Policy Deployment 3Cs
Principle Document

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3C Strips

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Context

Problem Solving has four defence layers for protecting the margin and the company's reputation.

3 Cs  First Line of Defence - rapid problem solving at all levels of the business. An agility to escalate the problem to the appropriate level but, more importantly, a method for engaging all employees in problem solving.


Storyboard  Third Line of Defence - a method for dealing with cross functional, complex problems

Six Sigma  Fourth Line of Defence - a methodology for complex, chronic problems
3C Strips

**Goal**

Everyone involved in first defence rapid problem solving.

**Purpose**

The purpose of 3C Strips is to provide a mechanism for the identification, and resolution of problems at all levels of the organisation. It seeks a velocity toward problem solving at the appropriate level with cross functional support where needed.

The secondary purpose is to provide the organisation with a rapid ability to escalate problems to the appropriate level for resolution.

**Benefits**

- Transparency and visual management of problems
- Prioritise effective utilisation of resource
- Indicator for leadership of problem solving capabilities in the operating system
- People development tool
- Drives accountability
Lean Leadership with 3C Strips

The role of leaders is to ensure the following:

• Team members are developing their problem skills with the 3C methodology
• Driving the resolution of problems by the team is constantly being challenged to stretch capability
• Strips are data driven and speak with data
• Containment / Countermeasure process is followed diligently
• Integration of solutions built into standards
• Recognise good work in the team
• Escalate when necessary and engage other functions
• Challenge timelines being committed to by the team

3C Strips - Process

Raising a 3C

A 3C can be raised when the following occurs:

• A Key Performance Indicator moves into the red or is showing a downward trend that needs to be reversed
• The leader decides intervention is required
Types of 3C Strip

A White 3C Strip is used for a new concern that is not HSEC related.

A Yellow 3C Strip is a repeat concern that is not HSEC related.

A Red 3C Strip is a specific concern relating to HSEC.

Timelines

A 3C should be resolved within 10 days of being raised. This requires a working countermeasure within the stipulated ten days.

The ‘ten check cycle’ of the countermeasure can continue beyond the ten days.

Any concern that exceeds the agreed timeline within the ten days must be escalated. This is to address capability issues with problem solving.

Reverse of 3C Strip

Where the agreed countermeasure will take more than ten days but less than six weeks the reverse side of the 3C Strip will be used. This generates a mini plan for the implementation.
A 3C Strip with a countermeasure longer than 6 weeks duration must be incorporated into the existing 90 Day Plan or the formulation of the next plan.

The manager or above are the sole people responsible for the authorisation of the reverse side or moving 3Cs to the 90 Day Plan.

**Escalation**

- Deviation from agreed timelines
- Where ownership of a concern cannot be agreed
- Where countermeasures cannot be agreed

**Accountability and Responsibility**

The owner of the 3C is not necessarily the person accountable for the resolution of the problem. The owner, or person responsible, is the coordinator for its resolution whilst the 3C is live in the Information Centre.

**Tracking**

The number of open and closed 3Cs in the Information Centre is necessary to provide guidance to leaders for required intervention.

Visually track 3Cs that have been moved to another Information Centre for report back purposes.

**Acceptance of 3Cs**

A 3C should not be accepted at an Information Centre meeting without a working containment action in place.
Resolution

The 3C cannot be removed from the Info Centre until the following actions have been completed:

- The countermeasure has been successfully implemented
- The check cycle has been completed successfully
- All relevant standards have been updated
- People have been trained in the new standard

3Cs should be kept in an archive in the Information Centre.

Review

New concerns must be reviewed daily until they are fit to move to the In Progress section.

Other strips do not require review on a daily basis but are pulled into the For Review section in accordance with the agreed timelines.
This document was written by Mark Radley with the support of Chris Jones, Roger Bent, Gary Sermon, Mike Slinger, Andrew Hemingway and Tim King.

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