

303- Lean Operational Metrics

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Overview

The key to any process, be it in manufacturing, administration, or sales, is measuring your success. Without a means of measurement, how does one determine if it was a good day or bad day? This course addresses three equations for determining the day's (or shift's) achievement. The Lean Operational Metrics are key to ensuring attention is given to where it belongs in the plant, which in many cases are unknown to management. The metrics provide valuable data and insight into identifying quality concerns, defining equipment downtime, and exposing productivity gaps.

Objective

- To define key operational measurements to the workforce and management team.
- To align measurements to lean targets and goals.
- To enhance problem solving awareness.
- To increase awareness of data collection initiating a structural approach of corrective action to problems.

Topics

1. Measuring Success
2. Overall Equipment Effectiveness (OEE)
3. First Time Through (FTT)
4. Dock-to-Dock (DTD)
5. Manufacturing Cycle Time (MCT)

Activity

Individuals will utilize new learning by using example problems (or actual plant operational data) to calculate OEE, FTT, DTD, and MCT. (Note: Actual manufacturing data provides the best data set for increased learning and connection to daily operational problems.)

Individuals or teams will report out on what their plan of action would be to improve the final numbers.

Course Timing

This course is a classroom session, which generally should be completed in 3.5 to 4 hours, with the majority of the time being spent performing calculations.

Materials

Overhead projector
Slide Show Presentation
Blank metric forms
Calculators
Pencils
White Board/ Markers

Participants (8-10)

Operators
Manufacturing Engineer
Quality Engineer
Support staff (Administrative)
Manager/supervisor
Cross-functional team

Milestones

Pre-requisites – All Fundamental courses (101-105)

Introduction of mathematical equations that use shop floor data to determine if the operation(s) or system is achieving the target. Begin graphing one key metric on a daily basis for visual display.

30 Day Review

Team Leader or Supervisor reviews graphic report and discuss team's approach for improvement. Time for encouraging team in their efforts, especially if downfalls have been turned around.

90 Day Review

This reporting should now have become part of the daily ritual for the area or department and provide them with a gage to identify their achievements. Results to be discussed at Quarterly Manufacturing Reviews.