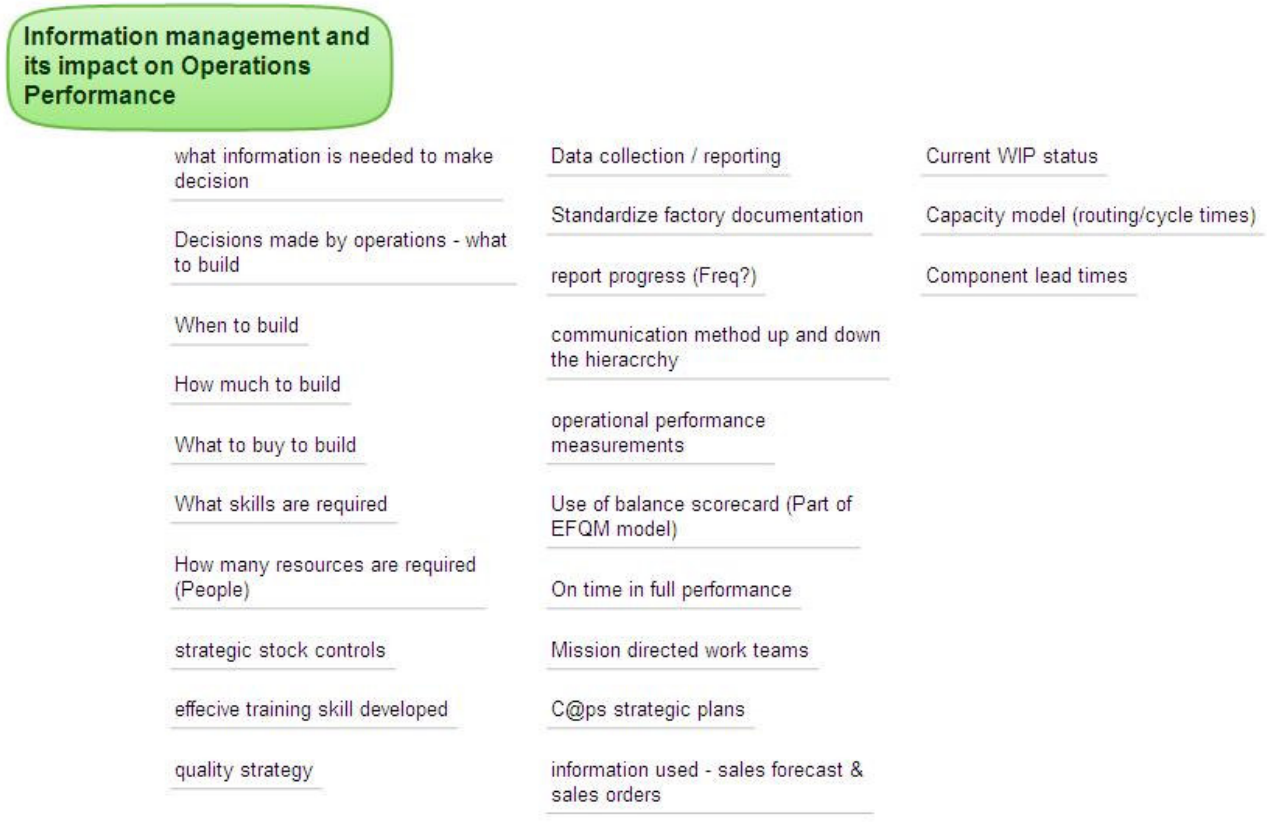
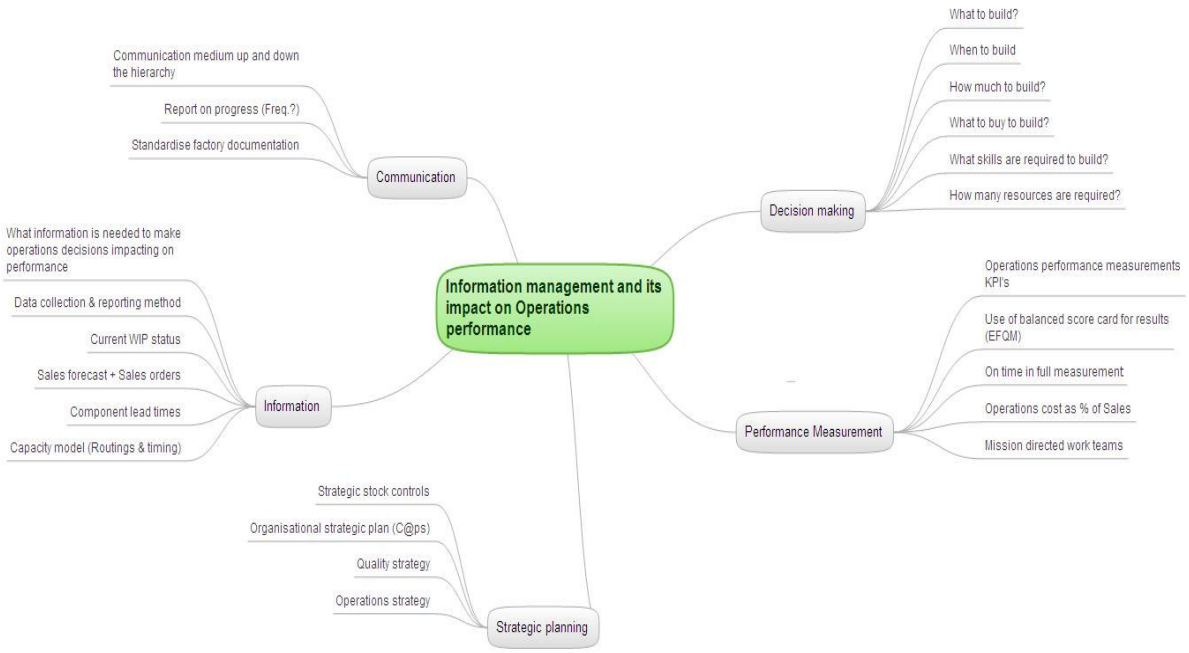
Appendices

