

**WORXSMART.**



**WORXSMART.**  
IMPROVEMENT PROGRAM

• PRODUCTIVITY • PEOPLE • IMPROVEMENT

WEBSITE [WWW.IDIRECT.CO.NZ](http://WWW.IDIRECT.CO.NZ) FREEPHONE 0800 IDIRECT

## AUDIT BASED IMPROVEMENT SYSTEM

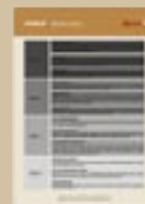
Use an audit based improvement system as the chassis for planned improvement initiatives within client organizations. We help you develop customized implementation plans based on the audit findings and your own future requirements and change plans. improvement direct also provide the training support, consultation and facilitation required to ensure success!



## DESCRIPTION OF WORXSMART IMPROVEMENT PROGRAM

### 4 STAGES, 12 STEPS

- The 4 stages (12 steps) of the **WORXSMART** improvement Program.



### AUDIT SYSTEM 5 LEVEL RATING

- The detailed **WORXSMART** Audit System and 5 level rating.



### AUDIT SYSTEM EXAMPLE

- An illustration showing how improvement direct provides linked consultation support and training solutions to for all of the concepts covered by the **WORXSMART** Audit System.



### SAMPLES & NOTES

- On a separate attachment you will find excerpts from Training Manuals and Notes given in the illustration example covered by the **WORXSMART** Audit System.

**STAGE 1**

**WORKING TOGETHER**

Aligning the companies improvement goals from Management through to Team Members. Identifying key values and working principles. Developing a structure of groups to facilitate improvement. Standardising reporting methods and functions across all areas.

**GET ORGANISED**

The starting point of the process improvement. Apply the 4S Principle to sift and sort the work place with a focus on safety and efficiency. A logical improvement step that makes your work easier. Use and refine the improvement structure. Get all staff involved in improvement.

**QUALITY FIRST**

Initiating quality first values and goals. Detection versus prevention strategies. Employing operator checks, sequential checks and final inspection methods.

**STAGE 2**

**VISUAL CONTROLS**

Develop efficiency control systems that are understood. E.g. Check sheets, graphs, charts Work outcomes are accurately evaluated and people are motivated by goals and targets.

**REDUCING WASTE**

Finding and exposing the 7 forms of waste within each process. Reducing inventory and rework, Shortening lead times by involving everyone in the reduction of work-in-process. Introducing Value Analysis techniques that produce improved processes and savings.

**ON JOB TRAINING**

Effective induction programs in place. Set up training plans and schedules. Plan to have employees cross skilled in important roles. Assessment of competency. Training records systems.

**STAGE 3**

**JUST-IN-TIME PRINCIPLES**

Fixed stock location. Standardised re-order quantities. Visual re-order systems. Allow goods and information to flow laterally through the organisation.

**COST DOWN INITIATIVES.**

Identifying all energy usage and targeting improvement . Set up of recycle task forces and material saving study groups. Designing improved measuring methods. Products that use less energy to make.

**TOTAL PRODUCTIVE MAINTENANCE**

Involving operators in better equipment maintenance. Clean and eliminate contamination. Identify and improve problem sources. Reduce poor lubrication and incorrect operation. Improving equipment and methods to reduce change over times. Aiming at "single changeover" (less than 10 mins). Identifying the areas that machines require people support and eliminating them.

**STAGE 4**

**PERSONAL DEVELOPMENT**

Focus on developing people within their roles and to advance to new roles. Offering development choices to staff. Supporting personal growth goals.

**SUPPLIER IMPROVEMENT PROGRAM**

Developing associated vendor companies by providing planned assistance to help suppliers help you achieve better Quality, Cost and Delivery. Initiating cross company improvement structures.

**SYSTEMS AUDITING**

Initiating internal systems audits to provide data for future improvement. Benchmarking with organisations and available audit criteria.

