

LEARNING NUGGET LN-002

TIER Communication SQDCP-BOARD

*The **SQDCP Board** (Safety, Quality, Delivery, Cost, People) is a central tool in our **TIER communication system** that supports structured and transparent performance dialogue across all layers of the organization — from the shop floor (Tier 1) to senior management (Tier 3+).*

TIER Communication — SQDCP-BOARD

AMANN UK Learning Hub

Learning Nugget LN-002

By AMANN Group

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Purpose of Learning Nugget 002

This Learning Nugget introduces the internal TIER communication process at AMANN Group. Its purpose is to:

- Explain the structure and objectives of the 5-tier meeting system
- Promote **transparency** and **consistency** in communication across all organizational levels
- Support a **structured flow of information** — from frontline to leadership and back
- Enable **faster decision-making** through clearly defined escalation and feedback channels
- Foster a culture of **collaboration, ownership, and continuous improvement**
- By understanding this process, all employees contribute to a more connected, responsive, and high-performing AMANN organization.

Communication Structure

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◆ Purpose & Benefits

- Ensures clear communication from shopfloor to management
- Supports fast decision-making & issue escalation
- Strengthens cross-functional collaboration
- Aligns daily work with AMANN's global strategy

◆ Tier Overview

- Tier 1: Daily Shift Change Meetings (frontline focus)
- Tier 2: Daily IPT Walk-Throughs (cross-functional escalation)
- Tier 3: Daily Site Leadership (performance review)
- Tier 4: Weekly IPT & COE Meetings (process improvements)
- Tier 5: Monthly Site Review (strategic alignment)

◆ Information Flow

- Feedback: Bottom-up (operational insights)
- Direction: Top-down (strategic guidance)

TIER Details & AMANN Objective

Tier 1 – Shift Meetings

- Teams & leads align on daily goals
- Safety & immediate issues addressed
- 🏷️ *Empowers frontline decision-making within AMANN Group*

Tier 2 – IPT Walk-Through

- Escalates unresolved Tier 1 issues
- Cross-functional updates
- 🏷️ *Boosts agility & responsiveness within AMANN Group*

Tier 3 – Site Leadership

- Performance KPIs review
- Leadership removes barriers
- 🏷️ *Connects operations with leadership within AMANN Group*

Tier 4 – IPT & COE Weekly

- Cross-team collaboration
- Focus on systemic & quality issues
- 🏷️ *Drives continuous improvement at AMANN Group*

Tier 5 – Monthly Site Review

- Strategic performance review
- Global goal alignment
- 🏷️ *Links execution to AMANN Group vision*

What is the TIER-Process?

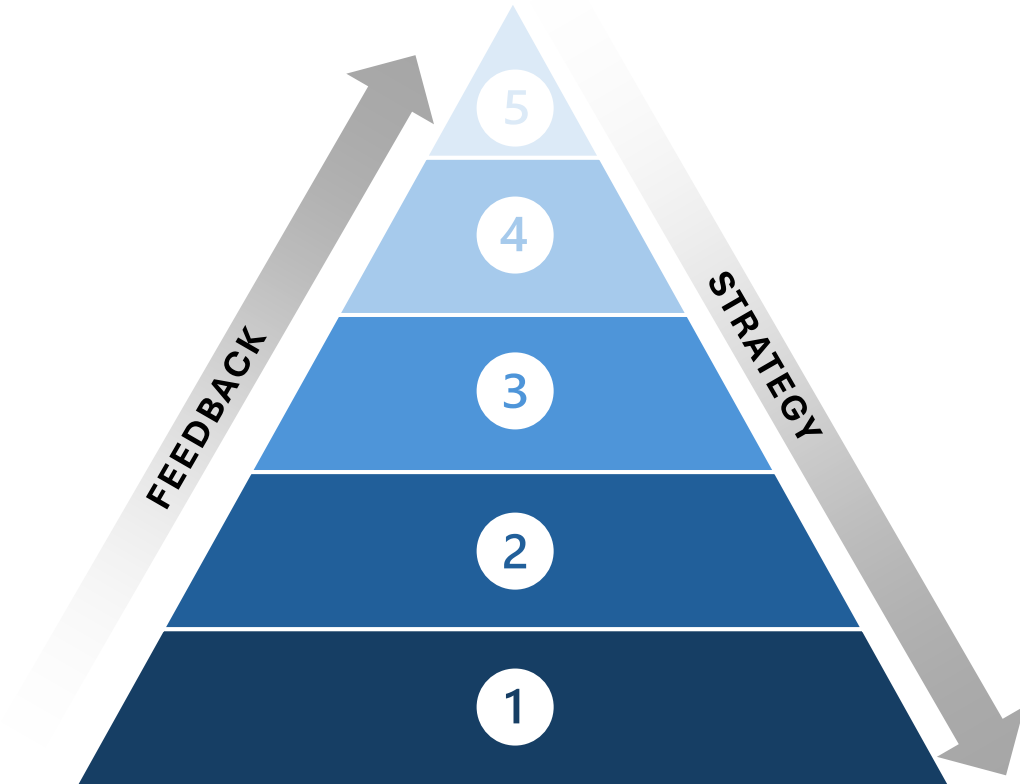
A structured communication model across five levels:

1. Shift Change Meetings (Tier 1)
2. IPT Walk-Throughs (Tier 2)
3. Site Leadership Meetings (Tier 3)
4. IPT & COE Weekly Meetings (Tier 4)
5. Monthly Site Review Meetings (Tier 5)

It facilitates **bottom-up feedback** and **top-down direction**.

