

# ***QuickView***<sup>TM</sup>

This profile prepared for  
SAMPLE MANUFACTURING CO., INC.

by

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5/29/2007

# ***Welcome to QuickView™***

QuickView is an expert-system based assessment tool which provides a preliminary analysis of your firm's strengths and weaknesses benchmarked against comparable manufacturing firms. This analysis is presented to you in a "Company Profile Report".

In order for you to be fully prepared to review this Report, a general understanding of how the QuickView expert system works is required, i.e. - what does the expert system do with your responses to generate its assessment?

The expert system first classifies the responses according to relevance into groups called Functional Performance Indicators, or FPIs. Each FPI receives a score based on the responses to the questions which define it. The expert system then groups the FPIs, again by relevance, into yet larger (broader) categories called General Performance Indicators, or GPIs. Each GPI then receives a score based on the scores of the FPIs which define it. The scores for both FPIs and GPIs range from 0 to 1.

Once scoring has been completed, the expert system compares your performance with, first, all of the other companies in the QuickView database, and, second, those companies whose SIC classification is similar to yours.

The Company Profile Report contains three sections. The first section describes in the most general terms the performance of your firm. It portrays in histogram form the scores you received in the thirteen GPIs. It also presents the upper and lower 25th percentile ranking thresholds for each GPI, based on the entire QuickView database.

This section may contain a second histogram. This histogram is identical to that described above, except that its percentile ranking thresholds are based on specific SIC classification ranges. This second histogram will only be present when there are enough companies in the QuickView database in your SIC classification range to make comparison worthwhile.

The second section, entitled "General Performance Information", tells you where in the database ranking each of your GPI and FPI scores fell: upper 25% , middle 50% , or low 25%. Of course, as with the first section, these classifications can be based on either the entire QuickView database or on only those companies in the database that fall in your SIC classification range. At the front of the section will appear a message indicating the basis of the classification.

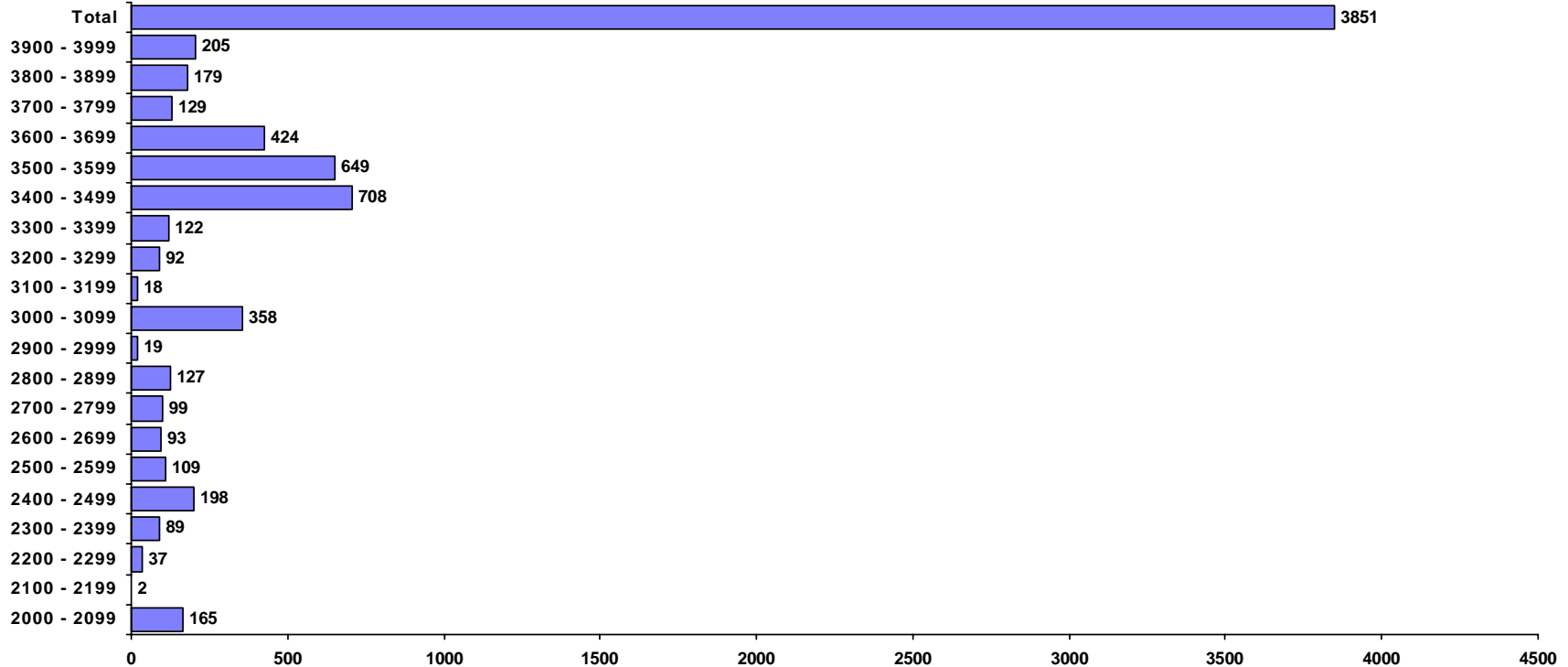
The final section, entitled "Needs for Improvement", attempts to define for you areas in which improvement appears to be possible. The section lists the GPI titles in the same order as they appeared on the histogram in section 1. Under each GPI the heading "Needs for Improvement" will appear. If none of the FPIs for this GPI fell in the low 25% category (as indicated in section 2) the message "none to report" will appear. For each FPI listed in section 2 as falling in the low 25% category, the system will present the questions (and responses) which were largely responsible for the low rating.

