Leader Standard Work

Focused Improvement Consulting

Overview

Elements

Standard work involves identifying the necessary tasks associated with each role, prioritizing them & then monitoring them to ensure they are being completed.

- There are four (4) main elements to the program. These are:
  1. Identify the work activities for each role.
     - This is the core of the program. It's about identifying what tasks need to be completed by a particular role on a daily, weekly & monthly basis.
     - The key objective of this step is to provide employees clarity on what exactly they should be working on during a specific time frame.
  2. Design a framework to collect information & ensure its completion.
     - Develop the appropriate format for recording & monitoring activities.
     - The key here is to make it as simple but effective as possible.
  3. Implement & monitor the program.
     - Record & monitor activities as they are completed. This can be achieved using the following supporting methodologies:
       - » Short Interval Control (SIC)
       - » Visual Performance Management (VPM)
  4. Evaluate the program to ensure it is effective.
     - Like all programs it should continually evolve & improve through the feedback of the users.

Figure 1A
Program overview

Benefits

There are many benefits that arise from using the standard work program. These include:

For Managers	For Employees
• It is process dependent, not person dependent. (I.e. this ensures the requirements for each role are clear.) • It provides continuity of operations. (When people are on holiday, etc.) • It helps leaders shift behavior from purely focussing on KPI's to a dual focus of process improvement. • It clearly documents standards & expected behaviors for employees. • Provides greater process control. (I.e. provides greater stability due to more predictable outcomes.) • Can help identify employee learning & development opportunities.	• Provides clear expectations. • It identifies all necessary work tasks & reduces ambiguity. By default it also clearly identifies what people shouldn't be working on. • Ensures tasks are appropriately prioritized. • Helps people develop a routine to ensure all necessary tasks are completed on time. • Provides new employees with a clear list of what work needs to be completed. • Can act as a platform for learning & development.

Overview

Who should use Leader Standard Work?

- Anyone in the business can & should use this program.
  - Level 5 - General Managers / Business Unit Managers
  - Level 4 - Operations Managers
  - Level 3 - Department Managers
  - Level 2 - Department Coordinators
  - Level 1 - Team Leaders & Operators
- Depending on their level within the business the design of the standard work activity will differ.
  - For example a Level 5 Manager will have less repetitious tasks & be more strategically focussed, however the program can still be applied to their role.
  - Refer to Figure 2A below for more detail.

