

Terms of Reference

1 MEETING		
<i>Daily Supervisors Meeting</i>		
2 OBJECTIVES		
1. Lead an accident free work place 2. Review of shift's performance 3. Confirmation of the readiness to meet today's schedule 4. Confirmation of the readiness to meet other Plant-related activities affecting the Production Lines scheduled for the day 5. Follow-up on actions from previous meetings		
3 OWNER	4 PARTICIPANTS	5 LOCATION
Supervisor	Line Leads Mechanic Supervisor / Leads	
6 TIME	7 FREQUENCY	
8:00 AM	Daily (30 Minutes Max)	
8 GROUND RULES		
- Respect others	- One conversation at a time	- Do what you said you would do
- Listen to each other	- Challenge ideas, not the person	- No Hierarchy; everyone is equal
- Come prepared	- Focus on exceptions: plan versus actual	- Start on time, finish on time
9 INPUT	10 OUTPUT	11 KPI's
1. Action Log 2. Production Metrics 3. Daily Production Schedule 4. Checklists and other required paperwork 5. Communication Board 6. Crewing schedule	1. Revised Action Log 2. Production Metrics - Actions / Explanations for Variances 3. Revisions to schedule 4. Revised crewing allocations 5. Actions for escalation	- Production metrics (OEE, Crewing)
12 AGENDA		WHO
1	Safety Share: Review any safety incidents, required reporting, and follow-up needed	Supervisor
2	Review performance from shift Review Communication Board / Log for any issues for escalation	Supervisor
3	Review and be ready to discuss updated Production Schedule Ensure the Line teams understand the Production plan Ensure no conflict exists within each line for change-over, shutdown, startup, cleaning, maintenance planned work order needs	Supervisors and Line Leads
4	Ensure materials are staged in accordance with the schedule	Supervisors and Line Leads
5	Ensure appropriate Production paperwork is written on shift Ensure QA issues are being addressed Communicate any issues to the team specifically leads and effected line team members	Supervisors and Line Leads
6	Determine any resourcing issues for Line Operation Confirm or alter the resourcing of the lines based on need and availability	Supervisors and Line Leads
7	Determine any equipment issues that need to be escalated to Maint. Tech or Maint. Mgr.	Supervisors and Line Leads
8	Close and write-up update to Operations Manager	Supervisor

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1 MEETING		
<i>Resource (Labor) Alignment Meeting</i>		
2 OBJECTIVES		
1. Lead an accident free work place 2. Ensure that labor allocations are aligned with business needs for each line. 3. Understand variances from the labor standard to the assignment of labor to each line. 4. Modify standard to based upon optimal labor line assignment		
3 OWNER	4 PARTICIPANTS	5 LOCATION
Operations Manager	Plant Manager Operations Manager Plant Accountant HR Manager	Conf Room
6 TIME	7 FREQUENCY	
TDB	Weekly	
8 GROUND RULES		
- Respect others	- One conversation at a time	- Do what you said you would do
- Listen to each other	- Challenge ideas, not the person	- No Hierarchy; everyone is equal
- Come prepared	- Focus on exceptions: plan versus actual	- Start on time, finish on time
9 INPUT	10 OUTPUT	11 KPI's
1. Action Log 2. Production and Crewing schedule 3. Labor Standard 4. Time Card Report 5. Labor Variance Report	1. Revised Action Log 2. Revised crewing allocations 3. Actions for escalation	- Labor Standard crewing - \$ Labor above standard
12 AGENDA		WHO
1	Safety Share	Operations Manager
2	Review labor variance report for the previous period (actual labor used versus standard)	Cost Accountant
3	Deterring root causes of variances of labor spending seen from previous period	Operations Manager / ALL
4	Review of upcoming schedule and labor needs	Operations Manager / ALL
5	Determination of hiring needs or adjustments to assigned labor to upcoming schedule based on learning from previous discussions	Operations Manager / SLL
6	Actions from Meeting	Operations Manager
7	Close and write-up update to Plant Manager	Operations Manager

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1 MEETING		
<i>Shift Huddle Meeting</i>		
2 OBJECTIVES		
<ol style="list-style-type: none"> 1. Lead an accident free work place 2. Review shift's performance 3. Confirmation of the readiness (resources, materials, packaging) to meet today's schedules 4. Escalation of any issues (equipment, etc.) affecting the Production Lines. 5. Confirmation that all paperwork is completed (inspections, quality, production accounting, etc.) 		
3 OWNER	4 PARTICIPANTS	5 LOCATION
Supervisor	Line Leads Mechanic Supervisor / Leads	
6 TIME	7 FREQUENCY	
	Twice / Shift (5 Minutes Max)	
8 GROUND RULES		
- Respect others	- Do what you said you would do	- Come prepared
- Listen to each other	- No Hierarchy; everyone is equal	- Focus on exceptions: plan versus actual
- Challenge ideas, not the person	- Start on time, finish on time	- One conversation at a time
9 INPUT	10 OUTPUT	11 11 KPI's
<ol style="list-style-type: none"> 1. Daily Production Schedule 2. Operations Checklists and other Required Paperwork 	<ol style="list-style-type: none"> 1. Revisions to schedules 2. Revised Resource Allocations 3. Maintenance Actions / Escalation of issues 	<ol style="list-style-type: none"> 1. Production metrics (OEE, etc.)
12 AGENDA		WHO
1	- Safety Share : Review safety message and any incidents, required reporting, and follow-up needed	Supervisor
2	<ul style="list-style-type: none"> - Review current status of the Production schedule for each line room - Ensure the line teams understand the Production plan - Ensure the right boxes, trays, ingredients, sleeves and films are staged in accordance with schedule 	Supervisor
3	<ul style="list-style-type: none"> - Determine any issues that prevent achieving maximum rates - Review Communication Board / Log for any issues needed for escalation - Ensure no conflict exists within each line for change-over, shutdown, startup, cleaning, maintenance planned work order needs. 	Supervisors and Line Leads
4	Determine any resourcing issues for line operation to meet schedule	Supervisors and Line Leads
6	Determine any equipment issues that need to be escalated to Maint. Tech or Maint Mgr.	Supervisors and Line Leads
7	Open discussion with team members on issues seen during shift	Supervisors and Line Leads

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