

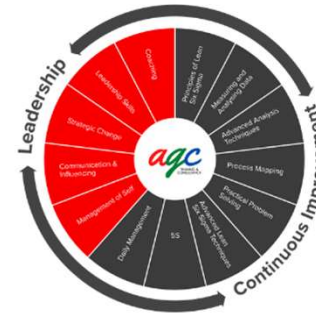


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# Daily Management and its importance in the Lean Journey

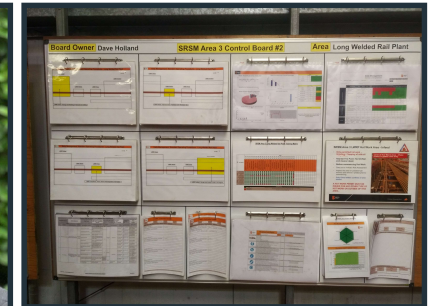
Chas Goldring  
AGC Training and Consultancy

# Introduction



## Chas Goldring

- Started with British Steel in 1986 on Teesside, UK.
- Worked for 25 years in various roles (Operational Management, Order progressing, Customer Service, Stock and Contract Management).
- Joined the Tata Business Excellence Team in 2011.
- Joined Long Products in August 2015 then British Steel (again!) in June 2016 becoming their Improvement Manager.
- Created GoldringLeanConsulting in March 2020 and AGC Training and Consultancy in March 2021
- Lean Six Sigma Master Black Belt accredited with the British Quality Foundation.



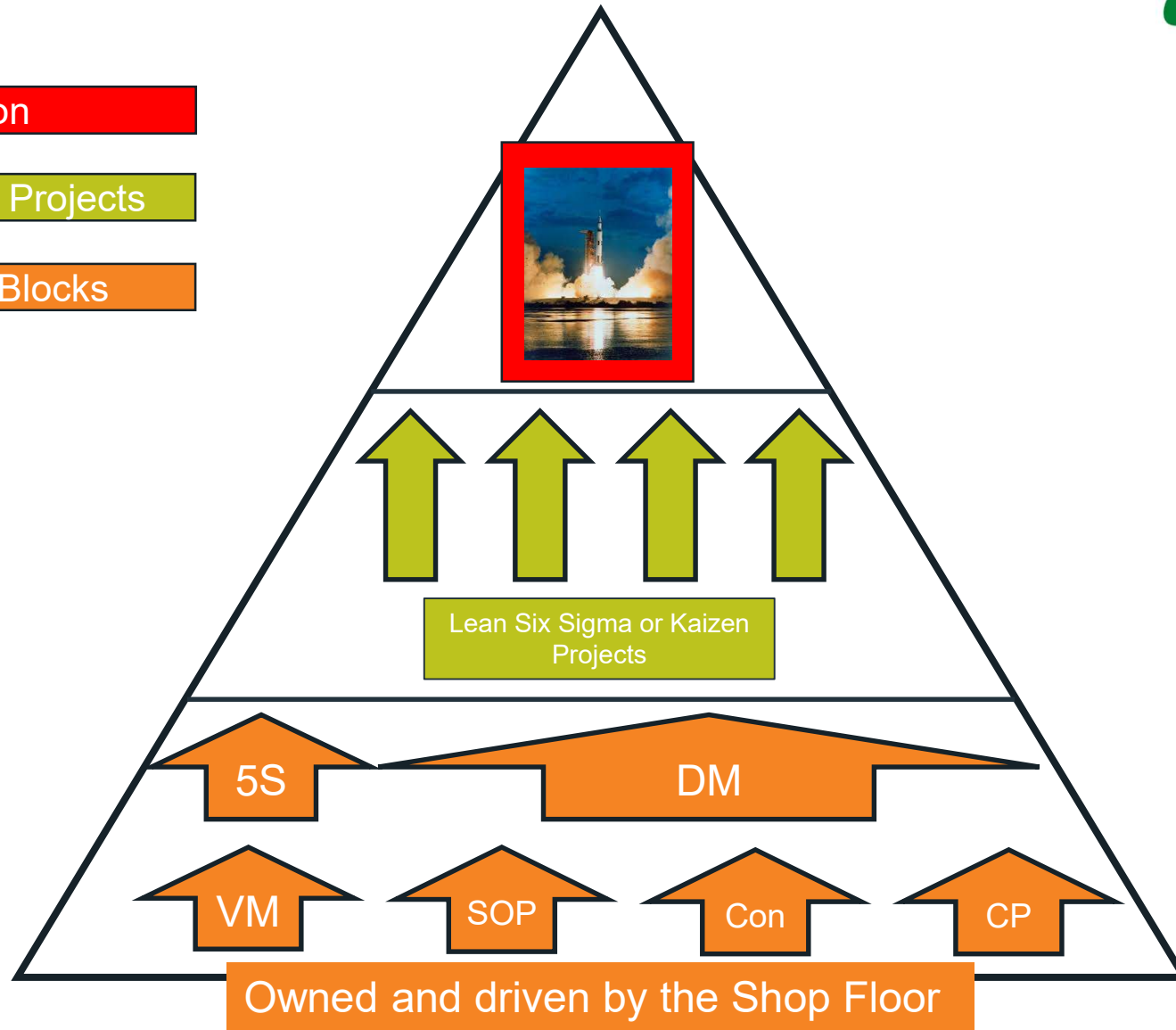
# Daily Management and 5S provide the Foundations to all Improvement activities and ultimately Transformation



