Standardised Work:
Creating Workpackages

The 2 Routes to Workpackage Implementation

Route A

Workpackages *Not* In Place

Implementation Involves:

-Data analysis & capture

-Line balance creation

-Calculation of Takt Time

-Balancing to Takt

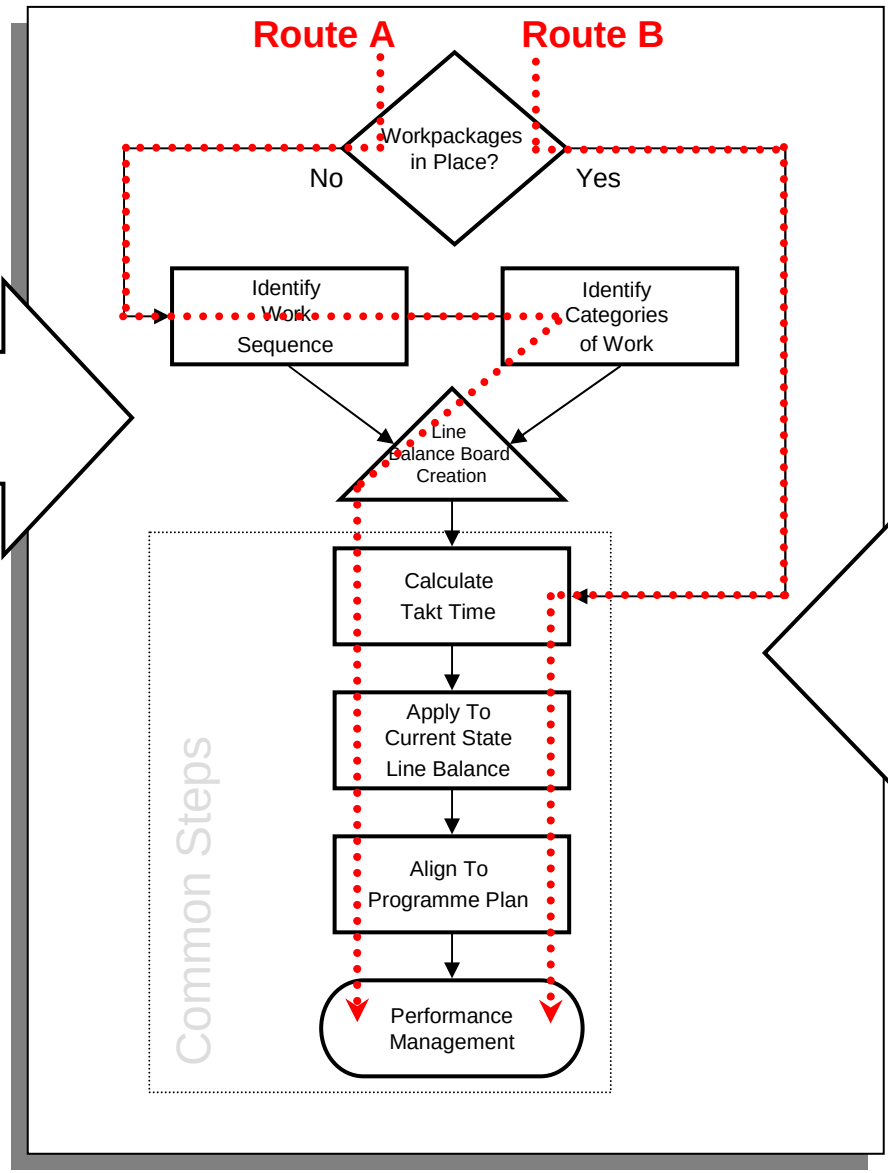
-Alignment to Programme Plan

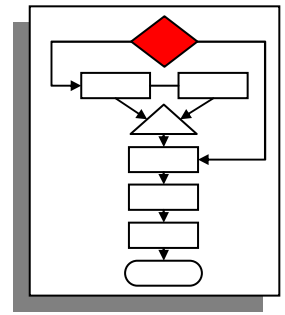
-Inclusion into Performance Management System

Use when:

-There's a requirement to match pace of production to customer demand

-Trying to create man/material flow





Route B

Workpackages In Place

Implementation involves:

