GEMBA ACADEMY

Improvement Learning, Improved.

Standard Work Course

Facilitator's Guide

Time Observation Sheet

Arguably the most powerful Industrial Engineering tool available... when used correctly, the Time Observation Sheet will become the backbone of your Standard Work implementation.

A step by step guide to presenting Gemba Academy's 5S course to lean learners in all positions. This guide includes key points, discussion items, quiz questions and answers, and helpful tips. Using Gemba Academy's online learning content, any facilitator can teach teams of people to use standardization to improve their continuous improvement processes.

Time Observation Sheet



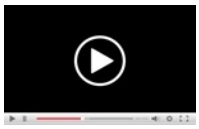
Step 1: Session Overview

- **Introduce** the training topic.
- This module explains what the Time Observation Sheet is, as well as how to best document times.

- **Explain** what to expect during this session.
  In this session we will:
  - Watch "Time Observation Sheet" (8:37)
  - Discuss what we learned from the video using the workbook
  - Review the content with a quiz and talk about the results.



- **Before you begin…**
  - Ask your participants what they think the Time Observation Sheet is used for. What kind of time does it document?



Step 2: Play "Time Observation Sheet"



Step 3: Review Key Points

What is the Time Observation Sheet?

- We've covered a lot of Standard Work tools and templates where the necessity of capturing cycle time has been extremely important, and the Time Observation Sheet helps us see the whole of our processes' cycle times.
- In order to ensure your Standard Work documents are effective, you need to properly document your cycle time.
  - "Garbage in, garbage out".

Tips for Documenting Time

- Note the steps of the process very carefully. You might even study the process you're planning to map for an hour or two before noting the work elements.
- Use two people to capture times: have one running the stop watch, while the other one writes.
- Use the split function of the stopwatch to note the time of each element as well as the total process time.
- Videotape the process to ease pressure as well. Be sure to talk to the person being taped beforehand to ease their mind, or have one of the operator's colleagues record them.
- Record times cycle by cycle, not element by element (in other words, go down along the sheet, not across).
- While each process will be different, try to capture at least 12 cycles. 25-30 are even better, statistically speaking.

Time Observation Sheet



Step 4: Quiz

1. Using two people to complete a Time Observation Sheet is a good idea.

- [x] True
- [ ] False

2. Which direction should cycle times be documented on a Time Observation Sheet?

- [x] Top to bottom of each cycle's column
- [ ] Left to right first (each task is repeated)
- [ ] Right to left

3. In order to have statistically valid results, how many cycle time cycles should be captured?

- [x] 30
- [ ] 5
- [ ] 10



Step 5: Reflection

Give your participants 10-15 minutes to fill out the reflection questions at the end of their workbook. When they've finished, have a short discussion with them. Now that you know what the Time Observation Sheet does and what kind of time it captures, can you see any opportunities to use it in your workspace? Spend 5-10 minutes discussing.