



EAGLE Registrations Inc.
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DEFINING KEY PROCESSES & KEY MEASURABLES

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- Key Processes
 - Definition
 - Types
 - Tools
- Key Measurables
 - Definition
 - Benefits
 - Effective Measurables
 - Ineffective Measurables





■ **Definition: Process**

- Activity that has a direct influence on the strategic direction of the company
- Activity that uses resources, and is managed to enable the transformation of inputs into outputs
- System of activities within an organization, together with the identification and interactions of these activities





- Six characteristics a process should have are:
 - An owner
 - Be defined
 - Be documented
 - Have an established linkage
 - Be monitored and measured
 - Have records maintained



Key Processes : Types



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Manufacturing

- Product Realization / Production
- Vendors / Suppliers
- Maintenance / Calibration
- Testing
- Shipping

Support Services

- Human Resources
- IT
- Finance
- R&D

Compliance

- FDA, ISO, OSHA
- Internal audits

Business

- Marketing
- Sales



Key Processes : Achieve Product Realization

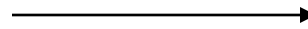


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Key Processes

Product Realization

Sales Process



Market Analysis / Customer Requirements
Bid/Tender
Order/Request

Development Process (R&D)



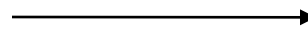
Product Design
Process Design
Product Verification / Validation
Process Verification / Validation

