ISSUE RESOLUTION & ESCALATION
Training Pack
Aims and Objectives

Target Audience:

All Operations and Support Management Teams

Purpose of Module:

To understand the need for a consistent root cause problem resolution process which encourages problem solving at every level. To provide a framework for a common system to be utilised.

Aims & Objectives:

• Explain basic Problem Solving
• Importance of PDCA
• To explain the common framework enough for the team to set one up unsupported

Duration: 1.5 hours

Attendees: 5-15
Contents

• Why do we need an Escalation Process?
• Common Approach to All Issues
• Problem Solving
• Operations Issue Escalation
• Change Process Issue Escalation
• Quality Issue Escalation
• How to Complete an Issues Sheet
• How to Complete an Escalation Strip
Why do we Need an Escalation Process?
Why do we need an Escalation Process?

WE HAVE

• No visibility of actions or ownership.
• No formal containment/customer protection.
• No monitor of countermeasure effectiveness.
• No indication of when issues are closed.

WE WANT

• All issue escalation, across all functions and work streams to be addressed in a consistent/standardised manner.
Escalation

- Escalation is a last resort.
- Prior to escalation there must be the capability and the capacity to attempt root cause problem solving.
- Ownership of the issue must be agreed at whatever level the issue is raised, e.g. by engineer at team level or by EGL at department level.
- Progress of issues should be formal review at daily or weekly sessions.
- Issues raised should not just be EXTERNAL, i.e. issues that are judged to be “someone else’s fault!”
- Communication of progress is critical, particularly to those who raise the issues initially (take them to see escalated strips if necessary).
Problem Solving
Detailed Problem Resolution

- Asking Why 5 times will only help to identify a potential root cause.
- The ‘Strip’ is a summary of an issue.
- The ‘Corrective Action Report’ is a tool for ensuring more in depth, problem resolution and Root Cause Analysis.
- Evidence that systematic problem solving has been attempted at each level prior to escalation.
Analysis of Problems

- Qualitative tools
  - Tools which are used to obtain and structure ideas during the problem solving cycle

Flow Chart

![Flow Chart Image]

Brain Storming !!!

Cause and Effect Diagram

- Environment
- Method
- Machinery

Out of specification
- Man
- Materials

5 x WHY
5 Why’s Example

Q: **WHY** has machine stopped?  
A: Overload tripped out!

Q: **WHY** overload trip?  
A: Insufficient oil on shaft!

Q: **WHY** Insufficient oil?  
A: Oil pump inefficient!

Q: **WHY** is pump not efficient?  
A: Pump drive shaft worn!

Q: **WHY** is this shaft worn?  
A: Oil filter blocked with swarf!
Analysis of Problems

- **Quantitative Tools**
  - Tools that are used to gather and analysis numerical data during the problem solving cycle.

### Check Sheets

<table>
<thead>
<tr>
<th>Defects</th>
<th>Week No.</th>
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<tr>
<td>Welding</td>
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<td>Packing</td>
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### Pareto

![Pareto Chart](chart.png)
Analysis of Problems

• Quantitative Tools

Control Charts

Histograms

Scatter Diagram
Problem Solving

The 5 Principles :-

• Problem Definition
• Identify Root Cause
• Customer Protection and Countermeasure(s)
• Confirm Effectiveness of Countermeasure
• Feedback / Feed forward
Problem Solving Cycle

- Plan
- Do
- Check
- Act

- Problem Definition
- Identify Root Cause
- Customer Protection and Countermeasure
- Confirm Effectiveness
- Feedback / Feed forward
Issue Escalation
Issue Escalation

If an issue is identified affecting Ops, it is recorded on a Team Issues Board and escalated to the Team Level if necessary.

