VISUAL management techniques to create effective standardized WORK INSTRUCTIONS

• Simpler, safer, standardized work performance for everyone
• Easier training for new operators
• Means to establish a baseline for ongoing improvement

Visual Workplace, Inc.
7381 Ardith Ct.
Byron Center, MI 49315

616-583-9400
info@visualworkplaceinc.com
www.visualworkplaceinc.com
Standard Work Instructions Make The Process Better, Simpler, And Safer

Standardized work, once established and displayed at workstations, is the object of continuous improvement.

The benefits of standardized work include:

• Documentation of the current process for all shifts
• Reductions in variability
• Easier training of new operators
• Reductions in injuries and strain
• Establishment of a baseline for improvement activities

Are work instructions developed and positioned in the right place for each operation in your facility?

• Machine operations
• Process controls
• Tools
• Maintenance
• Training

Companies that Know Success

Here’s a few of the world’s leading companies that use the Visual Workplace Mobile In-House Sign Shop and our other products in their operations:

BASF  Del Monte  John Deere  Kellogg's  Energizer  PEPSI  Campbell's  Snap-on Tools  SYLVANIA  CATERPILLAR  General Mills  Johnson & Johnson  Harley Davidson  Nike

Click here to view more customers and read their comments about Visual Workplace products and services

How does your facility score on these work instruction issues?

Click here for a comprehensive visual management self-assessment to evaluate where you’re at now and identify opportunities for improvement
**TOP 13: Driving Questions for Effective Work Instructions**

If your facility is lacking in any of these areas because systems are not in place, or poorly maintained, this document is designed to help. For more information, or to address a specific situation, please have your team leaders contact Visual Workplace.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Have work instructions been developed for each operation?</td>
</tr>
<tr>
<td>2</td>
<td>Is a training plan in place that ensures that team members understand and follow standardized work instructions?</td>
</tr>
<tr>
<td>3</td>
<td>Are standard work instructions located at the point use, visible, and graphically displayed when possible? Do these work instructions include quality inspection criteria?</td>
</tr>
<tr>
<td>4</td>
<td>Is there a process in place to regularly review work instructions and make modifications when improvements are identified?</td>
</tr>
<tr>
<td>5</td>
<td>Has a place been created and labeled for work instructions, required documents, labels, and other paperwork (scrap, production, quality, etc.)?</td>
</tr>
<tr>
<td>6</td>
<td>Are machine gauges marked visually for acceptable levels of operation?</td>
</tr>
<tr>
<td>7</td>
<td>Are machine parameters identified and posted at the point of use and monitored daily?</td>
</tr>
<tr>
<td>8</td>
<td>Does a formal process exist for making modifications to machine parameters? Are changes documented and are changes made only after objective testing has been conducted and results documented?</td>
</tr>
<tr>
<td>9</td>
<td>Have instructions been developed for the disposition of non-conforming material?</td>
</tr>
<tr>
<td>10</td>
<td>Are Preventive Maintenance schedules written for each machine/tool and is the status clearly displayed?</td>
</tr>
<tr>
<td>11</td>
<td>Are tools and supplies shadowed/outlined with their address so it is obvious when they are missing?</td>
</tr>
<tr>
<td>12</td>
<td>Does standard work exist for occasional work such as tool changes, material/process changeover, and the replacement of empty or full containers?</td>
</tr>
<tr>
<td>13</td>
<td>Are exception reports with follow-up contingencies displayed in the work cell?</td>
</tr>
</tbody>
</table>
Using Visual Controls to Direct Behavior

A tremendous amount of time is invested in training team members to follow developed work standards. To stimulate improvement, change is also encouraged whenever advantageous. Such change is good, but it can become very difficult to document and communicate each and every change in the process. How does the team stay informed of these changes and improvements as they happen?

Standard work documents define the process that must be followed to meet customer expectation. However, there are still many activities that must happen to make sure that work is carried out in the most efficient manner. Adding visual controls to the processes ensure that critical work that must happen will happen.

Visual controls are the means to make work more productive. As these examples illustrate, there are many ways to utilize visual controls. Apply these simple questions used to explain work instructions to others in order to develop visual controls that can improve productivity.

- What standard work message needs to be reinforced?
- How can the message be simplified?
- Can the message be displayed at the point of use?
- Will the message ensure that what should happen does happen?
Using Labels and Documents to Create Effective Visual Controls

Work instructions are a key component of standardized work. They define the process, sequence and tact time for which work is to be completed and repeated. Work instructions prepare a foundation to quickly and safely train new operators. Without work instructions, variation and waste are inevitable. Most importantly, improvements have no baseline and cannot be sustained if there is no standard to measure against.

Visual controls supplement work instructions by reinforcing important tasks at the point of use. They are not only used for our production processes, but are valuable in communicating other standards in our workplace.

How can you help to ensure that people are doing the right thing, the right way, at the right time and for the right reason — even when no one is watching? Visual controls are the key to making sure this happens. Unfortunately, work instructions are sometimes not enough. We often must remind others of what is important and critical to our operations.

Strategically placing visual controls at the point of use and emphasizing the critical actions required can increase your effectiveness. Yet, you can go one step further, by adding labels and documents to your visuals.

When creating your visual controls, consider using additional reference information such as labels directly on the visual.
You can easily add labels by first applying an adhesive holder and then sliding in the label. Look online for many great resources to purchase adhesive holders.

In addition to labels, there are some additional reference materials that you can add to visual controls:

- Checklists
- Photographs
- Flow charts
- Worksheets
- Forms

Don’t be afraid to step out of the normal jargon when communicating instructions and reminders. In this example, they used symbols of animals to convey the routes for a material handler. Be creative with your visual controls and you will be surprised at how you can increase the effectiveness of your messages.
Visual controls can also be an essential tool that can give you valuable information to determine if a process is running normally or abnormally.

A trick that can be used to reinforce your procedure is to add information behind control documents. If the document is missing, or not in its proper place, then the end-user can quickly see what is important.
Creating Reverse Messages

When you set out to create your visual controls, ask yourself one very important question: “What is the most important thing I want someone to do when they look at this visual?” The answer to this question (your key message) can be more noticeable, have more impact and be more effective, if you create a “reverse” of this key message.

In the examples shown, notice that there is a rectangle around certain aspects of the visual control. This is called creating a reverse message. It draws your attention to the critical part of the message by offsetting part of the text. This will increase the likelihood that what you want to happen, actually does happen.
Do you Have Work Instructions at the Point-of-Use?

Work instructions allow us to create repeatable processes. Without them, our ability to control, standardize and improve our process becomes an insurmountable task.

Work instructions come in many different types, forms and functions. What is critical about work instructions is their placement. In many organizations, work instructions are stored in a consolidated, central location. This creates wasted motion when information needs to be retrieved, and reduces quality when assumptions are made about the work instruction on the floor. In order to increase the effectiveness of work instructions, it is almost always best to place them at the point-of-use.

Make sure each work instruction, or visual control, has the proper placement. If the instructions are not where the work happens, how can anyone expect that the standards will be met?
It is also important that standard work requirements are credible. You can’t expect anyone to follow instructions that look temporary, hand-written or lack credibility. Take the time to invest in work instructions and visual controls. Post-it notes and laminated sheets won’t give you the results you are looking for.

Adding photos, color and corrective action will make work instructions even more effective. This ultimately ensure that what is supposed to happen, does in fact happen.
Visual Workplace Specializes in Workplace Signage

Signage and visuals are essential to workplace organization and efficiency. Visual Workplace specializes in signage for your workplace and provides many different product options.

Please follow the links below for more information on any of these products.