

SEC-Consult ApS

Frejasvej 20

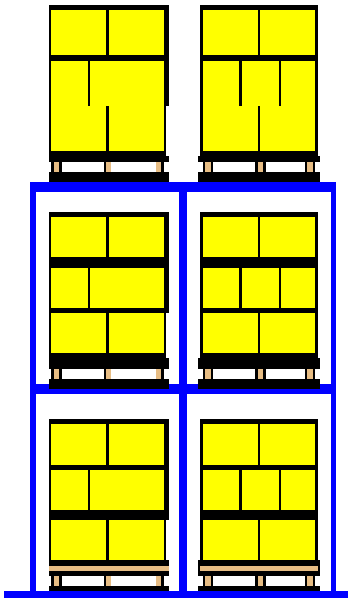
DK-6000 Kolding

CVR nr. 30 43 9821

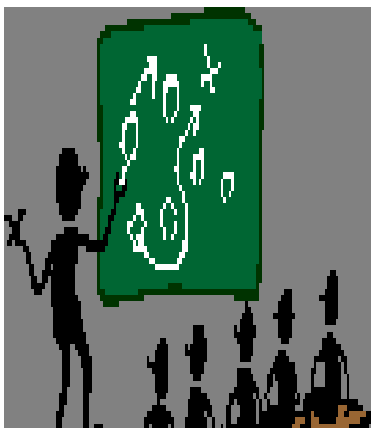
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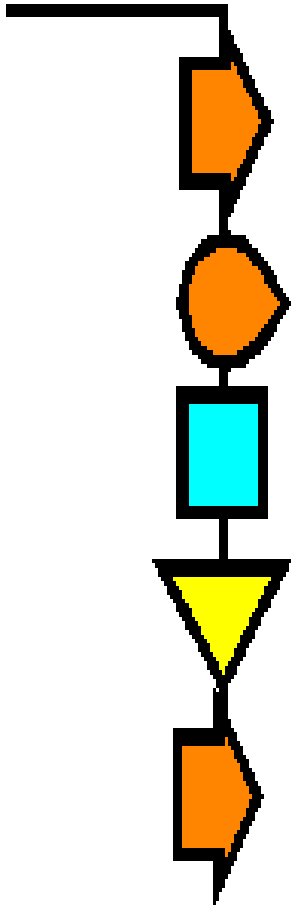
1.0	Inventory	Response	X
1,1	For the categories of Finished Goods, Work-In-Process (WIP) and Purchased/Raw Materials, what portion of middle and upper managers can state from memory the current turnover and the purpose of each type?	0%-6%	<input type="checkbox"/>
		7%-55%	<input type="checkbox"/>
		56%-80%	<input type="checkbox"/>
		81%-93%	<input type="checkbox"/>
		94%-100%	<input type="checkbox"/>
1,2	What is the overall inventory turnover, including Finished Goods, WIP and Purchased/Raw material?	0-3	<input type="checkbox"/>
		4-6	<input type="checkbox"/>
		7-12	<input type="checkbox"/>
		13-24	<input type="checkbox"/>
		25+	<input type="checkbox"/>
1,3	What is the ratio of Inventory Turnover to the industry average?	<=1.0	<input type="checkbox"/>
		1.1-2.0	<input type="checkbox"/>
		2.1-4.0	<input type="checkbox"/>
		4.1-8.0	<input type="checkbox"/>
		8.1+	<input type="checkbox"/>



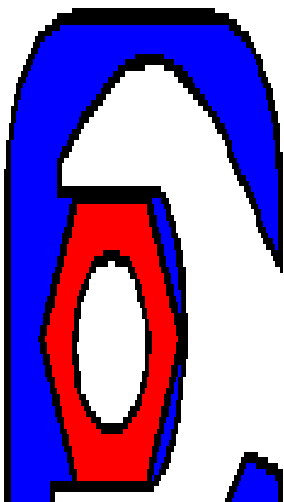
2.0	The Team Approach	Response	X
2.1	What is the organization type?	Exploitive	<input type="checkbox"/>
		Bureaucratic	<input type="checkbox"/>
		Consultive	<input type="checkbox"/>
		Participative	<input type="checkbox"/>
		Highly Participative	<input type="checkbox"/>
2.2	How are workers on the factory floor compensated?	Individual Incentive	<input type="checkbox"/>
		Hourly Wage	<input type="checkbox"/>
		Group Incentive	<input type="checkbox"/>
		Salary	<input type="checkbox"/>
		Salary+Annual Bonus	<input type="checkbox"/>
2.3	To what extent do people have job security?	Layoffs Every Year	<input type="checkbox"/>
		Transfers & Retraining Reduce Layoffs	<input type="checkbox"/>
		Layoffs Are Rare	<input type="checkbox"/>
2.4	What is the annual personnel turnover	31%+	<input type="checkbox"/>
		14%-30%	<input type="checkbox"/>
		7%-11%	<input type="checkbox"/>
		3%-6%	<input type="checkbox"/>
		0%-2%	<input type="checkbox"/>
	What percentage of personnel (ALL	<5%	<input type="checkbox"/>
		6%-10%	<input type="checkbox"/>



