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United Nations Industrial Development Organization

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Vienna, 17 - 24 Cotobor 1969

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94131 Hara, Managing Director, Toyo Radio Co., Ltd., Tokyo, Japan

id. 69-4857

<sup>1/</sup> The views and opinions expressed to this paper are those of the author and do not necessarily reflect the views of the Secretariat of UNIDO. The document has been reproduced without formal editing.

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Chapter 1 Standard Number of Man-hours

 Standard number of man-hours as a basic unit employed for estimating output

When production is based principally on human labor, the individual's work time is employed as a basic for estimating output.

Total work time required for completing one piece or one unit of a product is called the number of man-hours. Man-seconds, man-minutes, or man-hours are used as the time unit.

The standard number of man-hours for one piece or one unit of a product is determined by summing up the standard work time of each operation with an allowance (normhours for repair) determined by the available percentage.

The standard work time of each operation must be established before determining the standard number of man-hours; in case the standard work time is not available, manhours may be determined by judgment based on the recommendations of experienced persons, in which case errors must be corrected as soon as possible.

Regarding the standard number of man-hours, process

analysis based on standard work time is usually performed, then the standard number of manhours is determined by the following equation:

Standard number = Pitch time x No. of processes

Pitch time in the above is one cycle-time obtained by evenly dividing certain processes, a detailed description of which is given later herein.

When the standard number of mandours is established, output is determined according to the former equation.

Example: The standard number of mon-hours for manufacturing a given product is determined as 1.MH. Assuming that the products are to be manufactured by 40 workers who are to actually work for 7 hours daily under a continuous flow operation system, the daily maximum output is determined as:

40 (men) x 7H/MH = 280 (units)

2) Definition of standard number of man-hours

A standard work unit as a basis for determining the output is generally defined as:

"The standard number of man-hours is the length of time required for a worker (who possesses skill necessary for properly accomplishing a given job and who has received sufficient training) to accomplish a given work load under a satisfactory working condition, at an ordinarily endurable working rate accompanied by normal fatigue and delay."

Content of the foregoing description is broken down item by item as follows:

- 1) The worker has received proper training.
- 2) Working conditions (facilities and instructions) are satisfactory.
- 3) The worker is to proceed at an endurable working rate with a given allowance for rest and other factors.

3) Formula for standard number of man-hours

According to the above-described theory, the standard number of man-hours is determined as:

Standard number = Actual x (1 + allowance rate) of man-hours = work time

where,

Actual work time...Net work time determined by subtracting time due to delays caused during work time from practical work time.

Allowance rate...Allowance means time allowance to be included in the standard work time for compensating delay of work due to factors irregularly caused during operation. The allowance rate is the percentage of time allowance with respect to standard work time. The allowance rate is classified as shown below.

- 4) Classification of allowance rate General allowance:
  - a) Allowance for operation

Factors caused irregularly while operating.

b) Allowance for workshop

Factors due to workshop facility control system. Fatigue allowance

Factors of delays due to fatigue.

d) Group allowance

**c**)

Factors of idle time due to difference in completion time of individual allotted jobs during group work.

Special allowance:

•} Learning allowance

Factors of idle time due to worker's unfamiliarity until he becomes experienced when a new job is allotted or a new operation group is organized.

Allowance rates to be included in the standard number of man-hours when performing process analysis are those segarding (a) to (d), above. Once the standard number of man-hours has been established, the maximum daily curput can be determined.

The learning allowance, constituting idle time incurred until the worker has reached an experience a status by turning out the maximum output of given type on the production hane, is determined according to how much percentage of this idle time is to be included in the standard number of man-hours while one lot of products is being turned out.

The above description is summarized as:

- Pitch-time is determined by executing process analysis with a given allowance rate (general allowance) included.
- 2) The standard number of man-hours is determined as: Standard number of man-hours = Pitch-time : Number of processes

However, value of the above standard number of man-hours cannot represent a true value of the standard number of man-hours since learning allowance is not included in this value. Therefore,

to avoid confusion, this standard number of manhours is tentatively referred to as standard number of man-hours 1, or standard number of manhours A, or basic number of man-hours.

3) When the maximum number of Sutput units

daily has been determined, a daily sheet is prepared with learning allowance taken into consideration.

