UniSA Business

EFMD EQUIS ACCREDITED

# EXECUTIVE EDUCATION
# PROCESS CONSTRAINT MANAGEMENT

## OVERVIEW

**UniSA's Process Constraint Management program assists managers to achieve bottom-line and capacity improvements quickly, and at little or no cost. Using this method will enable your organisation to avoid capital expenditure by getting more from the existing system.**

**The Process Constraint Management program provides an essential tool for managers who are responsible for improving throughput, reducing backlogs and process lead times, or reducing and simplifying expediting in an operating system. Using this method will also support your organisation to avoid capital expenditure by getting more from the existing system.**

## SNAPSHOT

**Program Length**.....3 days

**Who is this program suited to?**

Emerging and experienced leaders, Lean champions, change managers and improvement project facilitators.

Also available as a tailored program for organisations.

## PROGRAM BENEFITS

*Individual*

- Learn to focus your time to get the most from your available resources and better targeting problem solving and improvement activities;
- Understand how to increase throughput, reduce lead times, increase productivity, improve quality or reduce waste;
- Learn how to deliver projects on time, in cost and in scope or reduce shut down times and aligning maintenance programs to operational needs;
- Readily apply principles to improve effectiveness in any business context.

*Organisational*

- Ensure sustainable growth and profit by unlocking hidden value within existing resources;
- Enhance service levels, greater inventory turnover and reduce lead times;
- Improve quality by focusing our corrective and preventative actions on what counts most;
- Create a shift in thinking from localised efficiency towards overall system effectiveness.
- Focus management efforts and resources to maximise impact, and enhance teamwork and job satisfaction.

The program includes the optional third day, Critical Chain Project Management, which provides an extension of learning to include the key to project success of identifying and mangaging the true critical path of a project, i.e. the 'Critical Chain'. You will also learn the value and innovative uses of Safety Buffers on a project's true critical path, the advantages of Project Buffers in contrast to Task Buffers, synchronising shared resources in a dynamic multi project environment using the Drum-Buffer-Rope solution and how to manage project bottlenecks.

## ASSESSMENT

This program includes practical class exercises during the program structure with no formal assessment. Upon successful completion of the program, participants will be awarded a Certificate of Completion.

## ENROLMENT

Enrolments for the Process Constraint Management program can be submitted via the online enrolment platform. To learn more or enrol in the program, please visit **unisa.edu.au/process-constraint-management**

## PROGRAM OUTLINE

Day 1: **The Building Blocks**

- Theory of Constraints introduction including key tools such as the Current Reality Tree;
- How to improve performance via leveraging the constraint;
- Learn how to define realistic and effective targets for key processes;
- Understand 'Evaporating Clouds' that assist in identifying the constraint and developing a creative solution;
- The six steps for unlocking value within existing resources:
  1. Defining the System's Goal;
  2. Identifying the constraint (the Bottleneck);
  3. Exploiting the Constraint;
  4. Subordinating to the Constraint and how to rearrange others to maintain 100% of the constraint;
  5. Elevating the Constraint and how to innovate to get greater than 100%
  6. Identifying the new Constraint: the continual improvement loop.

Day 2: **Key Performance Measurements and Synchronised Scheduling**

- Understand the powerful set of performance measures which tie local decisions to the overall performance of the system being managed, and how these measures reinforce behaviours which improve overall system performance.
- Develop the skills to apply the four key operational areas of decision infrastructure investment, make or buy, inventory build-ups, and product mix;
- Understand the scheduling tool 'Buffer Management: Drum–Buffer–Rope that is applicable to any environment that requires synchronization of shared resources, be it manufacturing, maintenance, service oriented, or a multi project environment;
- Learn how to apply scheduling rules in an on-screen simulation in which throughput can only be maximised by effectively scheduling.

Day 3: **Critical Chain Project Management**

- The key to project success is in identifying and managing the true critical path of a project, i.e. the Critical Chain;
- The value and innovative uses of Safety Buffers on a project's true critical path;
- Synchronizing shared resources in a dynamic multi project environment using the Drum-Buffer-Rope solution;
- Managing project bottlenecks.

***"This program was one of the best structured training courses I have attended. It is very relevant and the practical aspects were effective tools."***

**Nick Porter, past participant, Hill Defence Products**


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