-Calculation of Takt Time

-Rebalancing to suit new Takt

-Re-alignment to Programme Plan

-Inclusion into Performance Management System

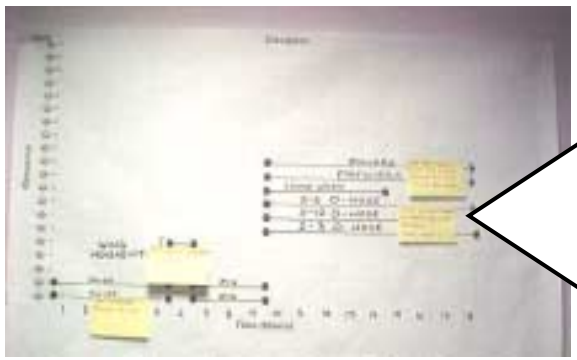
Use when updating Workpackages:

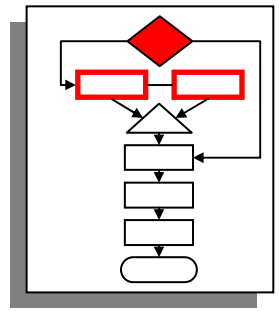
- Rate change

-Level of resource change

-Removal of Waste/Reduction of NVA

Route A: Identify Work Sequence & Categories of Work



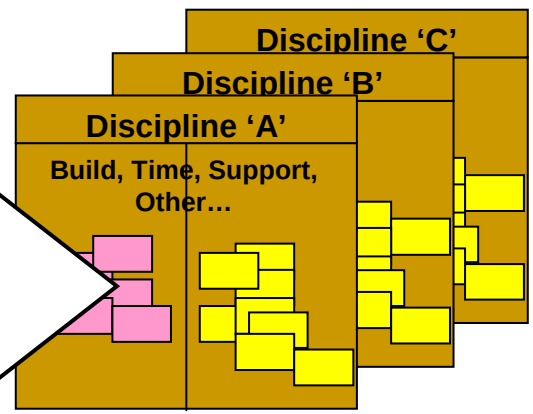


1. Map the current operational processes

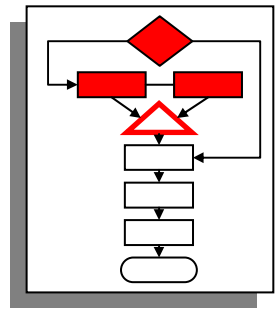
- Identify 'who does what & when' (Tasks & Times)
- Identify Critical Build Sequence
- Identify the categories of work - Value Added, Non-Value Added & Waste Activities

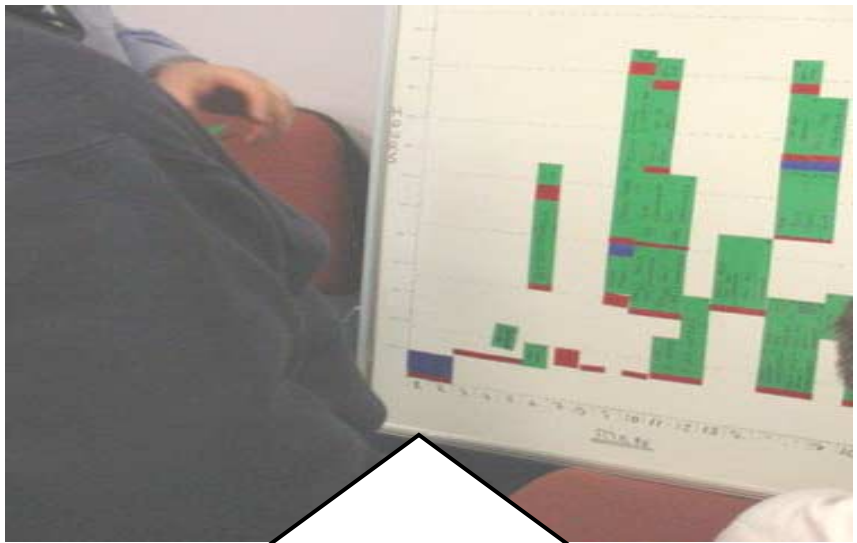
2. Collect issues with current processes

- Build (*Sequence of, process interference etc)*
- Time (*questioning the current package allowance etc)*
- Support (*Engineering, Quality, Support, Operations etc)*
- Other (*anything else...)*
- Create Tactical Implementation Plans to resolve issues



