

Tools For Continuous Improvement

People, Partnership and Improvement

Problem Statement

- Normal operational situations demonstrate enormous room for improvement, which cannot be realised in the current maintenance system.
- Repeated incidents occur with similar underlying causes, implicating the way in which work is normally done.
- Formal methods of monitoring, feedback or analysis (audits, investigations) are not achieving change or closure to identified problems. A key bottleneck is the interface with operational management.
- Communication and information is top-down -There is no effective channel of bottom-up communication -The key bottleneck is the gap between professional culture and management systems and culture.
- These have resulted in a 'double standard' of operational performance. This may be manageable in a stable environment, but any serious change will disturb this with potentially serious consequences.

Objectives

- To build competitiveness through developing people as a primary resource for innovation, adaptability and reliability.
- To improve working life and enhance professionalism.
- To foster trust and partnership to ensure effective 'working together'
- To develop and embed a culture of safety and of continuous improvement

How to achieve this?

The integration of enterprise partnership, continuous improvement (Six Sigma and AMPOS) and Human-Centred Management (Human Factors) initiatives will provide the basis of a common initiative which will transform the system and culture:

Partnership brings trust, collaboration, and accountability

Continuous Improvement brings project management methodology to generate solutions.

Human-centred management – an ecologically valid analysis provides the agenda for change. Provides partnership with issues to demonstrate effectiveness. Supports a range of appropriate interventions

Implemented in the right way, these measures will foster an organisational and professional culture which demonstrates a common understanding of goals and objectives and a positive orientation to achieving them. It will help to promote new ways of working which are essential to achieving the stated goals.