

Delivering Sustainable Visual Management

Keolis Downer Adelaide (KDA) engaged Unipart to support the revamping of their visual management process after it was decided that some third-party support would bring an objective and fresh perspective to support the maturation of the business into the next stage of the business cycle. The visual management process is critical to the executive team's ability to track and monitor key performance indicators (KPI's) within a metropolitan passenger rail environment.

Unipart Group Australia was approached for assistance by its practitioners to:

- Develop and implement the Senior & Broader Leadership Team Visualisation Centres and coach them to use it effectively. This is to include a review of the current VMC meetings to observe meeting effectiveness, and design and implement a new suite of KPIs that drive a behaviour of continuous improvement.
- To review and recommend a theoretical hierarchy of KPIs that will create an alignment throughout the organisation and embed a culture of continuous improvement.
- Design and implement standardised templates and visualisation.
- Coach and advise the BLT stakeholders on the development of their performance level KPI's.
- Provide Standard operating procedures to ensure governance and sustainability.
- Assist the local Champion in developing the Leadership Teams Visual Management Rooms.
- Provide advice on physical set up of visual management room within the Rail Operations building.
- Provide advice on correct KPIs, leading indicators, appropriate targets and other collateral required to demonstrate the required performance at the functional level.
- Provide advice and recommendations on the linkages between the two levels of KPI's and how performance at the lower levels and affect the contractual KPI's.
- Provide guidance in production of visual reporting; style guides, data dictionaries, file structures, how to capture effective corrective actions and data display techniques as required.

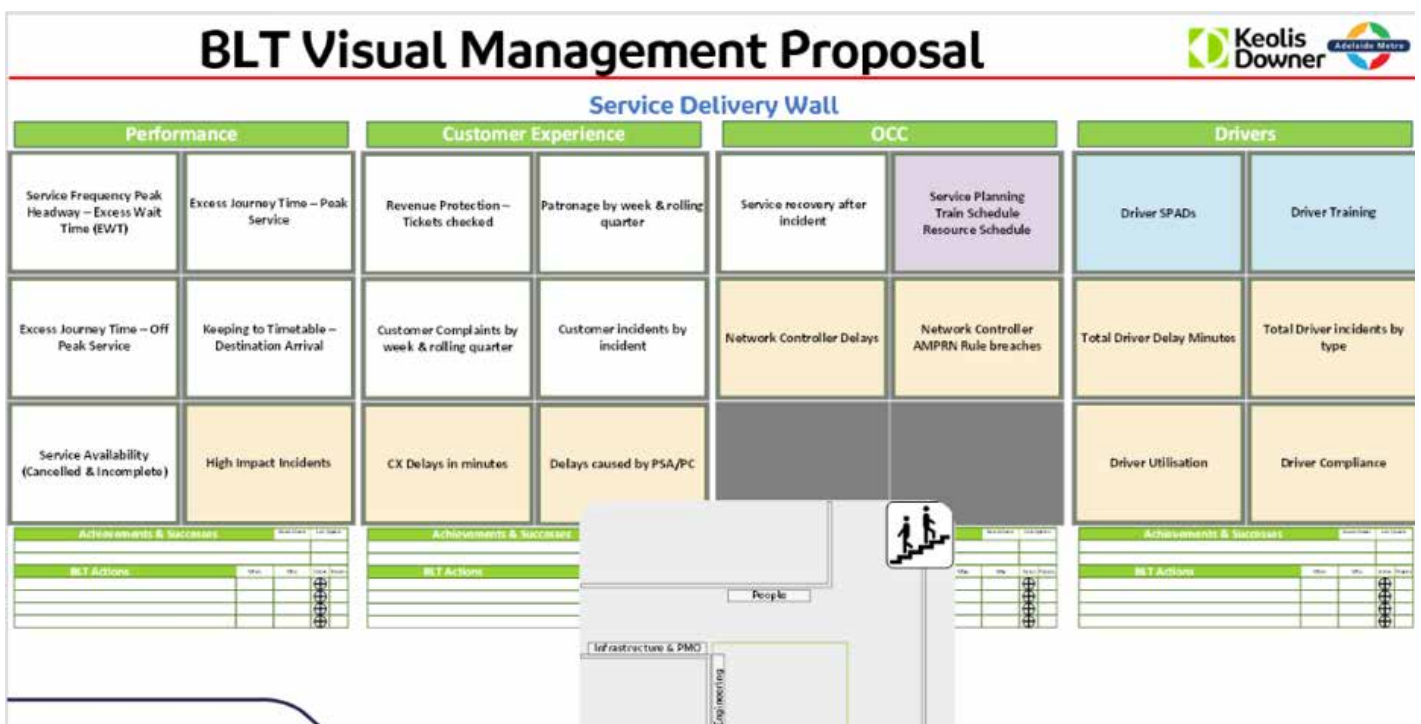
The Solution

The Implementation of best practice Visual Management to be used as a powerful and proactive management tool ensuring standards and actual conditions are highly visible that enables timely decisions.

