



How to Implement Standardised Work

Value Chain Competitiveness (VCC)

Version: 1

December 2019

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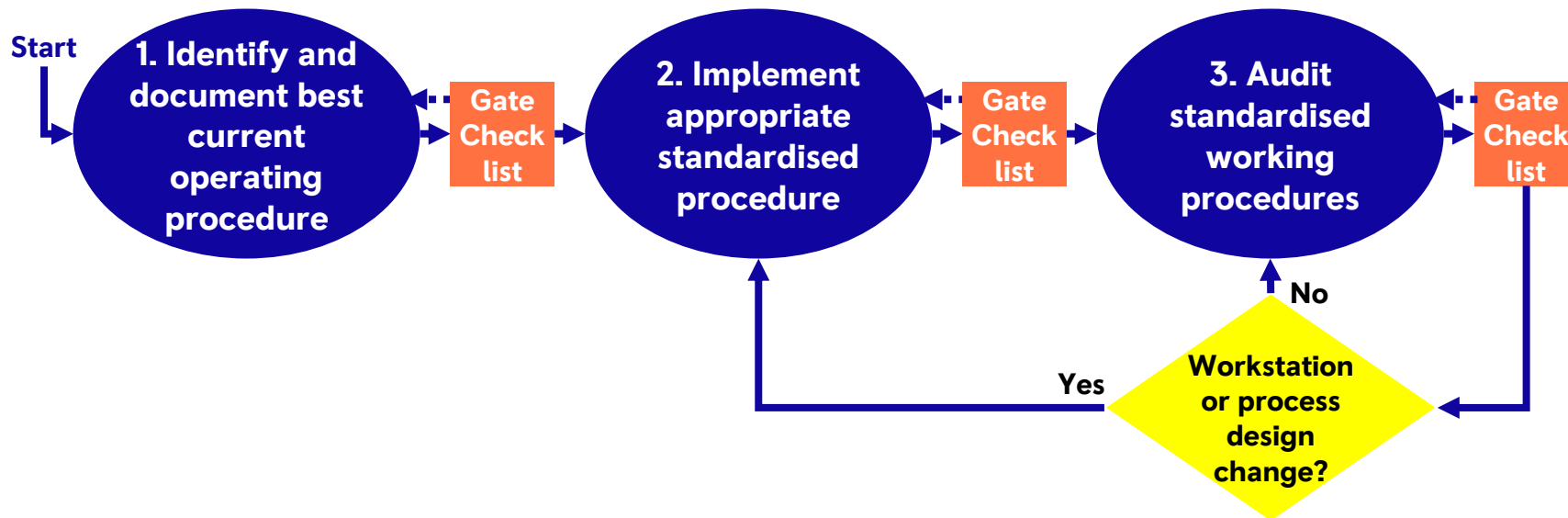
How to Implement Standardised Work



Scope

Objectives & Principles

Prerequisites





Scope



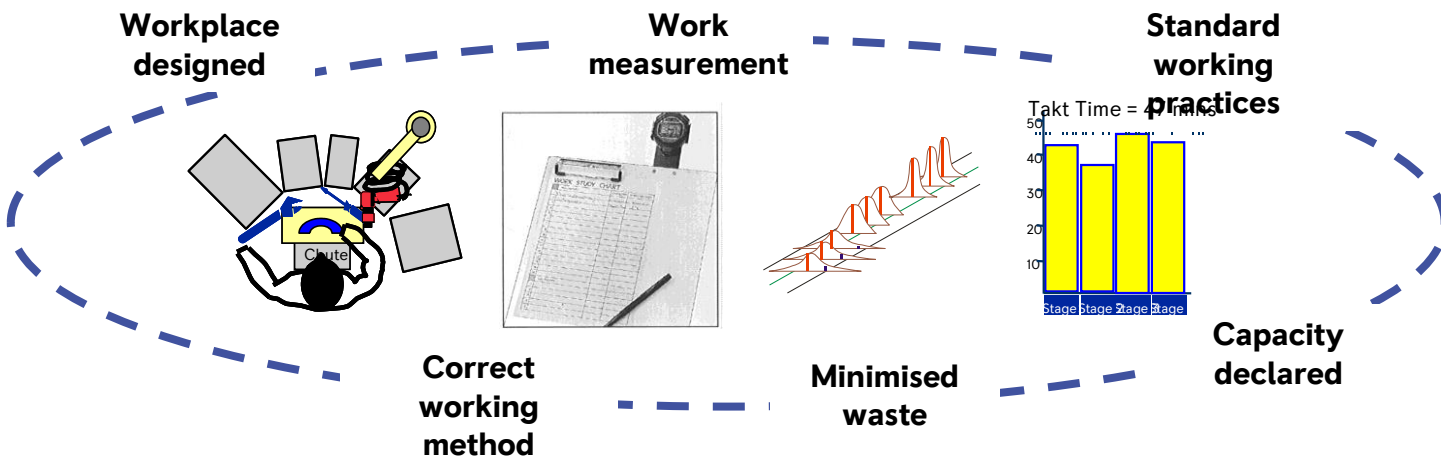
This 'How To' will enable you to:

- Create standardised working documents and visual references to minimise variability and use as a basis for continuous improvement
- Update documents as process and workstation design improvements are made
- Ensure adherence to current standards

Objective and Principles

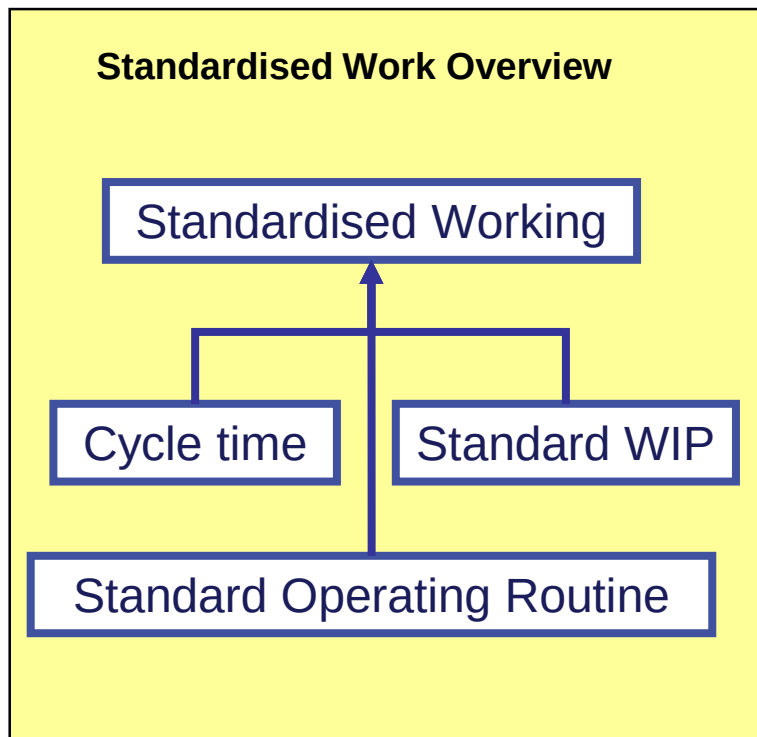


1. All relevant personnel involved in the development of a single agreed way of working.
2. Standardised working processes documented and maintained, reflecting the safest, easiest and most productive method.



3. Standard processes displayed and used to train all relevant personnel – skills matrices available and maintained.
4. Regular quick and simple audits carried out to check adherence and to identify opportunities for improvement.

Objective and Principles



- There are three key elements of Standardised Working:
 - A standard operating routine, or work step sequence
 - Standard “work in progress” (WIP) stock
 - A cycle time for each process based on Takt time (the customer required output rate)
- The Standardised Working Procedure has many purposes:
 - A means to reduce process variability
 - To build quality into the process
 - To maximise productivity
 - As a training aid



Knowledge:

- Workstation and cellular layouts
- Understanding of simple machines vs. multi-function
- Work measurement and work content make up

Data:

- Work Content sheets
- Process Planning Sheet
- Optimised methods data
- Planned products and volumes
- Machines, equipment, services required and availability levels
- Routings / operation sequences and standard times
- Material handling and local storage considerations
- Quality standards and Rework information
- Safety statistics
- Set up times
- Cell Layout sheets

1. Identify and document best current operating procedure



Determine the current operating procedure

Example - workplace organisation SOP



- Understand current level of workplace organisation:
 - what should/should not be there
 - locations, cleanliness, etc.
- Review, where information exists:
 - layout
 - equipment assumptions
- Investigate deviations to existing standards and document their effect and reasons:
 - safety
 - quality
 - productivity, etc.