Route A: Line Balance Board Creation

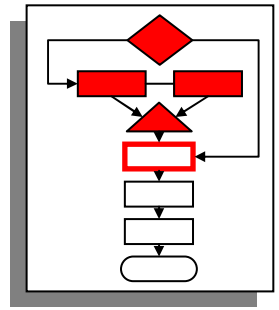




1. Transfer operational processes onto strips

- Opportunity to discuss & resolve ‘Build’ issues
- Use Coloured magnets/paper strips to show the categories of work (VA, NVA, Waste)

Route A/B: Calculate Takt Time



Takt Time = **Total Time Available*** / **Total Customer Demand**

(* minus agreed losses – lunch, breaks etc)

Example:

Takt Time = **300 Hours/Month*** / **12 Units/Month**

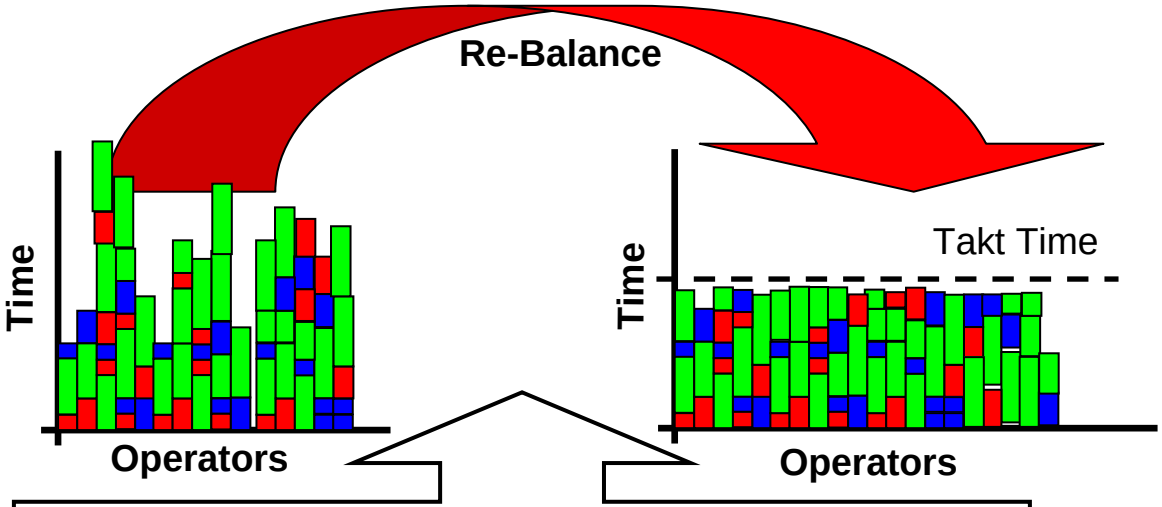
(* minus agreed losses – lunch, breaks etc)

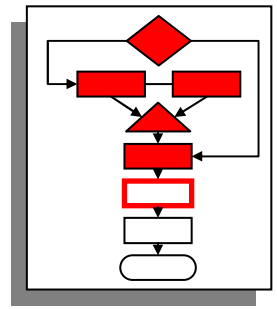
= **25 Hours**

1. Calculate the 'drumbeat' for production

- Calculate the frequency at which the production system must produce quality product
- In the above example, a Unit must be produced every 25 hours to satisfy the requirement of 12 Units/Month

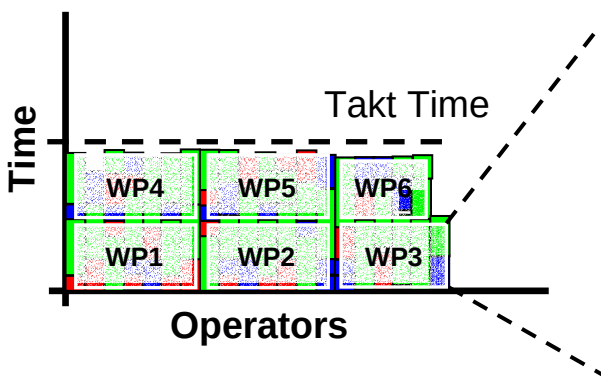
Route A/B: Apply Takt Time to Current State Line Balance

