**LEARNING OUTCOME #4**

**FOLLOW STANDARDIZED WORK PROCESSES AND PROCEDURES**

# ASSESSMENT CRITERIA:

1. Materials for common use are maintained in designated area base on procedures.
2. Work is performed according to standard work procedures.
3. Abnormal incidents are reported to immediate supervisor

**CONTENTS:**

* Work processes and procedures
* General occupational health and safety principles and legislation
* Accident/hazard reporting procedures

**CONDITION**:

The students/trainees must be provided with the following:

* Writing materials (pens & paper)
* References (books)
* Modules

**METHODOLOGIES**:

* Lecture
* Group discussion
* Self-paced (modular) instruction

**ASSESSMENT METHODS:**

* Written examination
* Demonstration
* Observation
* Interviews/questioning

**LEARNING EXPERIENCES**

**LEARNING OUTCOMES NO. 4 FOLLOW STANDARDIZED WORK PROCESSES AND PROCEDURES**

| **Learning Activities** | **Special Instructions** |
| --- | --- |
| Read Information Sheet 4.4-1 Work processes and procedures | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 4.4-1 Work processes and procedures | Try to answer the Self-check without looking at the Answer Key  Compare your answer-to-answer key 4.4-1 |
| Read Information Sheet 4.4-2 General occupational health and safety principles and legislation | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 4.4-2 General occupational health and safety principles and legislation | Try to answer the Self-check without looking at the Answer Key  Compare your answer-to-answer key 4.4-2 |
| Read Information Sheet 4.4-3 Accident/hazard reporting procedures | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 4.4-3 Accident/hazard reporting procedures | Try to answer the Self-check without looking at the Answer Key  Compare your answer-to-answer key 4.4-3 |

**INFORMATION SHEET 4.4-1**

**WORK PROCESSES AND PROCEDURES**

Learning Objectives:

After reading this Information Sheet, you must be able to:

1. Understand the fundamentals of standardization and its importance work processes and procedures

**INTRODUCTION**



**Standard Work in Lean Manufacturing Defined**

In Lean Manufacturing, **Standardized Work** is a means of establishing precise procedures to make products in the safest, easiest, and most effective way based on current technologies**.**

1. **ELEMENTS OF STANDARDIZED WORK**

Standardized work is one of the principles of [Lean Manufacturing](https://tulip.co/resources/lean-manufacturing/). It requires three elements:

1. [**Takt time**](https://tulip.co/blog/lean-manufacturing/what-is-takt-time/): Rate at which parts or products must be produced in order to meet customer demand.
2. **Work Sequence**: The steps operators need to perform within Takt time, in the order in which they must be completed.
3. **Standard inventory** (or in-process stock): Minimum quantity of parts and raw materials needed to run operations.
4. **BENEFITS OF STANDARDIZED WORK**
5. **Reduces variability**

By standardizing the most efficient way to perform processes, standardized work reduces variations in the output. Work becomes predictable: quality, costs, required inventory, and delivery times can be anticipated.

1. **Helps your people**

Shop floor operators are sometimes under the impression that their highly variable work cannot be standardized, or that implementing standards will make their work boring. [Quite the opposite](https://tulip.co/blog/work-instructions/5-reasons-operators-love-smart-work-instructions/): enforcing standardized work increases efficiency, thus making more time for creative work.

Standardized work also helps operators structure their work. It removes pressure on operators by reducing the stress of performing tasks improperly.

