



#### The Foundation:

What do we mean by "Standardized Work"

We mean the "one and only one way" to perform a process!

Which protects your quality!



# Why Visual Instructions Work:

Brain analysts at University of Oxford's Department of Experimental Psychology were asked, "How do visual instructions influence the motor system?"

Their reply was, "We saw direct correlation of visual cues to motor skills responses."

In other words, using visual aids combined with instructions creates a consistency in motor skills. There is a great lesson...and a possible mandate to include visual cues with instructions for product build.

(Visual Documentation in Manufacturing by Steven Blackwell, PhD, Lean Directions, February 2005 issue



# Why Visual Instructions Work:

# **Lessons Learned**

What are the *ramifications* to your product being built *without a visual reference*?

Is this occurring right now on your production floor?







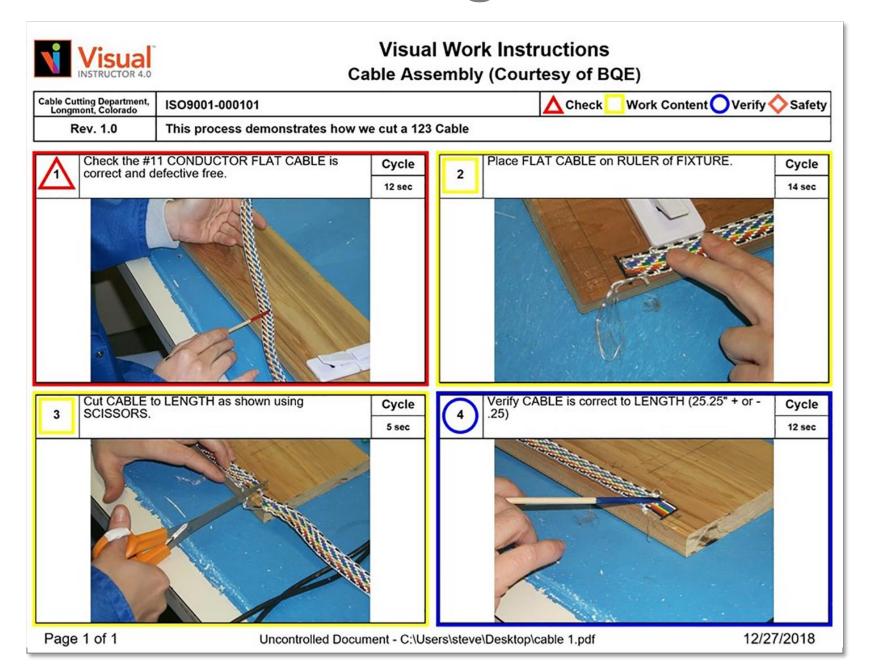
# Visual Documentation Actual Work Instructions

Company: Boyer Quality Engineering Process: Cable Assembly (Courtesy of BQE)	Date: 2/15/05
SOE#: ABC 123	ISO 9000: ABC 123 Cable Assembly
REV #: Rev 1.0 4/15/05	Page 1 of 1

- 1. CHECK: Pull out supply a roll of #11 Conductor Flat Cable for job. The cable should be under the bench or in the kanban box. It is a multicolored table with black, red, blue, yellow and gray strand running the length of the cable. Do NOT confuse it with our own 231 B cable which does not have the blue strand. CHECK to make sure the cable is defective free, examining it to make sure that there are no defects of any kind. Use a CHECK pointer to make sure that the cable is in fact effective free. Place the cable on the workbench to do the examination and work content.
- 2. WORK-CONTENT: (Tools: You will need #11 Conductor Flat Cable fixture) Place the #11 Conductor Flat Cable on the fixture using your first index finger to hold it in place. The fixture is a wood fixture with markings for length. The length of the measurement is 25.25" and we'll be used for cutting the cable to exact length. Place the #11 Conductor Flat Cable on the fixture starting with the beginning of the measurement on the fixture and extended to the other end of the measurement until you are prepared to cut the cable.
- 3. WORK-CONTENT: (Tools: You will need scissors for this next operation) Now that you have the cable stretch to out across the measurement on the #11 Conductor Flat Cable fixture ( make sure the cable does not slip out of place). Places your scissors in your fingers and cut the cable at the 25.25" mark on the #11 Conductor Flat Cable fixture. Place the scissors out of the way on the table.
- 4. VERIFY: Once you have completed the steps above, examine the #11 Conductor Flat Cable on the fixture to VERIFY that you have cut (1) the cable at the proper length (25.25" + or .25) and (2) that you have made a clean cut. Use the VERIFY pointer to focus on the cut to assure accuracy. If the work has been completed correctly, the #11 Conductor Flat Cable cutting work content is complete.



# Same Instructions using Visual Instructor 4.0





# **Building Quality In**

The Purpose of a Visual Work Instruction(VWI) is to:

- 1. Depict the "ONE AND ONLY ONE WAY" to perform the Work Content. (Minimizing Process Variability)
- 2. Identify Total Quality Control Check and Verify points. (*Built-In-Quality*)
- 3. Let the Operator "SEE" the instructions, not just read them.



# Visual Work Instructions (VWI)

Specific Method of Creation

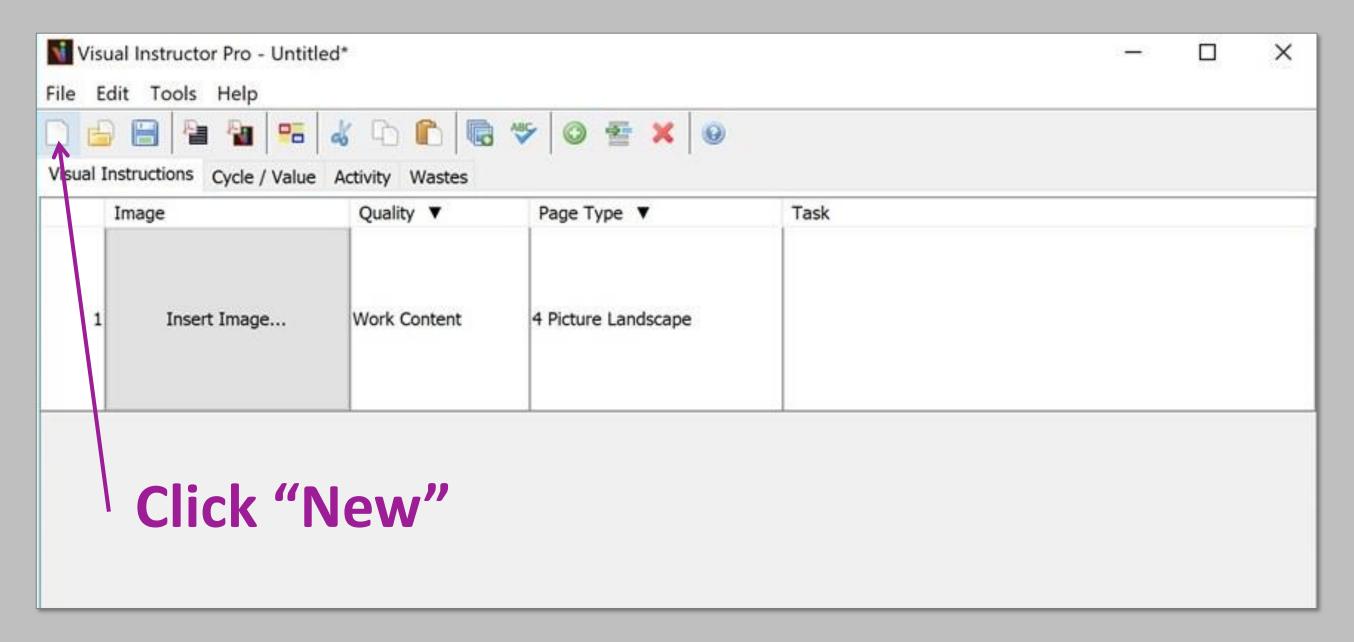
- Document the process developed step by step (SOE)
- Use Digital Camera or phone depicting the process as documented in the (SOE)
- Merge the text with the pictures in the software to create the Process VWI (Visual Work Instructions)
- Enter into Documentation Control managing revisions and releases of VWIs to the Production Line.



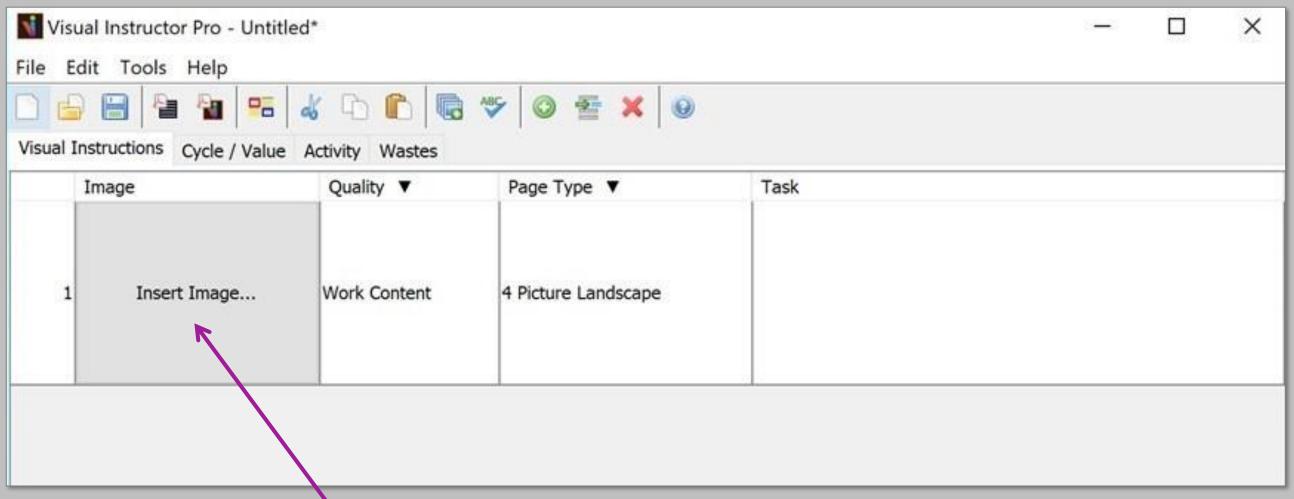


Simply & Effectively Create Visual Work Instructions (VWI)

