

Issue: **Rework of Standard Instructions**

Lab work orders (LWO) are requested when the customer requires new products. 75% of the orders require re-work back through the system at least once. Each "match" back through is considered a defect.

Breakthrough Strategy

- Measure** A detailed process map was created to depict how the process actually operated. Capability studies were performed on the number of days a LWO processed through the system.
- Analyze** The system was analyzed to determine which factors in the process were controllable. An improvement target of getting the LWO through the system in seven days or less was set. This goal is accomplished through increasing the success rate of Color Matches done right the first time.
- Improve** The order system was improved by changing forms and procedures to reduce the number of additional color matches and other rework steps which influenced the number of days in the system.
- Control** Periodic audits will be performed to insure that the system is being followed. Missing information is obtained before entering anything into the computer system.
- Results** Defects per unit reduced from .979 to .500. Labor cost for each additional rework is \$90.00.
- Savings** No \$\$ benefits are available at this time.