**A** Rank
- Impacts on next process
- T/L, S/L
  
**B** Rank
- Will not impact on next process
  
i.e. Chasing the part via phone, fax, feet or Andon and delivering it late

**Problem Solving lead at Team Level**
- Problem Solved by Team

**Sign-off board**
- Successful
- No (Re-Issue or Escalate?)

**Rank Issue**
- A or B

**Protect Customer (Get Job Going)**
- Write on Team Issues Board
- Monitor Occurrences (e.g. 4 weeks)
- Yes
- Sign-off board
- No

**Occurrences (e.g. 5)**
- Yes
- Problem Solved by Team

**T/L**
- Successful?

**APCD**
- Monitor

**Yes**
- Sign-off board

**No**
- (Re-Issue or Escalate?)

**Escalate Strip**
Stakeholders Involved

- Operators
- Functional Representatives
- Team Leaders
- Cell Leaders
- Product Unit Managers
- Functional manager
- Assembly Manager
- Head of Business
- MMT

Direction Of Escalation:
- Red: Involvement in exceptional circumstances
- Green: Key Involvement / Responsibilities / SLA
- Orange: Involvement when earlier process exhausted or in case of MAJOR issue
Stakeholders Process

**Operator** Raises Any issues to TL

**HOB** Chair Friday meeting, with ass manager & natural work group heads.

**CL**
- Communicate any issues to current TL & ensure new ones are recorded during shift. Make sure natural work groups have signed for issues & ensure countermeasure is implemented and check current status. Contact function rep if no action taken to get addressed & invite to IPT to address

**Pum**
- Hold weekly review with function heads/reps, review resolution progress & identify where extra support is needed, tasking functions with this. Determine issues that need escalating to HOB strip meeting

**Natural Work Group Function Head**
- Assume overall responsibility for countermeasure & resolution of issue. Attend HOB meeting & ensure review of any strip highlighting help is needed within any function is addressed.
- Attended weekly by HOB, Assembly Manager and Stakeholders from natural work groups. To present strips to senior team, seek support and accountability from them. Discuss aspects that are appropriate for senior level review.
- Record actions on strip and seek to ensure review of the Escalation strip outside of the meeting.

**Assembly Manager**
- Review with pum and escalate any strips to HOB meeting. Pin under department responsible on strip board. At meeting seeks review on strip outside meeting.

**TL**
- Attempt to address himself firstly. If unable raises to escalation sheet.
- Assigns support owner then calls them to attend board

**Natural Work Group Function Rep**
- Accepts tel call & attends board with TL & assess issue. Signs sheet, accepts issue & enters countermeasure. Works to resolve issue, if not within remit gives issue back to TL
- If department has no responsibility for the issue hand issue back to production i.e. assigned to wrong area of support. Keep Department up to speed with resolution of issue, using status Quadrant on escalation sheet.

**Stakeholders Process**
- They are cause for ANDON signal
- There has been an accident or near miss on section
- There is a repeating cause of disruption
- The issues lead to a concession
- The issue leads to scrap/rework
- The issue impedes Program achievement

- Resolution is not progressing as planned
- A customer protection action must be relayed to opposite shift
- An owner has not visited the board during the shift
- A countermeasure has failed when monitored
- The issue has prevented productivity achievement for the shift
- There has been an accident or near miss on section

- Counter measure have failed on more than one occasion
- The issue owner has not visited the board during week
- Implementation dates have been missed on more than one occasion
- More than 1 shifts productivity has been impacted by the issue
- An accident has occurred on section

- An owner has not signed for the issue 2 weeks after it is raised
- Counter measures have failed on three occasions
- Timing to implement counter measures have failed on three occasions
- The Natural Work Group does not have the resource to address the issue satisfactorily
- At PUM's discretion as to severity of effects
Escalation process

Stage 1
Once an abnormality is identified it is escalated to the Team Leader to resolve it. The Issue is not escalated beyond this point until the Team Leader has tried everything in his power to resolve the issue. If TL cannot resolve it, then, and only then raise it to Shift Leader.
Protecting the Customer

