

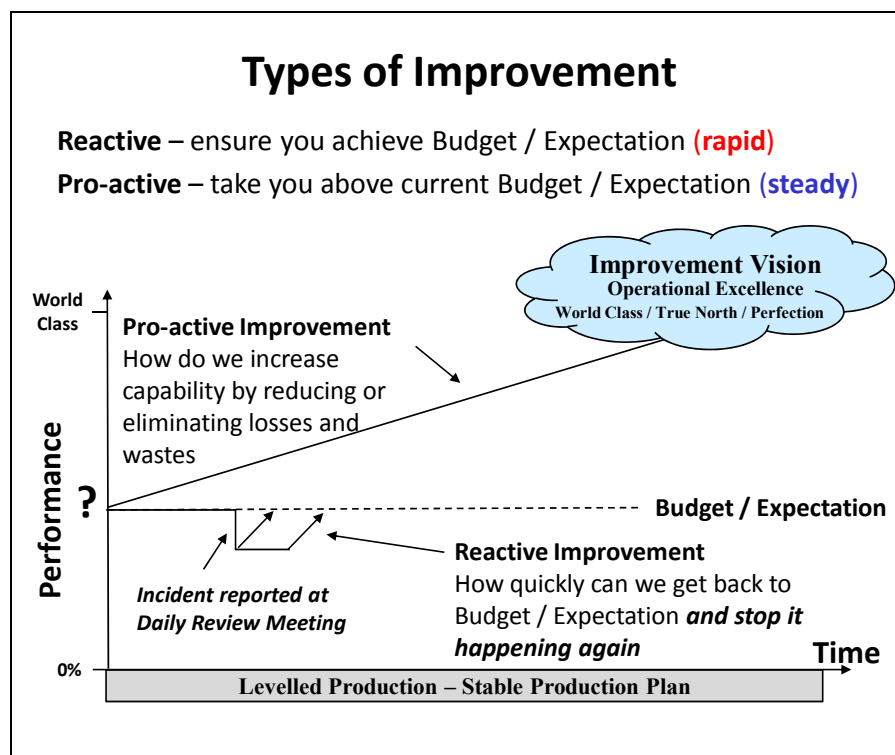
## Conducting Effective Daily Review Meetings

"A wise man learns by the experience of others; a fool, by his own." **Chinese Proverb**

"Human beings, who are almost unique in having the ability to learn from the experience of others, are also remarkable for their apparent disinclination to do so." **Douglas Adams**

### Background

To achieve Operational Excellence organisations need to be very good at both Reactive and Pro-active Improvement. Unfortunately many organisations get so focused on Pro-active Improvement through their Lean, Six Sigma, Total Productive Maintenance (TPM), Continuous Improvement (CI) etc initiatives that they lose sight of the importance of effective Reactive Improvement.



We have found as Pro-active Improvement gains momentum and guides you closer towards Operational Excellence, then the need for Reactive Improvement should significantly reduce. However, as a Pro-active Improvement journey can take many years to achieve Operational Excellence, there is a strong argument for getting effective Reactive Improvement in place.

**Hence Reactive Improvement is a critical foundation for your Pro-active Improvement activities.**

Effective Reactive Improvement is your ability to rapidly recover from an event or incident that stops you from achieving your budgeted or expected performance, and most importantly, initiate corrective actions so that the event or incident will not re-occur anywhere across the organisation.

