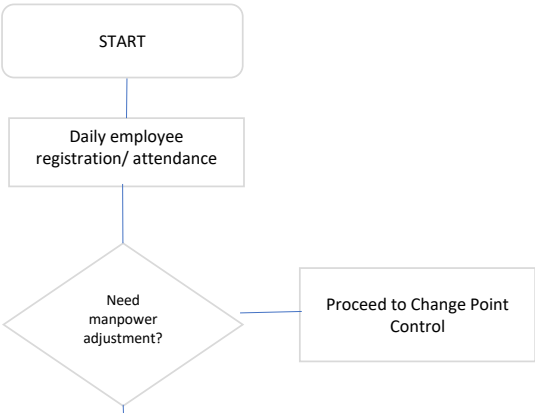
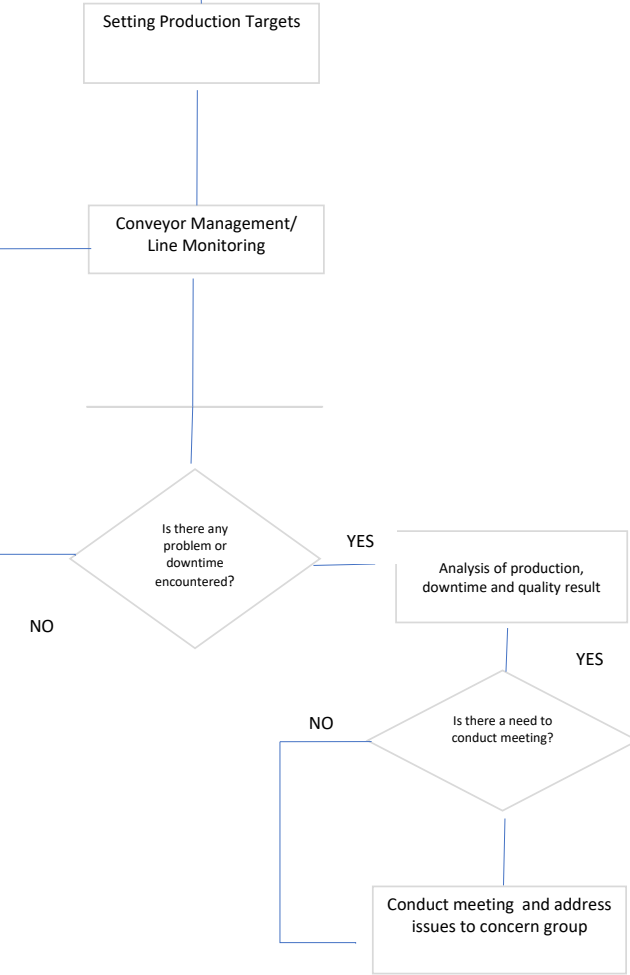
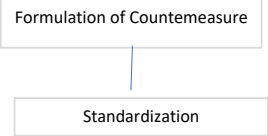


STEP	Flowchart	Input	Output	Situation	What to do?
Manpower Control		Manpower Details Log in/ out of employees	Attendance Absent Ratio per Line Process with absent Certification Skill Level Working Time Overtime	Increase of absent ratio more than 8% Expert is not enough to replace absent Lacking manpower vs process design No available certified manpower Low skill level of new manpower Low skill or unfamiliar of support manpower Unmet working time based on plan due to downtime (4M) Over budget OT Attendance and Manpower is OK	Define line that needs adjustment such as increase working time or add support manpower only Define lines that have delay and needs immediate recovery Replace lacking MP by expert or associate coming from other lines Cross training, borrow from other lines or section Certification of expert in all process Small product /harness training Check background/ history of support manpower prior allocation Manpower adjustment Decide line recovery Follow budget MP and working time Prioritize working time reduction Manpower reduction activities such as cycle time reduction, combine process and workload balancing
Line Monitoring/ Operation Management Analysis		Production Targets JPH Efficiency Defect Rate/ Yield	Output per Line Output per process Output per shift Efficiency per Line Efficiency per shift Conveyor Output Inspection Output Defect Rate per Line Defect Rate per shift Defect per process Top defects per Line Top seq with Defect	JPH is unmet due to downtime *Man *Machine *Method *Material Measurement Manpower Change point Increase defect rate	Analyzing results of Hourly Output per process (analyze why delay) Conveyor Management, *check conveyor setting if correct *Check expert completion and function Standardize trouble shooting Check SOT compliance Verify SOT details Follow kanban rule On time scanning Check safety stocks before end of shift for next shift preparation Check machine and method condition Perform QFWS (Quality Full Work System) Analyze problem thru 4M Discuss to support group problem identified in 4M Check defect trend and previous countermeasure
Countermeasure Implementation					Checking and monitoring the effect of immediate countermeasures Prepare PDCA Collect, analyze, summarize data, prepare reports and make recommendations Documentation- standardize and update work instruction

R (Responsible)	A (Accountable)	S (Support)	C (Consult)	I (Inform)	Other Activities	Frequency of Checking	IMPACT to Operation
Supervisor Supervisor Jr staff Asst. Manager Staff Asst. Manager Supervisor Supervisor Supervisor Jr staff Jr staff Jr staff	Asst. Manager Asst. Manager Staff Asst. Manager Supervisor Section Manager Asst. Manager Asst. Manager Asst. Manager Staff Staff Staff	Section Manager Section Manager Supervisor Section Manager Asst. Manager Department Manager Section Manager Section Manager Section Manager Section Manager Supervisor Supervisor Supervisor	Department Manager Department Manager Asst, Manager Department Manager Section Manager Division Manager Department Manager Division Manager Department Manager Asst. Manager Asst. Manager Asst. Manager	Division Manager Division Manager Section Manager Division Manager Department Manager Factory Manager Division Manager Division Manager Division Manager Section Manager Section Manager Section Manager	1. Manpower Previous Line Assignment 2. Check manpower Attendance, Tardiness 3. Outgoing Control 4. Masterlist Verification 5. OT Control	Daily	Manual recording of absences Ghost Employee Improve Turn Around Time for Manpower Adjustment
Jr staff Jr staff Jr staff Jr staff Jr staff Jr staff Supervisor Staff Staff	Staff Staff Staff Staff Staff Asst. Manager Supervisor Supervisor	Supervisor Supervisor Supervisor Supervisor Section Manager Asst. Manager Asst. Manager	Asst. Manager Asst. Manager Asst. Manager Asst. Manager Asst. Manager Section Manager Section Manager	Section Manager Section Manager Section Manager Section Manager Section Manager Division Manager Department Manager Department Manager	1. Monitor production performance - real time thru *JPH Monitoring * Yield Result * Efficiency Result 2. Define criticality of each line performance 3. Generation of Reports & Feedback System * Andon / downtime Records/ Details *JPH Result *Defect Details	Daily	Remove recording & Manual Data Collection
Staff Staff Supervisor Supervisor	Supervisor Supervisor Asst. Manager Asst. Manager	Asst. Manager Asst. Manager Section Manager Section Manager	Section Manager Section Manager Department Manager Department Manager	Department Manager Department Manager Division Manager Division Manager	1.Improve production by providing countermeasure 2. Horizontal implementation of effective measures for quality improvements 3. Reflect in Work Standards	Weekly / Monthly	Different Approach and Strategies