• Agree with suppliers an agreed level of support (Service Level Agreements). Might include:-
  – Response times.
  – Attendance at issue escalation meetings, i.e. IPT, Ops Reviews, etc.
• Ensure expected levels of service are clearly communicated and visible, i.e. what is acceptable!
• Ensure an effective communications system, e.g. “hot lines”, radios, Andon Signals.
• Approach suppliers/support with a consistent system, i.e. agreed standards.
• Ensure the root cause is understood! Do not pass on issues that you could be unwittingly causing yourself....
Natural Workgroups

Fully supported by SLA’s

Department contact/Representatives
Issue Escalation

- **Issue First Raised?**
  - Yes: Present Strip at IPT
  - No: Escalate Strip

- Raise the issue at the point in the process that you have the capacity to problem solve at!

- Problem solve at the higher level if the issues are highly visible.

- Only when the “bigger” issues have been removed can this give the team and team leaders the capacity to problem solve.

- Since those “smaller” issues are not as visible at a higher level, the ability for the team and team leaders to address is critical.

- **Sign-off board/strip**
  - Yes: Successful
    - Yes: Escalate to Model Line Review
    - No: (Re-Issue or Escalate?)
  - No: No
## Issue Resolution Sheet - Process

### Issues Board

<table>
<thead>
<tr>
<th>No.</th>
<th>DATE</th>
<th>ISSUE</th>
<th>CUSTOMER PROTECTION</th>
<th>COUNTERMEASURE</th>
<th>RAISED BY</th>
<th>WHO RESP Name</th>
<th>Dept</th>
<th>Sign</th>
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**TEAM LEADER NUMBERS AND DATES**

**THE ISSUE, THIS WILL BE SPECIFIC TO A UNIT**
**Issue Resolution Sheet - Process**

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<th>No.</th>
<th>DATE</th>
<th>ISSUE</th>
<th>CUSTOMER PROTECTION</th>
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THE ISSUE RAISER ENTERS HIS / HER NAME IN THE RAISED BY BOX
A CUSTOMER PROTECTION IS PUT IN PLACE BY THE TEAM LEADER, ALONG WITH THE NAME OF THE RESPONSIBLE PERSON
## Issue Resolution Sheet - Process

### Issues Board

<table>
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<tr>
<th>No.</th>
<th>DATE</th>
<th>ISSUE</th>
<th>CUSTOMER PROTECTION</th>
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THE DEPARTMENT RESPONSIBLE IS IDENTIFIED WITH A NUMBER / COLOUR CODED CIRCLE
THE PERSON RESPONSIBLE IS CALLED TO THE BOARD TO SIGN, ACKNOWLEDGING THE ISSUE AND ACCEPTING RESPONSIBILITY TO RESOLVE.
THE PERSON RESPONSIBLE ENTERS THE COUNTERMEASURE TO BE TAKEN. PROGRESS IS TRACKED USING THE STATUS QUADRANT
THE DATE THAT THE COUNTERMEASURE IS TO BE PUT IN PLACE IS ENTERED (OR UNIT No IF ITS AN ENGINEERING CHANGE)
UPON THE DATE ARRIVING, THE PERSON RESPONSIBLE COMPLETES THE TRACKER BOX FOR 5 UNITS GREEN – OK, RED – NOT OK
WHEN THE PERSON HAS SATISFACTORILY TRACKED 5 UNITS THEY COMPLETE THE SIGN OFF BOX TO STATE THE RESOLUTION WAS EFFECTIVE, AND HAS PROVED ROBUST

....if the countermeasure fails, the issue is re-raised using the old number, prefixed by R. (R is for REPEAT issue)
**Stage 2**

Once all effort to solve the problem have been exhausted at Team Leader level, the problem is escalated to the highest level to avoid non completion of a Work package or avoidance of program slip.
IPT or Operations Issue Board - Example
Issue Escalation

