

PRODUCTION STANDARDS

Have you told your employees what is expected of them? Many owners or managers never tell their employees what level

of production is expected. Put yourself in the employee's place. How much would you do if you did not know what was expected? Without a standard to meet, many employees will not be fully productive. Employees may make the hours fit the workload.

It is not a good business practice to establish production standards when you cannot show the employee how to attain them. A manager may learn of a standard for a particular production job and try to initiate that standard in his own plant. Without any training, examining the workload, the equipment, and other factors an operator may be asked to turn out "X" number of pounds or pieces. The work content of the job may differ from the one for which the standard was established or the plant layout or equipment used may be different or less efficient than the model plant. The employee, who cannot meet the unrealistically high standard, will become discouraged. On the other hand, if the standard is set too low and greater production can be achieved at that station, the employee may not be producing to their potential.

There are many factors which must be considered when determining your production standards. The equipment in each unit, the volume and type of work, how the work is delivered and removed from the unit, and quality standards are important factors to consider when establishing production standards. In small plants it is even more difficult to measure production because employees work at more than one job. This can make it virtually impossible to measure their production. Production standards are not based on averages. They are based on the amount of pieces, pounds, or items that can be produced in

an hour by a person working at normal pace and producing the quality desired. They are also based on the individual requirements for each plant. These requirements will be based on the following criteria.

ESTABLISHING PRODUCTION STANDARDS

Production standards should be established using the following steps. It is essential to follow them in sequence.

1. Define the quality standards for your operation based on the product you wish to produce. If you have more than one level of quality, how is it identified for the employee or is each unit assigned a specific set of standards, as this will affect the production standards if an employee has to adjust his methods for completing the task.
2. Ascertain what the volume in the plant is to determine the amount of work that is available, as well as the type of work to be completed.
3. Examine equipment and layout to determine if it is capable of finishing the garments productively. Look at the type of equipment you have in each workstation. Check to see if there is the appropriate type of equipment to efficiently complete the work sent to the station to maintain the established quality standards. Determine if the equipment is laid out so that there is not a lot of unnecessary walking. Check padding, vacuum, steam, and timing of automatic equipment to insure it is adjusted properly. Whether the equipment is air-assisted or manual must also be considered when establishing production standards. Another factor which plays a role in the setting of standards for a unit will be if any of the equipment is to be shared, such as puff irons or steam/air finishers.
4. Determine the best delivery method of the work to each unit. Check to see if the work is delivered on hangers, horses, or in baskets or

whether the employee has to walk to get the work. Garments delivered to a unit on horses or in baskets may require more time in finishing as opposed to those delivered on hangers.

5. Check the mix of the work delivered to the unit. Is it all the same type of work so that the employ-

ee can develop a rhythm or is it a mixture of items? Greater production will be achieved if the items are sorted by type, whether for a single unit or sent to a unit assigned to do only a specific type of work.

Chart #1

Unit	
Quality Standards - multiple, single, quality level	
Equipment	
Type	
Automatic	
Air-assisted	
Manual	
Padding condition	
Vacuum	
Steam	
Timing	
Layout	
Single operator	
Double operator	
Work(Delivery) Method	
Hanger	
Horses	
Baskets	
Walk to get	
Method of Removal of Finished Goods	
Established Efficient Methods for Finishing	
Trained Employees in Methods	

Chart #2

PRODUCTION REPORT

Name: _____ Date : _____ Job (basic) : _____

ITEM	QUANTITY	TOTAL PIECES	PIECES/HOUR
Mark-in			
Clean & spot			
Pants			
Pants-pleated, cotton, Linen			
Suit coats			
Suit coats-cotton, linen			
Long coats, car coats, jackets			
Rain wear			
Dresses - plain			
Dresses - plain, cotton, linen			
Blouses & shirts			
Skirts			
Sweaters			
Ties			
Belts			
Caps			
Pleats (when over 4)			
Inspect			
Repair - free			
Assemble & bag			
Bag only			
Paid repairs			
Total earned minutes (60 minutes = earned hours)			
Actual hours on the job			
Bonus hours			
Earned hours (actual hours)			

6. Determine how the work leaves the unit. Are there extra steps that must be taken to place the work on a finished rail or does it have to be delivered to another location?
7. Establish the best possible method for doing the job with the equipment you have.
8. Train employees in the methods used to achieve the standards that have been set.
9. Determine how the production will be recorded and what checks are used to verify the information.
10. Establish a standard for the job.

When this sequence is followed, high productivity and good quality usually result. The charts included in this bulletin can be used to help determine what your production stan-

dards should be. Use chart #1 to review your quality standards, equipment and layout, delivery methods, how the work leaves the unit, and current levels of training. Complete a chart for each production station. Chart #2 can be used to determine the mix and number of pieces being produced in each unit. Chart #3 provides production standards for a high - volume plant producing good quality. In establishing this standard, no additional steps had to be taken by the operator to receive or remove goods from the unit. These figures can be used as a guide for setting standards in your own plant. □

Chart #3

PRODUCTION STANDARDS

ITEM	EQUIPMENT	PIECES/HOUR
Identification	premarked strip tags, little writing on invoice	103
Pants-wool, polyester, no pleats	automatic toppler, legger, puff iron	50
Pants-wool, polyester, no pleats	utility press, puff iron	30-35
Pants - pleated, cotton, linen	mushroom toppler, legger with grid plate head cover, puff iron, steam iron linen	35-40
Pants - pleated, cotton, linen	utility press with grid plate head cover or drycleaning hot head press, puff iron, steam iron linen	20-25
Suit coat	steam-air finisher, utility press, 3 puffs, steam iron	24
Suit coats - cotton, linen	steam/air finisher, utility press with grid plate head cover or drycleaning hot head press, 3 puffs, steam iron, sleeve board	15-18
Skirts - plain, unlined	steam-air finisher, utility press, 3 puffs, steam iron	38
Skirts - lined	“ “	25-30
Skirts - cotton, linen	utility press with grid plate head cover or drycleaning hot head press, puff iron, steam iron	0-25
Sweaters	“ “	47
Dresses - plain	steam-air finisher, utility press, 3 puffs, and steam iron	20-29
Dresses - plain - cotton, linen	steam-air finisher, utility press, 3 puffs, and steam iron	8-10
Blouses & Shirts	“ “	29
Pleats	“ “	400
Inspection		171
Free repair		23
Assemble & bag		91
Bag only		250
Shirts, laundered	Single-buck unit	50
Shirts, laundered	Double-buck unit (2 person)	110

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