8.1. Appendix A – Brainstorming & Grouping results





8.2. Appendix B – Survey questionnaire.

Information	Strongly agree	Agree	Disagree	Strongly disagree
1. Information is becoming the heart and soul of every business.	1	2	3	4
2. The information needed to make effective decisions within PFK operations is clearly defined.	1	2	3	4
3. 'Data' will not add value to decision making process unless it has been interpreted.	1	2	3	4
4. Information would be defined as data that has had knowledge applied to it.	1	2	3	4
5. Support departments supplying data to operations have applied some interpretation to the data prior to providing it.	1	2	3	4
6. Information you utilize is 'good information' meaning its accurate, relevant and complete.	1	2	3	4
7. Having ERP information simplifies decision making.	1	2	3	4
8. Information relevant to your role & decision making is readily accessible.	1	2	3	4
9. Is the ERP system information visible 'real time'.	1	2	3	4
10. Is the ERP system information accurate and current.	1	2	3	4
Decision Making	Strongly agree	Agree	Disagree	Strongly disagree
11. Decisions made in operational day to day activity is rational & logical	1	2	3	4
12. Effective decision making will improve operational performance.	1	2	3	4
13. Decisions you make will impact on overall operational performance.	1	2	3	4
14. On-Time-In-Full is a good indicator of effective operational decision making.	1	2	3	4
15. Having real time stock level information will impact greatly on your ability to make decisions.	1	2	3	4

