Frontline Leader Standardised Work

Outline of Presentation

1. What is the Role of Frontline Leader Standardised Work?
2. Why is it important / what is it trying to address?
3. What are the key ingredients for success?
4. How do we get started?
A simple concept

however

Often difficult to apply
Frontline Leader Standardised Work

**A simple concept**

A detailed list of important responsibilities / tasks of a Frontline Leader that are conducted on a regular, disciplined basis so as to achieve the required outcomes (eg Production Plan) **while developing the people reporting to them.**

*This is more than a typical Job Description for a Frontline Leader*
Frontline Leader Standardised Work

however

*Often difficult to apply*

1. Firefighting eg unstable production plan, unreliable plant
2. Changing demands / priorities eg attend extra meetings
3. Unexpected visits eg corporate, customers, suppliers
What we find at many sites

*Firefighting and Symptom Solving are the normal way of operating*

Things go wrong

Different plans

Finished goods shortages

Loss of capacity

More waste

More change-overs

Unplanned changes

VICIOUS CIRCLE

Source: Breaking Through to Flow - banish fire fighting and increase customer service by Ian Glenday December 2005

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What we find at many sites

Too many Meetings

• Daily Review Meetings
• Production Planning Meetings
• Capital Project Meetings: New Equipment meetings
• Improvement Meetings: Improvement Team meetings
• Communication Meetings: eg State of the Nation addresses
• Statutory Required Meetings eg Safety Committee meetings
What we find at many sites

Too many External Disruptions

- Corporate Visits
- Supplier Visits
- Customer Visits
- Customer Audits
- Quality Audits
- Safety Investigations
- Work Cover Investigations
- Union Visits / Meetings
Ask the Audience

Does your site suffer from a lot of Firefighting due to changing demands or priorities, unreliable Plant, too many or unplanned meetings, unexpected visits etc?

1. Yes
2. No
3. Unsure

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1. What is the Role of Frontline Leader Standardised Work?

To bring discipline and stability to the workplace to allow you to be more effective in developing the people reporting to you (your team)

Why?

A disciplined site / team wins,
An undisciplined site / team just passes the time of day!
What do you need to develop your people in?

1. **Base Skills** – across their area of responsibility
2. **Problem Solving Skills** – getting to root cause
3. **Visual Workplace Skills** – find problems at the earliest possible time
4. **Prevention at Source Skills** – stop problems from occurring

How do we develop them?

1. **Training based on Training Within Industry principles**
2. **Cross-functional Improvement Teams***
3. **Area Based Improvement Teams***
4. **Individual Root Cause Analysis***

*Ideally spending about 5% - 10% of their normal work time each week involved in strategically driven improvement
2. Why is it important / what is it trying to address?

The 3 Critical Parts of a Continuous Improvement Strategy

1. Reactive Improvement (rapid)
   How quickly can we get back to Budget / Expectation and stop it happening again

2. Stable Production Plan through Flow Logic (urgent)

3. Pro-active Improvement (steady)
   How do we increase capability by reducing or eliminating losses and wastes through technology, projects & events and on-going improvement

Incident reported at Daily Review Meeting
2. Why is it important / what is it trying to address?

A disciplined approach to Continuous Improvement

Examples:
Effective Daily Review Meetings
Compliance Audits for Work Area Management / 5S
Verification Audits that Quality Standards are being followed
Review of Improvement Team Boards
3. What are the key ingredients for success?

1. Site Leadership Team to establish a more stable workplace environment by stabilising at least 50% of the Production Plan
2. Review of all meetings by everyone so as to rationalise and minimise
3. Ensure effective Daily Review Meetings at all levels
4. Minimise ad-hoc events (meetings, activities, visits, etc) by developing and communicating policies
5. Make visible to all the standard work of your Leaders
6. Work with all Leaders to set up regular Standard Work routines

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4. How do we get started?

1. Start at the top, with the Site Management Team to ensure there is an understanding of the importance and benefits of Leader Standard Work.

2. Ensure all Site Management members have a passion to develop their people.

3. Create the right environment by having an organisation structure that has no more then 7 people reporting to any Leader.

4. Develop a Daily Review Meeting Plan to provide support and development of your Frontline Leaders.
Right Structure & Daily Review Meeting Plan

Small Site (up to 399 people) Example

**Right Structure**

- **Site / Ops Manager**
  - with 3-7 Level 1 Salary

- **Level 1 Salary**
  - (eg Supervisor)
  - with 3-7 Frontline Leaders

- **Frontline Leaders**
  - (wages eg L/H, T/L)
  - with 3-7 Team Members

**Daily Review Meeting Plan**

1.5 Hr after Start of Day:
- **Level 2 Meetings**
  - 20 min Level 2 Salary

1 Hr after Start of Shift:
- **Level 1 Meetings**
  - 15 min Level 1 Salary

Start of Shift:
- **Level 0 Meetings**
  - 10 min Frontline Leader

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3. Create the right environment by having an organisation structure that has no more than 7 people reporting to any Leader.
4. Develop a Daily Review Meeting Plan to provide support and development of your Frontline Leaders.
5. Conduct a meeting and activity analysis to determine current situation.
6. Rationalise the meeting and activity commitments of your Leaders.
Meeting & Activity Review

List all meetings & activities attended during the past week or month and provide a reasonable estimate of the time you spend attending each meeting or activity.

