

# Aplicación Práctica de la Gestión Por Procesos

## Proceso de Logística e Inventarios

AIRBUS MILITARY

# Aplicación Práctica de la GpP en Airbus Military

**1. - Introducción**

**2. Aplicación Práctica en el Área de Logística e Inventario**

**3.- Niveles de Madurez del Proceso**



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# 1.- Introducción

La ***Gestión Tradicional*** esta basada en:

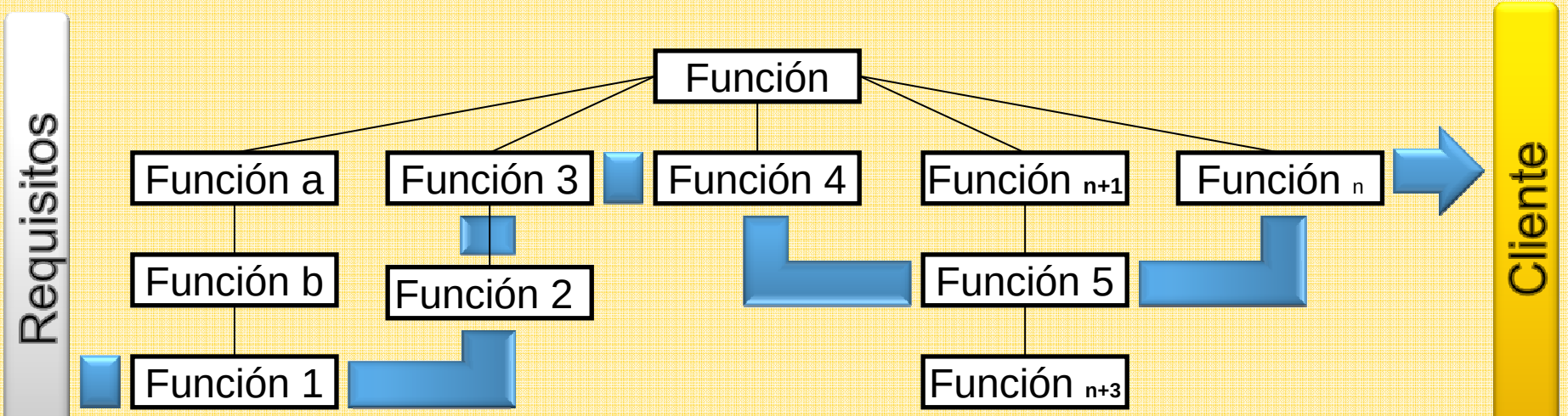
- Agrupar ***Tareas Especializadas Similares.***
- Agrupa cada tarea en ***Actividades***.
- ***Orientación*** al siguiente ***Cliente*** y ***NO*** al ***Cliente Final***.

La ***Gestión por Procesos*** esta basada en:

- Considerar a la Organización como un ***Conjunto Sistemático*** de Procesos.
- Crear ***Vínculos*** de ***Causa-efecto.***
- ***Orientación*** al ***Cliente*** (interno /externo).

