

Measuring Performance in a CMS Program

Stephanie Myers
Materials Manager,
JEP Machining



Program Metrics at JEP



CMS Supplier: BP Industrial Lubricants & Services



Industrial Lubricants & Services

2006 Cummins JEP Report Card

KEY MEASURES / GOALS:

HSSE

	Aug	Target	SCALE
Total Plant Dermatitis Recordables	1	0	G=0, Y=1-2, R=>3
Incidents of Odor Reported to Castrol	0	0	G=0, Y=1, R=>2 /month
Environmental Reporting (monthly)	100%	100%	G=100%, Y=99-70%, R=<69%
Spills	0	0	G=0, R=>=1

QUALITY

Control Plans Current	100%	100%	G=95%, Y=94-75%, R=<74%
System Control Charts Posted/Updated	80%	100%	G=100%, Y=99-70%, R=<69%
Percent of Coolant Systems within specified limits	95%	100%	G=>95%, Y=94-70%, R=<69%
Oil Reservoir Low Alarms	0	0	G=0, Y=1-6, R=>7
PM Completion - YTD	96%	100%	G=100%-98%, Y=97-80%, R=<79%
Coolant Sampling Completion	100%	100%	G=100%-95%, Y=94-80%, R=<79%
Vendor Reviews	100%	100%	G=100%-95%, Y=94-80%, R=<79%

DELIVERY / RESPONSIVENESS

Issue Calls closed	99%	100%	G=100-95%, Y=94-85%, R=<85%
Product point of use outages	0	0	G=0, R=>=1

PEOPLE / EDUCATION / TRAINING

Product labeling for all drums and totes	100%	100%	G=100%, Y=99-80%, R=<79%
Product labeling for all Coolant and Oil Reservoirs	100%	100%	G=100%, Y=99-80%, R=<79%
Update Hydraulic Tank Information and Tagging	100%	100%	G=100%, Y=99-80%, R=<79%
Castrol Team Required Cummins' Training Attendance	90%	100%	G=100%, Y=99-70%, R=<69%
Castrol Safety Module Attendance	4	1/mo	G=>3, Y=2-1, R=0/year

TECHNOLOGY / SUPPORT / SERVICE

Work order reports to PDM & followed up	100%	100%	G=100%, Y=99-80%, R=<79%
Housekeeping Calls - including drum pickups and sweeping	0	1/mo	G=<1, Y=2-4, R=>5/month

Program Metrics at JEP



- Program metrics are defined by plant measures as well as those required by CMS Provider
 - Safety
 - Quality
 - Cost
 - Delivery
 - Training
 - Technical Support
- Scorecard is primary communication tool with back up data reviewed regularly
- Individual team information is shared as requested by the team or engineer
- Trust between the two companies is key to the success of the metrics established



Collecting Data to track performance

- The CMS Provider tracks data and provides upon request
 - Product usage
 - Abnormal usage – leaks, overflows, etc.
- Monthly report cards are distributed to the entire plant
- Cummins Admin. team reviews usage data with CMS provider on a monthly basis
 - Any individual is welcome to attend the monthly reviews with the Admin. team



Tying Savings to Specific Areas

- Usage savings are easily visible when reviewing data
- Continuous Improvement Projects are reviewed prior to starting, during the improvement phase and upon completion of project for real savings and which parties contributed to the savings.



Challenges of measuring performance in a mature program

- **Baseline data changes as facility changes**
 - Machining lines have been outsourced
 - New assembly line processes have been introduced
 - New machining lines have been installed with completely new processes
- **“Low-hanging Fruit” was picked early on**
 - Improved system control contributed to savings quickly
 - Reduction in biocide usage contributed to initial savings
- **CMS deliverables become expected processes**
 - Preventive Maintenance on fluid systems happens regularly
 - Issues are dealt with when they first occur