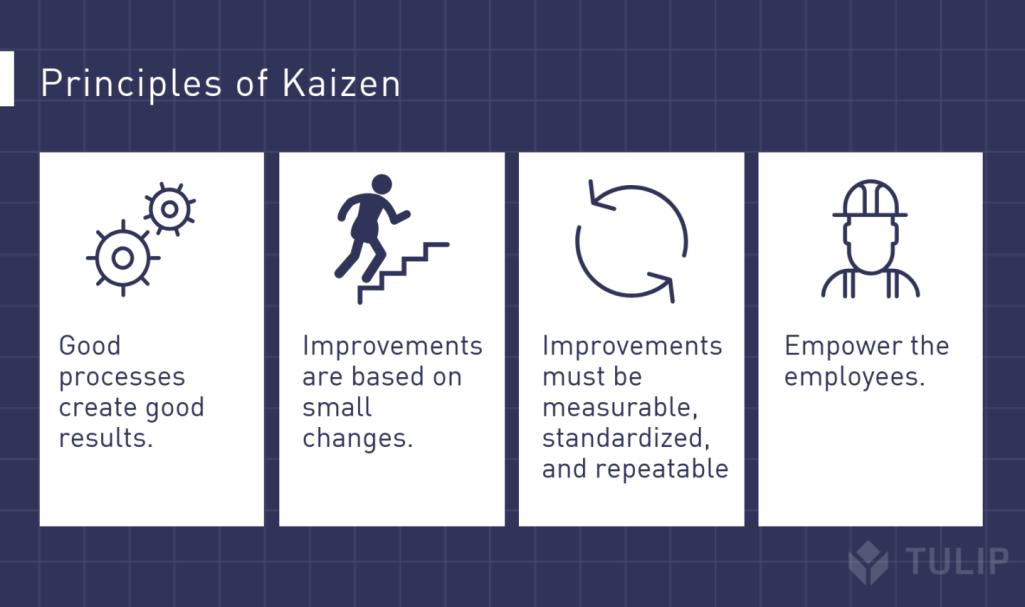
Finally, standardized work makes training much easier, since it documents the correct way to perform all processes. It ensures that new employees are given all the information needed to perform equally to other operators.

1. **Increases safety**

Standardized work, by definition, establishes the safest method to go perform tasks. When operators systematically execute tried-and-true methods, the number of injuries decreases, and risks are averted.

1. **Improves continuous improvement**

[Kaizen](https://tulip.co/resources/lean-manufacturing/#Kaizen%20Continuous%20Improvement), another Lean principle, is the concept of continuous improvement. Standardized work provides a basis for Kaizen. Indeed, it is only possible to evaluate improvements objectively when existing procedures are standardized and documented. As standards improve, the new standard becomes the [basis](https://www.lean.org/Workshops/WorkshopDescription.cfm?WorkshopId=20) for further improvements: improving standardized work is a never-ending process.



***Kaizen Principles***

**Step 4: Standardize**

The first three steps of 5S cover the basics of clearing, organizing, and cleaning a work space; on their own, those steps will provide short-term benefits. The fourth step is Standardize, or “seiketsu,” which simply means standardization. By writing down what is being done, where, and by whom, you can incorporate the new practices into normal work procedure. This paves the way for long-term change.

The Power of Writing Things Down



It’s been said that “If it isn’t written down, it didn’t happen.” Writing down the decisions that you make in your 5S program will help ensure that your work doesn’t just disappear. If you made a 5S map in the Set In Order step, that map can be part of your new standard for the area. In the same way, the process that you use for red-tagging items can be written down and included in the standards.

Writing out your decisions doesn’t mean you

can’t change your mind, though. The purpose of 5S is to make your workplace better, not to make it unchangeable. You are writing the standards for your facility, and you can change them to fit new information or new business needs.

**TOOLS FOR STANDARDIZING**

Once you’ve made decisions on how to change your work practices, those decisions need to be communicated to workers. This communication is a key part of the Standardize step. Common tools for this process include:

* **5S checklists** 

Listing the individual steps of a process makes it easy

for workers to follow that process completely. It also

provides a simple auditing tool to check progress later

on.