It is important to understand that the QuickView Profile Report can only be as accurate as the Company responses on which it is based. If a company chooses to exaggerate or embellish its responses in order to improve its performance rating, an inaccurate picture of the Company's true strengths and weaknesses will undoubtedly be the result.

# QuickView™

## DATABASE SUMMARY STATISTICS

31-May-07



**2000 - 2099** Food products  
**2100 - 2199** Tobacco products  
**2200 - 2299** Textile mill products  
**2300 - 2399** Apparel and other textile products  
**2400 - 2499** Lumber and wood products  
**2500 - 2599** Furniture and fixtures  
**2600 - 2699** Paper and allied products  
**2700 - 2799** Printing and publishing  
**2800 - 2899** Chemicals and allied products  
**2900 - 2999** Petroleum and coal products

**3000 - 3099** Rubber and misc. plastic products  
**3100 - 3199** Leather products  
**3200 - 3299** Stone, clay, glass products  
**3300 - 3399** Primary metal industries  
**3400 - 3499** Fabricated metal products  
**3500 - 3599** Industrial machinery and equipmer  
**3600 - 3699** Electronic/electric equipment  
**3700 - 3799** Transportation equipment  
**3800 - 3899** Instruments and related products  
**3900 - 3999** Miscellaneous manufacturing

**SAMPLE MANUFACTURING CO., INC.**

5/29/2007

Widgets, Gadgets, & Windings

**Contact:** John Sample, Sr.

President & CEO

**Address:** 1234 Wisconsin Avenue

Sample City, NY 12210

**Phone:** (518) 555-5555

**Fax:** (518) 555-1234

**SIC:** 3900

**Region:**

**Years in business:** 46

**Public:** No

**Parent company:**

**Number of employees:** 85

**Defense contractor:** No

**Total sales prior year:** \$9,000,000

**Prior year sales export:** 8%

**Market share:** 22%

**Unionized shop:** Yes

**Location of competition:** Out of State

**Awards:**

None

**Requested services:**

Advice to improve product flow & increase employee morale

**Customer Industries:**

Consumer Products

Machinery

**Considered Methods:**

College / Univ. Courses  
Conferences  
In-House Training  
Library Research  
New Hardware/Software  
New Tools/Machinery  
Out-of-house Training  
Profit Sharing Systems

Seminars  
Video Tapes  
Vocational School

SAMPLE MANUFACTURING CO., INC.

