

TRADES PRODUCTION PLANT ALBANY



Manager, Trades Division

Trades Division is responsible for production planning, executing workload requirements, process control, managing a skilled labor workforce, safety, and quality. Trades is made up of eight branches and 35 Cost Work Centers (CWC), including a night shift in Coatings Branch. Our Key Performance Indicators (KPI) drive us to continually monitor, report and improve our operations. Each of our KPI's are tied to the Marine Corps Strategic Plan and associated metrics of Cost, Schedule and Performance. Within Trades, we have many KPI categories and metrics that we track each week to determine how well we are performing. These KPI's fall into the following categories:

1. Safety and Health (Our #1 Priority...taking care of the people)
2. Environmental Compliance
3. Production
4. Earned Value Management (EVM)
5. Quality
6. Productivity
7. Indirect Cost Control
8. Continuous Process Improvement (CPI)

As there are many processes and moving parts within Trades, it takes a large array of metrics to measure and manage our business. With these metrics, Trades is able to conduct critical analysis with the assistance of Production Support Division, Process Analysis Branch analysts who provide the information needed to make timely decisions and corrective actions. Each of the Key Performance Indicator Categories is tracked with multiple metrics as follows:

1. **Safety and Health.** It is the purpose of this KPI category to let Trades know how well we are taking care of our people, and it's our number #1 priority. Within this category we have the following types of metrics: **DART** and **TCIR**, **Hazard Abatement**, **Near Miss Reporting**, **Safety Drills**, and **Safety Walks**. Each CWC supervisor, work leader and employee within the CWC's strive each day to identify the hazards and abate them before one of our employees gets injured. We want everyone to go home each day as good as or better than they were when they came to work that morning.
2. **Environmental Compliance.** It is the purpose of this KPI category to let Trades know how well we are taking care of the environmental hazards within the plant. Within this category we have the following types of metrics: **Inspections**, **Hazmat Locker Scores**, **Environmental Drills**, and **Environmental Walks**.
3. **Production.** It is the purpose of this KPI category to let Trades know how well we are taking care of the customers. Within this category we have the following types of metrics: **Induction Schedule Adherence** (are we inducting on time), **Production Schedule Adherence** (are we producing on time), and **Repair Cycle Time (RCT)**.
4. **Earned Value Management (EVM).** It is the purpose of this KPI category to let Trades know how well we are performing for the customers in terms of direct costs. We measure EVM in two different methods: **Organization EVM** (by

Branch and CWC) and **Product/Program EVM**. Organization EVM measures the effectiveness of each organizational unit, and Product/Program EVM measures Trades' effectiveness on a given Program. Utilizing the cost estimates and the daily status by the CWC supervisors and leaders, our TWS system calculates the Cost Performance Indicator (CPI) for each program that we have in work on the Master Work Schedule. This CPI value is an indicator which is used to project the cost of the program at completion and provides the Plant with a heads up on our performance. If the CPI is less than 1.0, then Trades analyzes the situation to determine the root cause, and make necessary adjustments to get the program back on track. A CPI greater than 1.0 means that Trades is performing within the cost estimate.

5. **Quality**. It is the purpose of this KPI category to let Trades know how well we are building quality into its products and processes. Within this category we have the following types of metrics: **Quality Objectives, ISO Audit Results, CARs/PARs, Defects, Rework, and Calibrated Tools Significantly Out of Tolerance (SOOT)**. Trades reviews its Quality Objectives biweekly to determine root causes and corrective actions for cost overruns and excessive RCT's. Trades is currently working to greatly improve its Certified Product Inspector (CPI) Program to learn the most from the defects that are identified so that we can provide the necessary training to prevent the defects from occurring again. Trades is working to reduce these defects to build a better product and to reduce the cost of production and rework.
6. **Productivity Yield**. It is the purpose of this KPI to let Trades know how well we are keeping direct personnel productive each day on regular hours. Trades builds a budget each year assuming that each direct employee will work 1,600 direct regular hours. **Productivity Yield** is a predictive metric which tells Trades how many direct regular hours each employee will work this year based upon how many direct regular hours they have worked so far this year. If the Productivity Yield falls below the budgeted 1,600 level, PPA will not meet its financial goals.

