

# PROACTIVE PRODUCTION READINESS



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- Check & Adjust
- Logic for you customization
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“A way of thinking, not a formula”

# The opportunity

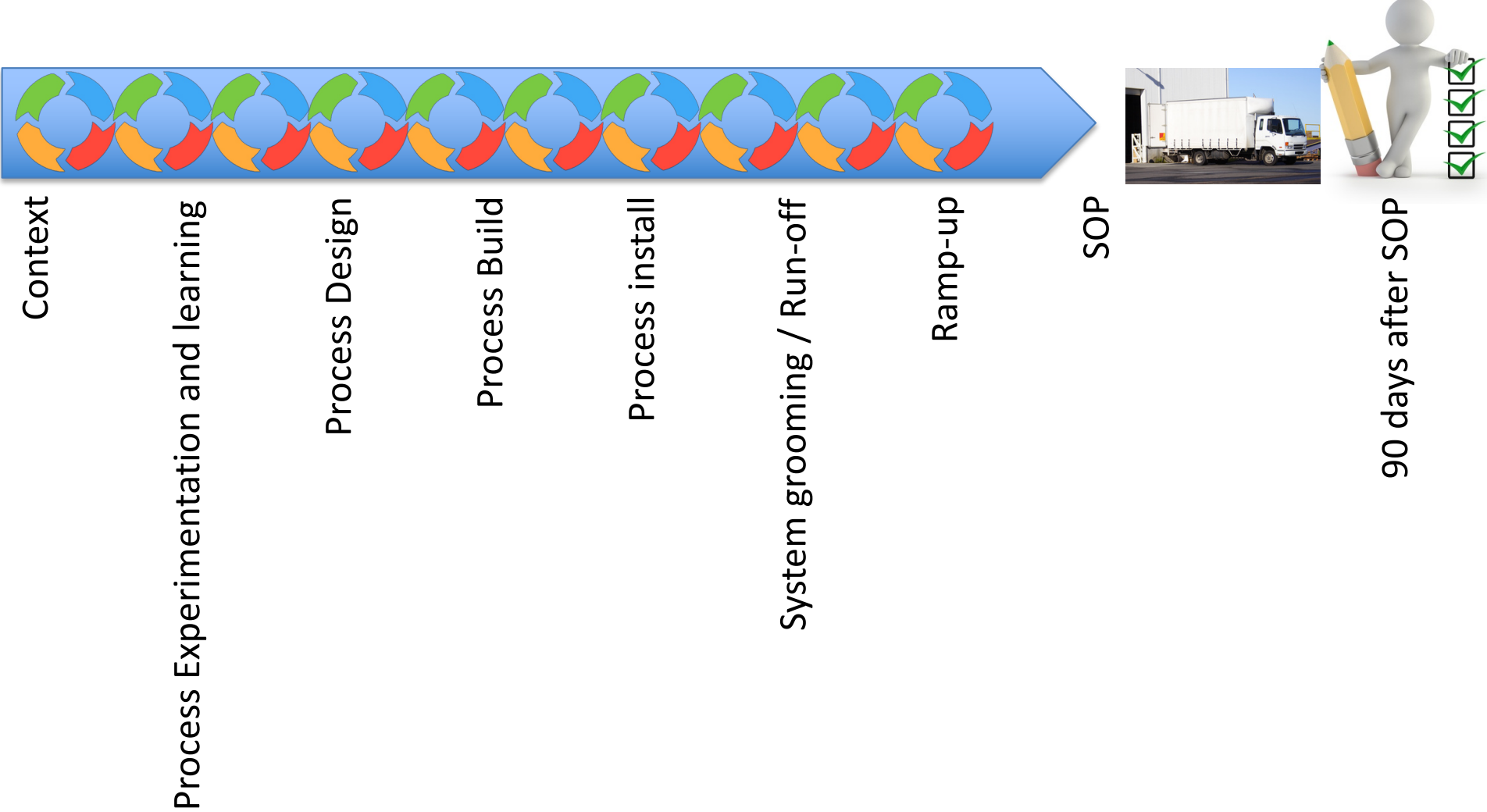
- \$400 MM



- Where's the PDCA?

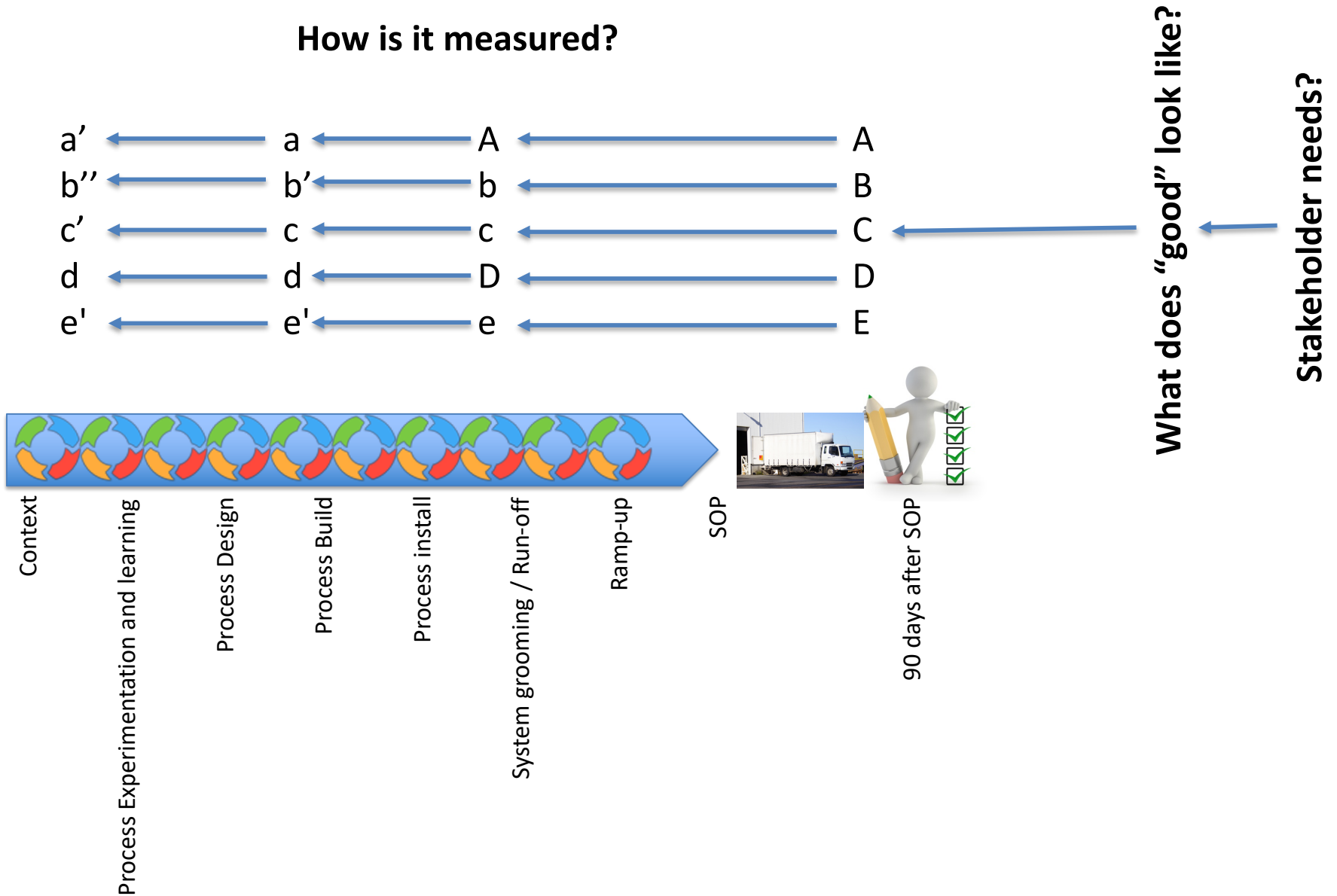


# Generic Phases of Lean Process Creation



# Logic for Your Customization

## “Embrace your unique current state”



# WORKSHEET: 10 minutes

WHO ARE YOUR STAKEHOLDERS?	WHAT DO THEY WANT / NEED?	HOW MIGHT YOU MEASURE THAT 90 DAYS AFTER Start Of Production (SOP)?
1 CUSTOMER	PERFECT QUALITY	Parts Per Million(PPM) DEFECTIVE
2		
3		
4		
5		
6		

