

Bridge Support to Cash Supply and Citizen Identity Industries



Bridge Manufacturing Turnaround



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Case Study PPS



Background:-

Company X – Currency and security printing business.

150 employees at the UK site responsible for manufacturing security tapes and holographics for Banks of England, India, Malaysia, Visa, and European Football Association

Symptoms and failure:-

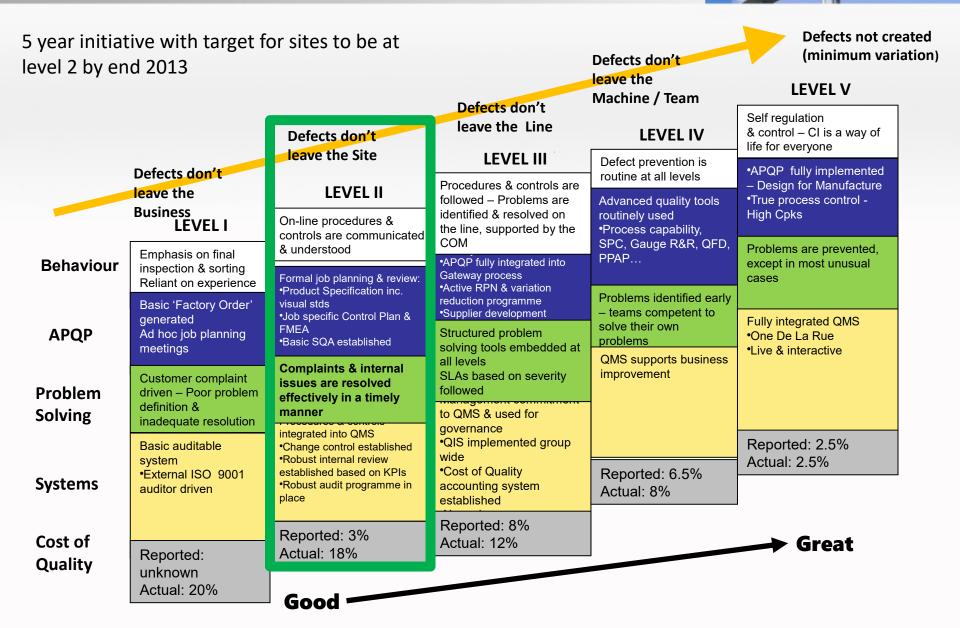
High scrap rates with no focus on in depth problem solving Reliance on a very traditional high skill set

Bridge engagement:-

Requested by recently recruited senior management team who had seen automotive principles implemented and wanted to utilise these approaches in a different arena.

Business initiative identified but required implementation plan









What did "level 2" look like?

	ent Name: Product Quality	Standards			CLEAR CELLS								
Calibr		restariation which who	n actisfied analyze	ur producto mont i									
	Definition: Measurable requirements for product characteristics, which when satisfied, ensure our products meet internal/external customer requirements. Purpose: To provide cross functional groups with criteria for product evaluation.												
	equirements:		uon.										
Item #	Item or Subject		Level II			Evidence							
BIQ-1	A documented process is in place to develop the product quality standards. Key Points: A documented process, which s are developed and ensures that the latest ver at the work station (includes boundary sample features that require PQS are determined. C where, when, and how PQS' are 1) developed approved, 4) distributed, 5) revised.	hows how standards rsion of the standard i es). Describe how Dutline who, what,	evidence of a	d Procedure th pplication ecification and		Procedure owned by quality, Part of weekly quality review agenda							
BIQ-2	Product quality standards must satisfy custon regulatory requirements. Key Points: Identify how the organization det customer and the feedback loop to ensure qu reflected or revised as necessary. PQS mus customer (warranty data, customer surveys, c regulatory requirements etc.) and Internal cus processing requirements, downstream opera	termines voice of uality are standards at satisfy External engineering and stomer issues	evidence of a 2.Stds review	d Procedure th pplication red and update e quality issue	d where	Procedure owned by quality, Part of weekly quality review agenda							
	Product Quality Standards are clearly commu user/team member at the work place. Key Points: The Team Member must know the standards related to their job. PQS must be ef (minimum inspection stations) to support judg communicated through, Boundary Samples a a number of PQS to check team member und	he content of all the easily accessed gment. Standards are and Visual Aids. Sele	all visual stds	dary samples (visual stds b bers understar nples	ook)	Boundary samples and visual aid available and documented with work instuction Team members trained by shift leaders via briefings							
BIQ-4	The Product Quality Standards are incorpora work. Key Points: Look for evidence that PQS are incorporated into the standardised work doct the team member understands them (referen maintained in close vicinity of the workplace)	referenced or umentation (JES) and iced standards are	1.PQS docun BCM understands I		obpack/ nMembers	As statement Team members trained by shift leaders via briefings. (Recorded on Skills matrix)							
	Results:	0	0	Δ	0	X 0							



