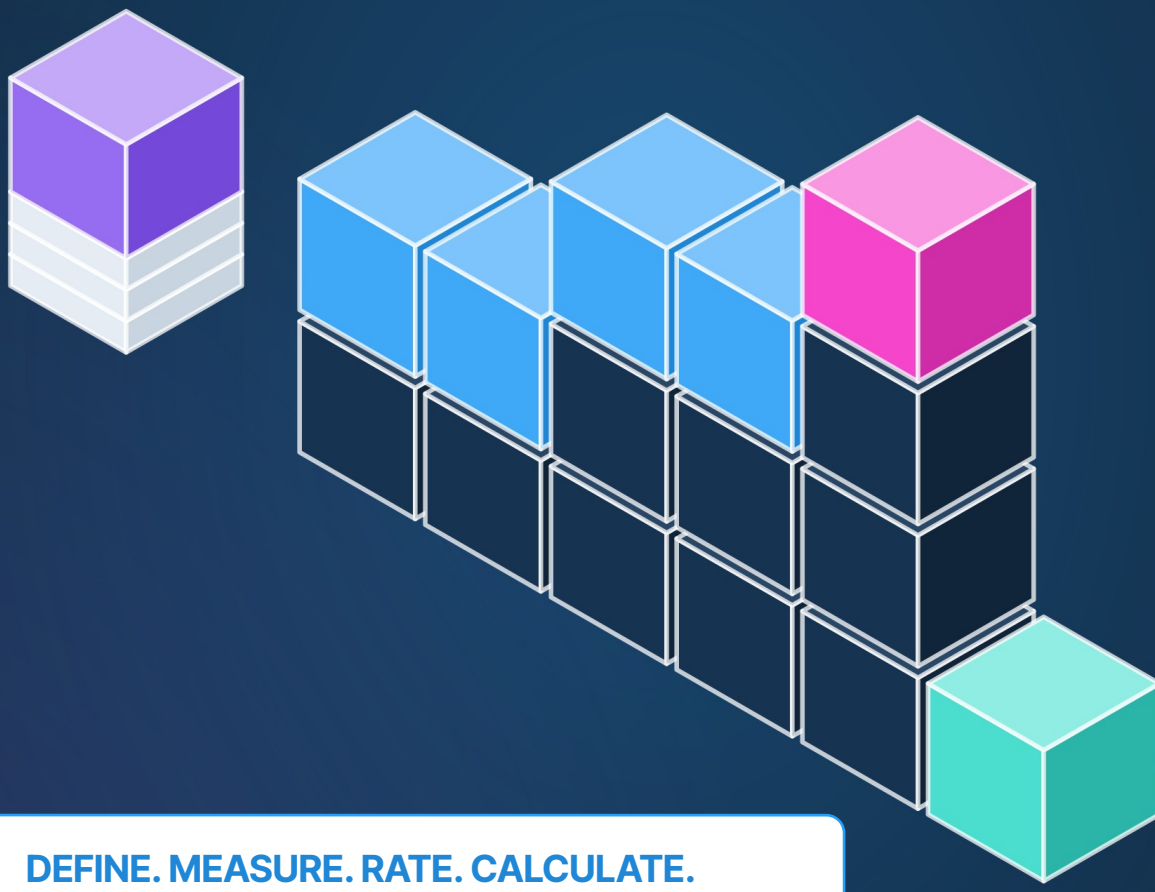
OPERATIONS INSIDER

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WORK MEASUREMENT AND CAPACITY QUICK START CHECKLIST

Score the times of one production area in one hour, with records you can point at.



DEFINE. MEASURE. RATE. CALCULATE.

START HERE

How to Use This Check

One production area, one hour with the supervisor and the person who maintains the routings, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Open the real data: the routings of one product group, the last time study record, the capacity calculation and the booked hours of the last quarter.	Score each statement from 0 to 4. Without a record, a register or a calculation 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 areas or shifts.
3	Mostly in place and visible in the data.
4	Consistently in place, visible, reviewed and improved.

WHY TIMES DECIDE SO MUCH

A standard time is used four times: in the quotation, in the product cost, in the capacity plan and in the takt of the line. A time that is 20 percent wrong does not announce itself. It shows up as an investment request, a lost order or a station that always looks slow.

Before You Start

- **Scope:** one area or one product group with routings that are actually used for planning.
- **Evidence:** the routing list with dates, one time study record, the capacity calculation and the hours booked per station.
- **Tone:** you check the data and the method, not the pace of the people. Ask where a time comes from, not why it is not met.

THE CHECK

01 Times and Their Use

NO.	CHECK	SCORE 0 TO 4
01	Every operation that is planned, quoted or costed has a standard time in the system, and the share of operations without one is known.	
02	It is written down what a standard time contains: basic time, allowances, setup share, and whether machine time is included.	
03	The uses of the times are named: quotation, product costing, capacity planning, takt and line balancing, and staffing.	
04	Everyone who uses a time can see how old it is and whether it was measured or estimated.	
05	A wrong time has a named consequence: the last planning or investment decision that was corrected because of a time is known.	

02 Time Study at the Workplace

NO.	CHECK	SCORE 0 TO 4
06	The operation is broken into elements with a clear start and end point before anyone starts the stopwatch.	
07	The number of cycles follows from the cycle length and the spread of the readings, not from the time available.	
08	The measuring device, the reading unit and the recording sheet are the same for every study in the plant.	
09	Operators and the supervisor are informed before the study, know what it is for and see the result.	
10	Interruptions and abnormal cycles are recorded with a reason and excluded on purpose, not silently.	

THE CHECK

03 Rating, Allowances and Standard Time

NO.	CHECK	SCORE 0 TO 4
11	The observed pace is rated against a written reference, and the rating is recorded per element or per cycle.	
12	Rest and delay allowances come from a documented table for the plant, not from the mood of the day.	
13	The setup time and the lot size behind the setup share of a standard time are visible in the record.	
14	Two trained observers who rate the same recorded cycle land inside a stated band, and this is checked.	
15	Every standard time record states its uncertainty: the spread of the cycles and the precision reached.	

04 Work Sampling and Other Sources

NO.	CHECK	SCORE 0 TO 4
16	Where a stopwatch does not fit, work sampling is used, and the number of observations follows from the precision needed.	
17	Observation rounds are at random times across the whole shift, and the categories are defined before the first round.	
18	Times from a system of predetermined motion times, from a comparison part or from machine data carry their source.	
19	An estimated time is marked as provisional and has a date by which it will be measured.	
20	Machine times are read from the machine or the program, and the manual share is kept separate from them.	

THE CHECK

05 Capacity and Key Figures

NO.	CHECK	SCORE 0 TO 4
21	Net available time per station and per employee is calculated from attendance time, breaks and a measured utilization factor.	
22	The load of every station against the program is calculated, and the bottleneck is named.	
23	The capacity comparison against the program is repeated at every program change and at least quarterly, with scenarios.	
24	Standard hours earned against hours booked is reported per station, and an outlier triggers a check of the time, not of the people.	
25	Coverage and age of the standard times are key figures with a target, an owner and a review date.	

Your Result

BLOCK	POINTS	OUT OF
01 Times and Their Use		20
02 Time Study at the Workplace		20
03 Rating, Allowances and Standard Time		20
04 Work Sampling and Other Sources		20
05 Capacity and Key Figures		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your planning rests on measured work. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Estimated. Times come from old files. Nobody knows which are right.	Mark which times are measured. Pick one station and time it.
40 to 59	Partly measured. Rating, allowances and validity are undocumented.	Write down what a standard time contains. Build the register.
60 to 79	Measured. Times are current and capacity is calculated from them.	Measure the utilization factor. Compare plan and actual per station.
80 to 100	Managed. Times, capacity and key figures form one reviewed loop.	Hold the level. Extend the register to the next product group.

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 MEASUREMENT STARTER KIT	The guide for the first 30 days, plus the Time Study Sheet in Excel: cycles, mean, spread, outliers, allowance calculator, capacity.
WORK MEASUREMENT EXCELLENCE BUNDLE	The playbook, a two-day workshop pack, eight templates, the Excel system and a workshop deck.

Both are available at operationsinsider.com.