




TIER MEETING

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WHAT IS A TIER MEETING?

Purpose:

- Review the prior day's performance
- Review and address any items rolling over from the prior day
- Communicate the current day's plan, adjusting as needed
- Communicate and assign follow-up actions to address identified issues
- Follow up on previously assigned action items

WHY ARE TIER MEETING IMPORTANT?

Rapid reaction and follow up on items that are impacting flow or performance.

TIER 1 MEETINGS

Team Start Up Meeting – Led by Team Leader (Backup?)

10 Minute Agenda:

- Daily safety message
- Labor plan
- Review prior days performance
- Update on any issues
- Review today's plan
- Update on any changes
- CI Card's
- Deep dive into specific topics on designated days

Topics for Deep Dive:

- Monday – Safety
- Tuesday – Quality
- Wednesday – Cost
- Thursday – Schedule
- Friday - Culture



TIER 1 MEETINGS



TIER 2 MEETINGS

Supervisor Meeting With Team Leaders and Support Staff – Led by Supervisor (Backup?)

5 Minute Agenda:

- Current status to plan by each TL
- Update on any existing issues
- Requests for support
- Update on any key improvement initiatives assigned by supervisor



TIER 3 MEETINGS

Leadership Team and Support Staff– Led by Plant Manager or Operations Manager (Backup?)

5 Minute Agenda:

- Current status to plan by each supervisor
- Update on any existing issues
- Requests for support as needed
- Update on any key improvement initiatives assigned





The term “Tier meetings” from *Creating A Lean Culture*, by David Mann



ESCALATION PLANS

PUTTING FIRES OUT BEFORE THEY BEGIN





ESCALATION PLANS

- Escalating a problem or issue before it becomes a real obstacle is one of the great advantages of conducting Tier Meetings.
- Escalations provide a check and balance mechanism to ensure that proper action is taken.
- They help us resolve problems early so we can accomplish managements expectations.
- They help reduce frustration among team members by prioritizing work activities.

WHEN TO ESCALATE?

- Escalate an issue as soon as critical problems are not receiving adequate attention.
- Critical problems from a definition perspective are those activities or issues, **that if not completed or resolved quickly will:**
 - delay a major project milestone (delivery and/or cost)
 - cause budget overruns (cost)
 - lose a customer; or (quality and/or delivery)
 - jeopardize the estimated due date for delivery (delivery)

COMMON REASONS ESCALATIONS

DON'T OCCUR WHEN NECESSARY

- We underestimate the severity of the issue
- We don't want someone to look bad
- We don't want to be a 'tattletale'
- We are afraid to burn bridges with our colleagues
- We are afraid of conflict
- We keep sending e-mails hoping to resolve the problem
- We don't believe the escalation will yield results

KEY POINTS

TO CONSIDER

- Organizations need to foster a culture that creates a mentality that tough issues should be raised to the next level of management quickly enough to enable a timely decision; not fester without resolution and delay the project.
- Management team needs to establish escalation guidelines with the Value Stream Manager, Zone Leaders, Cell Leads, and Team Members
- These guidelines must define whom issues should be raised to, and within what timeframe, to ensure and enable quick action.



SAMPLE

ESCALATION PLAN

- Escalation Level 1: If Hour by Hour is showing a missed hour, the Cell Lead needs to know about it immediately and action should be taken, if necessary.
- Escalation Level 2: If Hour by Hour is showing two consecutive missed hours, the Zone Leader needs to be notified immediately and action taken if necessary.
- Escalation Level 3: If Hour by Hour is showing three consecutive missed hours, the Value Stream Manager needs to be notified immediately and action taken if necessary.

CONTACT PATRICK ADAMS



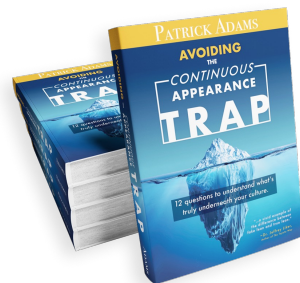
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