# **Software Orientation**

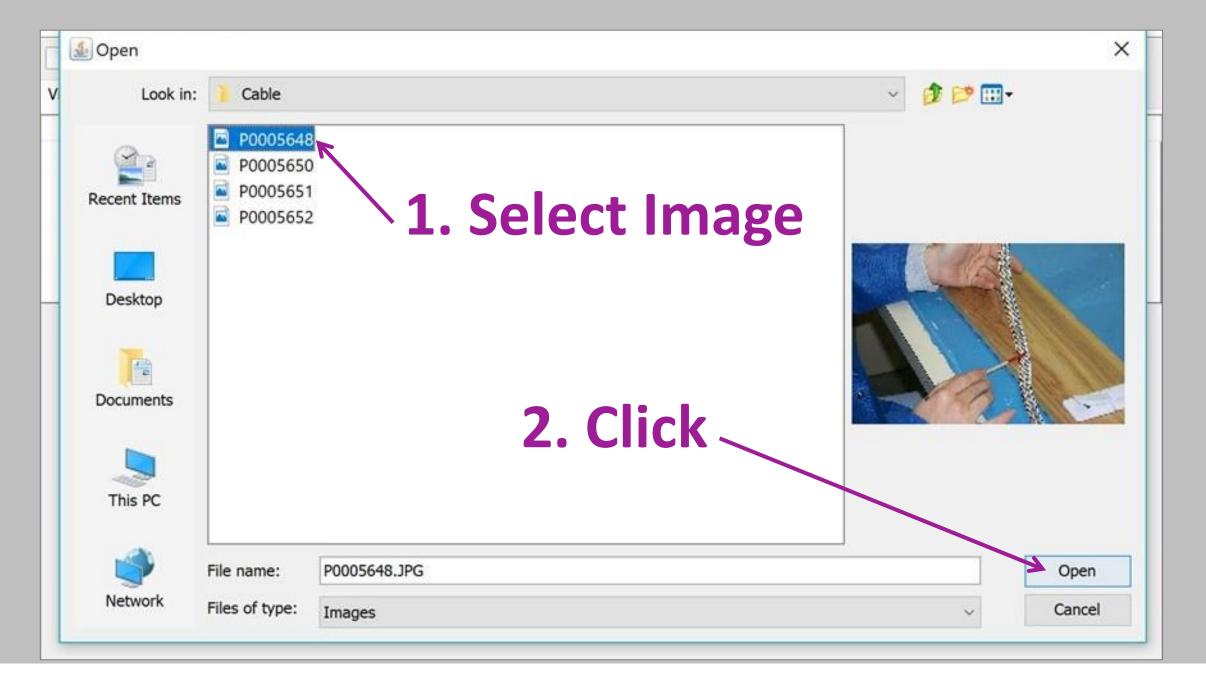




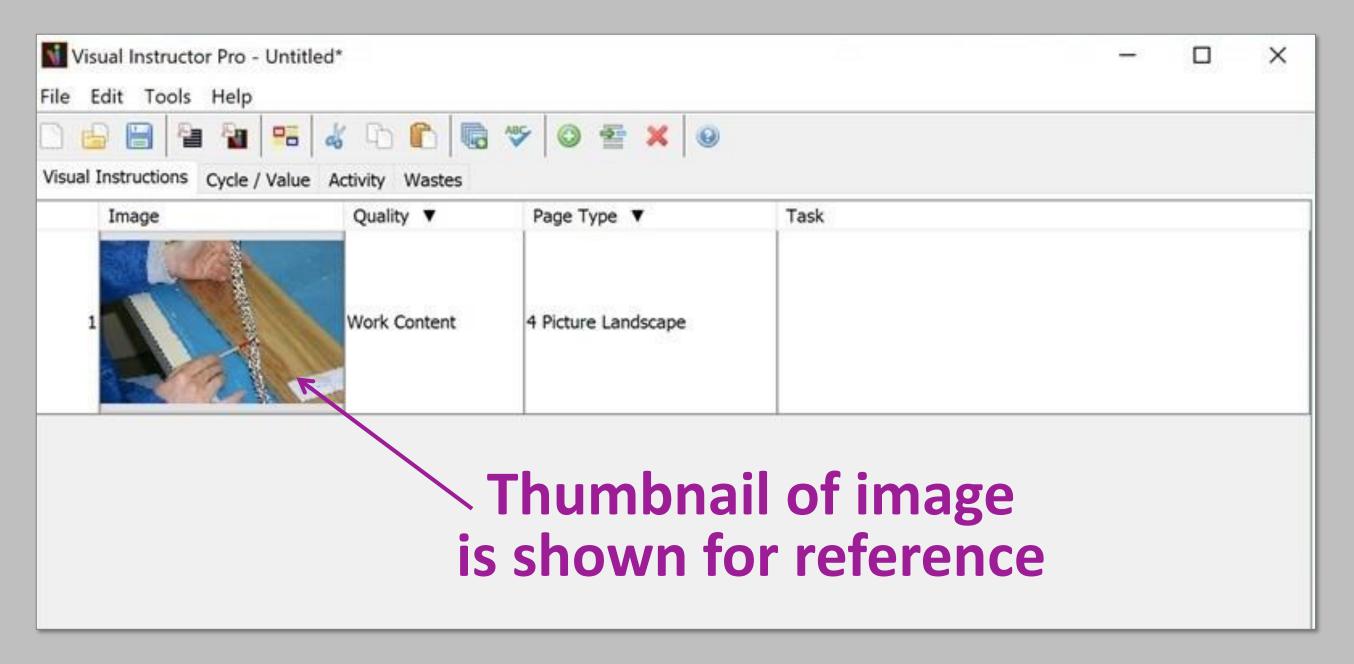


Click to "Insert Image"

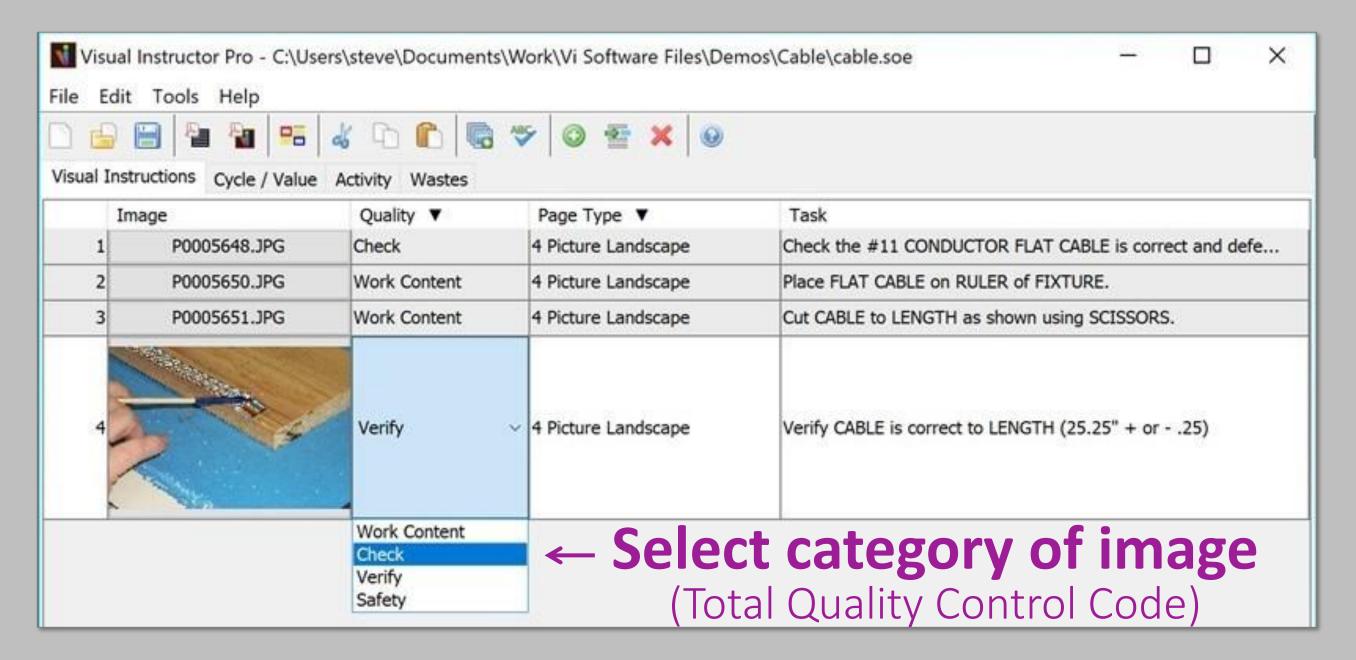






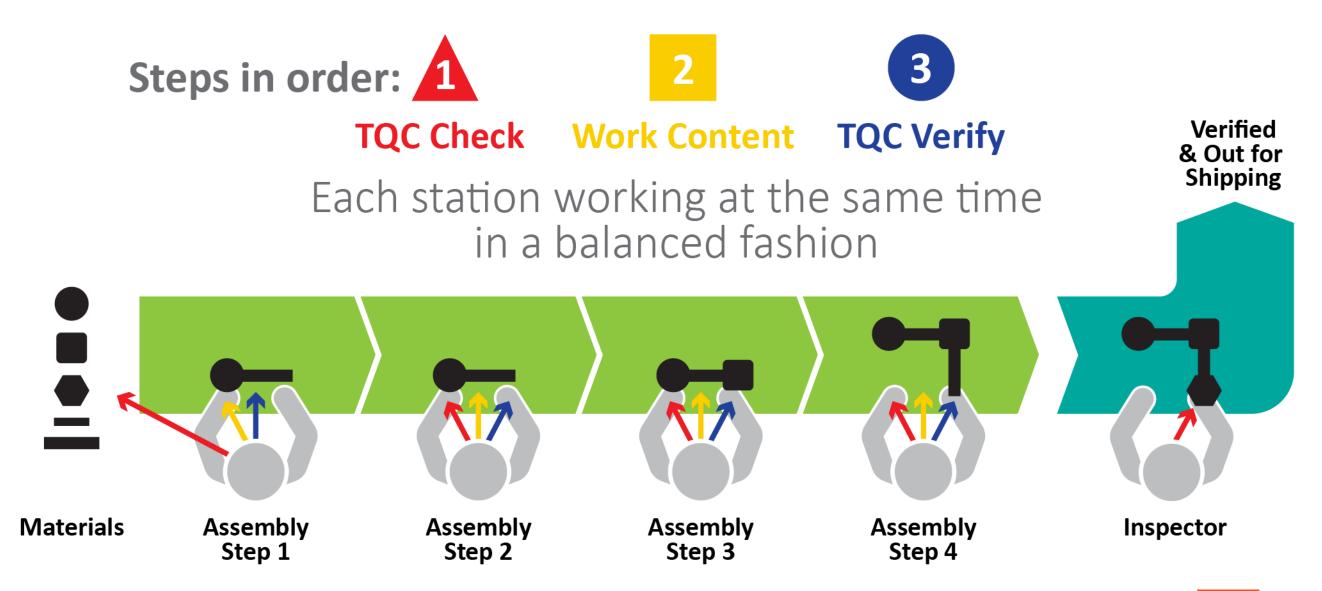






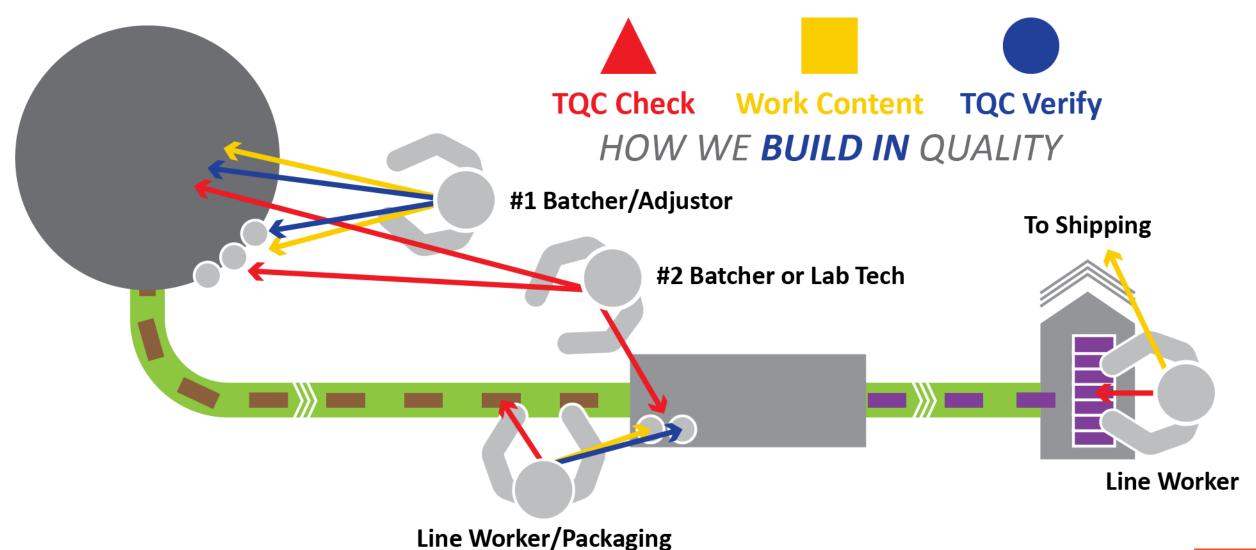


# Total Quality Control Building In Quality (process review)





# Total Quality Control Building In Quality for Batch Systems





# **Total Quality Control**

# Building In Quality reduces "Cost of quality"

Defects Found At:

Cost to Company:

Impact to Company:

OWN PROCESS



**Very Minor** 

Built in Quality catches errors here!

NEXT PROCESS



**Minor Delays** 

END OF LINE



Rework
Capacity Impact
Reschedule of work

FINAL INSPECTION



Significant Rework

Delivery Delays

Additional Inspection

**Capacity Impact** 

CUSTOMER'S HAND

Warranty Cost
Administrative cost
Loss of Market Share
Reputation



# **Total Quality Control**

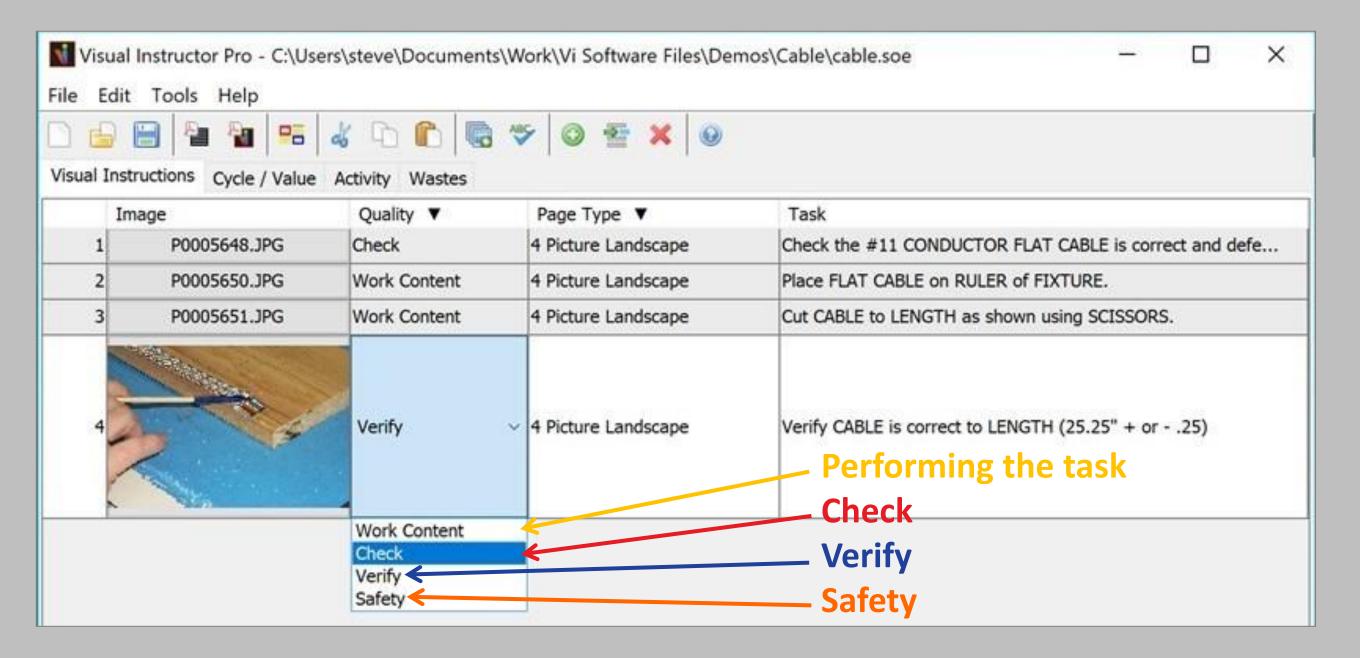
Building In Quality reduces "Cost of quality"

