

Increase productivity by 25% plus!



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"Increase your production and factory productivity by 25%+ (i.e. without more staff, without more overtime, and without your staff having to work harder than they are currently.)"

Increasing your production and productivity by 25% can be achieved simply by eliminating all the many forms of factory "Downtime" from your factory floor. Market research undertaken with 83 manufacturing clients and data collected on staff times on jobs using computers on factory floors over the last six years confirm the following main 44 areas of "Downtime" and "wasted production time".

If you are currently using time cards that staff fill in themselves at the end of the day, recording times worked on jobs, then your Downtime will be poorly recorded. Because most or all Downtimes are not recorded at all or the time on Downtimes are understated by your staff – and the

unrecorded time is wrongly included in manufacturing jobs carried out that day.

Wasted production time and output - caused by factory staff

1. Arrive at work on time (so that wages are paid in full) but starting work 10 minutes later after a "coffee and chat"
2. Three to five minutes early to and also late from tea and lunch breaks
3. Leaving work three or five minutes early
4. Making and receiving personal phone calls (land line and cell phone) at work
5. Making and receiving personal text messages
6. Toilet during work hours usually (not usually before work, during smokos or during lunch breaks)
7. Standing around talking or smoking
8. One factory staff member talking whilst not working- and also holding up one or two other staff in conversation
9. Physically drained – from late nights (too much alcohol or drugs the night before?)
10. Mind not on the job, namely:
 - Money thoughts and problems (rising petrol and mortgage payments)
 - Relationship thoughts and problems
 - Health thoughts and problems
11. Monday-itis and Friday-itis
12. One key staff member not turning up to work. For example the absence of one of your machine operators leaves the assemblers and surface coaters without continuity of work
13. Involved in unnecessarily long and unproductive work meetings

14. Generally unmotivated factory staff - resulting in slow work rate

15. Significantly reduced work rate when the "boss" is not on the factory floor

16. Excess quality going into products

17. Excess time spent on factory overhead jobs (clean, repair, maintain...)

18. "Blowing out the times on jobs". If a job has been budgeted and quoted at four hours and it takes staff six hours then two hours is "Lost" and unproductive time.

This is a significant area of factory Downtime for many manufacturers

19. "Rework" and "remakes" that result from staff's lack of attention

20. Significant work that go into "variations", which is not known about by some management and not invoiced accordingly (after a quote is signed the customer changes the job specs and the manufacturers sales rep decides to look after the customer by never charging him for these variations. This can be a significant area of Downtime)

21. Personal errands during work hours

22. Individual staff that pressure others not to increase work rate

23. Two staff doing the job that one staff member should do. This blows out times on jobs substantially as most of the time the second or third staff member is standing around watching

24. Staff walking around looking for the next job to do

25. Staff electing to do unnecessary downtime jobs to fill in time

26. Individual staff who already feel that they "carrying other staff" and they are not

interested in increasing their work rate further

27. Learning curve for new staff. It usually takes four months of being "unproductive" before new factory staff meet the times required

Computers on the factory floor where factory staff log onto each and all jobs "Live" will help eliminate 75% + of the time that factory staff "waste" in the 27 areas outlined above:

Wasted production time and output - caused by business owners and/or production managers

1. Your production manager may actually be your "bottle neck". That is, he limits your daily production capacity to only a fraction of what your factory could achieve. In such a case your production manager is not acting in your company's interest, he is acting in his own "self interest". Production manager's self interest could be:

- He prefers less pressure on the factory
 - He prefers to always meet delivery deadlines
 - He prefers to never have the risk of customers complaining about late deliveries
2. Poor monitoring of staff, jobs and times
 3. Poor daily goals and daily production plans provided to staff to work towards
 4. Poor tracking and reporting of actual times to budgeted times on jobs
 5. Poor feedback to factory staff about how well they are working Actual Times compared to Budgeted Times
 6. Work not assigned to staff in advance
 7. Production managers

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who do not lead, inspire and motivate factory staff
 8. Business owner and/or the GM NOT “back costing” the labour involved on jobs at least fortnightly. [Thorough fortnightly reviews of all your labour times needs to include GM, Sales Manager (who is responsible for all costing and setting the budgeted times) and Production Manager (who is responsible for Actual Times from the factory). “Actual Times” must equal “Budgeted Times” for all jobs. Where Actual Times do not equal Budgeted Times for each job the GM, Sales Manager and Production Manager must discuss 1) the reasons why

and 2) record in a journal initiatives to improve either or both Budgeted Times and or Actual Times].
 9. GM not meeting with staff on the factory floor to discuss your core business – which is labour times on jobs
 10. Production management continually changing the schedule of jobs solely to appease client requests. Changing the job schedule causes many forms of lost time and will reduce your factory output substantially
 11. Insufficient servicing of tooling and machines leading to: slower machining, rework and breakdowns
 12. Out dated or insufficient machinery and tools

13. Insufficient training of staff
 14. Poor stock maintenance and ordering of materials. Periodic run outs of materials at the “last minute” causes significant “holes” in production
 15. No recognition by management of individual staff who work hard and beat the times
 16. No real incentive for individual staff to work hard and beat the times
 17. Insufficient sales leading to staff “stretching out” jobs and “holes” in production.
 Computers on the factory floor where factory staff log onto all jobs “Live” will assist your production manger

better manage staff and jobs on your factory floor in the 17 areas outlined above.
 The reports from PCs on the factory floor and time tracking will enable your GM to focus on the key role. That is, to ensure that the entire company including all management and all factory staff are totally focused on, 1) improving the budgeted times on jobs and 2) ensuring that Actual Times always meet Budgeted times on all jobs.
 When most of your wasted time is eliminated from all 44 areas outlined above your production, productivity and profits will increase substantially.

"WHOS DOING WHAT IN THE FACTORY RIGHT NOW"						
Manufacturing Jobs	Our Ref #	Product	Process	Budged Time	Time Left	Job last Started
Joe	116	O'Flarety Kitchen	Design	1.2	0.4 over	10.45
Harry	117	Woods Kitchen	Cut	3.8	0.6	10.48
Phong	125	Foote Kitchen	P to P	2.2	1	9.58
Sam	112	Williams Kitchen	Edge	1.2	0.2	10.35
Shelley	111	GH Homes Kitchen	Assemble	18.6	7.8	10.35
Terry	126	Foote Cupboards	Assemble	2.6	1.8	10.28
Downtime Jobs						
Paul		Down Time	Factory Floor	0.5	0.1	10.55
Pehe		Down Time	Service Machines	1.6	0.2 over	10.5
Not "Logged On" (and not working?)						
Wally		10.45 last logged on				

"Who's doing what on the factory floor right now" ("Live" Screen and printable)