**Guidelines for Counselor**

1. **Counselor’s Role**
2. Train all team members with 100% clarity.
3. Online support through Tele-conference or Video conferencing.
4. Review 100% homework points every visit.
5. Facilitate Change through active participation.
6. Provide Technical Know-how (If required, seek support from External Experts).
7. **Counselor’s Attire on Company Visit Day**
8. Clothing should be well toned and wrinkle free.
9. Clothing must be free of any slogans, advertisements, or inappropriate pictures. Any clothing that has words, terms, or pictures that may be offensive to other is unacceptable.
10. Torn, dirty, or frayed clothing is unacceptable.
11. Counselor are required to be dressed in appropriate work dressing as laid down:
    1. For men, this would imply plain, straight-leg or boot cut, regular/classic or relaxed fit trousers that are sized to the waist and worn with formal shoes (black or brown). Shirts are to be worn tucked in with appropriate ties when required.
    2. For women, it would imply Sarees, Salwar Kameez or trousers / shirts.
12. Jeans, T-shirts, Sports shoes and sneakers are not permissible on these days.
13. Hair must be kept neat and clean and trimmed regularly to reflect proper grooming.

1. **Guidelines for 1st day of counseling**

1. **Address to employees:**

MD/CEO/Plant Head to address all employees on following agenda. ( standard banners to be put as back drop).

1. Need for change and improvements in the company.
2. Briefing on the cluster approach.
3. Introduction of counselor.
4. Lighting of lamp. (Include Union Representative/Senior Operator)
5. **Counselor Address:** Cluster methodology, benefits, past experience and expectations from

Participating companies.

**c) Shop Visit:** Gemba visit to plant with CEO and other senior staff. Entire plant is to be covered from entrance, plant periphery, stores, manufacturing shops, offices , scrap yards and utilities like compressors, effluent treatments etc. Photographs to be taken to capture existing state of plant covering all aspects of manufacturing like displays, layout, material handling, storage, machine condition, safety etc.

**d) Meeting with CEO/Department Heads:**

Summarize observations made during shop visit.

Convey appreciation on good observations and co-relate cluster road map topics to

improvement opportunities observed. Form team of Cluster CEO/Coordinator and zones for plant.

**e) Inputs on Visual Factory:** The building blocks of factory visuals are:

1. Must Be Facilities – plan and implementation.
2. Do’s & Don’ts – company policy on good and bad practices.
3. Safety.
4. 1S/2S in all areas.
5. Displays should cover/include - signs, warnings, performance review status, material storage, WIP material status, machine condition, company improvement status, training etc.
6. Training to ensure Total Employee Involvement (TEI).

**f) Performance Indicator Report (PIR):**

Counselor to use PIR (PM\_46\_RS15) to capture Day 1 status of the company. Every month actuals vs target of these indicators will be reviewed by mentor in MRM.

In summary, process flow, information flow and all abnormalities should be immediately visible to the eye.

“A **Visual Factory** witha **well-trained, motivated and engaged workforce** is the foundation on which the **Continuous Improvement** **Culture** is built”. This fact needs to be emphasized by the counselor to the CEO/Plant Head and team.

1. **Home Work**: Company should compile updated as-is status data relating to physical condition (photos), Performance indicators (KPI’s), systems etc so that progress can be effectively monitored. *~~Provide Homework format to company PM\_46\_F16 to capture & track visit points~~*.

Here the important point to be highlighted is that **‘What is measured gets managed & controlled’.**

1. **Counselor visit compliance report:**
2. Counselor to adhere number of visits as decided into contract
3. Impart training as per cluster road map as appropriate

1. **Guidelines for Cluster Course Content:**
2. All course contents to be delivered against each module of Cluster Program are standardised. Revision no. and date has been frozen.
3. These course contents are minimum to be delivered during course presentation. All counsellors and experts are free to add any additional contents like case studies, examples, photos, videos etc. as per the requirement of the cluster. Ref. PM 46
4. Any need for modification of Basic course content is informed to ACT Head office. The requirements are reviewed by ACT – Head Cluster Program along with the counsellor or expert as appropriate.
5. After approval by ACT- Head Cluster Program the modification is incorporated in Basic course content with due revision no. and date by ACT Head office.
6. The revision is then conveyed to all counsellors and experts for future deliveries.
7. **Monthly Review Meetings (MRM):**
8. Counselor to plan for number of MRMs along with Mentor based on cluster duration.
9. Ensure release of MRM Circular (Refer Presentation Template, Program Sheet and Route Map PM\_46\_RS7, RS9, RS10, RS11)
10. Counselor to explain MRM presentation template (PM\_46\_RS9) to company & review it before presentation into MRM every month.
11. Ensure release of Minutes of Meeting of MRM (Refer Sample PM\_46\_RS8)
12. Upload MRM Presentations on ACT Server
13. **Non-Performing Company :**

Counselor to report & submit Non-performing company report (PM\_46\_F20) to Mentor / ACT Head of Clusters, as and when required for non-adherence to overall performance by participating companies.

1. ***Cluster Gate Review :***
2. *Counselor to plan for Gate Review (PM\_46\_RS16), will be part of MRM*
3. *Counselor to collect cluster feedback from the company MD / cluster CEO and coordinators during Gate Review meeting & prepare Action plan as appropriate (PDCA Form PM\_46\_F22)*
4. **Cluster Closing :**
5. Counselor to upload Cluster Closing Booklet on ACT Server (PM\_46\_RS5)
6. *Counselor to collate savings of cluster companies during final gate review (PDCA Form PM\_46\_F22)*
7. **TIME Management :**
8. Counselor must ensure timely reaching to company and should spend 8 hours ( Based on need , it may happen that you have extended time , however , it should not be beyond 7 PM )
9. Visits to be made as per schedule , too many changes are not permitted
10. **Administration :**
11. Counselor must submit expenses statement for last month to Pune / Delhi office on or before 5th of every month
12. Hardware provided should be used properly ( Laptop life expected is around 4 years )
13. Ensure Safe travel agencies are used
14. Flight tickets to be booked for suitable timings and low price ( and not particular airlines ) in advance , around 15 days