#### In Conclusion:

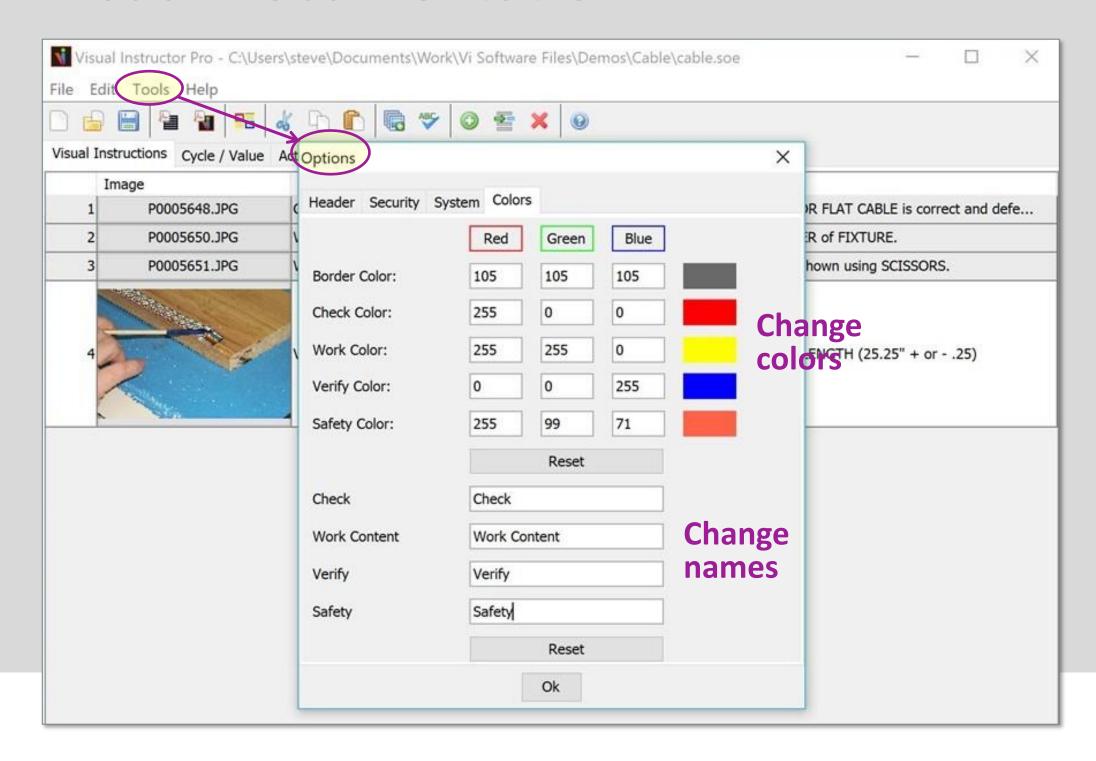
It's less expensive and less time to use check & verify at the point of build, than to check at the end of build and take the chance that everything is right.

The financial health of your company & your job depends on it.



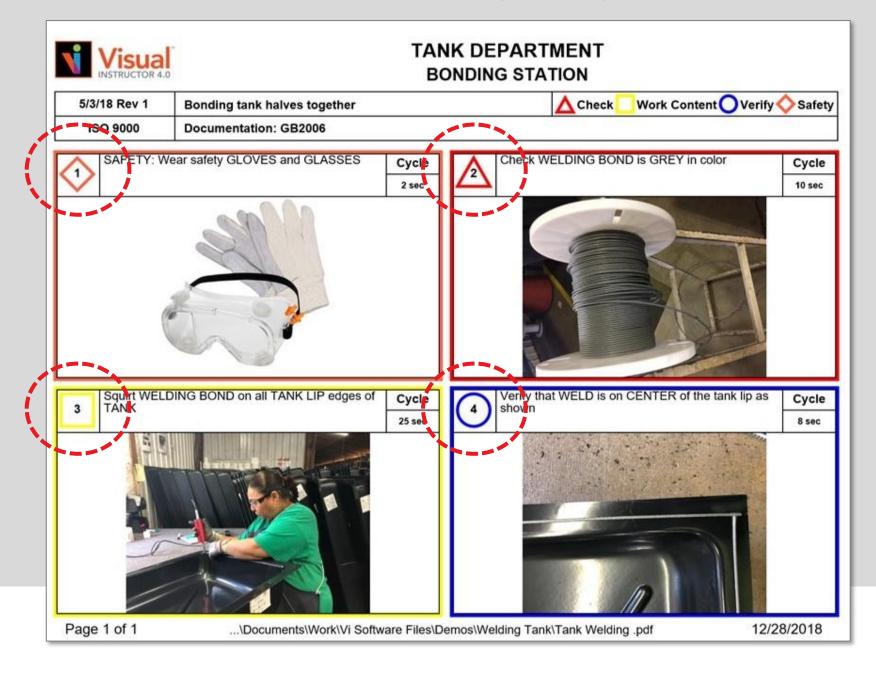








#### Visual Method Sheets (VMS)

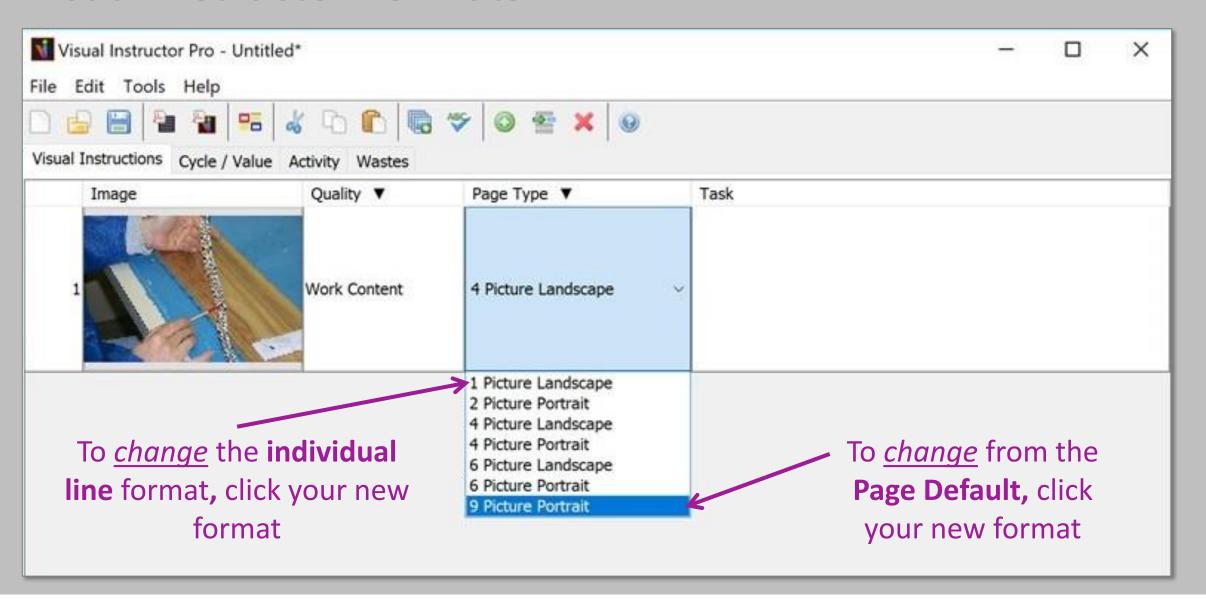


Check, Work Content, Verify & Safety Symbols

These are color blind symbols!

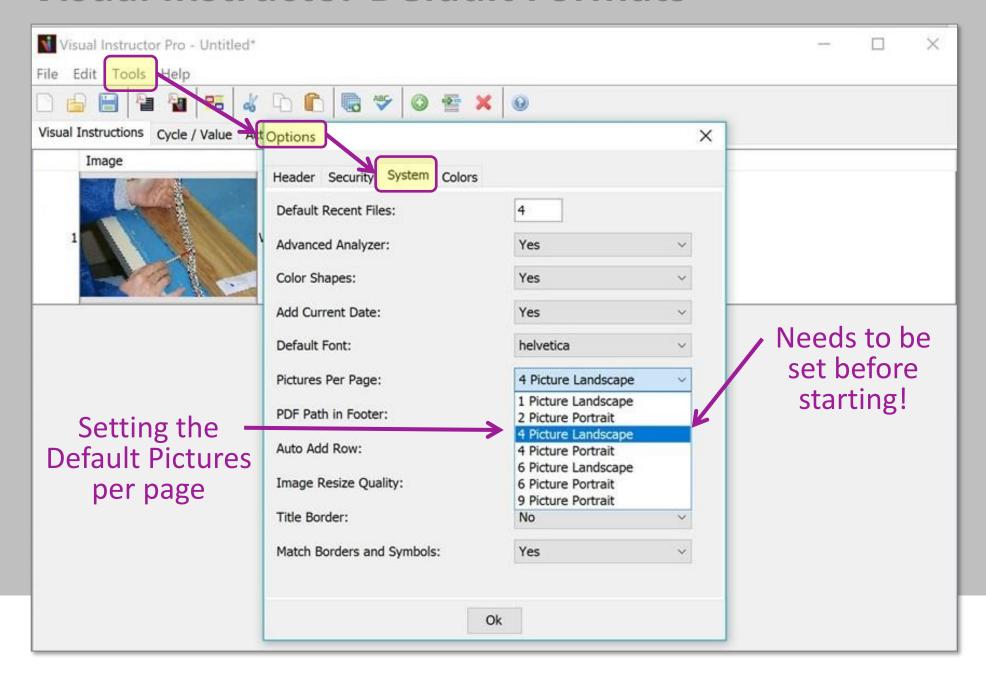


#### **Visual Instructor Formats**



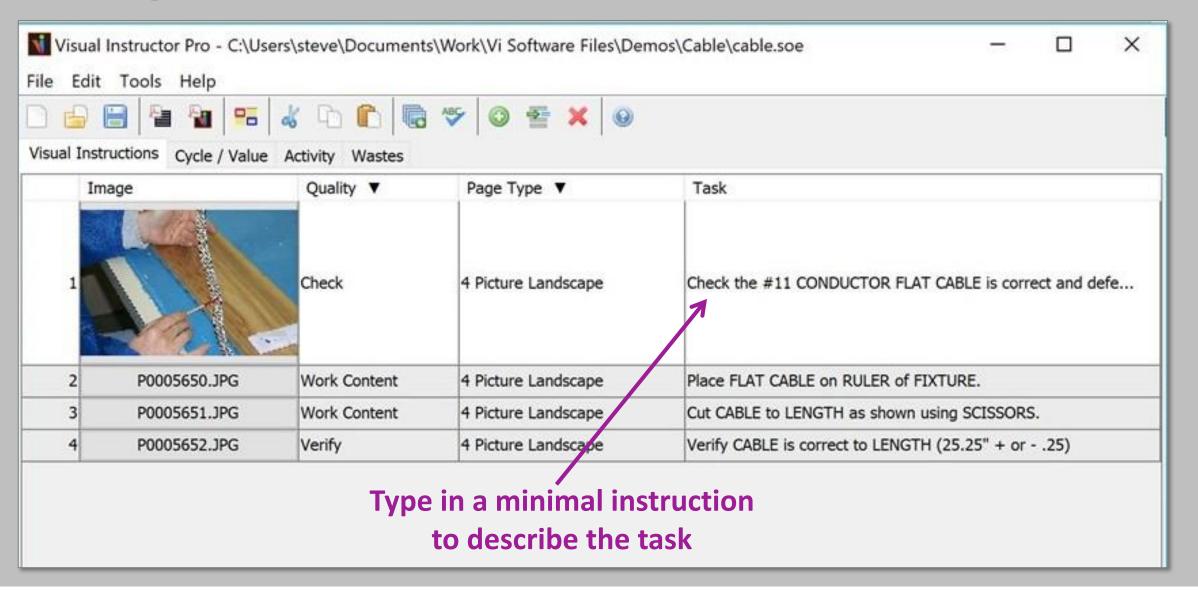


#### **Visual Instructor Default Formats**





#### **Writing Minimal Instructions**





#### **Writing Minimal Instructions:**

# Verb NOUNS with NOUNS using NOUNS. (part) (part) (tools)

- Start each sentence with an action verb.
- Start each sentence with "Check" if operator is checking someone else's work or raw material.
- Start each sentence with "Verify" if operator is verifying their own work.
- Precede TOOLS or special techniques with the word "using."
- Use "as shown" if a picture can better describe how something is done.



**Writing Minimal Instructions:** 

Verb NOUNS with NOUNS using NOUNS. (part) (part) (tools)

Example:

Attach FRONT COPY to PACKET using STAPLER.

Note: The Caps and Lower case to Optimize fast reading!



**Writing Minimal Instructions:** 

Verb NOUNS with NOUNS using NOUNS. (part) (part) (tools)

#### Examples:

- Attach FRONT COPY to PACKET using STAPLER.
- Write PERMIT # LABEL using PERMIT # LABEL TEMPLATE as shown.
- Apply ADHESIVE to back of CUSTOMER LABEL using SPRAY ADHESIVE.
- Check that INFORMATION is filled out on APPLICATION.