# DISCUSSION

**STAKEHOLDERS**



**WANTS / NEEDS**

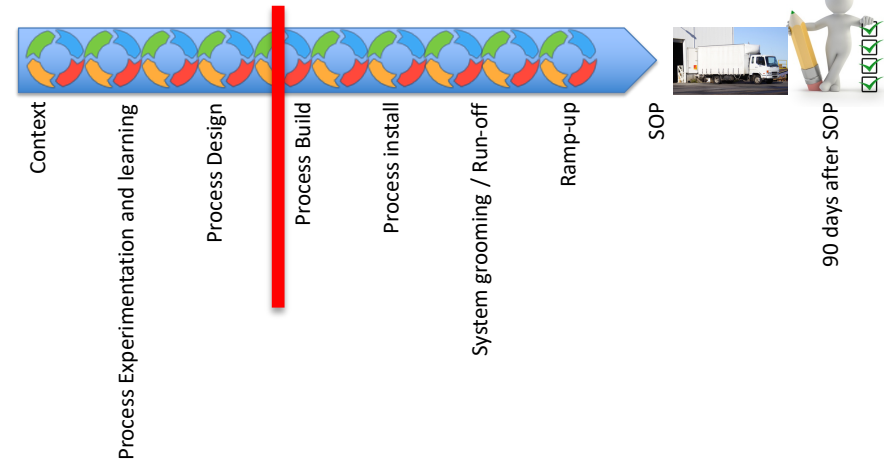


**MEASURES**



# WORKSHEET – 5 minutes

## Let's look at ONE Start Of Production Measure



- What's the SOP measure?
- What could it be during ramp-up?
- What could it be during run-off?
- What could it be during process build?



# **DISCUSSION – 5 minutes**

## **Let's look at ONE Start Of Production Measure**

- What's the SOP measure?
  - On-time delivery
- What could it be during ramp-up?
  - Percent finished goods buffer fill
- What could it be during run-off?
  - Percent cycle time attainment
  - Percent kanbans in place
- What could it be during process build?
  - Percent cycle time attainment

# Tools

- Check list
- Score Card
- Glide paths

Can be a combination of the items above

# Checklist

CRITERIA	COMPLETE? (Y OR N)

% COMPLETE

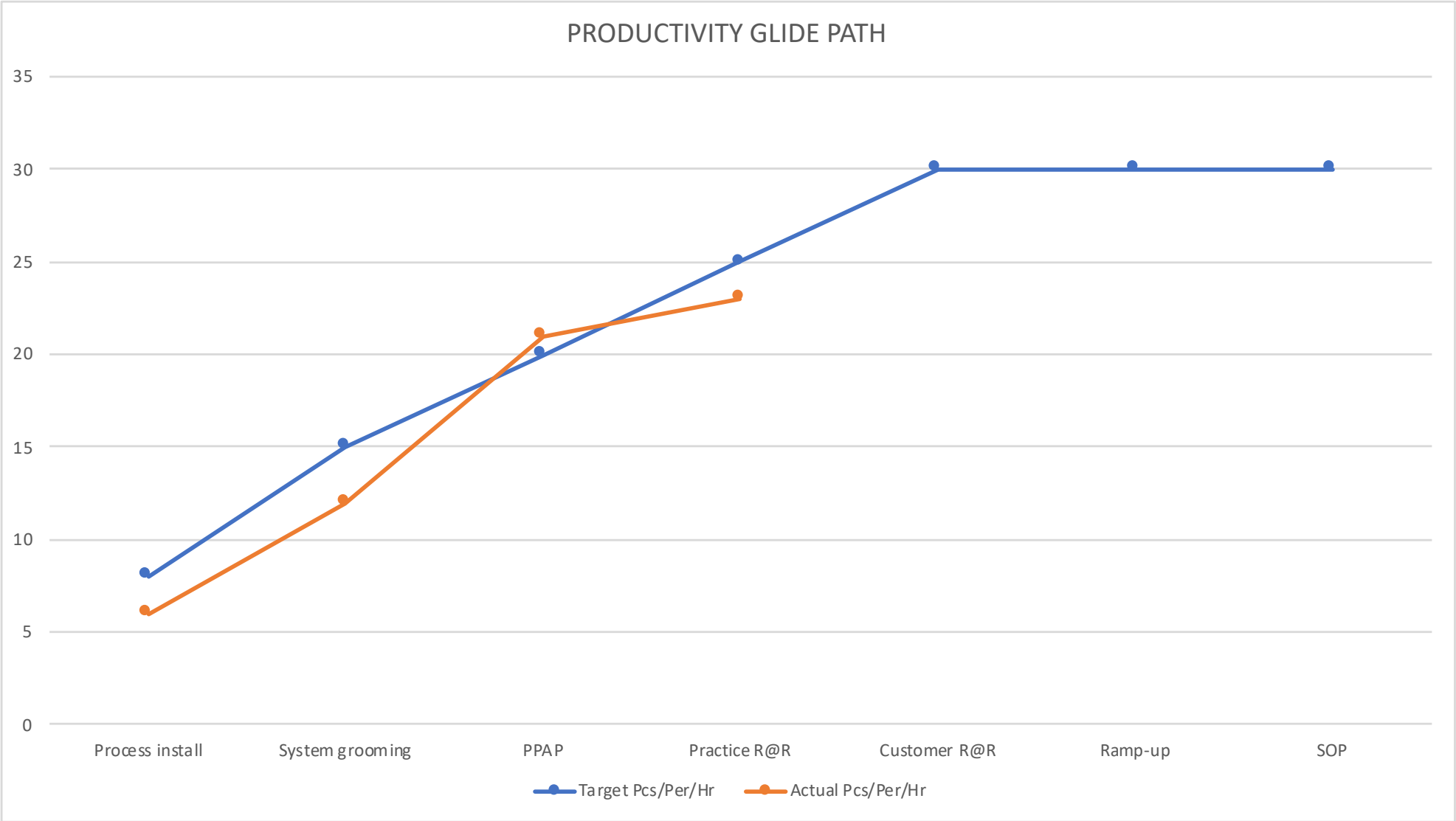
SOP	<100%	100%
Prior to Ramp-up	<85%	≥85%
Prior to Grooming & RO	<50%	≥50%
Prior to Process Build	<20%	≥20%

