

Workflow Event Guide

This Workflow event guide will lay the groundwork for Workflow by sharing resources and Best Practices.

When to Use this Guide

- While conducting the initial Workflow Event
- As a refresher when results are lagging
- When training new employees

This document is intended as a reference guide for Workflow Events in both a Standard and Bayside Environment. Follow the numbered stages in sequence and print the following tools for each section, for a Standard and Bayside environment:

How to Use this Guide

- Flow of Tasks Checklist
- The Movement Worksheet
- AVP Checklist

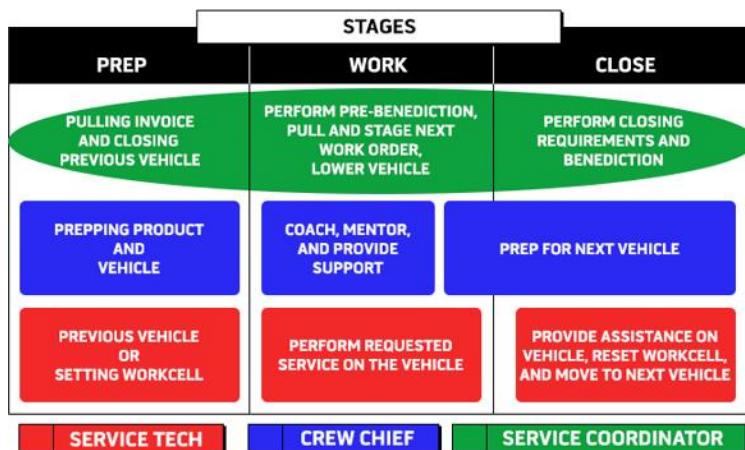
Note: Move to the next stage only when previous stage is well understood

Workflow Play- Best Practices require a 4-person uninterrupted workcell

Types of Service - Mirrored Services (2 tires, 4 tires, and rotation and rebalances)

- One ST will work on each side of the vehicle: Left Tech and Right Tech
- SC will work on closing phase
- CC will work on prep phase and beginning of work phase in SC absence

Best Practices (Setting Up the Win)



The overall goal is the continuous incremental improvement and not the time. As the team gets more experience, all bay times should decrease through execution of Best Practices.

Target Goals

| Environment | Service Being Performed | Stage 1 and 2 Expectations | Stage 3-7 Expectations |
|-------------|-------------------------|----------------------------|------------------------|
| Standard | Rotation Balance | 10-12 minutes | 8-10 minutes |
| Bayside | Rotation Balance | 8-10 minutes | 6-8 minutes |
| Standard | 2 Tires | 12-13 minutes | 10-12 minutes |
| Bayside | 2 Tires | 10-11 minutes | 8-10 minutes |
| Standard | 4 Tires | 15-17 minutes | 12-15 minutes |
| Bayside | 4 Tires | 12-14 minutes | 9-12 minutes |

**Observation
and Coaching**

- Pay notice to any actions which might pose a hazard or be unsafe to you or the other people in the workcell.
- Be a Servant Leader
 - Ask questions and support your team as they come up with answers
 - All documents referenced are available on the KC Service Area Improvement Journey (SAIJ) page

**Stages
Overview**

- Stage 1: Morning Huddle
- Stage 2: High Level Execution
- Stage 3: SC/CC Execution
- Stage 4: Mid Event Huddle
- Stage 5: Validate Understanding
- Stage 6: Sustain / Control
- Stage 7: Evening Huddle

Stage 1**Environment Walk**

- Make sure all equipment and tools being used are functioning properly
 - Are repair orders placed for any equipment that is not working?
- Is the environment set up for The Win? (5S, cleanliness, restocked)
- Is the equipment arranged in a way that makes flow easier?

Morning Huddle (15-20 Minutes)

Print: SAW & Bayside Flow of Tasks Checklist

| Start Time | End Time | # of Vehicles Completed |
|------------|----------|-------------------------|
| | | |

- Discuss the intent and goals of the Workflow Event
- Hand out copies of the *SAW Flow of Tasks Checklist*
- Introduce the *SAW Flow of Tasks Checklist*
- Assign roles with individuals
- Review responsibilities with each AOR

Ask: What do you think? Get feedback from your team and address any concerns.

Stage 2**High Level Execution (45 Minutes to 1 Hour)**

Print: SAW & Bayside Flow of Tasks Checklist

| Start Time | End Time | # of Vehicles Completed |
|------------|----------|-------------------------|
| | | |

- At this point, tell them not to get overly focused on the steps listed
- Focus on the compressed footsteps and how the STs flow from the vehicle, through the equipment, and back to the vehicle
- Take note of how the SC and CC help move work forward without taking away from their primary roles.
- Have the 4-person play focus on the flow of steps for their respective role.