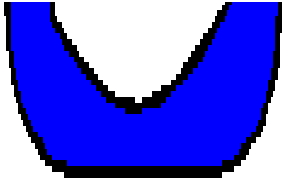
2.5	Personnel) have received at least eight hours of teambuilding training?	11%-30%	
		31%-90%	
		91%-100%	
2.6	What percentage of personnel are active members of formal work teams, quality teams, or problem-solving teams?	<5%	
		6%-10%	
		11%-30%	
		31%-90%	
		91%-100%	



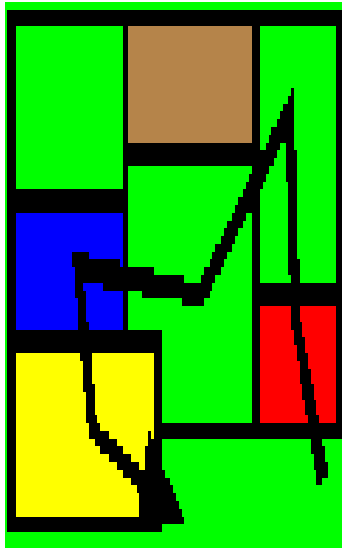
3.0	Processes	Response	X
3.1	How many large-scale machines or single-process areas are in the plant through which 50% or more of different products must pass?	4+	
		3	
		2	
		1	
		0	
3.2	How would you rate the overall bias of the plant's process selection with respect to scale?	Large Scale	
		Medium/Mixed	
		Small Scale	
3.3	How easy is it to shift output when the product mix changes?	Very Difficult	
		Moderately Difficult	
		Easy	
3.4	How easy is it to alter the total production rate by +/-15%?	Very Difficult	
		Moderately Difficult	
		Easy	
3.5	What is management's target operating capacity for individual departments or machines?	96%-100%	
		91%-95%	
		86%-90%	
		76%-85%	
		50%-75%	
3.6	How would you rate the overall bias of the plant's process selection with respect to technology level?	Complex Technologies	
		Moderate/Mixed	
		Simple Technologies	



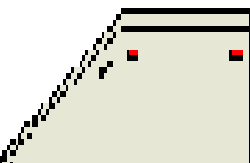
4.0	Maintenance	Response	X
4.1	Describe equipment records and data. Include records of uptime, repair history, and spare parts. Include repair and parts manuals.	Non-Existent	
		Substantially Complete	
		Complete & Accurate	
4.2	Excluding new installations and construction projects, what percentage of maintenance hours is unplanned, unexpected, or emergency?	71%-90%	
		51%-70%	
		26%-50%	
		11%-25%	
		0%-10%	
4.3	Does maintenance have and follow a defined preventive schedule?	No PM	
		1%-10% Coverage	
		11%-30% Coverage	
		31%-90% Coverage	
		91%+ Coverage	
		Frequently	



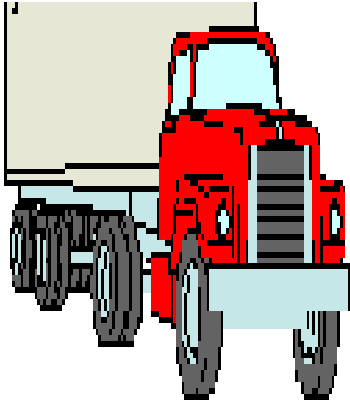
4.4	Do equipment breakdowns limit or interrupt production?	Occasionally	<input type="checkbox"/>
		Rarely	<input type="checkbox"/>
4.5	What is the overall average availability of plant equipment?	Unknown	<input type="checkbox"/>
		0%-75%	<input type="checkbox"/>
		76%-90%	<input type="checkbox"/>
		91%-95%	<input type="checkbox"/>
		96%-100%	<input type="checkbox"/>