1. Identify and document best current operating procedure



Re-establish the standard and communicate

SOP example format

Standard Operating Procedure			Rolls-Royce	© Rolls-Royce plc 2010
SOP Title	Process	Description	Sketch / Photograph	
Cell / Area	Key			
	Safety Quality Skill (Productivity)			
Operation Description	Key Points	Tools/Gauges		
Prepared by:	Date:	Approved by:	Date:	Issue No:

- Document the re-established standards on an SOP template to form the basis for standardised working:
 - The standard does not have to be totally efficient – but must ensure safety and quality are not compromised
- Communicate to all parties:
 - Shift briefing
 - One-on-one coaching sessions
- Ensure that all parties conform to the accepted method:
 - Supervisor must audit to confirm adherence



Gate checklist 1: Identify and document best current operating procedure



- ☒ Current state examined and best operating method documented
- ☒ Operation Description sheet completed and displayed
- ☒ New method communicated to all relevant personnel



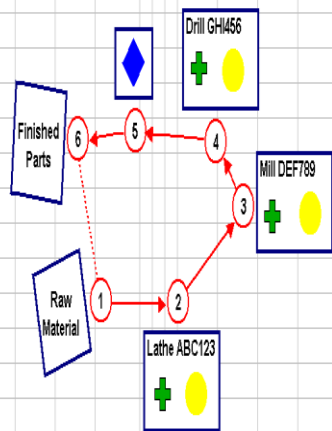
2. Implement appropriate standardised procedure



Develop optimised method and identify critical points for safety, quality and efficiency

Standardised Work Chart Example

Standardised Work Chart		Process Name	Process Description	Revision
		Cell G	Shaft manufacture; turned, milled and drilled. 100% inspection.	Date
TAKT Time				Safety Check +
0.60 Mins				
Cycle Time				
.60 Mins				
Standard WIP	●			Quality Check ◆
10 Pieces				



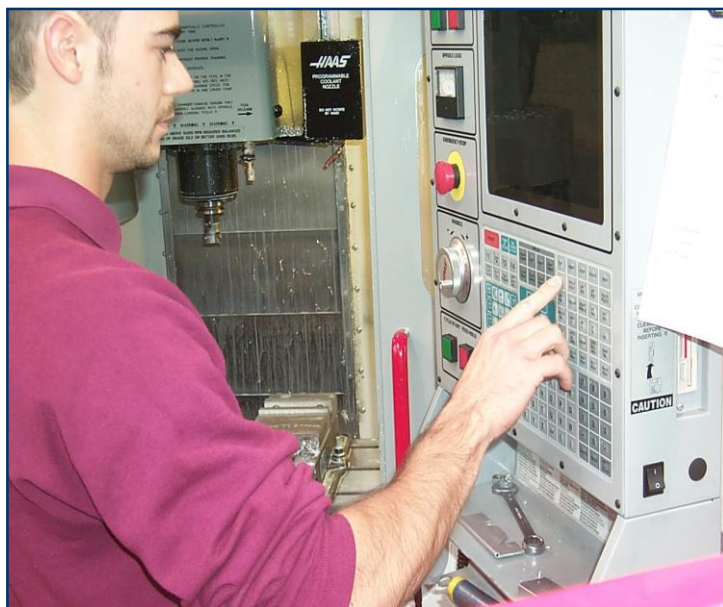
- Identify ‘natural’ groups of work elements:
 - elements that follow each other in a sequence
 - elements which can be combined, avoiding unnecessary handling of materials or components
 - discrete activities or “mini events”
- Identify and highlight safety, quality and productivity key points that protect the operator and product integrity:
 - difficult motions, twists, grasps or bends
 - repetitive motions or actions
 - key quality characteristics or features from drawing or specification

2. Implement appropriate standardised procedure



Trial the new operating procedure

Example – testing a new workplace layout SOP following a setup reduction exercise

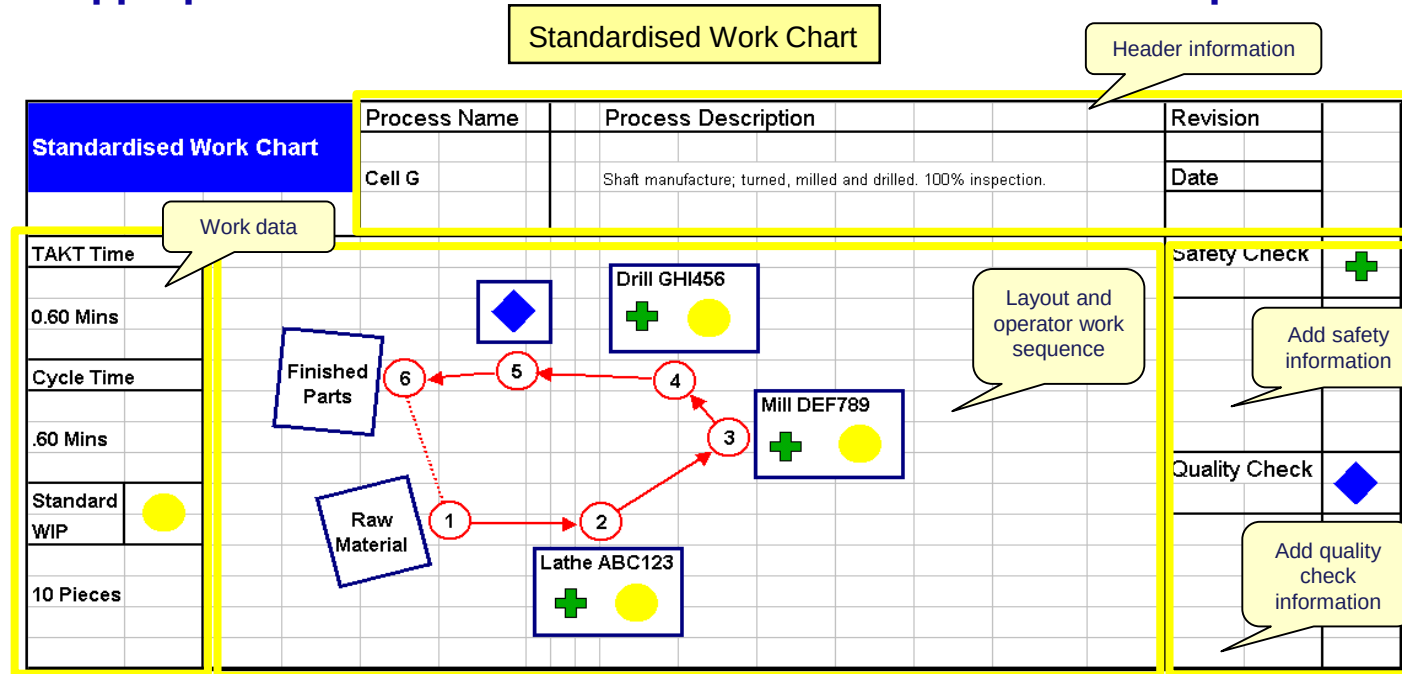


- Explain new layout, key points and relevant change aspects to the users:
 - walk them through the process
 - have relevant people ready to discuss aspects of the operation
- Observe in normal operation:
 - skilled or knowledgeable operator
- Identify potential variability
- Ensure adherence to key points:
 - advise the operator of key points pertaining to Safety and Quality
 - the layout does not have to be optimised for efficiency at this point

2. Implement appropriate standardised procedure



Determine appropriate standardised work document and confirm the procedure



- The Standardised Work Chart highlights safety points, quality points and standard WIP relevant to each stage of the process

