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Help! I'm being sued.

Situation:

.XXX., a \$2 million plastic parts manufacturer, was facing over \$75K in defective parts returned. One customer was suing him for \$30K for business lost due to poor quality.

PQA's Task:

- ◆ Identify why so many defects were being shipped
- ◆ Help XXX prevent similar problems in the future.

PQA's Action:

- ◆ Identified that the production department was not aware of a flatness requirement that the salesman had promised would be met in all products
- ◆ Recommended an **ISO 9002** quality system to:
 - ensure communication of customer requirements
 - control nonconforming product
 - coordinate corrective & preventive action
 - ensure traceability

Client's Result:

- ◆ the new Corrective & Preventive Action system solved the root causes of the flatness problem and many other long-term problems
- ◆ XXX went on to get their ISO 9002 registration over the next 8 months
- ◆ XXX only had 2 customer complaints over the next 2½ years

Fall Training Workshops

Windsor:

- ◆ Internal Quality Auditor Training Nov. 2,3
- ◆ Introduction to ISO/QS-9000 Nov. 17
- ◆ Reliability & Maintainability Nov. 30
- ◆ Failure Mode & Effect Analysis (FMEA) Dec. 02
- ◆ ISO 9000:2000 (Year 2000 Edition) Dec. 07

Chatham:

- ◆ Introduction to ISO/QS-9000 Dec. 14
- ◆ Critical Chain Project Management Dec. 16

"Me? The Bottleneck?"

"Bernie, I've got your schedule made up," said Glenn with a self-satisfied grin. "Do you want to take a look at it?" he asked. He clicked his mouse and scrolled down the schedule on the monitor.

Glenn Has been involved with **Dr. Eli Goldratt's Theory of Constraints** since 1984, and recently spent a week at **Prochain Solutions** corporate headquarters mastering their **Critical Chain Project Management** software. Ever since he's been acting like he can launch our company into the New Millennium.

"Here is where we assign the drum resource," he said.

"What's that?" I replied.

"That's the resource that has the greatest impact on our company's success. It's the **bottleneck. That's you, Bernie,**" he said solemnly.

"Is he trying to say that the fate of the whole company is determined by little insignificant me?" I pondered.

On Tuesday, I missed our weekly 7 AM meeting. "So what happened?" I asked Jodi when I came in.

"We're all supposed to do whatever we can to help you stay on schedule." she said.

"I'll be finished what I'm doing here in about 10 minutes, Bernie," called our senior associate, Don, from his office. "What can I do to help you?"

While others took jobs from me and lightened my load, I worked on the things only I could do. I was amazed at the progress we made on the schedule. Maybe being designated the bottleneck isn't such a bad thing.

Effect of Implementing QS-9000:

"The flow from evolution to resolution of a problem is definitely cleaner, more organized, and documented"

Taylor Lambert, United Plastic Components Inc.