

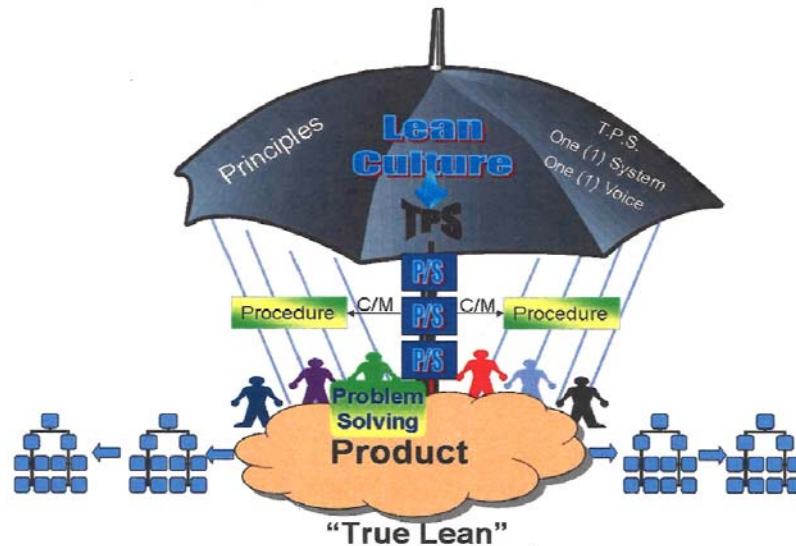


PRESENTS:

EDUCATIONAL SEMINAR
Leaders Standard Work

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Sr. Operations Manager

What's it all about ?



University of Kentucky

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CJ1

What we hoped to Accomplish

- Team clearly understand roles & responsibilities
- Build escalation system when issues arise
- Improvement in performance metrics
- To identify coaching & development opportunities
- To engage, encourage & support employees

Phase 1 Data Collection

- **Offsite** Training & alignment day
- **Task mapping** roles for 2 weeks
- **Shadow team** for 1 week (*what is really happening*)

Phase 2 Role Clarification

- Establish the **critical task** list to support process
- **Challenge** all other tasks
 - Eliminate
 - Re -deploy

Phase 3 System Development

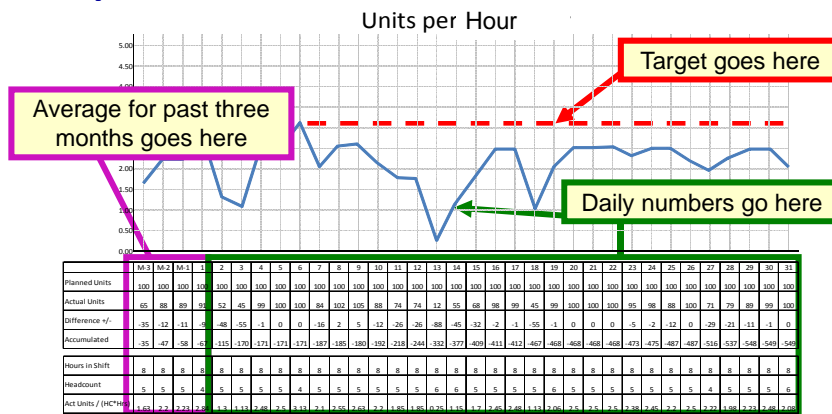
- Document the new agreed Standard
- Set up audits to review progress & Interrupters
 - Daily check by Supervisor
 - Weekly check by Manager
- Update Job Descriptions with new role & responsibilities.

Original TL Daily Checklist

Date	High Volume Daily Precoat Team leader Checklist Ann's Shift	Off line tasks	Precoat Module 1	Precoat Module 2	Precoat Module 3	Precoat Cell 1	Precoat Cell 2	Precoat Cell 3	Comments
1st hr	Review shift log from previous shift								
	Set up teams on each Module and Line								
	Review ncmts and arrange resort								
	Review start up on one Module every second day.								
	*Feed in trays - ensure clean and check is done								
	*Ribbon loader- ensure hypo tube is clean								
	*Welder - ensure daily asset care is done								
	Review Kan bans for each module and cell								
	Review Start up on one Cell every second day								
	Compact mpt-								
	* first shift Monday replace pads								
	* Observe one set up daily								
	Laser								
	*Observe daily asset care.								
	*Observe Weekly asset care start shift Monday am.								
Record any items missing on shadow boards									
Review kanban for each line									
4th hr	Attend morning meeting								
	Review ncmts & carry out basic root cause analysis								
Hourly	sign and review all hr by hr boards								
	* Review scrap and rework qts/ escalate if necessary								
	* sample/ rework defects per q253 if necessary								
	* complete doc checks on completed routers record qty								
	* update Assembly Schedule as routers leave line								
Hourly	* fill out scrap log as routers are complete								
	* Review bundle sizes and techniques. -one cell daily								
	Verify module operator cycle plan - one module daily								
	* monitor trainees progress / techniques								
	Complete shift log for opposite shift								
	Welder								
	* Verify asset care is carried out .								
	J- Bender								
	*Observe daily asset care on one cell								
	Send out shift report								
	Personal Training -								
	Reviewed by Supervisor: _____								
	Date : _____								