Stage 3**SC/CC Execution (45 Minutes to 1 Hour)**

Print: SAW & Bayside Flow of Tasks Checklist

| Start Time | End Time | # of Vehicles Completed |
|------------|----------|-------------------------|
| | | |

- Use the *Flow of Tasks Checklist*
- The SC is the primary role supporting execution and maintaining flow
- Ask the SC if they are ahead or behind in the timelines
 - This supports their understanding of expectations and their ability to keep track of the teams

Note: Repeat this stage until bay times are consistent and match expectations.

| Environment | Service Being Performed | Stage 3-7 Expectations |
|-------------|-------------------------|------------------------|
| Standard | Rotation Balance | 8-10 minutes |
| Bayside | Rotation Balance | 6-8 minutes |
| Standard | 2 Tires | 10-12 minutes |
| Bayside | 2 Tires | 8-10 minutes |
| Standard | 4 Tires | 12-15 minutes |
| Bayside | 4 Tires | 9-12 minutes |

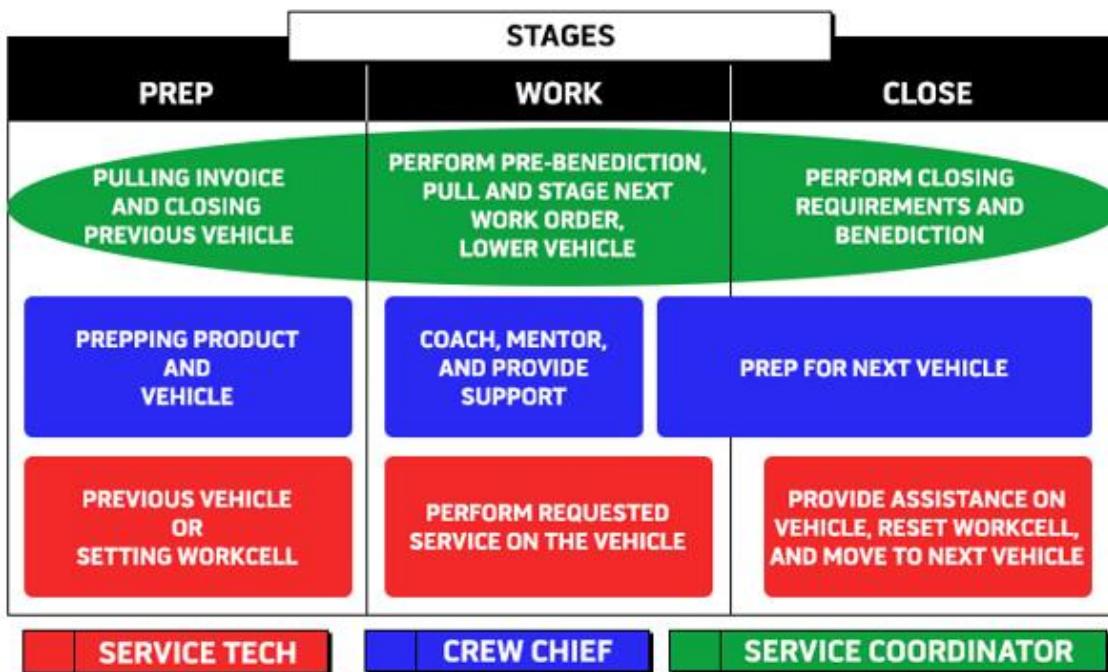
Stage 4**Mid-Event Huddle (15-20 Minutes)**

Empower the team.

Discuss primary responsibilities:

| Start Time | End Time | # of Vehicles Completed |
|------------|----------|-------------------------|
| | | |

| Environment | Service Being Performed | Stage 3-7 Expectations |
|-------------|-------------------------|------------------------|
| Standard | Rotation Balance | 8-10 minutes |
| Bayside | Rotation Balance | 6-8 minutes |
| Standard | 2 Tires | 10-12 minutes |
| Bayside | 2 Tires | 8-10 minutes |
| Standard | 4 Tires | 12-15 minutes |
| Bayside | 4 Tires | 9-12 minutes |



Note:

- CC is coaching and leading the team in the beginning of the Work Stage, in the absence of the SC
- SC needs to be back from midpoint Benediction prior to assemblies being installed
- When the SC is back, the CC will break away to go prep the next vehicle
- SC should be the only one clocking vehicles in and out, while following *CSL Best Practices* and the *SAW & Bayside Flow of Tasks*
- Share each role's important focuses and goals that support execution