The Practitioners covered all areas of the organisation displaying their information and metrics in a standard format this would ensure that.

- The cascade of metrics was clearly visualised across the organisation.

- Information displayed on a visualisation board in any area would be quickly understood in seconds by anyone from within the organisation.
- Any improvements to the standard are quickly adopted across all areas.
- New employees can be inducted to the 'way the organisation works' in reviewing information in a visual approach.
- Transparency in decision making, where everyone can see the same information and understand the reasons for such decisions and expected results.



The Practitioners deployed a Problem-Solving Focus to best utilise this information and data in a way that delivers measurable benefits to the business. A great deal of resource and time is employed in extracting and displaying data from business processes, and by ensuring this is used to drive improvements and the resultant benefits are returned.

Using a Plan, Do, Check and Adjust (Act) approach to review performance, to identify the areas requiring the focus (point of cause) and ensuring actions are planned and delivered to effect a change in this performance.

Designing Standard Templates driving metrics into parts so that each Function could be held accountable for resolving within their scope of operations.

This Standard Templates was then trialled to determine the effectiveness across all the metrics in the corporate scorecard. Incorporating the Customer's Livery and branding underpinned the structure and layout for the room, enabling improved clarity in alignment of the metrics and formalising the space as a dedicated room for visualising the effectiveness of the organisation, demonstrating the strategic alignment with the business contractual obligations, and reinforcing the standards for visualisation.

This enabled the whole team to begin to see the result for visualisation, to become part of this change that would ultimately affect them, to begin to adopt the approach in practice and based on this experience, influence this approach to achieve the necessary requirements of the organisation.

Collaborative Process Review of the existing VMC meetings with the agreement to only focus on 'exceptions', this is where the performance is Amber or Red status, thereby making best use of the available time to ensure those areas requiring countermeasure, gain the focus of the available time to review issues communicate the actions.

Allocating Accountability to improve – many of the measures at BLT Level are aligned to Corporate Objectives, this is a sum of all the Service Delivery and Operational Areas. Therefore, breaking down these measures into the contributing Functions as part of our Cause Analysis, allows those Functions to focus on the areas that they can affect and are accountable for.

Early engagement, coaching and support across all stakeholders was critical to establishing Visualisation as a 'live tool' to be effective within the organisation. The initial focus being on creating a vision and what good looks like for the stakeholders.

Sustained by standard operating procedures developed to assist the stakeholders during their creation and development of their KPI's making sure the effectiveness of the outcome of a future cascade of visualisation through the organisation will be largely based upon the capability to implement these processes and the behaviours to drive improvement.



The project was delivered using the tools and techniques of the Unipart Way

STRUCTURE	FORMAT	OUTCOME
Weekly meeting	Standardised visual templates	Leaders up to SLT VIS
BLT Heads + Stakeholders	Standardised approach to metrics	Issues forward
Set agendas	Static visual room required	Driving behaviour
Set order	Online run through for remote	Actions delivery
Analyst team support	RAG status	Data-driven decisions
Actions governance	Suitable for BLT and individual team meetings	PDCA philosophy
	Available to next level teams	Challenging collaboratively
		Automated data collection

What the Customer said

Following on from the SLT visualisation project, the BLT project has helped establish better consistency, data visualisation and focuses on actions in relation to issues with performance. Unipart have helped to establish these standards through the vis (Visual Management) project to ensure we can continually improve and evolve to continue to manage our vis governance.

Jess Cronin, Head of Planning & Performance, Keolis Downer

The Result

There are now two executive levels of Visual Management Centres in the organisation driving a continuous improvement focus. Gaps in contractual obligations have been addressed to protect the business from breaches and enable a shift in improvement that over time will reduce abatements and increase commerciality of the organisation.

The Senior Leadership Team have fully supported this project and quickly adopted a proactive approach to using this visualisation tool to challenge current practice within the organisation and drive a 'passion for excellence' to continually improve.

The organisation can now ensure that it 'enables timely decisions to be made'.

The Visualisation Centres are now the focal point to communicate actual conditions and co-ordinate the actions being undertaken by using a standard methodology that's employed to agree causes, solutions, and the required countermeasure actions.

Benefits

- Customer alignment – where each area can understand its overall contribution to delivering value for the customer.
- Alignment to upstream contractual KPIs– each area can understand its overall contribution to delivering value for the customer.
- Alignment to the (SLT) Senior Leadership Team KPI's and recently developed Visual Management Room.
- Alignment with the key principles of the Keolis Way.
- Measures that are aligned across the business to deliver business improvement.
- Improvement in the cross functional management across the business through ensuring alignment to a common goal.
- Development of a culture of clear focus on the customer requirements, and actively seeking out issues impeding this – where any problem is the next opportunity for improvement.
- Engaged Leadership team members – through having been engaged throughout the project, have identified, and solved problems in their own areas.
- A structured approach to monitoring performance throughout the organisation with a line of sight to the executive Corporate Objectives
- Internal capability in visualisation methodology

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