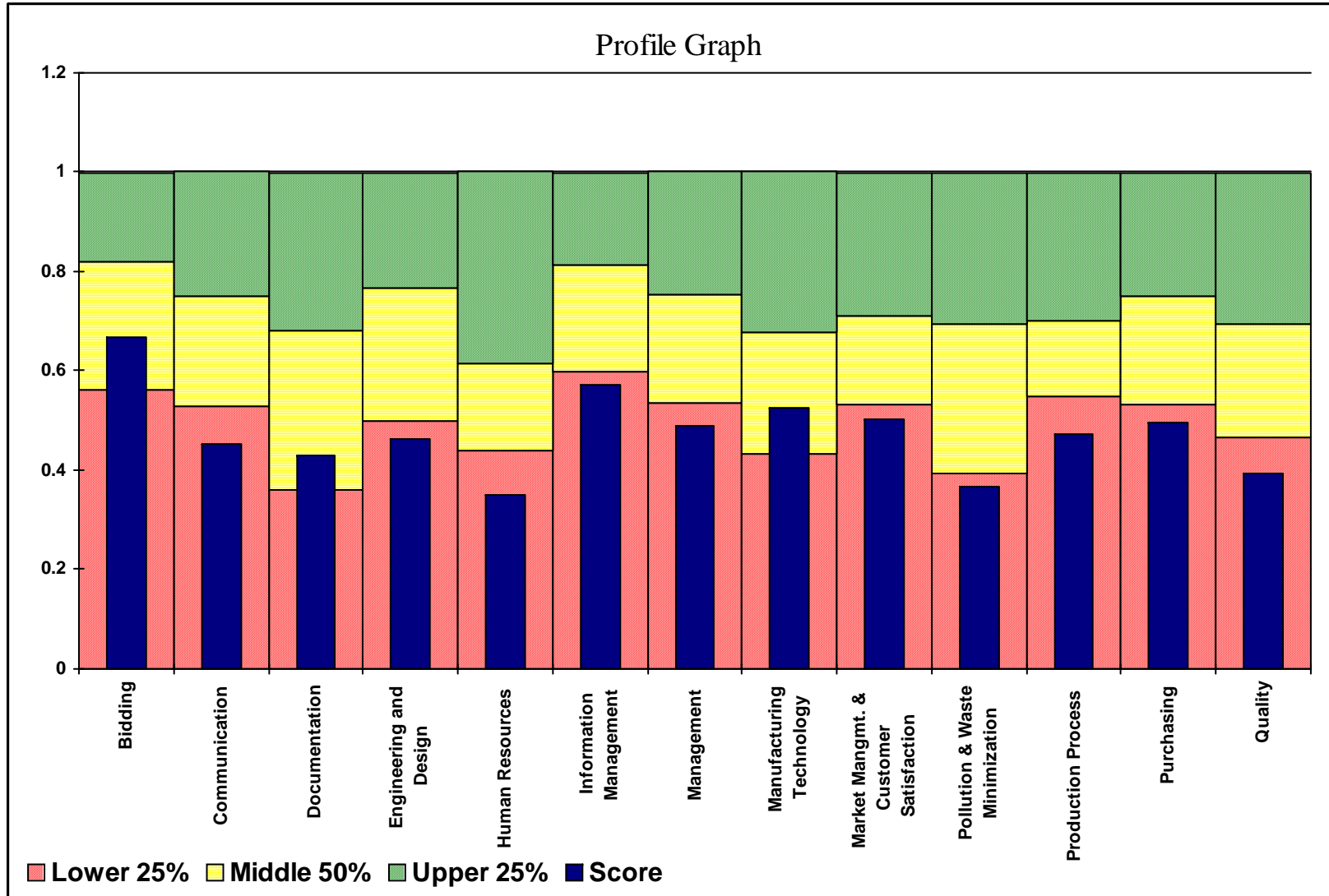
5/29/2007

Responses to questionnaire

1.1	2	3.1.7	2	6.1	3	8.5.1	2	10.17	2
1.2.1	3	3.2	4	6.2	4	8.5.2	2	10.17.	NA
1.2.2	4	3.3	2	6.3	2	8.5.3	4	10.18	4
1.3.1	2	3.3.1	NA	6.4	3	8.5.4	3	11.1	2
1.3.2	2	3.4	5	6.5.1	4	8.5.5	4	11.2	2
1.3.3	1	3.5	2	6.5.2	3	8.6.1	3	11.3	1
1.3.4	3	3.5.1	NA	6.5.3	2	8.6.2	1	11.4	10
1.4	4	3.5.2	NA	6.6	5	8.6.3	2	11.5	95
1.4.1	2	3.6.1	4	6.7.1	3	8.6.4	5	11.6	NA
1.5	5	3.6.2	4	6.7.2	3	8.6.5	1	11.7	2
1.6.1	2	3.6.3	4	6.7.3	4	8.6.6	5	11.8	1
1.6.2	3	3.6.4	NA	6.7.4	2	8.6.7	4	11.9	0
1.6.3	2	3.7	3	6.8	NA	8.6.8	3	11.10	4
1.7	3	3.8	0	6.9	NA	8.6.9	1	12.1.1	1
1.7.1	4	3.9.1	7	6.10.1	NA	8.6.91	2	12.1.2	1
1.7.2	2	3.9.2	3	6.10.2	NA	9.1	2	12.1.3	1
1.7.3	4	3.9.3	4	6.10.3	NA	9.1.1	1	12.1.4	1
1.8	3	3.10	3	6.11	NA	9.2	3	12.1.5	1
1.8.1	2	4.1	3	7.1	2	9.2.1	4	12.2	1
1.9	1	4.1.1	2	7.2	3	9.3	4	12.2.1	3
1.10	4	4.2	NA	7.3	25	9.4	4	12.2.2	4
2.1	85	4.3	4	7.4	4	9.5	2	12.2.3	2
2.1.1	0.15	4.4	NA	7.5	80	9.6.1	4	12.2.4	2
2.1.2	0.78	4.5.1	NA	7.6	3	9.6.2	2	12.2.5	1
2.1.3	0.05	4.5.2	NA	7.7	4	9.6.3	3	12.3	5
2.2	8.23	4.6	4	7.8	NA	9.7	5	12.4.1	3
2.2.1	2	4.7	NA	7.9	1	9.8	4	12.4.2	4
2.3.1	200	4.8	NA	7.9.1	3	10.1.1	4	12.4.3	2
2.3.2	10	4.8.1	NA	7.9.2	4	10.1.2	3	12.5	2
2.3.3	550	4.9	NA	7.9.3	2	10.1.3	2	12.6	2
2.4	1	4.10	2	7.9.4	2	10.2	DNR	12.7	2
2.5	3	5.1.1	2	7.10	2	10.3	3	12.8.1	1
2.6	0	5.1.2	4	7.10.1	4	10.4	2	12.8.2	1
2.7	2	5.1.3	2	7.11	4	10.5	2	12.8.3	1
2.8	2	5.1.4	4	7.11.1	4	10.6	2	12.8.4	1
2.9	4	5.1.5	3	7.12	8	10.7	3	12.8.5	0
2.10	4	5.2	2	7.13	4	10.8	3	12.8.6	0
2.11	4	5.3	3	7.13.1	3	10.9	2		
2.12	4	5.4	2	7.14	4	10.10	2		
2.12.1	2	5.5	4	7.15	3	10.11	2		
2.13	4	5.6	3	8.1	8	10.12	2		
2.14	2	5.7	4	8.2	4	10.13	2		
3.1.1	4	5.8	4	8.3	2	10.14	4		
3.1.2	4	5.9	1	8.4.1	1	10.15.	2		
3.1.3	4	5.10	2	8.4.2	2	10.15.	4		
3.1.4	3	5.11	2	8.4.3	NA	10.15.	3		
3.1.5	3	5.11.1	NA	8.4.4	3	10.16.	DNR		
3.1.6	3	6.0	1	8.4.5	2	10.16.	5		