Transformation

Improvement Projects

The Building Blocks

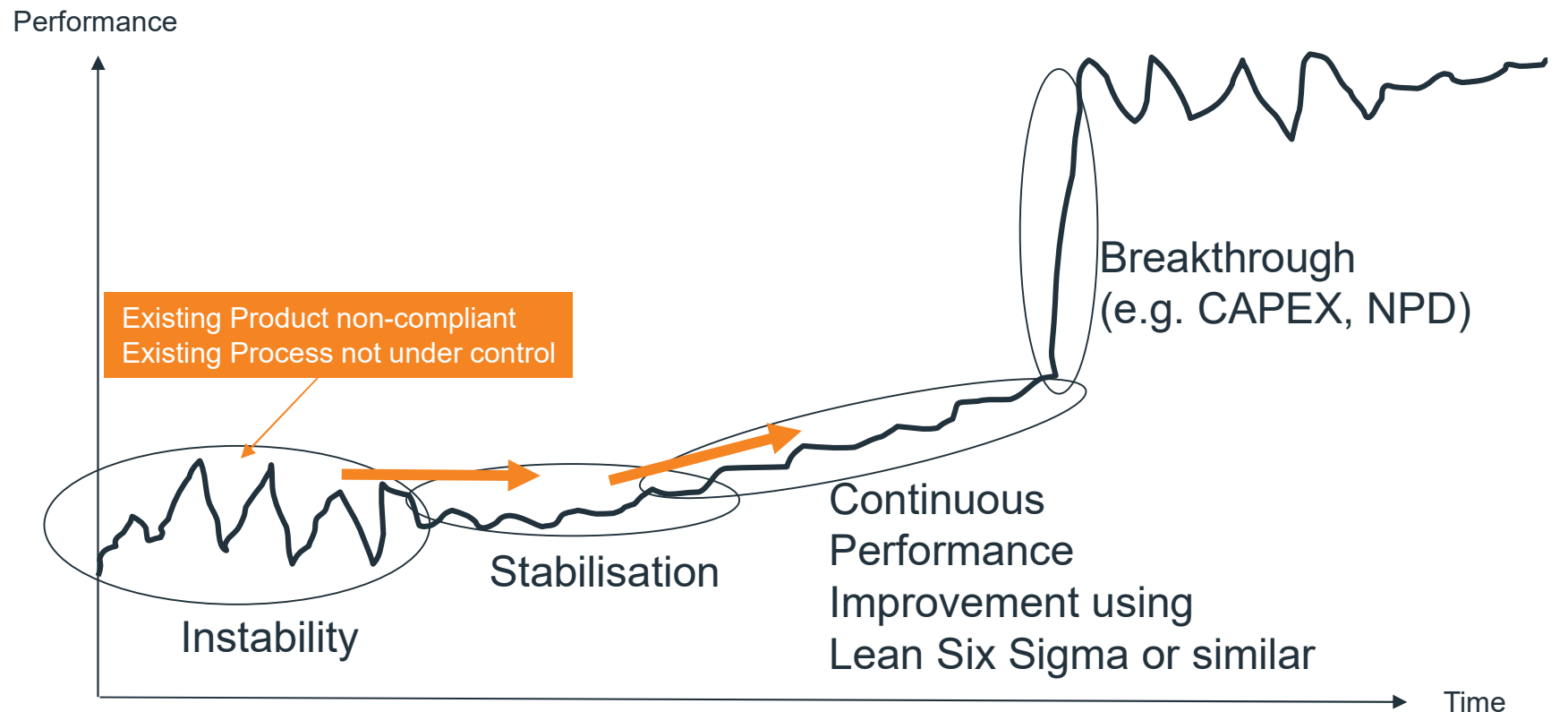




# What is Daily Management?

Daily Management is:

1. Stabilising the Process then
2. Building standards to allow continuous improvement



Improvement will not sustain unless it is built on the solid foundations of Daily Management



