Standard Work at Utah Occupational Safety and Health

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UOSH

Overview

Standard Work

- What is it?
- Why is it important?
- How do you implement it?

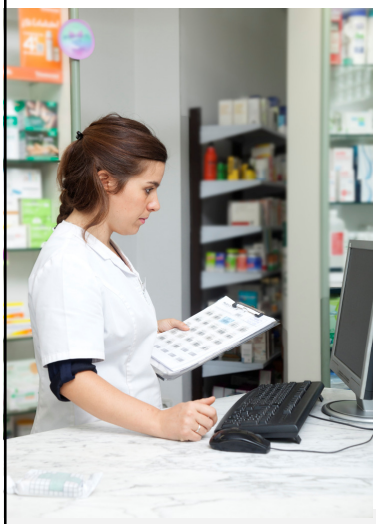
What is Standard Work?

A documented process or procedure for an important function or task that requires consistency.

Why is it Important?

- Enables critical thinking
- Provides a baseline
- Knowledge Transfer
- Consistency
- Less Stress
- Speed, quality, and quantity ALL improve

How to Implement Standard Work



Challenges

- Many employees have been doing things a certain way for a long time, and may feel threatened by the change.
- There has to be a mechanism to ensure that standard of work is consistently followed.
- Someone should be responsible for periodic checks, and there needs to be a consistent method of assessment.
- When changes or revisions are needed, a process for implementing those changes should be clearly and consistently followed.

How to Implement Standard Work

Pointers from UOSH

- Prioritize your processes
- Trust the process and the team
- Make expectations clear and visible
- Do not blame individuals for the “way it has always been done in the past.”
- Changes, hiccups, and other small failures will happen. Fix what doesn’t work ASAP and move on.

Wrap-up

UTAH OPS
& GOLDRATT CONSULTING

Mistake Proofing at UDOT Equipment Operations

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UDOT Equipment Operations Division

UDOT equipment operations will have 90% of the snow plow trucks available during snow events from October 1 thru May 31 every year

GOMB Map of Constraints

UDOT - Equipment Maintenance, Heavy Duty Trucks - Throughput Operating Strategy

4/29/2014

Goal: Trucks are available to match snow plan expectations.

Q = % of fleet available during snow season
T = Core # of trucks in fleet
OE = TBD
QT/OE Baseline: FY13

Truck

Truck Selection & Specification

Purchase Truck

Prep Truck for Service

Put Truck Into Service

Truck In Service or Retired

Control Point

Preventive Maintenance

Repair Needed

Minor Problem

Major Problem

Control Point

Regional Repair

Central Repair

WGLL: Feeding the Control Point

- Confirm that new trucks are working properly before being put into service
- Train operators on how to run trucks
- Equipment orders are complete and accurate
- Right truck is purchased; standardization

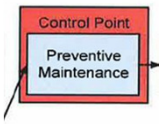
WGLL: Control Point

- Preventive maintenance is completed
- Pre/Post Trip Inspections are completed (including washing)
- Needed repairs communicated early to mechanic
- Mechanics are performing repairs
- No rework (verify complaint, confirm repair)
- PM Training completed for operators
- PM instructions are complete & up-to-date

WGLL: Following the Control Point

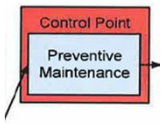
- Not spending money on trucks that have passed their useful life
- Trucks repaired/refurbished
- No rework
- Trucks rotated to extend life
- Zero downtime due to failures
- Minimized downtime due to planned maintenance

Mistake Proofing (Poka-Yoke)

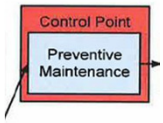


Mistake proofing, or Poka-Yoke is the use of any automatic device or method that either makes it impossible for an error to occur or makes the error immediately obvious once it has occurred.

Mistake Proofing (Poka-Yoke)



Broken Frame Example



Broken Frame Example

Control Point
Preventive Maintenance

Truck Bed Example

Control Point
Preventive Maintenance

Truck Bed Example

Control Point
Preventive Maintenance

UDOT Keeping Utah Moving

Truck Bed Example

Control Point
Preventive Maintenance

UDOT Keeping Utah Moving

Control Point
Preventive Maintenance

Hydraulics Example

Control Point
Preventive Maintenance

Hydraulics Example

Control Point
Preventive Maintenance

Hydraulics Example

Control Point
Preventive Maintenance

Simplified Trucks

Control Point
Preventive Maintenance

Simplified Trucks

Control Point
Preventive Maintenance

UDOT
Keeping Utah Moving

Fleet Standardization

Condition Assessment Program (CAP)

Additional Funding

Control Point
Preventive Maintenance

UDOT Keeping Utah Moving

Condition Assessment Program (CAP) - Expanded

Control Point
Preventive Maintenance

UDOT Keeping Utah Moving

Performance