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8. **Indirect Cost Control**. It is the purpose of this KPI to let Trades know how well we are managing its indirect costs. Not only does Trades have to perform well on its direct jobs, but it also has to manage the other day to day indirect costs. Within this category we have the following types of metrics: **Indirect Overtime Hours/Regular Hours Ratio, Indirect Regular Hours/Direct Regular Hours Ratio, and Indirect Material/Direct Material Ratio**. It is very important to ensure that the indirect costs are controlled in direct proportion to the direct costs.
9. **Continuous Process Improvement (CPI, yes this is the 3rd use, all with different meanings)**. It is the purpose of this KPI Category to let Trades know how well we are performing on it process improvement initiatives. Trades is constantly working with its analysts in the Process Analysis Branch to identify, define, and initiate new projects to solve real problems in the production environment. We have had some major wins such as the Increase in Throughput in the Blast and Paint Shops, the reduction of welding hours for the M9ACE, the reduction of RCT and defects for the SIXCON's, and the reduction of batch sizes in small arms which is resulted in reductions in RCT and costs to name just a few of the successful projects. As Trades reviews Quality, Production, and EVM KPI's, we identify processes that need improvement, and a result a new Continuous Process Improvement Project is sponsored. Trades has cut days, hours, and costs on many projects as a result of these projects.

As you can see, Trades managers and supervisors work closely with the PSD analysts and are utilizing many KPI's and Metrics each and every day to ensure that the Trades' performance exceeds the expectations and the requirements.

In order to be successful Trades needs support from all other MDMC Divisions. We need valid cost estimates, funding, assets, facilities, accurate/defining Statements of Work, technical documentation, parts, timely support and decisions on any production or safety issues; i.e. configuration, welding, requirements, Job Hazard Analysis, Pre-Use Analysis, accurate work orders, drawings, stands, and the list goes on and on.

It is only with all of the great support and commitment that we receive from all of the MDMC Divisions that enables Trades to be successful!! Thanks for all you do!!

TRADES PRODUCTION PLANT ALBANY

*What YOU do is **IMPORTANT**
Everyday a **MARINE'S LIFE**
will depend on it!*



TRADES PRODUCTION PLANT BARSTOW



Manager, Trades Division

Prior to his promotion he worked as the Direct Material, Services, & Inventory Branch Manager, PPA Material Management Division.

Trades is the largest Division in MDMC and an integral part of the business. The mechanics in Trades are responsible for changing the fit form and function of combat ground equipment for the Marine Corps, as well as, other services. The best word to describe how Trades fits into the business model is Execution. The requirements are fed to Trades through the rest of the support Divisions and we execute the requirements given to us to meet the needs of LOGCOM. Trades at PPB has recently determined some efficiencies that align with the fiscal demands of our current requirements. The layout of the production space has been reconfigured and it was determined that best practices for supporting our main production lines was to place the components behind each production line and combine smaller cost work centers together in order to gain these efficiencies. Trades is reducing the footprint for each CWC to eliminate unnecessary materi-

als, tools and equipment, as well as, eliminate more hazards within the work space. Trades Division has gained a better partnership with each support Division and increased communication and interaction which has greatly reduced wait times and lost production hours in the shops. Through the changes in branch structure and reconfiguration of the production space, PPB is transforming into a rapidly reconfigurable depot that can accommodate sudden changes in workload and accept workload from other services with little to no impact to production. The workforce has proven its ability to be flexible to workload changes and has quickly adapted to our current fiscal requirements. The future for PPB Trades is to reduce quality defects through process inspections and to promote a safe work environment by engineering out hazards and employee involvement.

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