DESCRIPTION	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
<p><b>WORKING TOGETHER</b></p> <ul style="list-style-type: none"> <li>· Values</li> <li>· Improvement Group structure</li> <li>· Objectives/Goals</li> <li>· Image Plans</li> </ul>	<p>Meetings are held with all staff to clarify organisational vision, values, goals, image &amp; overall improvement plans.</p> <p>All Managers understand their roles &amp; the Worxsmart concepts.</p> <p>The design of an effective Improvement Group Structure is a high priority.</p>	<p>Goals objectives are clearly described at each level of the organisation &amp; displayed on visual graphs / charts.</p> <p>The organisations key values have been communicated to all. Key values &amp; goals are displayed.</p> <p>The first Improvement group meetings are held and attended. Some improvement ideas/issues are submitted by staff.</p>	<p>Employees understand the meaning of each key value statement.</p> <p>Each department have input into their own improvement goals.</p> <p>Improvement groups are completing improvements &amp; action plans show completed staff ideas and issues.</p> <p>Data Displays are in place &amp; standardised across all departments.</p>	<p>The first "Milestones" are achieved and the next short term improvement priorities are agreed by Managers.</p> <p>All departments meet to discuss improvement and targets as planned. Each team contributes improvement suggestions.</p> <p>Improvements are summarised and displayed on Data Displays Individuals have input into team goals.</p>	<p>The Improvement structure is operational across the whole organisation.</p> <p>Each individual understands the Work-Smart values and the team's key goals. Goals are 90% accomplished by the year-end.</p> <p>Data Displays are functional, up-to-date and utilised by the team and individuals. The company has developed characteristics to enable instant adjustments to environmental and market changes.</p>
<p><b>QUALITY FIRST</b></p> <ul style="list-style-type: none"> <li>· Inspection methods</li> <li>· Detection systems</li> <li>· People participation</li> </ul>	<p>All staff attend education on Quality First principles.</p> <p>All managers understand the Quality First methods.</p> <p>The main quality issues are identified.</p>	<p>Operator checks are in place and effective.</p> <p>Employee's understand the three types of inspection. and "detection versus prevention" principles.</p> <p>Quality concerns begin to decrease. Issues are highlighted by staff as they occur.</p>	<p>Visual controls such as limit samples are in place for critical tasks.</p> <p>Standard procedures are in place for critical tasks.</p> <p>Quality results are plotted on Data Display's and staff understand the results.</p>	<p>Jigs and tooling are improved to defect proof key processes.</p> <p>Quality first initiatives are directed by performance data.</p> <p>The internal customer thinking is well embedded. Staff do not pass on quality issues.</p>	<p>Quality results are world class. Defect data achieves targets.</p> <p>Employee's involved in setting future targets.</p> <p>Employee's trained in QC tools and problem solving as required. Employee's manage visual control data at the worksite.</p>
<p><b>GETTING ORGANISED</b></p> <ul style="list-style-type: none"> <li>· The 4S Principle</li> <li>· Standardised workplaces</li> <li>· Safety Audits</li> </ul>	<p>All staff have attended 4S training.</p> <p>Potential improvements to the work-place are noted. Safety concerns are prioritised for action.</p> <p>Nothing is obstructing fire extinguishers, hoses, emergency exits, and walk ways.</p> <p>Area is tidy. No unneeded items lying around. No pieces of paper, tools, files, off cuts, folders.</p>	<p>No obvious unneeded or obsolete items are stored in the work area.</p> <p>Data Displays tidy. No outdated, torn or dirty notices are displayed. All notices are clearly displayed.</p> <p>There are no foreign objects on electrical switchboards or machinery. Bins are in place and standardised. Nothing leans against the wall, windows, pillars or equipment.</p> <p>Location and use of fire equipment and call points and energy isolators is sign posted.</p>	<p>Tools are stored near where they will be used. Equipment is stored above the floor. Everything has its place.</p> <p>Zebra marks are painted on safety risk areas. Painted lines mark walkways and stock location.</p> <p>Each person can perform Spic &amp; Span audits and plot results.</p> <p>Work – in – process and tools are stored properly in containers not placed directly on the floor.</p> <p>Desks, trolleys, pallets etc, are parked straight</p>	<p>Painted lines are not chipped and badly marked nothing is placed on or extends over them.</p> <p>The work area and equipment are painted with specific standardised colours.</p> <p>Necessary tools and jigs are placed in each area. Colour coded on shadow boards.</p> <p>Each department controls and cleans the area of outside yard for which it is responsible.</p> <p>People do not have to bend or stretch to load materials or tools onto work platforms.</p>	<p>Storage places are clearly labelled. Inventories are organised, stored parallel and labelled clearly.</p> <p>Causes of dirt and disorder are eliminated. (see TPM principles 1-4 in Stage 3)</p> <p>Quantities are marked. Each item has a fixed stock location and there is a process by which each item automatically reorders. Special trolleys are designed to hold work-in-process.</p> <p>All employee's show a concern for the visual standard of the organisation.</p> <p>The organisation is at the highest world standard of workplace order.</p>