Example:

One lot consisting of 10,000 units\* is assumed to be turned out; (\* with daily output of 500 units) then, this one lot is to be turned out in 20 days if no rising period in the learning curve is taken into consideration. Since production without following the learning curve cannot be conceived, idle time due to rising period should be included as a standard.

When the daily sheet is made with this rising period taken into consideration, it is estimated that one lot is to be turned out in 24 days. This time consumption of 4 days represents idle time for the rising period.

Example of calculating standard number of man-hours Workinghours : 8 hours daily

Pitch time: 57 sec.Daily output: 500 piecesNo. of processes: 50

 $\frac{60 \times 8H \times 24}{10,000} = 1.15H \text{ (Standard number of man-hours)}$ 

While the values of allowance rates vary according to the types of operation, in light work (such as assembling radio sets), an allowance rate of 15 to 25% is added to the net time.

Chapter 2 Flow Operation by Balt Conveyor System1) Characteristics of flow operation

Flow operation by a belt conveyor system, one of the most rationalized forms of product layout which increases productivity regardless of the amount of output, offers stabilized quality, decreases the number of works half finished, and saves various shop control procedures in the shop. Consequently, this is a most effective layout for reducing product costs.

A typical flow operation displays these characteristics:
a) Work time of each process is evenly established.
b) Layout of each process is accomplished according assembling to the order of procedure so that no work is delayed on the way, moved in reverse, or moved by jumping over the next process due.

- work transportation is performed by power conveyors,
   minimizing the transportation distance and/or
   labor in the flow operation.
- **d)** Each piece of work is moved to the next process
   attended by one operator.
- 2) Data and formula for flow operation

Listed below are data necessary for establishing flow operation:

- N : Daily output (pieces or units)
- T : Daily actual work time

Daily actual work time in this case means the conveyor net operating time. Occasionally, idle time due to the rusing period immediately after starting operation is subtracted from the daily actual work time.

P : Pitch-time

Length of time during which a completed unit is turned out at the final process.

(This is process time; that is, work time of one piece or one unit of work for each process.)

- tl : Work time of the 1st process
- t2 : Work time of the 2nd process

tn : Work time of the nth process (final process)

It : Total work time of all processes

n : Number of processes

V : Conveyor velocity (m/min)

L : Effective length of conveyor (m)

1 : Average length occupied by one process on the conveyor (m) \* adjacent

1\* Distance of \*piton marks

The pitch mark in this case indicates the location of placing work on the conveyor.

 $P = T/N \qquad V = 1^{1}/P \qquad P = 1^{1}/V \qquad L = n.1$   $P = t1 = t2 = tn \qquad P = \sum i_{i} n$ 

3) Complete flow diagram of flow operation

When work on a certain type of equipment is put on the conveyor belt line from the top, on completion of proper process analysis, the work passes through each successive procedure undergoing assembling of each process approaching the final stage. It is necessary to ascertain that all the assembling work is being completed without error. Since it is a rational policy to detect and repair errors as soon as possible, several checks are made along the procedures up to the final inspection process. Thus, the equipment is advanced, circulating each of determined check processes until it reaches the final process.

101 101 101 101 in out 101

lst 2nd 3rd 4th nth check check check check

Referring to the above diagram, when work put on the line from the input side has reached a certain process, the work undergoes a check for ascertaining that it has been properly assembled. Work accepted is then allowed to advance on the line, while work found defective is delivered to the repair workers at each check process. On completing repairs, the repaired work is put on the line for further processing.

Thus, some processes involve making a circulation before the vork reaches completion. The flow operation shown in the diagram is called a regular circulating flow operation.

Chapter 3 Process Indigers

1) Process analysis

Process analysis is effected to divide each process into the most efficient average allotted time.

Assuming that each process is to be divided into 60-sec. pitch times, the net work time is determined by an formula of the standard time as: Net work time = 60 (sec) x (1 - 0.20 = 48 sec (allowance rate).)

Thus, processes must be set up so that the net work time of each process is determined as 48 sec. The process analysis is written on the following form:

10.	Operation item	Operating procedure	Tools used	Work time	Operator

When performing process analysis (on a radio set for example) according to the operating procedures, the radio set is completed by undergoing approximately the processes shown below.

