



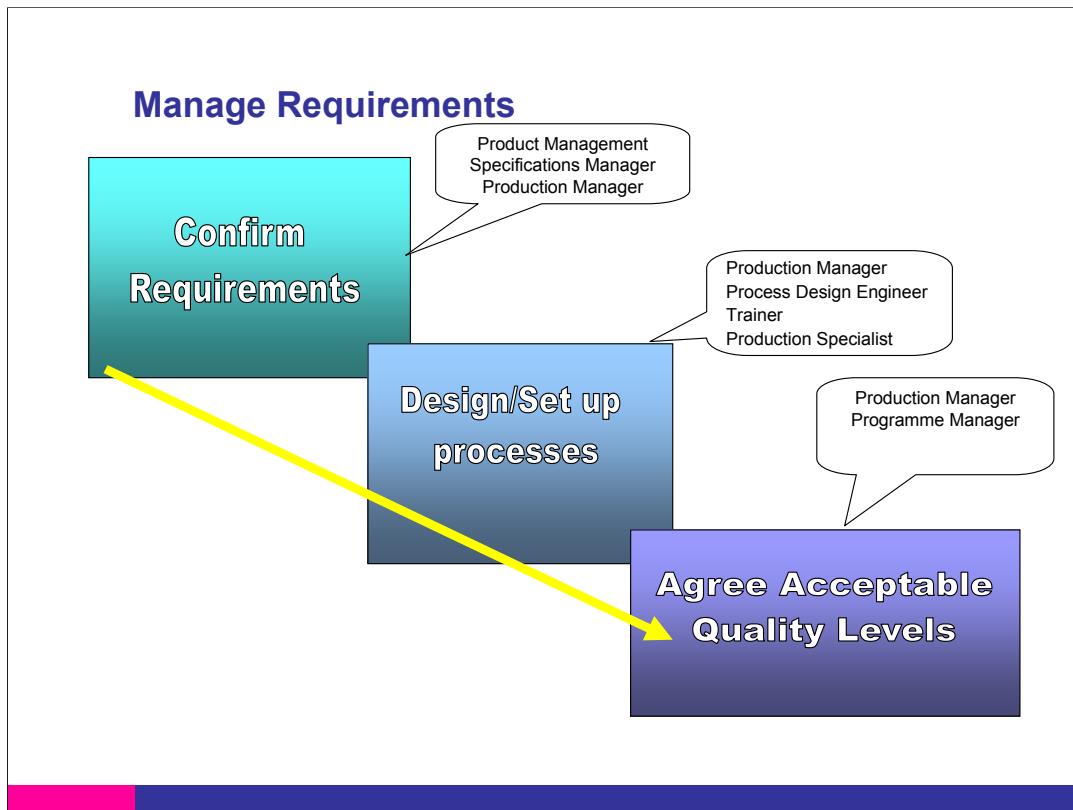
Production Partnership Management Worked Scenario with Internal Supplier

Kathy Taylor
Accreditation Team Manager
Ordnance Survey, Great Britain
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I'm Kathy Taylor; I joined Ordnance Survey 23 years ago as a surveyor. I spent 5 years in the field working in South East London and north Kent before moving to Southampton.

I've worked in Photogrammetric services as an editor and in the Flight planning team. In 2000, I joined the Contracts Management Team and was involved with the Positional Accuracy Improvement of Topographic data contracts. I have recently moved in to a new role as Accreditation team Manager.

My team accredit all areas in the Data Collection department and also external suppliers.



•The **scenario** here is that Products Management team identified a need for a programme of Positional Accuracy improvement of Ordnance Survey topographic data using aerial imagery. To complete the programme in the time frame and budget which was best suited the business the work was completed by external and internal suppliers.

•For the **internal supply chain you would expect it to be easy to control** as both the supplier and customer are in the same building; but as Managers meet on many different issues it is easy to short circuit planned routes of communication. therefore we need the same rigour and control as with external suppliers.

•The interface between the production area and the customer, product management team is the **Programme Manager**.

•The Programme Manager will liaise with the Product Management team, Specifications Manager and Production Manager to confirm requirements.