# What is Daily Management?



Leadership driven

1. Agree your Key Measures (internal and external) and visualise



2. Standard Work

3. Control Plan



4. Confirmation

Owned by All

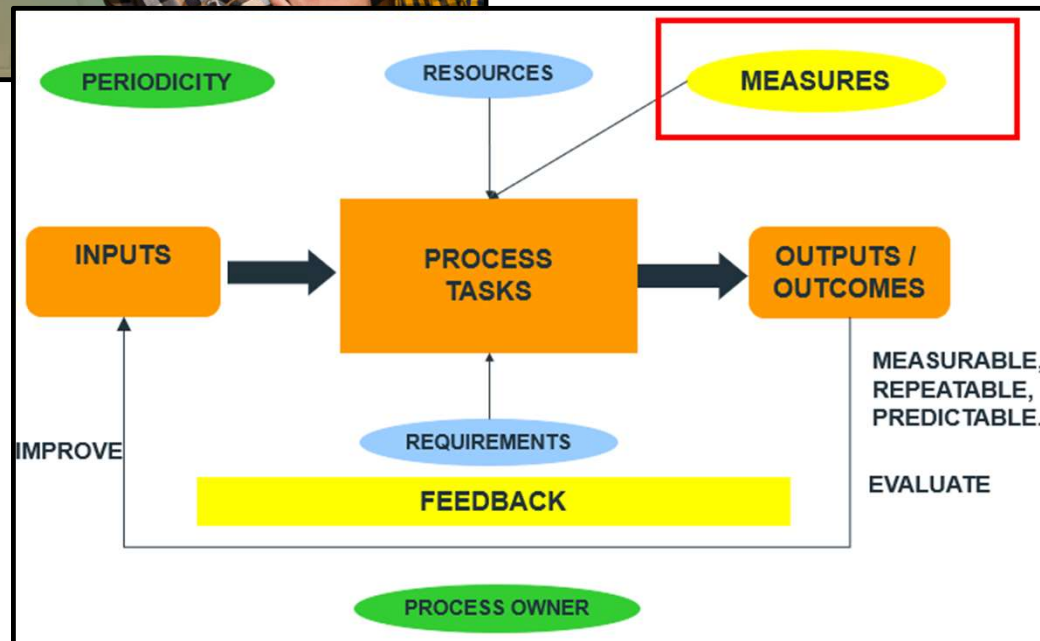


Remember that "Daily" is referring to a routine meeting; Daily, weekly, monthly

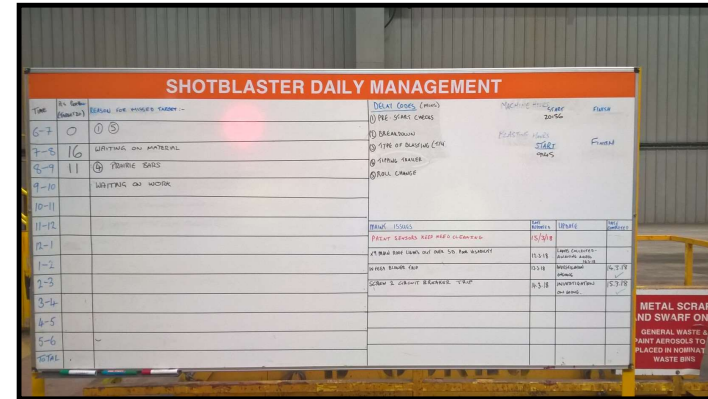
# Agree your Key Measures



**The Voice of the Process**



# Visualise the Measures



# Standard Work Overview.

## Introduction

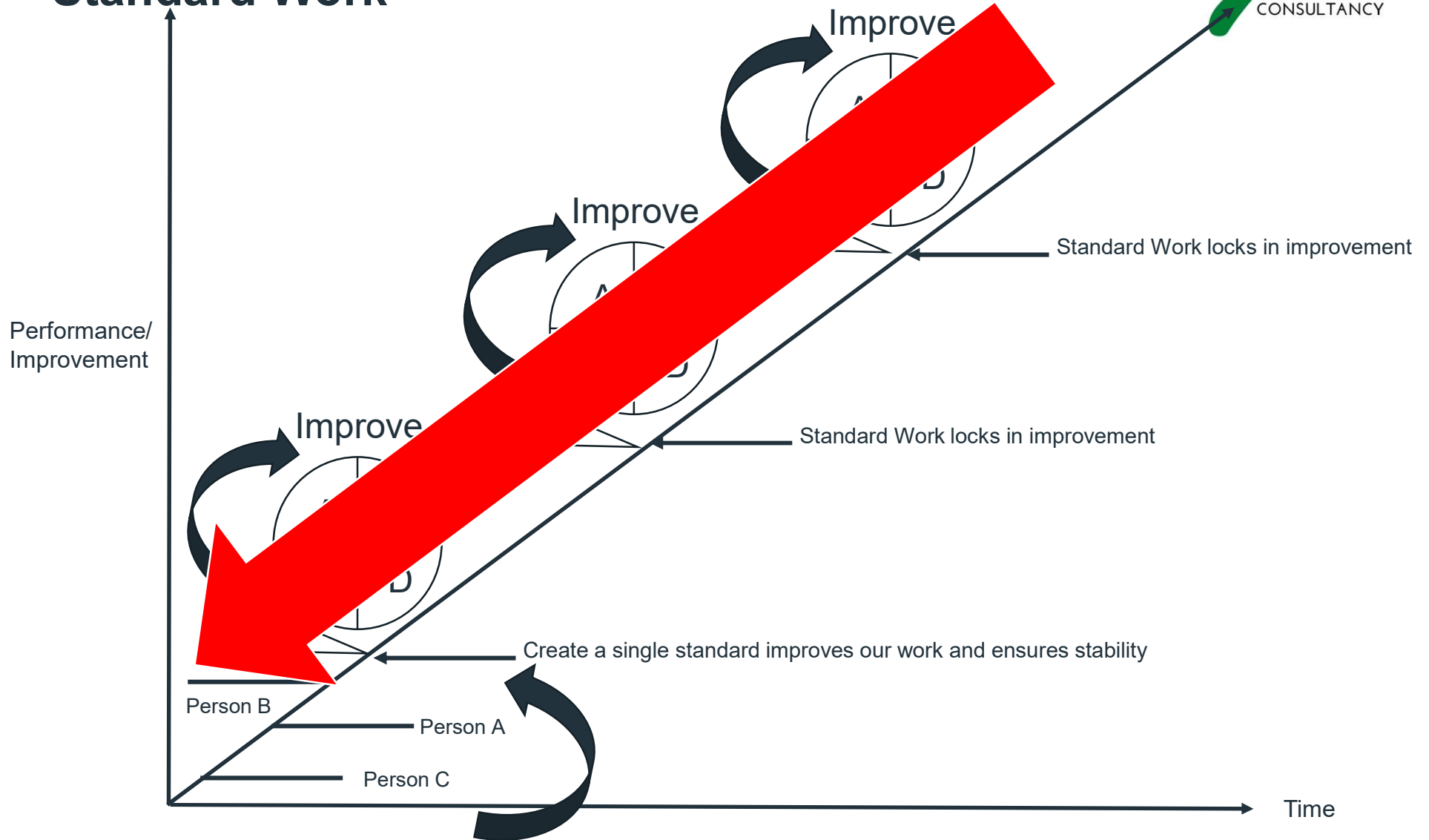
- Standard Work helps us **ensure operational consistency**, that we have operational clarity supported with an **agreed** standard way of operating.
- Defined tasks are performed in the **same way, every time** achieving the **same** people, quality, delivery and cost levels, **irrespective** of the **differences** between people.
- In doing so we provide a **foundation** that can be routinely **audited**, **monitored** and **improved**.