* **Job cycle charts**

Identify each task to be performed in a work area, and

decide on a schedule or frequency for each of those

tasks. Then, assign responsibility to a particular worker

(or job duty). The resulting chart can be posted visibly

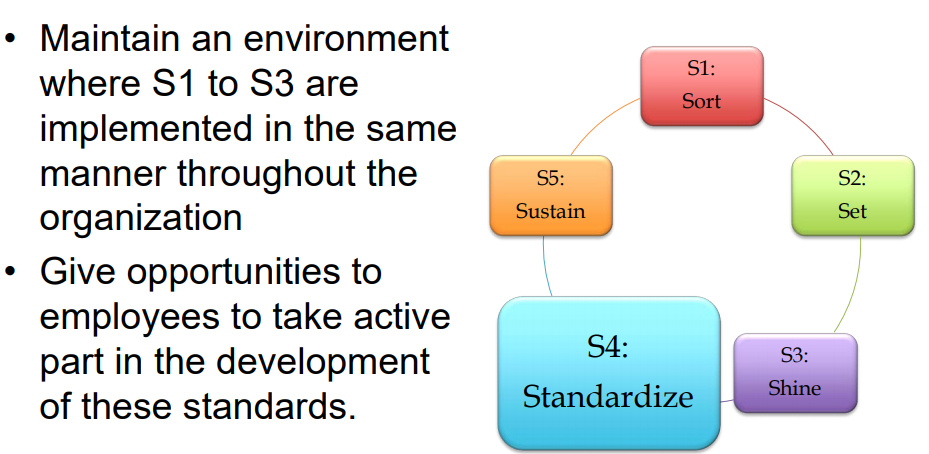
to resolve questions and promote accountability.

* **Procedure labels and signs**

Provide operating instructions, cleaning steps, and

preventative maintenance procedures right where that

information will be needed.



**INFORMATION SHEET 4.4-2**

**GENERAL OCCUPATIONAL HEALTH AND SAFETY PRINCIPLES AND LEGISLATION**

Learning Objectives:

After reading this Information Sheet, you must be able to:

1. Learn the fundamentals of OHS principle and legislation

**INTRODUCTION**



1. **KEY PRINCIPLES IN OCCUPATIONAL SAFETY AND HEALTH**

A number of key principles underpin the field of occupational safety and health. These principles and the provisions of international labor standards are all designed to achieve a vital objective: that work should take place in a safe and healthy environment.

**CORE OSH PRINCIPLES**

Occupational safety and health is an extensive multidisciplinary field, invariably touching on issues related to scientific areas such as medicine – including physiology and toxicology – ergonomics, physics and chemistry, as well as technology, economics, law and other areas specific to various industries and activities. Despite this variety of concerns and interests, certain basic principles can be identified, including the following:

* All workers have rights. Workers, as well as employers and governments, must ensure that these rights are protected and must strive to establish and maintain decent working conditions and a decent working environment. More specifically:
* work should take place in a safe and healthy working environment;
* conditions of work should be consistent with workers’ well-being and human dignity;
* work should offer real possibilities for personal achievement, self fulfilment and service to society (ILO, 1984).
* Occupational safety and health policies must be established. Such policies must be implemented at both the national (governmental) and enterprise levels. They must be effectively communicated to all parties concerned.
* A national system for occupational safety and health must be established. Such a system must include all the mechanisms and elements necessary to build and maintain a preventive safety and health culture. The national system must be maintained, progressively developed and periodically reviewed.
* A national program on occupational safety and health must be formulated. Once formulated, it must be implemented, monitored, evaluated and periodically reviewed.
* Social partners (that is, employers and workers) and other stakeholders must be consulted. This should be done during formulation, implementation and review of all policies, systems and programs.
* Occupational safety and health programs and policies must aim at both prevention and protection. Efforts must be focused above all on primary prevention at the workplace level. Workplaces and working environments should be planned and designed to be safe and healthy.
* Continuous improvement of occupational safety and health must be promoted. This is necessary to ensure that national laws, regulations and technical standards to prevent occupational injuries, diseases and deaths are adapted periodically to social, technical and scientific progress and other changes in the world of work. It is best done by the development and implementation of a national policy, national system and national program.
* Information is vital for the development and implementation of effective programs and policies. The collection and dissemination of accurate information on hazards and hazardous materials, surveillance of workplaces, monitoring of compliance with policies and good practice, and other related activities are central to the establishment and enforcement of effective policies.
* Health promotion is a central element of occupational health practice. Efforts must be made to enhance workers’ physical, mental and social well-being.
* Occupational health services covering all workers should be established. Ideally, all workers in all categories of economic activity should have access to such services, which aim to protect and promote workers’ health and improve working conditions.
* Compensation, rehabilitation and curative services must be made available to workers who suffer occupational injuries, accidents and work-related diseases. Action must be taken to minimize the consequences of occupational hazards.
* Education and training are vital components of safe, healthy working environments. Workers and employers must be made aware of the importance of establishing safe working procedures and of how to do so. Trainers must be trained in areas of special relevance to particular industries, so that they can address the specific occupational safety and health concerns.
* Workers, employers and competent authorities have certain responsibilities, duties and obligations. For example, workers must follow established safety procedures; employers must provide safe workplaces and ensure access to first aid; and the competent authorities must devise, communicate and periodically review and update occupational safety and health policies.
* Policies must be enforced. A system of inspection must be in place to secure compliance with occupational safety and health measures and other labor legislation.

