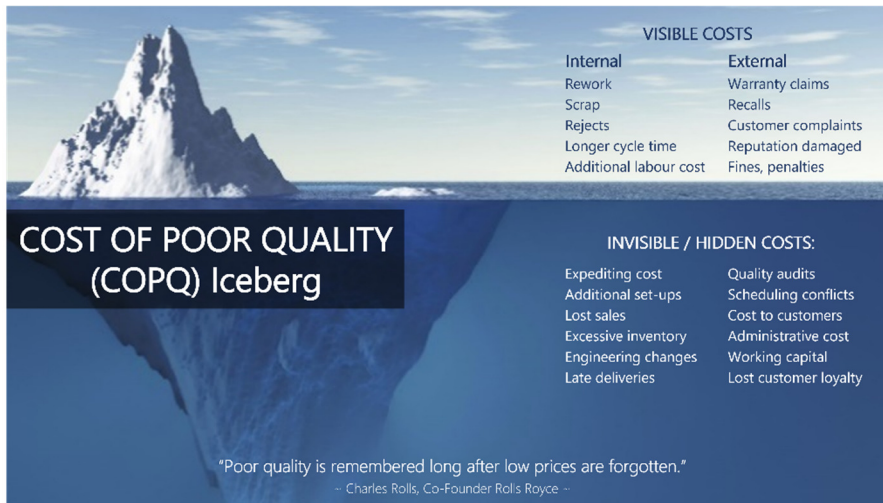


Team Success Story



Iceberg Model illustrating the Cost of Poor Quality (COPQ) Framework

Cost of Poor Quality (COPQ) Framework.

Project Highlights:

- Component of the overall Continuous Improvement (CI) focus for Massy Wood
- Successful completion of a refined COPQ framework
- Implementation of a monthly reporting cycle
- Visibility of process improvements across Project Delivery, Construction Delivery and Engineering functions

Project Overview:

The development of a framework for Cost of Poor Quality (COPQ) was one of seven CI initiatives undertaken by Massy Wood. The focus of the COPQ was to highlight costs associated with non-conformances and rework occurring in the business.

The Quality team set out to create the COPQ framework by first analysing existing systems, processes and logged non-conformances. A series of brainstorming sessions were held with functional, delivery, engineering and construction teams to identify "what's not working", which led to further engagement of the Finance and PCT functions to identify relevant data sources.

The data was harnessed and grouped into specific categories, giving rise to a framework that made visible, expenditure related to poor quality performance. This level of visibility encourages ownership, initiation of corrective actions to reduce expenditure by improving work processes and fosters a culture of continuous improvement.

Team Kudos:

The Massy Wood Quality team was instrumental in achieving this success. Special commendations are extended to the core team for their efforts on developing the COPQ framework:

- Ricardo Behary
- Rona Rampersad
- Charlene Mungal

Special thanks are being extended to the following functional teams for their support and guidance throughout this CI initiative:

- Fabrication
- Engineering
- SCM & Materials Management
- Project Controls (PCT)
- People & Organisation (P&O)

Customer:

- All clients

Location:

- N/A

Project scope:

- EPC Contract scopes / projects as a pilot with methodology and learnings to be applied across all contract scopes

Project duration:

- 6 months

Nature of project:

- Contract improvement
- Identifying unknown costs
- Categorization of costs
- Understand the areas of poor quality which can lead to opportunities to improve the quality by reducing internal and external failure costs.
- One Team Focus

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