

Workflow: Operational Guidance and Execution

Toolkit 3.9

Shift Starters and Handover

target audience

Managers, and team leaders.

what it is

Shift starters and handovers take place at the beginning of each shift or between shifts if there is a handover between shifts.

It is a standard process to ensure that work proceeds well during the shift, and that key issues and concerns are shared and communicated effectively from the outgoing shift to the incoming shift.

why it is important

Communication at the beginning of the shift and between incoming and outgoing shifts is important so that the team coming on shift knows what is awaiting them and what the priorities are, such as:

- The performance for the past 12-24 hours and the status, which may also include reviewing and maintaining "short interval controls" (SICs).
- Production and maintenance plans for the incoming shift.
- Problems that have occurred and that will need attention.
- Specific task allocation for the incoming shift.
- The need for team talks, or quick one-point lessons and reminders.
- Changes due to absenteeism.

success factors

There key success factors are:

- **A standard procedure** – This will be different if it is a shift starter after a weekend break, or if it is a shift handover where one operator/team lead is handing over to another.

- **Personal handover** – The team leads/shift supervisors should meet with adequate time to hand over properly. Ideally, they should undertake a Gemba walk (see [Toolkit 3.8 – Gemba Walks](#)), focusing on performance issues/progress as well as conditions (5S), as well as reviewing short interval control points and feedback.
- **Keep it efficient** – A standard location and a standard efficient agenda:
 - Make it a stand-up meeting of no longer than 10 minutes
 - Establish a “90 second rule” – don’t get stuck on problem solving during the shift handover or starter meeting. Allocate that to a specific people and for an appropriate time.
 - Agree to a concise agenda, such as:
 1. Safety moment – 2 minutes
 2. Work assignments – 2 minutes
 3. Current Performance – 2 minutes
 4. Problems & Actions to be taken – 2 minutes
 5. Miscellaneous – 2 minutes
- **Documentation** – Complete the shift logbook and any other documentation, check lists, or data entry procedures.
- **Clear escalation protocol** – Ensure that you have a clear protocol of what, when and how certain problems should be escalated to technical review and daily performance review meetings.

execution steps

1. Establish a standard process for shift starters and handovers.
2. Implement the procedure under managerial oversight until the shift leaders are comfortable and skilled in doing it autonomously.
3. Train the shift leaders and their teams.
4. Measure implementation by including a report on shift starters and handovers in your daily performance review meetings until you are confident that the practice has been embedded as a habitual routine.
5. Monitor problem solving and problem escalation as an indicator of a successful process.
6. Measure productivity and efficiency of each shift and address areas of unacceptable variability.
7. Measure overtime costs with the view to reducing the need for overtime.

assessment questions

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

1.	Do you have a standard shift starter and shift handover procedure?
2.	Are your shift leaders and teams trained to implement these properly and autonomously?

3.	Are shift logbooks and all other required documentation (checklists, data inputs etc.) done properly?
4.	Do use visual aids (scoreboards, notice boards etc) to assist in shift starters and handover meetings?
5.	Is productivity consistent across shifts?
6.	Have delays, maintenance problems, and human error reduced due to shift starters and handovers?
7.	Has situational (shift based) problem solving improved?
8.	Have overtime requirements and costs decreased?