

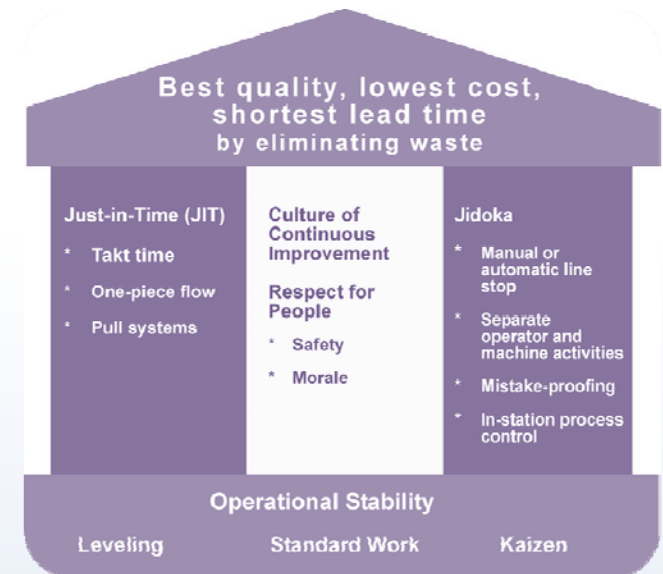
Standard Work: Unexciting and Unappreciated - Essential to Operational Excellence

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- In Lean Thinking, Womack & Jones stated that *mura* (unevenness or variability) creates *muri* (overburdening) which makes *muda* (waste) difficult to attack and permanently eliminate
- The core focus of Six Sigma is achieving stable and predictable process results (reducing process variation)
- Standard work is perhaps the key component in attacking process variation to enable and sustain Lean, Six Sigma, or any type of operational excellence
- Despite the above, very few organizations fully embrace or appreciate the critical role standard work plays



Standard Work: Unexciting and Unappreciated - Essential to Operational Excellence

- What is standard work
- Why is it important
- Common roadblocks
- Implementation tips



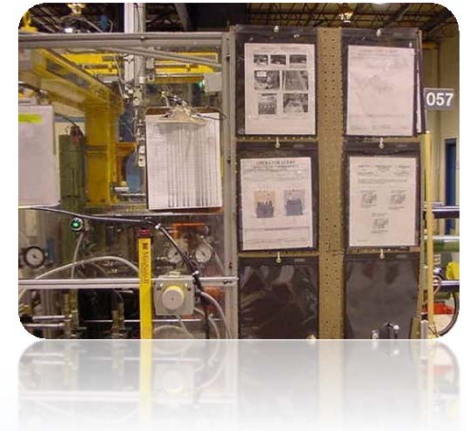
What is Standard Work?

- Standard work is a method of capturing the best way to perform a process and performing to that standard. It is the foundation of operational stability and excellence.
- Standard work has grown beyond Lean and the traditional Toyota elements (production rate, work sequence, in-process stock) and is now a more universal term.
- “Best” means most efficient, safest, and easiest
- It’s very hard to improve what isn’t standardized



What is Standard Work?

- Standard work is not static – it changes constantly as processes are improved. It should also be as flexible as the process dictates.
- Standard work can be very visual, using pictures or diagrams in place of words. It is often displayed conspicuously in the work area.
- The level of specificity and format of standard work should fit the process and goals. Standard work can range from a procedure to specific work instructions, from a multi-page document to a simple checklist.



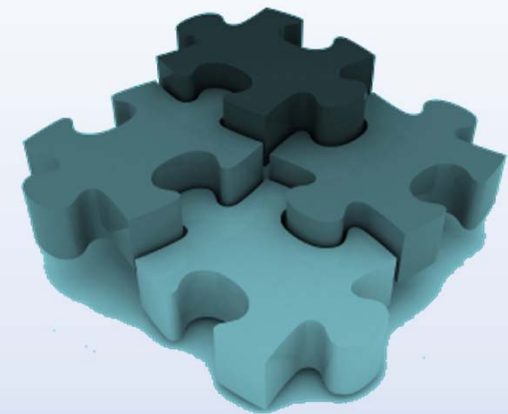
What is Standard Work?

- Elements of standard work may include
 - Detailed process step or “Best practices”
 - Who does what
 - When is it done
 - Where is it done
 - How is it done
 - **Why is it done**
 - Rate of output
 - Inventory/WIP levels
 - Number of employees
 - Pictures
 - Diagrams



What is Standard Work?

- Elements of standard work may include
 - Contingencies
 - Multiple levels of output
 - Problems
 - Triggering of events



What is Standard Work?

- The example below details the daily preventative maintenance process on a piece of machinery. Notice the visual controls – both in the standard work and in the labeling of the equipment.

Daily Operator PM Checklist

- 1. Check coolant level through clear Plexiglas
- 2. Check heat exchanger fans (strings should be moving)
- 3. Check servo drive fans (string should be moving)
- 4. Check heat exchanger air filter (change when dark)
- 5. Check servo drive air filter (change when dark)
- 6. Check way lube reservoir (add when low)
- 7. Check main motor air filter (change when dark)
- 8. Check main motor cooling fan (string should move)
- 9. Check mist collector motor and air filter (change when dark)
- 10. Check bar feeder hydraulic motor air filter
- 11. Check bar feeder hydraulic oil level (add when low)



Why is Standard Work Important?

- Adds certainty to a process by defining the who, what, when, where, why, and how
- Reduces employee-introduced variability in processes
- Eliminates waste
- Can simplify scheduling and management of resources
- Provides a baseline for continuous improvement activity



Why is Standard Work Important?

- Increases the productivity of supervisors, managers, mentor employees
- Facilitates problem-solving by controlling the number of variables in the way a process is performed
- Preserves organizational expertise
- Provides a basis for training



Common Roadblocks to Standard Work Success

- Lack of commitment
- Too difficult to create/maintain
- Business not suitable for standard work
- Workforce not capable
- Dictated, not collaborative
- Lack of buy-in
- Not realistic (too specific or demanding)
- Not meaningful/complete
- Not managed to



Standard Work Implementation Tips

- Assess your processes, understand your weaknesses, focus there first
- Fit the type of standard work to the process
- Start general first, become more specific as needed
- Involve the workforce where possible, while keeping sight of the big picture
- Articulate why the process is being standardized in the way it is
- Manage to the standard work
- Treat standard work with the importance it deserves



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- Questions