5 Tiers of the TIER-Process

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5th Tier **Monthly site Review Meeting**

4th Tier **Weekly IPT & COE Meetings**

3rd Tier **Daily Site leadership Meeting**

2nd Tier **Daily IPT Walk-Through Meetings**

1st Tier **Monthly site Review Meeting**

Objectives of the TIER-Process

1. Enable rapid issue escalation and resolution on the shop floor
2. Ensure cross-level communication within the AMANN Group unit
3. Standardize meeting structures to be time-efficient and productive during shifts and workdays
4. Support Rapid Continuous Improvement (RCI) within the AMANN Group unit

Practical Application

Each tier has clearly defined

1. ***participants***,
2. ***purpose***, and
3. ***scope***.

Effective implementation includes:

1. Preparedness and punctuality
2. Structured escalation processes
3. Timely follow-up on actions
4. Use of visual tools and trackers
5. A structured and accessible wall-based documentation visible to all

How TIER-Meetings work ?

Different tiers

- A typical tiered structure might include Tier 1 (shop floor team meetings), Tier 2 (supervisor level meetings), and Tier 3 (manager level meetings).

Focused agenda

- Each tier meeting has a specific agenda focused on relevant issues and performance metrics at that level.

Data-driven discussion

- Meetings rely on real-time data to identify problems and track progress towards improvement goals.

Action item ownership

- Clear action items are assigned with responsible individuals and deadlines to ensure follow-up

THE SQDCP-BOARD

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THE SQDCP-BOARD

The TIER meeting consistently follows a structured format based on the categories: **S**afety **Q**uality **D**elivery **C**ost **P**eople



SQDCP-Board-Management

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Who is Responsible for Filling Out the SQDCP Board in the AMANN Group

At the AMANN Group, the SQDCP board is filled out collaboratively by the team, with clearly assigned responsibilities to ensure consistency and accountability:

Team Leaders / Shift Leaders

Are primarily responsible for collecting and documenting daily data in all SQDCP areas. They ensure that the board reflects current performance and issues.

Operators / Team Members

Contribute relevant observations, incidents, or updates in their respective work areas, particularly in the categories of Safety, Quality, and People.

Supervisors / Department Heads

Review the board regularly, support escalations, and ensure follow-up on open actions. They also validate the accuracy and completeness of the entries.

TIER Meeting Facilitator (if assigned)

Supports the structured discussion during the meeting, ensures the board is updated in real time, and highlights deviations that require escalation.

SQDCP-Board-Management

How to Fill Out the SQDCP Board

The SQDCP Board is structured to reflect daily performance in five key areas:

S – Safety Record any safety incidents, near misses, or safety observations. Mark green if no issues occurred, yellow for minor observations, and red for incidents. Add short notes or actions if needed.

Q – Quality Document quality issues such as defects, rework, or complaints. Use color coding to indicate the status (green = OK, red = deviation). Briefly describe root causes or corrective actions when applicable.