# SAMPLE MANUFACTURING CO., INC.

5/29/2007

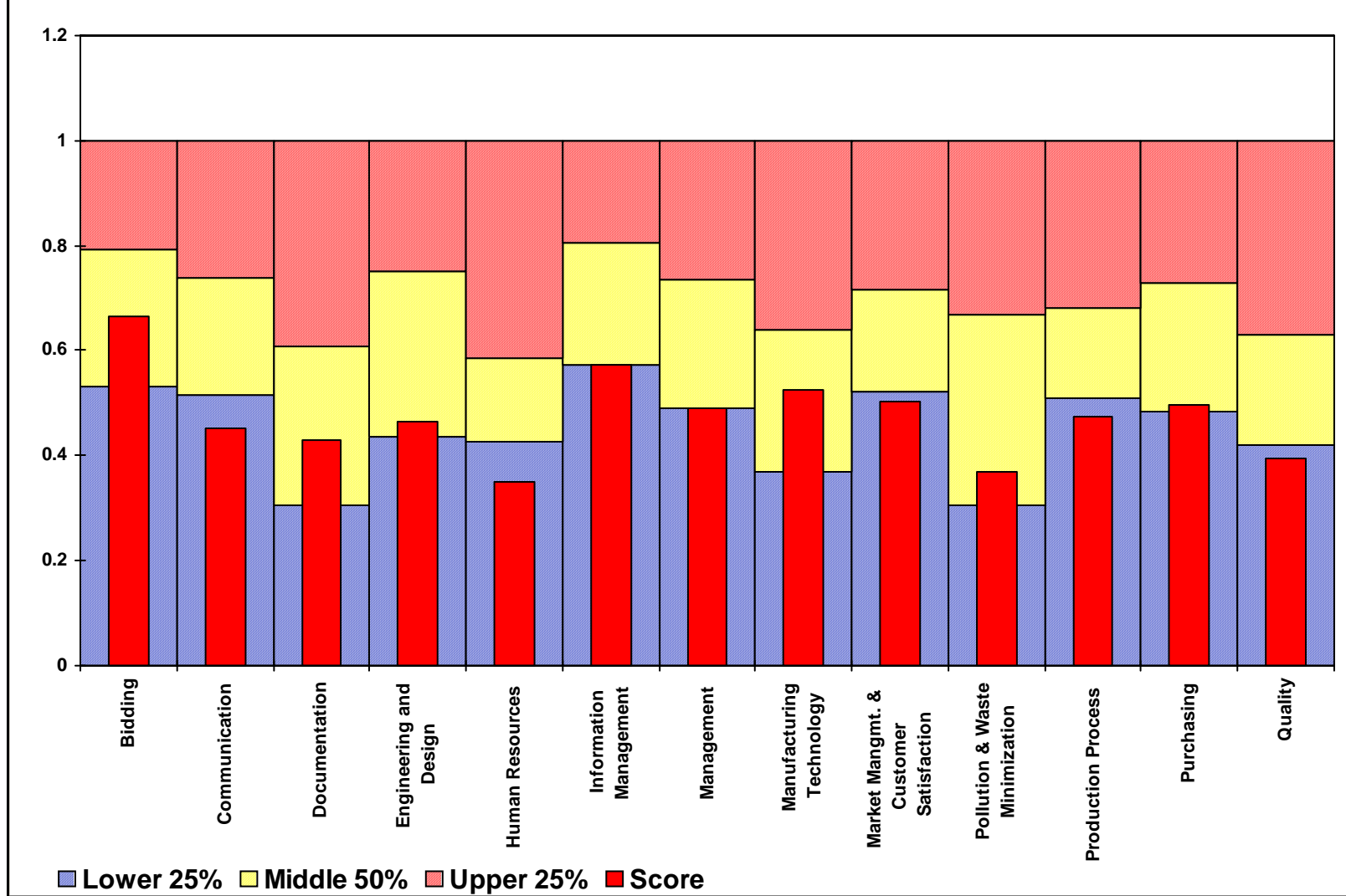


# SAMPLE MANUFACTURING CO., INC.

5/29/2007

SIC RANGE: 3900 - 3999

## Profile Graph by Specific SIC Grouping



# General Performance Information

SAMPLE MANUFACTURING CO., INC.

5/29/2007

This section provides a detailed picture of your company’s strengths and weaknesses, as indicated by the responses you provided to the QuickView Questionnaire. These ratings indicate the following:

- High: Top 25% ranking
- Average: Middle 50% ranking
- Low: Bottom 25% ranking

The quartile ranking information in this section is based on a comparison with all firms in the Quick View database with a SIC number between 3900 and 3999

	<b>High</b>	<b>Average</b>	<b>Low</b>
<b>Bidding</b>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Bidding Procedures	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>Communication</b>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Communications Among Departments	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Communications Inside Departments	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Communications Top-Down	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Documentation</b>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Bidding Documentation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Design Documentation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Maintenance Documentation	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management Documentation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Manufacturing Documentation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Marketing Documentation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Operations Management Documentation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Purchasing Documentation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Quality Documentation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>



**High Average Low**

**Engineering and Design**

- Design Procedures
- Design Technology
- Drawing Quality
- Product Cost Knowledge

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- 
- 
- 
- 

**Human Resources**

- Human Resources Procedures
- Motivation and Commitment
- Training

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**Information Management**

- Basic Handling of Information
- Environment for IS Success
- Opportunities for Technology
- Use of Information for Analysis

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**Management**

- Management Procedures
- Management Strategy
- Organizational Structure

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- 

**Manufacturing Technology**

- Equipment Maintenance Procedures
- Manufacturing Equipment
- Manufacturing Tools
- Tolerances
- Tool Maintenance Procedures

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- 

**Market Mangmt. & Customer Satisfaction**

- Customer Service
- Market Knowledge
- Market Trends
- Marketing Procedures

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- 
- 
- 
-

**High Average Low**

**Pollution & Waste Minimization**

	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Operational Issues in Waste Min. & Poll. Prev.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Strategic Issues in Waste Min. & Poll.Prev.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Traditional Waste Minimization Issues	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**Production Process**

	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Materials Management in Production	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Process Planning & Scheduling	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Production Capacity	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Production Procedures	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Production Strategy	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Shipping	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

**Purchasing**

	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Materials Management in Purchasing	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Purchasing Procedures	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Supplier Relations/Development	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

**Quality**

	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Quality Performance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Quality Procedures	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Quality Technology	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

# Needs for Improvement

SAMPLE MANUFACTURING CO., INC.

5/29/2007

This section provides a list of areas in which improvement might be possible, based on your firm's responses to the QuickView Questionnaire.

The GPIs are listed in the same order as in sections 1 and 2. Below each GPI appears its definition and the heading "Needs for Improvement". All FPIs which define the given GPI that received a ranking of Average or Low in section 2 will be listed under this heading, along with the questions (and responses) which contributed to the poor rating. Alternatively, if none of the FPIs relevant to the given GPI received a Low ranking, the message "none to report" will appear.

## **Bidding**

Description: The principal method by which new contracts are procured..

### **Needs for Improvement**

*None to report*

## **Communication**

Description: The set of mechanisms to ensure the efficient flow of information within the company.

### **Needs for Improvement**

#### *Communications Among Departments*

Description: The mechanisms established to ensure proper flow of information between departments and the managers thereof.

- |       |   |                    |
|-------|---|--------------------|
| 4.1.1 | Job estimates provide for departmental sign-off.                | To a Slight Degree |
| 6.2   | Design-related problems are often discovered during production. | To a Large Degree  |

#### *Communications Inside Departments*

Description: The mechanisms established to ensure proper flow of information within departments, between both managers and staff and the staff themselves.

- |       |  |                    |
|-------|--|--------------------|
| 1.7.2 | All parties attending participate in meetings to discuss the progress of current projects. | To a Slight Degree |
|-------|--|--------------------|

### *Communications Top-Down*

Description: The mechanisms established to ensure proper flow of information from upper levels of managerial hierarchy to lower levels, especially as regards dissemination of strategic goals and associated departmental responsibilities.

- 1.3.3 Strategic goals in written form are communicated from top management to all employees. Never / Not at All
- 1.8.1 Clearly established financial goals are communicated to key employees on a regular basis. To a Slight Degree

### **Documentation**

Description: The cataloging of information and procedures necessary for the efficient flow of information.

#### **Needs for Improvement**

##### *Bidding Documentation*

Description: The cataloging of information and procedures related to a company's bidding practices.

- 4.10 Records are maintained on the accuracy of all bids, with respect to cost, time, and materials. To a Slight Degree

##### *Design Documentation*

Description: The cataloging of information and procedures related to a company's design practices. It is especially important to document all engineering changes.

- 6.5.3 Established procedures are used to maintain and control drawing revisions, updates, and disposal. To a Slight Degree
- 6.7.4 For engineering changes: The cost impact is estimated and recorded prior to change approval. To a Slight Degree

##### *Management Documentation*

Description: The consistent, unambiguous cataloging of managerial goals and responsibilities.

- 1.1 The responsibilities of supervisors in your company are clearly defined and written down. To a Slight Degree
- 1.3.1 The company has strategic goals in written form. To a Slight Degree

##### *Manufacturing Documentation*

Description: The cataloging of key manufacturing process characteristics.

- 8.4.1 With regard to equipment, your company records equipment idle-time. Never / Not at All
- 8.4.2 With regard to equipment, your company records equipment down-time. To a Slight Degree

### *Marketing Documentation*

Description: The cataloging of all information related to the company's customer base, both current and future.

- 3.1.7 Information on principal competitors is documented and kept current. To a Slight Degree
- 3.5 Records are kept pinpointing the reasons for customer rejections. To a Slight Degree

### *Operations Management Documentation*

Description: The cataloging of all information related to managing the entire product lifecycle.

- 7.1 For each job, the number of hours and costs of materials and services are recorded. To a Slight Degree

### *Purchasing Documentation*

Description: The cataloging of information and procedures related to a company's purchasing practices. It is especially important to track performance of company suppliers.

- 5.11 Supplier quality is documented. To a Slight Degree

### *Quality Documentation*

Description: The cataloging of information and procedures related to ensuring customer satisfaction.

- 10.12 Your company keeps records pinpointing the reasons for each quality rejection. To a Slight Degree
- 10.15.1 Your company tracks and documents rework. To a Slight Degree
- 10.9 Responsibility is clearly defined in a written quality plan for the investigation, evaluation, and solution of quality problems. To a Slight Degree

## **Engineering and Design**

Description: The development of the technical specifications necessary for the efficient manufacture of products and/or services.

### **Needs for Improvement**

#### *Design Procedures*

Description: The set of mechanisms established to ensure that the design process operates efficiently and that all the information necessary for this efficient operation is available.

- 6.2 Design-related problems are often discovered during production. To a Large Degree
- 6.7.4 For engineering changes: The cost impact is estimated and recorded prior to change approval. To a Slight Degree

### *Design Technology*

Description: The quality of technical support available within the company to aid in the engineering and design.

8.6.9 Your company is currently using Computer Aided Engineering (CAE). Never / Not at All

### *Drawing Quality*

Description: The procedures used by the company to generate and maintain technical information in the form of drawings.

6.5.3 Established procedures are used to maintain and control drawing revisions, updates, and disposal. To a Slight Degree

### *Product Cost Knowledge*

Description: The extent to which 1) the company keeps itself aware of changes in costs of raw materials, and 2) incorporates this knowledge into strategic planning.

6.7.4 For engineering changes: The cost impact is estimated and recorded prior to change approval. To a Slight Degree

## **Human Resources**

Description: The component of the firm responsible for employee issues: hiring, training, job satisfaction, conflict resolution, etc.

### **Needs for Improvement**

#### *Human Resources Procedures*

Description: The extent to which the daily management of human resource practices helps to deal with employees in a constructive way and encourage improvements.

2.14 Your company uses job rotation and/or job expansion. To a Slight Degree

### *Motivation and Commitment*

Description: The set of mechanisms established to instill in employees a sense of pride in their work and of belonging to the company.

1.4.1	How many times per year do managers and supervisors provide feedback to their employees on their performance?	2 where best is 50 or higher
1.7.2	All parties attending participate in meetings to discuss the progress of current projects.	To a Slight Degree
1.9	Financial goals and statements are available to all employees.	Never / Not at All
2.10	Turnover is a problem in your company.	To a Large Degree
2.2	What is your average direct labor hourly pay?	8.22 where best is 14 or higher
2.2.1	Your company's salary policy links pay and benefits to performance.	To a Slight Degree
2.8	There are incentive programs in effect that encourage training. (For example, paid time off for external training, tuition reimbursement, etc.)	To a Slight Degree
2.9	Absenteeism is a problem in your company.	To a Large Degree
9.5	Operators perform emergency repairs on shop equipment.	To a Slight Degree

### *Training*

Description: The set of mechanisms established to develop and improve employees' knowledge and/or skills in job-related areas.

10.10	Formal education/training on quality concepts is provided to all employees.	To a Slight Degree
2.12.1	Reviewers are trained in conducting formal performance reviews.	To a Slight Degree
2.3.1	How much do you spend annually, per person, for education and training of Office, Management, and Support Staff?	200 where best is 2000 or higher
2.3.2	How much do you spend annually, per person, for education and training of Direct Shop Floor Labor?	10 where best is 2000 or higher
2.3.3	How much do you spend annually, per person, for education and training of Engineering and Technical Staff?	550 where best is 2000 or higher
2.6	Your company has an apprenticeship program.	No
2.7	Your company provides training to workers at all levels of the organization (executive, technical, supervisors, and production workers).	To a Slight Degree

## Information Management

Description: The efficiency and quality of the methods by which information is handled by the company. Addresses both equipment and managerial issues.

### Needs for Improvement

#### *Basic Handling of Information*

Description: The extent to which the company appropriately manages basic accounting and manufacturing control information.

- |        |  |                    |
|--------|--|--------------------|
| 12.2.3 | The information generated by the Manufacturing Requirements Planning system for Onhand Inventory and Work-in-Progress is timely, accurate, and reliable. | To a Slight Degree |
| 12.2.4 | The information generated by the Manufacturing Requirements Planning system for work orders is timely, accurate, and reliable.                           | To a Slight Degree |
| 12.2.5 | The information generated by the Manufacturing Requirements Planning system for lead time analysis is timely, accurate, and reliable.                    | Never / Not at All |
| 5.1.1  | There are formal procedures in place for obtaining competitive bids.   | To a Slight Degree |
| 5.1.3  | There are formal procedures in place for disposition of rejected incoming materials.   | To a Slight Degree |

#### *Environment for IS Success*

Description: The ability of the company to provide an environment conducive to the deployment of information technology and information systems.

- |        |  |                    |
|--------|--|--------------------|
| 12.4.3 | Users of computers and Information Systems are involved with system development and procurement.                 | To a Slight Degree |
| 12.5   | The vendors of hardware, software, and systems used in the company provide adequate support.                     | To a Slight Degree |
| 12.6   | When determining the need for a new computer or Information System, detailed requirements analysis is performed. | To a Slight Degree |

#### *Opportunities for Technology*

Description: The extent to which new information technology is evaluated and applied.

- |        |   |    |
|--------|---|----|
| 12.8.5 | The use of Electronic Data Interchange (EDI) has been considered, and then adopted or not as appropriate. | No |
| 12.8.6 | The use of bar coding and shipping labels has been considered, and then adopted or not as appropriate.    | No |



### *Use of Information for Analysis*

Description: The ability of the company to use available information to analyze costs, manufacturing procedures, and markets.

12.7 Spreadsheets are used to analyze data. To a Slight Degree

## **Management**

Description: The process by which the goals and strategies of the company are defined and distributed to all components of the organization.

### **Needs for Improvement**

#### *Management Procedures*

Description: The methods used by management to ensure the effective dissemination of company goal and strategies throughout the firm.

- 1.3.3 Strategic goals in written form are communicated from top management to all employees. Never / Not at All
- 1.8.1 Clearly established financial goals are communicated to key employees on a regular basis. To a Slight Degree

#### *Management Strategy*

Description: Actions adopted by top management to improve the competitive position of the firm within its market.

- 1.3.2 The company uses strategic goals in written form. To a Slight Degree
- 1.6.1 Within the last year management has considered, initiated and/or supported significant change(s) in new business strategies. To a Slight Degree
- 1.6.3 Within the last year management has considered, initiated and/or supported significant change(s) in new employee programs (training, education). To a Slight Degree

## **Manufacturing Technology**

Description: The efficient management of equipment necessary for the production of the goods and services which the company supplies to its customers.

### **Needs for Improvement**

#### *Equipment Maintenance Procedures*

Description: The measures adopted by the company to ensure that production equipment consistently operates as it should.

- 9.1 There is a maintenance program for shop equipment. To a Slight Degree
- 9.6.2 Condition of equipment's moving parts (tables, spindles, etc.) are checked to ensure functioning within tolerances on a regularly scheduled basis. To a Slight Degree

### *Manufacturing Equipment*

Description: Quality of the equipment used by the company, in terms of both physical condition and compatibility with current technology standards.

- |       |   |                    |
|-------|---|--------------------|
| 7.9.2 | Is outsourcing used due to lack of equipment?                     | To a Large Degree  |
| 8.6.2 | Your company is currently using Programmable Robotics.            | Never / Not at All |
| 8.6.3 | Your company is currently using Programmable Controllers (PLC's). | To a Slight Degree |
| 8.6.5 | Your company is currently using Automated Inspection.             | Never / Not at All |

### *Manufacturing Tools*

Description: The quality of the equipment setup and repair facilities at the company

- |       |   |                    |
|-------|---|--------------------|
| 8.5.1 | With regard to tools: Each machine has its own complete set of tooling. (e.g. vises and collets). | To a Slight Degree |
|-------|---|--------------------|

### *Tool Maintenance Procedures*

Description: The quality of the measures adopted by the company to keep its tools in proper working condition.

- |       |   |                    |
|-------|---|--------------------|
| 8.5.2 | With regard to tools: Tools that are commonly used together are stored as sets. | To a Slight Degree |
|-------|---|--------------------|

## **Market Mangmt. & Customer Satisfaction**

Description: The assessment and fulfillment of the current and future needs of the company's customer base.

### **Needs for Improvement**

#### *Customer Service*

Description: The formal procedures aimed at satisfying customer needs, complaints, and requests.

- |     |   |                    |
|-----|---|--------------------|
| 3.3 | Your company solicits customers' views on its products and services.            | To a Slight Degree |
| 3.8 | Are you a certified supplier under any customer's Vendor Certification Program? | No                 |
| 6.3 | There is an ongoing dialogue with customers about design issues and changes.    | To a Slight Degree |

#### *Market Trends*

Description: Information pertaining to the current and projected health of the market in which the company operates.

- |       |   |                              |
|-------|---|------------------------------|
| 3.9.1 | What was last year's percentage of increase/decrease from the previous year's annual sales? | 7 where best is 46 or higher |
| 3.9.2 | What was last year's percentage of increase/decrease of the overall market?                 | 3 where best is 20 or higher |

## **Pollution & Waste Minimization**

Description: The design and implementation of production processes which seek to maximize the efficient use of raw materials and minimize harmful environmental effects.

### **Needs for Improvement**

#### *Operational Issues in Waste Min. & Poll. Prev.*

Description: The extent to which waste minimization and pollution prevention concerns are incorporated into daily operations.

- |      |   |                    |
|------|---|--------------------|
| 11.3 | Your company has a system in place to elicit and implement employee suggestions regarding environmental health and safety issues? | Never / Not at All |
| 11.7 | Consideration is given in the design process to minimize waste and scrap in product production.                                   | To a Slight Degree |
| 11.9 | Your company has an inventory control program to trace chemicals and other substances from cradle to grave?                       | No                 |

#### *Strategic Issues in Waste Min. & Poll.Prev.*

Description: The extent to which these issues impact overall company planning.

- |       |  |                    |
|-------|--|--------------------|
| 11.1  | Environmental management, emphasizing pollution control and waste minimization issues, is incorporated into your company's strategic planning. | To a Slight Degree |
| 11.10 | Increasingly stringent environmental regulations have made it necessary to find alternative raw materials and processes.                       | To a Large Degree  |
| 11.2  | The concept of "green manufacturing" is an advantage to your firm in your product market.  | To a Slight Degree |

#### *Traditional Waste Minimization Issues*

Description: Classical issues in optimizing the efficiency of manufacturing processes: scrap rate, rework rate, etc.

- |         |   |                    |
|---------|---|--------------------|
| 10.15.1 | Your company tracks and documents rework.                                 | To a Slight Degree |
| 10.17   | Formal procedures exist for when and how rework/scrap is to be performed. | To a Slight Degree |

## **Production Process**

Description: The definition, management, and upkeep of the methods by which the jobs flow through the company's facility.

### **Needs for Improvement**

#### *Process Planning & Scheduling*

Description: Concerns the efficiency of the job shop in satisfying production goals.

- |       |  |                              |
|-------|--|------------------------------|
| 3.6.2 | Common customer rejections are due to late delivery.   | To a Large Degree            |
| 7.12  | A typical job spends what percentage of its total Manufacturing Cycle Time actually being machined or processed?     | 8 where best is 95 or higher |
| 7.14  | The correct components required for assembly or other manufacturing operations are not always available when needed. | To a Large Degree            |
| 7.4   | There are inventory buildups (bottlenecks) at one or more particular points in the production process                | To a Large Degree            |

#### *Production Capacity*

Description: The extent to which optimal production throughput is achieved.

- |     |  |                               |
|-----|--|-------------------------------|
| 2.4 | How many shifts are regularly scheduled per day?   | 1 where best is 3 or higher   |
| 7.3 | What is your average shop capacity utilization rate, based on whatever constitutes normal operation (1 shift/day, 2 shifts/day, etc.) for your firm? | 25 where best is 95 or higher |

#### *Production Procedures*

Description: The measures adopted by the company to ensure that production proceeds according to established goals.

- |      |   |                    |
|------|---|--------------------|
| 7.1  | For each job, the number of hours and costs of materials and services are recorded. | To a Slight Degree |
| 7.10 | There are standard operating procedures.  | To a Slight Degree |

#### *Production Strategy*

Description: The extent to which the company monitors and implements advances in production technology.

- |       |  |                              |
|-------|--|------------------------------|
| 1.7.1 | How many times per year are meetings held regularly to discuss the progress of current projects?                                   | 4 where best is 50 or higher |
| 7.9.4 | Is outsourcing used due to cost effectiveness?   | To a Slight Degree           |
| 8.4.5 | With regard to equipment, your company records reasons for down/idle time are analyzed and used to improve the production process. | To a Slight Degree           |
| 9.5   | Operators perform emergency repairs on shop equipment.   | To a Slight Degree           |

### *Shipping*

Description: The quality of the measures the company has adopted to ensure that its products reach customers in a timely fashion.

3.6.3 Common customer rejections are due to incorrect item received. To a Large Degree

### **Purchasing**

Description: The procurement and managing of the materials necessary for the operation of the company's facilities at acceptable cost and quality levels.

#### **Needs for Improvement**

##### *Materials Management in Purchasing*

Description: The practices used to handle material ordering so that the associated costs are minimized while simultaneously satisfying production needs.

5.2 The benefits of volume discounts are weighed against inventory carrying costs when purchasing components and raw materials. To a Slight Degree

5.4 Your company has safety stock levels which are used to trigger reorder points for raw materials. To a Slight Degree

##### *Purchasing Procedures*

Description: The set of mechanisms established by the company to handle and document purchasing decisions.

5.1.1 There are formal procedures in place for obtaining competitive bids. To a Slight Degree

5.1.3 There are formal procedures in place for disposition of rejected incoming materials. To a Slight Degree

##### *Supplier Relations/Development*

Description: The procedures established to maintain a mutually beneficial relationship with suppliers. This includes monitoring supplier performance.

5.10 There is a clear definition of the supplier's expected quality level. To a Slight Degree

5.9 There is a program to develop your company's supplier relationships. Never / Not at All

## Quality

Description: The delivery of goods and services that meet or exceed the requirements of the customer

### Needs for Improvement

#### *Quality Performance*

Description: The extent to which the goods and/or services produced by the company satisfy design specifications.

- |       |   |                   |
|-------|---|-------------------|
| 10.14 | The total time spent on inspection is inappropriate - either too high or too low. | To a Large Degree |
| 3.6.1 | Common customer rejections are due to quality problems.                           | To a Large Degree |
| 3.8   | Are you a certified supplier under any customer's Vendor Certification Program?   | No                |

#### *Quality Procedures*

Description: The procedures used by the company to ensure that all goods and/or services produced satisfy design specifications.

- |        |  |                    |
|--------|--|--------------------|
| 10.1.3 | The quality manual is given or available to all employees.                     | To a Slight Degree |
| 10.11  | Statistical quality control techniques are understood and used.                | To a Slight Degree |
| 10.12  | Your company keeps records pinpointing the reasons for each quality rejection. | To a Slight Degree |
| 10.17  | Formal procedures exist for when and how rework/scrap is to be performed.      | To a Slight Degree |

#### *Quality Technology*

Description: The extent to which the company monitors and implements appropriate advances in quality performance.

- |        |  |                    |
|--------|--|--------------------|
| 8.6.5  | Your company is currently using Automated Inspection.              | Never / Not at All |
| 8.6.91 | Your company is currently using Statistical Process Control (SPC). | To a Slight Degree |