10. Standardized flows

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STANDARDS

Agenda:

- What is a standard?
- Why standardize?
- How is a standard created?
- Task: establish a standardized working method

Discuss together

- What is a standard?

  - What do you want to standardize?

- Can everything be standardized?

  - Preferably examples from everyday life
    or previous workplace

What is a standard?

- *"A standard is a common solution to a recurring problem. The purpose of standards is to create uniform and transparent procedures that we can agree on. It is in everyone's interest to raise the quality, avoid misunderstandings and avoid reinventing the wheel every time"*

- - SIS, Swedish Institute for Standards

What is a standard?

- The **currently** best way of working from a quality, efficiency and safety point of view

- A common way of working = standard

- Make deviations visible immediately

- A good standard is:
  - Effective, meaningful, simple, clear and visual
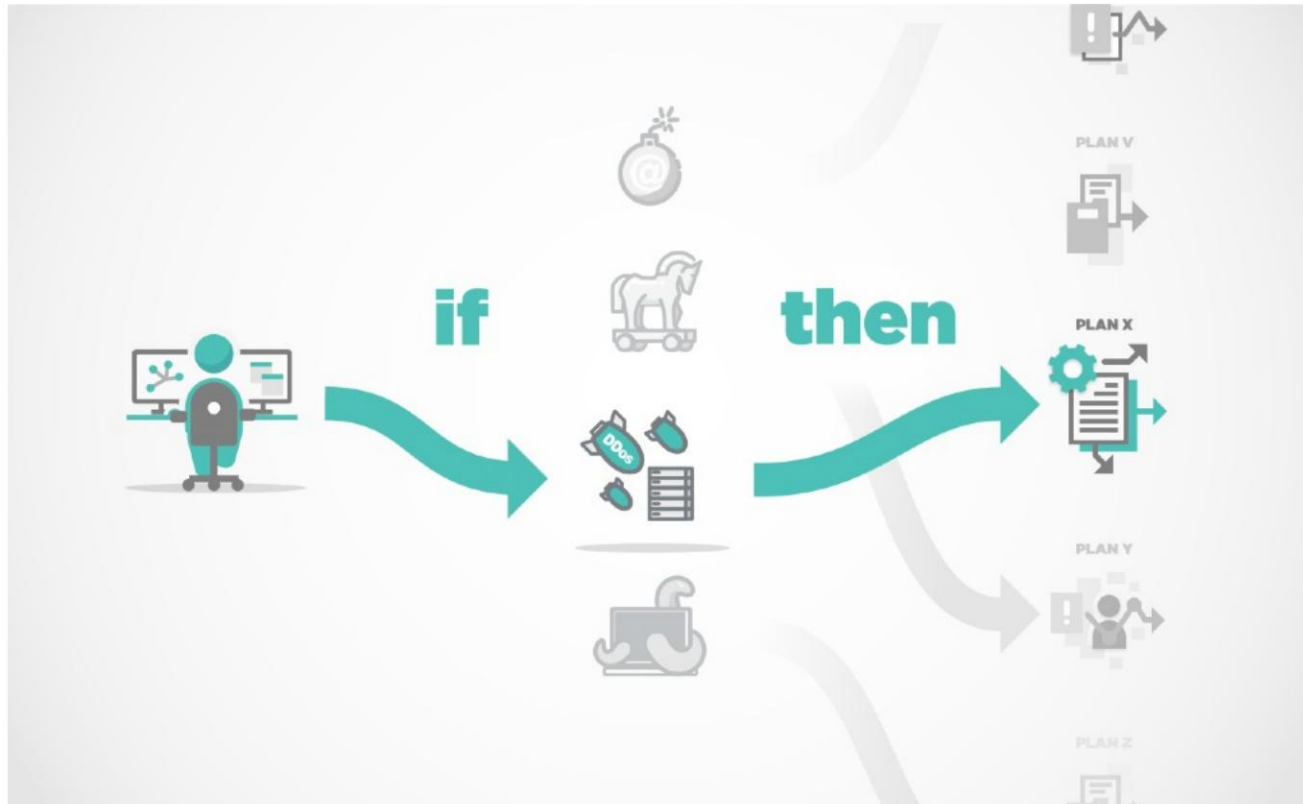
- Forms the basis for continuous improvement

What is a standard?

