Leading the Fight against Extinction with LEAN

Jenny Gray
The Lean Enterprise – 4P Model

Purpose
1. Vision/Values
2. True North
3. Line of Sight (Employee)
4. Strategy Formulation & deployment

Problem Solving
1. Enterprise Management Development System (EMDS)
2. Capability to ID & Solve Problems
3. PDCA Thinking

People
1. Putting people before products
2. Engaging, Involving
3. Challenging & Coaching
4. Teamwork

Process
1. Horizontal flow of value at the pull of the customer (Value Stream Analysis)
2. Workplace Management through standardization & Visualization
3. Relentless elimination of waste, overburden and unevenness through lean tools

Assessment of Organisational maturity

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INSTITUTE FOR LEAN SYSTEMS
PURPOSE
No Victorian, terrestrial, vertebrate species will go extinct on our watch.
WHAT WE NEED TO DO TO FIGHT EXTINCTION

$30 million
WE NEED TO GROWING REVENUE
WE NEED TO CONTAIN OPERATIONAL EXPENDITURE
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DEVELOPING LEADERSHIP CAPABILITY

TRAINING IN THE GRADUATE CERTIFICATE IN COMPETITIVE SYSTEMS AND PRACTICES AT SWINBURNE UNIVERSITY

36 Leaders
IMPROVED COMMUNICATION

– VISUAL MANAGEMENT BOARDS
IMPROVED COMMUNICATION
– VISUAL MANAGEMENT BOARDS
STANDARD

1. Clear purpose of the TEAM linked to the organisation mission

2. Plans and Targets

3. Current performance

4. Gap

5. Plans to address the gaps
VISUAL MANAGEMENT BOARDS

* CORPORATE PLAN IMPLEMENTATION
VISUAL MANAGEMENT BOARDS

*UNPLANNED WORK

* TACTICAL PERFORMANCE
VISUAL MANAGEMENT BOARDS

* PERFORMANCE

[Image of a visual management board with a calendar and performance metrics]
VISUAL MANAGEMENT BOARDS

* PROJECT MANAGEMENT
VISUAL MANAGEMENT BOARDS

* PROGRESS FIGHTING EXTINCTION
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VISUAL MANAGEMENT BOARDS

* PROGRESS FIGHTING EXTINCTION
PROCESS IMPROVEMENTS

* HELMETED HONEY EATER
PROCESS IMPROVEMENT

– WORKS REQUEST SYSTEM
PROCESS IMPROVEMENT

– WORKS REQUEST SYSTEM
SMARTER PROCESSES
– WORKS REQUEST SYSTEM
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PROBLEM SOLVING

- ZERO WASTE TO LANDFILL

THE NEXT FIVE YEARS

Goals and projects
Having now become the world’s first zoo to achieve carbon neutral certification, our commitment to continual improvement is best captured by our environmental sustainability goals for the next five years.
Zoos Victoria will:
+ Maintain Carbon Neutral Certification
+ Continue to reduce our carbon footprint by 10% per annum based on 2013 emission figures
+ Ensure that all future developments across Zoos Victoria are carbon neutral
+ Become a Fairtrade Workplace by 2017
+ Operate as the world’s most resource efficient zoo by 2019
+ Reduce Zoos Victoria’s water consumption by a further 20% by 2019

**+ Achieve zero waste to landfill by 2019***

+ Continue to encourage our visitors and influence other organisations to make positive changes to reduce their ecological footprint
+ Improve Zoos Victoria’s overall environmental performance through staff engagement and participation in delivering Environmental Management System.

*Excludes prescribed industrial waste that require specialised removal.
Please note: Projects are prioritised with total costs captured on page 26 noting the ideal year for implementation.
PROBLEM SOLVING

CONTAMINATION IN THE ORGANIC COMPOST SYSTEM

BINS AT TRAIL OF THE ELEPHANT FOOD OUTLET.

- Bin 1 - Near Outlet: 1% compostable, 0.75% contaminated
- Bin 2 - Retail Bin: 0.25% compostable, 0.05% contaminated
- Bin 3 - Middle Bin: 0.95% compostable, 0.02% contaminated
- Bin 4 - Close to Barn: 0.98% compostable, 0.02% contaminated
At 43%, sauce packets are the highest internal (sold at our outlets) contaminant of organic waste bins.

Conducting an audit on organic waste bin to investigate level and type of contamination.

Bin 3 (middle bin) contaminants contains 36 sauce packets.
Contents of a typical visitor organic waste bin. Paper content can be composted, however sauce packets are commonly found within these paper bags and cannot be composted.

Soy sauce is delivered in a bottle, not packet.

Sauce packet hiding in paper bag.

Another contaminant found in organic bins.
PROBLEM SOLVING

COUNTER MEASURE

Number of sauce packets pre-trial/CS: **72 in one day** (this equates to approx. **360 over 5 weekdays**).

Number of sauce packets during trial/FS: **2 over 5 weekdays**.

Proportion of contamination from sauce packets went from **43%** of contamination to **2.7%**.

Note that stakeholders indicated **some contamination is normal and acceptable**, but that it is **the type of contamination** that has been recently problematic - i.e. sauce packets are small, innocuous and numerous. Larger contaminant items are more readily identifiable and require less work to remove/sort, if they need to be removed at all. Therefore this is a substantial improvement as a result of this countermeasure.

Compostable sauce container. Visitors are able to pump sauce into this themselves. 26 of these were found over the trial week.

Sauce pump pack at Bong Su kiosk shelf. Visitors grab a small compostable container and pump/pour sauce into it themselves.
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LEAN FIGHTING EXTINCTION
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Population Trends at Yellingbo

- Leadbeater's Possum
- Helmeted Honeyeater

No. individuals

LEAN WILL HELP FIGHTING EXTINCTION
ITS JUST THE BEGINNING
THANK YOU