

Harmony Road Workshop Improvements



Maintenance Planning Office

Project Brief

- Ensure no services are not missed
- Reduce breakdowns

Problems Identified

- Vehicles not available for service when required
- Poor communication between internal and external service providers
- Problems with Electronic Maintenance System (CMMS)
 - Unstable network
 - Computer Literacy
- Parts delays

Outcomes

- Service Planning Office established with visual planning board. CMMS as back-up
- Dedicated service supervisor and integrated (internal/external) team working on a fixed early shift
- Eliminated both internal and external idle labour
- Reduced service turnaround time by 20%
- Parts baskets issued in advance
- Reduced breakdowns by 50%

Maintenance Backlog

Project Brief

- Clear the maintenance backlog
- Improve turnaround time

Problems Identified

- Poor communication between the operation and the workshop
- Informal notification process
- Poor process planning for large maintenance projects
- No traffic flow control. Serviceable vehicles parked in between WIP vehicles.



Outcomes

July 2011

- Formal process flows agreed between all stakeholders
- “Maintenance required” notification process
- WIP measurement with deadline management
- Traffic flow formalised



December 2011



Maintenance Stock

Project Brief

- Reduce stock-outs
- Improve fulfilment time
- Improve inventory accuracy
- Reduce emergency buys-outs



Fast movers next to counter



Demarcated Receiving Area



Clutter eliminated



Redundant Stock

Problems Identified

- Clutter
- Redundant stock mixed with active stock
- Warehouse flow. Fast movers mixed with normal stock
- No procurement planning
- Procurement process bottleneck

Outcomes

- Organised warehouse according to usage. Fast movers within 2m of counter.
- Redundant stock identified and caged in separate location.
- Updated min/max levels.
- Fixed weekly stock review and procurement plan. Eliminated one-off transactions
- Reduced stockouts by 80%
- Reduced inventory value to R5m