# Score Card

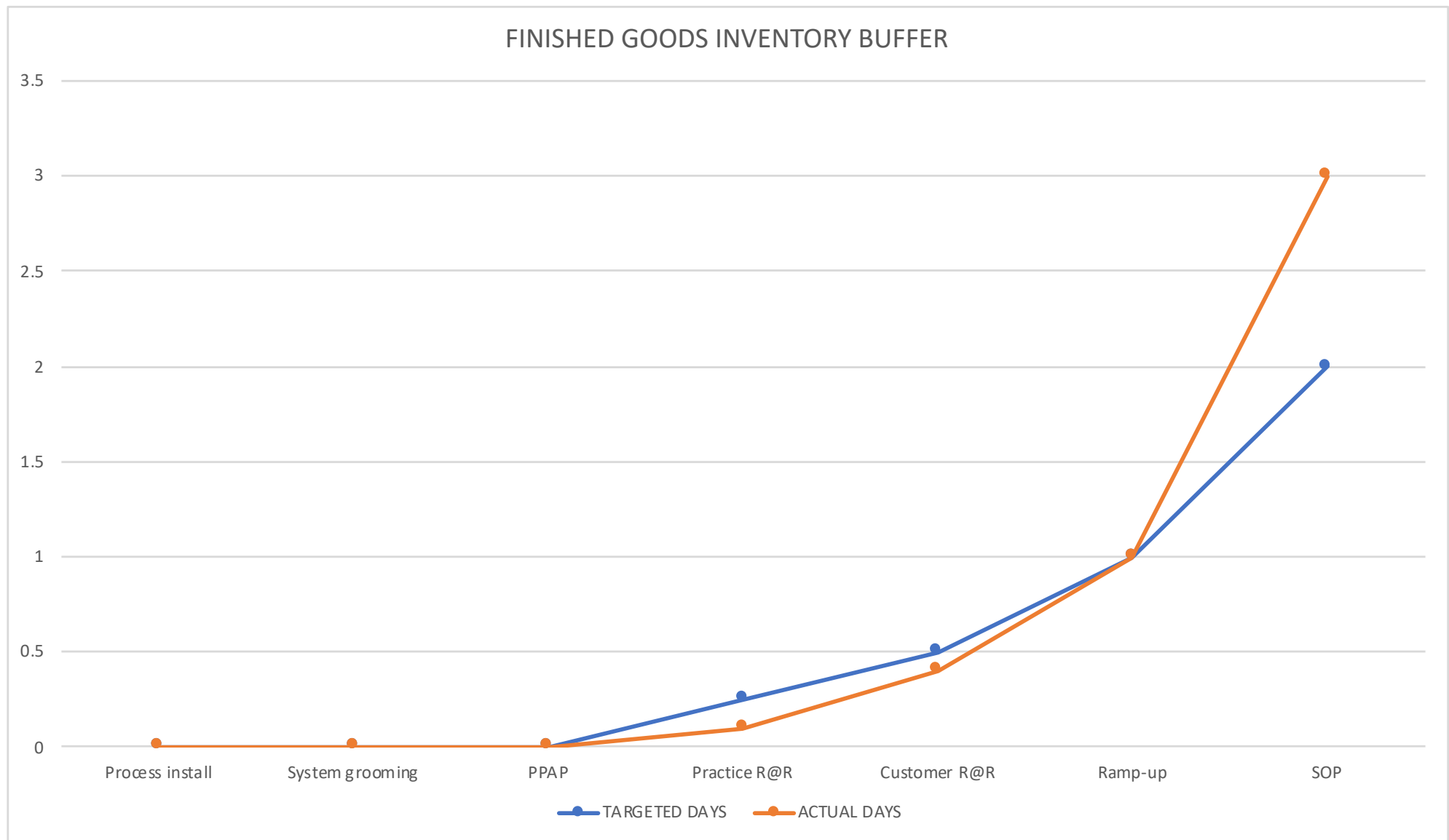
CATEGORY	% of Score	SUBCATEGORY	% of category score	OBSERVED MEASUREMENT	
QUALITY	35%	Incoming parts PPM	25%	95%	
		Errorproofing readiness	25%	100%	
		PPM defective vs. projected in AP	25%	100%	
DELIVERY	20%	<b>TRIAL DESC</b>		<b>GREEN</b>	<b>RED*</b>
		Early trial		50% - 100%	< 50%
		Practice run at rate		70% - 100%	< 70%
		Internal run at rate		80% - 100%	< 80%
PRODUCTIVITY	20%	SOP run at rate		90% - 100% AND a total of 25% in the categories of SAFETY and SYSTEM	< 90%
SAFETY	15%	Safety & ergonomics approval	100%	100%	
			Category score:	100%	
SYSTEM READINESS	10%	All gages available & approved	20%	100%	
		All tools available & approved	20%	100%	
		Drawings available at correct releases	20%	100%	
		Dimensional compliance of parts	10%	100%	
		Functional performance of parts	10%	100%	
		All documents in place	20%	0%	
		Category score:	80%		

