

TIER 1 HUDDLE BOARD

SITE: _____

DATE: _____

SHIFT: _____

S	SAFETY	Q	QUALITY	D	DELIVERY	C	COST	P	PEOPLE	I	IMPROVE
G	A	G	A	G	A	G	A	G	A	G	A
R		R		R		R		R		R	

Circle the colour. Today's score per column.

TOP ISSUE THIS SHIFT

OWNER: _____

DUE BY: _____

STATUS: _____

ESCALATION RULE – anything that can't be fixed in shift goes to Tier 2 at 09:30 next day.

CONFIRMATION WALK BY: _____

TIME: _____

SQDCP-I METRICS FRAMEWORK

Safety · Quality · Delivery · Cost · People · Improvement. Generic ops categories that work for any business. Customise the metric inside the column — never the columns themselves.

Cat.	Metric	Definition	Unit	Target	Red	Amber	Green	Cadence	Owner / Tier
S	Recordable safety incidents	Any incident requiring first aid, RIDDOR report, or lost-time absence.	Count	0 per shift	>=1 LT/RIDDOR	First-aid / near-miss	0	Per shift	Site HSE / T1.T2.T3
S	Near-misses reported	Observed unsafe acts or conditions reported but no injury.	Count	>=3 per shift (leading)	0 reported (under-reporting)	1-2	>=3	Per shift	Crew Leader / T1.T2
Q	Pick accuracy	% of order lines picked correctly first time, verified by scan-confirm or audit.	%	>=99.5%	<98.0%	98.0-99.4%	>=99.5%	Per shift	Quality lead / T1.T2.T3
Q	Customer-found defects	Defects reported by customer (returns, complaints, credits).	ppm	<50 ppm	>200 ppm	50-200 ppm	<50 ppm	Daily	Quality lead / T2.T3
D	On-time despatch (OTD)	% of orders despatched against the cut-off SLA.	%	>=98%	<95%	95-97.9%	>=98%	Per shift	Shift Lead / T1.T2.T3
D	Lines picked per hour	Throughput per direct picker FTE on shift.	lines/hr	>=85	<70	70-84	>=85	Per shift	Shift Lead / T1.T2
C	Off-standard spend	Spend outside the planned operating budget (£ overtime, agency cover, emergency haulage).	£	<£1k/week	>£5k	£1k-£5k	<£1k	Daily	Ops Mgr / T2.T3
C	Cost per line shipped	Total fully-loaded cost / lines shipped over rolling 7 days.	£/line	<=target rate	>target +5%	target to +5%	<=target	Weekly	Ops Mgr / T3
P	Attendance	% of scheduled labour on shift.	%	>=95%	<90%	90-94.9%	>=95%	Per shift	Shift Lead / T1.T2
P	Capability completion	% of crew signed off on standard work for their station.	%	100% critical SKUs	<80%	80-99%	100%	Weekly	Crew Lead / T2.T3
I	Kaizens raised	Front-line improvement suggestions logged in the shift book.	/FTE/week	>=0.5	0	<0.5	>=0.5	Weekly	Ops Mgr / T2.T3
I	Kaizens closed	Kaizens completed and benefits banked (or formally rejected with reason).	% close rate	>=80%	<50%	50-79%	>=80%	Weekly	Ops Mgr / T3