procedures that led to project successes, and make recommendations for applying them to similar future projects.
- Look with hindsight** – Should pay attention to the external factors that may have increased implementation risks.
- Be future-focused** – Should remember, the purpose is to focus on the future, not to assign blame for what happened in the past.
- Look at both positives and negatives** – Should identify positive as well as negative lessons.

When conducting the review, the following activities should also be included:

- Gap analysis.**
- Review the objectives, to evaluate how closely the project results match the original objectives.
  - Determine whether the project goals were achieved.**
    - Is the deliverables (expected results) functioning as expected?
  - Determine the satisfaction of stakeholders.**
    - Were the end users' needs met?
  - Determine the project's costs and benefits.**
    - How do the costs compare with the benefits achieved?
- Identify areas of further development.**



□ Have all of the expected benefits been achieved? If not, what is needed to achieve them?

□ **Identify lessons learned.**

□ What went wrong, why did these things go wrong, and how could these problems be avoided next time?

□ **Report findings and recommendations.**

What lessons have been learnt, that need to be carried forward to future projects?

The critical points to be noted to successfully review the business operations:

□ **Define the scope of the review beforehand** - Clarify your objectives for the review, and make your intentions clear – this will better ensure that people share their experiences openly and honestly.

□ **Review key documents** – Gather together the key project documents. This will help assess the project goals, as well as the actual benefits achieved through the project.

□ **Independent reviewers** – Involving outside people in the review process may get an objective, unclouded view of the project.

□ **Data collection** – Data collection should be must be in an appropriate way, for example, by using interviews and surveys etc.

□ **Reports** – Report the findings, and publicize the results. This help the managers to learn from the operations conducted and adopt them to achieve the desired results from the operations.



<b>Self-Check 1</b>	<b>Written Test</b>
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Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Instructions:**

Write all your answers in the provided answer sheets in page 8 & 9

**Test: Short Answer Questions**

*Directions:* Answer all the questions listed below.

1. When do you review a business operation (2 points)
2. List out any 4 steps involved in of reviewing the business operation. (3 points)
3. What is Gap Analysis? (3 points)
4. List any 2 critical points to be noted while reviewing the business operations? (2 points)



## Answer sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_ Date: \_\_\_\_\_

### Test : Short Answer Questions

1. \_\_\_\_\_  
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2. \_\_\_\_\_  
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3. \_\_\_\_\_  
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\_\_\_\_\_

**Note:** Satisfactory rating = 6 and above;  
Unsatisfactory rating = below 6 points.  
You can ask your teacher to correct your work.



<b>Information Sheet-2</b>	<b>Implementing review business process</b>
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### **What is continual improvement?**

Continual improvement is a type of change that is focused on increasing the effectiveness and/or efficiency of an organization to fulfill its policy and objectives. It is not limited to quality initiatives. Improvement in business strategy, business results, and customer, employee and supplier relationships can be subject to continual improvement. Put simply, it means 'getting better all the time'. According to ISO 9000:2000 continual improvements is a recurring activity to increase the ability to fulfill requirements. It is often described by an PLAN-DO-CHECK-ACT Cycle (PDCA)

**PLAN:** Establish the objectives and processes necessary to deliver results in accordance with customer requirements and the organizations policies.

**DO:** implement the processes.

**ACT:** take actions to continually improve process performance.

**CHECK:** monitor and measure processes and products against policies, objectives and requirements for the product and report the results.

### **Continual improvement strategy**

It is important to publicize wins and successful improvements throughout the organization by using established communication media. This provides confidence in the CPI (continual process improvement) programmer and encourages staff to participate in future improvement opportunities.

Activities that can aid the celebration of success include:





- Sharing the success with peers using devices like CPI bulletin boards that display the project details;
- Announcing the success in company meeting and gatherings;
- Placing an article in the organization's newsletter or other communications; and,
- Publicizing successful process improvement projects at internal or external best practice conferences
- The organization's website/intranet may also be used to display and communicate process improvement activities. This could include:
  - The process improvement projects;
  - The process improvement support team composition and contact details;
  - Information on the status of process improvement implementation;
  
- ✓ Process improvement methodology, guidelines, procedures, etc.;
- ✓ Database of improvements and best practices; and,
- ✓ Performance indicators that measure the progress and status of each continual
- ✓ Process improvement project such as:
  - ✓ Analysis of the current status
  - ✓ Definition of the as-desired process
  - ✓ Determination of the areas for improvement
  - ✓ Development of process improvement options
  - ✓ Implementation plan status.