16. Having real time information on current 'WIP' by Job number will impact greatly on your/team ability to make decisions.	1	2	3	4
17. Having real time resource constraint information will impact greatly on your/team ability to make decisions.	1	2	3	4
18. Managers making decisions in operations have the required skill.	1	2	3	4
Strategy	Strongly agree	Agree	Disagree	Strongly disagree
19. Operations strategy is aligned to PFK performance objectives.	1	2	3	4
20. PFK is a learning organization, continuously improving from lessons learnt and documenting these into procedures and processes.	1	2	3	4
21. Operations strategy has clarified goals which in turn have made decision making in achieving goals clear.	1	2	3	4
Communication	Strongly agree	Agree	Disagree	Strongly disagree
22. Information flows through the correct channel to intended recipient.	1	2	3	4
23. Management structure aids in information flow by design.	1	2	3	4
24. ICT can be enhanced to improve delivery of information.	1	2	3	4

8.3. Appendix C – Interview questions.

Question 1.

What performance criteria do you believe is the most important decision making process relative to operations meeting strategic objectives? Tick appropriate.

1. Meeting demand fluctuations and sales delivery.

2. Meeting planning schedule only.

3. Meeting quality targets at the expense of speed and cost.

4. Own answer

Verbal Response:

Question 2.

Do you believe that this information if gained of shop floor in real time would add value to your decision making process, and what would this core information be?

Verbal Response:

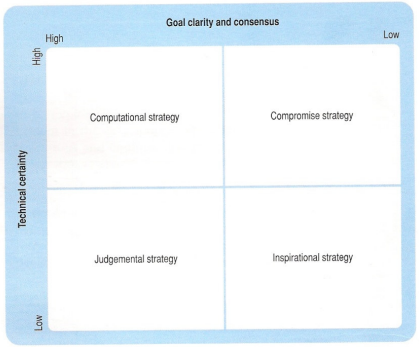
Question 3.

How would you evaluate the impact real time shop floor information will have on decision making in achieving strategic performance objectives like >95% OTIF.

Verbal Response:

Question 4.

Given diagram below, which style would you say best describes the environment within which you make decisions? See attached explanation on four strategies. Indicate with 'x'.



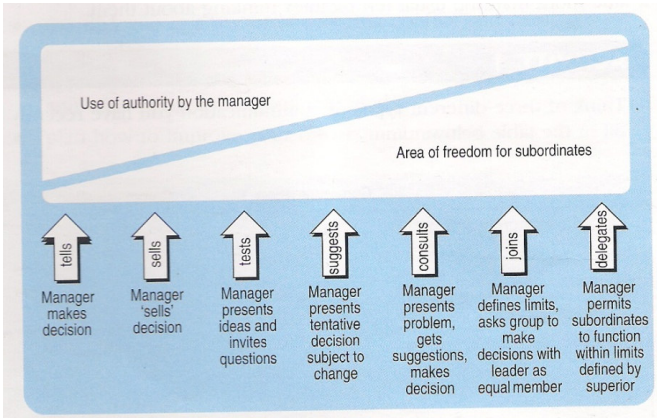
Question 5.

Choose the top 3 criteria for information you would regard as 'good information' that would impact greatly on your decision making. Indicate with 'x'.

Accuracy	
Clarity	
Reliability	
Applicability	
Conciseness	
Consistency	
Timeliness	
Traceability	
Relevance	
Comprehensiveness	

Question 6.

Which would be the appropriate style of communication within operations? Indicate with 'x'.



Verbal Response:

Question 7.

Which one of the following models would you describe best suits decision making process you involved in? Indicate with 'x'.

☐ Rational model, follows a logical sequence of having a problem that is defined , search for all relevant information, develop a set of decision options evaluating them according to different criteria developed for effectiveness. Then making optimal decision based on that. Optimizing model, decision makers attempting to find single best solution.

☐ Satisficing model, more realistically where search is find a solution that will work well enough for dealing with the situation using available information. Bounded rationality.

☐ Intuitive model, to go with the option that satisfies emotional reactions to the alternatives given the information presented to a problem.

☐ Recognition primed, describes that in any situation there are cues or hints that allow people to recognize patterns. Obviously the more experience somebody has, the more patterns they will be able to recognize. Based on the pattern, the person chooses a particular course of action. They mentally rehearse it and if they think it will work, they do it.

