



Issue

A Large Service Centre is responsible for the overhaul of specialized equipment. Serial numbers of components on this equipment must be recorded and tracked through the life of the equipment

Currently, for every three pieces of equipment returned for Service, one piece will have a component serial number incorrectly recorded.

Breakthrough Strategy

- Measure** Process and WorkFlow maps were constructed to examine the flow of information from receipt of the equipment for overhaul, through to despatch. In addition, some overhaul work is done in the field; so records of this work were also needed to be retrieved. The Short Term sigma value for the current records generation and management process, allowing for all the opportunities for error, was 1.7 Sigma, or 45,000 Defects per Million Opportunities (DPMO)
- Analyze** Inventory record sheets were manually completed on arrival of the equipment for overhaul. These records were copied and distributed to the Records Centre, Customer Service, Disassembly, Work in Progress Storage and Assembly. The Record Centre compares the Inventory record sheets against the originally shipped condition and makes corrections in conjunction with all parties involved. Errors made included transcription errors, handwriting misinterpretation, wrong parts linked to certain Serial Numbers, obsolete data on forms, Lateness of copies and Paper Copies lost in the service areas
- Improve** A portable data entry and retrieval system, incorporating the inventory record sheets, together with the equipment's original shipping records and previous service events was developed in conjunction with all concerned Personnel. A wireless link to the main computer, together with Speech software for feedback of serial numbers provided mistake-proofing
- Control** Project being integrated into a Paperless Overhaul Records System
- Results** A five fold reduction in the DPMO to 8,000, or 2.42 Sigma
- Savings** \$120,000 USD per year