1. Model Line Review
2. Establish Issue Owner
3. Monitor
4. Root Cause Countermeasure Established
5. Sign-off board/strip
6. Escalate to Ops Centre
7. Escalate to Ops Centre (Re-Issue or Escalate?)
Monday 10.00am MMT Ops Review

Priority Issues:
- Prioritise and ask whether the Ops Review is the right vehicle
- Need ownership / champion
- Added to Issues & Actions Register, RAG status, etc.
- HOBs to ensure communication of status back to team level

Outstanding Issues:
- Are owned
- Still open as no countermeasure in place
  (issues at this level could be open for a number of months)

Closed Issues:
- Countermeasure in place
- Being monitored for 5 Units before removed from board
- Closure of issues communicated back to Team level
**Stakeholder responsibilities**

**Team Leader:**

- Enters issue raised by operator onto board as he deems necessary
- Dates and numbers the issue
- Determines the natural work group owner of the resolution
- Determines Customer Protection action
- Calls owner from natural workgroup, requests that the board is visited in a timely manner (before the end of the shift). If problem is urgent then assistance may be required immediately
- Reviews actions planned and checks progress with owners as appropriate. Update the board during shift with Natural Work Group Owners
Stakeholder responsibilities

Shift Leader:

• Ensures that issues from previous shifts are communicated to current T/L
• Ensures that new issues are recorded appropriately during shift
• Ensures that the natural work group owners have signed to accept issues by end of shift.
• Ensures that countermeasures due to be implemented during the current shift are checked for status
• Ensures that issues on monitor are assessed by the T/L on shift
• Reviews status of problems with the Team Leaders daily (5 mins before Pum Go & See)
• Assists teams with issue resolution
• Raises any escalated issues through daily IPT meeting
**Stakeholder responsibilities**

**Product Unit Manager:**

*Friday 8.30-9.30am*

- Attends IPT meeting once weekly to review outstanding issues with operational equivalents/reps from the supporting departments by EXCEPTION.
- Reviews resolution progress as presented by the Shift leader.
- Identifies areas where extra support is required.
- Tasks operational equivalents/reps for support departments to provide appropriate support where it is required.
- Determines with the PUM team any issues that require escalation.
- Raises ‘Escalation Strips’ as appropriate.
Stakeholder responsibilities

**The Assembly Manager/HOB**

*Thursday 10.30am*

- Attends weekly ‘Strip Meeting’ with Head Of Business for all stakeholders in the Natural Workgroup
- Presents ‘Escalation Strips’ to senior team
- Pins strip under the department responsible on the ‘Strip Board’
- Seeks support and accountability from Senior Team
- Does not discuss individual issues, but aspects that are appropriate for senior level review
- Records actions on strip, and seeks review of the ‘Escalation Strip’ outside of the meeting
- If Non attendance/action take’s place by support function then issue may be raised at MMT
Stakeholder responsibilities

**Support Head/Representative of Function:**

- Ensures that you respond to call to visit department Board in a timely manner i.e. within the shift. (or immediately if the issue is urgent)
- Be responsible for the issue by signing the sheet & accepting responsibility and customer protection action.
- Ensures that countermeasures due to be implemented during the current shift are checked for status.
- Reviews actions planned and checks progress with Customer as appropriate. Update the board during shift with customer.
- Rep/Head of function to attend weekly meeting with Pum for department (Friday 8.30am IPT) to address any issues with appropriate support where required.
- Head of function to attend weekly HOB meeting (Thursday 1.15pm) on specific Strip issues to discuss aspects that are appropriate for senior level review.
Escalation Criteria / process

1. Issues are raised on the board when:
   - There has been an accident or near miss on section
   - There is a repeating cause of disruption
   - The issues lead to a Defect
   - The issue leads to scrap/ rework
   - The issue impedes Program achievement