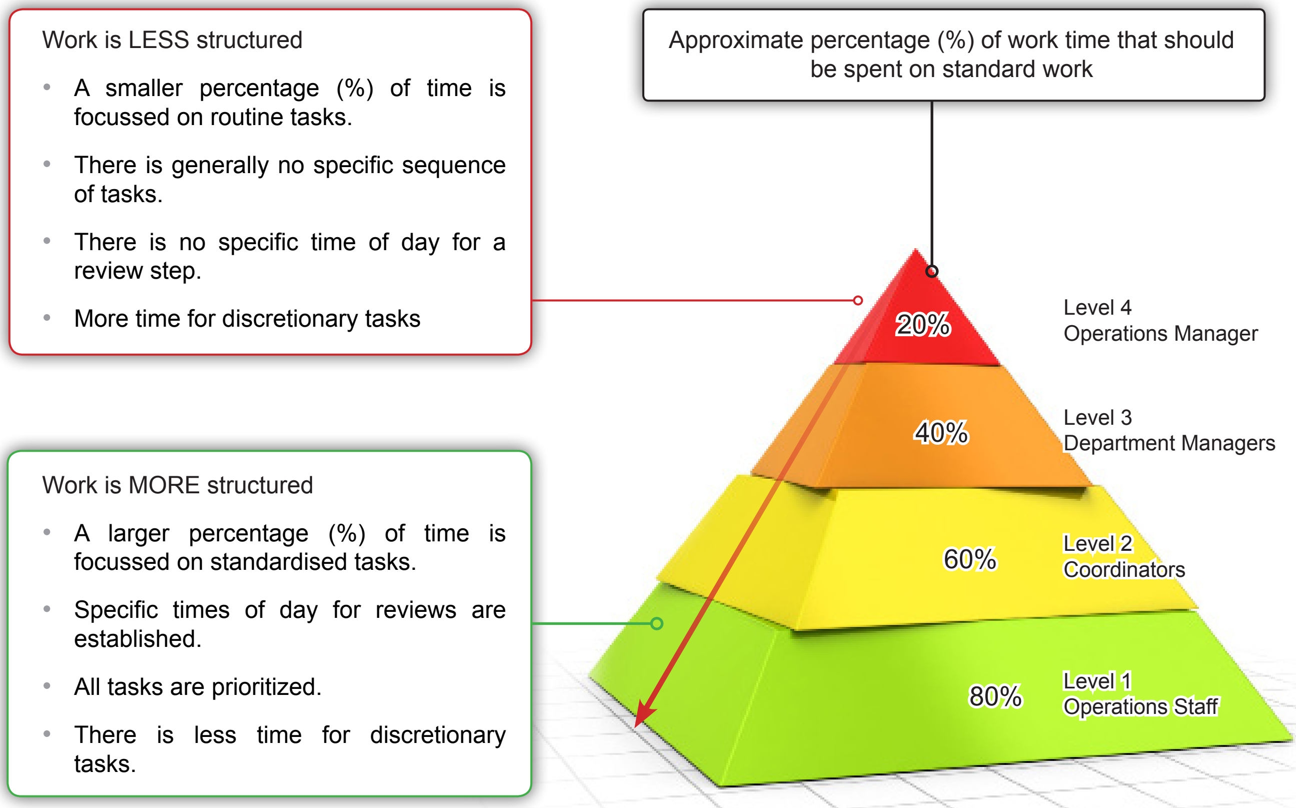

Figure 2A - Routine work allocation by level

1 Identifying Activities

Determine Current Activities

The first step is to identify all the tasks & activities associated with a role. This can be done individually or in a group, (i.e. as a team / department) which is facilitated by an SME.

① Review & document all current activities & develop a list of essential work tasks that are needed by people to perform their role.

- When evaluating a position, consider all activities that form part of the persons role. This includes:

Core Tasks	Administrative Tasks	CI / Project Tasks
• Operating equipment • Short Interval Control (SIC) team meetings • Equipment inspections • SAP back flushing • Undertaking safety walks	• Expense reporting • Booking travel • Approving leave • Monthly business reporting	• Capital projects • Maturity assessments • Continuous Improvement (CI) projects • CI workshops • Cells of excellence
Self Development		
• Technical competency	• Personal development	• Business acumen

Figure 3A - Types of activities to include

Note: It's important to also review the current position description for the role.

② Determine the amount of time required to complete each task listed.

- Remember to incorporate the expected time needed for any continual improvement (CI) activities, capital projects, business initiatives etc.

  Note: Estimates can be used for the time taken for activities. The times can always be updated later if it is found that they were dramatically different from the actual time taken.

③ Once all tasks have been identified, detail the current frequency of completion. (Daily, weekly etc.)

Review & Prioritize Current Activities

④ Review all tasks & determine if they are value adding.

- As a rule of thumb, if there are no consequences for a task not being completed over a period of time it should be considered non value adding & be removed.
- Any tasks currently being performed that are non value adding should be eliminated.

  Note: Ensure you consult with relevant stakeholders before eliminating activities.

1 Identifying Activities

Review & Prioritize Current Activities (Continued)

⑤ Categorise each task as either Priority 1 or Priority 2. This makes it clear where people should be focussing their energies.

- Although priority two tasks are not as critical as priority 1 activities, they are still important so adequate time needs to be allocated to them.

Priority 1 Tasks	Priority 2 Tasks
• Tasks where on-time completion is essential. • Priority 1 tasks need to be re-distributed to other people if the person that normally completes them is absent. • Examples: Inspections, reports, regulatory requirements.	• Tasks that are less important or less time critical. • Tasks that if a person were away, could wait until they came back, or could be skipped once or twice without major consequence. • Tasks that do not need to be re-distributed to others if someone is away short term. However if the absence is longer term they would still be need to be re-assigned. • Examples: Booking travel, conducting training etc.

Figure 4A - Prioritize tasks

- Remember to ensure there is a strong focus on continuous improvement. Fire fighting can detract from the standard work activities.

  Note: The priority of certain tasks may also be determined by other people, the company or by legislative requirements. For example all coordinators having to do workplace quality inspections / audits. (I.e. there may be some legal requirements that needs to be met.)

- Ideally for all activities that are listed, there should be a Standard Operating Procedure, (SOP) Work Instruction (WI) or one point lesson associated with them. (I.e. if one of the activities required is to back flush SAP, then there should be a WI that details how this is undertaken.)
  - This ensures that the activities are carried out in a consistent & standardised way.
  - It also makes it easier to train & induct new people into the role.

Identify Frequency

⑥ Once the list of activities has been prioritized it is important to clearly identify the frequency that they need to be completed. (I.e. daily, weekly or monthly basis.)

- This helps provide people with clarity on when tasks should be performed & helps them to develop routines.

1 Identifying Activities

Interlock the Requirements

⑦ Ensure all standard work activities are linked throughout the functional business levels. (I.e. level 1 work must feed into level 2.)

