

It is a visual display of key performance indicators and targets in the following categories:

- S = Safety
- Q = Quality
- D = Delivery
- C = Cost





Characteristics of Useful Performance Metrics

- Meaningful and understood by all
- Quantitative
- Visual, and includes an improvement target
- Can be tracked daily and maintained by the affected department
- Aligned with corporate/company-wide success



SQDC Performance Board Example

Safety

	1	2				
	3	4				
	5	6				
	7	8				
9	10	11	12	13	14	15
17	18	19	20	21	22	23
			25	26		
			27	28		
			29	30		
			31			

Kaizen Newspaper

Problem	Action	Who	When	Result
iksaadfi dke dely kid ksdjfl	iksuawedfi kk sf jskdjfk ksdj asdkkk kkkj	dqjje	1233	dskk kofj ask d dkjdfj skk
kdjdfj cuff	suds fjord dkj fd desk jnn d fad jlyfkd dade	wkeuae	5434	dskk kofj ask d dkjdfj skk
qiuu skduid	iusudf kdfi di iuoi	dutful	9890	audio did fid ides i diode d dalfudfi if
studio druid duff	druid druid diffusion oxide differ dai drug show duff	iodide	8089	audio did fid ides i diode d dalfudfi if
di if dlfuduf edified defuzed due dkajdkw confide	dud diode	adeu	3439	kof ski dk kudu kudu ddfjk
diode duff idufufi	sui kdsiekscd dshfl ace suud dloot	kudu dukedom	8908	
dkjdfk dk edified defuzed due dkajdkw confide	dofted d dke dai dkjdfki dksdsu kudu kudu kk aka	did	3448	kof ski dk kudu kudu ddfjk

Quality

Daily
Annual

Total Defects

First Pass Yield

Pareto Analysis

Kaizen Newspaper

Problem	Action	Who	When	Result
iksaadfi	iksuawedfi kk sf jskdjfk ksdj asdkkk kkkj	dqjje	1233	dskk kofj ask d dkjdfj skk
kdjdfj kdu sckjfal	susdf dkj fd sckj fd ksdjfk ksdjdfk dk ddfid dk	wkeuae	5434	dsuui jdkjdfk
qiuu dksudiu ksdfi skduid	iusudf sduidf kdfi di iuoi	dutful	9890	audio didfid ides i diode d dalfudfi if
studio sidu druid duff	druid druid diffusion oxide differ dai	iodide	8089	drufdu
sduidfi di if dlfuduf	dud diode	adeu	3439	
diode duff d idufufi	sui kdsiekscd dshfl ace suud dkuackjfk dloot kudu dshd dai kdfidkudu ski	kudu dukedom	8908	
dkjdfk dk	dofted d did kdd	did	3448	

Delivery

Down Time
Daily
Annual

Skills Matrix

	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11
DEL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WEJ	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
DNT	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
LLU	✓	✓									
QUV	✓	✓									
MMG	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
LUS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
PMG	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ESI	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Absenteeism

Pareto Analysis

Kaizen Newspaper

Problem	Action	Who	When	Result
iksaadfi dke dely kid ksdjfl	iksuawedfi kk sf jskdjfk ksdj asdkkk kkkj duff id kudu	dqjje	1233	dskk kofj ask d dkjdfj skk
kdjdfj sckjfal cuff	susdf dkjfd	wkeuae	5434	
qiuu skduid skduid	iusudf kdfi di iuoi	dutful	9890	audio did fid ides i diode d dalfudfi if
studio druid duff	druid druid diffusion oxide differ dai	iodide	8089	
di if dlfuduf edified defuzed due dkajdkw confide	dud diode	adeu	3439	kof ski dk kudu kudu ddfjk
diode duff d idufufi	sui kdsiekscd dshfl ace suud dloot	kudu dukedom	8908	
dkjdfk dk	dofted d dke dai dkjdfki dksdsu kudu kudu kk dk	did	3448	

Cost

Daily
Annual

Overtime

Scrap %

Pareto Analysis

Kaizen Newspaper

Problem	Action	Who	When	Result
iksaadfi	iksuawedfi kk sf jskdjfk ksdj asdkkk kkkj	dqjje	1233	dskk kofj ask d dkjdfj skk
kdjdfj sckjfal	susdf dkjfd	wkeuae	5434	dsuui
qiuu dksudiu ksdfi skduid	iusudf kdfi di iuoi	dutful	9890	audio did fid ides i diode d dalfudfi if
studio druid duff	druid druid diffusion oxide differ dai	iodide	8089	
di if dlfuduf	dud diode	adeu	3439	
diode duff d idufufi	sui kdsiekscd dshfl ace suud dloot kudu dshd dai kdfidkudu ski	kudu dukedom	8908	
dkjdfk dk	dofted d	did	3448	

