



Leadership And Corporate Accountability

Lecture 9



Clarify The Benchmarking Objective

- ◎ We have already discussed why we have decided to benchmark-setting priorities for improvement, addressing a specific problem which needs attention and not meeting goals.
- ◎ Why Seth has decided to do benchmark 😊
- ◎ They have upgraded equipment, everyone had needed skills, and taken steps to improve quality but they are still searching for way to improve. Their objective was to have best in class final assembly process. 😊

Seth is deciding whom to involve in benchmarking team


- ◎ Management support to the team
- ◎ Include employees who are close to the process. Include employees who have interest and knowledge about what goes on outside the boundaries of process.
- ◎ “Let us also consider internal suppliers and customers of the process. Who supply products, information, or other key inputs. Customers receive our service, products or output.”

Benchmarking team

- ◎ Seth-Production supervisor for the Model 724 series. Given decision making authority.
- ◎ Steve- A senior assembler, member of the quality improvement team.
- ◎ Bill- An assembler a new employee at ATO
- ◎ Maria-An inspector got promoted from the shipping department and just completed training for final assembly area. She installs the labels and information plates at the end of the process (in some sense she is a final customer for the process)
- ◎ Simon-A former assembler who now works in component installation area, but occasionally done assembly when team requires backup (brings internal supplier perspective)




Sub steps of step-1

- ◎ Define the process
 - ◎ One need to clearly define process. A process is a series of interrelated task that are organized to produce an output.
 - ◎ Consider the scope
 - ◎ Not to be too broad or too narrow.
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ATO, Inc.'s final assembly benchmarking team



- ◎ The decide to benchmark control panel installation because they had recently experienced troubled with connections coming loose.
 - ◎ Steve-"That's a good place to focus, and it is broad enough to achieve something and narrow enough that we can wrap our arms around it"
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ATO, Inc.'s final assembly benchmarking team


- ◎ Simon-” Sure. Let us define the starting and ending point of the process so that we all know exactly what we are working on?”
- ◎ Set the boundaries
- ◎ After a few minutes of discussion the team reached an agreement.
- ◎ Starting point-receive the panel from the inventory clerk
- ◎ Ending boundary-place the unit back to the conveyor belt.

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- ◎ Agree on the process
- 1. Receive the panel from the inventory clerk
- 2. Unpack the panel as needed and visually check for completeness (no broken wires etc)
- 3. Place the control panel on unit and attach fasteners
- 4. Solder the connections
- 5. Test the circuitry and secure the cover
- 6. Place the unit back on the conveyor belt

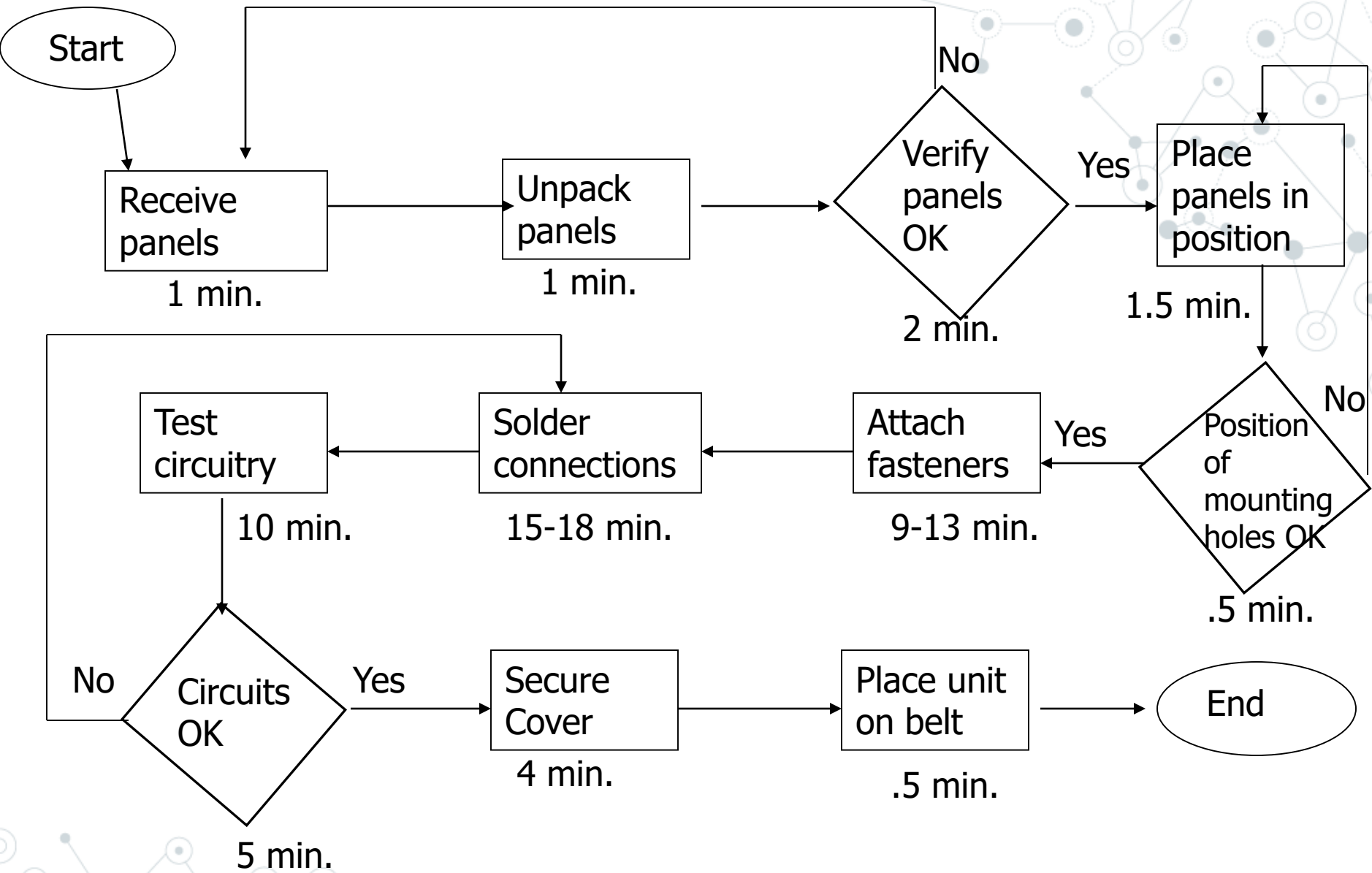


Step-2 of seven step model

- ◎ Determine what to measure has three major sub steps to consider
1. Examine the flow chart
 2. Establish the process measures
 3. Verify that measures match objectives
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Flow chart

- ◎ Review the flow chart. Some of the measurable items we are looking for might be
 1. Overall time to complete the process
 2. Completion time for each individual task
 3. Time spent at each decision point
 4. Number of loops or repeats
 5. Variation of task time
 6. Number of defects showing up
 7. Costs
 8. Scrap



Total time = 45 - 52 min.