

LEAN NEWS

News & updates about Lean, a methodology employees use to continuously improve Brink's processes & performance.



Lean Ruby, Emerald, and Diamond Awards Program coming to the U.S.

Brink's U.S. will begin participating in the Lean Recognition Program that exists in select regions and will be expanded globally. This recognition program celebrates success and recognizes employees who utilize lean processes and exemplify our value of continuous improvement to achieve our strategic objective of Operational Excellence

To earn Emerald or Ruby recognition, individuals or teams nominate themselves by documenting their improvements using the A3 problem solving method. Once submitted, the A3's will be evaluated and winners will be selected on a quarterly basis. Any submitted A3 that is not selected remains eligible for future selection.

Diamond award winners are for individuals only and will be selected from the Emerald and Ruby winners. The selection criteria for the Diamond award requires achievement of one or more of the following criteria

- Significant improvement of safety, quality, delivery, efficiency, productivity, or cost
- Technical accomplishment, breakthrough or process re-engineering
- Creativity and/or initiative used in accomplishing work assignments
- Innovation by an individual that contributes to progress toward the completion of a project or milestone
- Exemplary performance in response to an important organizational need

Lean Awards at a Glance



- **Emerald Award:**
Employees who make small improvements in applying Lean and delivering results



- **Ruby Award:**
Employees who make big improvements in applying Lean and delivering results



- **Diamond Award:**
Regional presidents select winners from countries' Emerald and Ruby nomination



New currency counters being trialed in Chicago



The Chicago Branch recently trialed the G&D C2+1 currency counter with favorable results. The branch experienced a 15.2% productivity increase in notes per hour. The C2+1 is a true 2 pocket in that the +1 is a divert tray. A key difference from our existing 2 pocket is that the G&D product switches to the 2nd pocket automatically when the 1st pocket is full. With our existing 2 pocket, the counter

stops until the operator removes the strap.

"I used to not care much about the machine but I really love it now."

– Chicago Cash Processor

Next steps include the expansion of the trial to 5 new currency counter.



The 14 Principles of Lean

1. Base your management decisions on a long-term philosophy
2. Create a continuous process flow to bring problems to the surface
3. Use "pull" systems to avoid overproduction
4. Level out the workload (work like the tortoise, not the hare)
5. Build a culture of stopping to fix problems, to get quality right the first time
6. Standardized tasks and processes are the foundation for continuous improvement and employee empowerment
7. Use visual control so no problems are hidden
8. Use only reliable, thoroughly tested technology that serves your people and process
9. Grow leaders who thoroughly understand the work, live the philosophy and teach it to others
10. Develop exceptional people and teams who follow your company's philosophy
11. Respect your extended network of partners and suppliers by challenging them and helping them improve
12. Go and see for yourself to thoroughly understand the situation
13. Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly
14. Become a learning organization through relentless reflection and continuous improvement

THE 8 WASTES



DEFECTS

Efforts caused by rework, scrap and incorrect information.



OVERPRODUCTION

Production that is more than needed or before it is needed.



WAITING

Wasted time waiting for the next step in a process.



NON-UTILIZED TALENT

Under utilizing people's talents, skills, & knowledge.



TRANSPORTATION

Unnecessary movements of information, products and materials.



INVENTORY

Excess information, products and materials not being processed.



MOTION

Unnecessary movements by people (e.g. walking).



EXTRA-PROCESSING

More work or higher quality than is required by the customer.

Lean Lexicon: 8 Wastes

"In this newsletter, we dedicate this space to covering a fundamental & foundational element of Lean: **8 Wastes**.

While the graphic above shows what each of the 8 Wastes stand for, the question that most people ask is, **"why are the 8 wastes so important for me know?"**

The answer? **Visibility.**

If you can't see something, it's very difficult to improve it!

The 8 wastes are a reinforcement mechanism that helps prompt us with what to look for in our day to day tasks.

While there are many benefits of eliminating waste such as quality, efficiency, and profitability, the biggest benefit of eliminating waste is that **it will make your job easier and increase employee satisfaction.**

To learn more about Lean or to suggest a story for this newsletter, contact Jeff Klabunde.