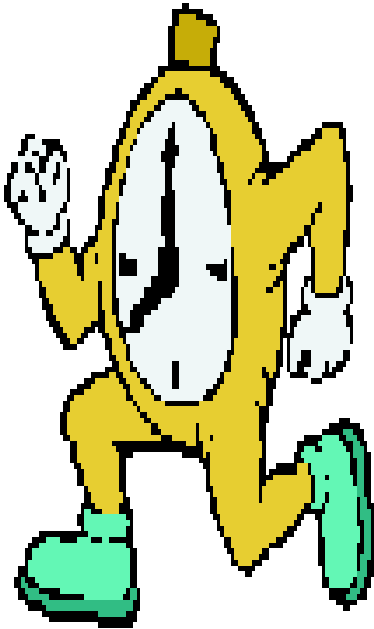
5.0	Layout & Handling	Response	X
5.1	What portion of total space is used for storage and material handling?	71%-100%	<input type="checkbox"/>
		46%70%	<input type="checkbox"/>
		30%-45%	<input type="checkbox"/>
		16%-30%	<input type="checkbox"/>
		0%-15%	<input type="checkbox"/>
5.2	What portion of the plant space is organized by function or process type?	71%-100%	<input type="checkbox"/>
		46%70%	<input type="checkbox"/>
		30%-45%	<input type="checkbox"/>
		16%-30%	<input type="checkbox"/>
		0%-15%	<input type="checkbox"/>
5.3	How would you characterize material movement?	Pallet-size (or larger) loads, long distances (>100'), complex flow patterns, confusion, & lost material	<input type="checkbox"/>
		Mostly tote-size loads, bus-route transport, & intermediate distances	<input type="checkbox"/>
		Tote-size or smaller loads, short distances (<25'), simple & direct flow pattern	<input type="checkbox"/>
5.4	How would you rate overall housekeeping and appearance of the plant?	Messy, Filthy, Confused	<input type="checkbox"/>
		Some dirt, Occasional Mess	<input type="checkbox"/>
		Spotless , Neat, & Tidy	<input type="checkbox"/>
5.5	How well could a stranger walking through your plant identify the processes and their sequence?	Impossible to see any logic or flow sequence.	<input type="checkbox"/>
		Most processes are apparent with some study. Most sequences are visible.	<input type="checkbox"/>
		Processes and their sequences are immediately visible.	<input type="checkbox"/>



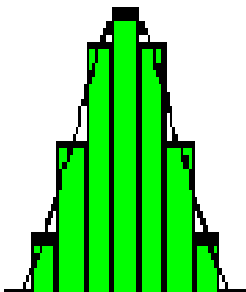
6.0	Suppliers	Response	X
6.1	What is the average number of suppliers for each raw material or purchased item?	2.5+	<input type="checkbox"/>
		1.6-2.4	<input type="checkbox"/>
		1.3-1.7	<input type="checkbox"/>
		1.2-1.4	<input type="checkbox"/>
		1.0-1.1	<input type="checkbox"/>
		1-11	<input type="checkbox"/>



6.2	On average, how often, in months, are items put up for re-sourcing?	12-17	
		18-23	
		24-36	
		36+	
6.3	What portion of raw material & purchased parts comes from qualified suppliers with no need for incoming inspection?	0%	
		1%-10%	
		11%-30%	
		31%-70%	
6.4	What portion of raw material and purchased items is delivered directly to the point of use without incoming inspection or storage?	70%-100%	
		0%	
		1%-10%	
		11%-30%	
6.5	What portion of raw materials and purchased parts is delivered more than once per week?	31%-70%	
		70%-100%	
		0%	
		1%-10%	



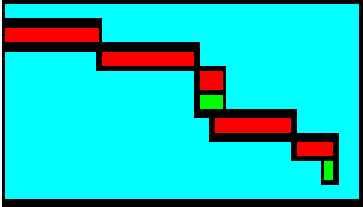
7.0	Setups	Response	X
7.1	What is the average overall setup time (in minutes) for major equipment?	61+	
		29-60	
		16-30	
		10-15	
7.2	What portion of machine operators have had formal training in Rapid Setup techniques?	0-9	
		0%	
		1%-6%	
		7%-18%	
7.3	To what extent are managers and workers measured and judged on setup performance?	19%-42%	
		43%-100%	
		Not at All	
		Informal Tracking & Review	
		Setups Tracked, Performance In Job Description	



8.0	Quality	Response	X
8.1	What portion of total employees have had basic SPC training?	0%-6%	
		7%-55%	
		56%-80%	
		81%-93%	
8.2	What portion of operations are controlled with Statistical Process Control (SPC)?	94%-100%	
		0%	
		1%-10%	
		11%-30%	
		31%-70%	
		71%-100%	
		0%	



8.3	What portion of the SPC that is done is accomplished by operators as opposed to Quality or Engineering specialists?	1%-10%	
		11%-30%	
		31%-70%	
		71%-100%	
8.4	What is the overall defect rate?	0%	
		1%-10%	
		11%-30%	
		31%-70%	
		71%-100%	



9.0	Scheduling/Control	Response	X
9.1	What portion of work-in-process flows directly from one operation to the next without intermediate storage?	0%	
		1%-10%	
		11%-35%	
		36%-85%	
		86%-100%	
9.2	What portion of work-in-process is under Kanban or Broadcast control	0%	
		1%-10%	
		11%-35%	
		36%-85%	
		86%-100%	
9.3	What is the on-time delivery performance?	0%-50%	
		51%-70%	
		71%-80%	
		81%-95%	
		95%-100%	