- 1) Mounting
- 2) Wiring
- 3) Aligning
- 4) Cabinet assembling
- 5) Encasing
- 6) Final testing
- 7) Packaging

2) Example of calculating number of man-hours

Calculated when the number of processes on each procedure is determined as follows, as a result of process analysis on the basis of 60-sec. pitch time according to the machining order.

Proc	C C 3 S	Number of processes (pitch time = 60 sec)
1)	Mounting	20
2)	Wiring	5
3)	Aligning	′ <u>+</u>
4)	Cabinet assembling	8
5)	Encasing	5
.6)	Final testing	/ <u>;</u>
7)	Packaging	5

Total 5].

The number of man-hours is determined by the formu Number of man-hours = Pitch time x Number of processes

**Thus, 1** (minute) x 51) = 51 (min.) = 0.85H

Since this 0.85H is used as a basis for output calculation, it is easy to accertain the output if a certain amount of manpower to permit establishing a flow type layout is maintained. Example:

ila:

No. of workers 30 Work time 7H Amount of manpower to be 80 (men) x 7 (H) = 560 (H) maintained Rate of operation 1s assumed to be 90% Thus, net work time is determined as: 560 (H) x 0.9 = 504 (H) Output 504 (H)/0.85 (H) = 590 (pc)

3) Basic concept of process analysis

The basic concept of process analysis is summarized as follows:

- 1) The purpose of process analysis is to determine the most efficient operating procedures and the most appropriate methods of using jigs and tools by examining the result of analysis of the entire processes from a standpoint of operational efficiency, for establishing standard operations and a standard number of man-hours.
- 2) The result of process analysis is embodied in determinating the operating procedure of flow operation, number of processes, number of workers, the content of each operation, and work time.

- 3) The standard time of each operation is employed when performing process analysis. In case no standard times have been established, the standar tecnnician's time is determined by skilled experience.
- 4) In process analysis, the technical skill level of each worker is assumed to be the same.

Chapter 4 Process Control

Process control implies executing physical and personal control so that the operation of each process allotted as a result of process analysis may be properly performed and the operation may be accomplish as scheduled.

Process control is usually performed by the chief supervisor.

Personal control

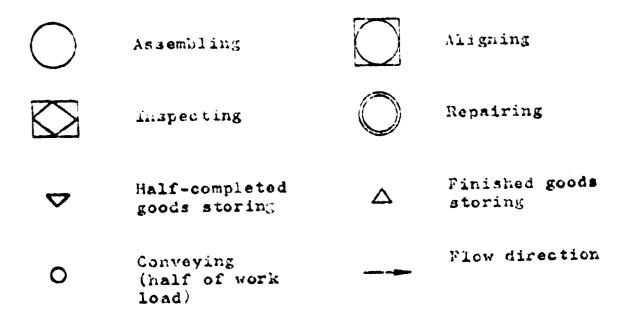
Production capacity...process control ( Countermeasures against defective unit ...operational instruction

Physical control

Dynamic aspect.....follow-up control ( Static aspect.....control over work

1) Preparation of flow-chart

A flow-chart is prepared according to the process analysis sheet. The process analysis symbols shown below are used when drawing a flow chart.



2) Determining number of workers

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On completing the flow chart, personnal distribution is planned. The supervisor determines personnel distribution by allotting a process most suitable to individual workers by taking their personal aptitudes into consideration.

As one of its characteristics, since flow operation stops even if only one process is suspended, there is need of securing standby manpower (standby personnel) to take the place of any absentee among the workers allotted to the processes.

The rate of standby manpower is determined by the former rate of absenteeism; when the rate of absenteeism is 10%, a standby manpower of 10% is maintained. The supervisor must execute control so that the rate of worker absentceism on the production line is maintained below 10% all the time .

Shown in the following are tools for the control:

- A worker who is scheduled to take leave must submit a request for leave to his supervisor beforehand. The supervisor grants him leave of absence on confirming that the absentee's vacancy can be filled by standby manpower.
- Workers are strictly prohibited from taking leave without previously requesting permission, and to come late or to leave the shop early.
- 3) Countermeasures are promptly taken should any Worker absent himself over a long period due to illness.
- 4) Efforts should be made to draw a graph of the rate of absenteelsm, keeping a check list of absenteds in order to constantly maintain a given abount of manpower.