Standard Work is a building block to reduce variation to our customers




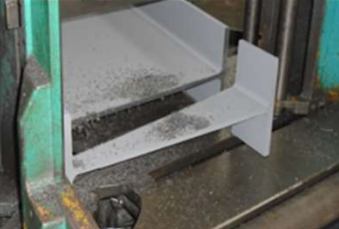












# All improvements need locking in through Standard Work



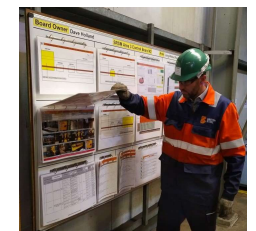
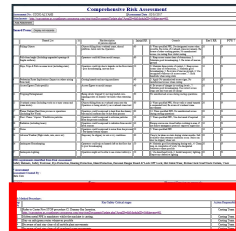
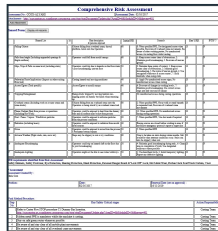
# Standard Work: An example

Daily Management: Standard Operating Procedure (SOP)												
HEADER INFORMATION			CONFIRMATION AND DOCUMENT CONTROL									
WORK AREA	TEESSIDE SERVICE CENTRE 2		Issue Date	19/10/2017	Revision No.	1	Originator	CRAIG FLETCHER	Owner	CRAIG FLETCHER	Authorised	JOHN NORTON
OPERATION REFERENCE	SOP-TSSC2-1301 BANDSAW		Rev. Date		No.		Reason for Revision					
PROCESS DESCRIPTION	CUTTING SOP											
Sheet	1	of	2	DETAILED OPERATION SEQUENCE OF TASKS			SAP Code		Estimate Time			
				1	Drag material onto the roller table, ensuring the <b>one ton per drag</b> limit is adhered to	2	Ensure saw is in the home position.	3	Roll material up to the saw and check material against information on the cut sheet.	4	Take a trim cut if required.	
				5	While the saw is cutting, complete any labels or saw reports required.	6	Set length stop to the required length.	7	When trim cut has finished, remove reset key and remove scrap trim piece.	8	Sweep swarf off material and complete any checks required.	
				9	Lower length stop and roll material up to the length stop to activate the saw.	10	When the current cutting bar is far enough through the saw, drag the next item onto the roller table.	11	Bundles of re-rolled section must be banded before cutting. Bundles should be banded inside the front and back out lines to keep stacks together.	12	Roll bundle up to the length stop to start 2nd cut. Operator must ensure the bundle is flush with length stop before cutting.	
<b>SAFETY NOTE: MANDATORY PPE REQUIRED APPROPRIATE TO WORK AREA/WORK INSTRUCTION</b>												

The same template can be used to capture computer transactions



# Standard Work is just part of the journey which starts with Safety



What is the Manufactures operating instructions

Routine Process, What are the hazards & risks associated with the task

What do we need to remember?

