



Good Practice Guide



Factory Improvement Programme

WORKER / SUPERVISOR MEETINGS

Worker/supervisor meetings are brief daily meetings across the production line that can be very useful to create an ongoing relationship between managers and workers and strengthen workplace relations by ensuring that a team is communicating effectively.

PROSPECTIVE USERS:

Worker / supervisor meetings can be held in any factory where the aim is to strengthen workplace relations between management and workers.

PROBLEM ADDRESSED

Worker/supervisor meetings primarily help to resolve problems that can arise from a weakness in workplace relations and communications.

The information gathered in the meetings helps not only solve problems on the production line and other related concerns, but also provides valuable information for senior management.

PROCESS

Worker/supervisor meetings are the practice of convening and holding meetings attended by both supervisors and workers at which a variety of topics of common interest can be discussed, ranging from quality and productivity issues to announcements such as factory improvement plans, shift changes, approaching holidays, overtime opportunities etc.

Steps in implementation

Worker/supervisor meetings are often referred to as “10-minute meetings”. They can be short meetings held at the beginning of production or of a shift to discuss work targets and address any problems.

The following steps indicate briefly what is involved in holding a typical worker/supervisor meeting:

1. Explain the idea of the meeting and arrange with workers to meet at the specified time at a

specific location. Make sure everyone knows about the meeting.

2. Start each meeting by reviewing the previous day's quality and productivity results and set today's productivity and quality targets. Then cover any other topics relevant for that day.
3. Always finish with questions from workers and ask for any problems they have noticed in the production line.
4. Allow individual workers to stay after the meeting ends to speak briefly with the supervisor regarding any individual problems such as illness, leave, etc.
5. Ensure that you share information from the meetings with other supervisors that may be helpful to their area.
6. Always follow up on any questions or problems raised, if possible by the next morning.

RESOURCES REQUIRED

The resources required to hold worker/supervisor meetings are limited. They include a meeting room or facility accessible to workers and managers and a designated manager to facilitate the discussion, set the agenda and follow up on questions raised or decisions taken.

POSITIVE IMPACT

The benefits of holding worker/supervisor meetings go beyond purely addressing quality and productivity issues and improving workplace relations and communications between supervisors and workers. The long term benefits can influence all aspects of an organisation and can include:

- Increased commitment to quality and productivity.
- Reduced absenteeism and labour turnover.
- Lowered chance of labour disputes if workers know that management is open to discussing workplace issues.
- Safer working environment through consultation with those people who are most exposed to the relevant tools and working environment.
- Increased job satisfaction and effectiveness through consultations, especially when introducing new technology, products or services.

CHALLENGES AND PITFALLS

Some of the challenges that can be faced in holding worker/supervisor meetings include:

- Taking the time to hold regular (daily) meetings, while limiting the time devoted to meetings to 10 minutes.
- Ensuring attendance of all relevant management and line staff.
- Ensuring timely follow-up.

INDICATORS FOR MONITORING

Indicators would include a record of the actual number of worker/supervisor meetings that take place, the attendance records of meetings and the meeting outcome measured according to the decisions taken and timely follow up.

Further Information Available:

FIP References:

Module 1 - Workplace Co-operation

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