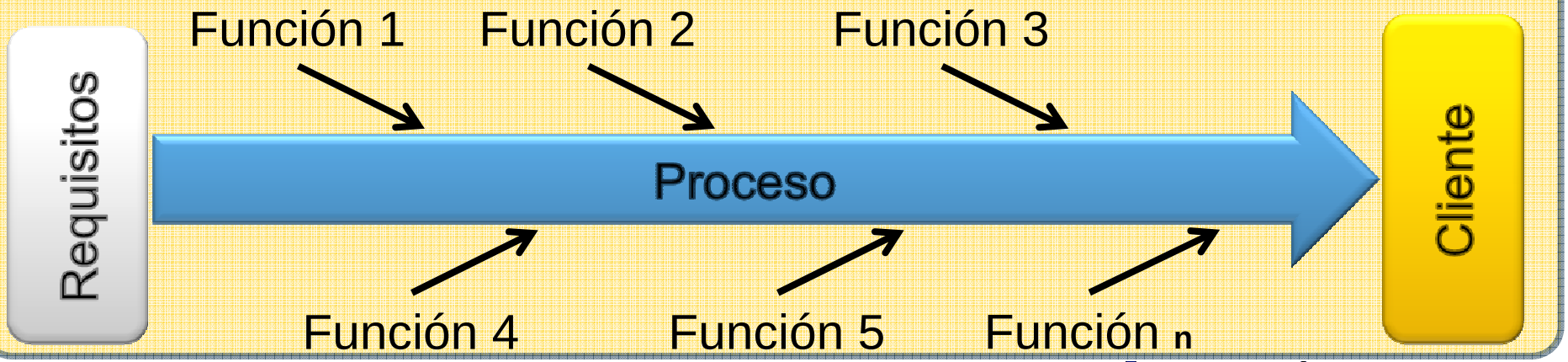
# 1.- Introducción

## Modelo Tradicional




***La visión hacia el Cliente Final y sus Requisitos se deterioran***

## Modelo de Gestión por Procesos





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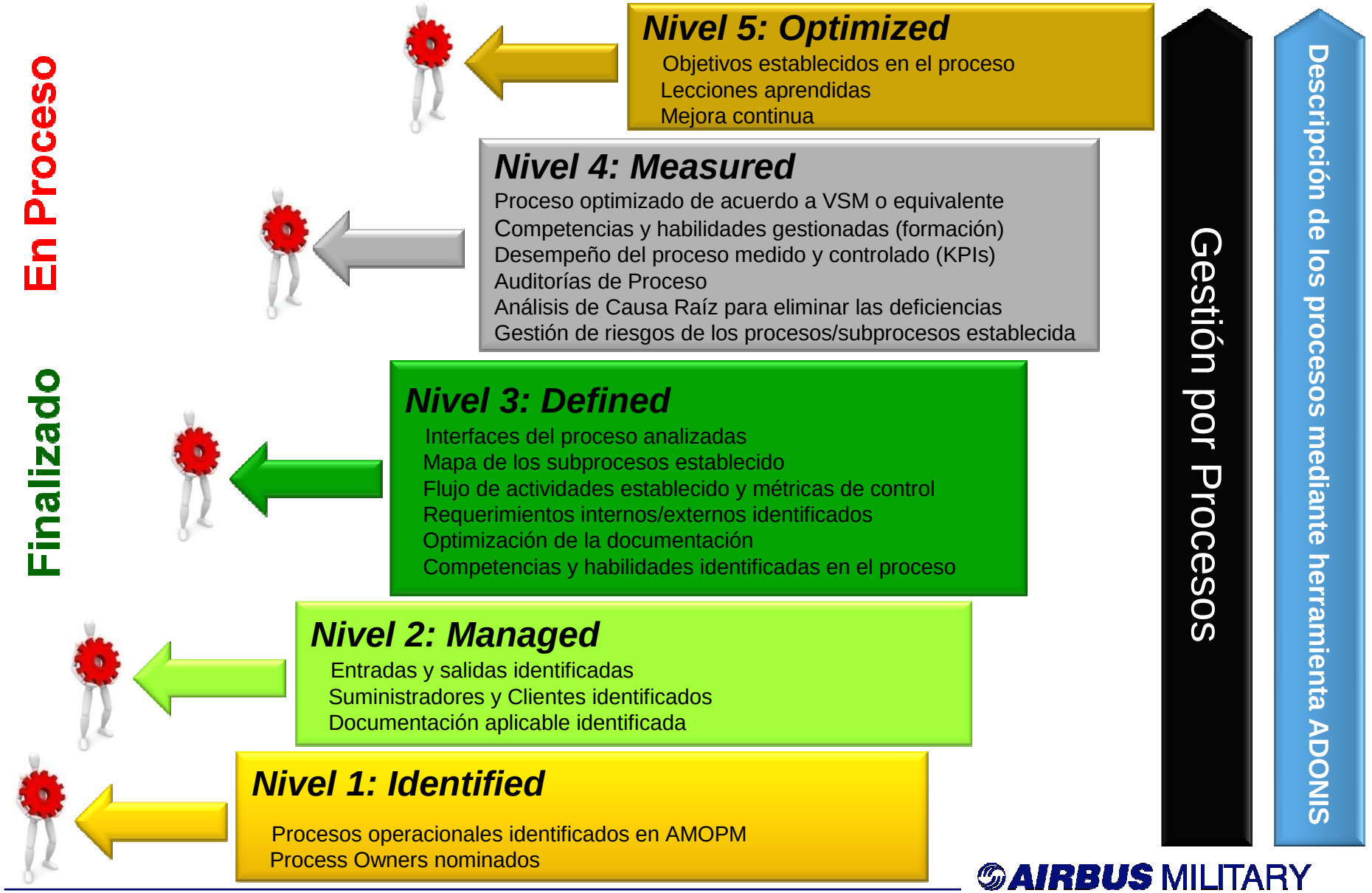
# 2.- Aplicación Práctica en el Área de Logística e Inventario

