

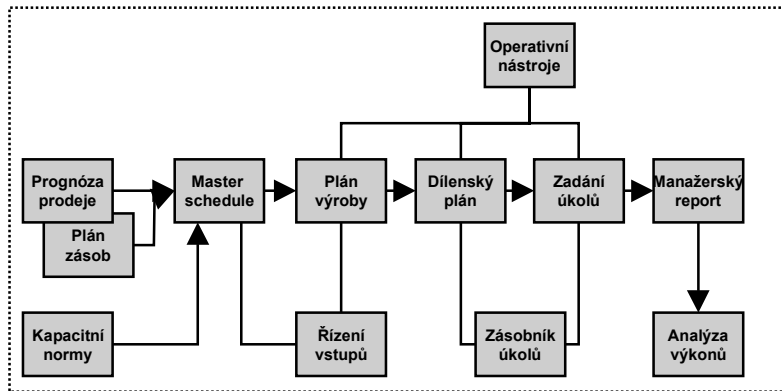


Detailed Examples of Analysis Methodology

Analysis of the elements of the management system

Analysis of the existence/functionality of key system elements

Example - managing the assembly process



Analysis Result - Actual Situation

č.	Management element	existence	utilisation	effective	
1	Sales forecast	●	●	●	yes
2	Inventory plan	●	●	●	no
3	Capacity Standards	●	●	●	good
4	Master schedule	●	●	●	average
5	Production plan	●	●	●	unsatisfactory
6	Input management	●	●	●	
7	Workshop plan	●	○	●	
8	Work Assignment	●	●	●	
9	Backlog Book	○	○	●	
10	Operative instrum.	●	●	●	
11	Management report	●	●	●	
12	Performance Analysis	●	○	●	