**TOTAL SCORE: 96%**

# Glide Path



# Another Glide Path



# Thoughts on getting started

- “Better than now”
  - Pick a point & get started
  - Engage stakeholders in the development and improvement of the measures
    - The measures will be “wrong” to start
  - Plan the data collection in each phase
    - Forms
    - Roles & responsibilities

# Data collection plan example

## Score Card: Data Collection Layout

START TIME: \_\_\_\_\_  
 END TIME: \_\_\_\_\_  
 Number of finished goods produced: \_\_\_\_\_  
 Number of finished goods scrapped + reworked: \_\_\_\_\_  
 Any containment findings? \_\_\_\_\_

PPM target (in percent): \_\_\_\_\_  
 Productivity target (pph): \_\_\_\_\_  
 OE target: \_\_\_\_\_

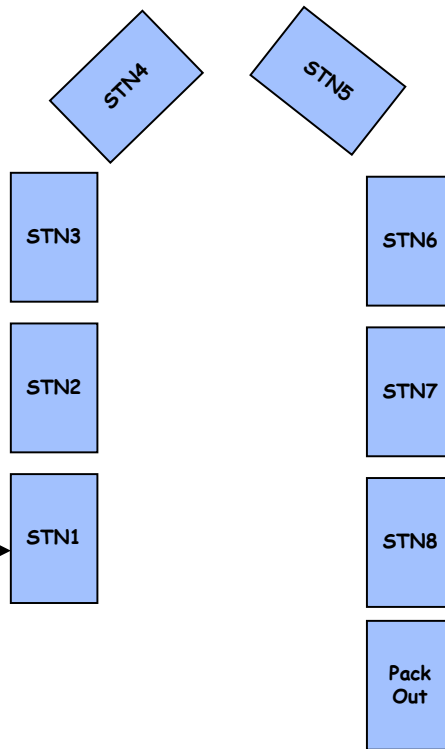
### KEY POINTS:

- **KNOW** all of the input data required to do your calculations
- **Make it clear** who is collecting what and when

This data for every station

PN	Damage available?	Drawings @ correct release	Dimensional interface req?	PPAP Status	KB in place	No. of defects	No. of rework
10002000	O	O	O	O	O	0	0
10002001	O	O	O	O	O	0	0
10002002	O	O	O	X	X	0	0
10002003	O	O	X	X	X	2	0
10002004	O	O	X	X	X	0	0

O = Okay  
 X = Not okay



List of finished goods PNs  
 List of tooling for area (all available?)  
 List of gauges for area (all available?)  
 Are all QS9000 documents in place?



# Questions?

