

## NTMA Technology and Best Practice Awards

### CATEGORY 1 – Technology

#### What Best Practice Looks Like:

##### **“Advanced Technology Development and/or Integration”**

Advanced manufacturing technologies are strategically targeted or developed in order to achieve improved results in the following *core* fundamentals: market development, throughput, scrap, and/or safety. Proven technologies are integrated with pre and post processing technologies in ways that improve *core* fundamentals. Technologies developed or adapted are innovative and “rare”. Technologies are used to elevate the work of people through growth, not replace people.

**Or**

##### **“Lead Time Reduction through Flow, Safety, and Organization”**

Plant-wide efficiency is measured through reducing internal lead times, safety improvements and addressing physical changes and design standards. Effective training and awareness, thorough incident investigations, re-design and layout ensures an orderly, efficient and safe workplace. Everyone routinely adds to a safe working environment through programs such as 5S/6S organization. Value stream analyses provide a road map; non-value-adding steps in the manufacturing and administrative processes are gradually eliminated; a “pull” strategy is used where warranted; product flow is increasing.

#### **QUESTIONS:**

1. Describe the advance technology that was developed or integrated in your plant and the process by which it was selected and implemented?
2. What distinguishes your organization’s subject technology from others? Why is it unique in application or process?
3. What results have you achieved as a result of implementing your technology? Be sure to address core results in safety, scrap, throughput, and market development improvements, but list others that may help illustrate the positive impacts of this technology.
4. Does your company have a technology policy? If so, describe the role it played in the selection and integration of this technology.
5. Provide an overview of how your organization has reduced internal lead times. Include how lead time is measured, what objectives were established and how employees were trained and engaged to reduce and eliminate inefficiency.
6. Describe how a safe working environment and personal worker safety are factors in improving lead times, and what was done to improve the safety of the work environment or to maintain a safe environment.
7. Describe/give examples of specific tools such as 5S/6S, Value Stream Mapping and other “Lean” manufacturing tools that have directly led to decreased internal lead times.
8. Give an example of how the building infrastructure or layout footprint has contributed to meeting the objective of reducing internal lead times.

## CATEGORY 2 – Business/Cultural Practices

### What Best Practice Looks Like:

**“Leader/Associate Partnerships: World-Class Performance”** Leaders and employees have found new ways of defining their roles and function as a partnership to meet company objectives and goals. Senior management is committed to developing highly effective leaders. All levels of plant leadership provide effective coaching, training and mentoring to subordinates. Plant communication is excellent, morale and job satisfaction are high and the shop floor goes “above and beyond” to achieve world-class performance.

Or

### **“Results Based Performance through Goal Deployment and Visual Management Systems”**

The organization establishes key performance indicators (KPI) in all areas of the operation, developed at the operating level and tied to plant goals. The process is dynamic and engages the entire organization, and there is a clear “line of sight” between individual/team effort and plant performance. Visual management practices such as scoreboards, etc. are in use throughout the plant for measuring, controlling and improving operations. Operational status information is presented accurately and in “real-time” to anyone who needs it. Individual and team efforts are recognized and rewarded for meeting targeted improvements.

### **QUESTIONS:**

1. How has senior management demonstrated commitment to developing highly effective leaders in the organization?
2. What distinguishes your organization from others in how you communicate with associates and involve them in solving problems and meeting objectives? Provide an example of plant communication.
3. What training, coaching and mentoring are made available to employees and how is it implemented?
4. How do you measure job satisfaction and morale?
5. How do you define world-class performance for your organization?
6. Give an example of a key performance indicator at your organization. Tell how it was developed and who was involved; how was it implemented on the floor, how was it measured and what methods were used to make it “visible” to everyone.
7. Give examples of other visual management tools/methods you have used, either in a department or across the organization.
8. How are you able to establish and present “real-time” or near “real-time” data to anyone who needs it?
9. How do you reward/recognize achievements of results based performance?
10. Describe expected and unexpected results you generated as a result of the business and cultural practices for which you are applying. Be sure to include financial as well as non-financial results.