

High Impact Kaizen Event (*H.I.K.E.*) Overview

MHC Kenworth

Process Map Procedures

- Example: Repair Order Flow



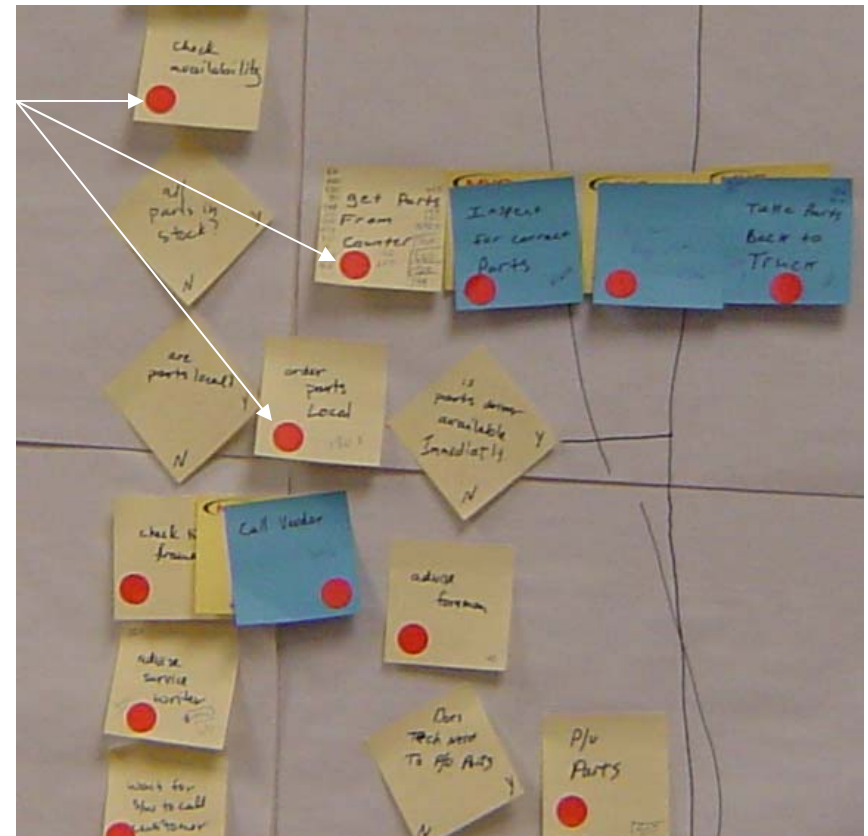
Process Map Procedures

- Example: Scenarios



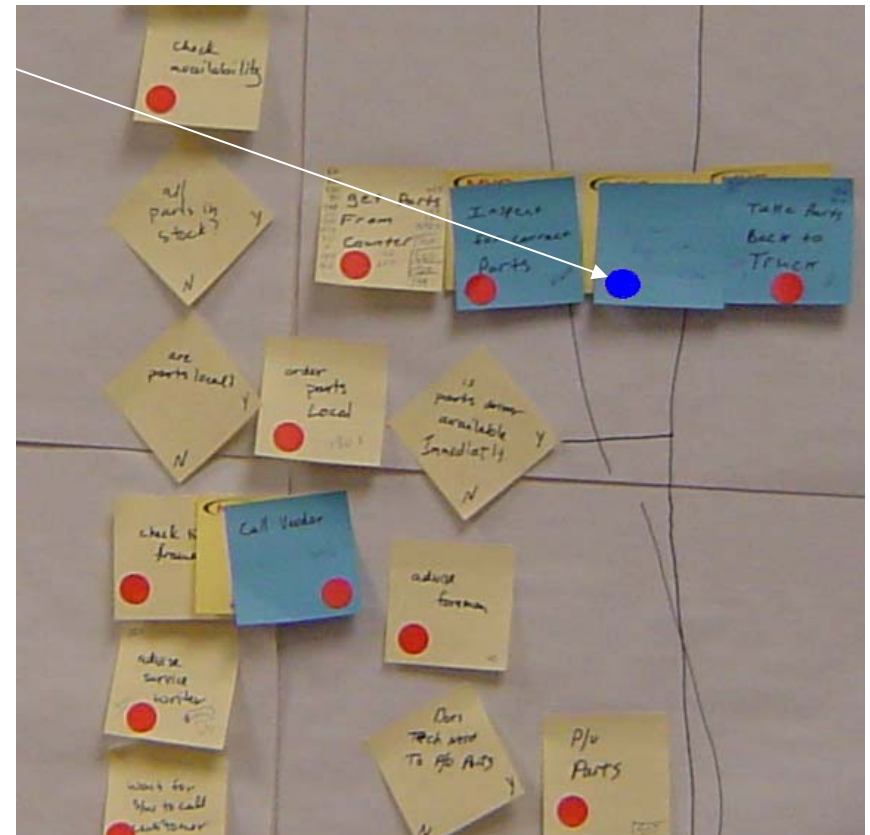
Process Map Procedures

- Example:
 - The red dots indicate non-value added time.



