

## “Process Improvement a Key Component to new TEAD Strategic Plan”

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Over the past year, cross functional teams at the depot have participated in developing a new Strategic Plan. This aggressive and visionary plan provides a detailed road map for all depot employees to follow to insure our continued viability in regards to competing and obtaining new and innovative workload, modernizing facilities and equipment, increasing productivity, and developing future leaders.

There are five primary Strategic Plan goals:

- (1) Group 1&2. By FY 2014, achieve 600 thousand Direct Labor Hours within mission organizations (200-250 thousand for Ammunition Equipment & Manufacturing Directorate and 350-400 thousand for Ammunition Operations Directorate).
- (2) Group 3. Construct, replace and renovate infrastructure to support current and future installation requirements. Upgrade replace and purchase new equipment to support current and future mission requirements in order to achieve a higher degree of safety and modern technology.
- (3) Group 4. Increase productivity and throughput of all products across the installation by five-percent annually with a goal of 30 percent by FY2015.
- (4) Group 5. Develop Leadership and Supervisor Training Program.

Each of these goals has specified Action Items, Process Owners responsible for the Action Items being completed, time lines for completion and Key Performance Indicator (KPI) metrics or scorecards which will be used to measure progress.

For the implementation one of Group 4, Increased Productivity, the Continuous Improvement Office will be working with individual directorates and organizations to insure Strategic Planning Board productivity expectations are known and acted upon throughout the depot. The ongoing implementation of the following top/down line of communication for productivity initiatives is a key first step.

- **Strategic Planning Board.** SPB review Strategic Plan Productivity goals and determine best methods to achieve. Set other objectives or modify goals.
  - Strategic Plan 4, FY2011 metrics as approved by the SPB:
    - \$2.6 million in Process Improvement and Value Engineering savings. Lean Six Sigma Goal: \$1.3 million
    - Combine for a **TBD** increase in overall Process Improvement Initiatives.
    - Each Directorate conducts four Lean Assessments. Total of 28 assessments.
    - Twenty-five percent of Green Belts participate in a process improvement project. Total of 18 Green Belt’s participating.
    - Each Directorate develops as a minimum one Lean Team. Total of seven Lean Teams.
    - Each Directorate develops as a minimum one Productivity/Business Scorecard. Total of seven Scorecards.
    - Each Directorate develops one Visual Management Board for a process operation or facility per year. Total of seven Visual Management Boards.

- **Continuous Improvement Office:** Work with the SPB and Process Improvement Steering Council (PISC) to implement Lean Six Sigma at TEAD. Provide Lean training and guidance.
- **Productivity Improvement Steering Council (PISC).** Personnel represent directorates in developing and implementing Strategic Plan and other process improvement initiatives. Report to SPB.
- **Lean Teams:** Teams responsible for researching and providing process improvement and Lean ideas, conducting Lean Assessments. Implement SPB goals. Report to PISC.
- **Process Owners:** Identify and support productivity process improvement projects. Work with Lean Teams.

Next steps will include providing additional Lean Training to Green Belts, Lean Team Members and we look forward to working with you all on implementing Action Items to meet the FY11 Strategic Plan goals.