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| **SITE ASSESSMENT REPORT** | | |
| **Type of Visit: Site Assessment** | | |
| **Industry Sector:**  Auto Components - Moulding | **Products Manufactured:**  Plastic injection moulded parts, Wire harness assembly | **MSME Type:**  Small |
| **No. of Employees:**  15 | **Annual turnover:**  Rs. 158 Lacs | **Participation in Government Schemes (if yes, name of the schemes):**  --- |

| **SITE ASSESSMENT REPORT** | | | | | |
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| **Parameter** | **Description** | **Assessment Finding** | **Assessment Score** | **Points for consideration of jury**  **(to be filled by Assessors)** | **Remarks** |
| A-1 | Technology selection & continual Up gradation | 1. 3 injection moulding machines procured based on need. 2. Machine operations through PLC. 3. Old 4 injection moulding machines are also in use. 4. A formal process to need to be established to review currently used technology vis-à-vis current customer needs. | 3 |  |  |
| ***A-2*** | ***Process Capability Assessment & Enhancement*** | 1. Process performance monitoring for about 50% processes through control charts. 2. Cp & Cpk are monitored, but no actions evidenced. | 3 |  |  |
| A-3 | Low Cost Automation | 1. Low cost automation is done to improve the productivity for 2 cases. 2. The initiative is primarily through management. 3. Workmen participation not evidenced. | 2 |  |  |
| ***A-4*** | ***Waste Management*** | 1. Some awareness on waste management evidenced among management level, but not much among workmen. 2. No structured method to identify wastes in manufacturing. | 2 |  |  |
| ***A-5*** | ***Safe working environment*** | 1. EHS policy framed and displayed. 2. No major accidents in recent times. 3. No near-miss reporting mechanism. 4. HIRA not done. 5. Tools found broken. 6. Testing of lifting tools not evidenced. 7. Injection moulding machines covers found open and not covered from top. 8. On one socket, more than one electrical extensions are taken. 9. Covering on water drain not levelled. | 2 |  |  |
| B.1 | Process validation | ----- | ----- | ----- | Not opted |
| B-2 | Supplier development | ----- | ----- | ----- | Not opted |
| ***C-1*** | ***Swachh workplace (5S)*** | 1. No unwanted items/scrap/clutter found on shop floor. 2. Place marking for all to be done. 3. One sample tool keeping on machine developed, not yet deployed for all. Tool box not yet systematically arranged. | 2 |  |  |
| ***C-2*** | ***Daily works management*** | 1. Quality & Production targets set for all machines/sections on daily basis. 2. Adherence ensured, analysis evidenced if targets not achieved. 3. Systematic analysis of losses with appropriate initiatives with suitable action plan no evidenced. | 2 |  |  |
| ***C-3*** | ***Planned maintenance*** | 1. Time based maintenance plan is place and maintained. 2. Breakdown maintenance is done. 3. No evidence of Autonomous maintenance step-1 & onwards. 4. No awareness on autonomous awareness. | 2 |  |  |
| ***C-4*** | ***Process Control*** | 1. Process control plans exists and followed for close to 30% 2. No plotting of any control chart for any parameter, but SOPs are available and followed. 3. Analysis on deviation on parameters not evidenced. | 3 |  |  |
| D-1 | Design capability | ----- | ----- | ----- | Not opted |
| D-2 | Design process & methodologies | ----- | ----- | ----- | Not opted |
| E-1 | Transportation and storage | 1. Appropriate awareness on transportation and storage of products based on type of product. 2. The system is followed in almost all cases. | 4 |  |  |
| ***E-2*** | ***Timely delivery*** | 1. Close to 100% compliance to timely delivery. 2. No complaints from customers. | 5 | The organisation demonstrated good controls to ensure timely deliver to customer, it evidenced through 100% on time delivery. |  |
| E-3 | Customer Education for product usage Maintenance and service | ----- | ----- | ----- | Not opted |
| E-4 | Customer Servicing | ----- | ----- | ----- | Not opted |
| F-1 | Technology selection & continual up-gradation | ----- | ----- | ----- | Not opted |
| ***F-2*** | ***Systems for abatement of effluent, emissions and wastes*** | 1. No identification of applicable legal requirements. 2. No system of proactive checking of compliance e.g. Hazardous waste, solid waste etc. | 0 |  |  |
| ***F-3*** | ***Systems for energy efficiency*** | 1. No concept of energy (electricity / diesel) consumption monitoring. 2. No concept of energy conservation. | 0 |  |  |
| ***F-4*** | ***Systems for natural resource conservation*** | 1. Good use of sunlight to reduce / control electricity consumption. 2. No monitoring of diesel and water consumption, also no formal monitoring on electricity consumption. | 2 |  |  |
| G-1 | Installation of environmental protection and measuring equipment | ----- | ----- | ----- | Not opted |
| ***H-1*** | ***Planned maintenance of Environmental management systems*** | 1. No system of planned maintenance of environmental management system e.g. DG set maintenance done not in a planned manner, it is on ad-hoc basis. 2. No pollution control monitoring. | 0 |  |  |
| H-2 | Planned maintenance of energy control systems | ----- | ----- | ----- | Not opted |
| I-1 | Design compliance with regulatory requirements | ----- | ----- | ----- | Not opted |
| J-1 | Disposal after use | ----- | ----- | ----- | Not opted |