•The Production Manager, Design engineers and production specialists develop processes that will meet the customer requirements. We have a team of Embedded Specialists which can be involved to ensure that **Lean Principles** are adopted in the process.

•If new hard ware, software and specification are included in the process then a **training programme** will be created. The **Accreditation team** will give advice and spread best practice with regards to monitors and documentation.

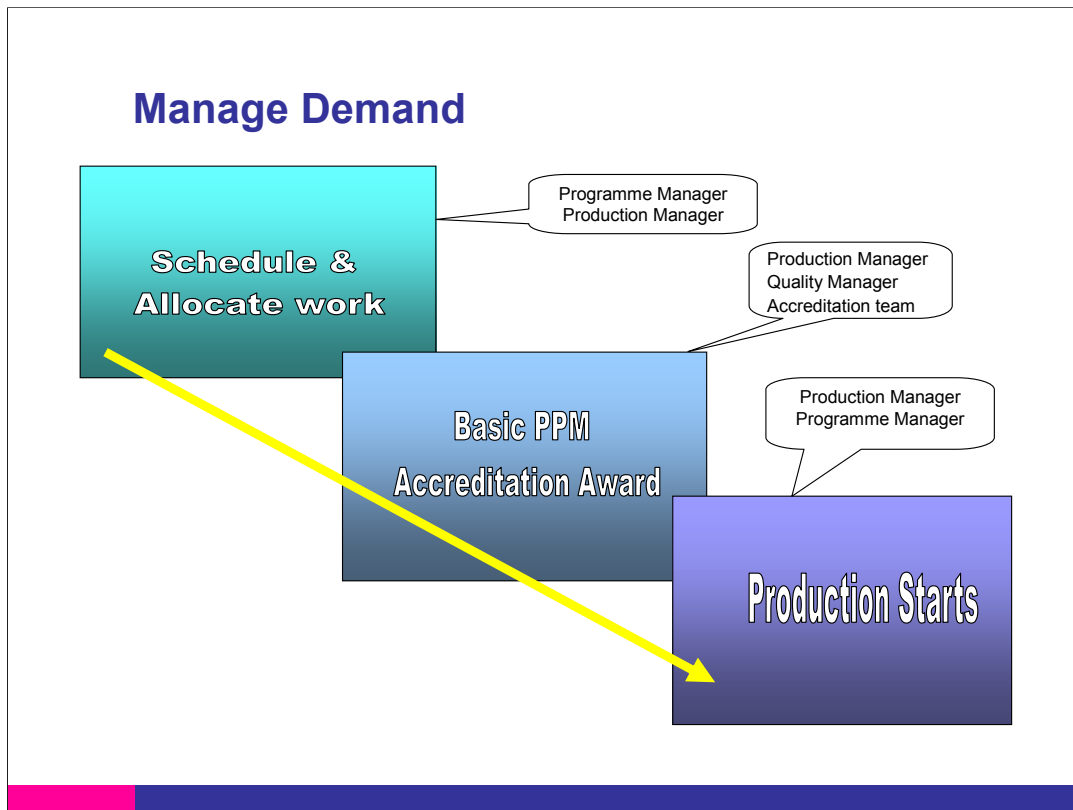
Monitors are put in place to track training of individuals and will go on to be used for monitoring individual accreditation.

Process documentation, value stream maps and Quality plans are produced.

Trials of the systems are carried out to determine metrics.

• The Programme Manager will agree with the Production Manager **production targets, milestones and delivery dates**. Quality levels will be set and monitors put in place to measure quality the Accepted quality levels will be the same as for the external suppliers.

•The AQLs will be the same as for the external suppliers



- The **schedule of work** is agreed between the Programme Manager and Production Manager to ensure delivery with in agreed timescales.. The Production Manager will allocate the work to specific resources.
- Basic Accreditation is awarded by the **accreditation team** following assessments of each work area. This will include reviews of the quality documentation, Process support documentation, value stream maps and the training programme and also include a walk through the flowline to ensure it follows the processes documented and **appropriate quality control** is built into the process.
- Production starts. **Monitors** are in place to show rates of production, error trends and individual accreditation. Quality control levels start at 100%; as confidence increases quality control decreases.

