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Understanding Workspace

Be mindful of your workspace, treat it as you would your home. Know the placement of tools, materials, work and personnel. Learn and understand the places where you will perform your trade as you would the skills of your trade.

Workspace Situations

Be mindful of your workspace as you would your environment. Know what occurs and observe the activity. Mindful of the movement of others and of the work or process. This leads to quality as well as prevents injuries.

Workspace Sightlines

Keep the sight of process and work clear. Do not block any sight of the work or allow the sight to be blocked. You cannot be mindful of the process, co-workers or the work if you cannot see this activity. This leads to quality as well as prevents injuries.

Safety In Workspace

Be sure to be mindful of the health and safety of others as you are for your own well-being. Keep yourself safe and then keep others safe. Do not allow unsafe practices in your trade or performance, both for yourself and others. This prevents injuries and may even prevent loss of work.

Use Workspace To Keep Process Straight

Use your workspace to keep the process and your performance straight. Keep the places where you perform organized and tidy. A clean workspace is as important as a Tradesman's health or the quality of work. Any place where you perform that is disorganized or unclean, lowers quality or may cause injuries. Do not cause injuries.

Once Process Begins, Keep Process Straight

As the process begins and you perform your trade as required. Do not alter the process or allow the process to bend. Maintain order and perform the process as required. This leads to quality as well as prevents injuries.

Work With Tools, Then See Where Tools Used

Understand the tool, learn its use and techniques. Then apply this knowledge to place a tool within a workspace or process. The placement should fit the tools purpose and the process to complete the work. Do not place the tool anywhere else.

Process Timing; Advance, Wait, Simultaneous

The rhythm of a process has three timings; Advance, Wait and Simultaneous.

Advance Rhythm is to place the work of a process into the next process. The work is one step closer to completion and the Tradesman can perform his skills on the next work coming into his process.

Wait Rhythm is the pause while work is being completed in the previous process before the Tradesman can perform his skills in his process.

Simultaneous Rhythm is the timing in which both the Tradesman and his neighbors complete the work in their individual process and move the work along the workflow. Each process delivers and receives work completed by another process.

The Simultaneous Rhythm is preferred.

Employ Trade In All Processes

No matter the process, always perform your trade as required. Use the skills of your trade in every process performed to complete a work. Just as your trade and daily life become one, so to do your trade and the process.

Place In Workflow

Know your position in the workflow. Understand how your process relates to those that come before and after. Be mindful of this so that you can perform as the next process requires and can see the flaws in the process that came before. This leads to quality as well as prevents injuries.

Hold Work/Process In Place

This is to both to hold work secure in place while the process is performed and to hold the work within the workspace until completion. This prevents injury and leads to higher quality. It also prevents incompetence as noted below.

Do Not Allow Work/Process To Leave Workspace

Any work does not leave the process or workflow until it is complete. Completed work remains until it is passed to the next process or workspace. To allow work to be removed will allow it to be altered, broken or misallocated before completion. This is wasteful and leads to incompetence. Do not cause incompetence.

Plan Low, Work High

Plan for low quality work but perform to produce high quality work. Be mindful to always perform your best with the materials and process provided. Do not produce low quality work on purpose, that is not the meaning of Plan Low. The intention is to perform at high quality even if given low quality material or tools.

Higher quality tools/materials are preferred but perform as best capable and produce highest quality work that is possible in any given situation.

See Process/Workflow

Be mindful of your process within a workflow. Understand how your process completes the work and fits within the entire workflow. Learn and understand how the process moves from one to the next resulting in the workflow as a whole.

Adjust Process/Flow

Make what alterations to a workflow are necessary to complete the work. As errors occur or as processes are changed, modify the workflow to match. Reassign personnel or reallocate resources as needed. Do not continue to perform from outdated workflows for new designs or processes. To do so leads to incompetence and may cause injuries.

Duplication Of Effort

Do not perform the process of others if that process has been completed to quality. This is wasteful. Allow other to complete their process if it meets quality. Perform your own process to your best quality. As leader of team, do not assign the same process to multiple tradesman, unless you seek to complete work in parallel.

