

The Next Step

The Newsletter devoted to comment and discussion within the QCDSM process



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QCDSM is not industry specific! It establishes the principles of Continuous Improvement within a company. It is a Formal Quality Program for companies. Read on.....

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Greetings

Nine New Zealand companies have implemented QCDSM into their companies. This has been sponsored by the BITO organisation in New Zealand. (The Boating Industry Training Organization) Previous newsletters have concentrated on various other aspects of the process. I wish to focus on a most important aspect with this newsletter, viz. **QCDSM is a formal quality programme to establish competitive manufacturing practices in companies and complies with the unit standard certification for New Zealand.**

There are a number of quality systems available to companies. ISO 9001:2008 sets high standards and requires companies to be certified. But, what are the standards that would define a formal quality system?

Here are the ISO guidelines:

1. A set of procedures that cover all key processes in the business.

QCDSM is based on this principle. In the initial training – a 2.5-day seminar called Try Z – the need for and the importance of procedures is trained and used by all attendees.

2. Monitoring processes is necessary to ensure they are effective.

QCDSM uses the visual display of charts and timelines in the Green Room to precisely measure every procedure performed on each task against the budgeted hours and time-allocated. Each task is process driven and measured as a result.

3. Adequate records need to be kept.

The Green Room meeting process ensures that complete records are kept in that there is a timesheet for every task done against the budgeted hours. Every issue that may arise is recorded and the resultant fix is measured. Procedures result from the solutions. The timesheets are filled out each day by the employees who have worked on those tasks.

4. Checking output for defects, with appropriate and corrective action where necessary.

The QCDSM process within the Green Room is checking every process and task through the direct recording of the work done by the person. Any issues that arose during the previous day are recorded and corrective measures are suggested and tested and implemented with the whole team present. A database is developed to keep track of these ideas and suggestions and the solutions decided on.

5. Regularly reviewing individual processes and the quality system itself for effectiveness.

The QCDSM system has a built in check and balance process that is constantly monitoring the effectiveness of the projects and tasks against the defined procedures. At each meeting continuous improvement is implemented based on compliance with the processes and the issues raised and the ideas and suggestions given by the employees.

6. Facilitating continuous improvement. The people of the company have full information of all the work that is to be done, the results of the work being done each day and the issues that arise. Each task is timed. This is the continuous improvement process that is eventually recorded in procedures. This is direct employee involvement.

As you know QCDSM follows the principles of consistent quality, competitive cost, on time delivery, safety and high employee morale.

The methodology focuses on the following:

-Sets up a visual measurement system of wall charts in what is called a Green Room.

-The wall charts are used to measure every task performed throughout the company against budgeted hours.

-Employees are fully involved in the daily morning meetings. At the end of each day they record the time they took on each task on the respective charts.

-Each morning the employees meet to view and discuss the previous day's work, talk about issues, allocate and discuss the work for that day.

-This enables all to become directly involved in continuously improving their performance through their ideas and suggestions by reflecting on the results visually displayed on the charts.

-Every task is measured against the defined procedures known as Detailed Process Sheets. The QCDSM process is a process driven system.

At the morning Green Room meetings all examine the results of the previous day's work. Any issues that may have arisen during the previous day are not only discussed but also recorded and ideas and suggestions are forthcoming and recorded on how to resolve these issues. A database keeps track of these ideas and suggestions.

A **White Board** is the centerpiece of the Green Room on which are written all the projects against which the names of those involved are placed using magnetic name bars. The board projects a two week look ahead of all work to be performed both present and pending in the company and the result is that everyone in the company is fully conversant with what needs to be done. (This information is not normally available company wide.)

QCDSM is process driven and every issue that arises when solved will result in a procedure being written, tested and trained to ensure compliance by all. The process for doing this is controlled by the Green Room measurements that will indicate which issues need procedures to be written. These are written with the full involvement of those who actually do the work. Building a data bank of these procedures ensures that whoever does the work will follow the defined procedure. The measurement of the result of the procedure is what is visually shown in the Green Room on the charts.

