

Leader Standard Work

Leader Standard Work, structure for Supervisors at Tatura Milk Industries, Tatura, Victoria.

Tatura Milk Industries – Cream Cheese Plant **Oscar Roche, March 2013**

Brief

So often we focus on the standard work of our value add people, operators in a factory or customer service people in a service organisation. The leaders role is to best facilitate standard work at the value add level. Production and Operations Managers should thus ask themselves “what do my leaders do during their shift in order to achieve this”?

The principles of Leader Standard Work (LSW) are clearly portrayed in this case. It is a good example to any senior manager wishing to be able to better answer the question in the first paragraph.

The key driver for this exercise was a need to reach increased throughput targets. Efficient and effective supervision was correctly identified by Tatura Milk Industries as a key part of this. The throughput target was achieved along with an increase in staff engagement (measured via the “Gallup 12 questions”).

Some of the Supervisors involved were long term employees who were used to the traditional role of the Supervisor being that of a firefighter. This traditional role was challenged during the larger exercise, and in particular through the development of a program of LSW.

Those LSW actions with set times of the day were quickly applied, those not associated with set times were less well applied.

Source for information: *Cream Cheese Plant, Tatura Milk Industries; driven by theory and content contained in Chapter 3 of “Creating a Lean Culture”, David Mann.*

INTRODUCTION

The business driver was the Cream Cheese plant had a capacity increase plan at the time from 38 Tonne Per Day (TPD) in June 2012 to 63TPD by November 2012, 85TPD by 2014, 109TPD by 2015.

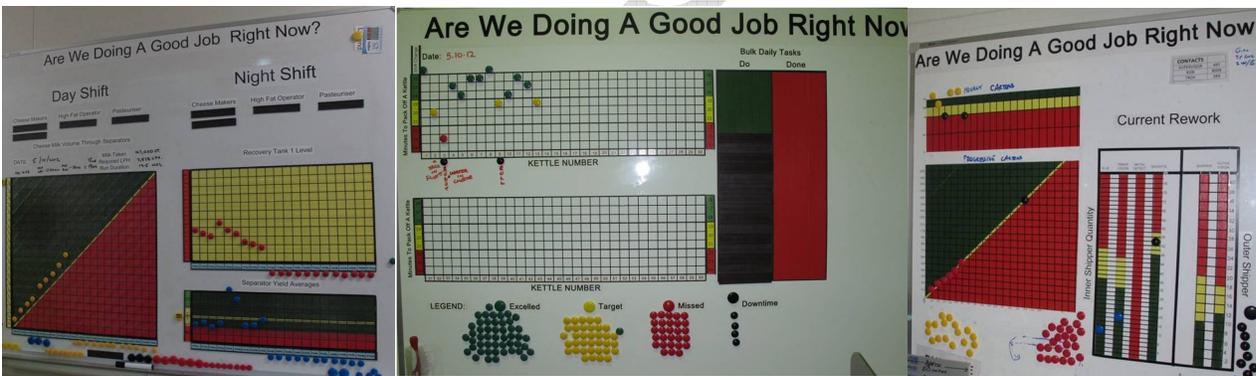
Executive management recognised that to simply invest \$8M in infrastructure and equipment (plant) would not be sufficient. They recognised they needed to invest in the capability of their people, in particular the production leaders (Senior Operators, Supervisors and Managers).

Visual Workplace Australasia's objective with TMI (Cream Cheese Plant) was "engaged and capable staff first achieving then improving operational performance measures". Leader Standard Work (LSW) was introduced as part of this larger exercise to begin our work in achieving the stated objective. LSW, the "engine" that moves improvement forward, was required in order to:

- Give clear direction to the Supervisors as to what a certain amount of their day should entail.
- Gain full value from the Visual Displays (already created as part of the larger exercise).
- Provide a pathway upward for problem escalation.
- Involve and begin engaging support departments, maintenance and QA in particular.

CONTENT

In August 2012 a Visual Management via Displays workshop was run with Supervisors and Senior Operators. The end result was the 3 visual displays in 3 key operational areas as per below.



Production Visual Display

Bulk Filling Visual Display

2kg's Visual Display

In September 2012 a LSW workshop was run with the same group of people. The output was 10 Important Steps of LSW each one represented by a "Leader Standard Work Card". For example, 4 of the "cards" were:

- 8.15am Review.
- 1pm Review.
- Shift Change.
- Production Checks – Start Up.



“8.15am Review” and “1pm Review” LSW cards



Production Checks – Start Up

The success of LSW itself could not be isolated and measured as such. The overall exercise was being measured quantifiably by the attainment of the increased capacity targets.

“Indicators” that LSW influenced were:

- Staff engagement. This was measured in June 2012 via the “Gallup 12 questions” and again (same method) in February 2013.
- Supervisor responsiveness and problem resolution ownership.
- Productivity and/or quality failures due to “inadequate leadership”.

Results included:

- 63 Tonne Per Day was reached with varying consistency by the end of November 2012.
- Engagement (measured by the “Gallup 12 questions” scores) was most likely impacted by effective LSW (combined with Visual Displays) and showed significant improvement between June 2012 and February 2013.
- The structured “set time of day” Important Steps are well done and embedded. Those left to the Supervisors (any time of day) are done to varying degrees, but were not fully embedded.
- Problem resolution ownership (and visibility) improved resulting in problems being resolved quicker.
- Productivity and/or quality failures due to “inadequate leadership” decreased.
- Transparency around the role of the Supervisors increased thus management of them is easier (for the Production Manager).

One of the most important factors was that the Supervisors developed their systems of LSW based on the concepts and methods provided by Visual Workplace Australasia. For some, to a certain degree, it was what they were already doing.

Troy Guest (Cream Cheese Production Manager) noted the structure around LSW made his and his assistant’s (Rob Sarkady) jobs easier. They also noted with this structure it was easier to bring a new Supervisor into the area.

CONCLUSION

Establishment of Leader Standard Work has been a very important element in achieving the increased capacity target. The Leaders have, in general, responded well to the increase in transparency and structure. This is reflected in the performance of the operators in running the plant, and in the increased engagement of staff in general.