| K-1 | Plant layout | 1. Plant lay out available and process flow is followed, however process flow not available. Hence the organisation do not know the wastes. | 2 |  |  |
| K- 2 | Materials Management | 1. Store department is seen with materials management. Stores & purchase activities are in sync. 2. Raw material storage has proper identification with stock level display against minimum defined stock to avoid stock-out. 3. The reduction in inventory at raw material, WIP, Finished good is not measured and reviewed for improvement. | 3 |  |  |
| ***K-3*** | ***Material handling systems*** | 1. Management is having focus on material handing in view to reduce cost, movement. 2. The team is ensuring entire cycle of material handling including Material receipt, Inspection/acceptance, Storage, Issue etc. 3. No targets/ improvements evidenced for further improvement in material handling system. | 2 |  |  |
| L- 1 | People development plan | 1. Basic skill mapping evidenced for all employees. 2. Training programmes planned and organised. 3. Competency mapping do not include soft skills. | 3 |  |  |
| L-2 | Employee involvement activity | 1. Employee involvement is in suggestion scheme and kaizens, limited to shop floor. 2. The initiatives are broadly management driven. 3. Team based approach in missing. | 2 |  |  |
| M-1 | Outsourced activities : Selection, control and improvement | ----- | ----- | ----- | Not opted |
| N-1 | Trademark | ----- | ----- | ----- | Not opted |
| N-2 | Industrial Design | ----- | ----- | ----- | Not opted |
| N-3 | Copyright | ----- | ----- | ----- | Not opted |
| N-4 | Patent | ----- | ----- | ----- | Not opted |
| ***O-1*** | ***Outgoing (at customer end) quality performance level*** | 1. Outgoing quality level is 450 ppm. 2. The system of measuring ppm level is based on feedback from customer 3. The supplier rating is 93% for 2014-15 by all customers in general. | 3 |  |  |
| ***O-2*** | ***In-house quality performance level (first pass)*** | 1. The in-house quality level is 6800 ppm i.e. 0.68% for 1st four months. 2. The methodology of measuring is rejections at various stages of inspection. 3. In-house rejection for 2014-15 was 4212. In current year the performance deteriorated. | 3 |  |  |
| O-3 | Field performance level  (based on customer defined targets for field performance) | 1. The target given by customers on field performance (failure) is zero. 2. The actual field performance (failure) level is close zero. | 5 | No field failure / failure in warranty. |  |
| P -1 | Total Employee Involvement (TEI) | 1. TEI is judged based on suggestion scheme, kaizens, problem solving, 5S. 2. Employee involvement is approx. 50%. 3. Unauthorized Absenteeism is approx. 10%. | 3 |  |  |
| ***P -2*** | ***Scrap (as a % of gross sales)*** | 1. The current scrap level is 0.9% to sale turnover. 2. Uniform understanding on scrap is not evidenced. 3. Measurement on scrap is not regular. | 2 |  |  |
| P -3 | Process Capability (Cp/ Cpk) | 1. Process capability for 3-4 dimensions on 24 parts is evaluated. 2. The Cp & Cpk values are much higher than 1.00 and 1.33 in all cases. The organisation is not using these data for further improvement by virtue of redefining of limits or changing criteria for deciding critical process etc. OR to reduce in-house rejections. | 4 |  |  |
| P -4 | Overall Equipment Effectiveness | ----- | ----- | ----- | Not opted |
| ***Q -1*** | ***Optimal use of natural resources*** | 1. No data maintained. 2. No identification of natural resources being used by the organisation. 3. Some attempts are made for rain water harvesting, but no measurements. | 0 |  |  |
| ***Q -2*** | ***Energy performance*** | 1. Energy performance levels not defined by the organisation. 2. No monitoring of energy performance. | 0 |  |  |
| ***Q -3*** | ***Environmental performance – air/effluent / solid wastes*** | 1. No identification of applicable legal requirements. 2. No system of proactive checking of compliance e.g. Hazardous waste, solid waste etc. 3. Consent to operate is available. | 0 |  |  |
| R -1 | Turnover growth | ----- | ----- | ----- | Not opted |
| ***R -2*** | ***Operating profit/ % improvement (Measured as Gross Profit)*** | 1. Stagnant Operating Profit. 2. Declining profit YOY for past 3 years. | 0 |  |  |
| R -3 | Safety Score | ----- | ----- | ----- | Not opted |
| R -4 | Inventory turnover (ITR) | ----- | ----- | ----- | Not opted |

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| **Visit Summary:**   1. Top management is committed towards ZED implementation. 2. The team needs more awareness on ZED concepts viz. mandatory parameters, optional parameters, minimum no. of parameters to be opted, ZED score calculation method etc. 3. The strong areas (parameters) observed are: Process capability, Field performance, Timely deliver. 4. The areas (parameters) need attentions are: Systems for abatement of effluent, emissions and wastes, Systems for energy efficiency, Planned maintenance of Environmental management systems, Optimal use of natural resources, Energy performance, Environmental performance – air/effluent / solid wastes, Operating profit/ % improvement (Measured as Gross Profit). |
| **List of Enclosures, if any:**   1. Kaizen Sheet (A4) 2. Muda Man Material Movement (A4) 3. 5S-House Keeping Team Structure (C1) 4. Daily Work Management Sheet (C2) 5. Customer Feedback for 3 months (E2) 6. Suggestion Scheme Trend (L2) 7. Customer Rating & Feedback (PPM) (3 Sheet) (O1) 8. In house PPM (O2) 9. Pre Dispatch (Samplaing Plan and inspection report) |
| **Remarks (NABET):** |