

Client - One of the “Big 4” banks

Industry Sector - Finance

Date – 2011 to current

Background

The work below was carried out across an employee base of approximately 2800 FTE working in Melbourne, Sydney and UK.

Current State

Continuous Improvement (CI) within areas of the bank was adhoc, unstructured and rarely addressed the root cause of the problems faced by employees. Instead of fixing the problems at the source, additional process steps/work-arounds were introduced to existing processes, frustrating employees and increasing TAT (Turn-Around-Times) for internal and external customers. Knowledge of CI methodology was confined to specialised teams within the business, often seen as ‘outsiders’ to where the problems were.

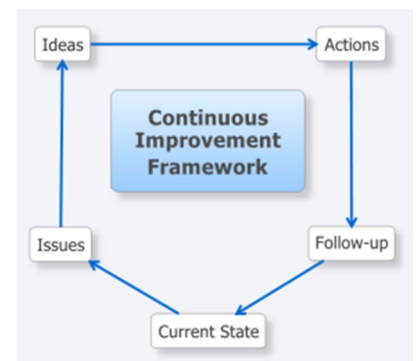
Objectives:

- Create a structure for CI to be managed within the business areas, confirming initiative progress and identifying opportunities for future improvement
- Upskill a network of existing employees across the business as CI champions with a basic understanding of tools to facilitate team problem solving, e.g. PDCA, SIPOC, Process Mapping, Cause & Effect, 5Why
- Implement visual management, to highlight issues and promote improvements within the workplace

Solution

Existing CI training available within the bank was identified as suitable for champion up skilling. This was combined with:

- Champion coaching/mentoring by CI experts, helping champions and their management team set-up CI and identifying a pipeline of opportunities to improve their business
- Development of strategy and roadmap to aid CI management and direction
- Integration of CI into end of year performance targets



Results Achieved

- >150 champions trained and ‘deployed’ into the business in Melb, Syd and UK (20:1 ratio)
- Over 2500 opportunities identified by employees
- Over 600 solutions implemented to date, addressing a wide range of issues including:
 - Data errors due to manual entry
 - Double/triple handling of information
 - Missing information
 - Long customer TAT