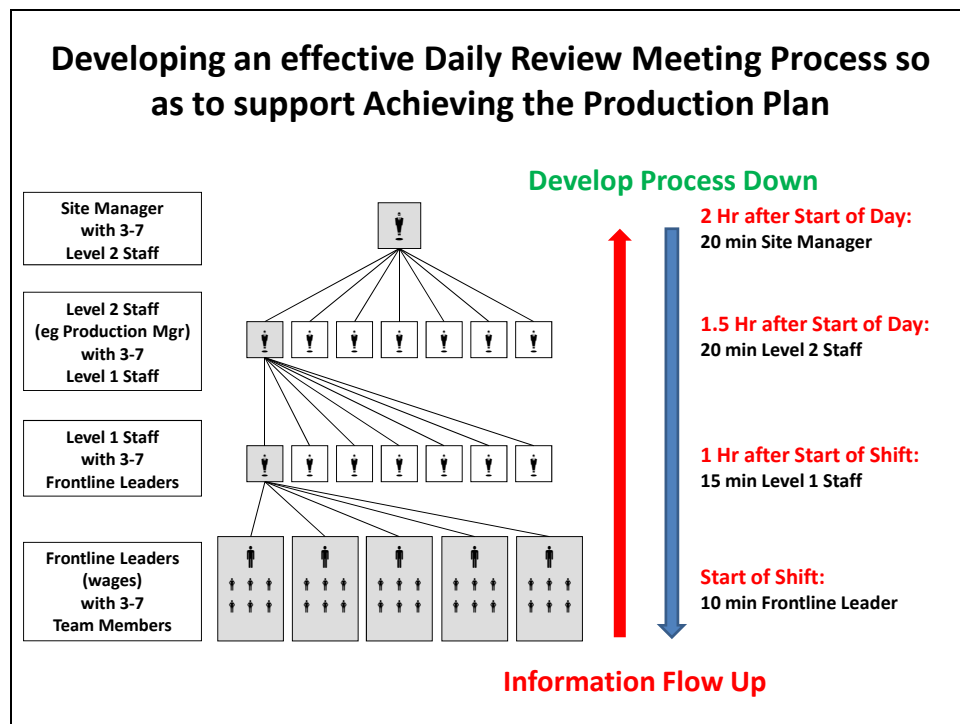
There are 5 Key Elements that need to work in concert for Reactive Improvement to be effective:

1. Appropriate Measures with expected targets that are linked to the site's Key Success Factors for Operations (Goal Aligned) and are relevant for the area being focused on;
2. Information Centres to display performance with clear visuals indicating either achieved expected target (green) or missed expected target (red);
3. Daily Review Meetings to identify opportunity (problems / incidents) and monitor progress of their solution;
4. Frontline Problem Solving / Root Cause Analysis capability across the site; and
5. Rapid Sharing of Learning across shifts and across the site.

## Daily Review Meetings

Depending on the size and complexity of the site, there will be several layers of Daily Review Meetings with the information flowing from the lowest level up to the top level.

A key learning is that the top level meeting eg Site Daily Review Meeting should be established first so that the standard for all Daily Review Meetings can be set and demonstrated before cascading to the lower levels.



When we first visit a site we find that most sites have daily review meetings however far too often they are not effective. They start late or drag on for too long, they accept poor performance standards, they skip over below target performance by accepting 'work-a-round' corrective actions, they have no agreed triggers for initiating Frontline Problem Solving / Root Cause Analysis, and follow-up to issues raised is often just done on an ad-hoc basis if done at all, with very poor monitoring or closure.

## What should be the purpose of a Daily Review Meeting?

1. Review last 24 hours by Area of Responsibility (Performance Board);
2. Capture any blockages / achievements / learning (History Sheet);
3. Address any critical issues (Action Board; Root Cause Analysis Board; Parking Lot Board);
4. Confirm any changes to plan for next 24 hours or longer where relevant (Planning Board);
5. Identify and address any issues that may impact the next 24 hours or longer where relevant;

6. Review Action Board – update with new actions and report any completed actions;
7. Review Root Cause Analysis Board – allocate or feedback on progress of Frontline Problem Solving;
8. Review Parking Lot Board – update with new issues and report of progress of any existing issues that have been escalated;
9. Communications update – any visits to site today etc; and
10. Roundtable – any other issues by exemption.

### **What makes an effective Daily Review Meeting?**

- Agenda displayed with clear timeframe for each agenda item;
- Current performance information is updated before the meeting by attendee responsible and displayed using visual prompts (eg black is expectation, red is bad, green is good);
- Stand up environment (no chairs as people think and respond quicker and more distinctly on their feet);
- Clock in room (visually controlling the time of meeting);
- Coffee facilities not available in the room (too tempting to create a distraction);
- Starting and finishing on time (allow people to leave after agreed finish time);
- The meeting focuses on each area reporting their performance across all the Key Success Factors to ensure accountability and allow necessary support staff to be allocated to assist where needed eg each Area Leader would report on their Safety, Quality, Delivery, Equipment, People etc rather than having the OH&S person talk about safety, the Quality person talk about Quality etc
- Any deviation from expectation noted with solutions taken, or if issue has not been resolved, support is allocated to assist (to be resolved outside meeting);
- Triggers for activating a Frontline Problem Solving / Root Cause Analysis action are displayed and regularly updated;
- If a trigger for generating a Frontline Problem Solving A3 Summary Sheet is activated, then a Frontline Problem Solving action is allocated to a designated person with timeframe for reporting back (eg within 3 working days advise Root Cause Solutions and proposed action plan); and
- Everyone leaves with clear expectations of how their reactive problems are going to be addressed along with the required performance for at least the next 24 hours.