Clearly, some overlap exists among these general principles. For example, the gathering a dissemination of information on various facets of occupational safety and health underlies all the activities described.

Information is needed for the prevention as well as the treatment of occupational injuries and diseases. It is also needed for the creation of effective policies and to ensure that they are enforced. Education and training demand information.

While these key principle’s structure occupational safety and health programs and policies, the above list is by no means exhaustive. More specialized areas have corresponding principles of their own.

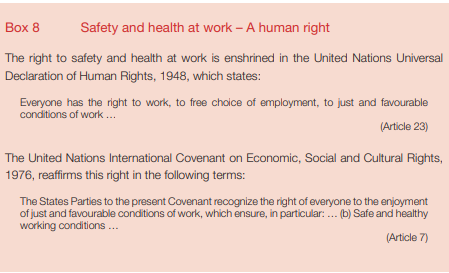
Moreover, ethical considerations regarding such matters as individuals’ rights to privacy must be taken into consideration when devising policies.

1. **RIGHTS AND DUTIES**

The responsibilities of governments, employers and workers should be seen as complementary and mutually reinforcing in the common task of promoting occupational safety and health to the greatest extent possible within the constraints of national conditions and practice.

* **Workers’ Rights**

It is increasingly recognized that the protection of life and health at work is a fundamental workers’ right (see box 8); in other words, decent work implies safe work. Furthermore, workers have a duty to take care of their own safety,

Safety At Workplace

as well as the safety of anyone who might be affected by what they do or fail to do. This implies a right to adequate knowledge, and a right to stop work in the case of imminent danger to safety or health. In order to take care of their own safety and health, workers need to understand occupational risks and dangers.

They should therefore be properly informed of hazards and adequately trained to carry out their tasks safely. To make progress in occupational safety and health within enterprises, workers and their representatives have to cooperate with employers, for example by participating in elaborating and implementing preventive programs

* **Employers’ Responsibilities**

Because occupational hazards arise at the workplace, it is the responsibility of employers to ensure that the working environment is safe and healthy. This means that they must prevent, and protect workers from, occupational risks.

But employers’ responsibility goes further, entailing knowledge of occupational hazards and a commitment to ensure that management processes promote safety and health at work. For example, an awareness of safety and health implications should guide decisions on the choice of technology and on how work is organized.

Training is one of the most important tasks to be carried out by employers. Workers need to know not only how to do their jobs, but also how to protect their lives and health and those of their co-workers while working. Within enterprises, managers and supervisors are responsible for ensuring that workers are adequately trained for the work that they are expected to undertake. Such training should include information on the safety and health aspects of the work, and on ways to prevent or minimize exposure to hazards.

On a larger scale, employers’ organizations should instigate training and information programs on the prevention and control of hazards, and protection against risks. Where necessary, employers must be in a position to deal with accidents and emergencies, including providing first-aid facilities. Adequate arrangements should also be made for compensation of work-related injuries and diseases, as well as for rehabilitation and to facilitate a prompt return to work. In short, the objective of preventive programs should be to provide a safe and healthy environment that protects and promotes workers’ health and their working capacity.

* **Governments’ Duties**

Governments are responsible for drawing up occupational safety and health policies and making sure that they are implemented. Policies will be reflected in legislation, and legislation must be enforced. But legislation cannot cover all workplace risks, and it may also be advisable to address occupational safety and health issues by means of collective agreements reached between the social partners.

Policies are more likely to be supported and implemented if employers and workers, through their respective organizations, have had a hand in drawing them up. This is regardless of whether they are in the form of laws, regulations, codes or collective agreements.

