



Bringing the  
Practical Touch  
to Business  
Improvement

Work Assignment Improvement

# Work Assignment Improvement

## Success Story

### 1. Why are we doing it?

- Lack of coordination among trades leads to waiting for each craft, typical wait time is 1 to 2 hours for multi craft Work Orders (WO's)
- Coordination is inefficient, causing a carry forward situation at weeks end, currently 10% of the work is carried forward due to this lack of coordination
- The inefficient work coordination contributes to overtime and higher contractor hours, typical overtime related to this is 4 to 5 hours a week by each craft



## 2. What was happening before?

- Craft Trades Men (CTM) making multiple trips to get work executed, an average of 3-4 trips with each trip taking 30-45 minutes just to see if job is ready for them.
- CTM's waiting for other craft persons to finish work, the average wait time is 2-3 hours per WO
- Lack of visibility of status of work among the cross functional team

## 3. How is it now?

Multi disciplined team brought together to Value Stream Map how the work scopes were planned and executed. The issues they identified were addressed in a Kaizen which resulted in:

- Modified meeting scopes and attendees, Production Unit (PU) 1 and PU2 split into two meetings and foremen from support trades invited to both meetings
- Cadence of pull planning meetings scheduled and adhered to
- Visual Management boards for work assignments, Campaign Room, boards owned by Lead Craft
- Daily communications sessions
- Reduced multi-craft jobs issues, commitment to support Lead Craft

## 4. What have we achieved?

- Eliminated confusion as to when and who needs each craft
- CTM's assigned to the jobs at the right time
- CTM's not waiting for other crafts that were supposed to be at job
- Reduces stress and having to rush to complete work for the day
- Reduced morning chatter on radio channels
- Progress & status visibility

## 5. What benefits have we realised?

- Improved accuracy of planning for scope execution
- Improved communication between crafts
- Buy in of plan by all contractors, they created the plan, they own the plan
- Eliminated waiting time
- Reduction in overtime
- Less stressful working environment for CTM
- Team culture & improved relationships
- Process performance visibility
- Auditability of the process by Managers, ensures sustainability

**Productivity Increase**

**Higher utilization of CTM's time**

**Reduction of 50% in carry over work**

## 6. What was the value of the deliverables?

- CTM Productivity increased by 5%
- Higher utilization of CTM's time, assignment of 8 hours work every day rather than one job at a time
- Reduction of 50% in work carry over
- Higher quality of work
- Reduction in rework
- Similar savings through replication in other Production Units, PU3 & PU4