

Workflow: Operational Guidance and Execution

Toolkit 3.5

Technical Meetings vs Standard Work and Daily Performance Review

target audience

Technical leads, planners, and maintenance leads.

what it is

Technical meetings fit into the daily performance review routine and part of the standard day and should be scheduled as such.

The purpose of highlighting it is to differentiate it from the daily review meeting, both in terms of attendance and agenda.

The artisans, technical leads, planners, and maintenance leads attend the meeting. Results are reported to the Daily Performance Review meeting.

The technical meeting will precede the daily review meeting, and is essentially a 24-hour maintenance meeting at which:

- Urgent repair work is prioritised and compliance to structured, situational problem-solving processes are ensured.
- Unplanned maintenance work orders (breakdowns) are reviewed and breakdown related problem solving is undertaken.
- Planned maintenance and work planned for current day/week is reviewed.

why it is important

Packhouses are highly industrialised and machine-driven environments, with the greatest losses occurring due to either process or machine failure. It is therefore important that the technical functioning of the packhouse receives the focused attention it requires in a forum that can keep plans on track, ensure proper maintenance, and solve both systemic and situational technical issues.

success factors

- **Assign a meeting facilitator** – Usually operations or maintenance manager.
- **Strive for efficiency** – A well-run technical review should take no more than 20-30 minutes.
 - Agree to a concise agenda, such as:
 1. Safety – 2 minutes.
 2. Review performance for past 24 hours – 3 minutes.
 3. Follow up on previous actions – 2 minutes.
 4. Review all significant threats and allocate specific threats for more in-depth analysis – 5 minutes.
 5. Confirm the plan for the next 24 hours – 10 minutes.
- **Attendance** – This is a workteam-based meeting, as opposed to the daily performance review meeting which is a cross functional management meeting. Ensure that the key members involved in technical and maintenance work attend the meeting.
- **Make use of visual management** – The technical review meeting can benefit from the use of simple visual boards and other displays to succinctly convey information so that time does not need to be spent in the meeting to verbally cover certain items. There is great value to ensure that you have one version of the truth, i.e., information displayed in such a way everybody trusts and can work from.

execution steps

1. Decide on the timing, location, format, agenda, and attendee list for the technical review meeting.
2. A few weeks after the daily performance reviews have commenced, evaluate them and agree on improvement opportunities with the participants.

assessment questions

Please Note: There is no minimum / maximum number of questions you can add.

1.	Do you have a set location where your daily technical review takes place?
2.	Does your review take place daily, at the same time?
3.	Does the technical review meeting feed effectively into the daily performance review meeting?
4.	Do you have a structured agenda?
5.	Does the meeting facilitate structured problem solving, whether in the meeting or as assigned to key people outside of the meeting?
6.	Do you keep your meetings to a maximum of 20-30 minutes?

7.	Is the meeting facilitated by the same person for continuity and follow-through?
8.	Does the facilitator keep an up-to-date note/record book?
9.	Do the attendees each keep a notebook?
10.	Are visual score boards used and updated?