# Successful Writing of SOE Too Much:

"Fill in each BLANK SPACE in the kit using your PENCIL and visually inspect it, verifying it to make sure each BLANK on the PAGE is FILLED OUT."

#### **Too Little:**

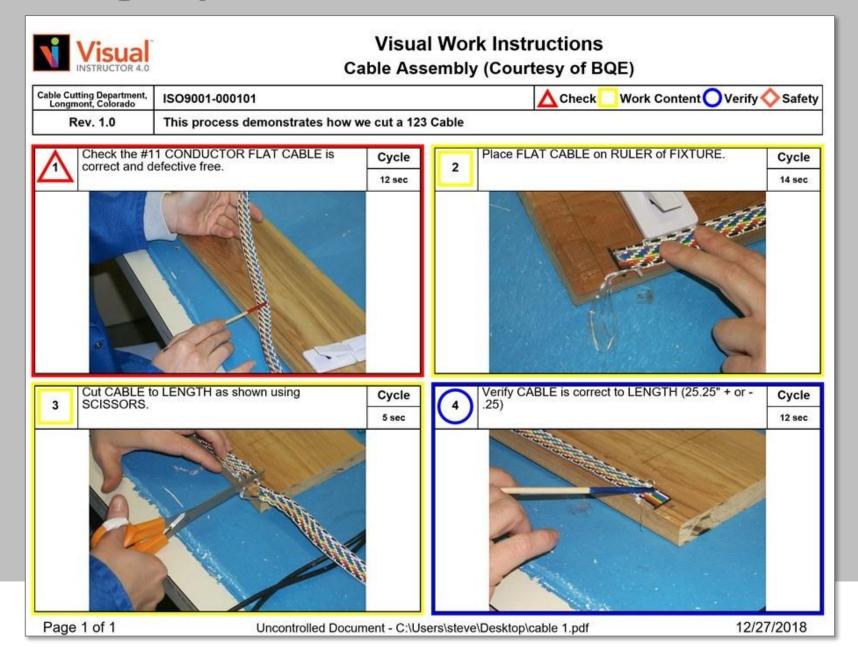
"Check your BLANKS."

#### **Proper Detail:**

Check the BLANKS are filled out with INFORMATION as shown.

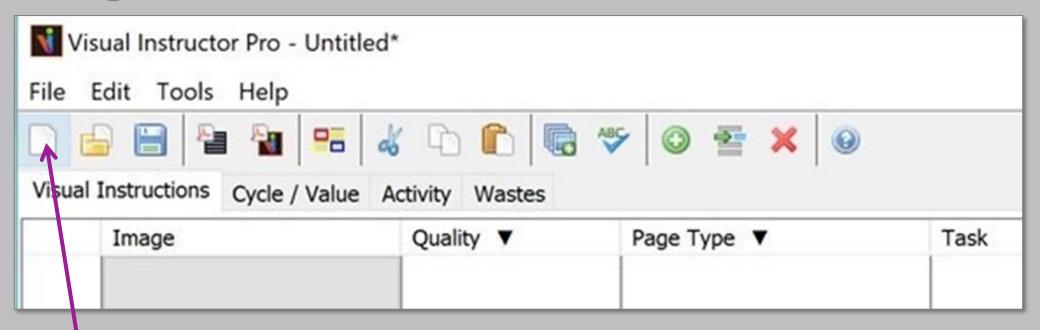


#### **Using Caps and Lower Case**





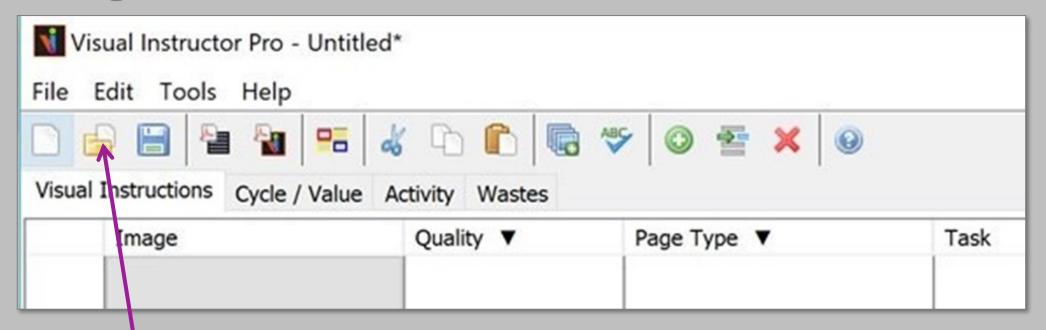
#### Using the Tool Bar



**New File** 



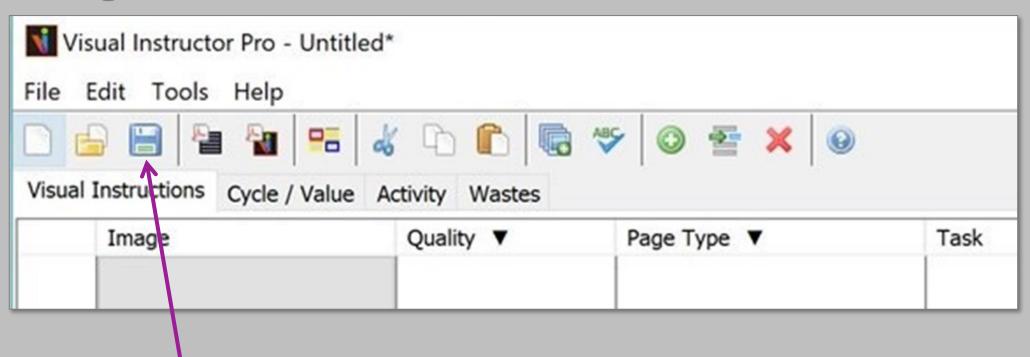
#### **Using the Tool Bar**



Open an Existing File



#### Using the Tool Bar

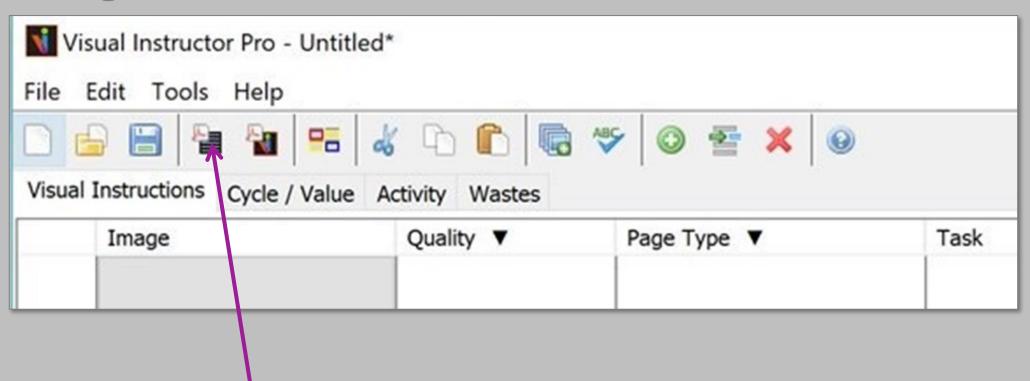


Save File



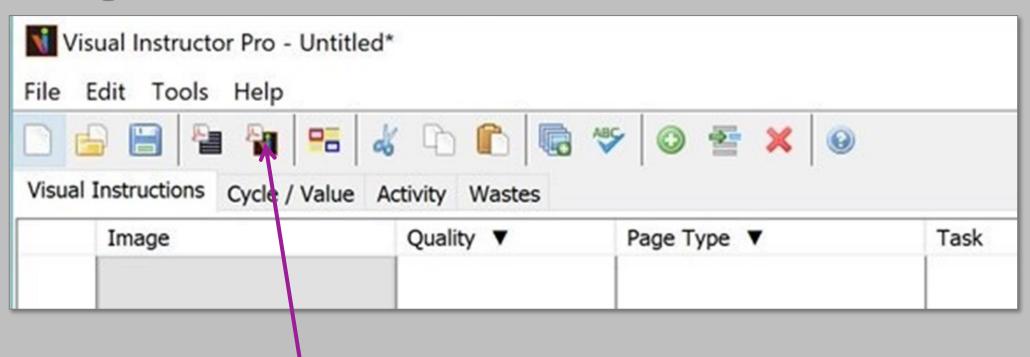
**Create SOE** 

#### Using the Tool Bar





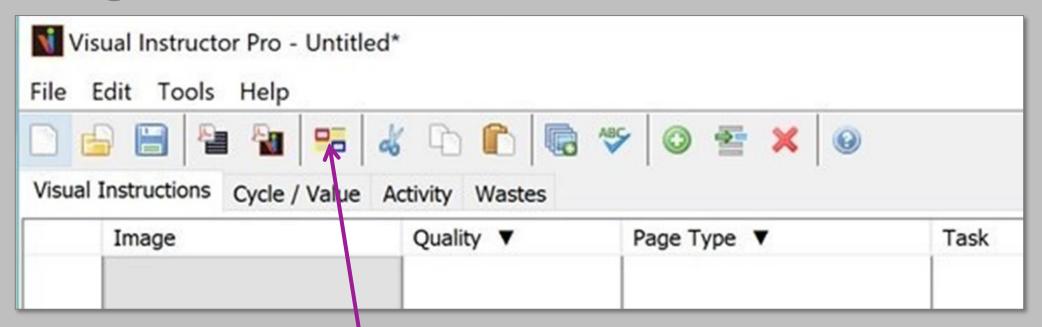
#### Using the Tool Bar



**Create VWI** 



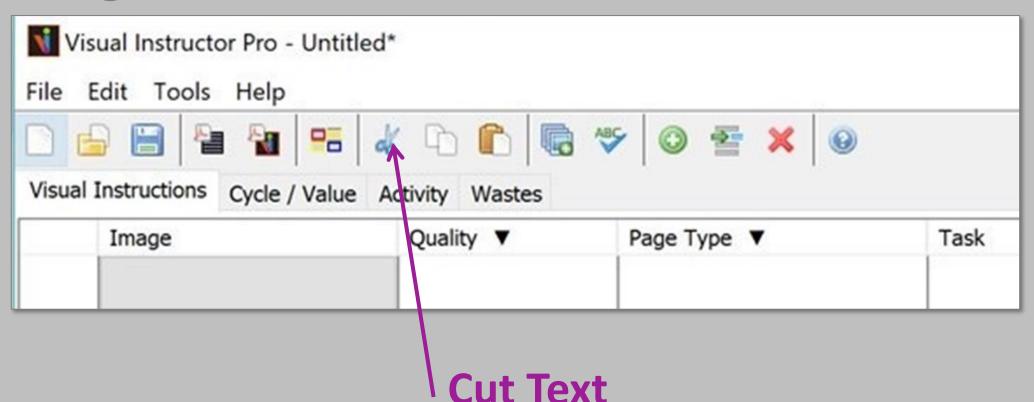
#### Using the Tool Bar



Turn On/Off the Quality Symbols

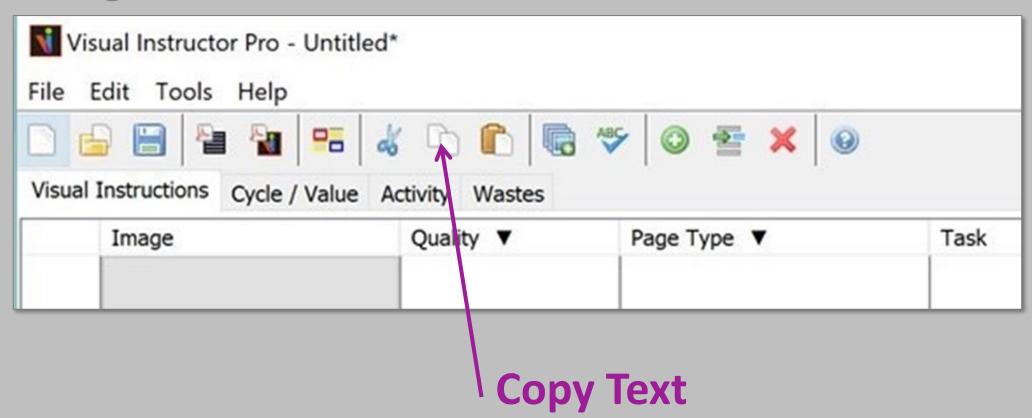


### Using the Tool Bar



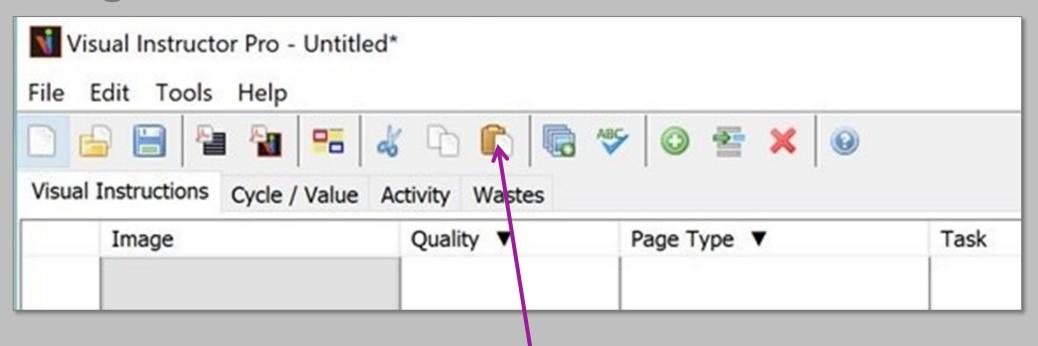


### Using the Tool Bar





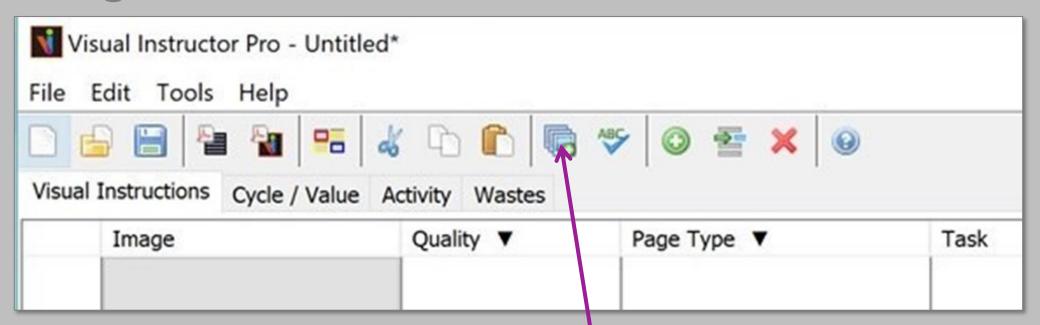
### **Using the Tool Bar**



Paste text (a row or multiple rows)