- El caso de Aplicación Practica que aquí se presenta es el de ***Logística e Inventario***.
- Los principales motivos para elegir este área como ***piloto*** son:

  1. Las ***No Conformidades*** en las Auditorías Internas.
  2. La ***falta de rigurosidad*** y ***organización***, tales como, fallos, descuadres de inventario, etc.
  3. La ***baja cualificación*** del personal, además de una ***alta rotación***.
  4. ***Documentación No actualizada***.
  5. La posible ***externalización del proceso***.

- Para ello, se uso de la ***Matriz de Madurez*** que a continuación se presenta.

# 3.- Niveles de Madurez de los Procesos



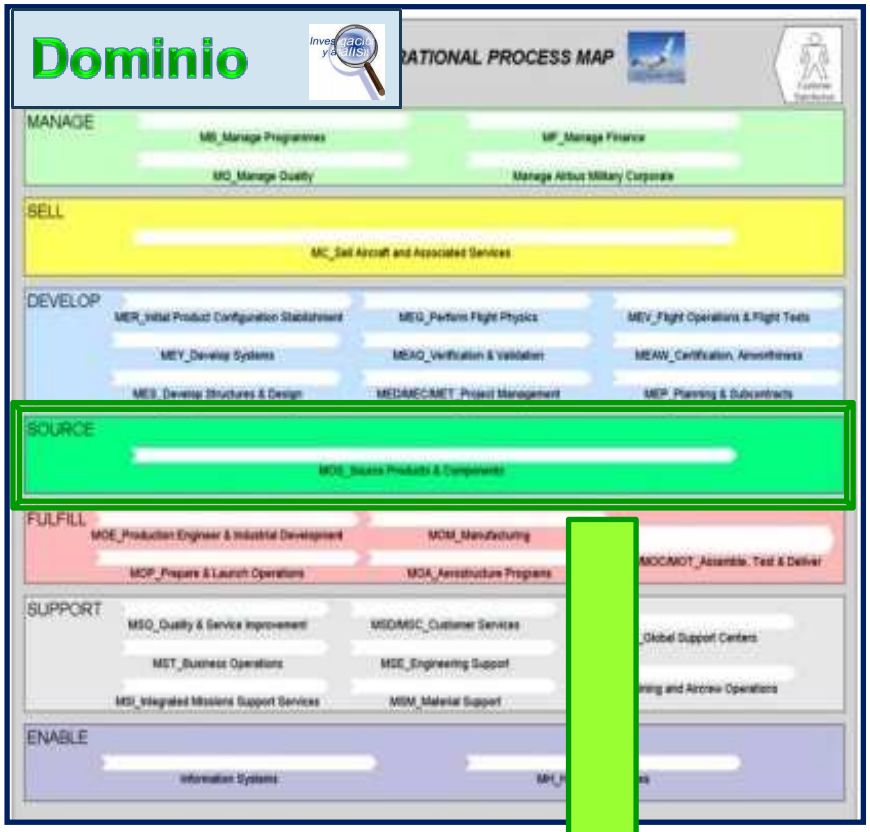


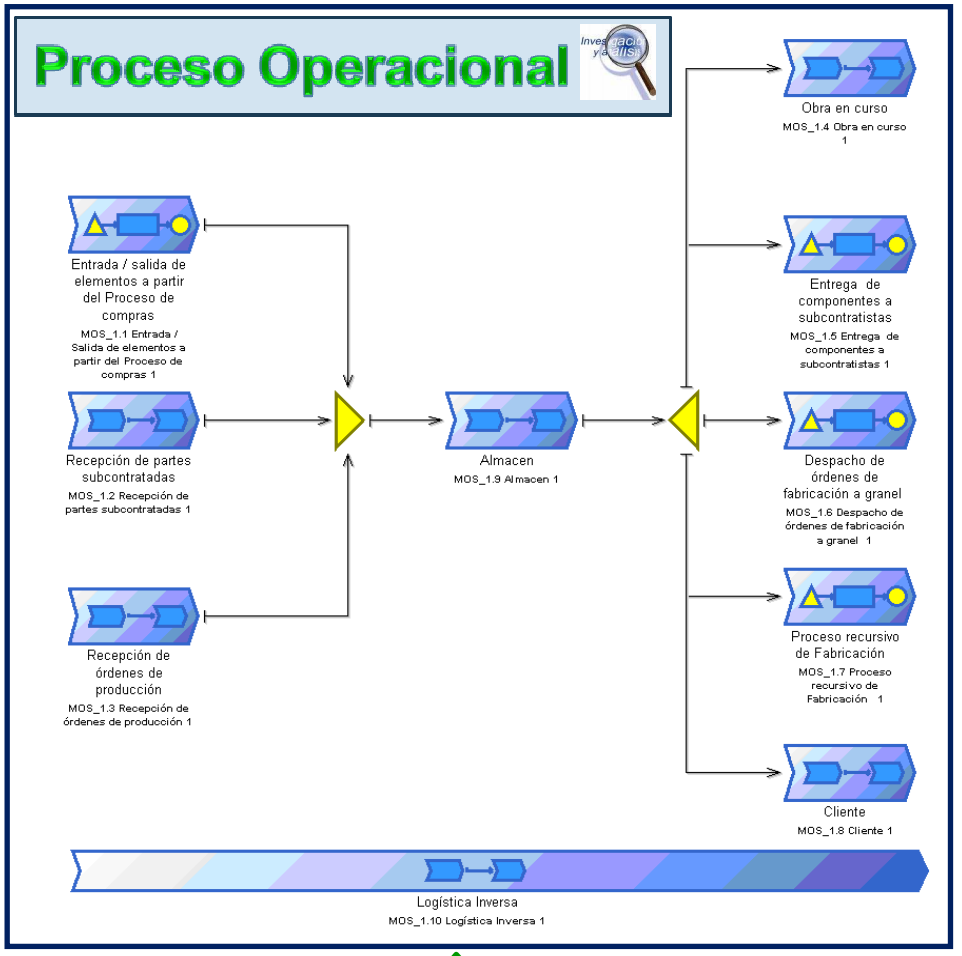

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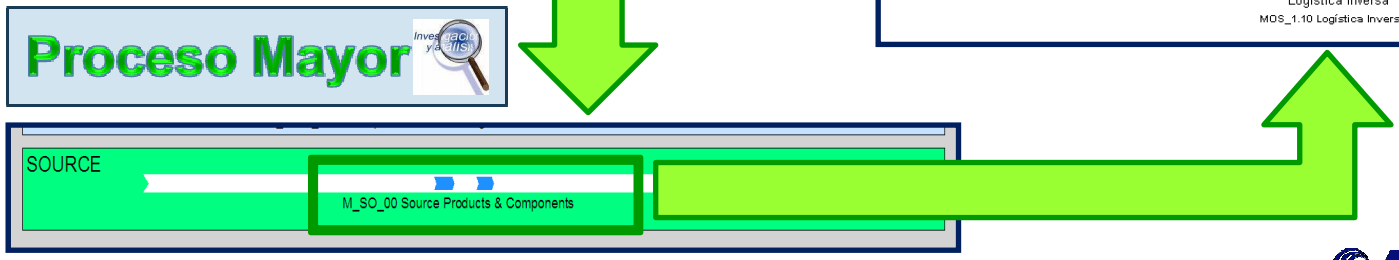
# *Gracias por su atención*


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# Nivel 1.- Identificación: Dominios, Procesos Mayores y Operacionales