connected analysis

time studies
staff

analysis of
performance standards

analysis of
IS/IT means



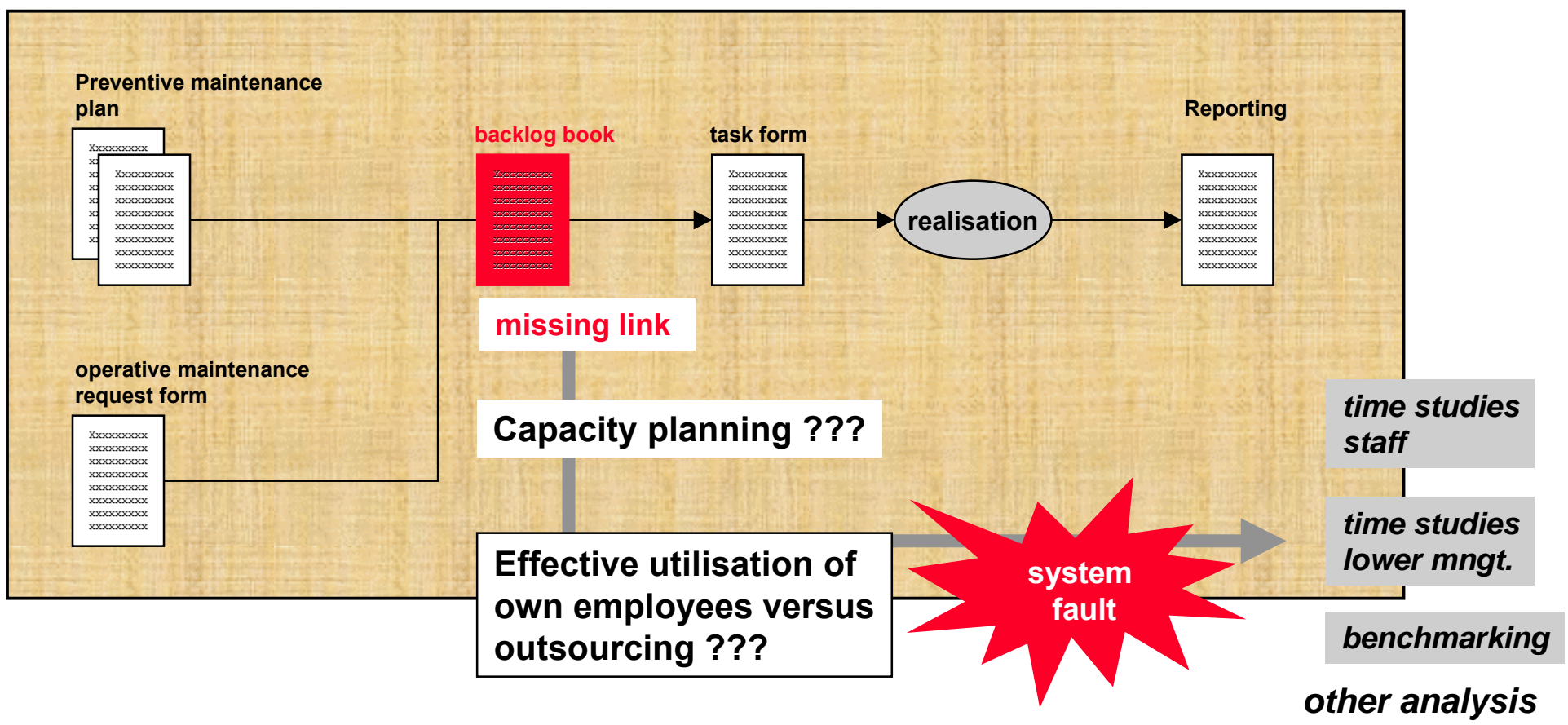
ineffective elements

Management of the Production Speed ???
Operations Resources Utilisation ???