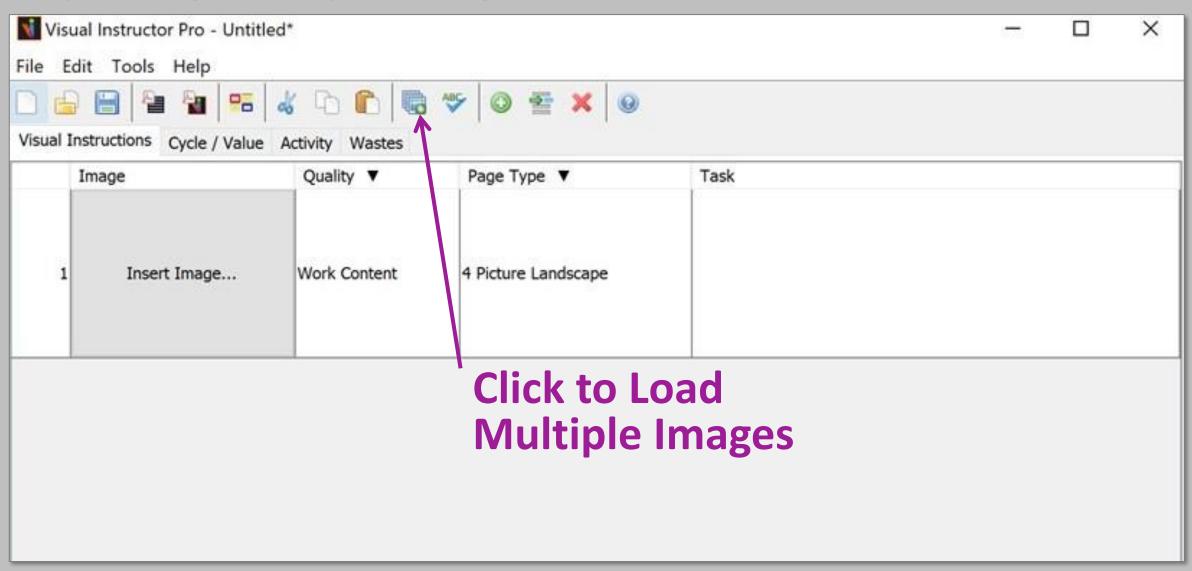


#### **Using the Tool Bar**

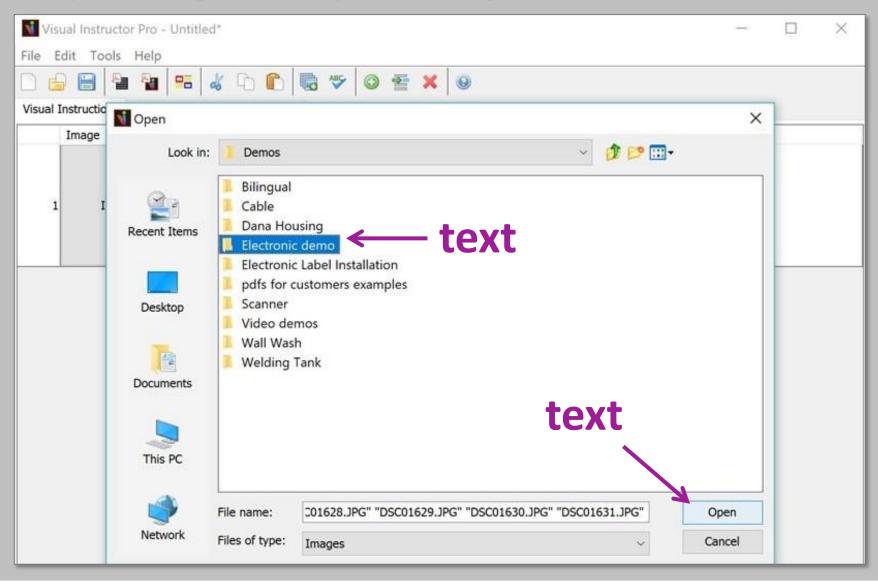


Import Multiple Images at One Time

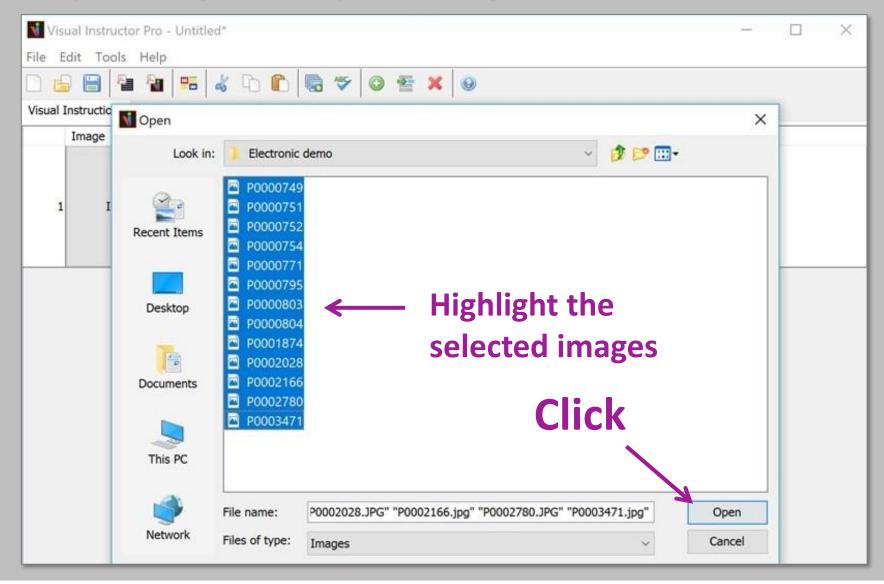




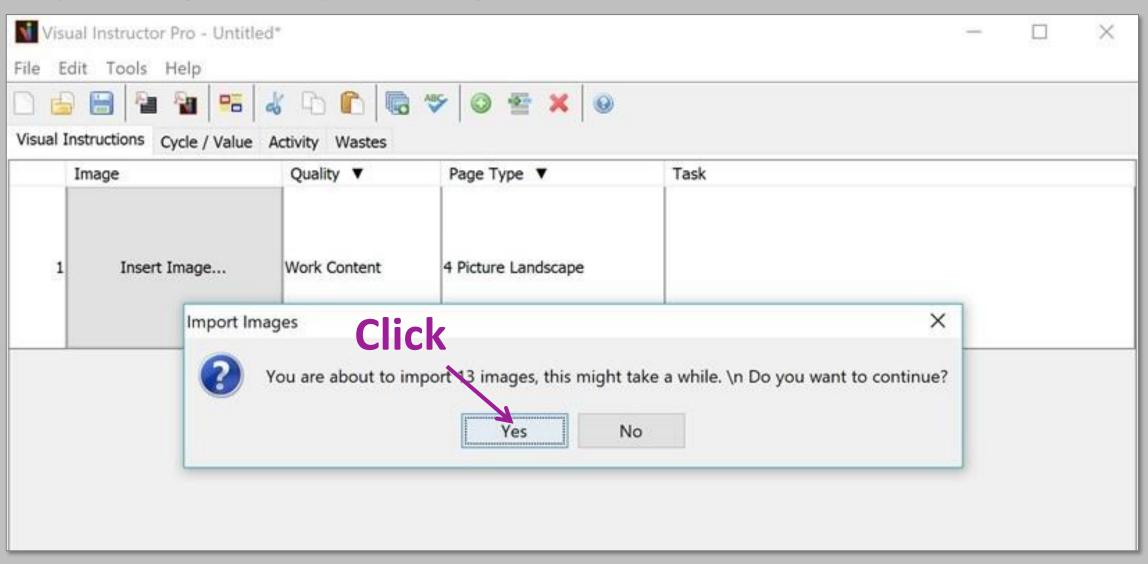




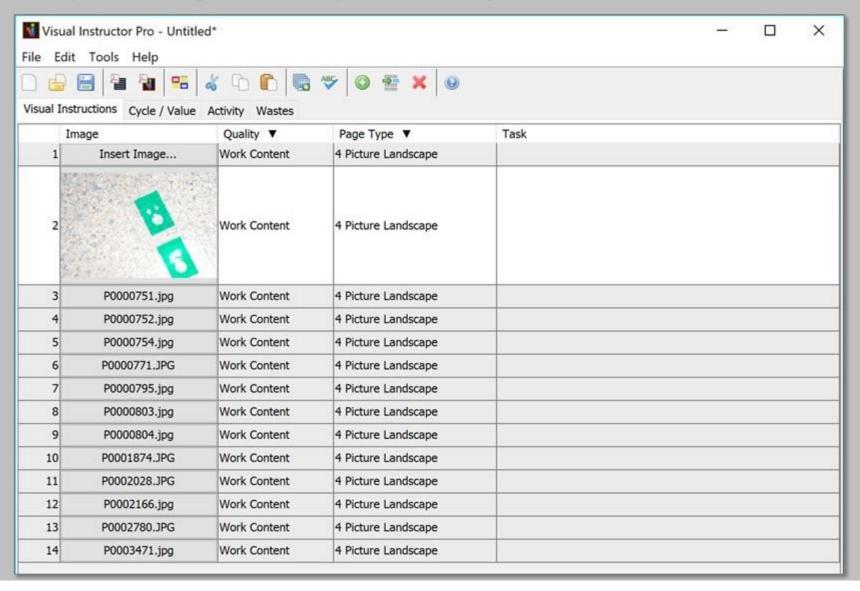






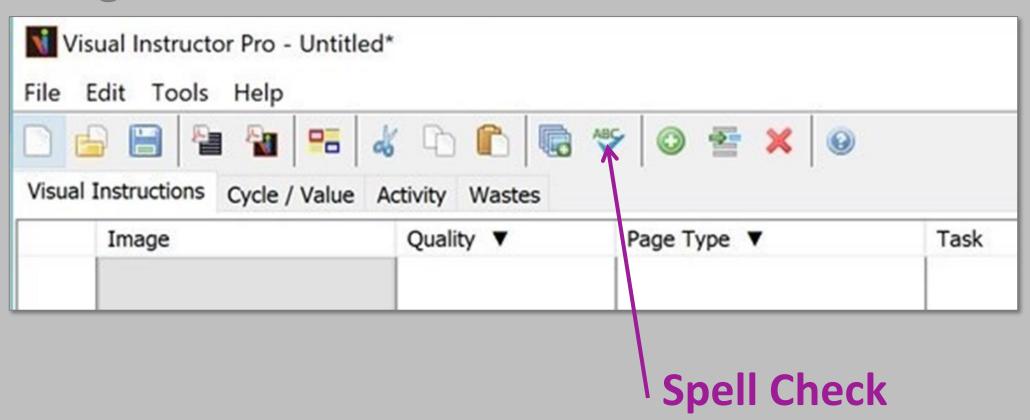






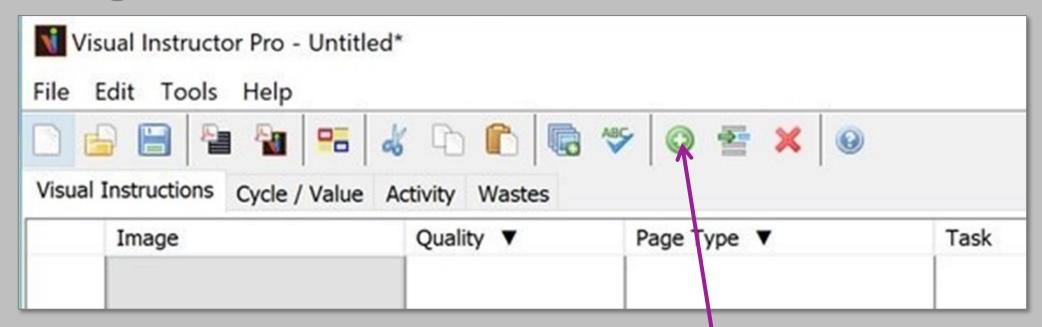


### **Using the Tool Bar**





### Using the Tool Bar

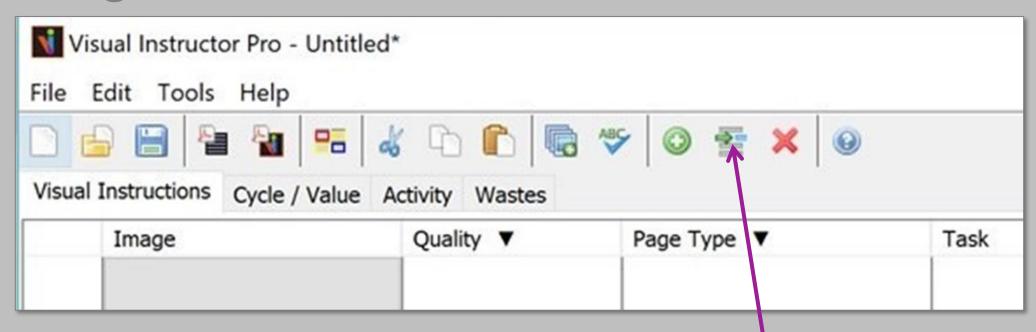


#### **Add Row**

or you can press "Enter" at the end of your sentence



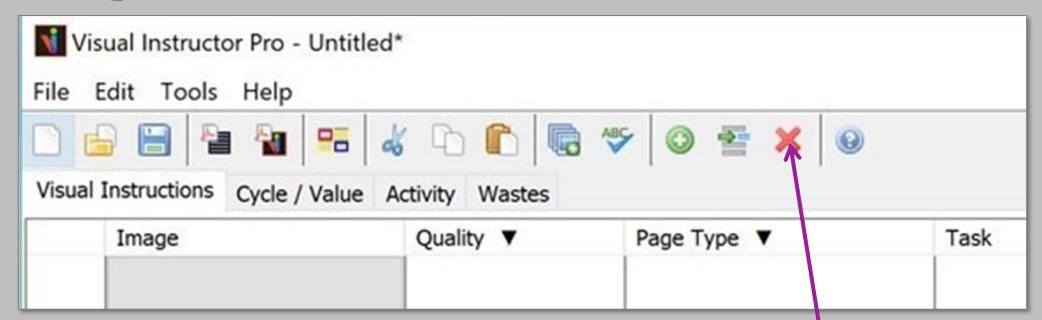
### **Using the Tool Bar**



**Insert Row "Above"** 



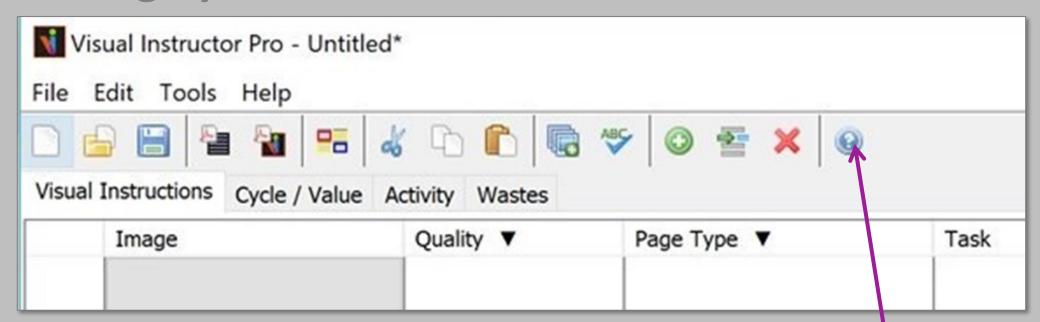
### Using the Tool Bar



Delete Row(s) or Text



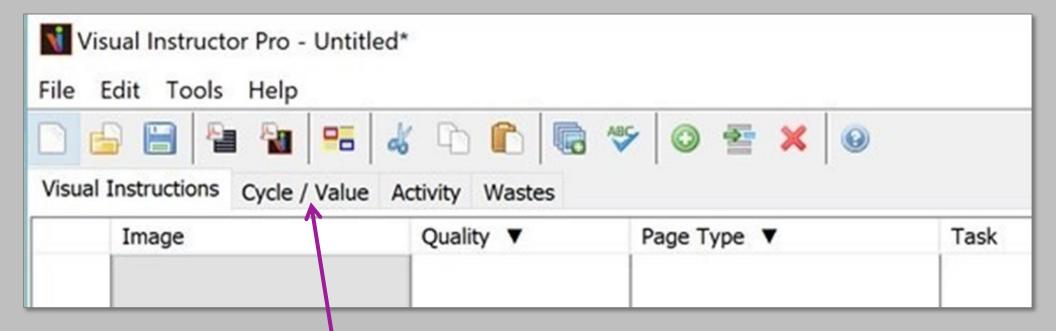
#### **Adding Cycle Times**



**Online Help Menu** 

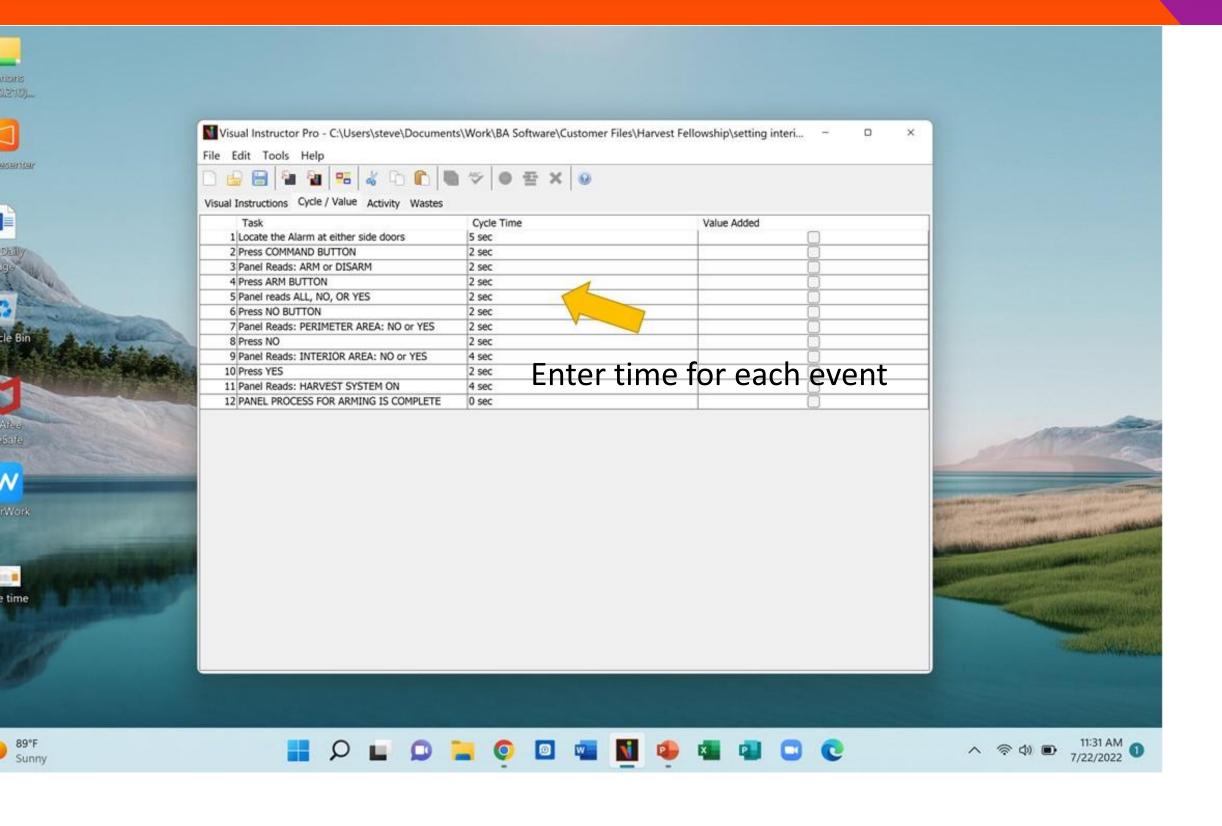


## **Adding Cycle Times**

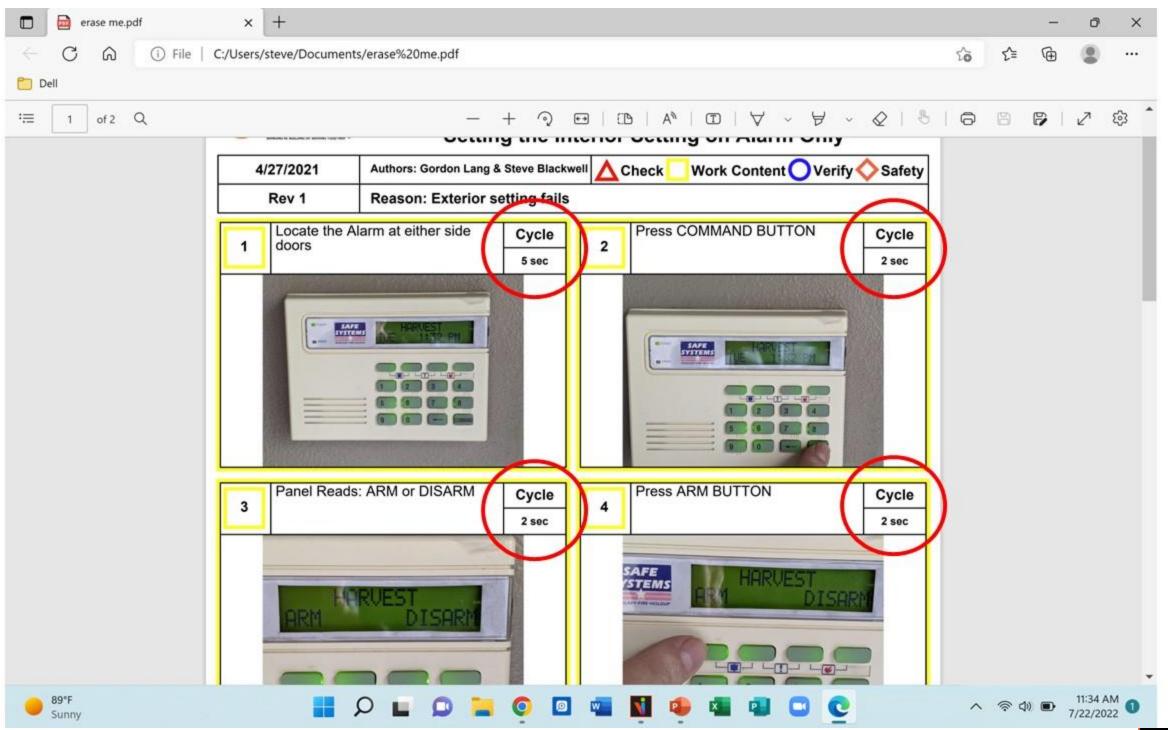


Click on Cycle / Value











## **Creating Visual Work Instructions (VWI)**

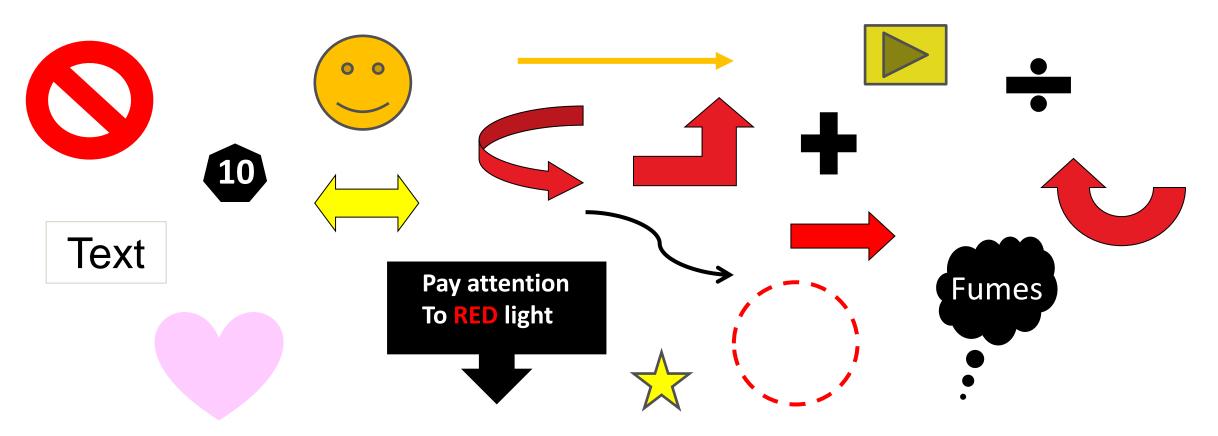
To create accurate Documentation, you may need to schedule several builds.

- **Build #1a:** Create the first draft of the VWI.
- **Build #1b:** Verify the first draft is correct, using the VWI as a script for an operator.
- **Build #1c:** Correct any images or instructions
- Build #2: Repeat same process with a different Operator as above.
- Meeting #3: Meet with people who have a vested interest for final agreement of document
- Quality Dept. #4: Submit document for approval and entry into company documentation system.



