



Schedule Busters of On-Time Delivery

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One of the *main* schedule busters is data entry errors. These data entry errors cause production to slow or stop, while one department has to call and interrupt other departments to find missing information or data. This is another prime reason for Rework Due to Errors. These errors are made for the simple reason that there is not a control checklist in place for entering data to create a Job or Project "Ticket" (i.e. a folder containing all instructions for production, etc.).

Many data entry errors are caused by **sales people** and **customer service representatives** not obtaining the correct specifications from the customer or entering data for job orders incorrectly.

To add more pressure and chaos to the Schedule—a *client* may call to report an error or desired change on their job, and to demand that it be done or redone RIGHT NOW.—**Now it's panic time.** The whole production schedule is moved around, in order to accommodate and redo this client's job, at breakneck speed.

You know the old saying, "There always seems to be enough time to redo a job, but never enough time to do it *right* the first time."

The unexpected seems to happen just when the production pressure is at its peak. Worst case scenario...one of the main machines or Process Centers is down. Now the whole production process goes into a tail spin and finger pointing begins.

Many breakdowns in equipment are due to the fact—there is not a well-planned Preventative Maintenance System and a Repair Request System in place.

Another schedule buster that causes delays is—materials needed to produce the job are not available. A reason could be, the purchasing person failed to order, failed to order in the necessary time, to arrive on time, OR the vendor was at fault.

Believe it or not, some company's schedules are delayed or moved for the simple reason that certain employees refuse to work overtime, even in the most urgent situations.

Still other companies allow their employees to consistently come to work late, or take leave without proper notification to management.

Some schedules may be shifted around because a company does not have *Time Keeping/Floor Data Collecting Software* that reports on *Actual Time* versus *Estimated Time* on a project or job (The estimated or actual time it takes for a job or project to go through the entire process, from start to finish...also known as *throughput*).

The company may never have measured, benchmarked, adjusted, and then repeated these steps, until they have a very close Estimated Time for how long each process in

the production/project cycle takes to complete. Therefore, they really don't know the throughput of a job, making the schedule a "guesstimate," at best.

Actual Time can only be measured after the work is completed, and then it should be used to benchmark for improvement. If it is a new process that will be implemented for a job/project, then a time study needs to be conducted to come up with an estimated time.

In many cases, the *Project/Production Manager* is also the *Scheduler*, and spends a lot of time trying to keep the schedule accurate, while fire-fighting in production. As you can see, trying to please everyone and handle the schedule, along with many *system-busting* events (or, as ISO would call it, non-conforming events), is almost an impossible task.

The Schedule Reports are normally *not* up-to-date; therefore, they are practically unusable. The reason these reports are sketchy is that, by the time the *Project/Production Manager* sits down and inputs all the jobs/projects into the schedule, *new* work is being added to production by Client or Customer Service. Also, there may have been a slowdown in production at some work center...a bottleneck...and the schedule does not reflect that. So, on and on it goes! This is why many large companies *must* have one or more persons overseeing the schedule at all times.

When we first began to implement the Scheduling Module from the industry specific software we'd purchased—we realized immediately—it would involve many of our current control systems working together in harmony to bridge the gaps and to stop the schedule busters to give us a SCHEDULING SYSTEM that functioned with little intervention as possible from management.

Schedule Problems and Solutions:

Problem: Data Entry Errors

Solution: Master Quality Control Checklist, Data Entry Control Checklist *and* Estimate/ Order Entry Checklist.

Problem: Too Many Chiefs - Sales Persons, Owner and others demanding their jobs take precedent.

Solution: Know your capacity by having a system for benchmarking production times with *Time-Keeping/Floor Data Collecting Software*. Have a *Chain of Command Policy* showing who makes decisions about priorities.

Problem: Employees Absent/Tardy

Solution: Starting Time Policy, Absenteeism Policy, Absent/Tardy Reporting System, Request for Leave System, Company Calendar to post leaves/vacations and *Time-Keeping/Floor Data Collecting Software*.

Problem: Workers refusing to work overtime unless convenient for them.

Solution: Overtime Policy signed by all employees.

Problem: Rework due to errors

Solution: Quality Control Checklist for each process—*System Buster Locator* to track and fix errors permanently, and to benchmark progress.

Problem: Customer Changes

Solution: Policy for Customer Changes given to all customers that address RUSH charges and moving schedules etc.

Problem: Necessary materials unavailable at the start of a process

Solution: Material Order System, Purchase Order System, Daily Routine Checklist, 100% System of Cleanliness, Inventory System, Shipping & Receiving System.

Problem: Equipment Breakdowns

Solution: Scheduled Maintenance System, Preventative Maintenance Checklists for all key equipment and a Repair Request System that employees can report any equipment problems before break down.

Problem: Rush Jobs putting pressure on the production system

Solution: All of the above and having a Today's Printed Schedule for each phase of production. *Rush Jobs* are given an asterisk, indicating it's the first job to be completed before moving completing rest of the schedule. All jobs on the schedule for a process must be completed, and marked as completed, before end of day or shift, unless the Project/Production Manager overrides. Each production employee turns in their completed schedule at end of day or shift to the Project/Production Manager, along with their Time Sheet.

Did I mention—Great Systems Work!

To invite Philip Paul Beyer to speak for your conference or other event...

Contact Susan Beyer at Ebiz Products, 615-425-2652 or email susan@ebizproducts.com. Philip Beyer's book *System Busters: How to Stop Them In Your Business* is available at www.Amazon.com. For more about SYSTEM100™ software, visit www.System100.com.