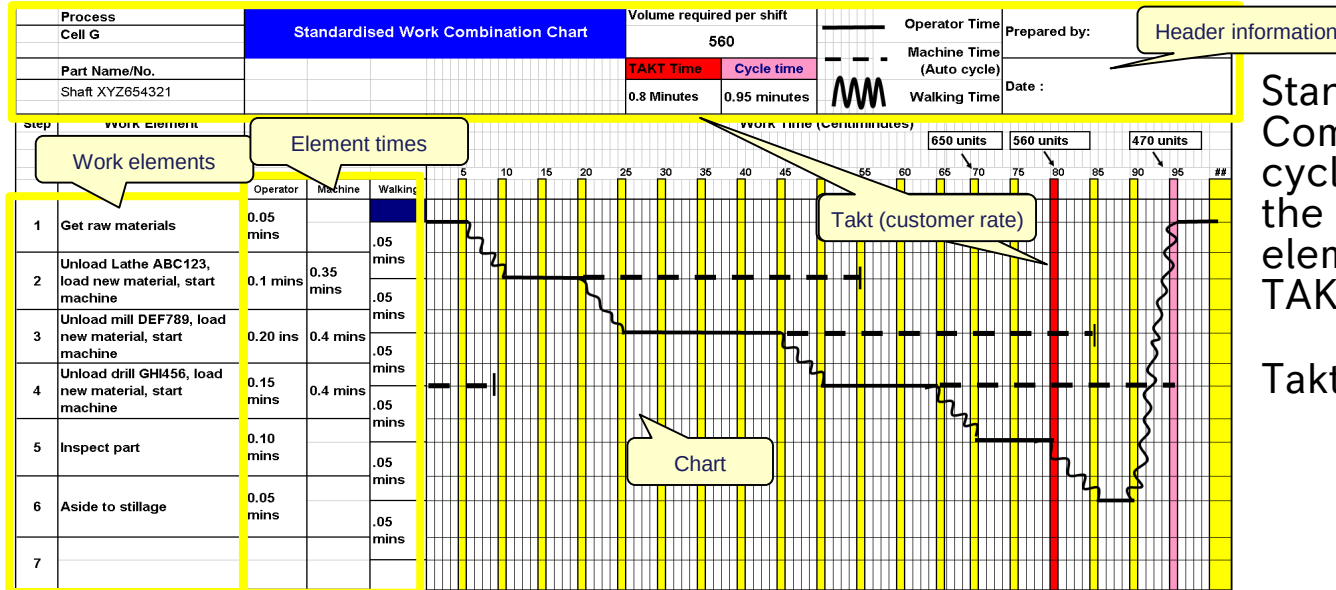


2. Implement appropriate standardised procedure



Standardised Work Combination Charts record man / machine interactions

Standardised Work Combination chart example



Standardised Work Combination highlights the cycle times and completion of the sequence of work elements within the required TAKT time

$$\text{Takt} = \frac{\text{Loading Time}}{\text{Customer Requirements}}$$

(where Loading Time = Total time - Planned stoppages)



2. Implement appropriate standardised procedure



Standard operating procedures depict the best current method of carrying out a task

Example Standard Operating Procedure

Standard Operating Procedure					
SOP Reference Number : ASOP_E_007		Process Name: Connecting the Tuggers To The Airbeds.		Process Objective: The safe connection of the Tuggers to the Airbeds.	
Area/Engine Type: C.D.C	ACR or PTS Number	Op No. or PTS Section + Item No	Skill Point	Quality Point	Health & Safety Point
Ref:	Operation Description	Who	When	Key Points/Tools	Sketch / Photo
1	Line up the Tugger with the attachment bracket on the Airbed. Connect the air supply to the Tugger and make sure that the locking lugs on the Tugger are lifted up as shown in the sketch.	Operator	Every Operation		
2	Slowly drive the Tugger toward the Airbed until the locating lugs engage with the attachment bracket on the Airbed. Push the locking lugs down onto the attachment bracket as shown in the sketch.	Operator	Every Operation		
3	The Tugger is now locked onto the Airbed as shown in the sketch. Connect air line and control lines to Airbed.	Operator	Every Operation		
Author/Owner: Katie Travers		Issue Date: 07/12/06		Issue 1	
Page 1 of 1		Retention Category: B		Security Classification: Controlled	
				Authorised by: Simon Reeve	

- Standard operating procedures reflect Key Points relating to: -
 - Safety
 - Quality
 - Productivity
- Position at the machine or work place for easy reference
- Advise if any tooling, gauging or fixtures are required
- Ensure that photos are clear and of good definition



2. Implement appropriate standardised procedure



Implement Standardised Working

Skills Matrix - Example

	A	B	C	D	E
Standard Operation	Can do with reference to standard operation sheet	Can do without reference to SOS	Completes the standard operation in controlled manner and to required safety level	Can train others in the standard operation	Can improve the standard operation
Specification	Can build OK specification to specification data	Can build ok specification with occasional reference to spec data	Can build ok specification without reference to specification data	Can train others in specification	Can identify related specification errors
Quality	Understands the quality standard required	Can achieve quality standard required	Can achieve quality standard and understands acceptable deviations	Can train others in quality standard	Can take corrective quality actions
Speed	Can complete standard operation in 3x standard time or quicker	Can complete standard operation in 1.3 x standard time or quicker	Can complete standard operation in standard time	Can train others in standard time achievement	Can complete operation in 0.9x standard time or quicker