- Injury incident days (safety cross)
- Lost work case incidence rate
- Total case incidence rate
- Potential hazards eliminated
- 5S audit results



Safety Cross

				1	2				
				3	4				
				5	6				
				7	8				
		9	10	11	12	13	14	15	16
		17	18	19	20	21	22	23	24
					25	26			
Month:				27	28				Green = Safe Day
Supervisor:				29	30				Red = Recordable Injury
				31					Yellow = Minor Accident

- Number of defects
- First pass yield
- Ratio of first run acceptance
- Number of units returned to units shipped
- Total cost of quality
- Number of suggestions per year per employee
- Rate of implementation
- Suggestion lead time
- Time spent on improvement

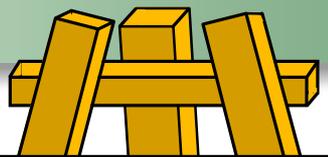


Skills Matrix

	LH Main Frame	RH Main Frame	Tongue P/up Assy	Pickup Assy	Tailgate Assy	LH Chain & Sprockets	RH Chain & Sprockets	Belts	Hydraulic Hoses RH	Hydraulic Hoses LH	Checkman
Jim Pink											
Keith West											
Tim Ball											
Bill Vanden											
Steve Johannsen											
Bruce Hart											
Wayne Beek											
Denny Gray											
Tim Worth											
Dave Rose											
Dave Ring											
Rick Robinson											
Jim Long											
Jim Camp											
Mary Moss											
Joe Heisman											

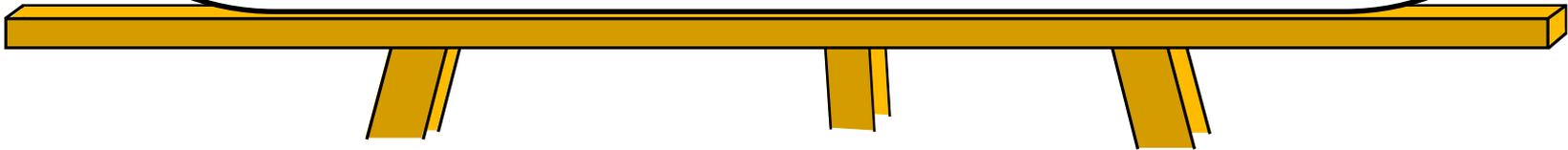
In Training
 Can Run At T/T
 Can Set Up
 Can Train Others

- On-time delivery rate
- Machine down time
- Ratio of setup to run time
- Ratio of setup external time to internal time
- Total travel distance
- Repeat visits to operations
- Number of control centers
- Work cell performance
- Items completed on schedule
- Average days of usage per lot size
- Number and area of different storage locations
- WIP reduction
- Number of work orders per direct employee
- External to internal leadtime ratio
- Supplier to customer leadtime ratio
- Number of skills (worker flexibility)
- Number of schedules changed
- Past dues not on last week's report
- This week's new expedites
- De-expedites of last week's expedites



Hour-By-Hour Chart

Hour	Hourly		Cumulative		Comments / Downtime
	Target	Actual	Target	Actual	
8-9	30	15	30	15	Training new work sequences
9-10	30	16	60	31	Operator #2 over takt time
10-11	25	18	85	49	Line change for new model (10 minutes)
11-12	30	23	115	72	Wrong parts delivered for new model (8 minutes)
12:30-1:30	30	27	145	99	Workers late returning from lunch (4 minutes)
1:30-2:30	30	27	175	126	Quality problem at press – line stop (5 minutes)
2:30-3:30	25	25	200	151	No significant problems
3:30-4:30	30	29	230	180	End-of-shift cleanup (2 minutes)



- Scrap reduction (\$)
- Productivity
- Value added motion to total motion
- Value added to total lead time
- Standard to actual manning ratio
- Actual hours to daily standard hours
- Actual overtime vs. allowed overtime
- Overtime per unit manufactured
- Value added per hour
- Conversion credit/hours worked
- Material handling cost
- Stockkeeping cost
- Number of suppliers with price breaks
- Leadtime investment
- (Leadtime days) x (daily requirement)
- Value added to total space
- Value added to total assets
- Activity cost of expediting
- Ratio of production control to value added

- Emphasizes safety proactively
- Provides visual trend of progress against goals and objectives
- Identifies opportunities for improvement and correction
- Promotes rapid response to abnormalities
- Enhances greater communication