Brown Paper Process Mapping

A. Analysis of the process management - mapping of the information flows, using live documents

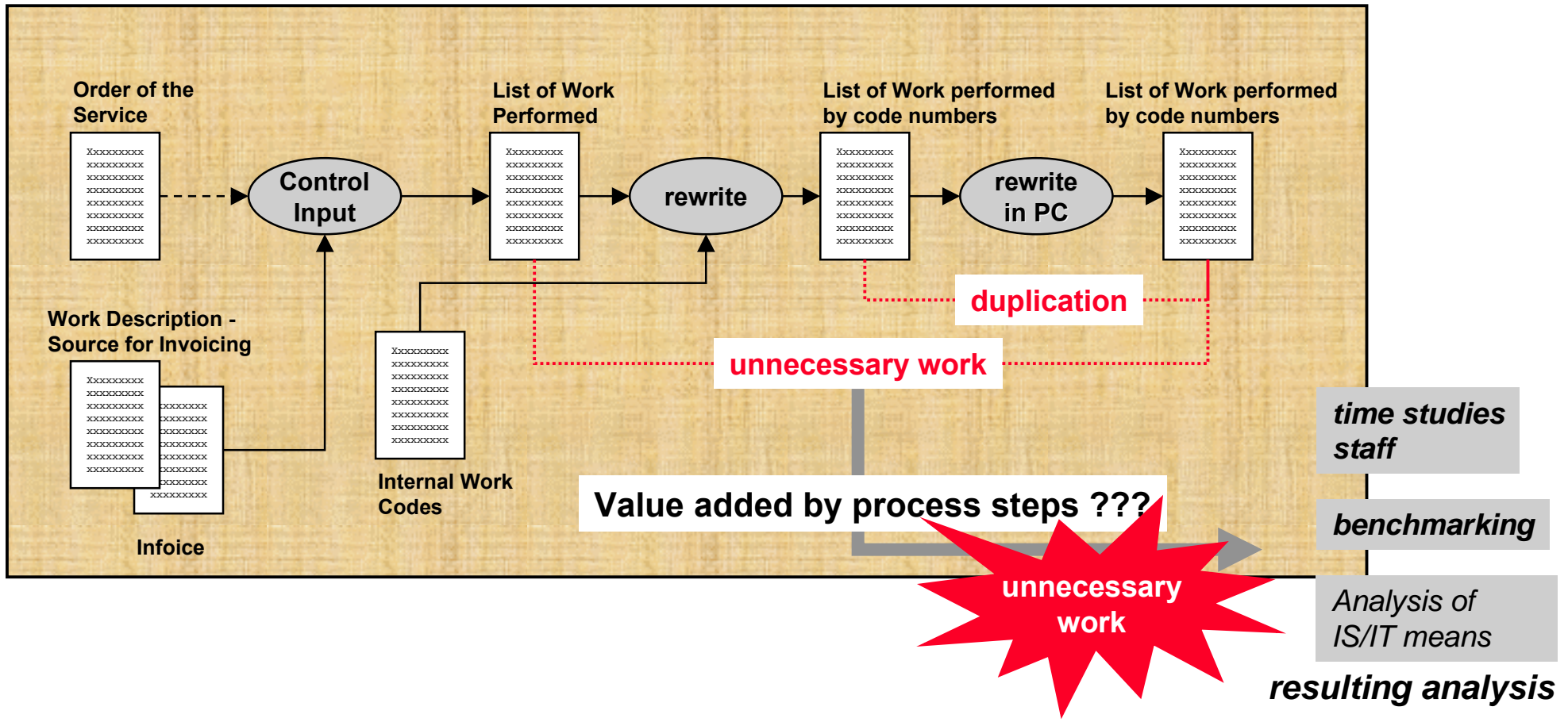
Example - maintenance management system



Brown Paper Process Mapping

B. Analysis of administrative processes - mapping of information processing - using live documents

Example - keeping record of outsourcing

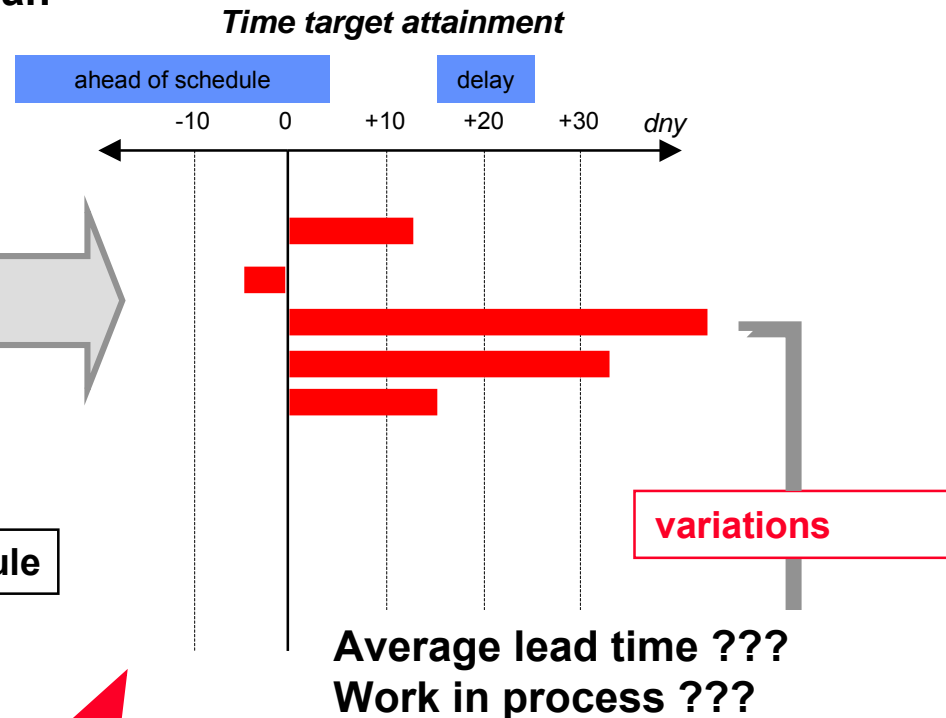


Analysis of the operative process planning

Planned versus real deadline attainment

Example - analysis of the shop floor production plan

Order/part	Operation	Production Deadline		Difference days
		Plan	Real	
S4-7123	lisování	2.10.2003	14.10.2003	12
BK89299	soustružení	6.10.2003	3.10.2003	-3
HR71002	řezání	3.9.2003	21.10.2003	48
HR45221	sváření r.	15.8.2003	17.9.2003	33
TB52314	vrtání	27.8.2003	11.9.2003	15
...
...



