Decide4Action

OEE Booster Program

Introduction

Organizations are in constant change. People come and go (and knowledge as well).

The initial use of the OEE software started with enthusiasm and commitment, and various continuous improvements were quickly realized. However, after a while, internal changes and other priorities have affected the commitment to and knowledge of OEE. As a result, the OEE percentage levels or, even worse, declines.

When this occurs, your production has losses, and it is time to boost those machines and lines, make them perform better, become more reliable, and gain higher output at lower costs. In other words, monitor the OEE again and pinpoint the challenges for the Continuous Improvement that OEE shows.

The Booster program fills knowledge gaps and is crucial for the continuity (embedding) of Continuous Improvement in the organization and consists of 4 parts:

1. Refresh training
2. Revival of the system
3. Organization & process diagnosis
4. Quarterly sanity checks

Results

- Focus on OEE will "automatically" result in OEE % increase.

- Improved OEE % will generate significant annual savings per line.

- Increased and optimized production output and cost-price reduction.

- Reliable data and insight on which decisions can be made.

- Insight into who and where to train the operational team.

- Visibility on losses and reduction of CO_2 footprint.

1. Refresh training [4 hrs]

Introduction OEE

- What is OEE, and what is it not?
- What are the benefits, pitfalls, and consequences of implementing OEE?
- Aligned company-wide view on OEE.
- What is expected from critical stakeholders and the operational team?
- How to make OEE the primary driver for Continuous Improvement.
- What are the benefits?
- What is its purpose (not a threat but a tool to help).

Terminology

- What are Availability, Performance, and Quality?
- Terminology of all the losses.

Operational

- How does the Master Data system work?
- Configure master data for automatic data collection (setting MAP defaults).
- How do you do data entry and start and close a shift?
- What activities to choose from and what to do when.
- Generating charts and reports.

Administration

- Installation of Remote Collect config and fine-tuning.
- Set up all modules and fine-tuning.
- Usage of Toolkit and Master data and database connection.
- Planning and recovery.

2. Revival of the system [2-4 hrs]

- When the software has been used at a lower frequency, it is critical to build a view of how the system is still up to date regarding the Master Data and whether the procedures used in the past are still sufficient for today's use of the software, resulting in optimal Continuous Improvement.

- This program involves close cooperation between Decide4Action and the OEE and Continuous Improvement team. The status of the current system and improvement are discussed and determined. For example, old products, activities, sensor connections, or even a database cleanup with irrelevant data are considered. The system will be optimized and adjusted to today's standards, resulting in reliable data input for Continuous Improvement.

- This program takes approximately 2-4 hours and depends on the customer's preparation and view on future OEE usage.

3. Organization & process diagnosis [8 hrs]

The goal is to set up an organization with an embedded OEE process and structure. Culture change/motivation/behavior/escalation.

Insight into the OEE results and the potential for improvement compared to World Class.

Strategy development
Process management
Performance & Improvement
Organizational development

The program consists of a Gemba walk and interviews with operators, the team leader, the TD, the production manager, and the plant manager or MT member Operational. It facilitates the development of a quarterly plan tied to the annual plan.

SHIFT Check-up (operator/key-user)

1. Satisfaction with Remote Collect/Operator Interface.
2. Correct set-up of the system.
3. Clear visualization and what possibilities are there.
4. Use feedback from the system during the shift.
5. Use shift report for shift transfer.

DAY Check-up (Team leader)

1. Graphs are visible on the shop floor and up-to-date.
2. Operational data has been converted into the day-to-day management of departments.
3. Analysis of the six losses and their priorities.
4. Involvement and influence of TD on OEE.

WEEK Check-up (Production Manager)

1. Trend graphs are visible and up-to-date in the workplace and office.
2. Analysis of availability level, Pareto Top 3 with actions and assurance.
3. Analysis of performance rate, shortstops, and speed loss at the product level.
4. Analysis of quality level, waste, and failure, link with First Time Right.

MONTH Check-up (Plant manager)

1. OEE is a KPI and part of business operations.
2. Assessment of the improvement project results against the annual plan.
3. Process-oriented and multidisciplinary teams contribute to the results.
4. 4. Cultural change of continuous improvement is stimulated.

Result: optimal usage of the OEE data and information to support the business objectives in a structured manner where everyone speaks the same language.
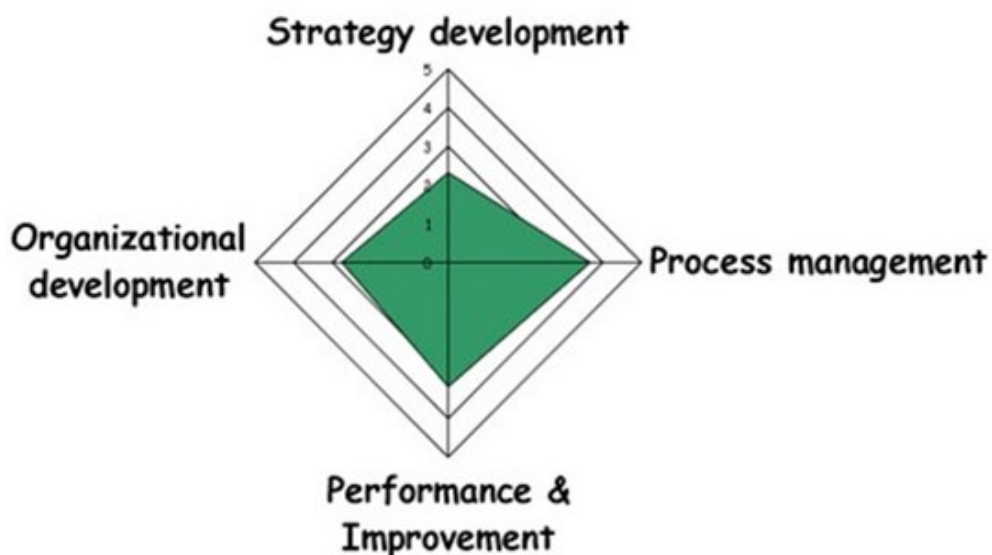
3. Quarterly sanity check [4 hrs]

The purpose of the quarterly check is to review the past quarter, look ahead, and determine whether the improvement organization (linking pin) is still intact.
Review internal processes, definitions, results, and advice for further improvement.

Retrospect:

- Results check against objectives.

- Share the status of improvement projects (SGA) and the results.

- Which obstacles need to be removed within the organization to get the progress (putting your finger on the sore spot)?

- Getting management commitment for support (sponsor).

Outlook:

- Identify projects that will contribute to the company's objective.

- Resources availability check.

- Define Share Projects (SGA) SMART.

- Need external support, such as for training, coaching, or facilitation.

- Teams appointment.

Improvement Organization (Linking Pin).

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