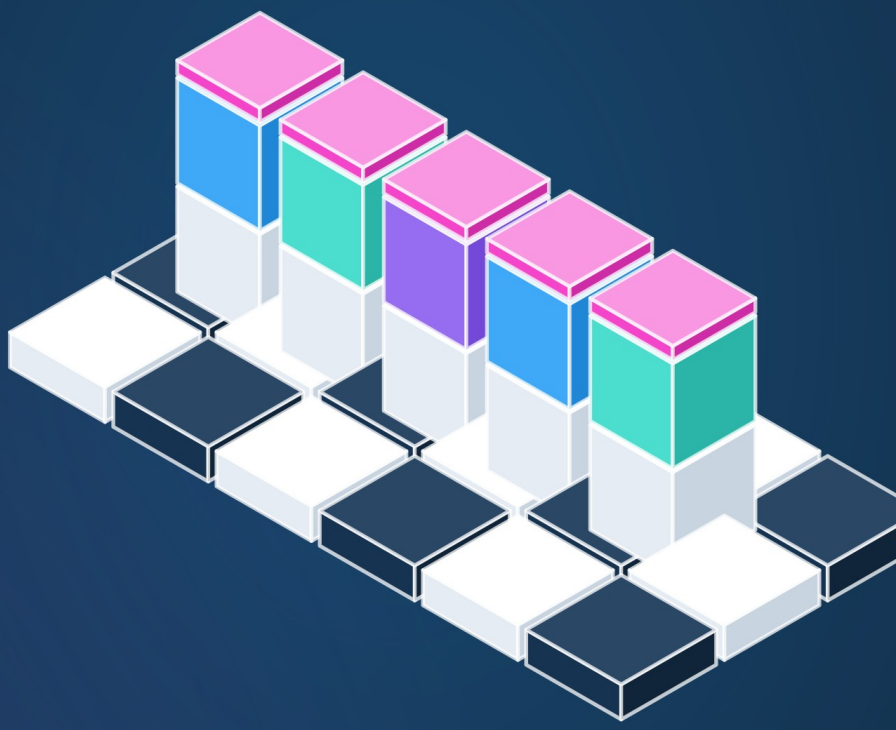
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S STANDARD WORK QUICK START CHECKLIST

Score one process in twenty minutes, with evidence you can point at.



THE BEST WAY TODAY. A BETTER WAY TOMORROW.

START HERE

How to Use This Check

One process, one walk, the people who run it. Twenty minutes, twenty-five statements, one number.

01 WATCH	02 SCORE	03 ACT
Stand at the process for one full cycle per station before you score anything. Do not score from a desk.	Score each statement from 0 to 4. Without something you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across shifts.
3	Mostly in place and visible at the station.
4	Consistently in place, visible, reviewed and improved.

> **WHY ONE PROCESS**
>
> **A plant does not have one standard work level. A line or a cell does. Score the process with the most variation in output and repeat the check there every quarter.**

Before You Start

- **Process:** choose a line or cell with two or more operators and a clear customer demand.
- **Evidence:** the sheet at the station, the balance chart, the training matrix, the confirmation log. If it is not at the station, it does not count.
- **Respect:** tell the operators what you are checking. You score the system, never the person.

THE CHECK

01 The Standard at the Workplace

NO.	CHECK	SCORE 0 TO 4
01	A current standard work sheet hangs at the station, showing takt time, work sequence, standard work in process and the safety and quality points.	
02	The sequence on the sheet matches what the operator actually does, checked by watching at least one full cycle.	
03	Every standard shows its version, owner, approval date and next review date.	
04	Key points and their reasons are written on a job instruction sheet that operators can read at the station.	
05	The method is the same on every shift, and differences found between shifts are settled in writing within two weeks.	

02 Takt, Time and Balance

NO.	CHECK	SCORE 0 TO 4
06	Takt time is calculated from available time and customer demand with one written definition, and is recalculated when demand changes.	
07	Cycle times are observed at the station, element by element, with at least ten cycles per element.	
08	An operator balance chart shows the work content of every operator against takt time and is less than three months old.	
09	No operator is loaded above takt time, and any station above the planned cycle time has an action with owner and date.	
10	Walking, waiting and other non-value-adding work are shown separately on the balance chart, and the largest share is being reduced.	

THE CHECK

03 Training and Qualification

NO.	CHECK	SCORE 0 TO 4
11	New operators are trained with the job instruction method: prepare, present, try out, follow up.	
12	Nobody works alone at a station before a trainer has confirmed that safety, quality and time meet the standard.	
13	A training matrix shows who is qualified on which version of each standard.	
14	Every station has at least three qualified people across the shifts, or the gap has a training date.	
15	Trainers are named, have been trained to train, and have time in the plan for it.	

04 Adherence and Leader Confirmation

NO.	CHECK	SCORE 0 TO 4
16	Team leaders confirm adherence at one station every shift, with a short checklist, at the station.	
17	Supervisors and managers confirm on a fixed schedule and record what they saw.	
18	Every deviation is classified as not followed, not possible or standard unclear, and gets an action.	
19	The adherence rate is visible on the team board and reviewed every week.	
20	A deviation that repeats on the same step leads to a change of the standard or the workplace, not only to a talk with the operator.	

THE CHECK

05 Improvement and Change Control

NO.	CHECK	SCORE 0 TO 4
21	Operators can propose a change to a standard, and every proposal gets an answer within two weeks.	
22	A change is tested, approved by the owner and trained before the new version is released at the station.	
23	Old versions are removed from the workplace on the day the new version is released.	
24	A better method found on one shift or site is compared, written into the standard and passed to the other shifts and sites.	
25	Digital and video instructions follow the same version, approval and review rules as paper standards.	

Your Result

BLOCK	POINTS	OUT OF
01 The Standard at the Workplace		20
02 Takt, Time and Balance		20
03 Training and Qualification		20
04 Adherence and Leader Confirmation		20
05 Improvement and Change Control		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you where the process stands. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Individual methods. Every operator works in his or her own way.	Calculate takt. Observe one station element by element and write down the best current method.
40 to 59	Documents exist. Sheets hang at the stations but nobody checks them.	Start the daily confirmation by the team leader. Remove outdated versions.
60 to 79	Stable. Work is balanced to takt and the standard is followed.	Train with the job instruction method. Feed every deviation into a change of the standard.
80 to 100	Improving. The standard changes often, in a controlled way.	Hold the level. Share the best method between shifts and sites.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check on the same process in 90 days and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
STANDARD WORK STARTER KIT	The guide for your first 30 days on one process, plus the time observation and line balance tracker in Excel.
STANDARD WORK EXCELLENCE BUNDLE	The full playbook, workshop pack, shop floor forms, the Excel system and a ready-to-use workshop deck.

Both are available at operationsinsider.com.