connected analysis

B.P. Process Mapping

Performance Standards Analysis

Analysis of IS/IT means

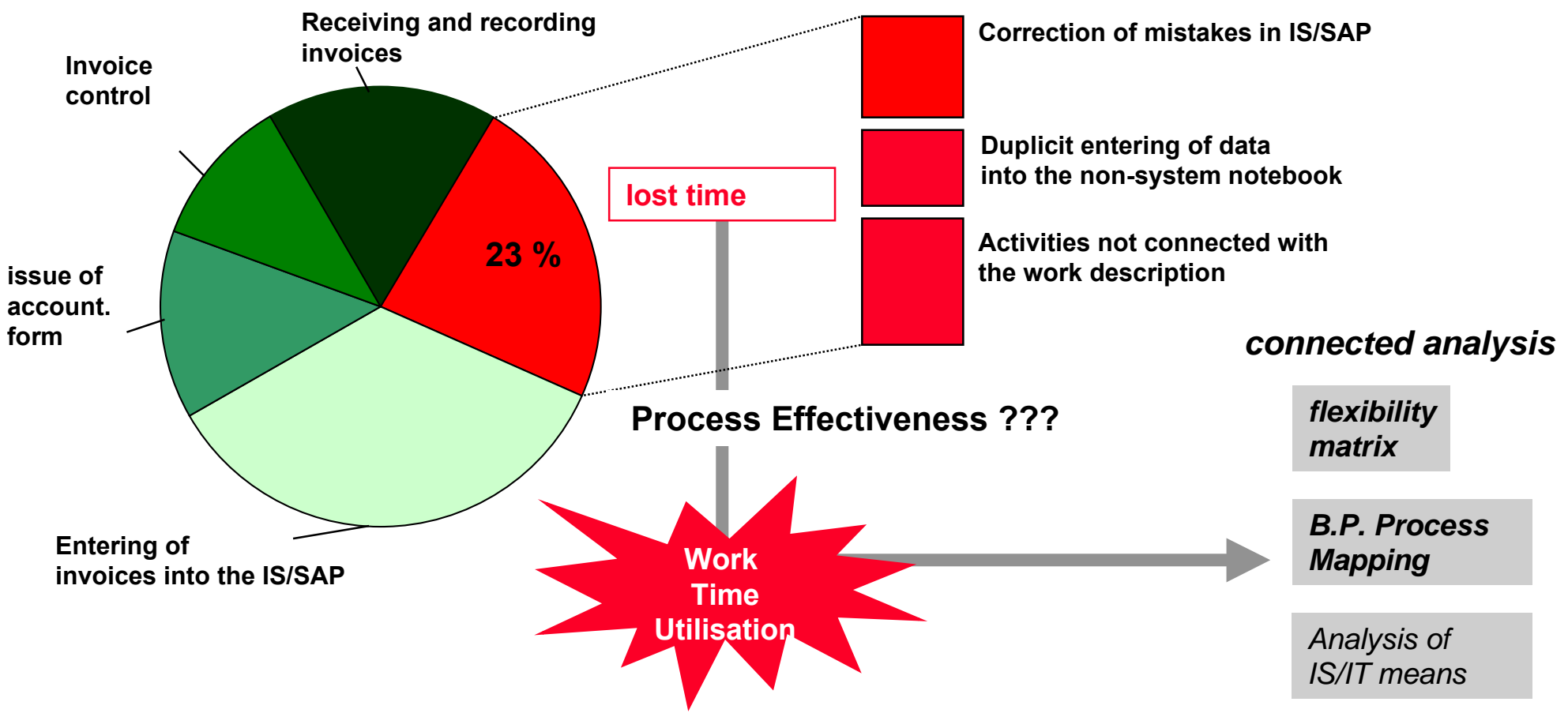
Planned in ERP module



Time studies

A. Analysis of Employee Activities Using Direct Observation

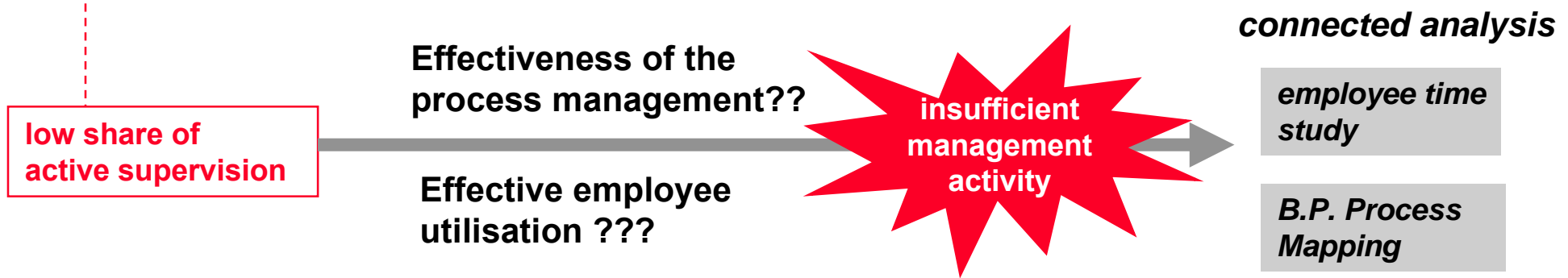
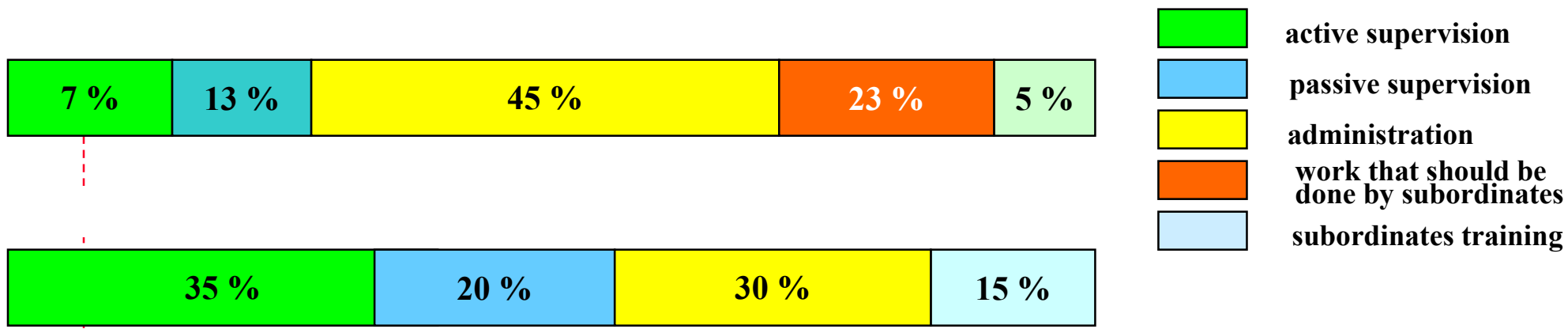
Example - observation results of the finance department employee



Time Studies

B. Analysis of the activities of the lower manager by direct observation

Example - observation results of the production supervisor



Time studies

C. Analysis of the activities of an employee on the basis of work records

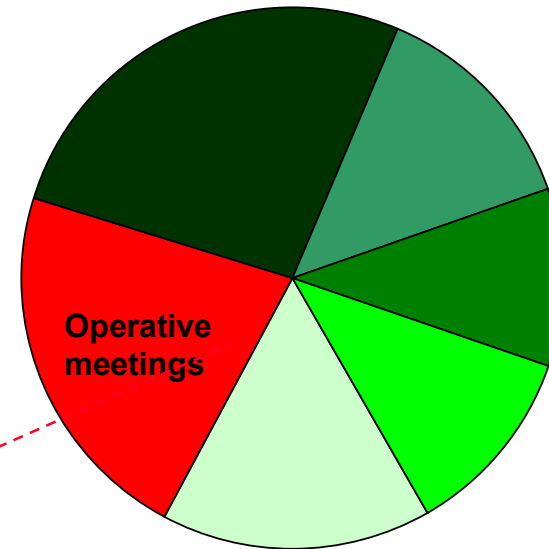
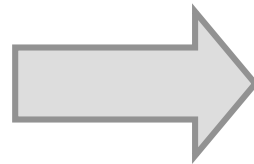
Example - activities of the head of logistics

Útvar: Oddělení Logistika a skladování
Funkce: vedoucí

Přehled činností

č.	činnost	frekvence	doba trvání	výstup
1	účast na poradách technického ředitele	T	3 hod	Přefor
2	příprava podkladů pro TR	T	6 hod	
3	účast na provozních dispenzích	D	2 hod	Přefor
4	interní porady OLaS	2xT	1hod	Přefor
5	jednání s externími dopravci-projednání týdenních harmonogramů	D	0,5hod	Přifor
6	jednání s dodavateli -telefonické	D	0,5hod	
7	jednání s dodavateli -osobní	3xM	8 hod	
8	příprava smluv s dodavateli služeb	M	6 hod	P for

Questionnaire - activity record



inadequate share

Effective process management ???



