

## Time Observation

- Get close to the work
- Observe reality vs. what we think happens
- This is not time study it's a waste study
- The more waste we see, the better
- Most waste is hidden from the human eye

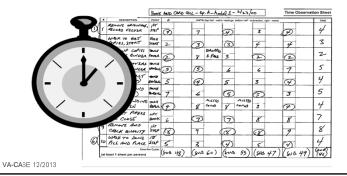
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#### **Time Observation**

- Time Observation is detailed three reasons:
  - To really see how the work is done
  - To understand how long things take to do
  - To see the non-value-adding (NVA) steps in detail



**Time Observations** 

- Time Observations are the foundation of Standard Work
- Time Observations are the first step in Rapid Improvement Events:
  - To know how long the tasks take
  - To observe an area closely enough to see non-value-adding tasks (waste)
- Time Observations are always performed with two people

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## Who Are You Timing?

- You are looking at the work sequence of each <u>person</u>.
   (We measure machine cycles separately.)
- Understand details of their tasks for one item
- First see the area
- EXPLAIN TO PEOPLE WHAT YOU ARE DOING!
- Watch the person working for a while before timing
- Ask for a repeating work sequence
- Write down each steps to complete one unit

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#### Setting up the Time Observation Sheet

- Always time in 2 person teams
  - 1 writing, 1 timing
- Choose the element size (i.e., step)
  - Note: VA and NVA tasks must be separated
- Number and describe each
- Choose the Break Points (the point when you'll read the watch)

# Description of Step Break Point

1 Pick up marker, remove cap, but cap drop

2 Write "A-B-C" and draw box around (on board)

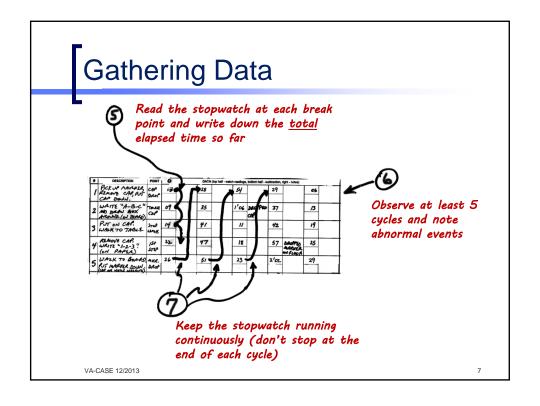
3 Put on cap. Valk to table

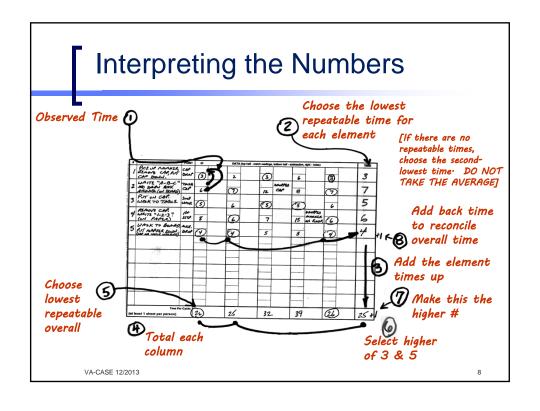
4 Remove cap. Valk to table

5 Walk to board. Put dawn marker (cap on while walking)

4 Walk to board. Put dawn marker walking)

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# Tips



- If cycle times are very long, videotape, and review
  - Note: You must have permission to videotape
- Don't get frustrated by variety; pick good examples of typical flow
- Save your Time Observation Sheets (for members and backup data)
- Separate VA and NVA tasks on the form
- Don't over staff solve problems and improve instead
- Don't pad the demand staff for today's demand
- Don't pad the available time resolve problems

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