DESCRIPTION	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
<p><b>REDUCING WASTE</b></p> <ul style="list-style-type: none"> <li>· 7 Forms of waste</li> <li>· Value Analysis</li> <li>· Standardised work</li> </ul>	<p>Employees have attended waste reduction training.</p> <p>Visual displays of 7 wastes principles are erected.</p> <p>Inventory reduction is an objective on all improvement groups.</p> <p>Managers understand the 7 wastes principles and can identify each waste in the workplace.</p>	<p>Managers have attended Value analysis and Standardised work training.</p> <p>Excess inventory and stock is identified for reduction.</p> <p>Improvements are made to reduce motion and transportation.</p>	<p>All employees recognise the 7 forms of waste in their work area.</p> <p>Value Analysis is completed on priority tasks.</p> <p>Key tasks standardised on Value Analysis Sheets.</p> <p>Employees contribute waste reduction improvement ideas.</p>	<p>All employees contribute to waste reduction through the improvement system or in study groups.</p> <p>All process tasks are standardised on Value Analysis sheets.</p> <p>Process Control charts or similar are completed by Managers to improve work balance.</p> <p>Employees follow standard procedures and avoid wasteful practices.</p>	<p>Most unevenness and overburden is removed from work sequences.</p> <p>All employees have contributed to waste reduction through the improvement system.</p> <p>All process tasks are standardised and analysed and displayed on Value Analysis sheets.</p> <p>Team tasks are balanced and displayed on Process Control charts where possible.</p> <p>Waste levels (all 7) are at world standard low levels.</p>
<p><b>VISUAL CONTROLS</b></p> <ul style="list-style-type: none"> <li>· P,Q,D,C Templates</li> <li>· SPC at task</li> <li>· Standardised reporting</li> </ul>	<p>Managers have attended SPC introduction training.</p> <p>Managers understand the standardised reporting ideals and targets.</p> <p>Some KPI's in use but not standardised or linked to structure.</p>	<p>All employee's have been briefed on basic P,Q,D,C concept.</p> <p>The first priority visual data is appearing on Data Display boards.</p> <p>Managers have a plan and priority for visual control introduction.</p> <p>Action lists reflect responses to concerns highlighted by data.</p> <p>Basic controls such as check sheets and tally's are used.</p>	<p>Visual data for most of the P,Q,D,C indicators is displayed and monitored on Data Display Boards.</p> <p>Employees understand the main data results and targets. Data Displays are the focal point of Team meetings and information talks.</p> <p>Data flows up the improvement structure from team to department to business following standard reporting plans.</p>	<p>All employees understand the data displays linked to their work outcomes.</p> <p>Employees are involved in data recording monitoring and plotting.</p> <p>Data Display's show all planned P,Q,D,C indicators and all are used in weekly management.</p> <p>Visual controls such as check sheets etc are used at all critical tasks.</p>	<p>Data Display's reflect improving results to world standard.</p> <p>Employee's monitor their own work performance in planned areas with visual process controls.</p> <p>All employees understand the visual data and results linked to their team and how they impact on the results.</p> <p>All planned visual controls and data is fully utilised at each work station to show performance variation</p>
<p><b>ON JOB TRAINING</b></p> <ul style="list-style-type: none"> <li>· Skills charts</li> <li>· Assessment</li> <li>· Training Records</li> <li>· Standard Operating Procedures.</li> </ul>	<p>Starting tasks identified in all teams.</p> <p>Managers understand the main stages and tools for OJT System.</p> <p>Initial Standard Operating Procedure and On Job Training systems are drafted and confirmed.</p>	<p>Skills charts are completed showing each employees training status.</p> <p>Training personnel are identified to provide training for each team.</p> <p>Area induction / critical training plans are developed.</p> <p>Training records are updated in master files.</p> <p>All employees are briefed on the OJT tools and objectives.</p>	<p>All "critical" tasks are documented on Standard Procedure Documents.</p> <p>Competency assessments confirm employees are carrying out tasks to correct procedures.</p> <p>Team skill targets are developed and plotted on skill charts.</p> <p>Scheduled employee training is visual on training planners.</p> <p>All employees involved in cross training initiatives.</p>	<p>Team skill targets are 85% achieved.</p> <p>Cross department skill plans are developed and introduced.</p> <p>Career path planning is initiated.</p> <p>OJT expands to include TPM, HR, QUALITY, Etc. roles.</p> <p>Data Displays show up-to-date skills charts and planners.</p> <p>SOP's are completed for tasks as planned.</p>	<p>Team skill targets are 90% achieved.</p> <p>On Job Training development links to personal development plans.</p> <p>Employees are involved in career path training.</p> <p>All visual and records information is up-to-date.</p> <p>All teams have competent staff in key roles.</p> <p>All required training is identified and planned.</p>