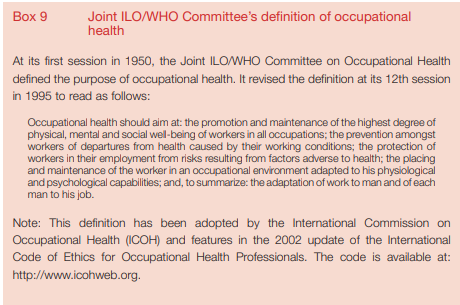
The competent authority should issue and periodically review regulations or codes of practice

instigate research to identify hazards and to find ways of overcoming them; provide information and advice to employers and workers; and take specific measures to avoid catastrophes where potential risks are high.

The occupational safety and health policy should include provisions for the establishment, operation and progressive extension of occupational health services. The competent authority should supervise and advise on the implementation of a workers’ health surveillance system, which should be linked

with programs to prevent accident and disease and to protect and promote workers’ health at both enterprise and national levels. The information provided by surveillance will show whether occupational safety and health standards are being implemented, and where more needs to be done to safeguard workers.

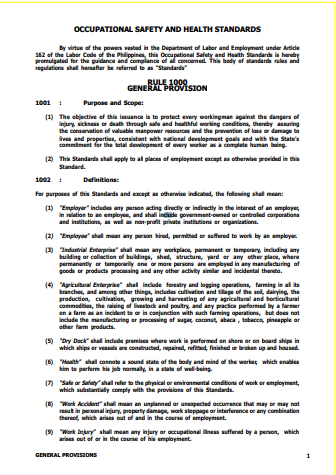
A concise statement that encapsulates the main purposes of occupational health is the definition provided by the joint ILO/WHO Committee (box 9). As the definition indicates, the main focus in occupational health is on three different objectives

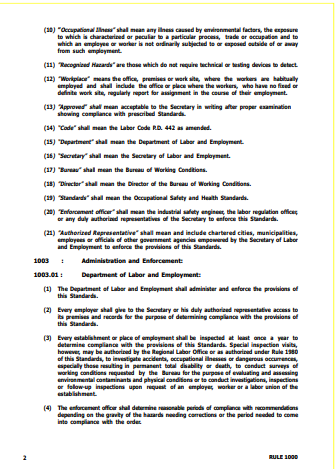
* the maintenance and promotion of workers’ health and working capacity;
* the improvement of work and working conditions so that they are conducive to safety and health; and
* the development of work organizations and preventive safety and health cultures in a direction that supports safety and health at work. Such development also promotes a positive social climate and enhances the smooth operation and possibly also the productivity of working enterprises. The term “culture” in this context means an environment reflecting the

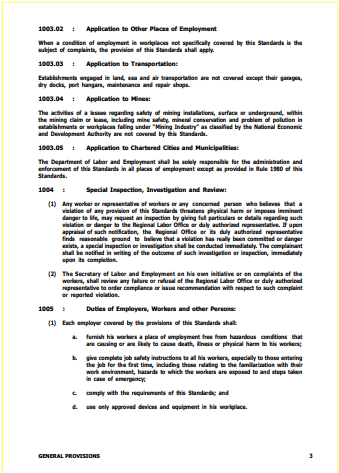
value systems adopted by the undertaking concerned. Such a culture is reflected in practice in the

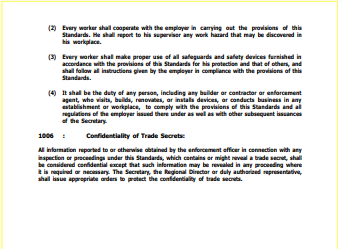
managerial systems, personnel policy, principles for participation, training policies and quality

management of the undertaking.









**INFORMATION SHEET 4.4-3**

**ACCIDENT/HAZARD REPORTING PROCEDURES**

Learning Objectives:

After reading Information Sheet, you must be able to:

1. Know the procedures in accident/hazard reporting

**INTRODUCTION**

**Workplace Safety - Coping with a Critical Incident**

A critical incident is any event or series of events that is sudden, overwhelming, threatening or protracted. This may be an assault, threats, severe injury, death, fire or a bomb threat.  
  