- Right-hand traffic in Sweden
- 20' containers
- Red light
- Perform the same steps in the same way ev
    - Build IKEA furniture
    - Morning routine?

Documented standard - Standard operating procedure (SOP)

Step-by-step instructions created for a certain task or part

The purpose is to simplify and clarify:

- Higher efficiency
- Smoother and higher quality
- Reduce deviations and errors
- Simplify communication

Standard operating procedure

Work order

1. Develop or update SOP together with operator/fitter and support function

2. List operations

3. Bring in existing and/or new operations and add

4. Detail the operations and their sequence

5. Find the smartest way of working

6. Identify key activities Explain why

7. the job description must be followed in the key activity 8. Specify cycle time

Standard operating procedure

Items to tick after the SOP is created

1. Explain **what**

2. Explain **how**

3. Explain **why** on key activities

4. Try to limit the time on each SOP

5. Only necessary content

6. Operations timed

7. Focus on safety, quality and delivery

Before SOP

After SOP

Task: Create an SOP

• Create a standardized way of working with the associated SOP

  • The goal: the task should be able to be performed by anyone, with the same end result

• **Change from summer to winter tires on the**

  car • List all steps in the process in the order they should
    be performed

  • List tools/accessories needed and connect to the right one
    moment

  • Specify the steps, for example: should you hold in a
    particular way, screw in a certain place, etc.

  • Timing or moment

• Remember to only list the value-creating elements

Your own experiences with workplace standards?

- How have the companies you worked used of standardized working methods?

- Is it generally perceived as positive to work standardized?

  - Why/why not?

- Does a standard have to be documented?

- Is it easiest to standardize a service or product?

Why standardize?

• Increases predictability - reduces misunderstandings

• Simplifies learning – the wheel has already been invented

   • Reduced variation

   • Increased quality

• Abnormalities are detected – defines what is normal
  and not

   • Systematic errors easier to fix than random ones

10+8+8+6+6=38   2+2+4+4+4=16
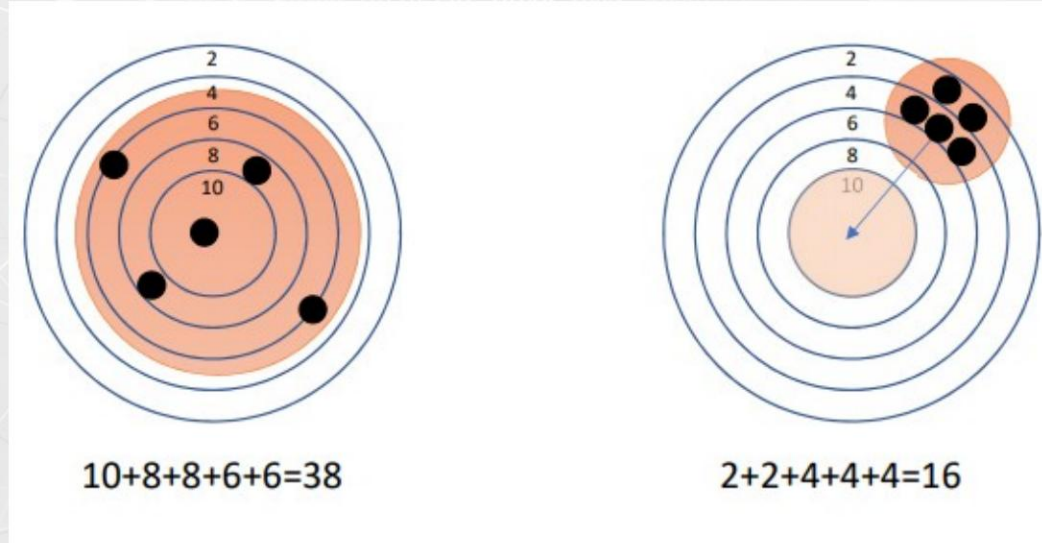
To create a standard