DESCRIPTION	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
<p><b>JUST-IN-TIME</b></p> <ul style="list-style-type: none"> <li>· Fixed stock location</li> <li>· Standard reorder systems</li> <li>· Visual order systems</li> </ul>	<p>All employees have attended 7 wastes training.</p> <p>All managers understand JIT principles and their role in implementation.</p> <p>A specialised group is started to plan implement and monitor JIT introduction across the organisation.</p>	<p>Line employees are briefed on JIT concepts.</p> <p>Fixed stock location identified for target inventories.</p> <p>Stock rotation is initiated to purge all old stock.</p> <p>Inventory reduction target areas identified and prioritised.</p>	<p>Small lot production is implemented where possible.</p> <p>Supplier Improvement Groups are started to implement JIT and Quality Concepts up the supply chain.</p> <p>WIP Inventory levels have reduced by up to 30%</p> <p>Visual re-order systems are implemented for priority inventories.</p> <p>Fixed stock location and quantity is standardised in planned areas.</p>	<p>JIT Principles are improving all supplier relationships.</p> <p>Internal inventory control is standardised with fixed stock location, Standard reorder quantities and Visual reorder systems.</p> <p>WIP has reduced by up to 40%.</p> <p>Completed order lead time is improved to meet targets.</p>	<p>Computer systems are fully functional and effective 90% (MRP Etc)</p> <p>Supply chain runs to full JIT principles with all regular suppliers.</p> <p>Inventory levels are adjusted as required using built in signal systems.</p>
<p><b>COST DOWN INITIATIVES</b></p> <ul style="list-style-type: none"> <li>· Energy usage</li> <li>· Materials usage</li> <li>· Measurement improvement</li> </ul>	<p>Managers understand Cost Down principles.</p> <p>Staff briefings are planned.</p> <p>Cost savings are not yet discussed and targeted.</p>	<p>A specialised group is started to plan implement and monitor Cost Down introduction across the organisation.</p> <p>Cost search and analysis begins across all departments.</p> <p>All costs are uncovered and prioritised for action.</p> <p>All employees have been briefed on Cost down initiatives.</p>	<p>Cost indicators are established for targeted costs.</p> <p>Project management tools are used to plan improvement activity.</p> <p>Targeted Costs are measured and improving.</p> <p>New methods of measuring costs have been initiated.</p>	<p>Cost Down group monitors its performance and adjusts priorities.</p> <p>Costs are improving. Some results are improved by 20%+ .</p> <p>Initiatives include recycling and environmental impact reduction.</p> <p>Planned Cost Down activities are reaching targeted savings levels.</p>	<p>Advanced improvements are in place with innovative Cost Down results.</p> <p>Cost analysis has found savings in product design.</p> <p>Recycling initiatives and environmental impact reduction is priority action.</p> <p>World Standard initiatives and results benchmarks are being set.</p>
<p><b>TOTAL PRODUCTIVE MAINTENANCE</b></p> <ul style="list-style-type: none"> <li>· Preventative checks</li> <li>· Change time reduction</li> <li>· Reduce labour dependency</li> </ul>	<p>Managers understand TPM principles.</p> <p>Machine ranking and targeting begins.</p> <p>Safety isolation procedures are standardised across all departments.</p> <p>TPM training and involvement for operators is planned.</p>	<p>Machines are prioritised for TPM action based on downtime and risk data.</p> <p>TPM personal are identified and initial training begins. Initial cleaning and painting begins.</p> <p>Sources of dirt and dust are identified for action.</p> <p>Preventative maintenance checks are being developed and set up for each machine.</p>	<p>Preventative Maintenance checks are up and running for targeted machines.</p> <p>Cleaning, Lubrication and bolting standards are set across all targeted machines.</p> <p>Standardised colour coding is complete on some machines.</p> <p>Hard to clean and view areas are targeted for modification.</p> <p>"Quick change" teams are started.</p>	<p>PM checks are complete and up-to-date on targeted machines.</p> <p>Operator training is advancing to pre-trade stages.</p> <p>Standardised colour codes are used on most targeted machines.</p> <p>"Quick Change" teams reduce set up times by 30%</p> <p>Machine downtime data shows 20% + reduction.</p>	<p>All machines have standardised colour codes. All PM checks consistently managed up-to-date.</p> <p>"Quick Change" teams have achieved 30% reduction in set up times.</p> <p>Machine downtime data shows 30% + reduction.</p> <p>Operator training linked to Trade Qualifications</p> <p>TPM is at world class standards.</p>