3) Making a Layort chart

On completing the flow chart, the staff in charge of the flow operation examines the layout. In this case, the positions of alignment, repair, and inspectio

are studied. When a conclusion has been rouched, a layout of the belt is put so the chart. Thus, a general plan of flow type layout is established; how vel, the supervisor should check on the Collowing atoms before completing the above reports

- Are the parts to be used completely prepared at the specified work sites?
- Are the tools to be employed proper? Is there

   a need of manufacturing digs?

3) Are the measuring instruments completely prepared?4) Preparing operating instruction shouts

The next problem to take up are the operating instructions. While these instructions are given verbally in some cases, usually an operating instruction sheet is prepared for that purpose.

The general form of the operation instruction sheet is shown below.

Type of equipment	Process No.	In	eratin struct sec		Name	
Operation item	Operating procedu.	28	Time	Li.eca	autions	Parts used
						Tools used subsidiary materiels

Page 17

 $\mathbf{n}$ 

The following items are recorded on the operating instruction sheet:

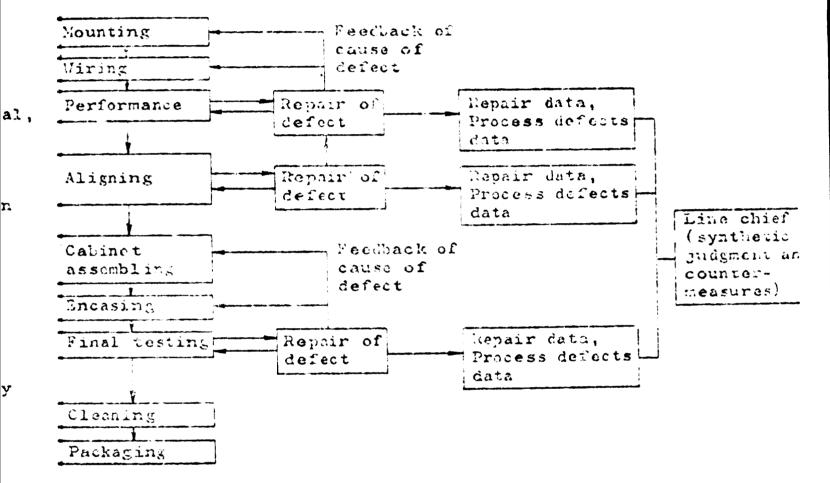
- 1) Operating sequence, operating method, and assembly drawing.
- 2) Operating precautions (schematic drawing of spots requiring attention).
- 3) Standard work time. In how many seconds is the operation to be completed?
- 4) Number of parts usod.
- Tools used and subsidiary materials, (wiring materia etc.)

The worker should always proceed with the operation by following the operating instruction sheet; if notified of his own defective work, he must record future precautions against defects on the operating instruction sheet. This operating instruction sheet is posted in frome? the worker so that he is constantly able to check on what he is going.

5) Process control loop diagram

While the worker at each process in the flow operation performs an operation to turn out a predetermined workload according to a predetermined operating procedure recorded on the operating instruction sheet,

he may fail to properly perform the operation several times daily. Check data are to be attached to the work at each check process in order to take necessary steps by detecting these defects as soon as possible. The relation between the check process and process control is set up in the loop system shown in the diagram below.



Page 19

6)

Shown Lelow are a defects check deta form and

repairs data form.

a. Process defects check data

Type of comment

Nuite of trocass

equipment Date No. of Pase of Precion Total Lot Inspector No. of units acceptance deloctive fre-No. units inspected accepted guenay Frequency Repair Item Repair 10.7 5 10 15 20 25 30 Pre-5 10 15 Frequency guoney 1 . 11 ł ì - -2 ł 5 ÷ . 4 1 ł 5 í . .... 1 6 1 7 1 1 3 į : ;

