

Efficiency Management in Quality Operation cME & Smart-QC Newsletter

December 2008 , Issue 12 - Focused on Efficiency Losses 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) to manage batch record release and overall QA efficiency, Smart-QC (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,

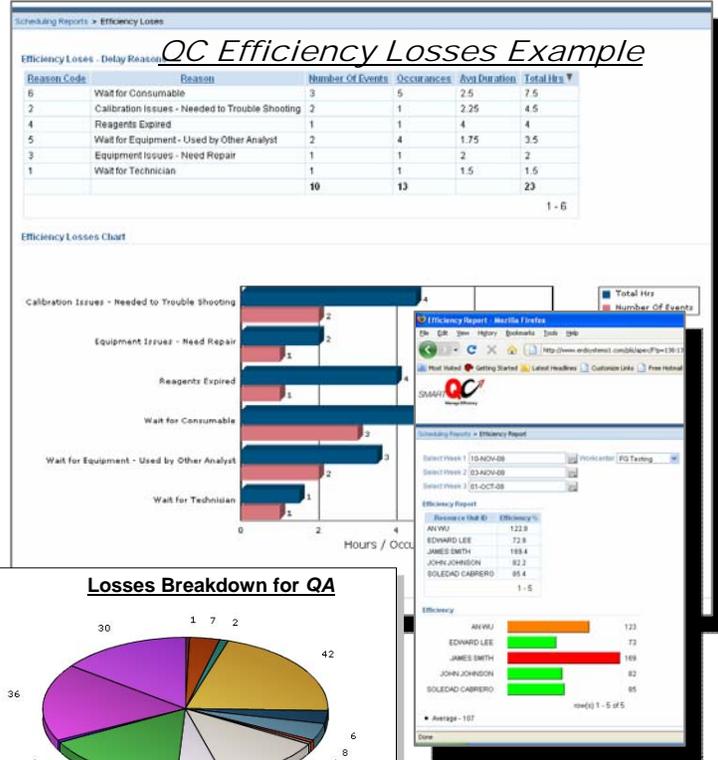
Rafi Maslaton *President, cResults*

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 *Efficiency Losses Platform in both QA and QC.*

QA: cME, similar to Smart-QC, provides the platform to record efficiency losses during the performance of activities as batch record reviews, internal audits, clearances and more. While Value Stream Mapping, DMAIC are effective tools for problem solving and mapping, QA typically struggles with efficiency management. Recording losses such as waiting for supervisor, waiting for maintenance, waiting for operator to review batch record errors, waiting for change-over team to complete their effort prior to taking swabs are important as they can accumulate to significant losses. The losses report provides the Lean / Six Sigma team the means to quantify the waste and establish a project, a kaizen event to eliminate these type of wastes. Even without the usage of cME, it is highly recommended to record these events, their occurrences, and their duration in Excel and report these monthly. A meeting with the appropriate influencers should take place in order to review and discuss the top losses and assess opportunities for improvement = waste elimination. The identification of opportunities for Lean / Six Sigma projects by measuring these events, trends / root causes is the key for improvements. Furthermore, continuous measurement of the impact of ongoing Lean / Six Sigma projects against these findings is essential, so benefits can be measured and corrective actions are taken.

QC Laboratories: It is crucial to enable analysts to report delays that took place during regular activities (i.e., calibration issues, equipment related delays, availability of consumables, waiting for technician) during / upon completion of the test or a group of tests. (i.e., campaign) Periodically, the Lab Management Team with the Process Excellence representative, will review the delay reasons and their occurrences as seen in the chart on the right, and will determine the root causes for the top-3 delays. These delays could become one of the targeted Lean – Six Sigma initiatives to reduce the occurrences or the duration to resolve the issue. In an environment of cost reduction and constant pressure for efficiency improvements, the visibility of these types of delays is critical in order to make the needed changes to eliminate waste and losses. It is important to have a fully configurable reasons platform to collect these events, hence the Process Improvement Team could easily identify trends and quickly put an action plan to address the top issues. The other efficiency related measure is the Analyst Efficiency. It is recommended to calculate the weekly efficiency (NOT DAILY) for each analyst based on actual tests / samples completed. This enables the analysts to track their own performance and receive the efficiency measure based on their past week performance at the end of the week. Management can see work center level efficiency or individual efficiency and together with the delays reasons, the Management Team could assess which tests /samples lead to highest time consumption with their analysts. Furthermore, team will identify which are the most challenging tests, and which analysts may need additional training. This is powerful information that will help eliminate waste and remove undesired delays.



News and Events

Upcoming Events:

- December 5th on **KPI In Quality Operation.**
- December 8th on **Planning and Scheduling in QC Laboratories** www.smart-qc.com.
- December 12th on **Batch Record Documentation Errors Reduction Methodology & QA Efficiency.**

Please visit our web site www.cmanageefficiency.com, www.cresultsconsulting.com, and www.smart-qc.com for the latest events