Quality Control Measures

	Measure	Rating	AQL
1	Correctly update spreadsheet	2	The combined error score for each record must be below 10 to pass
2	All records are complete and actioned within the block	10	
3	Research is undertaken to an agreed output for each test	10	

Quality control is in place to ensure that AQLs are met and rates are maintained.

The **quality control tests have to be measurable** and we often use a **severity scoring system**. Each test has a severity score

In this example, 1 has a severity score of 2 and tests 2 and 3 have a severity score of 10, therefore an error in test 2 and 3 is enough to fail the job..

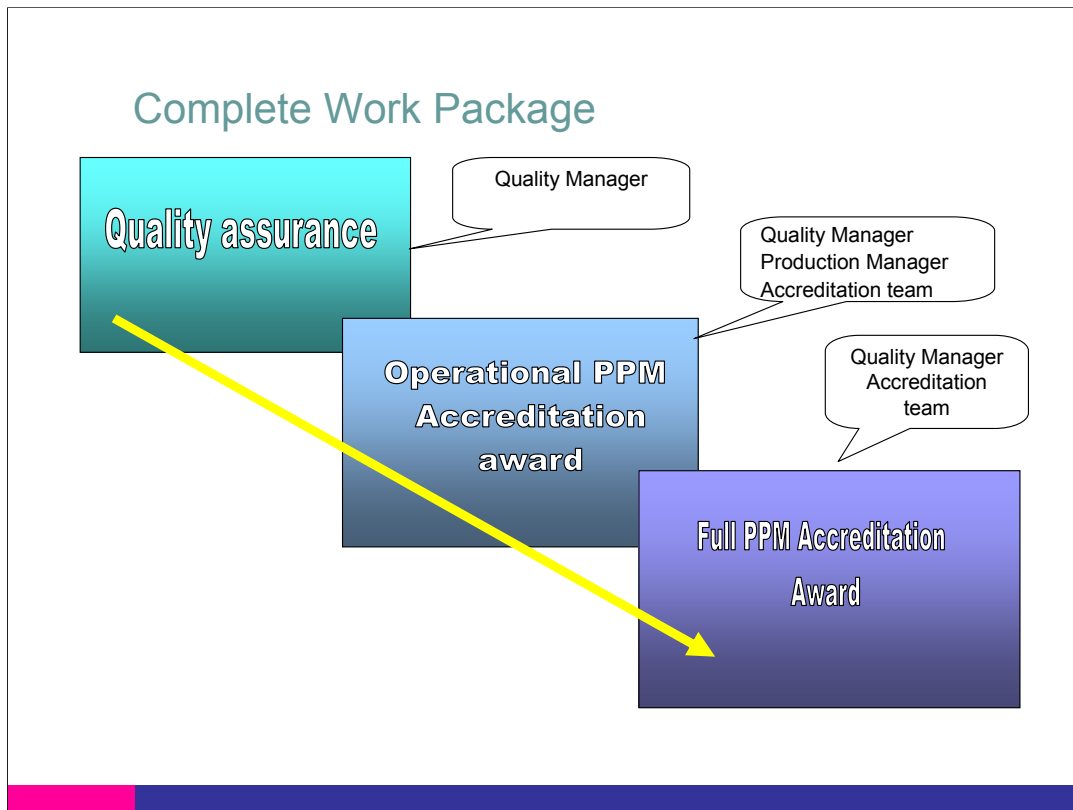
Monitor for Individual Accreditation

Editor	17/09/2004	24/09/2004	08/10/2004	15/10/2004	05/11/2004	12/11/2004	26/11/2004	03/12/2004
Jimmy Carter	50	60	90	90	90	80	80	90
Gerald Ford	90	90	90	90	90	90	90	90
George Bush	40	70	90	90	80	90	90	90
John Wayne	60	70	90	80	80	80	90	90
Harry Potter	50	50	50	50				
Dick Turpin	50	70	90	90	80	70	90	90
Robin Hood	90	90	80	80	80	90	90	90
Tony Blair	40	60	90	90	80	70	90	90
Bertie Wooster	80	90	90	90	90	90	90	90
Oliver Twist	70	90	80	70				