Question 8.

Can you describe PFK corporate culture using Handy's (1988) model, noting that culture is loosely defined as the beliefs and norms that affect every aspect of work life, from people greeting each other to how major policy decisions are made. See attached explanation notes. Indicate with 'x'.

Power Culture □

Role Culture □

Task Culture □

Person Culture □

Question 9.

Learning organisations tend to display their ability to learn in the form of documents that get updated such as procedures, works instruction, change notes etc. How do you document improvements made and what would you say is the frequency of you making improvements from lessons learnt and through which means?

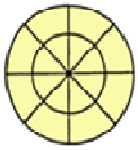
Weekly	□	Change notes	□
Monthly	□	Procedures	□
Quarterly	□	Works Instructions	□
Annually	□	Other	□

Verbal Response:

Explanation Notes in support of Interview.

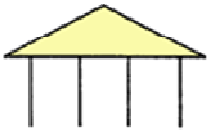
- Computational strategy – Top left – High goal clarity and consensus with a high technical certainty on how to achieve outcome, approximates the rational model.
- Judgemental strategy – involve decision processes based on judgement and experimentation, but within a context of goal consensus. Organisational learning.
- Compromise strategy- Political decision making- with bargaining and compromise obvious way to resolve differences over goals, bounded rationality is likely to mean that managers aim for satisfactory rather than best outcomes.
- Inspirational strategy – where managers little consensus is achieved in goals, and how they could be achieved. Affirmation of shared values and identity likely to be important to legitimise process. It will be an inspired leap in the dark.

Power culture (the web)



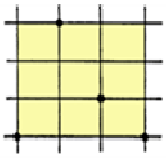
Power is concentrated in a small area, the centre of which is the wheel or the centre of the web. Power radiates out from the centre, usually a key personality, to others in the family who send information down to either departments, functions or units.
The important point to note is that, because power and decision-making is concentrated in so few hands, the strategists and key family members create situations which others have to implement.

Role culture (Greek temple)



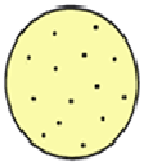
The apex of the temple is where the decision making takes place, the pillars of the temple reflect the functional units of the organisation which have to implement the decisions from the apex. The strength of the culture lies in specialisation within its pillars. Interaction takes place between the functional specialism by job descriptions, procedures, rules and systems. This is very much an organisation culture run by a paper system. An authority is not based on personal initiative but is dictated by job descriptions. Handy states that the job description is more important than the skills and abilities of those who people the culture. Performance beyond the role prescription is not required or encouraged.

Task culture (lattice)



This is characteristic of organisations which are involved in extensive research and development activities they are much more dynamic. They are constantly subject to change and have to create temporary task teams to meet their future needs. Information and expertise are the skills that are of value here. The culture is represented best by a net or lattice work. There is close liaison between departments, functions and specialities. liaison, communication and integration are the means whereby the organisation can anticipate and adapt to change quickly.
Influence in this team culture is based upon expertise and up-to-date information where the culture is most in tune with results. The dangers for this culture exist when there is a restriction in resources causing it to become more 'power' or 'role' orientated.

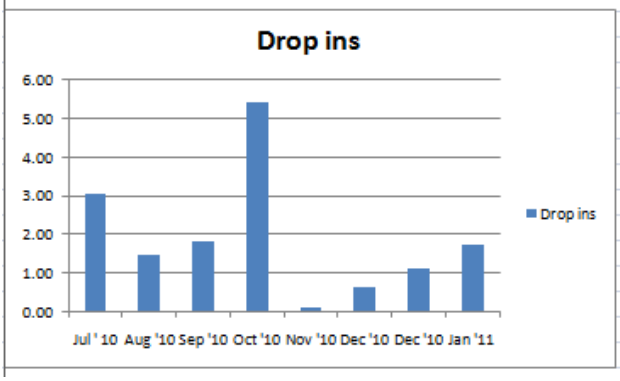
Person culture (cluster)



This is characteristic of the consensus model of management, where the individuals within the structure determine collectively the path which the organisation pursues. If there is a formalised structure, it tends to service the needs of the individuals within the structure. Organisations which portray this culture reject formal hierarchies for 'getting things done' and exist solely to meet the needs of their members.

