

Lean Transform Assignment Guidelines for the External Service Provider

Overview of Lean Transform

Lean Transform is a large scale, extensive and holistic company transformation programme delivered by an external training team of international reputation.

Lean Transform projects should:

- deliver company-wide transformation in culture and productivity performance; building capability and capacity in people and processes;
- embed the competencies necessary for on-going competitiveness gains in the company, and
- result in sustainable improvement in the business and across its supply chain.

Assignments will typically run for up to 2 years. The assignment is preceded by a scoping exercise.

External Trainer costs:

- External trainer costs are eligible under Management Development and General training.
- All Management Development Training must be delivered by an external service provider.
- The external service provider must be listed on the Enterprise Ireland Directory of Lean Service Providers.
- Applications approved post 2016;
External trainer costs are allowed to a max of €900 day (Inclusive of Trainer Travel & Subsistence).
- Applications approved pre 2016;
External trainer costs (Inclusive of Trainer Travel & Subsistence) is actual per diem rate up to a maximum of €900/day for first 20 days, 700/day for next 20 days and 600/day for remainder days.

Examples of Lean Transform Training Programmes

Lean Intro (White Belt) | Yellow Belt | Green Belt | Black Belt | OEE (TAC) | 5S/6S | TPM Lean Maintenance | Asset Care | Standard Work | Root Cause Analysis | Kaizen | SMED | Quality Circles | Kanban | Value Stream Analysis | Visual Management | Short Interval Control | PIT | X Matrix | Hoshin Planning & Policy Deployment | Multi Observation Study (MOS) | Kata/Coaching | A3's for projects | Andon | KPI's Performance Measurement | Flow Mapping | Six Sigma | Lean Management & Leadership, Business Improvement / Lean Strategy | ERP/MRP (User) | ERP/MRP (Lead SP) | ERP/MRP (Super User) | Lean Audits | Train the Trainer | Finance for Non - financial Managers | Problem Solving | Environmental Management | Energy/Water Management

Lean Transform Training Specifications

Lean Transform Training Specifications are required for each individual training programme.

- Lean Transform Training Specifications should include:
Title, Objective(s), Duration, Programme content/Modules covered
- A Training Specification example is given on Page 3.

Lean Transform Records

Lean Transform Training Records are required for each individual training programme.

- Lean Transform Records should include:
Title of Training, Date, Duration, Trainee signature, Trainer signature
- All training records **must** be dated and signed by trainer and trainee.
- A Training Record template and a Training Record example are given on pages 4 and 5.

Lean Transform Claim

- Lean Transform Training Specifications and Training Records are required for each individual training programme.
- No Training Programme Specifications &/ No Training Records (signed and dated) will result in **DISALLOWED FUNDING**.
- Lean Transform metrics are required prior to each claim. A metrics table is given on page 6.
- A Lean Transform case study is required prior to the final claim. A case study template is given on page 7. Companies are asked for permission to upload the case study to the Enterprise Ireland and Lean Business Ireland Website (note that this is optional).

Training Specification Example

Lean Competitiveness Leadership Course

This programme is designed for management to give a clear understanding of the fundamental ideas of Lean.

Who should attend?

Senior Organisational Leaders

Course Objectives

- To understand the fundamental ideas of Lean Thinking
- Learn the tools and techniques to establish next steps and develop a clear timeline for ongoing improvement.
- Enable management to support continuous improvement within a company.
- Gain an in-depth understanding of basic principles (Value, Value Streams, Flow, Pull and Perfection)
- Highlight critical opportunities for growth by learning of the “8 Wastes” which manifest in all business environments.
- By the end of this course the participant will have a strong understanding of Lean Concepts, Wastes and tools and be confident in implementing them in their own business to deliver improvement.

Course Duration

- 2 days

Course Content

- **Lean Fundamentals**
- **8 Wastes as defined by Lean**
- **Lean Simulation**
- **Continuous Improvement framework**
- **The A3 methodology**
- **Project definition and chartering**
- **5S Workplace Organisation**
- **Visual Management**
- **Standard Work**

Course Pre-requisites

None

Training Record Example

TRAINING RECORD

Trainer Name:	Walter Melon – Enterprise Ireland
Training Programme: (As per specification)	Lean Leadership
Date & Location:	25/01/17, Shannon office
Duration (days)	1

Trainee Name (BLOCK CAPITALS/Printed)	Trainee Signature
Andy Mann	Andy Mann
Bea Keeper	Bea Keeper
Chris Cross	Chris Cross
Dusty Rhodes	Dusty Rhodes
Ed Turner	Ed Turner
Fiona Friend	Fiona Friend
Gene Pool	Gene Pool
Hazle Nutt	Hazle Nutt
Jack Hammer	Jack Hammer
Joy Rider	Joy Rider
Kerry Oki	Kerry Oki
Paige Turner	Paige Turner
Sonny Day	Sonny Day

Trainer Signature: Walter Melon
Enterprise Ireland

Date: 25/01/17

Lean Transform Metrics (Macro & Micro)**Outcomes**

<p>Please provide cost savings achieved in areas such as:</p> <ul style="list-style-type: none">▪ Labour▪ Unit▪ Utility▪ Materials▪ Resources (e.g. energy/water/waste)	
<p>Have the company achieved any other savings? Please give examples of specific projects</p>	
<p>Have the company achieved improvement in the following? (Please give details)</p> <ul style="list-style-type: none">▪ Productivity▪ Yield▪ Output▪ Capacity	
<p>Have the company recorded any improvements in the following? (Please give details)</p> <ul style="list-style-type: none">▪ Sales▪ Employment▪ Profitability	
<p>Please state any Qualitative Improvements, e.g. Improved Communication</p>	
<p>Please provide information on any other Impacts</p>	

This information helps us to justify the States continuing investment in Lean.

Lean Transform Case Study Template

Company Name	
Address	
Website	
What we do	
Who we are	
LEAN Project Objectives	
Key Challenges	
Key Changes	
Results/Outcomes	
Quote	
Lean Service Provider	

Link to Lean case studies on the Enterprise Ireland website: <https://www.enterprise-ireland.com/en/Productivity/Lean-Business-Offer/Lean-Case-Studies/>