Critical incident stress (CIS) management aims to help workers deal with the normal physical and emotional reactions that may result from involvement in or exposure to critical incidents in the workplace.

**Exposure to a Critical Incident Can Lead to a Stress Response**

A critical incident can be overwhelming and threatening and may lead to distress. This can be harmful when a person has demands and expectations that are out of keeping with their needs, abilities, skills and coping strategies. Distress can result in a decline in performance and in overall levels of wellbeing.

Involvement in, or exposure to, abnormal workplace incidents can lead a person to experience distress. It is normal to react emotionally to a critical incident. This may involve recurrent thoughts about the event, feeling uneasy or anxious, mood changes, restlessness, feeling tired and disturbed sleep.

**Critical Incident Stress Management**

Critical incident stress management provides support to assist the recovery of normal individuals experiencing normal distress following exposure to abnormal events. It is based on a series of comprehensive and confidential strategies that aim to minimize any adverse emotional reaction the person may have.

Critical incident stress management strategies in the workplace include:

* Preparing workers for a possible critical incident in the workplace
* Demobilization (rest, information and time out – RIT)
* Defusing (immediate small group support)
* Debriefing (powerful event group support)
* One-on-one support sessions
* Follow-up support.

1. **Preparing Workers for A Possible Critical Incident**

Strategies include:

* Develop positive working relationships (employee/supervisor, between employees).
* Develop workers’ morale in the workplace.
* Establish contacts with suitably trained internal or external debriefers.
* Provide training for workers in the provision of Psychological First Aid (PFA)
* Assess the work environment for the potential for critical incidents.
* In consultation with workers, develop procedures for responding to identified critical incidents.
* Make sure that workers are familiar with these procedures.

1. **Demobilization**

Critical incidents may trigger a wide range of physical and psychological symptoms, including increased heart rate, high blood pressure and anxiety. Demobilization (rest, information and time out) is a way of calming workers following a critical incident and ensuring that their immediate needs are met. A supervisor or manager who was not involved in the incident, or affected by it, carries out the demobilization.

A demobilization takes place before the end of a shift or before those involved in the incident disperse. Strategies include:

* Convene a meeting for those involved as soon as possible.
* Summarize the incident and clarify uncertainties.
* Invite questions and discuss issues of concern.
* Show care and support, including the provision of Psychological First Aid.
* Draw up a plan of action, taking into account the needs of the workers.
* Make short-term arrangements for work responsibilities.
* Offer information on defusing and debriefing.

1. **Defusing**

Defusing (immediate small group support) is conducted by a trained staff member and is designed to bring the experience of the incident to a conclusion and provide immediate personal support. The aim is to stabilize the responses of workers involved in the incident and provide an opportunity for them to express any immediate concerns. This step should take place within 12 hours of the incident.

Strategies include:

* Review the event.
* Clarify workers’ questions and concerns.
* Encourage workers to talk about what happened.
* Identify current needs.
* Offer workers advice, information and handouts on referrals and support agencies.
* Arrange debriefing and follow-up sessions to provide additional information about the event when available.

1. **Debriefing**

Debriefing (powerful event group support) is usually carried out within three to seven days of the critical incident, when workers have had enough time to take in the experience. Debriefing is not counselling. It is a structured voluntary discussion aimed at putting an abnormal event into perspective. It offers workers clarity about the critical incident they have experienced and assists them to establish a process for recovery.

Trained debriefers help the workers to explore and understand a range of issues, including:

* The sequence of events
* The causes and consequences
* Each person’s experience
* Any memories triggered by the incident
* Normal psychological reactions to critical incidents
* Methods to manage emotional responses resulting from a critical incident.

1. **Follow-up support**

Stress responses can develop over time and follow-up support may be required by some workers or groups. Perspectives may change after the first debriefing session and additional sessions may need to focus on new aspects of the incident or stress reactions.

It is also common for critical incidents to bring up a range of personal issues for workers. Short-term counselling may be required to prevent further difficulties. Where counselling sessions identify other or more complex needs, it may be important to refer a worker to an appropriate service for additional support.

**WHERE TO GET HELP**

* Your supervisor or manager
* Human resources manager or officer
* Occupational health and safety officer
* Health and safety representative
* Your doctor