connected analysis

employee time study

B.P. Process Mapping

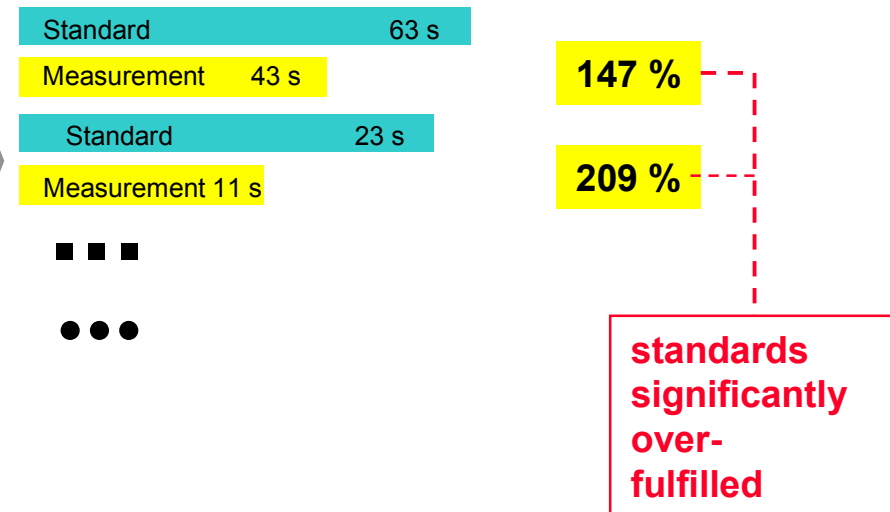
Analysis of the quality of performance standards

Measuring employee performance / standards attainment

Example - performance analysis

Part	Operation	Standard	Measure.
S2-2453	bending	63 s	43 s
S3-4572	pressing	23 s	11 s
S1-8232	cutting	22 s	14 s
S3-9132	řezání	26 s	15 s
17-9852	bodování	31 s	20 s
...
...
...
...

Measurement Results (standard and reality)



connected analysis

- employee time study
- B.P. Process Mapping
- Analysis of Scheduling



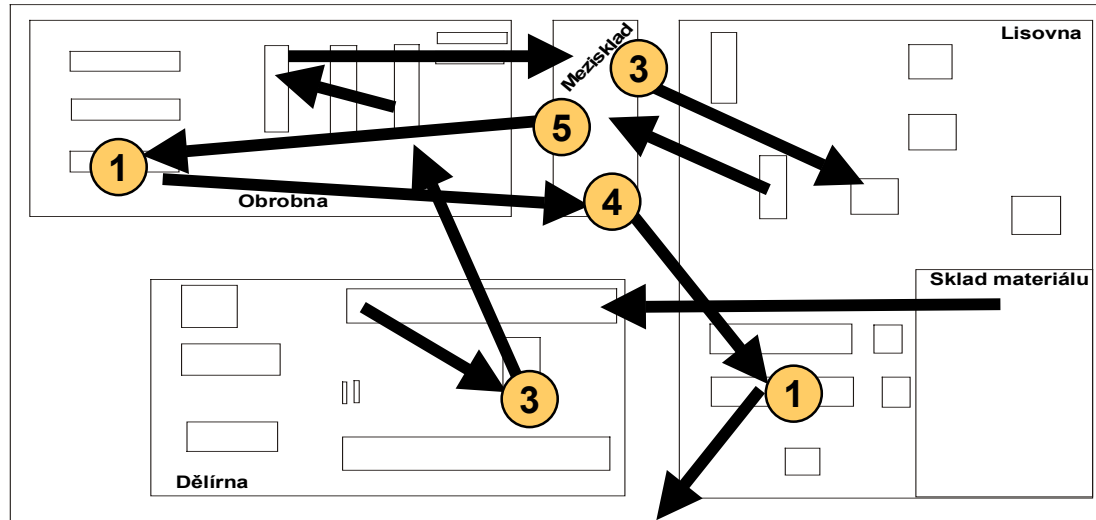
Process of standard setting ??
Effectiveness of operative process management ???

