



PRESENTS:

EDUCATIONAL SEMINAR
Leaders Standard Work

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Standard Work for Leaders

How does it create rhythm?

Michael Cambronne, Plant Superintendent

AGENDA

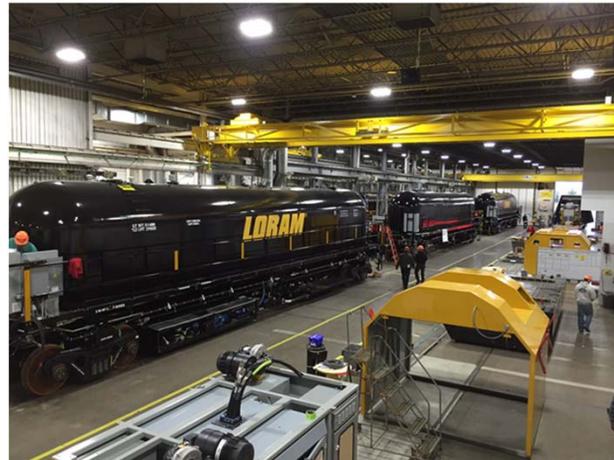
- Introduction to Loram
- How Standard work for leaders was first implemented at Loram.
- Danger of stepping away from standard work for leaders.
- What does rhythm have to do with it?
- How Loram has used Standard work for Leaders to create rhythm.

LORAM (*LONG RANGE MANNIX*)



- Loram was founded in 1954 by the Mannix family and is currently in the 4th generation.
- The Mannix Sled and Mannix Plow were the first mechanical products which were both developed in the late 1950s.
- In the 1970's Loram began it's rail grinding operations.
- Today Loram has over 1000 employees, multiple different countries with 128 machines operating in NA alone.

OEM PRODUCTION



OPERATIONS



WHY DID WE START

- Standard Work for Leaders was first implemented in 2013
- Part of the Loram Lean Strategic Plan
- To insure Leaders where out on the floor
- Who uses leader standard work at Loram?
 - Team Leads, Supervisors , Managers of supporting departments

WHY DID IT STOP?

- As a group we had individual leader standard work that did not connect.
- Our leader standard work was not consistent in the expectation.

WHAT DOES RHYTHM HAVE TO DO WITH IT?

- It's the drum beat of the team
- The frequency of meetings
- The start of the day connects to the end of the day
- No matter how busy we are, the rhythm does not change



HOW DID WE GET BACK IN RHYTHM?

- Established what are those key meetings that need to happen
- Identified the Leaders that need to be in the discussions
- Ensured that we have a flow of information from each level of meeting and review
- We realized how important this is to our business.

Plant communication board



Weekly



VP's and Directors of departments

Shop communication board



Daily



Managers of support departments

Work Center Communication Board



Hourly



Supervisors / Department leads

Example of rhythm in the day.

Daily Morning

6am-8am – Personal prep time / emails / review pervious days numbers

8am – 8:30am – Gemba walk of the shop and warehouse boards for current state

8:30 – Production Status stand up meeting (Leaders of support groups for manufacturing).

8:45 – Department standup meeting at each production board.

Daily Afternoon

3:00pm – Team lead meeting – How did the day go. Plan for tomorrow

3:30pm – Supervisor meeting – How did the day go. Plan for tomorrow

4:00pm – Prep for tomorrows startup. Produce briefing.

Example of rhythm in the week and month.

Weekly Standard work

Mondays – Staff meeting

Tuesday – One on one with department VP (floor walk and sit down discussion)

Wednesday – Resource planning for the next two weeks with Supervisors

Thursday – Production planning meeting to review the next two weeks

Friday – One on one with admin support

Monthly

Safety Audit of plant

Supervisor safety review update (twice a month)

Financial review from previous month

Quality review and update

Name: _____ Date: _____

Superintendent Standard Work

Time	Daily Task	Weekly Tasks	To Do (assignments)
6:00	Personal Time / Prep for day	MONDAY	
6:45	Supervisor/Lead startup meeting		
7:00	Shift Start up		
8:00	<i>Gemba Walk Through Plant</i>	Supervisor Meeting in WH @ 2:30	
8:30	Production Status Review - Shop Floor	TUESDAY	
8:45	<i>Board Meeting</i>		
3:00	<i>Team Lead Meeting</i>	OEM Safety Review with Team @ 2:30	
3:30	<i>Supervisor Meeting</i>	WEDNESDAY	
4:00	<i>Prep for Next Day</i>		
	Hourly Tasks	Shop Resource meeting for next week @ 9:30	
	Daily Tasks	CI / RED Card Review Meeting @ 2:30	
	Update safety matrix	THURSDAY	
	Check Posting boards		
	Check Matrix boards	Leadership Team Gemba Walk @ 11am	
	<i>Update Process Days #</i>	FRIDAY	
	Weekly Tasks		
	Review Safety Audit Results	Supervisor Meeting in WH @ 2:30	
	Review Safety Red Cards	Production Planning meeting @ 3:00pm	
	Review Open CAPA		
	Monthly Tasks		
	Monthly Safety Audit		
	End of the month labor hours		
	Monthly Highlights		
	Dashboard updates		

Loram Updated 10/0/13

HOW DID IT HELP?

- Very important to our business.
- One meeting flows into another
- Leaders are able to make decisions and continuously improve daily
- You know issues will be addressed by the right people at the right time
- Easy to delegate

WE GOT OUR RHYTHM BACK

CONCLUSION

- Talked about how Standard work for leaders was first implemented in our group.
- I gave some examples of the danger of stepping away from standard work.
- We talked about what rhythm has to do with it?
- Finally I talked about how Loram used Standard work for Leaders to create rhythm in our business



Thank you for joining us!