



## Standardized work and Visual Controls

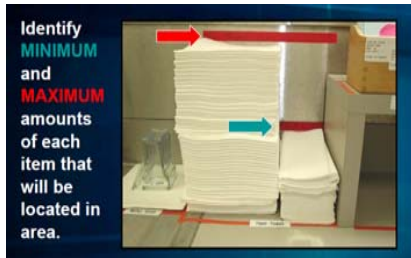
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### Overview

- After waste is identified eliminated, work is standardized
- Standardized work sustains the improvements and facilitates continuous improvement in the future by changing the standard when appropriate
- Standards are simple, visual and developed with the input of those who perform the work
  - Standardized work is not a procedures manual that sits on a shelf
- **Standards are the best combination of people, equipment, tools and materials with simple visual controls to ensure that everyone performs the work the same way every time**

### Visibility is key

- Standardized work must be visible at the place where work is performed
- Tape, signs, arrows and other means of providing visual direction are employed



- Specific instructions for making coffee with signs of where to obtain the supplies is another example of standard work
- Because visibility is key, removal of doors in storage / work areas is strongly encouraged
  - Identifying what you want is faster and easier, and open storage is a strong incentive to maintain materials to be neat, clean and organized.

### Standard work for everyday continuous improvement

- Standardized work is well understood in manufacturing and logistics where movement of goods is easily visible
- However, standardized work in office and business systems is constrained by two things:
  1. Being able to see waste in office processes
  2. Understanding how standards apply in situations where variables and changing priorities constrain performing things one way.

### Standard Work in Office and Business Systems

- Continuous improvement is a never-ending journey as is the application of standard work – start small and keep improving over time by changing standards and standardizing more tasks



In the above cases, tape is used to standardize the location of needed items

- When dealing with procedures and processes, it is first necessary to value stream map the steps of current state in order to identify and eliminate waste. Only then can work be standardized

### Lean methods to standardize work

- 5S – standards for each area
- Safety – Visitor protocol / emergency procedures / safe operating procedures
- Visual Controls
  - Tape / signs
  - Order / reorder cards
  - Templates
- Written standards, procedures, etc....
  - e.g. meeting agendas / minutes
- One page reports – standard format
- Knowledge folders – template for instructions
- Visible / readily accessible instructions for routine tasks
- Management system – standardizes the way you do business

### Standards

- Represent the best, easiest and safest way to do a job
- Preserve know-how and organizational knowledge
- Provide a means to measure performance
- Provide a basis for maintenance and improvement
- Facilitate objectives and training goals
- Create a basis for audit or analysis
- Prevent recurring errors
- Minimize variability
- Make work easier and less stressful