DESCRIPTION	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
<p><b>PERSONAL DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>· Role related development</li> <li>· Personal development</li> <li>· Individual career paths</li> </ul>	<p>Role Related Development training is designed and sourced.</p> <p>Role development is prioritised and planned into main stages.</p> <p>All Managers are briefed on Role Development strategies.</p>	<p>The first role related training events take place for employees within key roles.</p> <p>Personal Development strategy planning has begun.</p> <p>Performance indicators are designed for measurement of training success.</p>	<p>Personal Development training has begun for employees in targeted key roles.</p> <p>Role development Training has been given to all staff in targeted key roles.</p> <p>Self managed Needs based training is sourced for individual development.</p>	<p>Career path strategies are designed to link with Personal Development.</p> <p>All employees in targeted key roles have attended Personal Development training.</p> <p>Individuals are attending self managed Needs based training.</p>	<p>All employees in key roles have advanced to Self Managed Development plans.</p> <p>Career path opportunities are being linked to trained employees.</p> <p>Performance indicators show training success.</p> <p>Other HR indicators show hi Personal satisfaction and performance levels across all Employees.</p>
<p><b>SUPPLY IMPROVEMENT</b></p> <ul style="list-style-type: none"> <li>· Improvement structure</li> <li>· Development Plans</li> <li>· Standard Reporting</li> </ul>	<p>Supplier Improvement strategies are developed.</p> <p>All Managers briefed on Supplier Improvement plans.</p> <p>Suppliers are ranked and prioritised for SI introduction.</p> <p>Current improvement activity is driven by issues (reactive).</p>	<p>The first SI meetings are held with targeted supplier companies.</p> <p>Performance measures are confirmed and started for targeted suppliers.</p> <p>Education events are planned for Supplier Representatives where required.</p>	<p>Most main Suppliers are in the SI program.</p> <p>P,Q,D,C performance measures show improvement.</p> <p>JIT principles beginning and inventories are reducing.</p> <p>Cross company improvement structure is up and running.</p>	<p>JIT Principles are well established with targeted supply contacts</p> <p>Supplier companies use P,Q,D,C measures and similar improvement principles in-house.</p> <p>Networking is beginning between second tier suppliers.</p>	<p>All principle of Our Companies Production systems are available to and accepted by Suppliers.</p> <p>Issues are quickly managed through the SI structure</p> <p>P,Q,D,C indicators all show dramatic improvement in supplier performance.</p> <p>Supply Chain Management achieves world class standards.</p>
<p><b>SYSTEMS AUDITING</b></p>	<p>No System to audit improvement and standard.</p> <p>Managers are briefed in the use of the audit systems.</p>	<p>Targeted 4s / Safety and Cost Reduction auditing has started.</p> <p>Audit results displays are in all areas</p>	<p>4S/ Safety and Cost Reduction audits in place in all areas.</p> <p>Planned Quality Networking. 6 monthly Work-Smart audits are conducted.</p>	<p>QN has begun. Results above target. Work-Smart audit results all above 3</p> <p>External benchmarking is started. External Auditing is planned.</p>	<p>Work-Smart audit results achieve Level 4+</p> <p>QN results within target range.</p>

## ILLUSTRATION OF PROGRAM STRUCTURE