standards significantly over-fulfilled

Mapping of material and parts flows in the production area

Example - movement of the part through the tooling shop

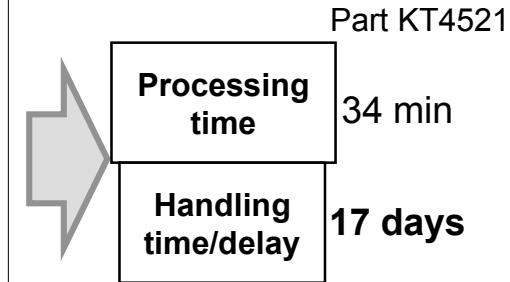
Process layout



Description

→ movement (KT4521)

③ Delay in days



considerable time loss

lot of handling

connected analysis

analysis of scheduling

analysis of standards



Product / hybrid layout ???

Flexibility matrix

Analysis of qualifications / job flexibility of the employees

Example - flexibility matrix of the maintenance staff

Activity/Profession	Employee																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
plumber	Green	Green	Green	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Red	Red	Red	Yellow	Red
locksmith	Green	Green	Green	Green	Green	Green	Green	Red	Green	Green	Yellow	Yellow	Green	Yellow	Yellow	Red	Green	Red
painter	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
obráběč kovů	Yellow	Yellow	Green	Red	Red	Yellow	Red	Green	Green	Green	Red	Red	Red	Red	Red	Red	Red	Red
klempíř	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Green	Yellow	Yellow	Yellow	Green	Green	Red	Red	Red	Red	Red	Red
electrician - high Volt.	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Green	Green	Green	Green	Red	Red
electrocian - low Volt.	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Yellow	Green	Red	Red
carpenter	Red	Red	Yellow	Red	Red	Red	Red	Yellow	Red	Red	Red	Red	Yellow	Red	Red	Red	Green	Green

Green	can do the job
Yellow	can be trained to do the job
Red	unable to do the job

functions with high flexibility

Combination of functions ???
Working hours utilisation ???

functions with limited flexibility

Plans to train / recruit employees ???
Choosing outsourcing ???