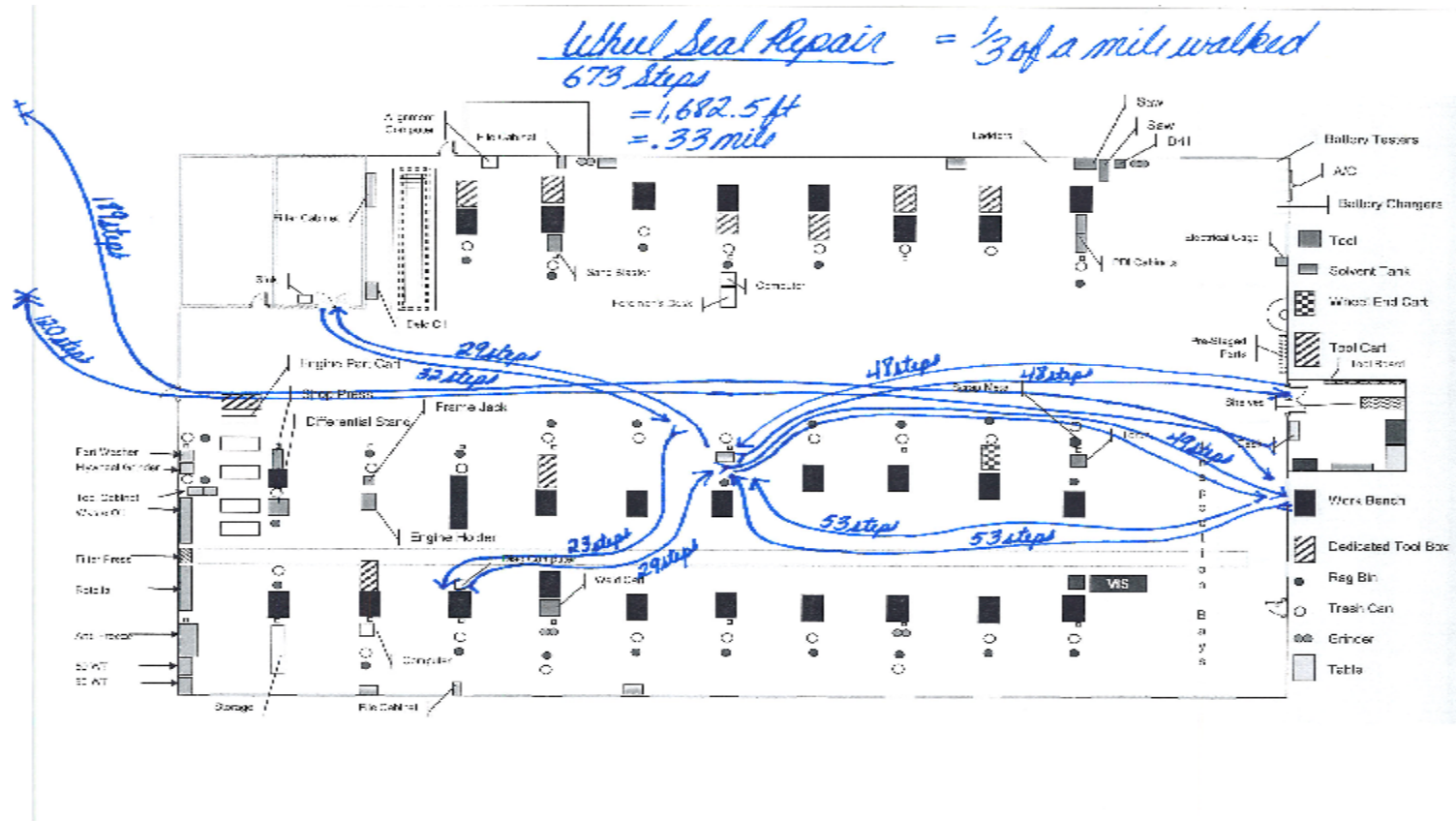
Process Map Procedures

- Example:
 - The blue dots indicate value added time.



Spaghetti Diagrams

- Example: Every step taken by the tech is accounted for.