### **Selecting Performance Measures for review at a Daily Review Meeting**

Appropriate measures that will drive the desired behaviours should be established under each Key Success Factor for Operations and reported by Area by the person responsible for that area on a by exemption basis, eg if its reported green (made expectation) then no need to discuss, whereas if reported red (below expectation) then need to explain why and what is being done about it. The sequence they are reported should be based on importance to the business. For example most sites will report Safety first, followed by Quality.

- Safety & Environment
- Quality – scrap or rework generated, yield loss, internal quality complaints
- Customer / Delivery - achievement of production plan, delivery issues, external complaints
- Plant – equipment failure or work-around
- People – unplanned absenteeism, productivity
- Supplier – quality and delivery issues
- Inventory – shortages or excesses
- Stability – any changes to production plan, cancelled or deferred events
- Pro-active Improvement – equipment defects found and rectified
- Re-active Improvement – status of Frontline Problem Solving / Root Cause Analysis activities

## Setting Triggers to initiate Frontline Problem Solving / Root Cause Analysis

Too often issues / incidents reported at Daily Review Meetings which have occurred in the previous 24 hours, are backed up by a report of a successful work-around.

**Reported Issue:** motor bearing failed due to contamination getting into the grease

**Reported Action:** we were able to replace motor with only minimal plant downtime

What is not reported (or addressed) is the root cause for the issue (grease being contaminated). Hence the need to identify when only a work-around is reported and establish a process of initiating Root Cause Analysis through Frontline Problem Solving – otherwise the issue may happen again in 6-12 months time.

So as not to overload your people Triggers for initiating Frontline Problem Solving need to be set and displayed at the Daily Review Meeting along with policies on how many Root Cause Analysis can be conducted by a person simultaneously.

**Example Triggers for a site just starting their reactive improvement journey using the Key Success Factor model above could be:**

- Safety: Any safety incident
- Environment: Any environment incident eg spillage requiring greater than 30 mins to clean-up
- Quality: Scrap or Rework loss of greater than 5% from a machine during a shift
- Quality: Yield loss of greater than 5% above standard
- Quality: Internal Customer Complaint of agreed value
- Customer: Any External Customer Complaint caused by operations
- Delivery: Production Plan miss by greater than 10%
- Plant: Breakdown causing production delay of over 1 hour duration
- Plant: Any 'work-around' implemented to keep the plant running
- Plant: Replacing a key piece of equipment (eg pump) outside of its scheduled replacement time
- People: Productivity down greater than 10%
- People: Unplanned Absenteeism greater than 10%
- Supplier: Delivery or quality problem that impacted on production plan

**Note:** Best practice would be to address 'any' of the above events

## Possible Pathway to Creating an Effective Site Daily Review Process

1. Establish a Cross-functional Team of 4-6 department heads covering at least Production, Maintenance, Planning and Despatch
2. Conduct a half-day Daily Review Process workshop followed by a series of follow-up (suggest weekly) meetings of 1.0 hr duration to plan and monitor progress of activities (suggest 8 would be the maximum required)
3. Create an effective Site Information Centre
4. Establish an effective Site Daily Review Meeting Agenda
5. Establish triggers for Frontline Problem Solving / Root Cause Analysis
6. If necessary introduce a suitable Frontline Problem Solving Development Program
7. Monitor the effectiveness of the above and refine as required (over 2-4 weeks)

**For more information about CTPM's approach to establishing effective Daily Review Meetings at your site, please contact Ross Kennedy on +61 2 4226 6184; or email: [ross.kennedy@ctpm.org.au](mailto:ross.kennedy@ctpm.org.au); or visit CTPM's web page at: [www.ctpm.org.au](http://www.ctpm.org.au)**