2. Issues are flagged to Shift leader when:
   - Resolution is not progressing as planned
   - A customer protection action must be relayed to opposite shift
   - An owner has not visited the board during the shift
   - A countermeasure has failed when monitored
   - The issue has prevented productivity achievement for the shift
   - There has been an accident or near miss on section
   • All attempts to resolve have failed and action is required Urgently - FAST TRACK the issue
3. Issues are raised to PUM Level When:

- Counter measures have failed on more than one occasion.
- The issue owner has not visited the board during week.
- Implementation dates have been missed on more than one occasion.
- More than 1 shifts productivity has been impeded by the issue.
- An accident has occurred on section.
- All attempts to resolve have failed and action is required Urgently - FAST TRACK the issue

4. Issues are Now raised at Support Review

- Support Stakeholders to address any issues Highlighted at this stage.
Escalation Criteria / process Cont;
5. Issues are Escalated to Assembly Manager when;
• An owner has not signed for the issue 2 weeks after it is raised.
• Counter measures have failed on three occasions.
• Timing to implement counter measures have failed on three occasions.
• The Natural Work Group does not have the resource to address the issue satisfactorily.
• All attempts to resolve have failed and action is required Urgently - FAST TRACK the issue

6. Head Of Business (strip) meeting:
• Attended weekly by HOB, Assembly Manager and Stakeholders from natural work groups.
• To present strips to senior team, seek support and accountability
• Discuss aspects that are appropriate for senior level review.
• Record actions on strip and seek to ensure review of the Escalation strip outside of the meeting.
• Failure of stakeholder to attend over an issue may cause issue to be raised at Manufacturing Management Team review (MMT)
**Review Structure for Escalation**

**Daily TL**
TL and Operators raise issues to Issues sheet

**Daily- SL**
5 minutes prior to Board Mtg, with each TL run through any escalation issues

**Daily Part of Go & See**
Pum & SL propose, debate strips to escalate to next level

**Friday IPT 8.30-9.30**
Pum holds issue review with support equivalents representatives from natural work groups in IPT. Determines what to escalate to assembly manager

**THURSDAY drumbeat**
HOB chairs meeting, Assembly manager & stakeholders from natural work Groups attend. Strips put on issues board. Assembly Manager Seeks support & accountability from senior team Records actions on strip, and seeks to ensure review of the ‘Escalation Strip’ outside of the meeting.

**WEDNESDAY afternoon**
Assembly Manager and Pum review strips for escalation to Thursday meeting

**MONDAY**
Strips raised at MMT meeting
FAST TRACK Structure for Escalation

• If an issue arises that requires URGENT attention and is obviously outside your scope of authority, raise it verbally with your immediate senior. Then raise it as an issue on the sheet for a follow up and to receive feedback.

• Common Sense MUST Prevail !

• If Joe Bloggs breaks his leg in the pit, you wouldn’t just write it on the Issues sheet.

• Good verbal communication is essential, the issue escalation process does not replace this.
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**ERRORS & DEFECTS / Unit**

- **Errors**
- **Defects**
# Team Boards - Example

## Team Board: Station 99

<table>
<thead>
<tr>
<th>Quality</th>
<th>Cost</th>
<th>Delivery</th>
<th>People</th>
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<tbody>
<tr>
<td>Scrap</td>
<td>Productivity</td>
<td>Takt Adherence</td>
<td>Skills Matrix</td>
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<tr>
<td>Concessions / Defects</td>
<td>Disruptions</td>
<td>Current</td>
<td>Attendance</td>
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<td>Issues Resolved</td>
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<td>Health &amp; Safety</td>
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### Local Information
- Local Information

### Sign Off
- Sign Off

### 5C
- 5C

### Shift: Team Leader:
- Shift: Team Leader

### PRD File
- PRD File
How to Complete an Escalation Strip
Escalation Strip

Number and Rank
• Rank A, B, (if required)

Date
• Date escalated strip produced

Issue
• Description of issue and its impact i.e. part not delivered on time

Date raised on Issues Board
• Date the issue was first logged, i.e. on team issues board.

Countermeasure
• Identified root cause and resulting countermeasure(s)

Who Resp
• Who has taken ownership for the issue
• What function is responsible for the countermeasure
• Colour Code/Dept. No, etc.

Sign Off
• Signed by the customer of the countermeasure
• Only after being monitored for agreed period

Customer Protection
• What can be done to protect the QCDP until a root cause countermeasure is in place?
• What can be done to minimise the impact of an issue?
• What can be done to ensure that potential previous units are not affected?

W/P Number
• The number of the Workpackage where the issue originated

When
• Planned date for introduction of countermeasure

Monitor
• Tracking the success of a countermeasure
• State unit being measured, i.e. Unit No., days, shifts, etc.
• Mark number of successful periods/Unit

Raised By
• Who originally logged the issue on the Team Board

Date raised on Issues Board
• Date the issue was first logged, i.e. on team issues board.

W/P Number
• The number of the Workpackage where the issue originated
### Escalation Strip - Back

**Ask Why 5 times**
- Basic technique to identify the actual root cause

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**Root Cause**
- Root cause demonstrated through clear process

**Customer Protection / Containment**
- The Unit No. the defect was identified on and all current WIP checked for conformance to standards.

**NOTE:-** USE AS A SUMMARY ONLY OF MORE COMPLEX PROBLEMS
**STAKEHOLDER REVIEWS**

**ISSUE REVIEW**

Issues are raised on the Escalation Sheet when;

- There has been an accident or near miss on section
- There is a repeating cause of disruption
- The issues lead to a Defect
- The issue leads to scrap/rework
- The issue impedes Program achievement

Frequency- As required

Attendance- Team Leader, Operator
DAILY SL,TL REVIEW
Issues are flagged to Shift leader when;

• Resolution is not progressing as planned.
• A customer protection action must be relayed to opposite shift.
• An owner has not visited the board during the shift.
• A countermeasure has failed when monitored.
• The issue has prevented productivity achievement for the shift.
• There has been an accident or near miss on section.

Frequency- 7.45am Daily
Location- PMS Board / IPT meeting
Attendance- Shift Leader, Team Leader
**DAILY GO & SEE**

Issues are raised to PUM Level When:

- Counter measures have failed on more than one occasion.
- The issue owner has not visited the board during week.
- Implementation dates have been missed on more than one occasion.
- More than 1 shifts productivity has been impeded by the issue.
- An accident has occurred on section.

**Frequency- 7.50am Daily**
**Location- PMS Boards**
**Attendance- Pum, Shift Leader**
WEEKLY OPS/SUPPORT REVIEW

• Issues are Now raised at Support Review
• Support Stakeholders Reps to address any issues with appropriate support where required.

Frequency- Friday 8.30-9.30
Location- Review Office
Attendance- Pum, Shift Leader, Support Representative.
WEEKLY MANAGEMENT REVIEW

Issues are Escalated to Assembly Manager when;

• An owner has not signed for the issue 2 weeks after it is raised.
• Counter measures have failed on three occasions.
• Timing to implement counter measures have failed on three occasions.
• The Natural Work Group does not have the resource to address the issue satisfactorily.
• At PUM’s discretion as to severity of effects.

Frequency- Wednesday 10.30am
Location- conference room
Attendance- Pum, Assembly Manager
WEEKLY HOB REVIEW
Head Of Business (strip) meeting ;

- Attended weekly by HOB, Assembly Manager and Head Stakeholder from natural work groups.
- To present strips to senior team, seek support and accountability from them.
- Discuss aspects that are appropriate for senior level review.
- Record actions on strip and seek to ensure review of the Escalation strip outside of the meeting.
- Failure of stakeholder to attend over an issue may cause issue to be raised at MMT review.

Frequency- Thursday 1.15pm
Location- conference Room
Attendance- HOB, Assembly Manager, Head of Support Function