# b. Defect repair data

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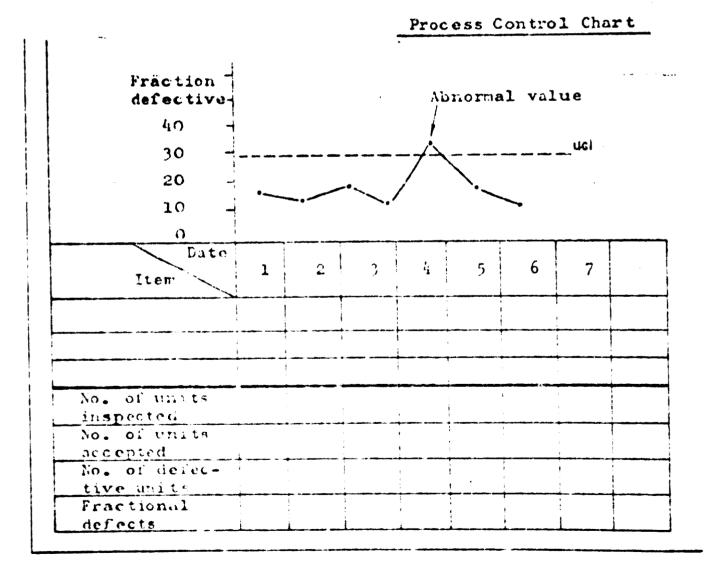
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	Type of equipment										
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7) While defects detected at each daily process are recognizable through the data (a), how fractional defects changes are to be made is recorded by a control chart. Daily fractional defects are put on the control chart for expediting countermeasures to be taken in order to decrease fractional defects as far as possible.

A p-control chart is employed; thereby the value of UCL is determined by the following formula for controlling abnormal values:

$$UCL = \overline{P} + \sqrt{\frac{\overline{P} (1 - \overline{P})}{n}}$$





8) Electrical performance measurement data

Data formerly described are those intended for countermeasures against process defects; on the other hand, sampling performance data are obtained for the purpose of checking on whether or not the level of the electrical performance has dropped.

Any five to ten units are selected at random among the units on the flow line for measuring the following items, whereby  $\overline{x}$  (mean value of measurements) and R (range) are calculated. These values are recorded on an  $\overline{x} - R$  chart for checking performance against specifications.

In the case of MM (medium wave) radio sets, the following items are measured.

Inspection Report on PR Radio Set

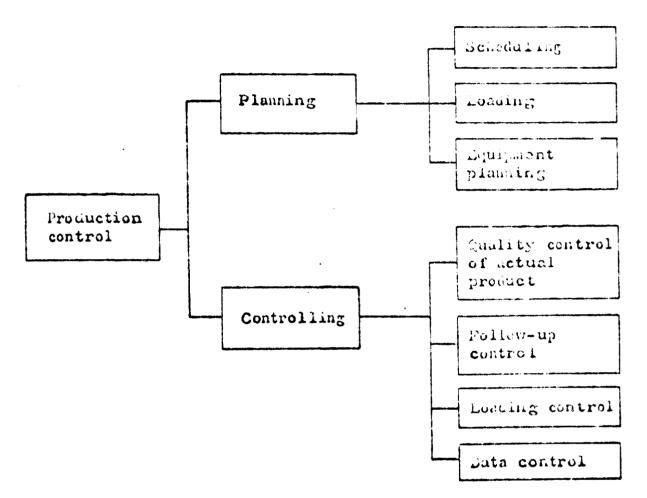
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Chapter 5 Production Control

This chapter contains a description of the production control function. A block diagram of this function is shown below.



### a) Planning

# 1) Master schedule (long-range plan)

This master plan, covering a long-range such as a half-year or one-year period, is intended for coordination among production planning, parts procurement planning, and sales planning. Planning into 1

- a) To assure subservation planning (orders received) of delivery date the subject. The Lusiness department prepares a activery achieves and sales forecast according to the paster solution the linence department establishes a schedule of financing and so on. Thus, a master schedule which may be regarded as the company's operation schedule should preferably be a concrete plan covering as long a period as possible.
- b) To provide a work load of the proper amount fitted to shop commution capacity, thereby maintaining a proper op paragements (level of activity). (To prevent delay of colliverion caused by an excessive work load and to eliminate idle time or standby time due to work lost short.ge).
  - to the manuar schedule.
  - 1. To device a leng-range plan of personnel and equipment.