Rev 1
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Part per hour or eff %Hour Trend Chart



Productivity Performance at a glance
Chart filled out at the end of each shift
Multiple shifts on the same chart use different colors to visualize
Calculated by dividing the units produced by the total hours worked

Lesson Learned

- Start small with one cell to set up a model area
- Build good visuals for team to “see the waste”
- Build the layered standard work together
- Assign a coach from Management to each lead & supervisor.
- Cannot PowerPoint your way to lean!
- Leadership has to support the new system daily!

Optimise meetings to support LSW

Our Rules for Effective Meetings

- 🕒 Turn up on time
- 📵 Turn off all phones
- 🕒 Start meeting on time
- 📄 Open by stating meeting objectives
- 📄 Review action items from last meeting
- 🏠 Health & Safety first item on the agenda
- 🗣️ Make a contribution to the meeting
- 👤 Assign owners to all action items
- 📅 Agree committed completion dates
- 🕒 Finish at scheduled time
- 🚪 Leave the room in a satisfactory condition



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MEETING MINUTES

Meeting: _____ Date: _____

Attendees:

✓ = Present, L = Late, M = Minute taker

Actions:

WHAT?	WHO?	WHEN?

EFFECTIVE MEETING CHECKLIST:

<p>Attendees Responsibilities:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Were all participants present at the scheduled time? <input type="checkbox"/> Did any phones ring during the meeting? <input type="checkbox"/> Has everybody signed the relevant attendance sheet (<u>where</u> required)? <input type="checkbox"/> Is the room left in a satisfactory condition? 	<p>Meeting Organiser Responsibilities:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Were the meeting objectives stated at the start? <input type="checkbox"/> Were all those invited required? <input type="checkbox"/> Were owners assigned to all action items and <u>committed</u> dates agreed? <input type="checkbox"/> Did the meeting finish on time? <input type="checkbox"/> Has all the equipment been turned off? Sign Ref.1(HR1029) Meeting Room Housekeeping Form
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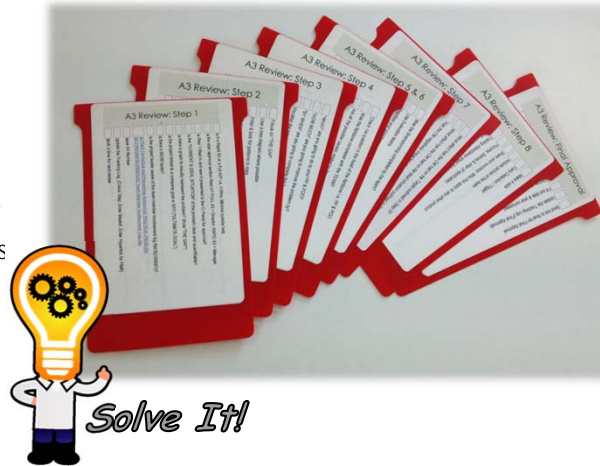
Meeting Checklist

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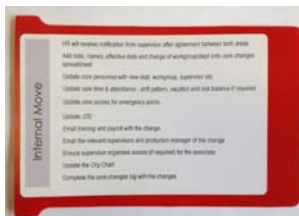
T-Cards in C.I.

- Example of how used in A3 Review Panel
- To ensure consistent use of the problem solving methodology
- To provide support, encouragement & recognition to project leaders
- Has also proven to be beneficial in reducing the time needed to build up confidence level for new panel members



T-Cards in H.R.

- Example of how used for Weekly Meetings with Supervisors
- To ensure consistency of approach with each Supervisor, regardless of who carries out the meeting / review
- To provide an all rounded review of requirements, covering all critical topics for discussion
- Other examples: Internal department transfers, etc.





Thank you for joining us!