- Each level of LSW should have some overlap & redundancy between the functional levels to provide linkage.
  - It is important to make sure the interlocking is logical & meaningful to everyone involved.
  - The tasks displayed must be deemed as high priority to the more senior person, encouraging the desire to check regularly on the adherence to it.
- This helps ensure that the work is targeted towards meeting business objects.
- It also acts as a check & balance function. (I.e. each level has a vested interest in the other getting their work done.)

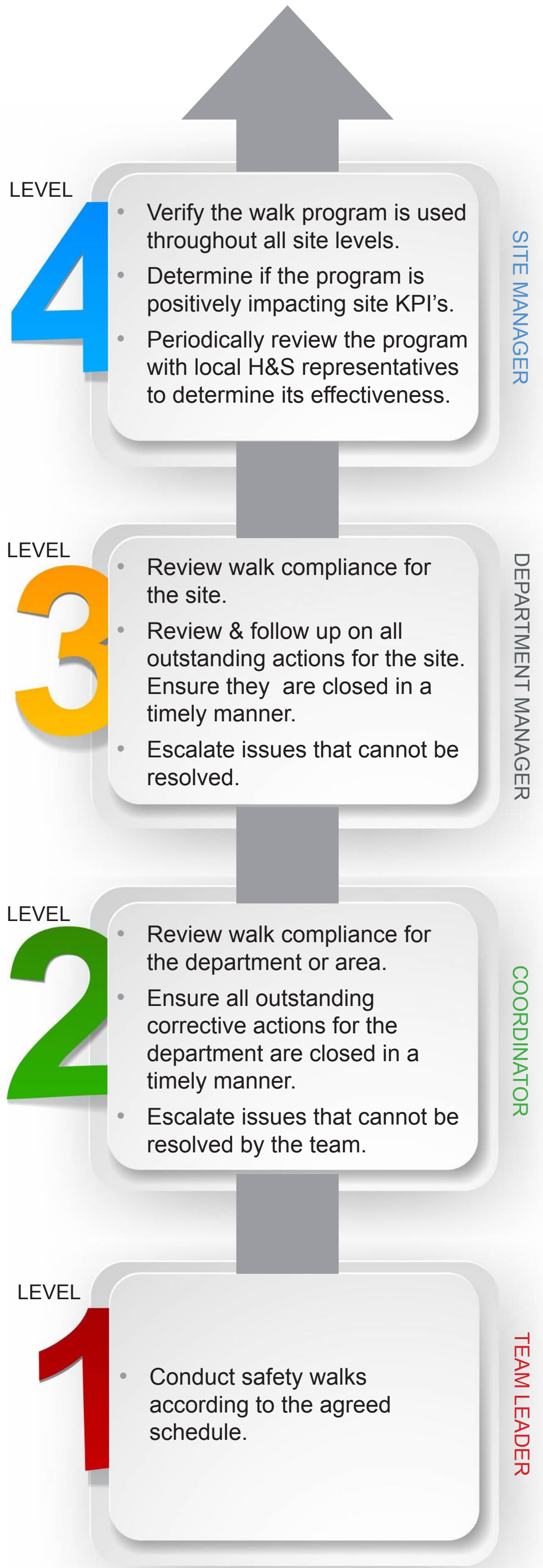

Figure 5A
Example of interlocking levels

Balancing the Workload

Once the activities have been prioritized, a review needs to be conducted to see if the particular role actually has the necessary time to complete them.

⑧ Review all the activities allocated & the percentage of time required to complete each one.

- Once tasks have been identified & allocated time slots, it should be easy to identify the percentage (%) of available time that is taken up by routine work vs. CI activities & projects.
- Remember to ensure there is some buffer in the day to cover any other activities that may arise.
- Examples:
  - If standard work took up seven (7) hours out of an eight (8) hour shift, this only leaves one (1) hour to respond to any unplanned work, phone calls, special request, emergencies or react to outcomes of the short interval control (SIC) program.

1 Identifying Activities

Balancing the Workload (Continued)

- Likewise if an employee had to perform a GMP audit each week but only & assigned thirty (30) minutes to perform the inspection, document & distribute results, this would not cover the time required to resolve any issues found.

  Note: When conducting the review it is a good idea to look at other roles in the team or department. This helps ensure that the department is not only balanced in terms of work load but also helps identify specialist skills that you may need to develop across the team.

⑨ Review the frequency or number of tasks if it is determined that the workload is too high.

- Where it is high, determine if:
  - There are other roles that can take on some of the priority two (2) tasks.
  - New technology could be used to streamline or even eliminate some activities.

Figure 6A - Step 1 (identifying activities) summary

Finalise the List & Sign Off

⑩ As part of the standard work activity the employees manager should have been actively involved in identifying & prioritizing tasks, however it is still important that there is formal agreement & sign off between the two (2) parties.

Note: When evaluating each role, be sure to identify if it has multiple reporting lines. Where there are, input & agreement from both managers on the required activities needs to be reached.