					Master	rchedule		
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# An example of a production master schedule is shown below.

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# 2) Detailed schedule (monthly planning)

This is a short-term schedule of monthly units. While the monthly product schedule has been set up on the master schedule, there appears a discrepancy between the actual result and the schedule as time elapses, attributed to the following causes:

1) Misestimate

- 2) Delay in material delivery and failure (parts)
- 3) Shortage in manpower maintained

While efforts should be exerted to set up a detail schedule in compliance with the master schedule as far as possible, discrepancies between both should always be adjusted to meet the schedule.

The following items should appear on the detail schedule:

1) Estimated number of units to be produced daily.

2) Standard number of man-hours

Formula of calculating daily output:

1) Number of units of daily output

<u>(No. of workers maintained x rate of attendance)</u> Standard number of

x work time man-hours

### 2) Number of days for completion of producing one lot

<u>Standard number of man-hours x number of units in one le</u> Actual man-hours \*

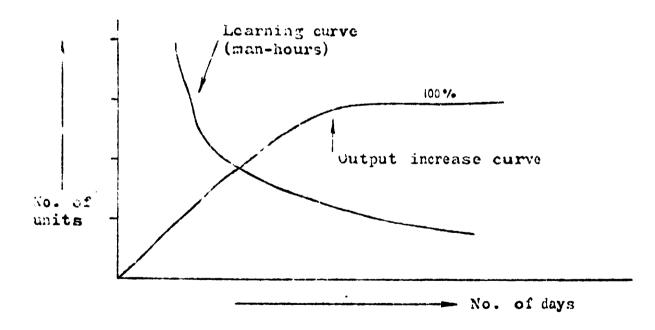
• = (No. of attendant workers x work time)

- 3) Number of workers to be maintained
  - <u>Number of units of daily output x Standard number of</u>

#### man-hours

Problem of familiarization

In the case of a detailed schedule, an increase in efficiency owing to familiarization should be taken into onsideration for the type of equipteent which has been produced continuously since the previous month; when new equipment is put on the production line, a familiarization allowance should be taken into consideration for a period over which the workers become skilled with new equipment. The above period is usually 5 to 8 days.



## 3) Loading

When a type of equipment to be produced has been determined when establishing the master schedule, loading is made to determine how much manpower (no. of workers) to maintain, taking into consideration the delivery date and number of units to be produced.

- Estimated number of additional workers is reported to the department concerned where a countermeasure for hiring workers is taken.
- 2) Training plan is drawn up.
- 3) In case sufficient manpower cannot be maintained, a countermeasure is effected--such as resorting to subcontracting the work, etc.
- A check is kept on when and how many workers are to retire.

### 4) Installation planning

Planning is effected on necessary measuring instruments, special tools, shield rooms, inspection boxes, etc. Regarding measuring instruments, their orders should be placed as earlier as possible, considering the delivery date.

#### b) Controlling

1) Work control

Work control infers a firm grasp of the location and amount of finished gos a cul the work in process.

a) Ascertaining records and reports

initially, it is essential (1) not to arbitrarily move work without getting an approval slip; (2, not to neglect missing parts; and (3) not to use parts for other purposes them those intended.

b) Ascertaining on inventory

It is necessary to realize the abount of work in process from the abount of work on the production has and the finished goods, then to ascertain that work-in-process of the determined caouat is at predetermined locations.

c) Ubservation of regular rules on delivery and receiving

Unauthorized delivery and receiving from shop to shop or from individual worker to individual worker should be prohibited. Instead, a delivery and receiving section should be established, wherein the delivery and receiving transactions are executed only after obtaining approval.