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| Service Tech | 1. Drastically reduce the number of footsteps you take on each vehicle. <ul style="list-style-type: none"> Your work area is small and limited to each side of the vehicle. This can reduce your footsteps by up to 80% | Example: <ul style="list-style-type: none"> If each footprint is approximately 3 feet, you can save 1 to 2 miles of walking per day Tools and equipment are placed at the position you will be working. Looking for tools is wasting footsteps and costing time If you do not have a tool, notify your 5S or Workflow AM Reset your tools after each vehicle (maintain your 5S environment) |
| | 2. Performing multiple tasks or steps at the same time. <ul style="list-style-type: none"> This is called parallel processing and will be one of the main concepts you will use to make improvements | Example: <ul style="list-style-type: none"> On a rotation and rebalance, you will inflate the 2nd assembly while you are balancing the 1st assembly. Then, inflate the 1st assembly while you are balancing the 2nd assembly. |
| | 3. Waiting at the equipment | Example: <ul style="list-style-type: none"> Do not wait until you get to the changer to remove the valve core. Remove the valve cores before you remove the lug nuts and pull off the assembly. This is to keep you from waiting at the tire changer for the air to drain from the tire. |
| | 4. Defects – making sure you are doing the work right the first time, not having to redo work <ul style="list-style-type: none"> Workflow makes the process transparent and shows how each person is performing their work. This improves the Safety and the Quality of the work we do | |

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| Crew Chief | 1. Inspecting and air checking the spare with minimal impact to bay times |
| | 2. Having the next vehicle ready to pull into the bay immediately once empty |
| | 3. Pulling inventory well in advance |
| | 4. Staging inventory by the tire changer |

As a Crew Chief, you are critical at setting the pace of the bay.

Outcomes:

- Improve the execution of Best Practices
- 100% Safety and Quality - reduce exposure to injuries and defects
- Improved communication
- Reduced bay time and wait times
- Reduce employee fatigue by reducing inefficiencies in the process

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| Service Coordinator | 1. Your responsibility is the Safety and Quality of the work being performed |
| | 2. Ensure Delivery through execution on Bay/Wait Time standards |
| | 3. Follow the SAW Flow of Tasks Checklist - this supports keeping the whole team on track while maintaining expectations |
| | 4. Coach, mentor, and correct: <ul style="list-style-type: none"> Best Practices not being followed Opportunities to reduce waste |
| | |

Stage 5**Validate Understanding (30 Minutes)***Print: The Movement Worksheet*

| Start Time | End Time | # of Vehicles Completed |
|------------|----------|-------------------------|
| | | |

Use the *Standardized & Bayside Workflow Movement Worksheet* to compare actual movement to *SAW & Bayside Flow of Tasks Checklist*.

Stage 6**Sustain / Control Phase (20-30 Minutes)***Print: AVP Checklist*

| Start Time | End Time | # of Vehicles Completed |
|------------|----------|-------------------------|
| | | |

Recap and Answer Questions

Take a note of the time it takes for this work. Recap the Workflow process with the team. Discuss how all employees are working as a team to improve SQDC

- “Do you see any risks to Safety and Quality?”
- “Will this allow you to execute Best Practices more consistently?”
- “Did you notice you needed to take fewer steps?”
- “Do you think this would make the process of changing tires faster?”
- “What questions do you have about this Workflow?”
- “What advantages do you see in using this Workflow?”
- “What obstacles do you anticipate when using this Workflow?”

Continuous Improvement

You will be required to make improvements to make your work more efficient over time.

1. Ask the people what obstacles are in the way of them achieving your challenge or goal.
2. Write them down, choose one to develop a way to eliminate.
3. Then, how will the process look when you implement your improved way to do things? Looking through the lens of SQDC (How will this change impact SQDC?).
4. If it passes, document the new way.
5. Try the new way.
6. What was the outcome? Did it eliminate your obstacle and improve your results?
7. If yes, repeat the process from steps 1 through 6 to eliminate your next obstacle.

Stage 7

Evening Huddle (10-15 Minutes)

At the end of the day, have a huddle with your Service Area Workflow team to recap and understand what happened.

Find out how each person feels about their experience:

- What worked well for them?
- What did not work for them?
- What can they do to reinforce the things that worked and fix the things that did not?

If there are any successes or areas for improvement you observed that they did not identify, share these observations.

Next Steps

Next Steps Following Event

After completion of the workflow event, it is crucial to define and understand next steps in order to begin the improvement cycle.

- AVP and Manager walk through the workflow tools on the KC to ensure understanding of tools
 - Flow of tasks
 - Movement worksheet
 - Improvement Log entry
 - Improvement Log page
 - Workflow Performance report
 - Waste Walk
 - Improvement call QRG
- Manager will complete their first improvement plan with their team
- AVP will add manager to improvement call cadence
- Review the requirements and path to Manager Workflow Coach Certification
- Complete Event DTU acknowledgment course #200942

If there are any successes or areas for improvement you observed that they did not identify, share these observations.

Notes Section

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| Vehicle Type | |
| Service Type | |
| Positives | |
| Opportunities | |

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