

## Study Guide: Standard Work



### Introduction to Standard Work

Standardization is a BIG DEAL!

It is critical to your success. You will not succeed with Lean or Kaizen if you do not practice standardization well.

Taiichi Ohno, father of the Toyota Production System said: Without standards, there can be no kaizen (continuous improvement)



This Lesson will cover:

- What is a standard?
- What is standardization?
- Why standardization matters so much.

## What is Standard Work?

What is a Standard?

A rule or guideline about how something is done. It can be used to describe any characteristic of a process.

Examples include:

- Process parameters
- Machine settings
- Time
- Layout
- Parts and Materials
- Equipment and Tools
- Colors
- Methods

Standardization is the process for creating or updating a standard. It is also the process of taking an existing standard and updating it with a new standard.

What is Standard Work?

Standard Work is a unique standard for the methods used to do something. The focus here is on methods.

Standardized Work Combination Table																						
Standardized Work Combination Table		From: ARRIVAL		Date: 27/10	Required Units per Shift: 30/2HRS	Hand Walk Auto																
		To: ENTRANCE TO SERVICE OFFICE		Area: SERVICE RECEPTION	Takt Time: 4'00"																	
Work Elements		Time (min or sec)			Minutes or Seconds																	
		Hand	Auto	Walk	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90
1	WAIT IN POSITION	5"		2"																		
2	CALL IN	12"	—	4"																		
3	CHECK WIPER	3"	—	4"																		
4	CHECK SERVICE BOOK	10"	—	10"																		
5	CHECK BOOT	14"	—	7"																		
6																						
7																						
8																						
9																						
10																						
11	* CHECK LIGHTS REMOVED																					
12																						
13																						
14																						
15																						
TOTALS		44"	Waiting	27"																		

NB TAKT = 2400"

Minutes or Seconds

Standard Work is also called Standardized Work. It is the best demonstrated way to do something.

## Benefits of Standard Work

Why does Standardization matter?

1. To improve safety. If you have a best way of doing things, it should be the safest
2. To preserve quality. The best way of doing things also ensures sufficient quality
3. To achieve consistency. The moment you have a standard, you have a target. This way, it doesn't matter who does the job, the same target should be achieved
4. To train people. Its difficult to train people effectively if you don't have a standard to train them to
5. To measure performance. Its difficult to measure performance unless you have a baseline to measure against, which is established by your standard
6. To solve problems. Having a standard helps you troubleshoot what was happening versus what should be happening
7. To demonstrate improvement. The standard helps you specify the impact of each change against the baseline
8. To make improvements stick. Its difficult to sustain improvement without a documented standard
9. To empower people. Standards help people to drive and sustain improvement ideas



## Introduction to Creating and Following Standard Work

Standard work can be used for a variety of tasks, including finding a roommate as in the Big Bang Theory example.



In this example Sheldon applies a series of questions and "barriers" to determine if his prospective roommate, Leonard, qualifies to inhabit his apartment. The process, although absurd, could be considered Standard Work.

## Creating Standard Work

Standard Work can be a powerful tool for managing complexity. It allows people to focus on the most important things.

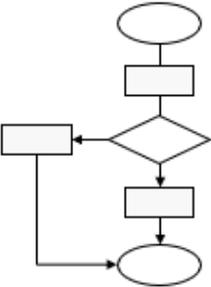
One great definition of Standard Work is that it is created and utilized so that you can have a conversation about the work. If there is no Standard Work, its difficult to talk about the work.

There are a few considerations for creating Standard Work:

1. People doing the work create the Standard Work
2. Test the new standard before using
3. Launch it locally
4. Spread when ready
5. Continuously improve the standard

The following process can also be used to develop standard work:

1. Observe the process
2. Agree on the best way to perform the steps
3. Document a standard process
4. Implement the standard process
5. Train everyone

Process: ORDER PROCESSING			
Total time: 4.5 – 10 minutes / 8.5 – 16.5 minutes for new customers			
Activity	Time	Key points	
Enter the customer information	1-1.5 minutes	Create a new customer if not exist (5-8 minutes)	
Enter order information	1-2 minutes	All starred field must be filled	
Retrieve items from stock	2-5 minutes	Load the heavy items into the customer's car	
Print out the invoice and hand it to the customer	0.5-1.5 minutes		

The work sequence of Standard Work outlines the following:

- Important steps
- Key points
- Reasons why
- Cycle time

## Three Types of Problems Around Standard Work

Three types of problems in the world:

1. The standard doesn't exist
2. The standard isn't followed
3. The standard has waste

If the standard doesn't exist and the process is important, create the standard

If the standard isn't followed, reinforce, train, and drive compliance to the standard

If the standard has waste, work to improve the process and revise the standard to be more effective

	<b>Core Process - Order To Cash</b>	Date Created:	1/20/19	
		Date Revised:	3/22/19	
	<b>Process Name: Serving Lunch</b>	Leadership Sponsor:	Elisabeth Swan	
	<b>Process Segment: Take the Order</b>	Process Owner:	Tracy ORourke	

Step	Key Points & Background	Visuals & Job Aids
1	a. Make eye contact, smile, greet customer and say, "hello, I'll be right with you" b. When customer closes menu, that indicates they are ready to order.	
2	a. Greet customer, use appropriate small talk. Ask "Would you like to hear today's specials?" b. Inform customer of specials c. Reference "Specials" Board	
3	a. Ask "Would you like to order something to drink?" Also ask, "Do you want water?"	
4	a. Repeat the drink order to the customer to confirm	
5	a. Ask if they would like to be served course by course, or all the dishes at the same time	
6	b. Once they confirm the order thank them.	
7	a.	

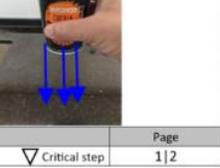
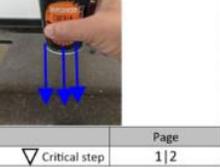
Standards help to reduce variation so that workers can focus on unique challenges. One important question to ask is what needs to be consistent and to what detail. Only apply Standard Work where necessary, with respect to the uniqueness of each situation.

## Conclusion to Creating and Following Standard Work

Standard work creates the ideal process and how we get there. It enables a process to move away from being person-dependent.

Standard processes can be used for many applications including performing inventory checks to ensure that all supplies are available when needed.

Standards can enable flexibility. No standard applies across all services and departments. However, the focus should be on areas where there are commonalities.

		Standard Work Instruction				Instruction Number	Version		
		Department	Area	Operation	Valid From	30.06.2021	Name and Surname	Date	
		Home Office	Kitchen	Cup Ramen	Prepared By:	Christoph Roser	28.06.2021		
					Checked By:	Christoph Roser	29.06.2021		
					Approved By:	Christoph Roser	01.07.2021		
No.	Major Steps [What?]	Time [s]	No.	Key Points [How?]	No.	Symbols	Reasons [Why?]	Images	
1	Boil water using water cooker	100	1.1	Fill at least to 500ml mark	1.1.1				
2	Prepare cup and timer while waiting for water to boil	(while waiting for water to boil)	2.1	Take out Cup Ramen of desired flavor	2.1.1				
			2.2	Open cup, pull off foil, remove sauce package	2.2.1				
			2.3	Get timer and set to 3:00 minutes	2.3.1				
			2.4	Set up table with chopsticks, long spoon, and napkins	2.4.1				
			2.5	Use waiting time to clean up kitchen	2.5.1				
3	Prepare food part 1	185	3.1	Add water up to marking	3.1.1				
			3.2	Start 3:00 minute timer	3.2.1				
			3.3	Close lid, rotate lid br/iefly	3.3.1		Rotating lid ensures proper fit		
			3.4	Wait for timer. Use time to clean kitchen.	3.4.1				
4	Prepare food part 2	30	4.1	Stop beeping timer	4.1.1				
			4.2	Drain water through drain holes into sink. Both hands holding cup at side	4.2.1		Hand at side avoids hot steam burning fingers with hot steam		
			4.3	Drop cup on counter from 15-20 cm height upright 3 times	4.3.1		Ingredients stuck to the lid will fall back into the cup.		
			4.4	Open lid	4.4.1				
			4.5	Open sauce package, tear off strip completely	4.5.1				
Tools/Materials		Parts		Symbols		Page			
Chopsticks, Long Spoon		Cup Ramen, Napkin		 Safety  Quality check  Critical step		1   2			

Standard Work allows frontline staff to focus on the most important things

Though every situation is unique, Standard Work can help avoid negative outcomes and increase the likelihood of positive

We use Standard Work to have a conversation about the work