



WINTER NZ
2017



QCDSM
LEAN BUSINESS EXPERTS

The Next Step

Editorial by Peter J Paola and Willem J Botha, QCD Systems Ltd.

QCDSM is not industry/business specific. It establishes the practice of Continuous Improvement throughout the Supply Chain with full employee participation based on Lean principles within a company. It is a Formal Quality Program for companies utilizing LEAN manufacturing and management principles.

Since 1988 we have had the privilege of working in a number of different companies on all five continents. The experience we have gained is remarkable. For this reason the format of our newsletter this time will be to offer an opportunity for all of you to assess how well your company is doing in pursuit of LEAN management and manufacturing through the practice of QCDSM

Management Message

Since March this year Willem Botha and Peter Paola have been incapacitated resulting in a slow down in our work schedules.

Willem began suffering from what we believe is a tropical virus or bacteria probably picked up in South America. The authorities here have not been able to isolate it and after 9 separate hospital visits, he is finally on the road to recovery being able to walk properly and begin to conduct normal affairs. We look forward to his full recovery in the very near future.

Peter's ailment was a bit more dramatic in that his replacement Mitral Valve done in the US 20 years ago, finally gave in and had to be re-replaced together with a secondary valve. He was hospitalized from the beginning of April for the operation at the end of that month. A final 'clean bill of health' was pronounced at the end of August.

So, they are raring to go! They both thank all the well-wishers and concerned who sent greetings and called. Much appreciated.

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TRAINING AND REVIEWS

As a result, QCD is in a position to offer some very important support to all our well-respected customers in the revision, monitoring and the updating of their progress using the QCDSM/SQCDM methodology.

Two years ago QCD developed an online process enabling it to 'present' to their customers through the wonders of modern technology. This

enabled QCD to present important review session from the NZ offices right into the place of work meeting rooms of customers in any country.

The process of setting this up is very simple and with the relevant persons present in the room with a projector and a screen as well as a computer. QCD and your people are able to interact directly. Being in New Zealand does not present a problem in this regard and with due preparations, e.g. pictures sent to QCD of the Green Rooms, the data-bases of Ideas/Suggestions and Customer Concerns etc., QCD can obtain a clear picture of the current status of the methodology in your company.

Apart from new implementations, QCD has been using this methodology with a few customers and it has proved extremely helpful and informative for them.

COST SAVINGS

NO TRAVEL COSTS; NO VISA ISSUES; NO ACCOMMODATION, FOOD AND OTHER COSTS!

The charge is dependent on what is required and the needs of each customer is charged by the hour. QCD has encouraged companies to develop enhancements but to maintain the fundamental principles of the system. QCD can also 'attend' actual Green Room meetings using this methodology.

QCD has also conducted other training sessions, e.g. DPS writing, using this methodology. **(Try Z is proving rather difficult to be done remotely!!)**

No matter your growth in the system you can focus on enabling your people – especially those employed post our training - by exposing them to this process.

The Green Room meeting check List

The physical place:

- ✓ Set aside only for meetings
- ✓ Requires a set of specific charts / Agendas
- ✓ Small storage place for charts
- ✓ Well lit/somewhat quiet
- ✓ Red/Green/Yellow Markers

The Charts

3 charts per category:

Daily/Matrix/YTD

Quality: External & Internal (required) Customer Concerns

Defects Received
Defects Produced

Cost:

Downtime
Extra Time
Rework etc. etc.

Delivery:

Units Produced
Customer Calls
Payroll
Jobs Completed

Safety:

Injuries
Accidents
Near Hits/Misses

Ideas/Suggestion Tablet Attendance Chart

The Agendas

1st, 2nd, 3rd level and upwards
(Vitaly important for a well-run
1st Level meetings and for
follow-up.)

1st Level Meeting Schedule

2nd Level Meeting Schedule

3rd Level Meeting Schedule

Top Level meeting schedule

We can provide you with .pdf copies of training materials and any literature you may need to ensure compliance with QCDSM. Please also visit the updated web site and read through the various tags.

Email:

info@qcasm.com

Web site

www.qcasm.com

How does a company sustain its Lean journey?

The physical place for the 1st level meetings is the critical first step. The charts that are set up provide the environment for good meetings but the **standardization of the arrangement of the charts** is what is key to fruitful and good meetings.



The above chart arrangement is the template for Green Room wall set-ups. Left to Right – Q. C. D. S. M with the Daily, Matrix and YTD charts under each category.

The result of this standardization of the wall charts ensures that the leaders of the 1st level meetings are able to conduct a well run, informative, 10-15 minutes meeting.

The written DPS for these meetings and all the others is the **Agenda**. Without the Agenda, the meetings lose focus and purpose. **We cannot stress enough the importance of using these agendas.**

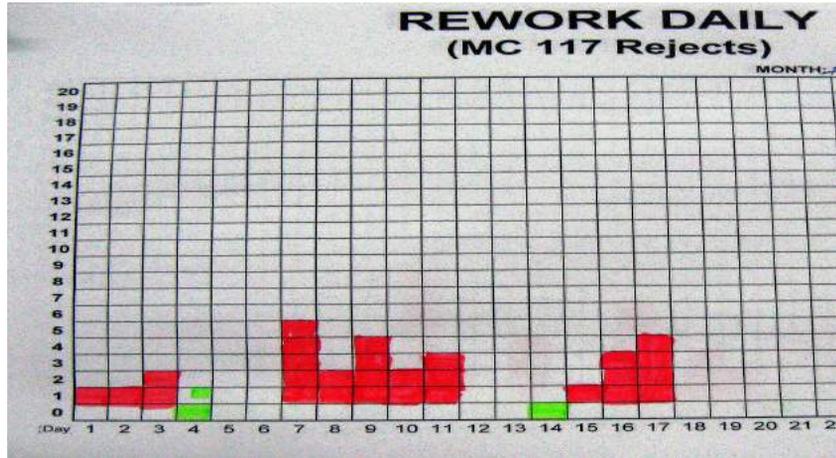
If properly trained the leaders will impart good information with leading questions. This will encourage participation of the people and will result in an effective meeting.

(1st Level) Standing in front of the charts being discussed and pointing to the information shown on each chart, is very important at the 1st Level to assist the attendees to link their performance to the results recorded on the charts.

The **MATRIX** chart is the most important chart in the 1st Level meeting – see across. This chart reveals the actual situation/s that have occurred and becomes the focus for questions, explanations and the generation of ideas and suggestions.

AMCOR, the Cali and San Salvador facilities, wanted to apply QCDSM in a slightly different way. They wanted Safety to lead the way and for the M, instead of Morale, they wanted Motivation. This rearrangement in no way affects the overall process. – SQCDM.

A further innovation, using the online approach, was to contact the companies 2 weeks prior to our arrival in order to coach them on how to collect data for their future Green Room Meetings. They simply began to learn how to collect data for transfer on the charts after our arrival. This proved to be very effective.



CAUSES	MONTH: 2011	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Lump Model		1	9	6													
Lump "Straps G-drum"		2															
High Craps		3	3	9	9	11											
clean material		7	7	7	7	8	9	10	11	15	16						
Wet Product		7	16	17	17	17											
check mower		8															
Lump mm162		11															
Screen Bob Army		16															

The Rework Daily chart, example above, is a good example of posting data for the meetings. The 'picture' (Chart) which speaks a hundred words, indicates (top) that there is an issue with their product from different customers over a number of days. On the second chart, (Rework Matrix) those issues are clearly defined by the number of times individual defects are reported on. The horizontal red bars against the individual issue records the number of times a particular defect has been reported on. By being able to visualize and actually see the extent of the issues the attendees of that meeting can now apply their experience and insights into developing ideas and suggestions on how to remedy this as they did in the Try Z seminar. Unfortunately, Production Meetings etc. held in most companies simply talk about the issues.

How does a company sustain its Lean (QCDSM/SQCDM) journey?

A statement:

“Every work area in a company is governed by the processes needed to complete the work in that area. Unwritten processes; incomplete processes; processes not properly trained etc.etc. lead to variations in the work and output. The purpose of procedures, therefore, is to establish standards so that consistent work is delivered. If people deviate from the processes, issues arise. “

QCDSM/SQCDM relies on the fixed agendas to establish the process – the written DPS for Agendas, through which QCDSM/SQCDM can deliver its purpose. What went right, what went wrong and what they, the people, can do to fix it is visually displayed. Deviating from following the agenda will reduce the meetings to inconsequential results.

THE NUMBER OF IDEAS GENERATED IS A MEASURE OF THE EFFECTIVENESS OF THE GREEN ROOM. SUGGESTIONS ARE RECORDED TO EITHER SOLVE OR IN VIRTUALLY EVERY CASE, TO MITIGATE THE EFFECT OF THE ISSUE UNTIL A REAL FIX IS AVAILABLE.

The second part of the 1st Level Agenda sheet completes the meeting. It provides the opportunity for the attendees to become directly involved in their area through their work assignments.

The 2nd and 3rd level and above meetings need to continually stress the importance of written current DPS documents and the resultant ideas and suggestions offered by the people as a result of discussing the issues revealed on the charts.

This results in a motivated workforce taking control of their areas and will effectively result in continuous improvement and an increase in productivity and efficiency.

We cannot stress strongly enough the importance of the use of the Agendas for each category of meetings.

The 1st Level Agenda in summary:

1. Go through the full set of charts up to the Safety charts, beginning with Quality, E.g. External Customer Concerns: In all categories, point to the Daily chart and note the data. Then to the Matrix chart linking the Daily data to the specific issues and then show the overall performance - YTD. Do this for all charts. However, once you have completed one set of charts, e.g. External Customer Concerns, if the Matrix in this instance shows an issue/s, then invite the group to comment and to give ideas/suggestions. Ensure that they are recorded. (Use the end of the meeting to allocate those who will pursue the ideas so as to obtain results.)

Idea/Suggestion Tablet: Use this Tablet to review past ideas, their status and what needs to be done to expedite them. This is an essential part of the meeting.

Page 2 of the 1st Level Agenda.

1. **Questions from the Charts:** Prior to the meeting select one or two issues you want to highlight during the meeting at this point based on the data for the day. Use this to problem solve and obtain ideas/suggestions.
2. **Feedback from Yesterday/Previous meeting/Previous Shift:** Always be sure to give feedback to your people especially if you could not answer a query during the previous meeting.
3. **Attendance:** Do not discuss an individual's attendance publicly but if necessary, use this section to encourage and praise their punctuality.
4. **Ideas and Suggestions (Ideas Presented / Resolved / Pending):** Use this to delve deeper into the Idea/Suggestion process and generally encourage and promote them. Make sure you keep them up to date regarding the pending ideas vs the outstanding ideas that need action.
5. **Announcements/Todays Targets:** After addressing these items always send them off with words of encouragement and support.

(You may alter, add, remove items here but always do so to improve the participation of the people. Copies of these agendas are included in our email to you.)

The 2nd Level Agenda.

This is probably the most important meeting of the whole QCDSM/SQCDM methodology. It is the 'glue' that binds the process. The managers of the 1st Level leaders use this meeting to monitor, direct, encourage and deal with issues that are occurring in the department. This is why holding this meeting after the 1st level meeting and doing this religiously will ensure that QCDSM/SQCDM will be entrenched as the way to do business. Our worldwide experience has shown us that when QCDSM/SQCDM falters it is because the meeting structure is not operating correctly.

This 2nd Level agenda does two things. Firstly, it records the most important issues brought up in the 1st Level meeting and allocates how to resolve them ensuring that the 1st level leader can give good feedback to the 1st level meeting. Secondly, this meeting reviews Page 2 of the 1st Level meeting's agenda to ensure that proper attention is being paid to issues.

2nd Level Agenda:

Page 1: If it is the very first meeting, the manager begins with the section: **ITEMS FROM 1st LEVEL MEETING.** The 1st Level Leader mentions the most important issues of that day or that week. They discuss this and enter **ACTION PLANS** for the issues.

The manager then prepares for the next day/weeks meeting by transferring the ACTION PLANS decided on go onto a new Agenda sheet in the section: **ITEMS FROM THE PREVIOUS MEETING.** This is the section that begins the next meeting and so on.

Page 2: This focuses on issues, ideas/suggestions, Safety etc. Remember the manager is also the coach of the 1st level leader. Therefore the 2nd level meeting is as much attending to business as it is also to coach.

The 3rd, 4th levels etc. Same Agenda, modified if necessary, but held weekly/monthly. (ICC = Internal/External Customer Concerns.)

COACHING, MENTORING, COMPLIANCE	
ARE THE CHARTS UP TO DATE?	
ARE THE ICC'S BEING GENERATED?	
ARE SUGGESTIONS BEING OFFERED?	
ARE NEAR MISSES BEING CHARTED?	
IS THE TEAM RECEIVING ICC'S AND WHAT IS BEING DONE?	
HAS THE NEED FOR DPS' BEEN IDENTIFIED?	
IS THE LEADER STEERING THE TEAM TO RESOLVE PROBLEMS?	
WHAT IS THE TEAM DOING TO ACHIEVE IT'S TARGETS?	
WHAT ISSUES HAS THE TEAM BEEN UNABLE TO RESOLVE?	
IS THE GREEN AREA MEETING FUNCTIONING AS TRAINED?	
OTHER	



QCDSM

in action