Activities could include: Safety Hazard Walk, Quality Audit, Work Area Management / 5S Compliance Audit, Personal Development Plan Review etc

<table>
<thead>
<tr>
<th>#</th>
<th>Name of Meeting / Activity</th>
<th>Day</th>
<th>Start Time</th>
<th>Finish Time</th>
<th>Duration</th>
<th>Frequency*</th>
<th>Chairperson</th>
<th>Purpose of Meeting / Activity</th>
</tr>
</thead>
<tbody>
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</table>

*Frequency: once-off; fortnightly; monthly etc; also is this at a fixed time and place or does it vary

Average weekly time spent at Meetings / Activities:

Average time spent at work each week:

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5. Conduct a meeting and activity analysis to determine current situation.

6. Rationalise the meeting and activity commitments of your Leaders.

7. Develop a Leader Standard Work plan with realistic timeframe.

8. Monitor the plan on a weekly basis to instil the required discipline to win.
What are the daily tasks of a Production Frontline Leader?

Below is a list of possible tasks for a Production Frontline Leader during a typical or standard day or shift:

<table>
<thead>
<tr>
<th>#</th>
<th>Daily Meeting / Activity assuming 8 hour shift</th>
<th>Duration</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hand-over meeting with previous shift (if appropriate)</td>
<td>10 min</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Preparation for Start of Shift eg review production plan, ensure raw materials available, ensure equipment ready etc</td>
<td>15 min</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Preparation for Start of Shift Meeting</td>
<td>5 min</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Conduct Level 0 Start of Shift Meeting with their crew (Area Based Team)</td>
<td>10 min</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Conduct standard start up procedure</td>
<td>15 min</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Hourly monitoring of Line performance including review ‘red bins’, raw material status etc</td>
<td>10 x 8 = 80 min</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Preparation for Level 1 Daily Review Meeting eg product samples, performance data etc</td>
<td>15 min</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Attend Level 1 Daily Review Meeting</td>
<td>15 min</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Respond to actions generated at Daily Review Meetings (L0 and L1)</td>
<td>0 - 30 min</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Operate plant to cover for short term absences during the shift</td>
<td>0 - 120 min</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>End of shift workplace standards inspection</td>
<td>15 min</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>End of shift hand-over</td>
<td>10 min</td>
<td></td>
</tr>
</tbody>
</table>

**Total Time (Available = 480 min):** 190 - 340 min
What are the extra weekly / monthly tasks?

Below is a list of possible extra tasks for a Production Frontline Leader during a typical week / month:

<table>
<thead>
<tr>
<th>#</th>
<th>Weekly or Monthly Meeting / Activity assuming 5 day week</th>
<th>Duration per Week</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Train Operators</td>
<td>60 – 120 min</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Attend Cross-functional Improvement Team meeting</td>
<td>60 – 90 min</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Preparation or activity to support Cross-functional Improvement Team</td>
<td>30 – 90 min</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Lead Area Based Team improvement weekly meeting</td>
<td>30 min</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Lead Area Based Team improvement weekly activities</td>
<td>60 – 90 min</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Attend Weekly Production Planning Meeting</td>
<td>60 min</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Monthly Safety Committee Meeting (2 hours)</td>
<td>0 - 120 min</td>
<td></td>
</tr>
</tbody>
</table>

Total Time (over 5 days): **300 – 600 min**

Average per Day: **60 – 120 min**
What are the combined times?

Total Daily Meeting / Activity assuming 8 hour shift: 190 – 340 min
Average per Day Weekly or Monthly Meeting / Activity: 60 – 120 min
Impact on Standard Day (Available = 480 min): 250 – 460 min
What should be the allocation of time for a Production Frontline Leader who is supporting TPM & Lean / Continuous Improvement?

<table>
<thead>
<tr>
<th>Activity / Focus</th>
<th>Example</th>
<th>Current</th>
<th>Your Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operate the Plant</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieve the Production Plan (Task)</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People Development</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-going Continuous Improvement</td>
<td>10%</td>
<td></td>
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</tbody>
</table>

We have provided an example, however your goal will be influenced by the nature of the work being carried out by the Production Frontline Leader and their crew (direct reports) and the number of direct reports involved.
Key Learning

If the Production Frontline Leader is required to spend too much time working the line, the Level 1 Salary person they report to will find themselves ‘working down a level’ and doing the Frontline Leaders role while leaving gaps in doing their Level 1 Salary role which will need to be filled by their Level 2 Salary person they report to.

In other words, if the Frontline Leader is not effective because they are spending too much time working the line, everyone else in the leadership structure tend to work down a level or productivity and morale of the work group will significantly decline.
Final Words

Operational Excellence is about having Leaders who have Passion to develop their people so that they can find and address problems at the earliest possible time, while creating a workplace that stops problems from occurring.

Like all successful teams, you need **disciple** and **stability** to succeed.

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