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r.	Person Initiating: Russ Fisher, Chris Westphal, James Murphy
	What change do you have in mind?
	Change tool for checking accessory drive gear spring tension. Current method of qualifying springs is not accurate because of need to adjust spring tension testing tool when checking exhaust valves vs. access drive gear springs. Variation between tool set-ups is causing springs to be improperly qualified good or be
	What benefit do you believe will result from the proposed change? What do you expect the cost of the proposed change to be?
	Uniform testing of accessory drive gear springs by employees. Accurate testing of springs as a result of consistent method of testing. Preset height gauge removes manual adjusting of test tool. Better productive Approx \$400; \$300 labor + \$100 material
	Why do you believe the proposed change will make an improvement (reasoning)?
	The current tool has to be adjusted for checking valve springs and accessory drive springs. The springs are supposed to be tested for spring tension at a predetermined height. The new method uses an indicator lip so the employee knows when that predetermined height is reached and if the spring tension is in spec. The improvement will eliminate the constant adjusting of the testing tool and give the employee a known, sol test parameter.
ſ	How will you know if the change was an improvement (measurement)?
	Test 25 springs using old method vs. new method. Compare fall out. Check production time of old method vs. new method.
ſ	Was the effect of the change what you expected?
Ī	Better than expected. Production time was cut by 1/3. Accuracy of spring tension allows us to match









Area	Score=0	1 Score=2	3 Score=4	5 Score=6	7 Score=8	9 Score=10
Purpose	No written statements	Statement exists	Mission and Tenets defined and visible	Communicated and understood by employees	Used to align and guide the business	Fully integrated into the structure
System	Work as a process is not understood	Major processes and products have been documented	Relationships between processes are documented	Systems thinking and language is common	Systems diagrams are used in business	Management systems have integrated the systems view
Whole System Measures	Financial data is viewed periodically	Financial and other operational measures are used	Family of measures is assembled	Balanced set of measures reported graphically	Set of measures aligned and variation understood	Measures are integrated into management systems
Information	Information is gathered on ad hoc, reactive basis	System is based on passive information	System is well documented and includes active sources	Information is documented and communicated	Comprehensive system with analysis/synthesis for decision making	Marketing leads and integrates the information system
Planning for Improvement	No formal planning, reactive culture	Planning for improvement is done on an informal basis	A formal, documented process exists for planning improvement	Integrated process identifies objectives, efforts and resources	All other planning processes are defined and linked	Planning system is improved and integrated in all areas
Managing Improvement Efforts	No system exists to manage improvements	Improvements recognized on an as- needed basis & resources assigned	Leaders provide formal guidance for individuals and teams	Improvements are guided by planning; leaders are learning	The impact of improvement is understood and managed	Improvement system is integrated in business and regularly improved
Model for Improvement	No standard approach to improvement efforts	Various approaches are used for improvement	Training on the model and expectation of its use	Theory behind the Model is understood	Improvements are managed as PDSA cycles	Model is routinely used by all
Management System	Structure does not exist to make improvement a focus	The need for improvement is recognized and responsibility assigned	A formal system for improvement is defined	Top management assumes responsibility for integrating improvement	Improvement is linked to planning and other key business activities	Improvement is completely integrated into all aspects of operating & developing the business