Steering Group and War Room initiated

	BRIDGE			BIQ	Level 2 A	Action Pla	n		Plan		On Plan		hind Plan But Recovery In Place		Late to pla				
	G R O U P Objective	Raised	Lead for	Step Actions	Lead for action	Support	Com	pletion Sta					Place mber: 2013	3		DeLaRue	7		
	Ubjective	Rained	Objective	All personel to attend PPS WS1	Justin Legg	Ray Maxwell	25% 50	rs 795	100%	1 2 2	· · ·	7 · ·	10 11 12	<u>и</u> н		129 Personnel attended 08/02/13	-		
	Develop understanding of BIQ philosophy			Identify missing personnel from existing attendance register	Ray Maxwell	Rebecca Meehan		╈									2		
1		Jan-13	din Logg	Training timetable posted	Justin Legg												-		
			'n	Weekly bullitin for shop floor to be developed	Justin Legg														
				Working group to organise for emmployees to visit WAR room for familiariastion of actions	Chris Gannon / Clive Riley	Ray Maxwell										Most of Quality/Holographics and Print have visit WAR room Invitation briefed at morning meeting	d 1		
	Develop a meeting strutcture to include Fast Response and CAR reviews			Team meeting to be based on the PDCA philosophy	CR/BM									_					
				PLAN- How to communicate the next jobs?	Clive Riley	TL'S								_		Planning in plating is in place 4 weeks ahead, Ro build have job requests. Job bag system in place determine run lengths.	er to		
				Forward planning in place in Print. Template to be used in Holo	Clive Riley	TL's, LM, RM										Meeting now in place, format agreed, weekly meetings set up and spreadsheet being followe and worked to updated forward plan posted in	1		
				DO- Production tracking board (as per Print/Finish) to be designed for Holo	Clive Riley	Lee Carter / TL's										Format agreed with TL's, now with Lee to send an and produce a board for future proofing and change.	ay		
2				CHECK- Targets for each process to be established	CR /CG /JO'M /JG	JG, JOM, CG, JP, TL, SN	4										a.		
				ACT - JDI action boards to be designed	Ray Maxwell											Temporary board set up, in all areas need to mor the success of the boards, designs need to be agreed once set up (Lee is going to order blan			
		Jan-13		"Fast response boards" design to be approved	Malcolm Towns											Design needs approving from TL's SM's , boar now in place need fedback on the 26th of Februa Lee to order blank magnetic boards for future sta	ie.		
			Gamon	"Fast response boards" to be ordered x 3	CG				-							Boards to be right and agreed before ordering the boards to be monitored during the moming meeting's before ordering the boards.	e		
			key (Chris	Sample area to be set up in print	CG											Sample area set up by chris in print and working w Sample area also set up in Holographics by Ter	ell,		
			CIve R	(Purpose Objectives Outcomes) to be established for meeting including agenda	Ray Maxwell	CR/TL's / SM's/ CG										Meeting set up to discuss what outcomes are required			
				Determine times for team meetings	CR	TL's/SM/ Supervisor										Meeting times set up in holographics and Threa and print trial 3 week period set up and new meet set up for the 26th of feb	s ng		
				Identify attendees	CR/CG	TL's/SM/ Supervisor											1000	-	4 months need are and particular states and Particle approximation of the International States
				Escalation process	Malcolm Towns	ВМ				Goldon FN	EA Lines						Zimmun and an and an altern Annual and an altern altern	3 Part of plane a process of the A & Process of the A & Marce Meeting - Charles Garware Marce Meeting - Charles Marce Meeting - Charles Marc	
				(Purpose Objectives Outcomes) to be written for "Middle management 10.00am meeting"	CR/RM	MT													Anno anno trans trans trans trans trans
				NCR/CAR Database to be modified to be able to track completion state of 8D's	MT	IS Services			-							-	E		
				Weekly and Monthly Quality reviews to be organised	IH	MT													 - Constitution constitution from constitution of constants constrained on the constitution of a constants from processed by the or effort - Allow copies and the configuration on extension - Allow copies and the copies and the copies and the - Allow copies
				Data/graphs on age profile etc to be generated for use at Weekly/Monthly Quality reviews	MT	IS Services			110			-					*幸		
				 Identify and agree a process for the generation of FMEA's 	Mick Webber / Chris Gannon	Milard, Stephen Hughes, Malcolm Towms, John O'Malley, John Galley, Clive Riley,										NALL BARRANS NOT AN ADDRESS OF		Marriella Contraction	1: 10 222
3			nonm	Create a written procedure for the above and place on the business		Down Wolker, Colo Mar			No. of Lot of Lo										
	Put in place a process for revisiting the Process FMEA's.	Jan-13	er / Chris G	system • Identify training needs with regards the above		Lorraine Canavar, Clive Rilev	,		and the second se							-			
			Mick Webs	Carry out the training with regards the agreed procedure		Lorraine Canavan, Rebecca Meehan, Clive Riley, Barry Millard, Tony Smith, Stephen Hughes	y Y		A STATE OF THE STA				1						
				Create an 'Action Plan' to update all current and outstanding FMEA's following the 'Golden FMEA' of Uteco 1.		Tony Smith, Malcolm Towns			- all								Low and		
									A Van w						2				





Shop floor communications centres implemented with daily employee briefs to identify issues







3 different levels of Practical Problem Solving training given

- Basic:- Aimed at general operators How will they be involved. What will it look/feel like What is the company objective
- Practioners:-3 workshops x 1.5 hours eachSeparated by 1 week to embed the learningSupport given between each workshop

Initially 25 supervisors/technicians identified to under go training but found to be such a benefit eventually 120 people trained from all levels

Management- How to lead the process Where to be involved How to audit and ensure correct application





Real Problem solving involving all levels of the business