connected analysis

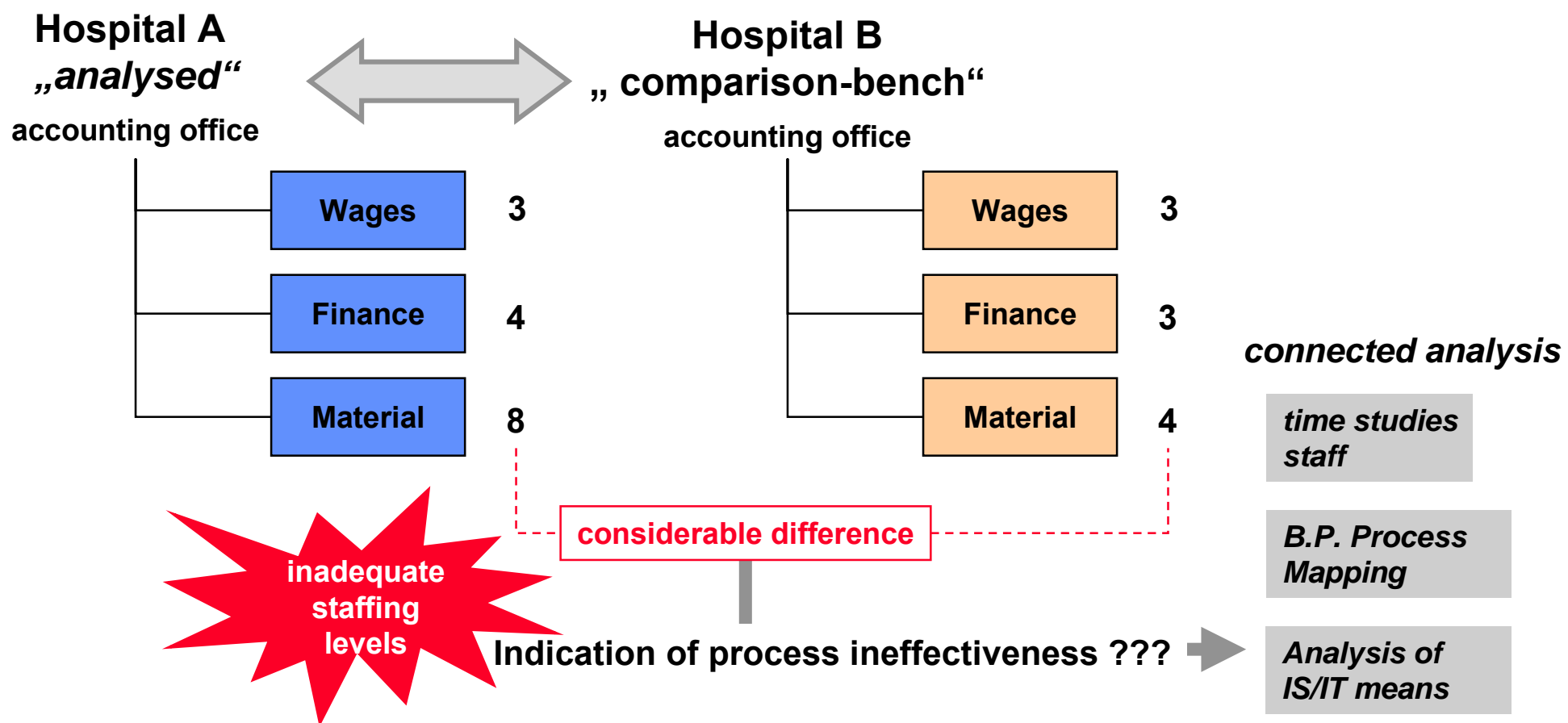
time studies
staff

Analysis of the
Motivation System

Benchmarking

Comparison of the audited organisation with the organisation of similar size and character

Example - direct comparison of staffing levels:



Diagnostics

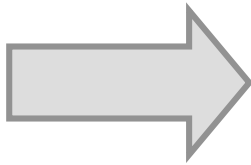
A. Diagnostics of the employee attitudes and climate in the company (AMAS)

Forms and Questionnaires

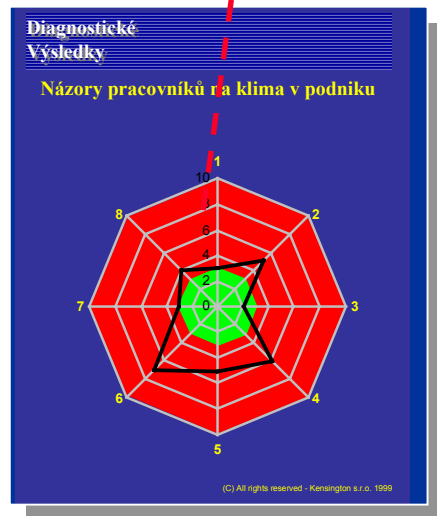
20 = Dobre funkcie
15 = Stredne
10 = Slabe funkcie
5 = Zle funkcie

1. Dobre sa tu pracuje, lebo dobre funkcionujú všetky podnikové služby.
2. Dobre podniká firma, ktorej služby sú kvalitné.
3. Všetci tu dobre robia, každý má svoju prácu.
4. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
5. Mnohí tu dobre robia, každý má svoju prácu.
6. Práca tu nie je monotónna, každý má svoju prácu.
7. Mnohí tu dobre robia, každý má svoju prácu.
8. Všetci tu dobre robia, každý má svoju prácu.
9. Tu sa dobre pracuje, každý má svoju prácu.
10. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
11. Tu sa dobre pracuje, každý má svoju prácu.
12. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
13. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
14. Tu sa dobre pracuje, každý má svoju prácu.
15. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
16. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
17. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
18. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
19. V tomto podniku je dobrá atmosféra, každý má svoju prácu.
20. V tomto podniku je dobrá atmosféra, každý má svoju prácu.

- Question Areas
- Wages and Compensations
 - Career possibilities
 - Loyalty
 - Teamwork
 - Work Quality
 - Management Skills of the Supervisors
 - ...
 - ...
 - ...



Graphical presentation of the results

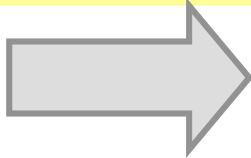


Diagnostics

B. Diagnostics of the views on the quality of management activities

Forms and Questionnaires

- Question Areas**
- COMPANY**
 - Future, objectives
 - ...
 - WORK**
 - Span of Control
 - Communication
 - Management style
 - ...
 - ...
 - COLLEAGUES**
 - ...
 - YOURSELF**
 - ...



Graphical presentation of the results