## **Using PowerPoint® to modify images**

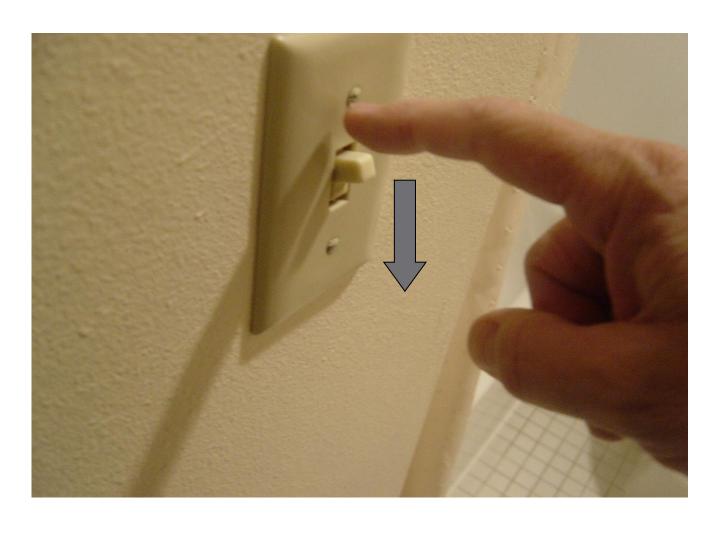
If needed, modify images with text or a drawing/symbols such as an arrow, line, text box and even clip art to communicate the task.

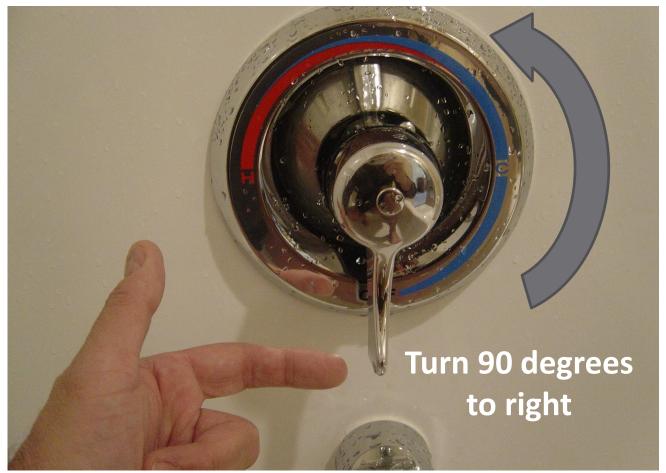




## **Using PowerPoint to modify images**

If needed, you can an arrow to indicate direction.







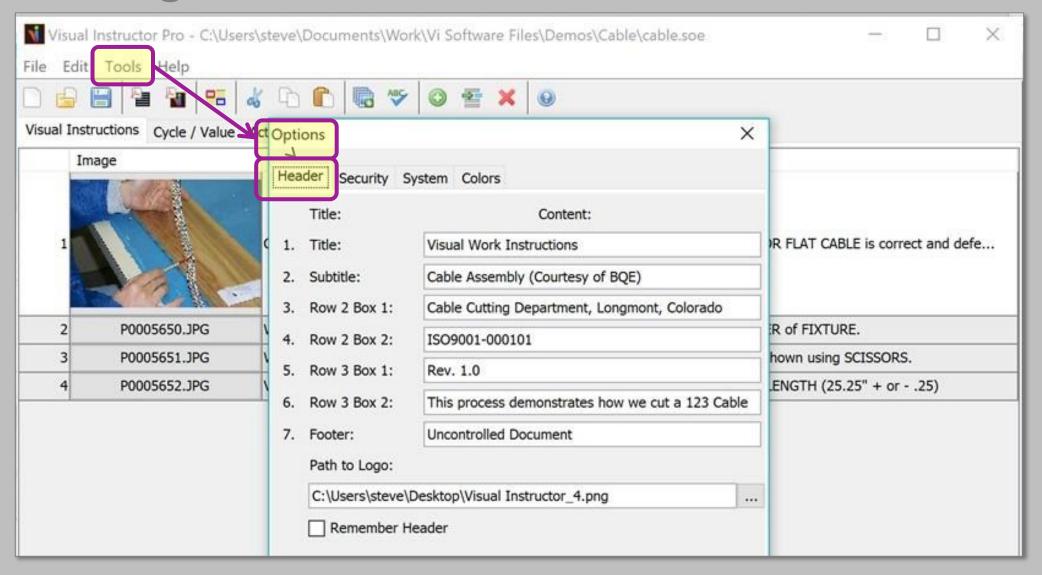
## **Using PowerPoint to modify images**

However, as much as possible, the GOAL is <u>not</u> to modify images. Modification takes more time!