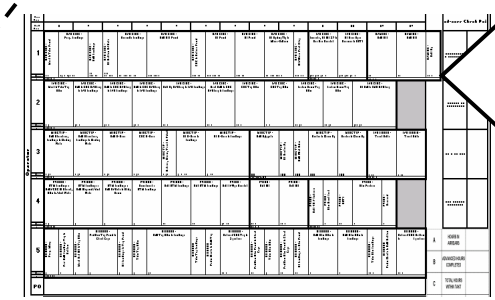




1. Rebalance processes to suit Takt Time

- Maintain critical build sequence & re-balance 'floating' tasks
- Identify manning & capacity requirements to work to Takt Time





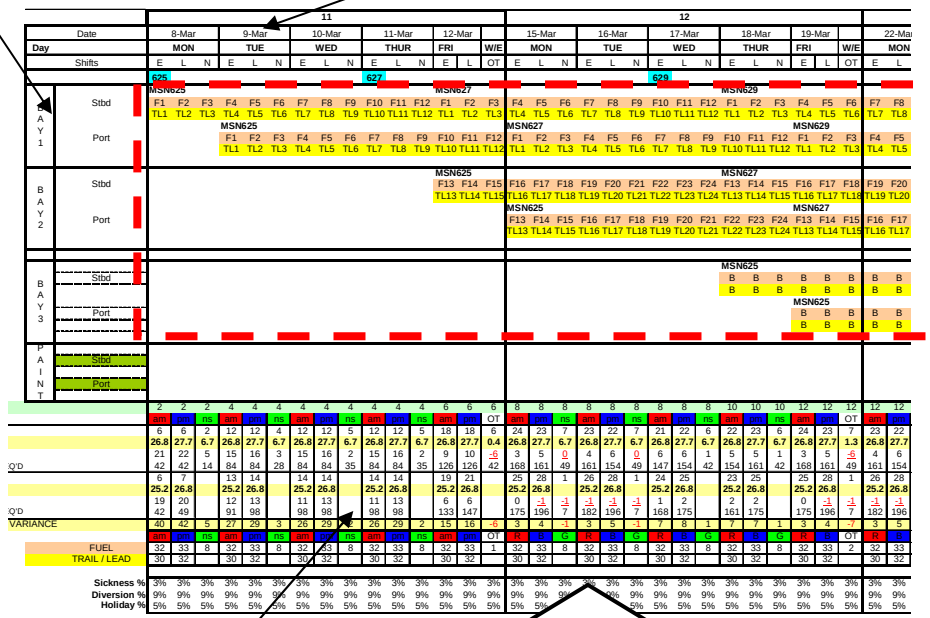
2. Create Workpackage documentation

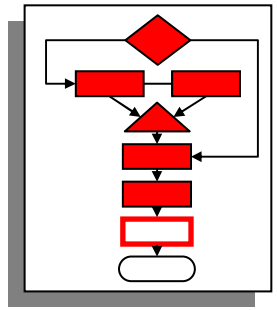
- Create workpackage documentation according to team/workstation requirements
- Agree a suitable management time frame for updating of status (i.e. 1 hour, 1 shift etc)