Suggestion Items

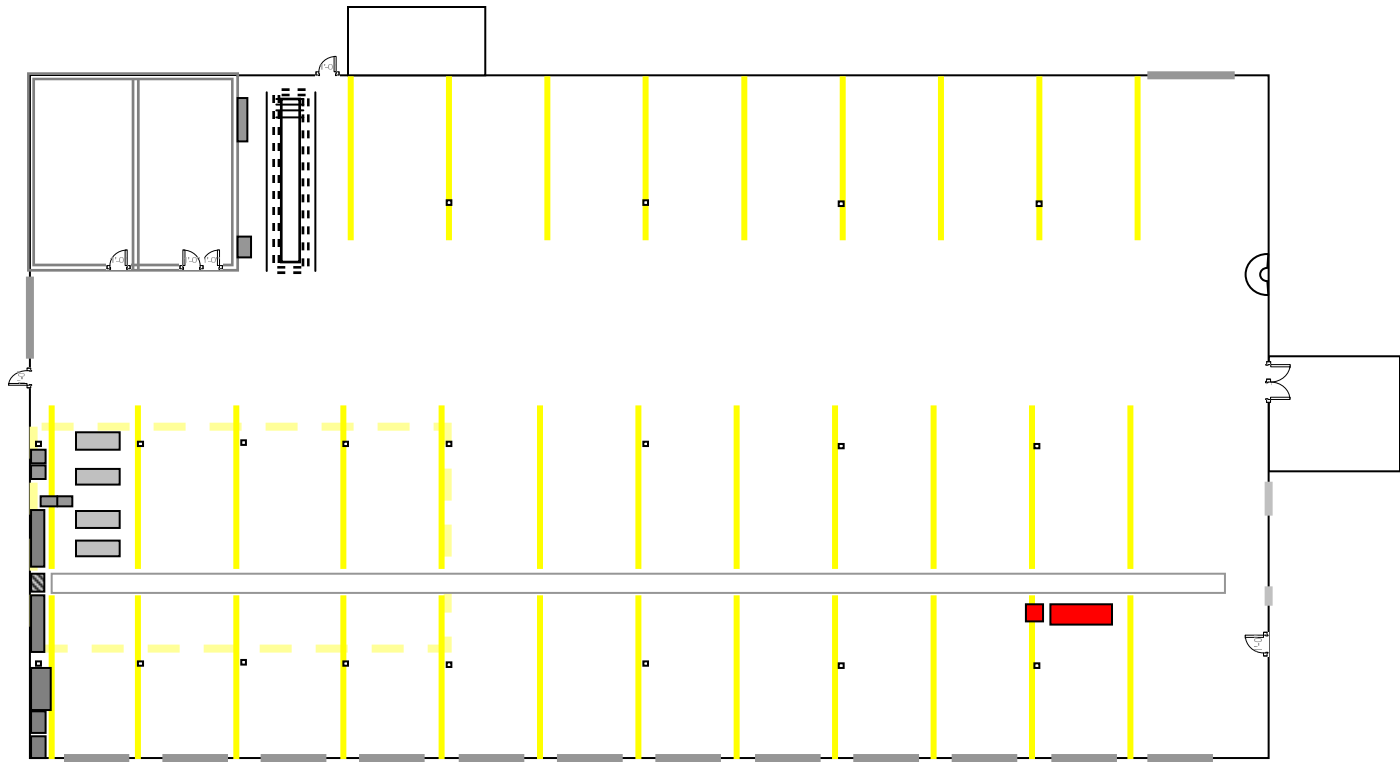
- Example: Suggestion Forms

HIKE Project Suggestion Form

Let us know your opinion, idea or suggestion to improve our efficiency!!!

Shop Layout Procedures

- Example: Microsoft Excel Map



Shop Layout

- Example: 5S Audit Checklist

AUDITOR NAME: _____
DATE: _____

5S SCORE CARD

AREA	ITEM	Number of Occurrences Found
Tool Room	Tools labeled or identified with appropriate color	
	Tools and equipment stored in proper location	
	Parts staged in Staging Area	
	Parts staged on appropriate shelf that corresponds to RC #	
	Area clear of rags, trash, cigarette butts, etc.	
	Rag and trash barrels in appropriate spots	
	Total for Area	0
Foreman's Tower	Key tags have truck parking spot listed on tag	
	RC hand card identify truck parking spot	
	RC hand card identify if parts are staged for job	
	Area clear of rags, trash, cigarette butts, etc.	
Total for Area	0	
Shop	Bays cleaned after repairs	
	Main aisleway clear of tool boxes and equipment	
	Area clear of rags, trash, cigarette butts, etc.	
	Rag and trash barrels in appropriate spots	
	Shop boxes returned to appropriate spot when not in use	
	Jack stands, bottle jacks, check blocks returned to appropriate bay stand	
	Browns & squares returned to appropriate bay	
	Tools and equipment stored in proper location	
	Tools labeled or identified with appropriate color	
	Tool boxes stored in appropriate location	
	Wrench holders, chain picks, etc. returned to designated storage area	
	Tireny rebuild area clean and organized	
	Drain pans emptied and clean	
	Area around used oil dump and filter drain clean	
	Cores, scrap and trash parts put in proper location	
Supply of Parts Request Forms adequate at Time Clock		
Total for Area	0	
Parking Lot	Trucks parked in appropriate locations (i.e. new, used, service, body)	
	Parking lot clean and organized	
	Customer entrance to Service Dept not cluttered with parts and trash	
Total for Area	0	
TOTAL SCORE FOR AUDIT		0

Excellent 0 - 20
Good 20 - 35
Average 35 - 60
Needs Improvement 60 & Above

FINANCIAL SERVICES Audit Checklist

Shop Layout

- Results
 - To proceed from the following:



Shop Layout

- Results
 - To this:



Shop Layout

- Results
 - More Examples:

Before

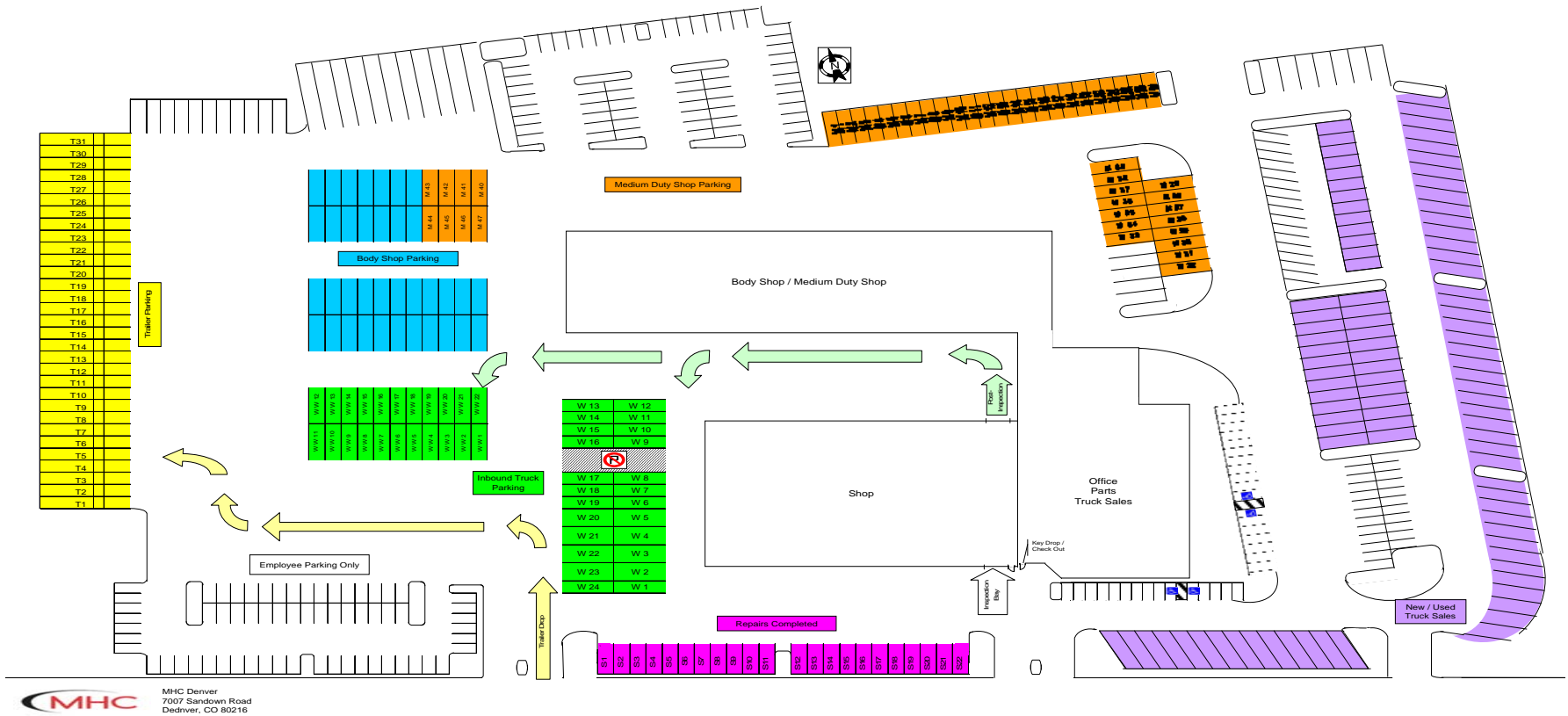


After



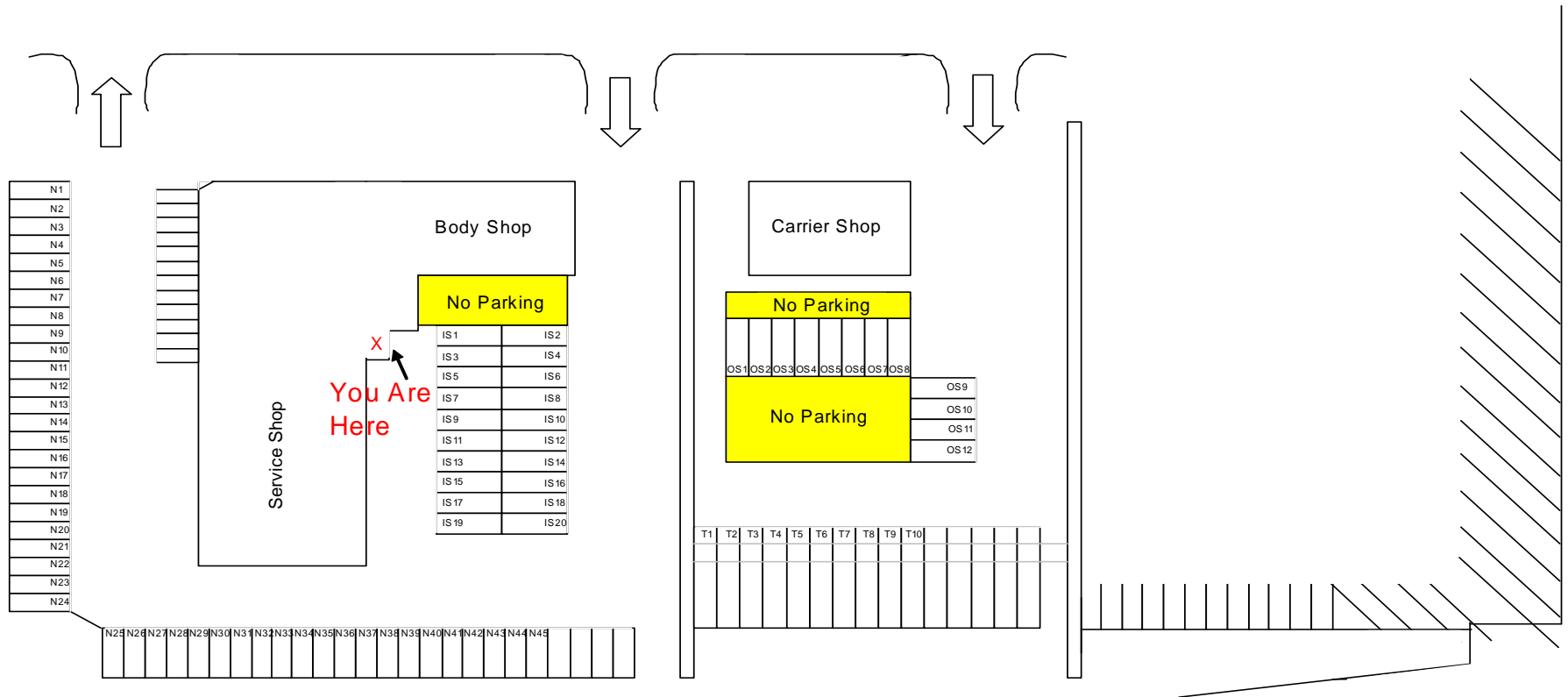
Lot Layout

- Example: Completed Lot Layout



Lot Layout

- Example: Completed Lot Layout



Parts Procedures

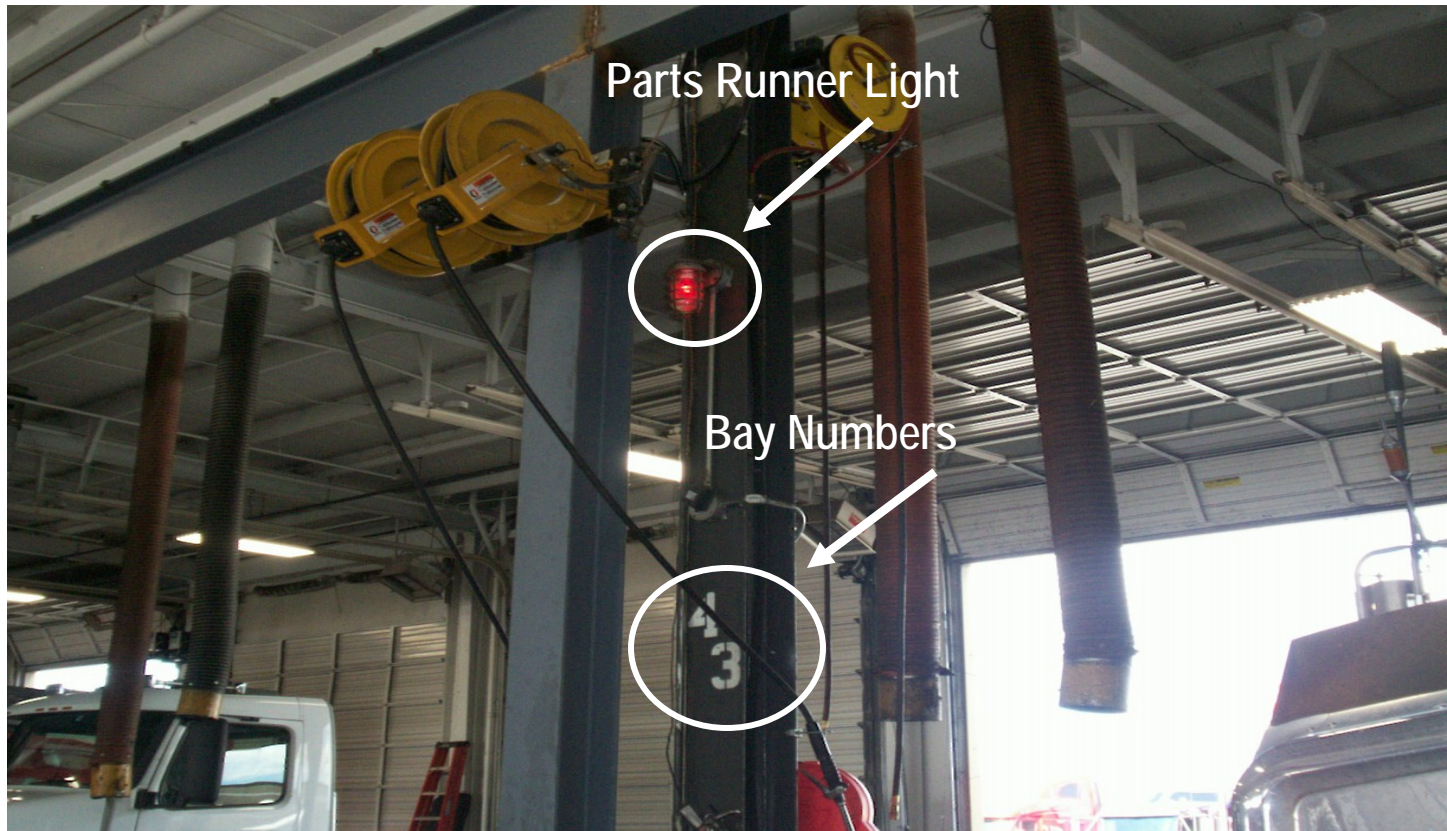
Analyzing Processes

- Review the process map and identify all steps that involve Parts. Then review the time spent on each of these steps and determine if any time can be eliminated. *Note the times below in yellow.*

Service Process Steps	Seconds/ RO
Parts Needed?	
Y Make Parts List	
Walk To Parts Window	617.7
Wait To Be Waited On	1594.3
Give Parts List To Parts	2107.0
Are Parts Available?	
Y Wait On Parts	2051.4
Take Parts Back To Bay	403.3
Go To H (Job Step 102)	
N Parts Local?	
Y Send Driver/Tech To Pick Up Parts	1255.0

Parts Procedures

- Example: Parts Runner Light and Bay Numbers



Parts Procedures

- Example: Station



Parts Procedures

- Example: Electronic Time Stamp



Conclusion

- H.I.K.E. methods and procedures are proven to work when followed and maintained properly. This has been demonstrated at various MHC branches that H.I.K.E. has been implemented in.
- It is important to note that any implemented procedures not followed properly will result in a decrease in efficiency; resulting in goals not met.
- All aspects of H.I.K.E. must be maintained in order to ensure its success and benefits.