Manufacturing Process



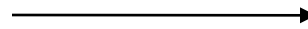
Production

Shipping Process



Delivery

Financial / Accounting Process



Payment

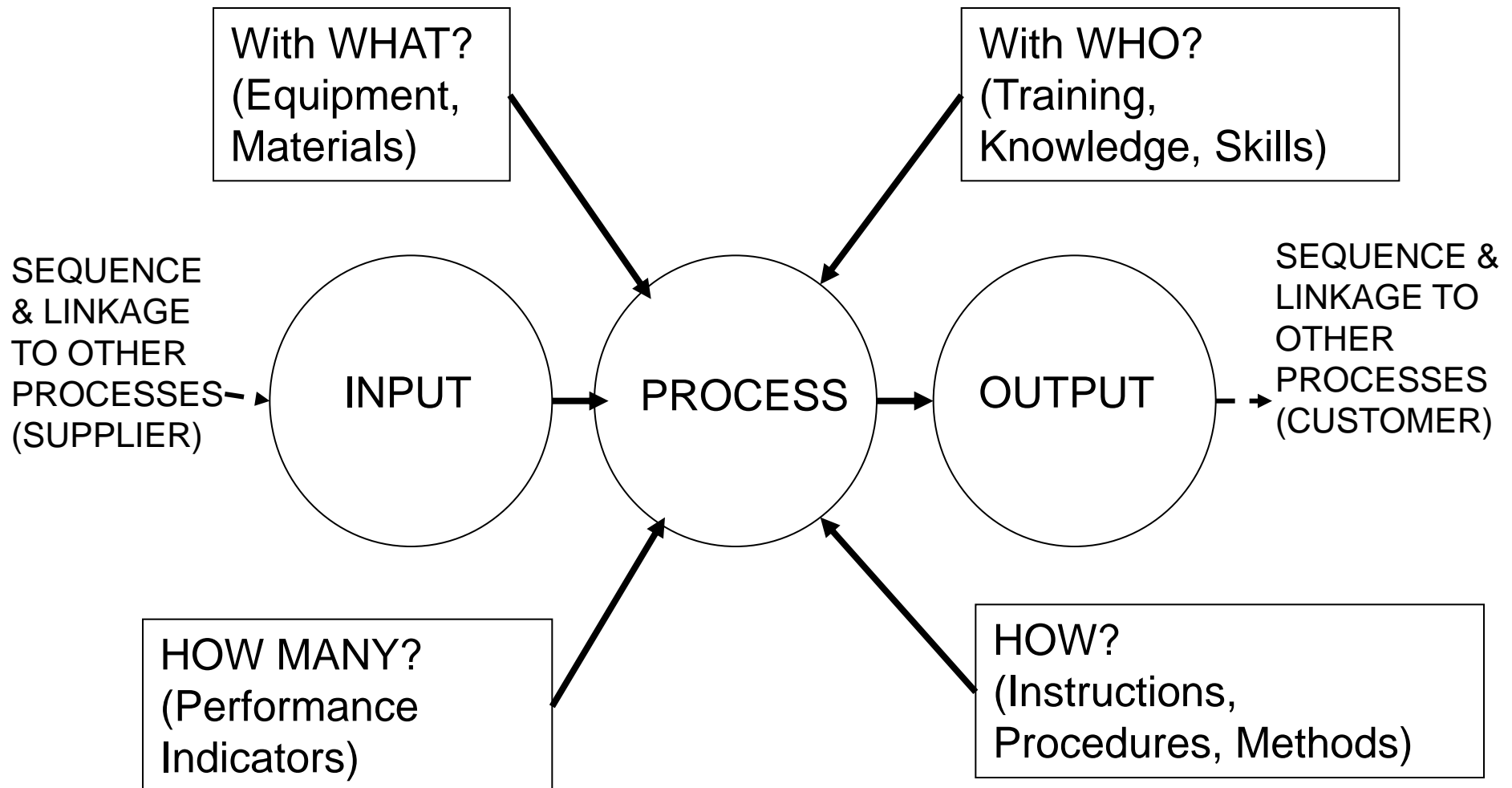
Complaints / Adverse Events Process



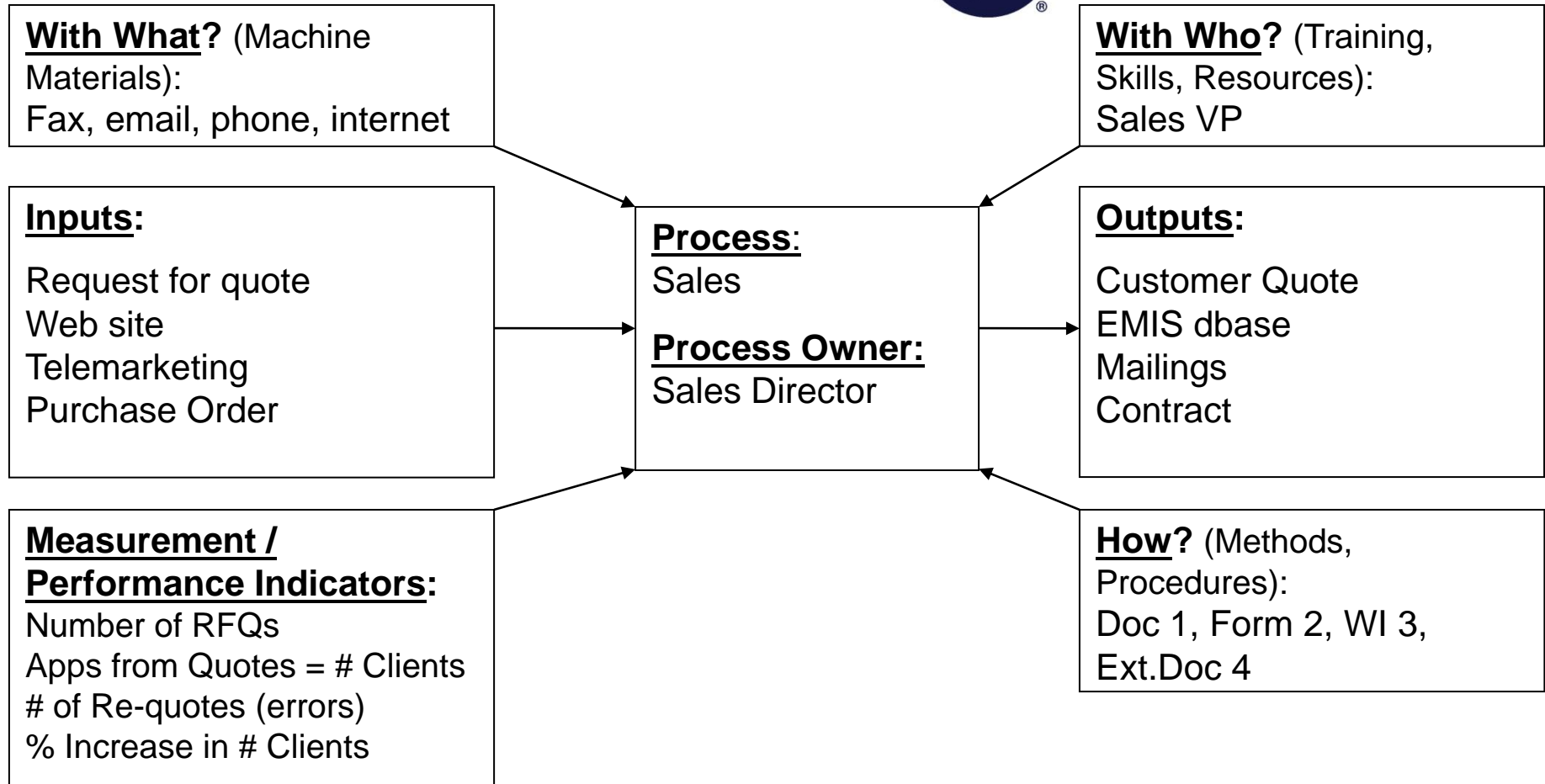
Customer / Feedback



Tool: Turtle Diagram



Process Steps : Sales

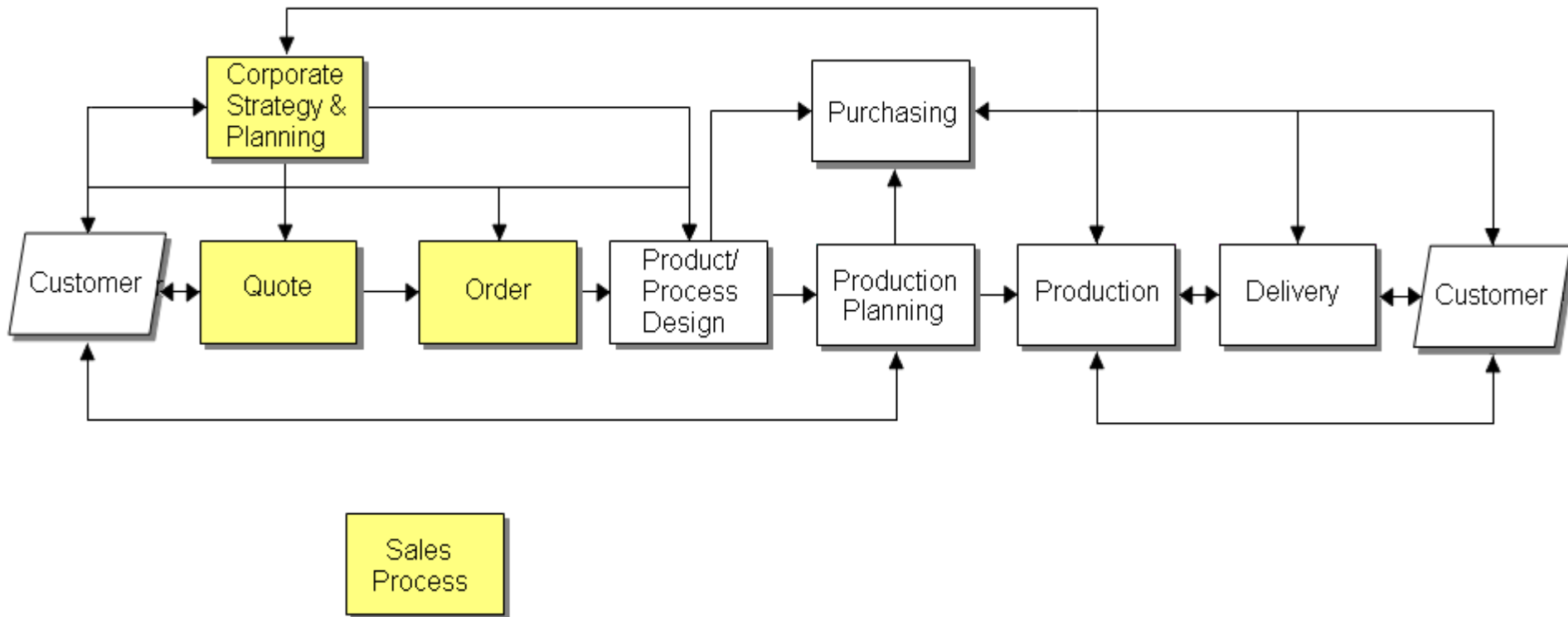


Linkage to Other Processes: Strategic Planning, New Product Development, Registration Process, Staff Training & Qualification

Applicable ISO 9001 Clauses: 7.2 and CSR



Tool: Flow Diagram





- Measurable:
 - Quantifiable
 - Significant
 - Computable

- Key Measurable (SMART):
 - Specific
 - Measurable
 - Agreed upon
 - Reasonable
 - Time-limiting





- Benefits and why are they important?
 - Impact on business
 - Customer Satisfaction





Example:

- Key Process – Sales
- Key Measurable:
 - Specific - Increase Market Share
 - Measurable – Yes, 20%
 - Agreed Upon – Yes, 2010
 - Reasonable – Yes, Historical percentages
 - Time-limiting – Yes, one year



Ineffective Key Measurables



Ineffective	More Effective
Customer satisfaction from survey results only – It was not compared to actual scorecard results or customer complaints/returns and the survey wasn't sent to the right person	Look at the number and types of returns, complaints and true feedback. For example, define the reaction limit (i.e.: what is acceptable? If get more than two ratings of a three or less per month, then a root cause analysis is required)
Number of internal defects found – the goal was unrealistic – it was set at zero – everybody was afraid to report internal defects	Create a Pareto chart for types and number of defects. Determine the acceptable limits and the response when the numbers are outside of those boundaries.



Ineffective Key Measurables



Ineffective	More Effective
Increase the amount of material recycled by 100% - employees started recycling perfectly good usable material in order to achieve the target	Track the increase in recycling by targeting the amount of solid waste created instead of targeting a percent increase in recycled material. Review per shift or per day
Overtime per employee	Measure overtime by department or by machine. Determine the expected or allowable amount of overtime before a response is required.





- Other ineffective Key Measurables ?



Effective Key Measurables



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Effective	Why Effective
Excellence in production and service based on customer returns	They measured parts per million and managed and monitored this through management reviews, daily and a quarterly employee meeting called “toolbox meeting”
Timely completion of work orders as it relates to completion of work and rework	Measured in hours/days by individual work orders and percent completed. At the start of ISO, Management selected this as an objective





Effective	Why Effective
Cost of quality metric	Used a formula to calculate all components of costs of quality: rework, scrap, planned inspections, premium freight, internal and 3 rd party audits. It was reviewed monthly on a one-page chart that was published. Everyone was familiar with the results and their involved with the various components
Delivery performance versus what customers expected	Drove through improvements/shorter lead times to distinguish themselves from competition. Reviewed monthly by the company President





- Other effective Key Measurables ?





Questions?





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THANK YOU!

