

# Efficiency Management in Quality Operation

## cME & Smart-QC Newsletter

**AUG/SEPY 2009 , Issue 20/21 - The Critical Elements of Efficiency Management in Quality Operation**

Dear Colleague,

Welcome to cResults Newsletter, designed to offer you insights, news, information about Quality Operation Efficiency Management, Software solution: cME ([www.cmanageefficiency.com](http://www.cmanageefficiency.com)) to manage batch record release and overall QA efficiency, Smart-QC ([www.smart-qc.com](http://www.smart-qc.com)) for QC Laboratories Planning and Scheduling, events and quality related efficiency improvement ideas.

We hope this issue of cResults Newsletter will spark new ideas to help you better manage your quality operation, and improve your customer service level. At the end of the day, we are not successful unless you are.

Sincerely,

Rafi Maslaton *President, cResults*

*Please be sure to register for our upcoming Webinars: Documentation Errors Reduction Methodology and Overall QA Efficiency, KPI in Quality Operation and Resource Planning, Scheduling and COQ for QC Labs.*

*This Newsletter is dedicated to **The Critical Elements of Efficiency Management in Quality Operation.***

**Introduction:** In today's business environment a quality organization that focuses strictly on compliance while ignoring its inefficiency is not Satisfactory. Operational challenges such as cost reduction, cycle time reduction, improved efficiency, Right First Time, and schedule adherence are recognized as imperative issues. In response to the high pressure on quality operation to reduce cost and enhance efficiency, one may ask what are some of the critical elements needed to manage efficiency in quality operation - both QA organization and QC Laboratories. Let's review some of the critical ones and discuss the means to achieve each of them on a consistent basis.

### **(1) Improve Visibility and provide real-time Key Performance Indicators to detect trends and potential issues:**

EXAMPLE: In QA, having the ability to see Right First Time, by product / area on a weekly basis is critical to improve visibility and to potentially correct / improve vs. seeing the metrics at the end of the month metric and trying to figure out what happened.

EXAMPLE: In QC, the ability to see in real time the lab cycle time, on-time delivery, efficiency and overall throughput are critical to detect issues and apply corrective actions to resolve these before getting into a backlog situation. This does not replace the long term planning proactively that the lab needs to do on a monthly basis to detect longer term resources gaps. The ability of QC to see their last week campaign size helps to ensure we are working efficiently and align with the planning assumptions. (i.e., campaign at least 3 lots for 80% of the products)

### **(2) Increase Ownership and Accountability**

EXAMPLE: In QA, the ability to provide the reviewers with a clear prioritized schedule (R/Y/G) and expectations (Standard), as well as assign the batch records, audits is key. With this in place, the individual who perform these tasks will be accountable and the ownership is clear on who needs to perform what task and the expected standard for those tasks. SIMPLE yet due to lack of standards and efficiency management system, the above concept is not easy to implement.

EXAMPLE: In QC, the ability to schedule the incoming samples, and their related tests to the individual analyst, and measure their efficiency & accomplishments during the week can significantly improve the ownership and accountability. This will make sure the lab analysts know what is expected, how long it should take and the due date.

### **(3) Provide accurate and factual quantification for all activities by process mapping, identifying the Value Added vs. Non Value Added**

EXAMPLE: In QA, many of the QA activities are well mapped and standards could be established, yet the other activities need to be tracked and managed as well so that the management could periodically review the occurrences, the duration and potentially decide on enhancements as needed. cME provides this platform as discussed in a previous newsletter.

EXAMPLE: In QC, only 50% of the activities are test related while the other 50% are related to training, vacations, meetings, change control, calibration, OOS, etc. The test related activities are relatively easy to measure while the other non-test activities are usually not reported. Smart-QC, for example, provides the platform to plan and report the actual durations of these activities in order to improve the visibility and understand what the value-added activities and the non-value add activities are that we perform during the week/month.

### **(4) Establish a Continuous Improvement platform**

The concept of continuous improvement platform is not new; the main barrier is usually the platform to capture the events leading to efficiency losses.

EXAMPLE: In QA, the ability in cME to capture delays and efficiency losses can provide the Lean / Six Sigma team with the quantification of these events and enable them to initiate process improvement initiatives to remediate these inefficiency events. These events could be related to communication issues, batch record being to generic and not intuitive that leads to excessive errors, and more

EXAMPLE: In QC, the ability to record loss of time due to calibration, equipment failure, lack of supplies, reagents expiration etc. could highlight the top 3 inefficiency events and trigger Process Excellence initiatives to eliminate waste.

*In conclusion, due to the complexity of QC/QA areas and the number of activities that need to be managed, it is crucial to focus on these elements and provide the platform to assist in managing them. cME and Smart-QC were designed based on some of these critical elements yet the concept could be managed leveraging other systems and business processes.*

### **Upcoming Events:**

- September 18<sup>th</sup> on **Planning and Scheduling in QC Laboratories** [www.smart-qc.com](http://www.smart-qc.com).
- September 25<sup>th</sup> on **KPI In Quality Operation.**
- September 11<sup>th</sup> on **Batch Record Documentation Errors Reduction Methodology & QA Efficiency.**

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