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9				14					
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				25 3: 32	26	27	26	29	30
35	3	6	33					34	
37									

- (1) Completion slip
- (2) Card code number
- (3) Date
- (4) No. of instruction or order sheet
- (5) No. of previous slips transferred
- (6) Customer
- (7) wrder received
- (8) Lot
- (9) Receiving department
- (10) Name
- (11) Receiving and delivery section
- (12) Signature of chief
- (15) Signature of supervisor
- (14) Production department
- (15) Working classification No.
- (16) 1 = Production; 2 = Trial production; 3 = Repair; 4 = Modification; 5 = Spare parts; 6 = Mount
  - 6 = 1000
- (17) Color classification No.
- (18) Type of equipment

- (19) Quantity
- (20) Specification No.
- (21) Accessories
- (24) Combination No.
- (25) Larphone:
- (16) Leather case:
- (27) Urnamental case:
- (28) Suttery:
- (29) Power source cord:
- (10) Leadphone
- (51) Lith
- (52) without
- (33) Mork in process
- (34) Process completion
- (05) Attached papers
- (56) Sheets
- (37) Lenarks
- (38) Receiving and delivery section

### d) Completion slip

Ladio sets leaving the shop after completely including operation are delivered, together with a completion slip, to the receiving and delivery section. On checking the number of the sets received against the completion slip, the receiving and delivery soution returns the slips to the shop.

2) Follow-up control

measures.

iv) Facilitating recovery from delay ... To inspect the status of recovery from delay

and to facilitate recovery.

Since all results of process control are shown in the reports, the line chief and shop chief should always exercise supervision over the progress, taking corrective action as necessary.

The progress status of each process is put on the daily job report of each process. A supervisor compiles all these reports on a collective report; thus, the amount of work in process and the amount of finished goods of each process are checked to ascertain whether or not there is an error on the daily reports and the collective report.

The following items are entered on the collective report:

- 1) Name of equipment type
- 2) Scheduled daily output and actual result
- 3) Man-hours
- 4) Amt. of work-in-process at each process
- 5) Amt. of work at each process and the number of man-hours.

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- 6, Total number of delivered products and actual result.
- 7) Frecess fractional acfects

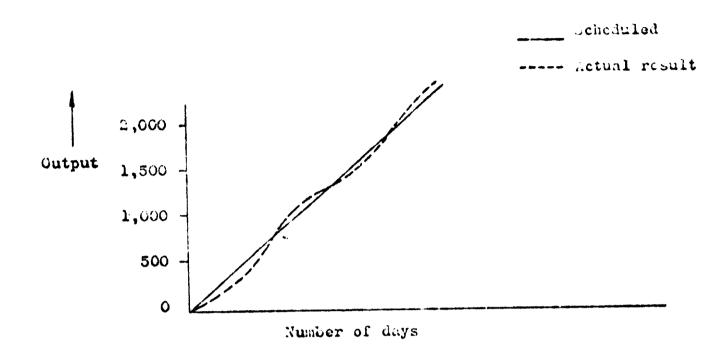
## Follow-up control sheet

In actual result is recorded on the daily job report which, in turn, is transferred to the follow-up control sheet. Usually the amount of work completed at the final process is entered on the follow-up control sheet. The form of follow-up control sheet, is as follows.

# Fellow-up control sheet

Name of equipmen	t			1	3	5	4	5	6	7	દ	9	10	11	12
No. of workers	On the register	Final inspection	Schenuled		! 		-								
	.t- tendant		Actual res lit			   			-						
Nan- hour	hour		Dif- feranco							 			 	4	
	main- tained		Total				*								
	Ef- fective meachour		<u>renult</u> Han-nour	s i					+						
			Schodule	al_		- !	· +	+-		+	+	+	+-	_	•
			Actual result			- + -		-	-  _  _			_			

## B) Output control graph



### 3) Loading control

To determine whether the manpower maintained is sufficient or insufficient by making a comparison between actual man-hours and estimated man-hours.

If the actual man-hours are less than the estimated man-hours, and output is excessively abread of schedule, adjustment, should be made with the material section either to have parts delivered earlier than the scheduled dute or to reduce the excessive manpower maintained. If, on the contrary, dut ut us schedule, an effort should be made either to take out the scheduled output through improving processes or sy increasing manpower.

4) Data control

To complie, maintain, and control data necessary for production. Linted below are necessary data involved:

- Design drawing (parts list, circuit diagram, design drawing, specification etc.)
- 2) Job daily report on each process
- 3) Follow-up control sheet (production actual result sheet)
- 4) Ferformance mousurement data
- 5) Completion slip
- 6) Measuring instrument control ledger
- The above description constitutes the essence of a general description of production control on flow operation.

Attached for reference are an example of flow chart, including layout, and instruments arrangement, based on the above data.