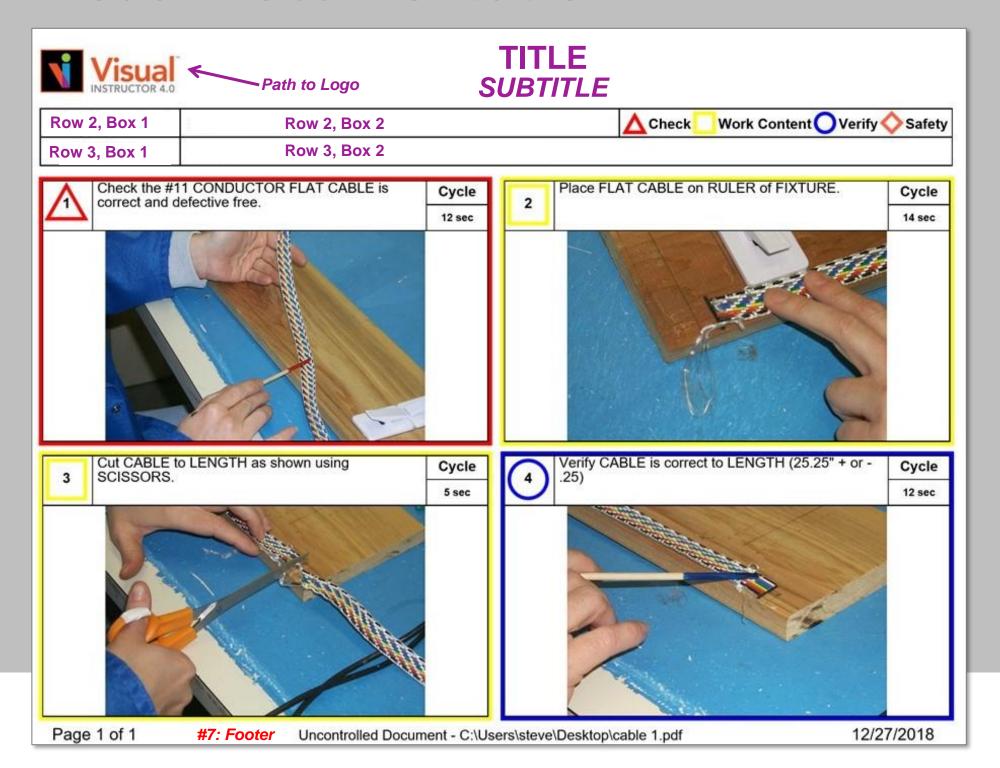




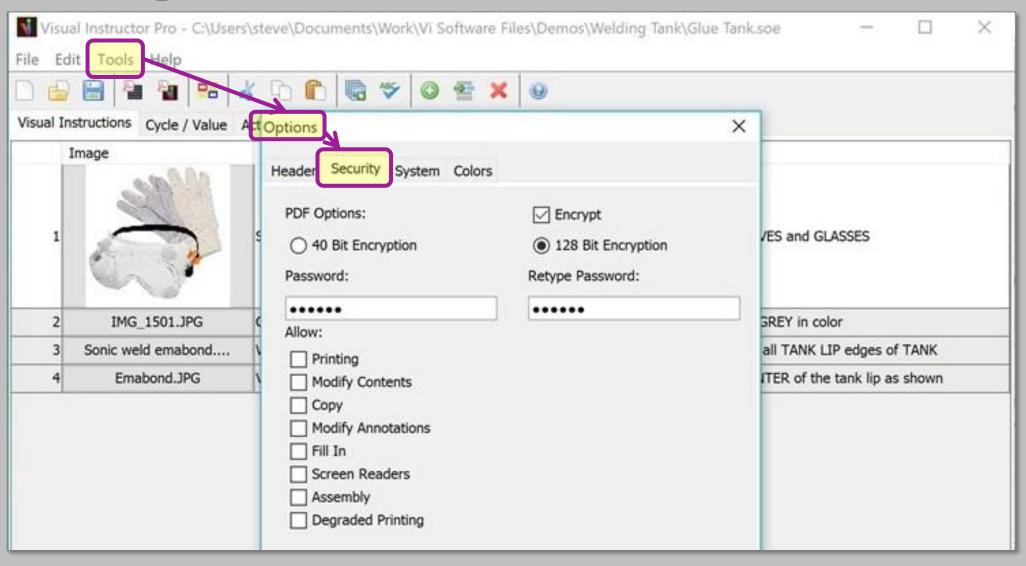




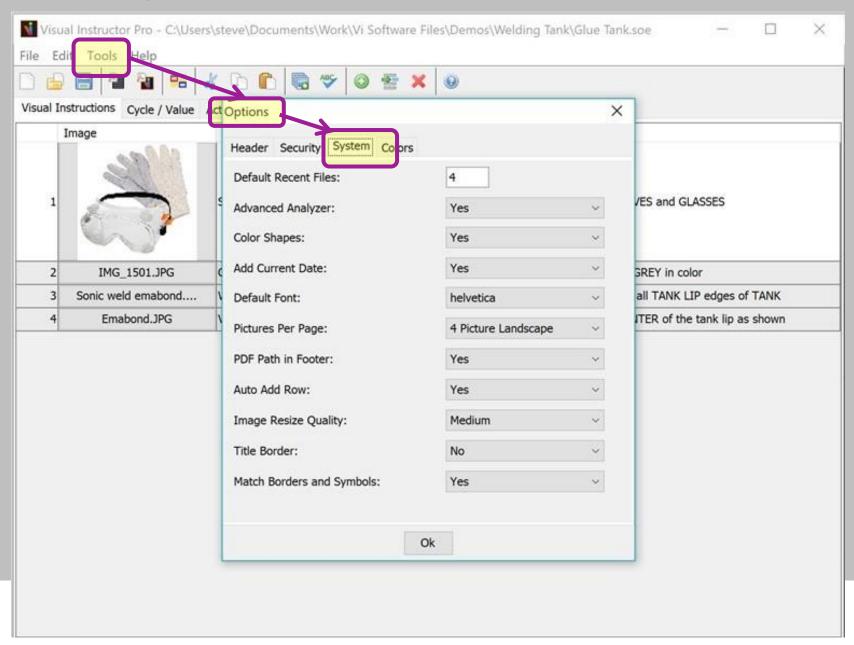




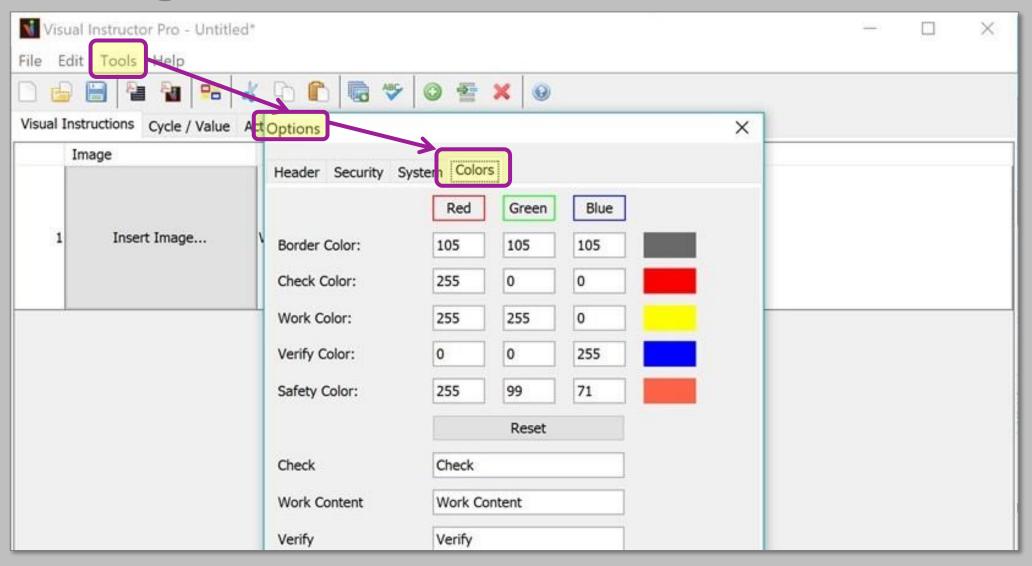










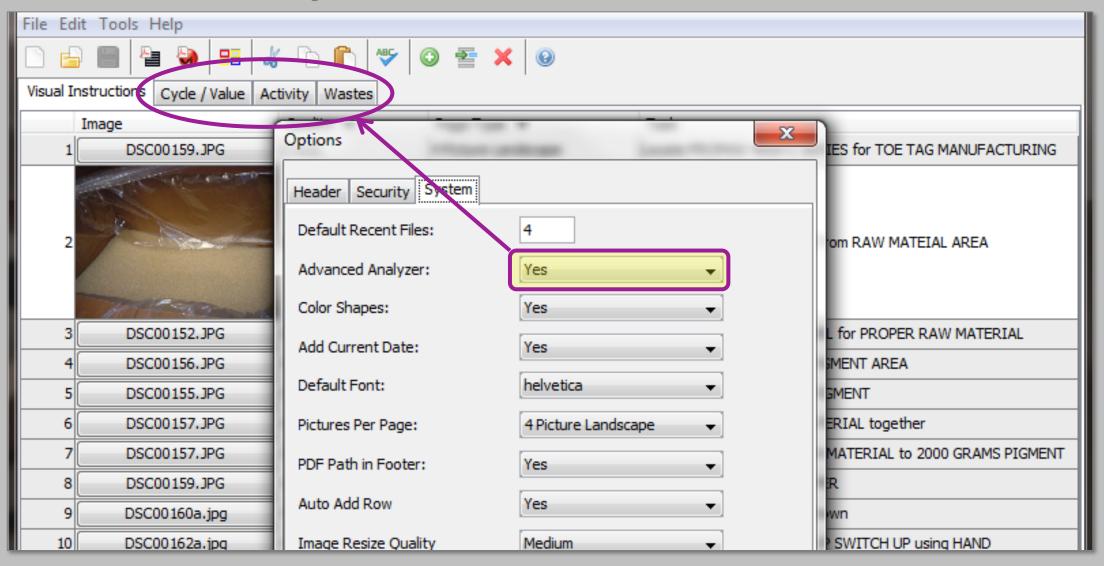




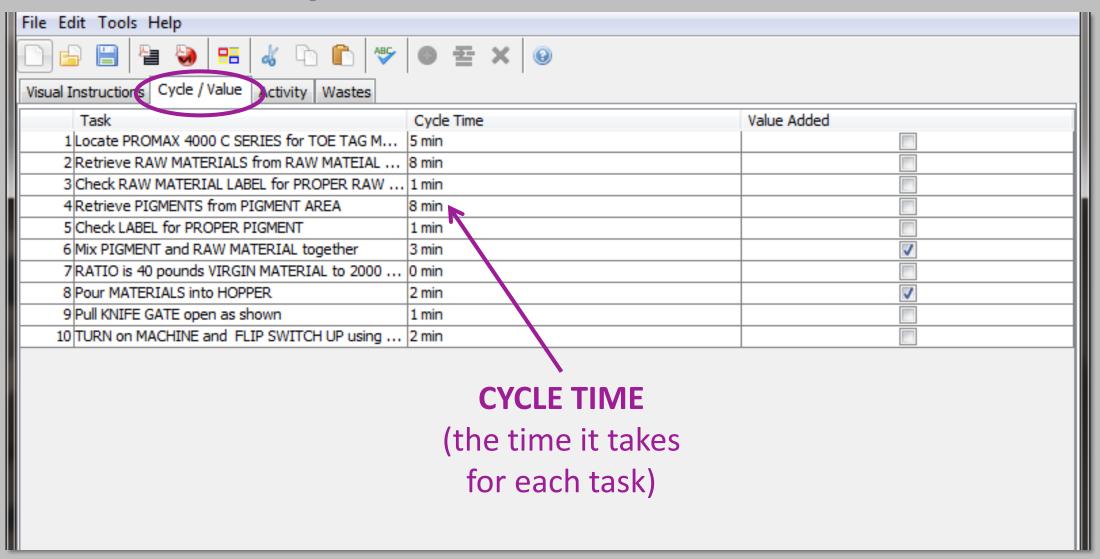
**Process Improvement (constant)** 

How to Use the Advanced Analyzer for Process Improvement!

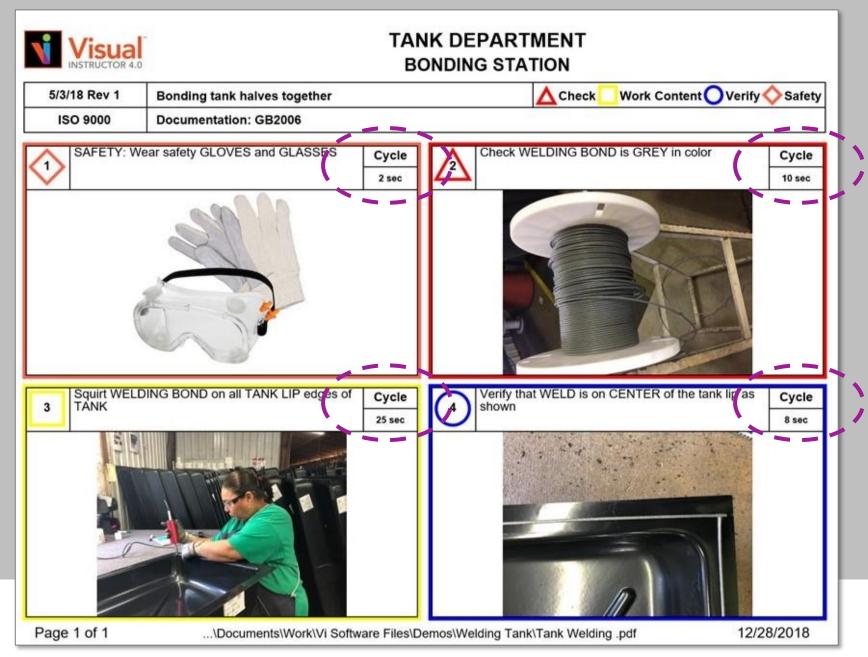




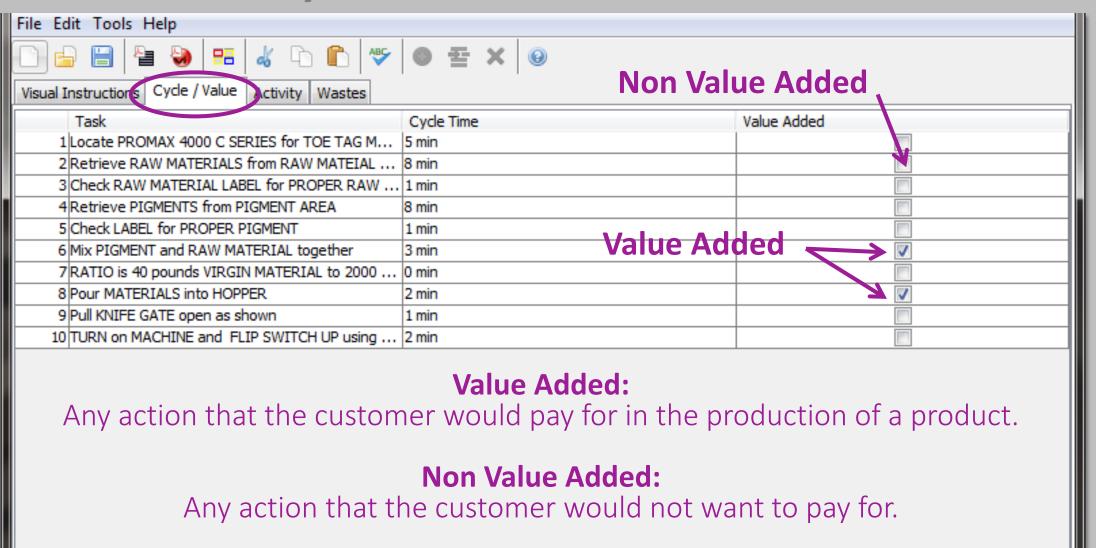






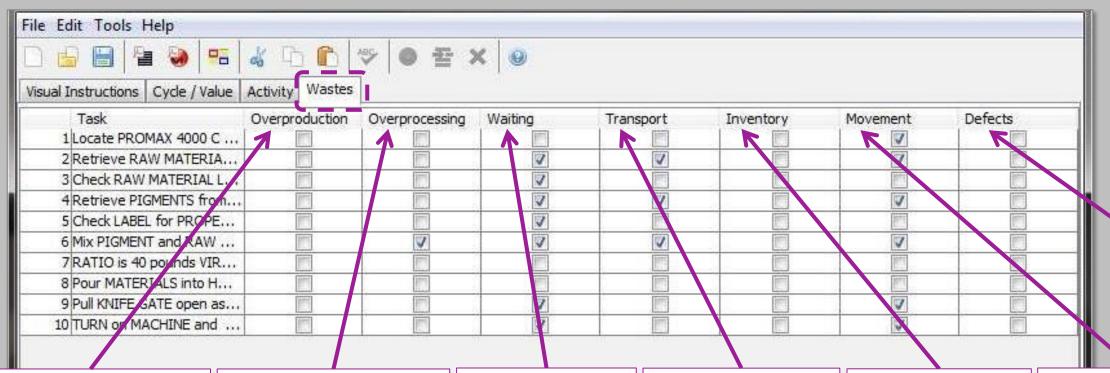








### **Advanced Analyzer**



#### Overproduction

(product being produced more than required-creating excess inventory)
BOTTLENECK

#### Overprocessing

(produce wasted materials or are inefficient)

#### Waiting

(the process stops for some other process to complete)

#### **Transport**

(parts or inventory are moved from one physical location to another)

#### **Inventory**

(excess inventory not yet sold to a customer) or lacking inventory

#### **Movement**

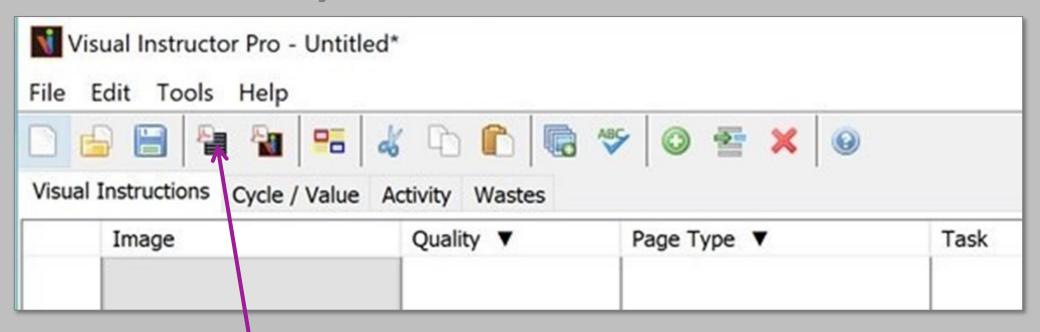
(When operator moves unnecessarily)

#### **Defects**

(when product does not meet required specs

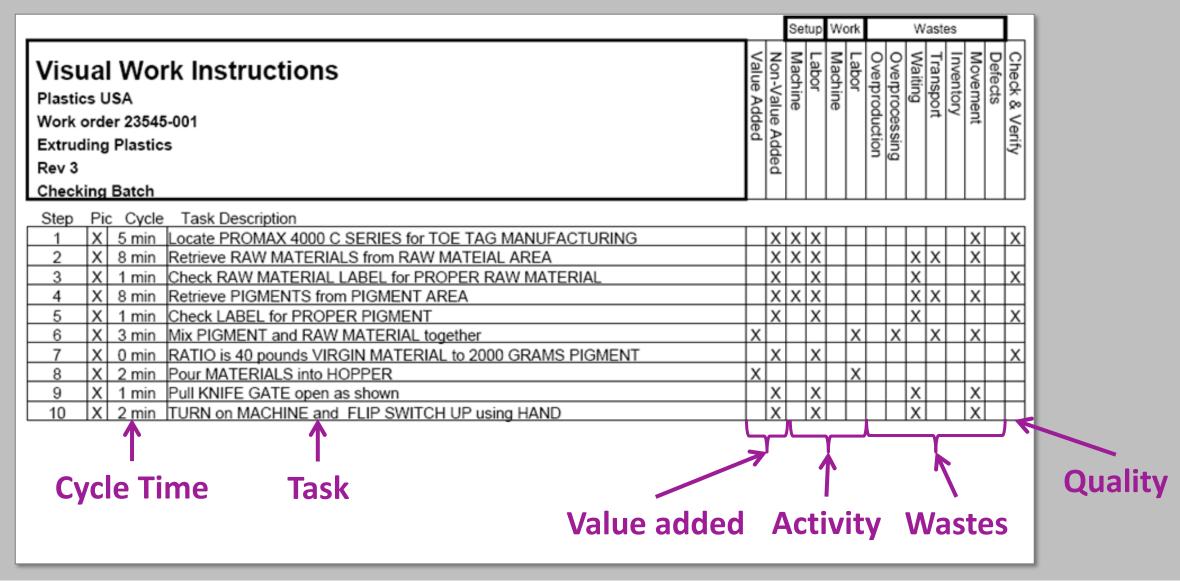


#### **Advanced Analyzer**



Create SOE (sequence of events)







## **Advanced Analyzer**

		Setup Work					Wastes					L
Visual Work Instructions  Plastics USA  Work order 23545-001  Extruding Plastics  Rev 3  Checking Batch  Process Improvement	Value Added	Non-Value Added	Machine	Labor	Machine	Overproduction	Overprocessing	Waiting	Transport	Inventory	Defects	Check & Verify
Step Pic Cycle Task Description												_
1 A X 5 min Locate PROMAX 4000 C SERIES for TOE TAG MANUFACTURING		Х	Х	Х						X		X
2 X 8 min Retrieve RAW MATERIALS from RAW MATEIAL AREA		Х	Х	Х				Х	Х	Χ		
3 X 1 min Check RAW MATERIAL LABEL for PROPER RAW MATERIAL		Х		Х				Х				X
4 X 8 min Retrieve PIGMENTS from PIGMENT AREA		Х	Х	Х				Х	Х	X		
5 X 1 min Check LABEL for PROPER PIGMENT		Х		Х				Х				X
6 X 3 min Mix PIGMENT and RAW MATERIAL together	X				χ		Χ		Х	χ		Ш
7 X 0 min RATIO is 40 pounds VIRGIN MATERIAL to 2000 GRAMS PIGMENT		Х		х								X
8 X 2 min Pour MATERIALS into HOPPER	X				X							Ш
9 X 1 min Pull KNIFE GATE open as shown		Х		Х				Х		X		
10 X 2 min TURN on MACHINE and FLIP SWITCH UP using HAND		Х		Х				Х		χ		

Start with last line and work to top to break the routine pattern of thought





Simply & Effectively Create Visual Work Instructions (VWI)

# Thank you for your purchase!

#### **CONTACT:**

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