The same process performed in duplication is wasteful and near incompetence. Duplication is misallocation of materials or personnel.

Black Box, Understand Origins Of Work

Learn and understand the origins of your workflow and workspace. Know the design of the work to be completed. Understanding of the origins will lead to an understanding of the final work to be completed. Know the beginning and end of a process and workflow to understand the quality of the work to be completed.

Inefficiency Requires New Process

Once a process becomes inefficient, it must be altered or a new process created. To allow inefficient process or a process that no longer meets quality is to create incompetence or may cause injuries. Do not cause incompetence or injuries.

Adjust workflows or create new process to compensate for inefficiencies.

Do Not Repeat Inefficiency

Just as you do not duplicate efforts, do not duplicate or repeat inefficiencies. Knowingly repeating a process that is inefficient without change leads to incompetence or injury. Do not cause incompetence or injuries.

Understand Failure

Failure happens accept it. Do not assign blame, blame is not a commodity; it is not allocated. Failure and its cause must be understood to prevent recurrence. To allow failure to repeat is like repeating effort or inefficiency; this leads to incompetence or injury. Do not cause incompetence or injuries.

Workspace Failure

Workspace itself can fail. The flow of a process can be blocked or hampered by a workspace that is not properly laid out or organized. Equipment or tools can be broken or not maintained properly. Resources could be misallocated or required personnel may not be present.

Sickness or injury can keep personnel from performing their trade.

Understand that workspaces are not immune to failures. The failure of a workspace is not the fault of process, materials or personnel.

The Tradesman did not design the workspace unless it is his own.

Process Failure

Process itself can fail. The flow of a process can be hampered or stopped by a failure in the design of the process or how it is implemented. It could be wrong or specifications of the work changed.

Equipment and tools can break or fail, preventing the process from continuing.

Understand that a process is not immune to failure. The failure of a process is not the fault of the workspace, materials or personnel.

The Tradesman did not design the process unless it is his own.

Material Failure

Material itself can fail. The flow of a process can be hampered or stopped by a failure in the design of the material or how it is processed. It could be wrong or specifications of the material changed.

Parts and assemblies can break or fail, preventing the process from continuing.

Understand that materials are not immune to failure. The failure of a material is not the fault of the workspace, process or personnel.

The Tradesman did not design the material unless it is his own.

Skill Failure

Skill itself can fail. The flow of a process can be hampered by a failure in the teaching of the skills or the knowledge required. It could be wrong or specifications of the work changed.

Skills and abilities can fail, preventing the process from continuing.

Understand that skills are not immune to failure. The failure of a skill is not the fault of the workspace, process or material.

The Tradesman did not teach the skill unless it is his own.

Become Team Members

One must picture themselves as other team members to understand the workflow between processes performed by each member. Insert yourself visually into the group and see how you would perform each process with them and adjust your assignments accordingly. Even if not a supervisor, Technicians and Tradesmen can benefit from this visualization.

Emulating Bad Behaviour

Just like duplicating efforts or creating inefficiencies, you should not emulate or mimic the bad behaviour of co-workers, team members or supervisors. This is not just a moral code but to allow bad behaviour and to mimic or perform your own bad behaviour is to cause unrest and division in the workspace. This can lead to incompetence or injury. Do not cause incompetence or injuries.

Understanding Co-Workers Situation

Take into your understanding the position and requirements of fellow team members and other co-workers. Do not ignore any inefficiency they must deal with or errors in their process. If someone has been assigned to the wrong duty or not allocated a needed resource, address this yourself (as foreman) or with the foreman. Do not allow a co-worker to perform their trade without assistance if needed.

Foreman Knows Workers

A good leader, foreman, supervisor or shop steward; will understand the abilities and skills of their team or personnel assigned to them. To know and understand employees or co-workers will allow a foreman to properly assign duties and process. It allow for understanding of situations in the workspace and to address issues as required. Alterations to workflow or process can be better implemented when knowledge of those performing the process is understood.

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2020

Posted to <http://tasogare.neocities.org>