QCDSM offers a simple methodology. During the first weeks of implementation the collection of data for the charts enables all to immediately see information not available before. Apart from involving all in the day to day work of the company, buy-in of all the employees takes place.

Please duplicate this Letter for all Green Rooms

The development of the 'war room' concept of the Green Room where everyone has access to the company's projects enabled all to quickly become involved. As each job is worked on or completed, each employee simply goes to the Green Room, records his/her time on the relevant chart, looks at the white board and proceeds with the next task in line as indicated on the board and as discussed in the morning's meeting.

A major benefit for the marine industry in New Zealand is that the QCDSM system has been mapped to comply with the Unit Standard certification for employees. One of the partners of QCD Systems Inc has also been certified as an assessor in New Zealand and will be assessing the standards in all companies that implement QCDSM through the BITO.

CUSTOMER COMMENTS:

"The **first** improvement that came to hand was that it took me 5 min. to invoice a job that would normally have taken me 2-3 hrs saving me time and money. This was because the total job was recorded in the Green Room of actual hours to budgeted hours."

"The **second** biggest improvement is that at the beginning of each day we know exactly where we are at on every job, cost wise and progress wise, and it was great to be able to share this with our customers and other staff."

"The staff attitude towards this system has been very encouraging and all are excited about the future of what this can bring to the company. We have found the Green Room meetings to be very valuable as they are making staff more responsible for the organisation of their day and awareness of time management. The visual documentation on the wall has truly made staff members take ownership and accountability for their weekly procedures on a daily basis. More pleasing for me as the Director, it has given me the ability for accurate job costing and can see that future performance appraisals will be backed up by Green Room documentation."

"The best change that we have made is our information white board in the Green Room. It shows us what is happening within the company. It all the information about how to run the company which is the most precious piece of information we have in the Green Room. It is difficult to imagine how we ran the company without this board. All employees, contractors and clients can share the information."

As these companies progress in using the system they will be posting efficiency and productivity improvements experienced as a result of QCDSM. As they become proficient in implementing the competitive manufacturing practices they will begin to customise the system to suit their unique business. Our clients are more than willing to speak with you about their experiences.

Every job is listed on the White Board and the names of people to work on each job is on a magnetic tape. The board shows a two-week look ahead of all work to be done. At the morning meeting the work for the day is discussed and during the day, as an employee completes the task, the time is entered on the specific time chart (below) and the next job on the white board is begun. Any issues with the task completed is recorded on a special chart for discussion.

JOB COST AND DELIVERY TRACKING CHART

Job Code: [] Budget Hours: 70

Description: TO REMOVE FOL FROM BOAT REMOVE FITTINGS AND STAYS UP INSIDE PANEL AS A PRELIMINARY SERVICE WITH 3 ADDITIONAL PARTS REKIT FOL AFTER MONITORING

Start Date: [] Finish Date: [] Actual Start Date: []

Team Member:	Date:	MON	TUE	WED	THU	FRI	SAT	SUN
JOHN	25	7.5						
MURPHY	26	6.5	6	1	2.5	3		
Daily Hour Total:		14	6	1	2.5	3		
Total Hours:		14	10.5	17.5	15.5	26.5	27	32
Hours Left:		56.5	56.5	49	43.5	37	31	25
Budgeted Hours:		70		70				
Target Deadline:								

C:\Users\Nick\Documents\Binn Wilson Staff

This is a typical time chart on which each employee records the time taken on this specific task which is then compared to the budgeted hours for the task. Notice the Green and Yellow bars. Green indicates on track, within budget. Yellow indicates a possible issue re meeting budget and time and Red would be a warning of missing the budget and time targets. The Yellows and Reds are discussed each day at the meetings. The bonus is that when a task is on target discussions are also held as to whether any improvements can be made to the process to obtain even more efficiency and productivity.

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