8.4. Appendix D – Example of Drop in impact dated March 2011.

General Topic		
Note: We buy on forecast, if a forecast is not consumed (sold) it does mean we have bought more stock than was needed.		
Note: All figure are in Cost Of Sales Value		
2) To little forecast:	**F/cast**	**In Million's Rand**
The value of the "drop ins" that were processed in July	Jul ' 10	3.06
The value of the "drop ins" that were processed in August - reduction in forecast error	Aug '10	1.49
The value of the "drop ins" that were processed in September - an increase in forecast errror	Sep '10	1.82
The value of the "drop ins" that were processed in October - an increase in forecast errror	Oct '10	5.40
The value of the "drop ins" that were processed in November - an reduction in forecast errror	Nov '10	0.12
The value of the "drop ins" that were processed in Decemberr - an INCREASE in forecast errror	Dec '10	0.62
The value of the "drop ins" that were processed in January - an INCREASE in forecast errror	Dec '10	1.10
The value of the "drop ins" that were processed in January - an INCREASE in forecast errror	Jan '11	1.74



8.5. Appendix E – Example of Cross functional minutes dated 31 March 2011.

CROSSFUNCTIONAL MINUTES

Present:		Floyd;Sheila;Teddy;Farhaad;Selvan; Pat ;Raven;Debbie;Deven;Sharin;Charlotte;Dolly;Sheperd							
Apologies:									
Absent		Johan;Jinen;Clive							
Date:		31-Mar-11							
	Item No.	Safty stock	REQ	FG	Short	Issue	Resp.	Comments	Shortages received
						OE SAFETY STOCK			
	891001	OE	1000	799	-201				
	890003	OE	1000	608	-392				
						LOCAL STOCK			
	875000	TRACKING	130	4	-126				
	877000	TRACKING	25	26	1				
PRODUCT CODE	TOP LEVEL FINAL PART NUMBER	DESCRIPTION OF PART NUMBER	DEPARTMENT	CUSTOMER	DATE SHORTAGE	SHORTAGE PART NO			
875211	875211		SMD		28/2/2011	PCB875/212/03-SHORT/ETA04/04/2011		eta first week in April	
720218	720218		wave		2011/11/03	PCB720/212/06-SHORT/ETA? TBA		SUFFICIENT FOR MARCH supersORDER	local order @ risk
784813			SMD		17/3/2011	PCB784/813/02-SHORT/ETA04/04/2011		clive to advise sales/order at risk	
888421			looms		25/3/2011	W2.5BLK/00-SHORT/ETA4/4/2011		NO PF STILL EXPEDITING Only 4/4/2011	
279218	279000	pcb	SMD		28/3/2011	PCB279/212/04-SHORT/ETA4/4/2011			
457218	457106	pcb	SMD		28/3/2011	PCB457/212/06-SHORT/ETA1/4/2011		SUPPLIER DEFAULT	
746300		box	t/s		29/3/2011	BOX/CB/BL/30-SHORT/ETA4/4/2011			
743000		box	t/s		29/3/2011	BOX/CB/BL/41-SHORT/ETA4/4/2011			
873211		pcb	SMD		30/3/2011	PCB873/212/02-SHORT/ETA1/4/2011			
312000			jobshop		30/3/2011	DPFK312/520-SHORT/ETA1/4/2011			
509000		MODIFIED PLASTIC	jobshop		30/3/2011	223885-SHORT/ETA?			

8.6. Appendix F– PFK C@ps Strategy Document.