

## CHEMICALS

# Packaging & Shipping Warehouse Reduces Recordable Safety Incidents by 90%

### CHALLENGE

## Severe limitations of training methods

An aging, retiring workforce, and the rapid influx of new hires exposed severe limitations of the on-the-job “buddy” training methods. This placed productivity, safety, and quality at risk. The organization needed a standardized methodology to develop operators, front line leaders rapidly, and managers to consistently execute standard operating procedures.

### OUR FINDINGS

## Identified 6 items for improvement

- Each operating unit had evolved its home-grown knowledge transfer and training systems
- Methods of performing the same job task varied from shift to shift and operator to operator
- In some cases, there were no documented procedures for performing critical job tasks
- Supervisors often did not understand the standard method for performing critical job tasks under their command
- Active supervision levels were very low, driven largely by insecurity associated with not understanding standard procedures
- The training process did not include a demonstration of competency or certification of trainers or trainees

**SECTOR**  
Commodity Chemicals

**WORKSTREAM**  
Production and Maintenance

**REFERENCE**  
05CW

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## IMPLEMENTATION

# We focused on 2 areas of impact to improve standardized methodology

### Production

Developed a 4 level Standard Work Methodology:

1. **Standard Work** – detailed definition of the current best method to perform a job task. Training via proven methods for adult learning
2. **Standard Day** – list of critical job tasks timed and sequenced for operator shift
3. **Leader Standard Work** – checklist and methodology to support active supervision and validation of standard work adherence
4. **Layered Audits** – supports sustaining of standard Work and continuous improvement

Sequencing of levels varied by an operation based on need:

- Operations with a high influx of new hires Standard Work was the first effort
- Operations with skilled operators, but high variability of performance, Standard Day was first
- Operations with inexperienced supervisors, Leader Standard Work, was first

### Maintenance

- Leader Standard Work Checklists developed for:
  - Supervisors
  - Planners
  - Schedulers
  - Managers



## RESULTS

Reduction of recordable safety incidents

90%

Improvement in on-time deliveries (90 to 98%)

8%

Reduction of customer complaints

80%

Increased production output in targeted operations

5%



“ Standard Work allows us to flip the disadvantage of having a high percentage of our workforce retire into a competitive differentiator

Plant Manager

“ Industry has barely scratched the surface on leveraging the science regarding adult learning. Based on past successes and this project, I am more convinced that if companies ignore this toolkit, they do it at their own peril.

Operations Director

