



## STANDARD WORK JOB BREAKDOWN SHEET

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Purpose: The Job Breakdown Sheet is an Arizona Management System (AMS) guideline document to assist agencies with standard work (SW) preparation. SW is a documented version of the current one best way of performing a process. SW, when followed, allows improvement to be sustainable over time as each improvement becoming part of the latest version.

Scope: Minimum requirements for SW for agencies.

## DOCUMENT VERSION CONTROL

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Version #	Revision Date	Edited By	Changelog
1	1/5/2018	Jeanine Inman - GTO	Formatting to new Final Version

## SUPPORTING / RELATED DOCUMENTS:

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Document Name	Description



## STANDARD WORK

IMPORTANT STEPS		KEY POINTS		REASONS	
WHAT?	A logical segment of the process that advances the work	HOW?	Things in important steps that will make or break the process/ make the work easier	WHY?	List the reasons for the key points
1	Identify the core processes that require standard work	<ul style="list-style-type: none"> <li>A team’s core processes are defined as the work that consumes most of their time and are most critical to a team’s customers</li> <li>Prioritize the order of developing standard work – this is a large task that takes time</li> </ul>	<ul style="list-style-type: none"> <li>A team needs to think through the optimal prioritization for developing standard work</li> </ul>		
2	Identify the current best known way of performing an individual task	<ul style="list-style-type: none"> <li>Document the process as it exists</li> <li>If different ways of doing the same work exists, the team agrees to the single current best way</li> <li>During the first iteration of standard work, teams may need to collect best practices from several different team members</li> <li>Leaders must communicate the need for a single standard</li> </ul>	<ul style="list-style-type: none"> <li>Moving from an environment of “Everyone does it their own way” to a true standard requires leadership</li> </ul>		
3	Document the standard work	<ul style="list-style-type: none"> <li>Leaders must confirm process adherence by visiting the Gemba</li> <li>If teams are not able to follow standard work, determine why and create countermeasures</li> <li>Provide coaching to the standard</li> </ul>	<ul style="list-style-type: none"> <li>This represents ongoing maintenance via the management system.</li> <li>If a standard can’t be followed – perhaps the standard is not appropriate</li> <li>Left unchecked by management – processes will drift</li> <li>Team members require coaching to follow standard work</li> </ul>		



4	Train the team	<ul style="list-style-type: none"> <li>• Training helps ensure teams know what to do</li> </ul>	<ul style="list-style-type: none"> <li>• Teams that aren't trained to follow standard work often won't</li> </ul>
5	Confirm that individuals are able to adhere to standard work	<ul style="list-style-type: none"> <li>• Leaders must confirm process adherence by visiting the Gemba</li> <li>• If teams are not able to follow standard work, determine why and create countermeasures</li> <li>• Provide coaching to the standard</li> </ul>	<ul style="list-style-type: none"> <li>• This represents ongoing maintenance via the management system.</li> <li>• If a standard can't be followed – perhaps the standard is not appropriate</li> <li>• Left unchecked by management – processes will drift</li> <li>• Team members require coaching to follow standard work</li> </ul>
6	Improve the standard over time	<ul style="list-style-type: none"> <li>• Standard work must reflect the date of the last revision</li> <li>• If standard work last revision date is significantly in the past – current standards may not be documented</li> <li>• New best practices must find their way into standard work</li> <li>• Standard work is never “done” – it is only the current best known way</li> </ul>	<ul style="list-style-type: none"> <li>• Standard work ensures that we “lock in” improvements</li> <li>• Without a standard, a team does not have a mechanism to understand if they are backsliding</li> <li>• There can be no sustained improvement without standard work adherence</li> </ul>