- Opportunities for improvement become visible to everyone involved

    - The improvement often has a wider impact

- Standardize the repetitive work, not that creative

    - The best-known working method increases efficiency

        = more time can be spent on the creative side

- A perfect flow does not exist

To create a standard

- Let the employees develop the standard

  - Easier to anchor the change

  - The right level of detail – what needs/doesn't need be described

  - The employees want it to be as simple and flexible as possible

  - Easy to do right - hard to do wrong

- The management should decide on the implementation of new standard

  - Overview of the impact of the change on others processes

To create a standard

_____

- For the desired result – everyone involved must understand why a standard is being introduced
  - Standard reduces freedom
  - You want to do "as you have always done"
  - Base decisions on facts - time studies, etc
- More difficult to standardize a service than a product?
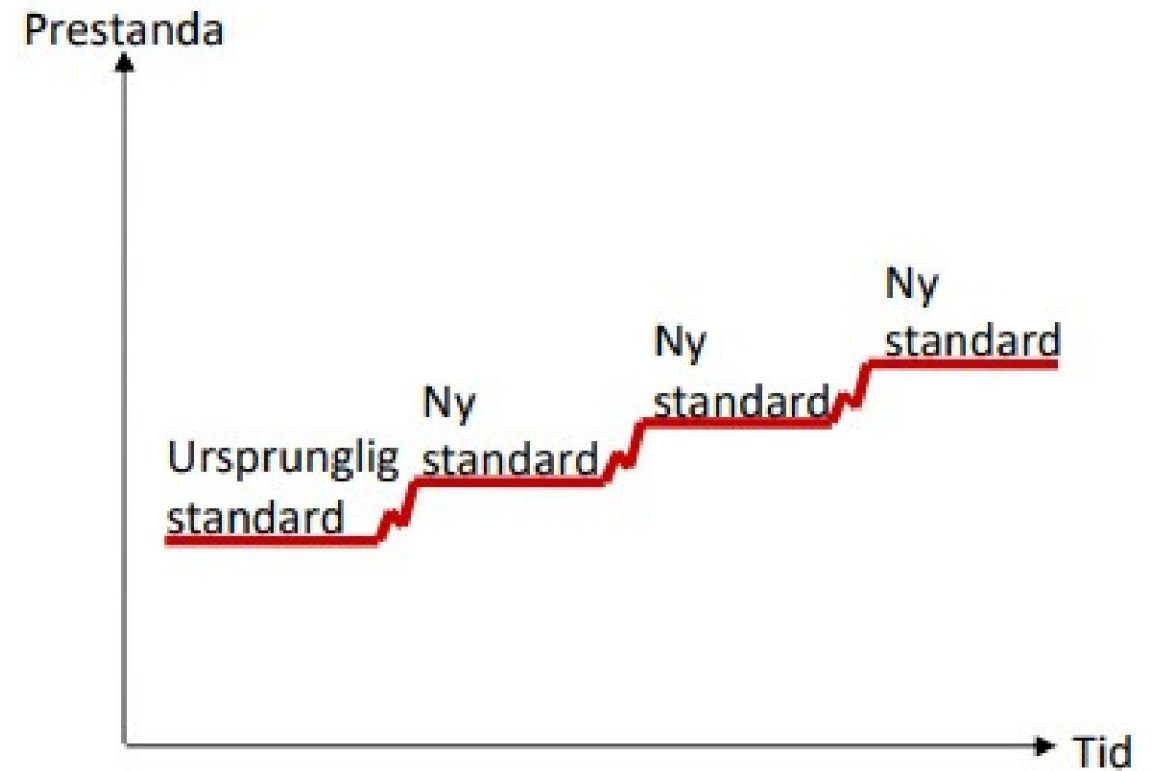
The PDCA cycle

• Tools continuous improvement •

Question and challenge •

Do not accept that problems remain •

Decisions at the lowest possible level

Deviations

- When something goes wrong, one should ask:
  - Is there a standard?
  - Was the standard followed?

