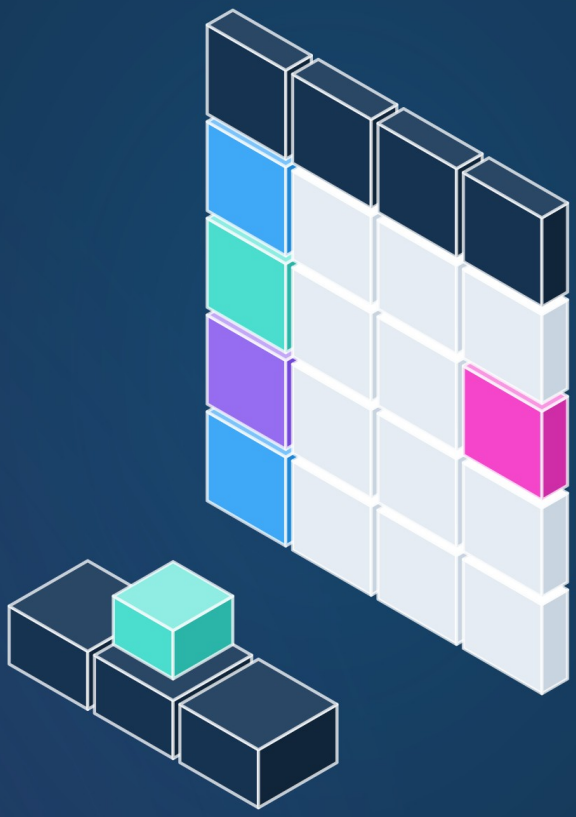
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S WORK INSTRUCTIONS QUICK START CHECKLIST

Score the instructions of one area in one hour, with evidence you can point at.



SELECT. WRITE. CONTROL. TRAIN.

START HERE

How to Use This Check

One area, one hour with the supervisor and a team leader, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Go to three stations. Take the instructions from the holders, compare them with the register and watch one cycle of the job with the sheet in your hand.	Score each statement from 0 to 4. Without a sheet, a list or a record 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 stations or shifts.
3	Mostly in place and visible at the stations.
4	Consistently in place, visible, reviewed and improved.

> **WHY WORK INSTRUCTIONS**
>
> **An instruction that nobody reads protects nobody. It only proves in the next audit that the plant knew how the job should be done. The check looks at the sheet, at its use and at its control.**

Before You Start

- **Scope:** one area with five to ten stations and its own team leader.
- **Evidence:** the instructions at the stations, the register, the distribution list, training records and the last change requests.
- **Tone:** you check the documents and their control, not the operators. Ask what they look up, not why they do not read.

THE CHECK

01 Select and Prioritize

NO.	CHECK	SCORE 0 TO 4
01	A list of all tasks of the area exists, and every task is rated for risk, frequency and change with one written scale.	
02	The list decides which task gets a full instruction, which gets a short instruction and which gets none, and the decision is written down.	
03	Every task with a high safety or quality risk has a released instruction, or a date and an owner for it.	
04	Instructions for tasks that need none were withdrawn, and the number of documents in the area fell or stayed flat in the last twelve months.	
05	The list is reviewed when a product, a process or the crew changes, and at least once a year.	

02 Design and Content

NO.	CHECK	SCORE 0 TO 4
06	Every instruction fits on one sheet at the station and has ten major steps or fewer.	
07	Each step is one short line that starts with a verb, and each key point has a reason next to it.	
08	Each step has a photo or drawing taken at this station from the view of the operator.	
09	Safety and quality key points are marked with fixed symbols that mean the same on every instruction.	
10	Values such as torque, pressure, quantity and time are written as numbers with units, never as words such as firmly or enough.	

THE CHECK

03 Write and Test

NO.	CHECK	SCORE 0 TO 4
11	Instructions are written at the station together with at least one operator who does the job.	
12	Every new instruction is tried out by people who did not write it, and the findings are recorded.	
13	An instruction is released only when the tryout produced no open finding on a key point.	
14	Variants are handled by a variant table or an add-on sheet, not by copies of the full instruction.	
15	Setup and changeover tasks have their own instructions with settings as a table and a first part check.	

04 Control and Distribution

NO.	CHECK	SCORE 0 TO 4
16	A register lists every instruction with identifier, version, owner, release date, review interval and next review date.	
17	Every instruction shows identifier, version, release date and the names of author and approver on the sheet itself.	
18	A distribution list shows every printed copy with its place, and nobody prints copies outside this list.	
19	When a new version is released, the old copies are collected on the same day and the collection is confirmed in writing.	
20	A check of the stations in the last three months found no outdated or unregistered copy.	

THE CHECK

05 Train, Check and Maintain

NO.	CHECK	SCORE 0 TO 4
21	Everyone who does the task is trained on the current version before it is released, and a training record shows it.	
22	Two to four weeks after release, a leader watches the job and counts the key points that are followed.	
23	A key point that several people miss leads to a change of the instruction or the workplace, not only to another talk.	
24	Anyone can request a change, every request gets an answer within ten working days, and the lead time is measured.	
25	No review is overdue, and a review means watching the job with the sheet in the hand.	

Your Result

BLOCK	POINTS	OUT OF
01 Select and Prioritize		20
02 Design and Content		20
03 Write and Test		20
04 Control and Distribution		20
05 Train, Check and Maintain		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your documentation is paper for the audit. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Folder. Instructions exist somewhere, long, old and unread.	List the tasks and the documents. Collect every copy from the stations.
40 to 59	Present. Sheets hang at the stations, but nobody chose the tasks or tested the text.	Rate the tasks. Rewrite the most critical one with an operator and try it out.
60 to 79	Controlled. Visual instructions, register and distribution list work.	Add the effectiveness check and measure the lead time of changes.
80 to 100	Alive. Instructions are used, checked and changed within days.	Hold the level. Extend to setup tasks and the next area.

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 after three months and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
WORK INSTRUCTIONS STARTER KIT	The guide for the first 30 days in one area, plus the Excel workbook with task priority list, register with review dates, an instruction template and a training record.
WORK INSTRUCTIONS EXCELLENCE BUNDLE	The full playbook, a two-day workshop pack, six templates, the Excel system with tryout, distribution, changes, training matrix, effectiveness check and audit, and a workshop deck.

Both are available at operationsinsider.com.