KSS that are relevant the Operation are included in the SOP/JTD

CRA, KSS & SOP/JTD is provided through practical & theoretical assessment

A continuous confirmation to ensure operator, CRA, KSS & SOP are up to date

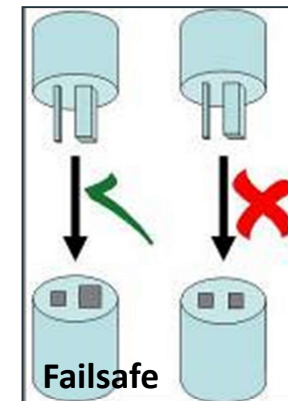
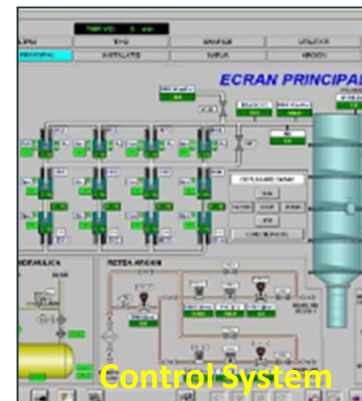
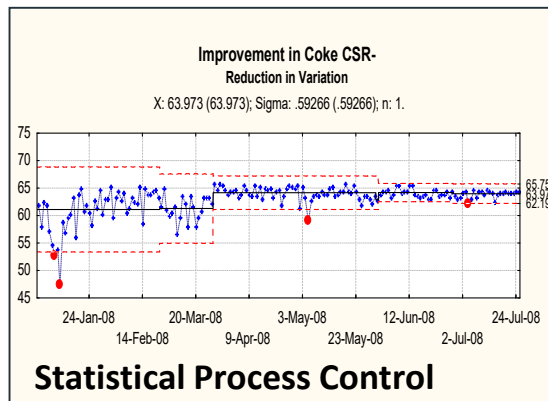
Example; 4 What's SSFC CRA / Work pack



# Control Plan: Always look to select the right control mechanism

In Daily Management there is a **hierarchy of control mechanisms** designed to guide decision making. Always look first to the most effective in defect prevention which is **error proofing** or poke yoke

	Control mechanism	Control base	Control type	Act on deviations
1	Error Proofing	Failsafe design	Monitor	Auton. Maintenance
2	Control Engineering	Automation		Control system
3	SPC	Process limits		OCAP
4	Standard Work	Specification	Manual	Standard



# All Control Mechanisms are collected into a Control Plan



Daily Management: ?????? Control Plan (CP)												
Control Plan Number		???-?????-???		Plant / Area		Key Contact (Document Owner) / Phone No(s)			Updated by :			
									Revision No :	1		
									Date :			
Process			Machine, Device, Jig, Tool for Mfg	Methods							To which standard? (Hyperlink if possible)	Reaction Plan
No.	Description	Additional Detail (if req'd)		What needs to be controlled?	Evaluation / Measurement Technique	Sample		Control Mechanism	Who is Responsible?			
						Size	Frequency					
10	<div style="border: 2px solid orange; padding: 10px; width: fit-content; margin: 0 auto;">Process Steps</div> <div style="font-size: 2em; color: orange; margin-top: 5px;">↓</div>			<div style="border: 2px solid orange; padding: 10px; width: fit-content; margin: 0 auto;">What needs controlling?</div> <div style="font-size: 2em; color: orange; margin-top: 5px;">↓</div>				<div style="border: 2px solid orange; padding: 10px; width: fit-content; margin: 0 auto;">Controls</div> <div style="font-size: 2em; color: orange; margin-top: 5px;">↓</div>				
20												

