

Rapid Improvement: The core Remuneration Processes for one of the Big 4 Banks was fundamentally improved through a 5-day rapid improvement activity

Delivering significant productivity improvements can be achieved through a rapid improvement process known as a Kaizen Activity. This approach allows a business to fundamentally reshape a process with a focused, structured event in a short period.

The Problem

A centralised Remuneration (REM) Team was experiencing significant re-work and time delays in the annual remuneration review process for the 55,000 staff. The team had conducted a number of initiatives within the process, but had not been able to identify the problem or address the issue to overcome the various barriers and causes of the issues.

The Approach

The approach adopted was to deploy a rapid improvement event that utilises the Six Sigma tools in a focused, 5-day event where all parties are engaged in the process to define the problem, understand the current reality, determine the root causes to the defined problem, identify and select solutions to overcome the root causes and then define an action plan to implement the selected solutions (including risk analysis).

Findings

The workshop reviewed the detailed process steps involved in the annual REM process and identified that the approaches used across the teams were inconsistent, that the key processes were not documented, that the finance department had a different process to the REM team and that the process used by the HR department to support the

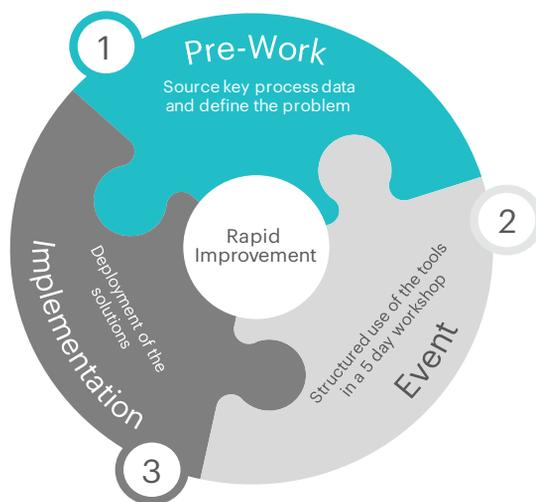
REM process also contributed to the rework.

Solutions

An integrated suite of solutions was developed to address the problems which involved defining the single approach to the annual REM review, having this documented and aligned across the Finance and HR departments and some changes made to HR system to support the new process. These solutions were then mapped across a three year road-map to track implementation.

Results

The solutions fundamentally transformed the business with the resulting REM review process demonstrating less rework and a reduction in the time delays in the process.



Rapid Improvement is Possible

This initiative highlighted that complex processes can be transformed rapidly using a focused, structured approach. The key is to utilise key Six Sigma elements, have the right people in the room and have a clear view of the problem to be solved.

