



# Baseline requirements of a successful organisation in 2024

Operational  
Excellence

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**CITY OF GOLD COAST**



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Sales Management – 14 years  
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Managing Director – 12 years  
Synergy People  
Manufacturing Labour Hire and  
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Business Manager and Operational  
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## Doug Mottram

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Master Black Belt  
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>20 years  
Operations, Supply Chain, & Continuous  
Improvement Management with Sebel,  
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>10 years  
Consulting and Training  
Business Systems, Manufacturing, Supply  
Chain, and Continuous Improvement

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# WHAT DOES OPERATIONAL EXCELLENCE LOOK LIKE?

**Operational excellence** is a

- 🎯 mindset
- 🎯 principles and tools
- 🎯 create a culture of excellence within an organisation.

**Operational excellence** means every employee can

- 🎯 See
- 🎯 Deliver
- 🎯 Improve

the flow of value to a customer.

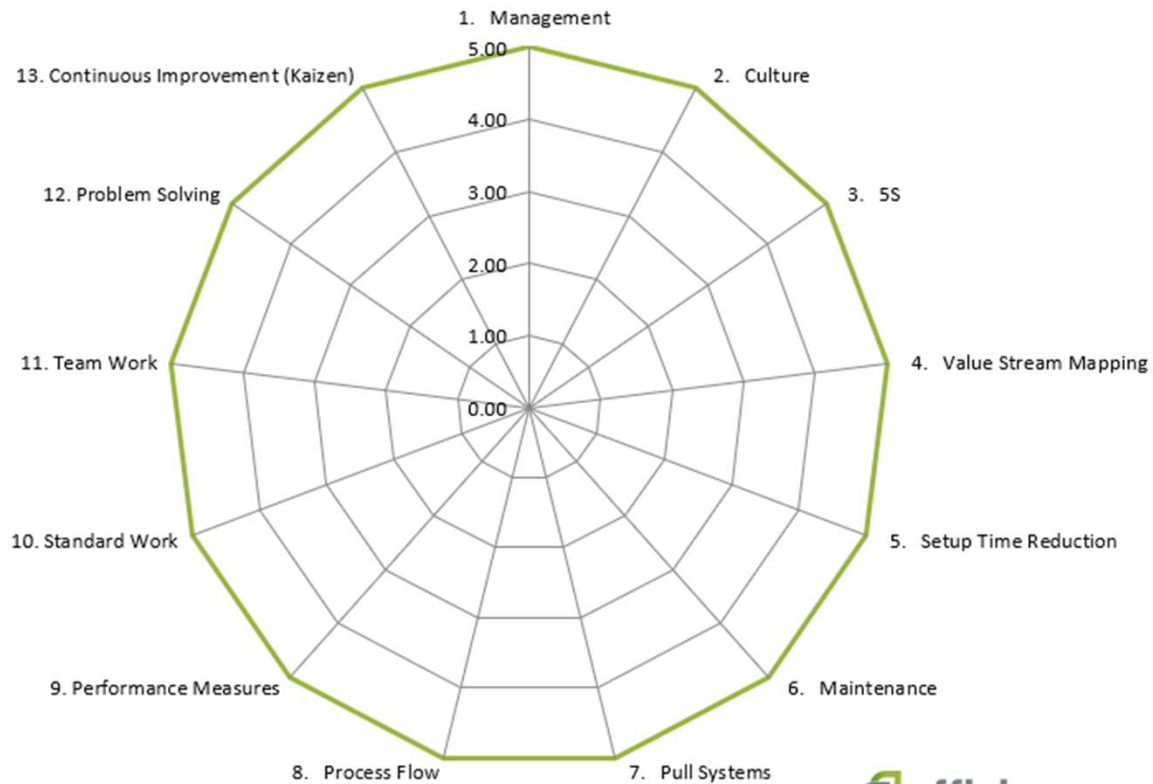
**Operational excellence** employs the tools of Continuous Improvement methodologies, such as

- 🎯 Lean thinking
- 🎯 Six Sigma
- 🎯 OKAPI (Objective, Key result, Actions, Performance, and Insights)
- 🎯 Scientific management.

**Operational excellence** was first introduced in the early 1970s by Dr. Joseph M. Juran

# HOW CAN OPERATIONAL EXCELLENCE BE MEASURED?

## Operational Excellence Assessment



# OPEX ASSESSMENT LEVEL OF ATTAINMENT EXAMPLES

# VALUE STREAM MAPPING (VSM)

| Level | Description                                                                                    |
|-------|------------------------------------------------------------------------------------------------|
| 0     | No processes have been Value Stream Mapped (VSM)                                               |
| 1     | VSM is understood by some, and an attempt has been made to map a simple process                |
| 2     | VSM training has occurred. Some processes have been VSM'd. No improvements made.               |
| 3     | VSM is understood by all. VSM's have been completed. Actions and responsibilities assigned.    |
| 4     | VSM is done regularly. Improvement actions are aligned with business objectives and completed. |
| 5     | Most processes are mapped and known by all employees. VSM is part of how we do things.         |

# PROCESS FLOW

| Level | Description                                                                                                                    |
|-------|--------------------------------------------------------------------------------------------------------------------------------|
| 0     | Little flow is visible as it is obstructed by clutter and WIP                                                                  |
| 1     | Some flow and analysis/documenting of processes is taking place.                                                               |
| 2     | Flow can be seen in some areas. Takt time is known but not utilised. Large batches and excessive WIP still exists.             |
| 3     | Continuous flow can be seen in product, material, and information flow. Takt time is used effectively.                         |
| 4     | Flow & std. work is implemented and adhered to in most areas. Waste elimination between processes is a major focus.            |
| 5     | All areas have been converted to flow and Standard Work implemented.. All processes have been VSM'd. WIP is at minimal levels. |

# CONTINUOUS IMPROVEMENT (CI)

| Level | Description                                                                                                                                     |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 0     | Employees and managers are not concerned about CI and no CI methods exist.                                                                      |
| 1     | Improvements are reactive and not embraced by the organisation.                                                                                 |
| 2     | Some CI methods evident but only used by managers.                                                                                              |
| 3     | Some kaizen events and proactive CI is evident. Results are documented and displayed.                                                           |
| 4     | CI used to advance teams and company. All employees trained in CI tools and use Kaizen events for most problems. Dashboards track improvements. |
| 5     | PDCA and DMAIC are known by all. CI is embedded in the culture. CI events are performed routinely.                                              |

# PROBLEM SOLVING

| Level | Description                                                                                 |
|-------|---------------------------------------------------------------------------------------------|
| 0     | Focused on symptoms rather than causes. Many recurring problems.                            |
| 1     | Problem Solving is ad hoc / reactive                                                        |
| 2     | Some use of structured problem solving is evident.                                          |
| 3     | Majority of problems are tackled by Root Cause Analysis (RCA) by the majority of employees. |
| 4     | Problem Solving is systemic and used extensively.                                           |
| 5     | Formal problem solving is part of the culture and full RCA is conducted for all problems.   |



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