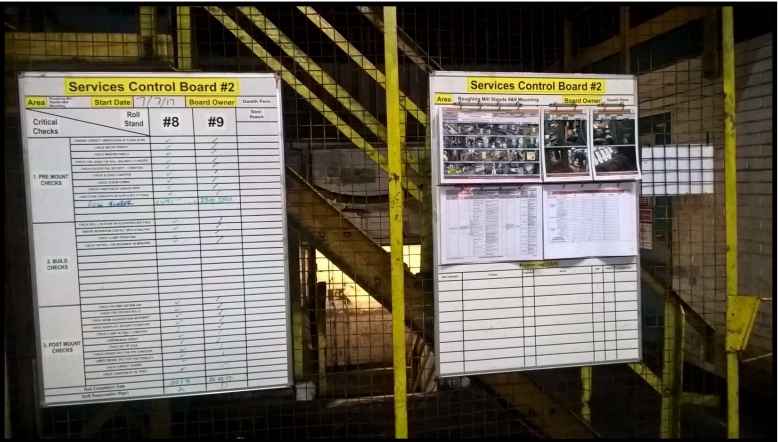
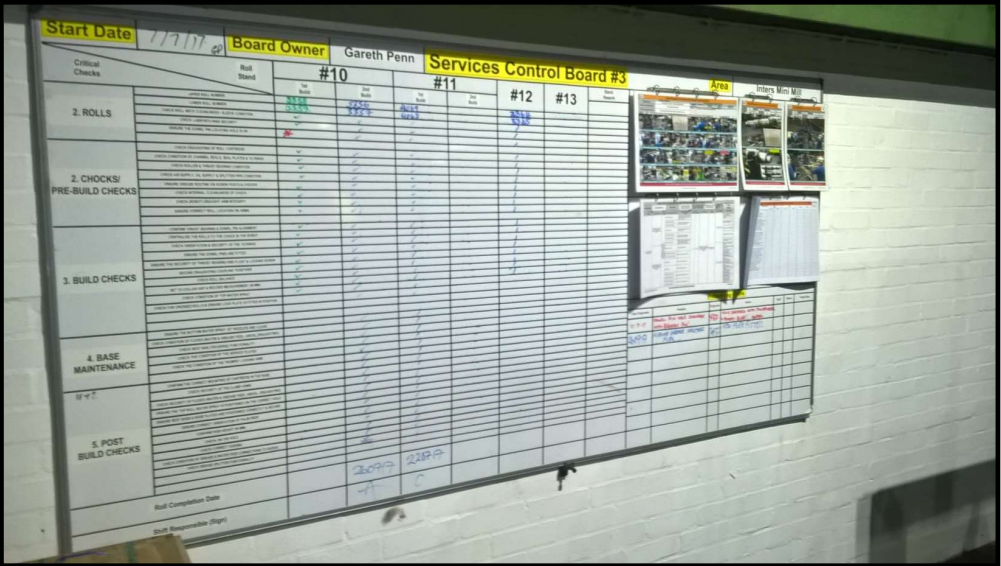
## Confirmation of Standard Work

- The SOP captures the series of **critical steps** that have to be **completed** to ensure a process result is achieved every time.
- However, occasionally some critical steps might be missed
- Shift changeover, lack of training, tiredness, complicated tasks may all lead to failure to complete all steps
- **Confirmation** is critical to ensure that the work is being carried out to the correct standard
- This can be a formal checklist on a white board completed by a Team Leader or a spot check audit carried out by an Area Manager.
- **Confirmation** can **lead to improvements** in the Standard. The SOP needs to be changed and all the teams trained to the revised standard

Standard Work and Confirmation are critical in your Improvement Journey and will often lead to Improvements in their own right



# Confirmation



# Any Questions?

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CONSULTANCY

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