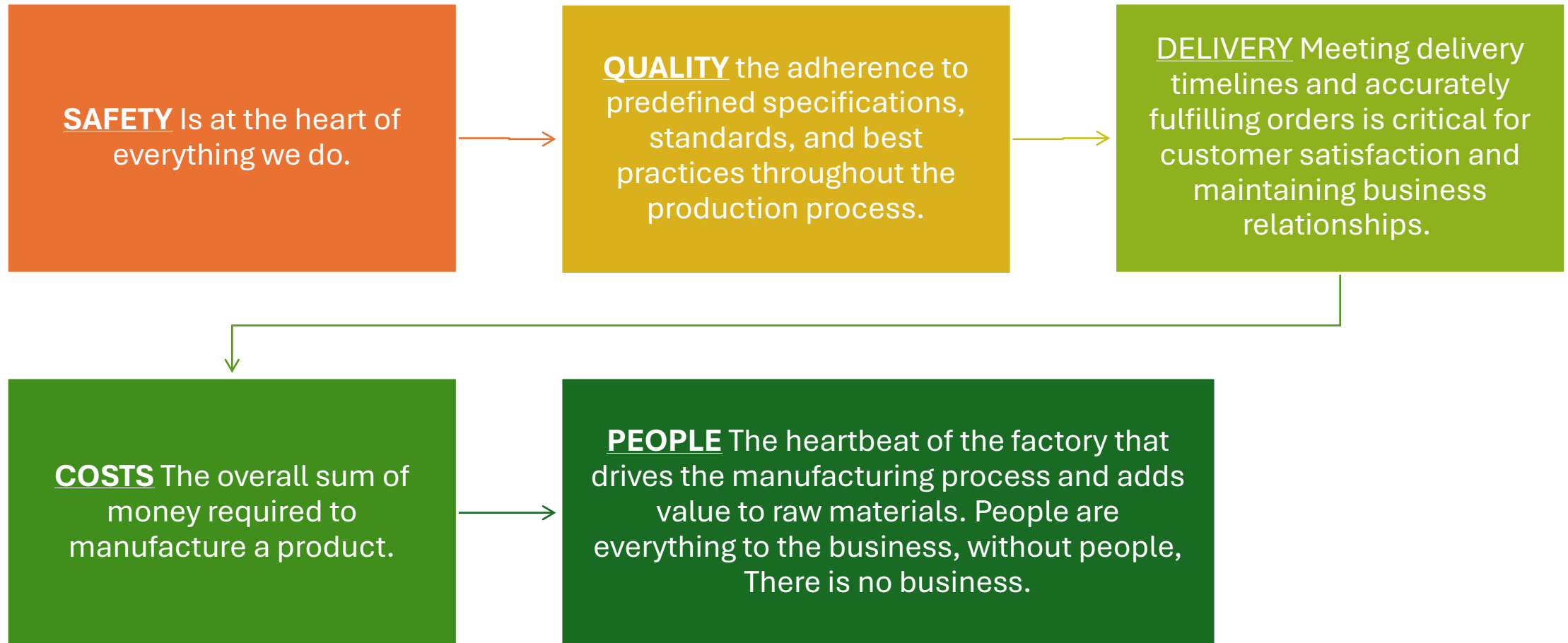
D – Delivery Track delivery performance (e.g., on-time delivery, production output vs. plan). Green if targets are met, yellow if at risk, red if missed. Note any delays or bottlenecks with action points.

C – Cost Show deviations in scrap rate, resource usage, or cost overruns. Color code based on deviation level. Add causes and countermeasures where necessary.

P – People Reflect team-related topics like absenteeism, training, staffing, or motivation. Mark status and comment on any team-related challenges or improvements.

SQDCP

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Benefits of the TIER Process for AMANN Group

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For Employees:

- Greater clarity and sense of ownership
- Quick feedback and prompt action
- Acknowledgement of raised concerns

For the Organization:

- Accelerated problem-solving
- Strengthened governance
- Consistent and aligned communication strategy

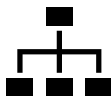
Key benefits

Key benefits for AMANN Group with TIER COMMUNICATION and SQDCP-BOARD MANAGEMENT



IMPROVED COMMUNICATION

BY INVOLVING VARIOUS LEVELS OF EMPLOYEES IN REGULAR MEETINGS, INFORMATION IS SHARED MORE READILY, BREAKING DOWN SILOS AND ALIGNING TEAMS ACROSS THE PRODUCTION PROCESS.



FASTER PROBLEM-SOLVING

ISSUES ARE IDENTIFIED AND ADDRESSED QUICKLY AT THE LOWEST POSSIBLE LEVEL, WITH ESCALATION TO HIGHER TIERS ONLY WHEN NECESSARY.



ENHANCED ACCOUNTABILITY

EACH LEVEL IS RESPONSIBLE FOR ADDRESSING THEIR OWN ISSUES AND REPORTING PROGRESS, PROMOTING OWNERSHIP AND PROACTIVE PROBLEM-SOLVING.



6 Key Takeaways from TIER Meetings

1. Clear Structure and Focus

Discussions follow a standardized agenda (S-Q-D-C-P), ensuring relevance and efficiency.

2. Faster Issue Resolution

Problems are identified and escalated quickly, allowing for timely solutions.

3. Improved Team Communication

Promotes open, transparent dialogue across all levels of the organization.

4. Data-Driven Decisions

Visual tools and trackers support fact-based discussions and action planning.

5. Employee Involvement and Ownership

Team members are empowered to raise issues and contribute to continuous improvement.

6. Alignment with Company Goals

Ensures daily activities and decisions are in sync with AMANN Group's strategic objectives.

Reflection: How can you apply TIER in your role?

- 1. Which issues should be escalated to the next tier to avoid delays or cost impacts?**
Think about which topics exceed your responsibility or require broader decision-making.
- 2. What types of problems can and should be solved directly at your level?**
Consider how you can take ownership to reduce inefficiencies and save time.
- 3. How do you currently ensure that follow-up actions are tracked and completed?**
Reflect on your habits and tools to keep tasks visible and closed effectively.
- 4. How can applying the SQDCP structure help reduce waste or prevent errors in your daily work?**
Identify concrete ways to increase productivity through better structure.
- 5. In what ways does TIER support faster decision-making and better use of resources in your area?**
Think about how clear communication and visibility improve results.
- 6. What can you personally do to make your team's TIER meetings more impactful and result-oriented?**
Focus on actions that bring clarity, save time, and improve outcomes.

The AMANN-SQDCP-TIER-Board

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Future of AMANN-TIER-Board-Communication

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