



Good Practice Guide



Factory Improvement Programme

DAILY LINE MEETING

A daily line meeting of each production line is an effective measure to enhance internal communication within the factory. These meetings can help workers clearly understand their work requirements and ensure that they are up-to-date with changes in the policies, regulations or production procedures. They can also help supervisors better understand or be aware of workers' issues and concerns.

PROSPECTIVE USERS:

Line managers and workers are involved in applying this practice.

Daily line meetings is a practice that can be applied to all kinds of factories.

PROBLEMS ADDRESSED

- Lack of information sharing and bad communication among employees and between line managers and workers.
- Bad communication adversely affecting productivity and quality.

PROCESS

Regular daily line meetings can be held for each production line to communicate new policies. This kind of meeting also helps managers to keep informed of any difficulties workers are facing in the production process and provide instant support where needed.

Steps in implementation

1. Organise daily line meetings between workers and supervisors to ensure workers understand production targets and requirements, discuss any issues from the previous day, and share general information.
2. Use daily line meetings to:
 - Communicate any updates on the company or factory which may affect the workers or the production progress.
 - Communicate production targets and requirements to workers and make sure they understand them.
 - Remind the workers of any regulations regarding the use of personal protective equipment or fire safety in the production process.
 - Provide encouragement and praise to any worker who has demonstrated good performance.

- Create chances for workers to raise any difficulties in the production process and provide timely support or guidance.
3. When conducting daily line meetings, workers should be encouraged to participate actively in discussions. Try to avoid one-way communication from supervisors to workers.
 4. Keep the meeting short and go directly to the point. To do so, line managers should spend some time preparing for the meeting beforehand. Have clear objectives for each meeting. Do not try to integrate too many agenda items into a daily line meeting.
 5. Ask questions to make sure the workers understand the issues. Ask them to explain the information communicated.
 6. Listen to the workers and note down any ideas or opinions from the workers which may be helpful. Ask workers whether there are any issues they would like to discuss.
 7. Ask workers for their opinions or ideas for solutions to any problems raised by any other worker.
 8. Create a good habit for the workers by always starting the meeting at the fixed time.



Further Information Available:

FIP References:

Module 1 - Workplace Cooperation

Module 2 - Quality

Module 3 - Productivity

RESOURCES REQUIRED

- Efforts of HR staff and line managers
- Active participation of all employees
- Time spent for the meeting

CHALLENGES AND PITFALLS

- HR staff and line managers need to devote the necessary time and effort to organising the line meetings on a daily basis.
- Difficulty to implement in a working environment where managers are often reluctant to share information.

POSITIVE IMPACT

- Better communication in the factories
- Workers are more happy
- Problems quickly identified are easier to fix

INDICATORS FOR MONITORING

- Regular meetings organised.
- Workers understand major factory policies, regulations, their working missions and contact persons, system of standard management forms and instructive signals.
- Worker satisfaction survey