Route A/B: Align to Programme Plan

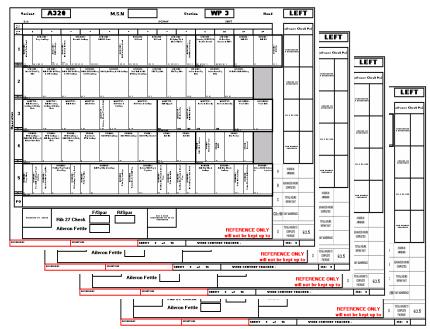
Workstations

Date



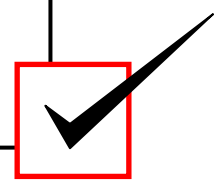


Workpackages

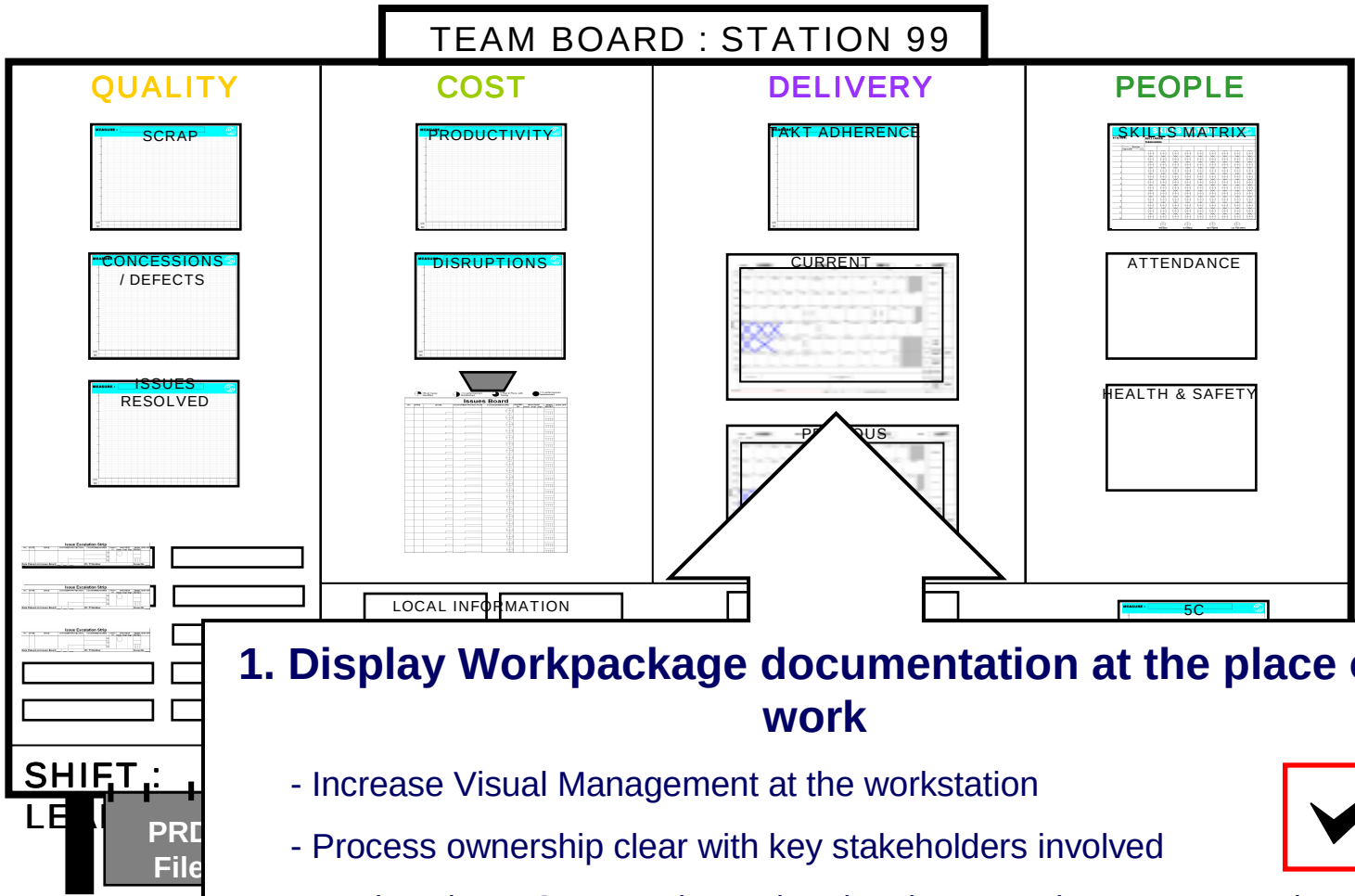


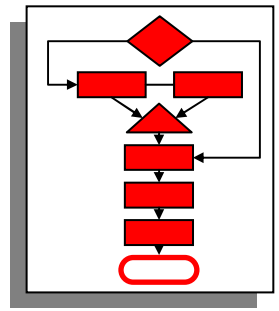
1. Create high-level Workpackage Schedule document

- Visually represent where & when each Workpackage is scheduled to be completed
- Shows level of resource required when working to Takt Time



Route A/B: Performance Management





1. Display Workpackage documentation at the place of work

- Increase Visual Management at the workstation
- Process ownership clear with key stakeholders involved
- Workpackage Status to be updated at the agreed management time frame interval
- Issues regarding workpackage adherence to be raised, resolved & escalated if necessary from this location

Route A/B: Workpackages Created