Success should be considered as a foundation for improvement that will empower and motivate staff to identify further improvement opportunities and to quantify and eliminate waste.



### **Success breeds success.**

There are ten steps to undertaking continual improvement:

1. Determine current performance
2. Establish a need to improve
3. Obtain commitment and define the improvement objective
4. Organize the diagnostic resources
5. Carry out research and analysis to discover the cause of current performance
6. Define and test solutions that will accomplish the improvement objective
7. Produce improvement plans which specify how and by whom the changes will be implemented
8. Identify and overcome any resistance to the change
9. Implement the change
10. Put in place controls to hold new levels of performance and repeat step one



<b>Self-Check-2</b>	<b>Written Test</b>
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**Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Instructions:**

Write all your answers in the provided answer sheet pages 15&16.

**Test I: Short Answer Questions**

*Directions:* Answer all the questions listed below.

1. What is PDCA cycle? (4 points)
2. What is the use of publicize wins and successful improvements throughout the organization? (2 points)
3. There are ten steps to undertaking continual improvement. Write at least five of them (4 points)

**Test II: Multiple Choice**

*Directions:*

- There are five [5] questions in Test II. Select the best answer for each question and write only the letter that corresponds to your answer in the provided answer sheet.
- A correct answer scores 1 point and an incorrect answer scores 0 point. No marks will be given for a question if more than one answer is supplied.

**Start here:**

1. Continual improvement is a type of change that is focused on increasing the effectiveness and/or efficiency of an organization to fulfill its policy and objectives.

A. True      B. False



2. Which one of the following is not under the continual improvement step?

- A. Implement the change
- B. Identify and overcome any resistance to the change
- C. Disarrange the diagnostic resources
- D. None

3. Activities that can aid the celebration of success include:

- A. Announcing the success in company meeting and gatherings
- B. Placing an article in the organization's newsletter or other communications
- C. Publicizing successful process improvement projects at internal or external best practice conferences
- D. All

4. \_\_\_\_\_ is monitor and measure processes and products against policies, objectives and requirements for the product and report the results.

- A. Act
- B. Check
- C. Plan
- D. none

5. According to ISO 9000:2000 continual improvements is:

- A. A recurring activity to increase the ability to fulfill requirements
- B. Implement the process
- C. Take action to continually improve process performance
- D. None



Score = _____
Rating: _____

**Answer sheet**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

**Test I: Short Answer Questions**

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_

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**Test II. Choose the correct option**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Note:** *Satisfactory rating = 9 and above;*

*Unsatisfactory rating = below 9 points.*

*You can ask your teacher to correct your work.*



<b>Information Sheet-3</b>	Maintenance and improvements of business operation
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The Japanese term 'Kaizen' means continuous improvement. It comes from the Vwords 'kai' continuous and 'zen' good or for the better. *'Kaizen' means continuous improvement.*

Kaizen events usually involve bringing together operators, managers and the owners of a particular event to discuss possible improvements. Lots of small steps can rapidly become a giant leap forward in the creation of new ideas. The great thing about the Kaizen process is that people who really understand manufacturing at a nuts-and-bolts level can get involved in introducing improvements. Someone who assembles part of the truck suspension will have a reasonably good idea about how the processes they work on could be improved. Leyland therefore encourages everyone to be involved in decision-making.

### **Why use Kaizen?**

- To meet the production and sales growth plans
- To meet customer demands for more reliable products and service
- To stay ahead of the competition.
- To offset rising labor costs.
- To protect jobs

### **Setting and monitoring continuous improvement goals**

Businesses seek to 'measure what is measurable'. These measures are usually set out in what are referred to as Key Performance Indicators (KPIs). In order to check on the success of continuous improvement, it is important to have a number of measures in place. In this way, the company can see where improvements have been made. In order to check on the success of continuous improvement, it is important to have a number of measures in place.

### **KPIs**

**The main themes used are:**



- On-time performance (meeting deadlines)
- Productivity (how much is produced from given resources in a certain time period)
- Quality (for example, the numbers of defects ideally zero)
- Financial (for example, costs)
- Inventory (the quantity of stock held)
- Health and safety (reportable accidents, minor accidents)
- Continuous improvement (Six Sigma).

### **Six Sigma**

An important KPI for continuous improvement is Six Sigma. This is a measure of quality that strives for near-perfection. To achieve Six Sigma, a process must produce no more than 3.4 defects per million opportunities. Six Sigma uses statistical tools and data as a base for analysis. It can be used to improve existing processes or develop new ones. It involves the systematic identification of defects and deficiencies within any product, system or process, with a view to eliminating them.