Deviations

- Did not meet the standard - find out why

- Was the standard followed – the standard is not good enough

  - Easy to do right, hard to do wrong

- Detecting deviations is one prerequisite for driving out waste
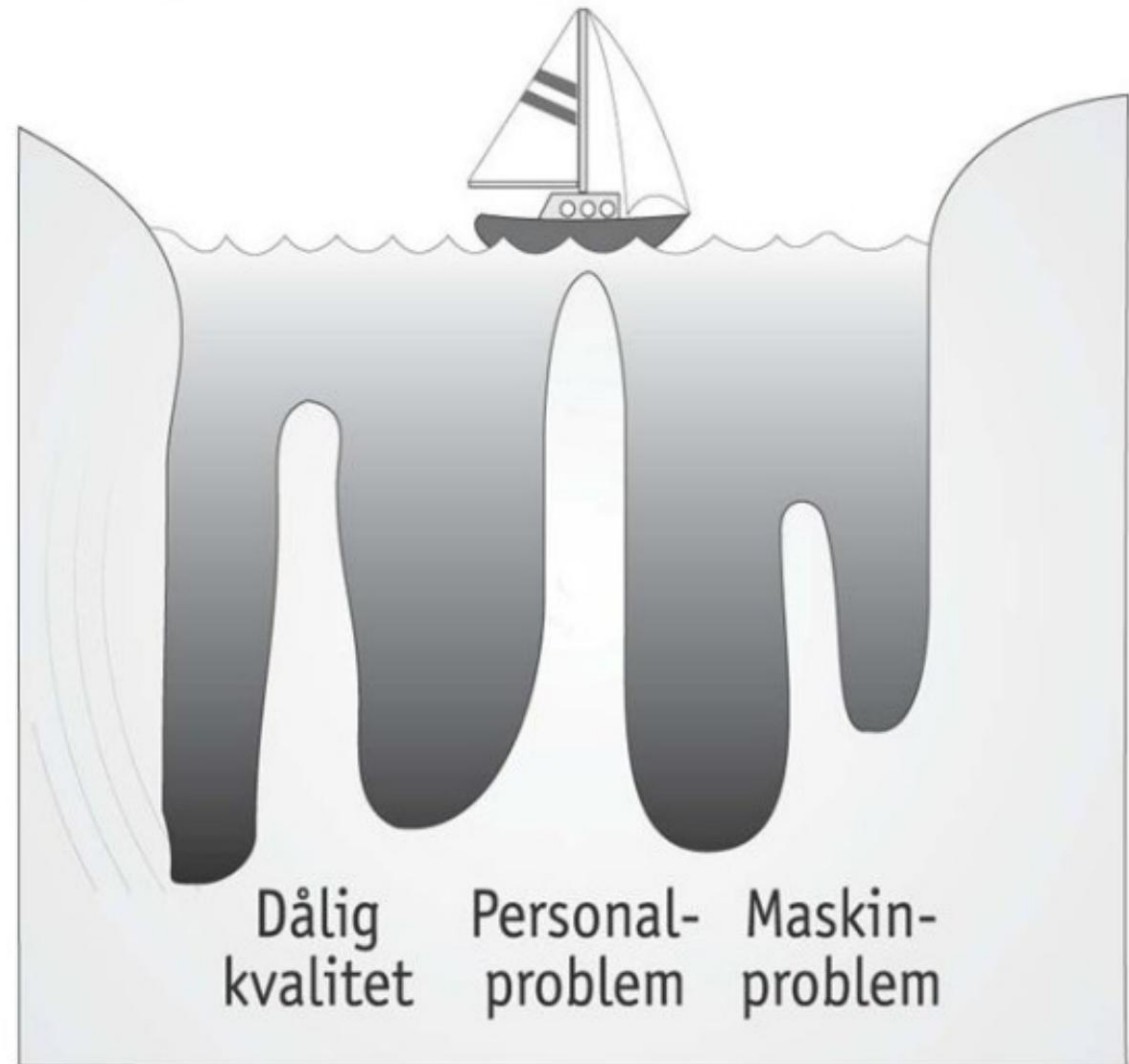
Manage deviations - Japanese lake

"To attack the cause of the disease instead of

relieving the symptoms"

- Buffers and

  safety margins reduce the effects of variations and deviations

- Run on grounds = identify deviation/problem area
  - If we can identify the problem, we can make sure it doesn't happen again

Case: Standardize working methods

See case on Omniway

"2.2 Exercise task F10 - Standardize working methods"

Revision questions

1. What does a standard mean?

2. How should a standard be structured?

3. What is often the purpose of standardizing?

4. What disadvantages are often experienced in standardization and how can resistance be met?

5. Why is it often important that the management makes decisions about the implementation/introduction of a new standard?

6. What is an SOP? Give examples of where it can be used