



Productivity Improvement

IET conducted work sampling, improved methods, created production reporting, and conducted Layered Process Audits to improve OEE levels.

The Customer

High Volume Construction Grade Fastener Manufacturer

The Challenge

Production processes were running at low OEE levels causing late deliveries, lost orders and excessive manufacturing costs.

The Solutions

IET used sequential work sampling to document the performance of several manufacturing cells. The IET engineers made minute-by-minute observations of the operators and categorized machine status including run time and downtime by reason. The conclusion was that operators were not following established procedures resulting in scrap and downtime. This was especially evident with new inexperienced employees.

The IET team made a number of tactical recommendations to improve the processes at each cell observed. These included revised cleanup procedures that allowed machines to be kept running longer at the end of the shift, adding counters and Andon Lights to show output, machine status and providing communication tools for the operators when they need help.

IET suggested and implemented two strategic systems. The first was to implement an operator production tracking system at each work station so that each operator could keep score of cell performance on a real time basis. The result would significantly improve awareness of expectations and well as documenting reasons why machines failed so resources could be assigned to correct the problems.

The second initiative was to introduce Layered Processes Audits (LPA). IET developed the LPA questions for each area focused on the most pressing problems observed during the work sampling studies. With LPA audits, the management staff audits the production cells several times per week on all shifts. They were empowered to make immediate corrective actions when non-compliances were observed. The result was an increase of production output by over 30% within the first few weeks of implementation.

“Layered Process Audits are the tool we needed to focus the employees on the things they need to do right each and every day to maintain a high level of customer service.”

Vice President of Manufacturing

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How can IET help you?

Any way you need us to.

Productivity

Current production standards
Current production performance
Detailed reasons for variances
Detailed plan for improvement
Goal-setting, accountability

Capacity planning

Key capital resources
Direct and indirect labor
Salaried personnel
Facilities

New manufacturing

Detailed process map
Layout
Facilities
Labor
Support

Indirect labor design

Standards
Material handling
Supervision
Maintenance
Plan for improvement

Total value analysis

Make vs. buy
Site selection
Consolidation
Vertical integration
Horizontal integration