A defect is anything that is outside customers' expectations. With its disciplined and logical approach, improve understanding of business and operational processes. This results in major cost savings and the development of best practices.





<b>Self-Check 3</b>	<b>Written Test</b>
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Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Instructions:**

Write all your answers in the provided answer sheet page 21.

**Test : Short Answer Questions**

*Directions:* Answer all the questions listed below.

1. What is Kaizen method of quality control? (3 points)
2. Explain KPI (3poits)
3. Explain the 6 Sigma method of quality control (4 points)



## Answer sheet

Score = _____
Rating: _____

Name: \_\_\_\_\_ Date: \_\_\_\_\_

### Test : Short Answer Questions

1. \_\_\_\_\_  
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2. \_\_\_\_\_  
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3. \_\_\_\_\_  
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**Note:** Satisfactory rating = 6 and above;

Unsatisfactory rating = below 6 points.

You can ask your teacher to correct your work.



## Operation Sheet 1

## Implementing improvements

### Reviewing Implementation Process

1. **Understand** the current situation
2. **Decide** the quality standards required in each of the process
3. **Identify** the hurdles
4. **Strategize** to remove the hurdles
5. **Train** the people to understand the reviewed quality standards
6. **Implement** the quality standards in stages
7. **Do** the interim review
8. **Do** the course correction
9. **Document** the changes
10. **Sustain** the standards



## Documentation and Recording

Why Good Documentation is essential?

An essential part of the quality assurance system and should exist for all aspects of GMP (Good Manufacturing Practice). Good documentation practice is an expected practice!

**Correct, complete, current, and consistent** information effectively meet customer and stakeholder' requirements.

What constitutes Good Documentation?

- Approve, review and update documents
- Changes & current revision status of documents identified
- Relevant versions of applicable documents available at points of use
- Documents remain legible and readily identifiable
- Documents of external origin identified and their distribution controlled
- Prevent unintended use of obsolete documents.

### Observations on poor documentation practices

- Document error correction not signed/dated, and didn't include a reason for the correction
- Write-over, multiple line-through and use of "White-out" or other masking
- Sample sequence table and audit trail not documented (if its not documented, it didn't happen)
- SOP related to production, calibration, storage and maintenance not authorized by the QA head
- The delegation for the batch release, in case of absence of the QA manager, not recorded / documented
- Out-of-specification (OOS) procedure not detailed enough; flow chart and /or check-list not available.



## Key Documents

The following documents are integral to the implementation of this continuous improvement policy and will need to be reviewed, and may need to be updated when improvements are implemented:

- Quality Assurance Manual
- Continuous Improvement Matrix
- Continuous Improvement Register
- Delivery and assessment strategies for individual qualifications and/or units of competence
- Risk Analysis matrix
- Occupational Health and Safety policy document
- Staff development plan
- Facilities and equipment plan
- Strategic Plan
- Internal audit records
- Employee Induction form

## Document Referencing

Continuous improvement documents by their nature should be regularly updated. Any documentation referred to in these policies will be stored with the document title and then the year, month and day date to allow referral to the most recent version of the document (ie YYYY/ MM/DD).



<b>Self-Check 4</b>	<b>Written Test</b>
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Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Instructions:**

Write all your answers in the provided answer sheet on page 27.

**Test: Short Answer Questions**

*Directions:* Answer all the questions listed below. Examples may be necessary to aid some explanations/answers:

1. What is “4 C” information? (2 points)
2. What constitutes Good Documentation process? (4 points)
3. What are key documents should be maintained? (4 points)

**Answer sheet**

Score = _____
Rating: _____

Name: \_\_\_\_\_ Date: \_\_\_\_\_



### Test : Short Answer Questions

1. \_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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**Note:** Satisfactory rating = 6 and above;

Unsatisfactory rating = below 6 points.

You can ask your teacher to correct your work.

### LAP Test

### Practical Demonstration



Name: \_\_\_\_\_

Date: \_\_\_\_\_

Time started: \_\_\_\_\_

Time finished: \_\_\_\_\_

**Instructions:**

1. Take one organization, which has implemented ISO 9000, and study their documentation and recording system as well as their continual improvement strategy.
2. You are given three (3) days to complete the abovementioned task.
3. Request your teacher for evaluation and feedback of your work.

**List of references:**





1. <http://www.lgpbusinessservices.com/business-operations/>
2. <http://www.denizon.com/operational-review/operational-review-defined/>
3. ISO 9001 Training Manual