Working towards accreditation
Accredited
1st week failing accreditation
Continuing failing accreditation
Left the team

To achieve accreditation editors had to gain 90% which equalled 9 jobs

- To monitor individual performance we often use the **traffic light system**. In this case the editors have to reach 90% to achieve individual accreditation. The monitor is updated as soon as editors have completed their training.
- Where an editor doesn't not achieve 90% they receive an **amber marking** and if the editor continues to fail the monitor will turn red.
- Where there are several editors failing then we look at the types of errors and see if there are any **trends**. Then additional training or best practice coaching can be given to the editors. Or it may be that the processes need to be reviewed.
- Eventually we would expect all editors to reach the required level and maintain it.



- **Quality Assurance** is an **independent** monitor of the processes within the flowline and quality control of individuals output. Quality Assurance tests are run before delivery to customer. Also Quality Assurance is responsible for accreditation the quality controllers and assessing their work.

- Failure against the quality levels is reported to the quality controllers and Production Manager. Incident reports are issued and feed back is given to the editors. Actions must be taken to prevent further occurrences of these errors. The actions can be in the form of a process review/ training/ best practice or performance management.

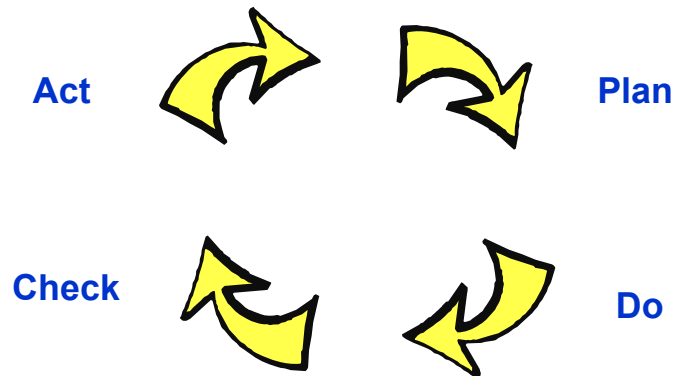
- Positive Feedback is also given for jobs well done

- **Operational Accreditation** is awarded when at least 80% of the editors have gained individual accreditation and those that have not are undergoing training. The Accreditation team will also need to confirm that quality and output for each process with in the flowline meets customer requirements, and that there are appropriate Quality Controls. The accreditation team will review value stream maps and process support documentation, they will also meet the editors and ensure that they have assess to all the documentation and that it is the latest version. If incident reports have been issued by QA the accreditation team will look for evidence that feedback has been given to the editor and preventative action has taken place so the error does not occur again.

- **Full accreditation** is awarded when accreditation at operational level has been maintained for an agreed period for all processes in the flowline and Individual accreditation is maintained. **Audits** are then carried out by the accreditation team on a regular basis.

Continuous Improvement Throughout

PDCA or the Deming Circle



All staff whatever their role are encouraged to put forward suggestions for improvements. Where changes have been suggested then they need to be tested to ensure that improvements **are** made and that there are not any negative impacts further down the flowline. When a change becomes part of the process it will need to be accredited.

The **accreditation process** looks for continuous improvement all the way along the flowline, and regularly audits flowlines to ensure that continuous improvement is taking place and any changes to processes are **documented**, and **add value**. During an audit the accreditation team will walk through the flowline to ensure that all processes documented are still part of the process and monitors are updated. The audits will ensure that no unnecessary activities have crept into the flowline but all activities are value adding or necessary non value adding.

Accreditation Awards



We recognise achievement by presenting an award to areas which gain accreditation. The award is placed where all can see. It gives confidence to all those on the flowline that they are all working to the required standards and also to the customer.

Any questions?

Contact for further information

Kathy Taylor

Kathy.taylor@ordnancesurvey.co.uk

Customer Service Centre
Ordnance Survey
Romsey Road
SOUTHAMPTON
United Kingdom
SO16 4GU

Phone: +44 (0)2380 305023

Website: www.ordnancesurvey.co.uk