Standard Operating Procedures

Problem of the Day

SOP0004 V3

August 2020

Standard Operating Procedure

Problem of the Day

Background

Problem solving is a critical aspect of running any business but is often overlooked or done in a way that really only treats symptoms of the problem and not the root of the problem itself. The Problem of the Day worksheet is a first level problem solving tool designed to take on and treat one problem at a time. It can either be the tool that solves the problem once and for all if it is not too complex or the steppingstone to a more detailed root cause tool for complex problem solving. The use of the Problem of the Day format will add rigour to the task of problem solving without adding a lot of complexity.

Problem of the Day Worksheet

The Problem of the Day worksheet is intended to be printed off and filled out by hand. This makes it a tool to take to the area of the problem. Too many times problems are "solved" in conference rooms without the participants ever visiting the actual area the problem is occurring. The completed sheet can than be used a visual to explain to other what was found and what was done to correct the problem. This tool is designed to be used by shop floor teams with suitable leadership in the beginning to coach the process.

Standard Operating Procedure

1. The Problem of the Day is selected in the appropriate meeting or gathering where daily production or issues are discussed. Describe the problem briefly in the section titled What is the problem? Also define who is responsible to lead the problem solving and

who the team will be. The leader does not need to a subject matter expert, just skilled in keeping a team on track.

2. Define the problem precisely and limit the scope. World hunger can not be fixed with this tool but "why did product X run for 60 minutes off spec?" can be.
3. Gather information, Where, when, how much, who, how was it spotted.
4. Determine if the customer was protected and how. What were the immediate actions to protect the customer and where they completed? Ex. the off spec product was all collected and isolated and locked so it could not continue through the process.
5. Go to the scene of the problem and talk to those involved.
6. Compare what happened to the standards. Ask the questions in the appropriate sections. Add any additional questions that are needed to understand the problem.
7. The team discusses the facts collected and determines which area the problem lies based on the standards.
8. Determine if the standard was inadequate, nonexistent or not followed and why.
9. Inadequate or nonexistent standards need to be fixed or written.
10. Standards not followed need to have actions to bring the standards back into compliance plus actions to guarantee future compliance.
11. The actions taken to correct the standards need to be recorded. Actions need to be clear, with a responsible person and a due date.
12. The Problem of the Day worksheet should be reviewed at the meeting where it was launched. This review allows the others not part of the problem-solving team to

understand what happened and what will be done to correct. It should be reviewed again when all actions have been closed.

13. If the problem can not be solved by actions on the standards, then this may not be a simple problem. Complex problems needed to be treated by a deeper more robust process. Simple problems are those that can be corrected in a few days. The majority of problems tackled by shop floor teams will be simple problems

Outcomes

Tackling problems in a rigours manor in real time will help to eliminate problems from reoccurring. The use of Problem of the Day will add that rigour as well as keep track of what problems are being identified and solved. Problem solving does not need to be difficult, but it does require some structure and rigour to be done consistently. The use of this tool also empowers shop floor teams to work on a solve problems in real time and not just create "work arounds" that in the end take more time and effort then eliminating the problem.

Sample Problem of the Day Worksheet

Please see the following page.

Download the Form at: https://ssiconsulting.ca/free-tools/

Problem of the Day Worksheet

Please refer to Standard Operating Procedures **SOP0004 – Problem of the Day Worksheet** at **https://ssiconsulting.ca/free-tools/** for instructions and a completed sample Problem of the Day Worksheet.

Company Name	*ABC Company*	Date	*2020-08-14*
Department	*Operations*	Number	*OPS 05*

What is the problem?	*Widget packer isn't packing widgets properly.*		
Responsible	*Fred*	Phone	*999-555-1212*
Participants	*Ronni, Fred, Ted, Carly*		

Define the problem *(Which object? / Which defect?)*

The widget packer is supposed to insert 24 widgets per box and some boxes have fewer than 24 widgets.
The boxes move to the next stage (visual checking, closing and wrapping) and get pulled off the line because they are below standards.

Use an expression such as: "The tank will not come up to the proper temperature after shutdown"

Where was it spotted? *Widget Packer - Visual Inspection & wrapping station.*
Location in the shop: *Widget Packer section*
Location on the product, the machine: *Widget Packer - filling unit.*

When did it appear?
Crew: *Team B* **Date:** *2020-08-13* **Time:** *4:15 PM*

How much, how many?
How many products? *seems to be short between 1 and 4 units per box*
How many breakdowns? *33 boxes so far*
How often did it appear? *varies - every 6 to 20 boxes*

Who spotted the problem?
Ronni

How was it spotted? *Ronni was performing visual checks before closing & wrapping.*

Was there a system to prevent it from occuring? YES [ ] NO [X]

Did the system function properly? YES [ ] NO [ ] NA [X]

Immediate Actions to Protect the Customer

Actions	Who	When	Done ?
Continue with visual inspections. Add another person to the station to help with higher than expected load	*Ronni & Ted*	*2020-08-13 PM Shift*	*Y*
Get maintenance to investigate the widget feed in the packer.	*Fred*	*2020-08-14*	*Y*

Was the protection effective? YES [X] NO [ ]

Comparison With the Standards

MACHINE SETUP

	YES	NO
Is there a setup sheet?	X	
Was the setup applied?	X	
Will the correct setup avoid the occurrence of the problem?		X
Is there a machine parameter linked to the problem?		X
-		
-		

PRODUCTS / MATERIALS

	YES	NO
Is the incoming product specified?	X	
Was the incoming product conform to specs?	X	
Was the packaging correct?		
-		
-		

STANDARD WORK METHOD

	YES	NO
Is there a standard?	X	
Was the standard applied ?	X	
Will the standard avoid the problem?		X
Is there a key point linked to the problem?		X
-		
-		

FLOW AND ENVIRONMENT

	YES	NO
- Are the WIP levels respected	X	
- Is FIFO respected?	X	
- Is the zoning respected?	X	
- Are the containment zones properly used?	X	
-		
-		
-		

Simple problem? NO [ ] **Why?**

YES [X] **The root cause is:** *Widget feed was set too high in the package sorter.*

Worksheet Continues on Page 2

Problem of the Day Worksheet

This is Page 2 of the Worksheet.

Company Name	*ABC Company*	Date	*2020-08-14*
Department	*Operations*	Number	*OPS 05*

What is the Problem?	*Widget packer isn't packing widgets properly.*

Actions to Correct the Problem, Eliminate the Root Cause

Actions	Who	When	Done?
Widget Feed speed controller found damaged. Suspect it was hit with a pallet of widgets during hopper loading. Replaced speed controller and adjusted widget feed to the	*Tammy (Maintenance)*	*2020-08-14*	●
sorter unit to prevent jamming in the chute assembly.			⊕
Installed protective cage around speed controller.	*James (Maintenance)*	*2020-08-14*	●
			⊕
			⊕
			⊕
			⊕

Was the standard updated?	YES		NO	x
Is the problem solved?	Yes	x	NO	

Decision taken: