

Case Study: U.S. Military Vehicle Manufacturer Houston, Texas

Opportunity

- Our client, a supplier of vehicles for the U.S. military, developed a new cab with unique functions that had to be incorporated into the existing cycle time requirements. Work on the assembly line was allocated as a group, and the operators were empowered to create the work assignments and complete the tasks within cycle time. TPT was challenged to enable cycle times to reach a stretch objective of 80% of the existing cycle time through optimized balancing.

Scope

- Analyze current state work allocations for improvement opportunities.
- Break down work elements into smaller, more manageable work steps.
- Develop standardized individual operator work assignments.
- Develop work time standards for each standardized work element.
- Ensure that build sequence is protected and optimized.
- Implement work assignments to sustain production volumes as required.

Successes

- Identified and eliminated a bottleneck which required an installation time of nearly 3 times the available cycle time.
- Replaced group workloads with individual operator work assignments, supported by work standards to ensure sustainability.
- Implemented standardized work assignments which improved cycle times to the new, faster line rate, which was the stretch target.
- Utilized standardized work to establish training programs for new operators.
- Improved quality and created accountability through individual work assignments.

