

TECHNIQUES FOR BETTER PERFORMANCE

ASSIGNING WORK

This six-step system will increase the effectiveness of your work assignments. One supervisor started using this and within a week he had eliminated five hours of overtime a week because his crew did not have to spend time looking for him. Another started using it and found the error rate of his crew went down by 50% because they were not guessing about the information they didn't have.

Important Step	Key Point	Reason
1) Tell them early	<ul style="list-style-type: none">• Before they finish previous task• End of previous shift is ideal	They can keep going People aren't waiting for assignments at start of shift
2) Assign enough tasks	<ul style="list-style-type: none">• Enough to keep them busy until you return plus ½ hour, or• Enough to keep the constraint operation busy plus ½ hour, whichever is greater• Include a small task	So they don't spend time looking for you So the constraint operation doesn't run out of work For end of the shift
3) Communicate WHAT and HOW	<ul style="list-style-type: none">• What – be specific• How<ul style="list-style-type: none">○ Safety specific to job○ Special instructions○ Non-normal tolerances○ Tooling & material to use○ Who can help them	Prevents confusion Makes them aware of what is out of the ordinary
4) Ask how long they think it will take, uninterrupted	<ul style="list-style-type: none">• Negotiate if their estimate is unreasonable – either way• Don't let them underestimate or rush	Their input is a commitment. Rushing creates mistakes and increases safety risk
5) Tell them WHEN it is due	<ul style="list-style-type: none">• Get them help or reassign work to meet deadline if needed	Meeting deadline is supervisor's responsibility
6) Ask them to summarize	<ul style="list-style-type: none">• Listen for specifics of what, how and when	Guarantees they know what you need done