- Use a structured training and competency assessment approach. Refer to section subject area trainers or People and Knowledge for more information.
- Create personal development plans
 - Use skills matrix to determine training and development needs for operators
- Identify potential competency gaps in process coverage



2. Implement appropriate standardised procedure



Implement Standardised Working

Roll No	Operator	Shift	Shift 1	Shift 2	Shift 3
Sigma 1					
Sigma 2					
Sigma 3					
Sigma 4					
Sigma 5					
Sigma 6					
Sigma 7					
Sigma 8					
Sigma 9					
Sigma 10					
Sigma 11					
Sigma 12					
Sigma 13					
Sigma 14					
Sigma 15					
Sigma 16					
Sigma 17					
Sigma 18					
Sigma 19					
Sigma 20					
Sigma 21					
Sigma 22					
Table 1					
Table 2					
Table 3					
Table 4					
Roll 1137					

- Assign operators to standardised working
 - Use skills matrix to assign competent operators to each assignment An established skill profile is required to assess where employee's can work
- Real time attendance is required to allow people deployment for rapid production changes and issues
- Chart located alongside control board



Gate checklist 2: Implement appropriate standardised procedure



- ☒ Best existing method(s) analysed and optimised for Safety, Quality and Productivity
- ☒ Most appropriate documentation selected to display the optimised method
- ☒ Documentation is completed and displayed
- ☒ Training system in place to establish standardised working
- ☒ Skills monitoring updated and displayed

3. Audit standardised working procedures



Audit standardised working procedures to ensure that key points are being observed

Auditing the operation



- Create audit format and system
- Make it a key part of the First Line Manager or Supervisor role
- Keep the audit quick and simple
- Have a defined frequency but maintain a certain level of “spontaneity”
- Conduct audit
- Leaders audit each others area – not their own
- Pick three stations at random for the audit
- Generate feedback
- Score the audit and show areas for development

3. Audit standardised working procedures



Audit standardised working procedures to ensure that key points are being observed

Extract from an Example Audit Procedure

Standard Operation Establishment Audit		
No	Diagnostic Criterion	Diagnostic Method
1	0 All standard operations are written for the three stations	Supervisor to show the audit team his work assignments and the team will select three at random for audit.
	☐ Not all the standard operations have been written for the selected stations.	
	X No standard operations have been written for the selected stations.	
2	0 All standard operation sheets have the vital and care points matched to the Quality vital and care points matched to the Quality process chart. All safety points clearly identified.	Audit team physically check the three standard operation sheets. 0 2-3 sheets match required criteria
	☐	☐ 1-2 sheets match required criteria
	X Not all standard operation sheets have the vital and care points matched to the Quality process chart.	X No sheets match the required criteria
3	0 The standard operation sheets include all the main steps, key points with clear sketches and explanations	Audit team physically check the three standard operation sheets. 0 All sheets match required criteria
	☐ The standard operation sheets include all the main steps, key points.	☐ 1-2 sheets match required criteria
	X The standard operation sheets have some of the main steps, key points missing.	X No sheets match the required criteria
4	0 All sheets include torque, settings, adjustments and specifications required.	Audit team physically check the three standard operation sheets. 0 All sheets match required criteria
	☐ Not all the required detail is included in the standard operation sheet.	☐ 1-2 sheets match required criteria
	X None of the required detail is included in the standard operation.	X No sheets match the required criteria

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3. Audit standardised working procedures



Identify Improvement possibilities



- Review the audit results and clarify any deviations
- Reasons for method deviation
- Reasons for documentation being out of date or unavailable
- Reasons for operation and key points not being understood
- Set the action plan for improvement
- Training requirements
- Improvements in communication; briefing process and displays



Gate checklist 3: Audit standardised working procedures



- ☒ Audit format agreed and understood by user groups
- ☒ Audit procedure and frequency is defined and audits being conducted by relevant personnel
- ☒ Audit results used to generate improvements in Safety, Quality and Productivity