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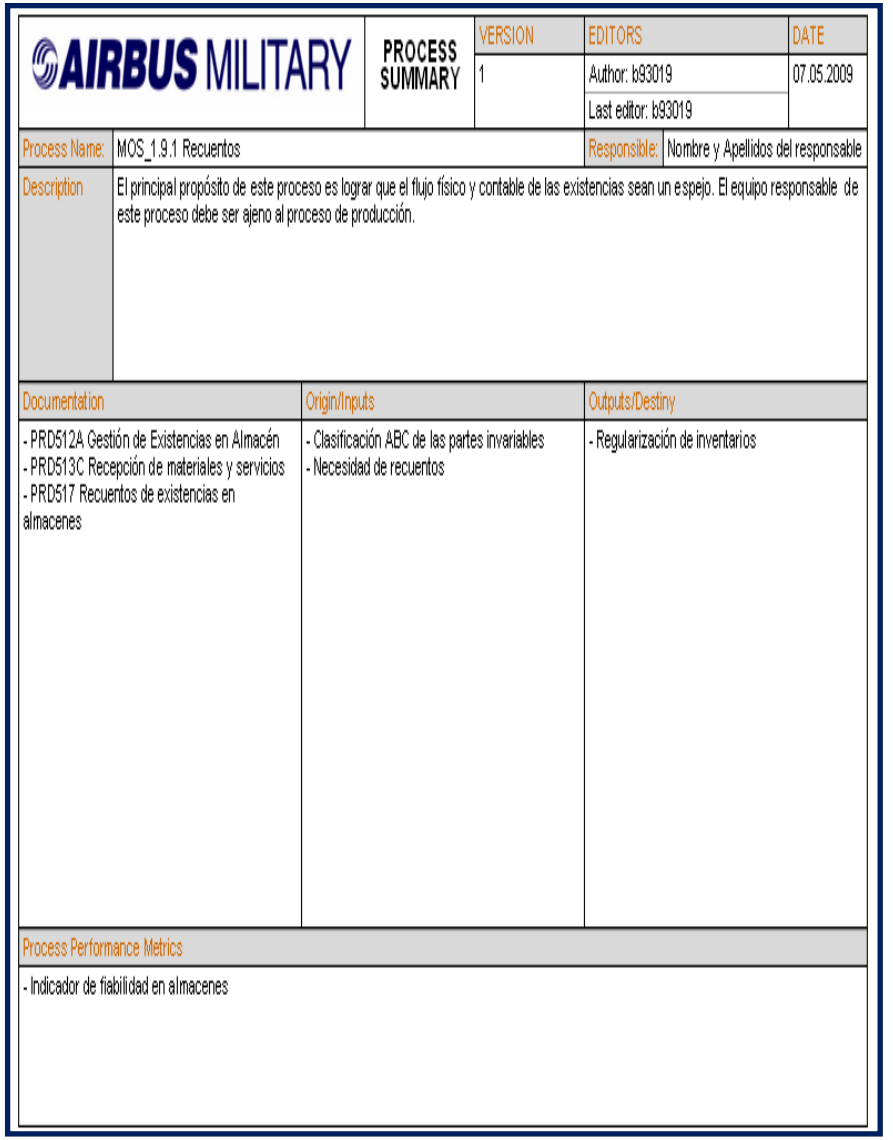


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# Nivel 2.- Gestión: SIPOC

- Identificación de SIPOC.
  - ✓***Supplier:*** Suministradores.
  - ✓***Input:*** Entradas.
  - ✓***Process:*** Documentación, KPI's,…
  - ✓***Output:*** Salidas.
  - ✓***Customer:*** Cliente.

- Mediante la ***Ficha*** de ***PROCESO*** se puede sintetizar el ***SIPOC*** del proceso de ***Recuento***, tomado como ejemplo.



AIRBUS MILITARY | PROCESS SUMMARY | VERSION | EDITORS | DATE

| | | | |
|---|---|---|---|
| | | 1 | Author: b93019 |
| | | | Last editor: b93019 |
| | | | 07.05.2009 |

| | | | |
|---|---|---|---|
| Process Name: | MOS_1.9.1 Recuentos | Responsible: | Nombre y Apellidos del responsable |
| Description | El principal propósito de este proceso es lograr que el flujo físico y contable de las existencias sean un espejo. El equipo responsable de este proceso debe ser ajeno al proceso de producción. | | |

| Documentation | Origin/Inputs | Outputs/Destiny |
|---|---|---|
| - PRD512A Gestión de Existencias en Almacén<br>- PRD513C Recepción de materiales y servicios<br>- PRD517 Recuentos de existencias en almacenes | - Clasificación ABC de las partes invariables<br>- Necesidad de recuentos | - Regularización de inventarios |

| Process Performance Metrics |
|---|
| - Indicador de fiabilidad en almacenes |

# Nivel 3.- Definición

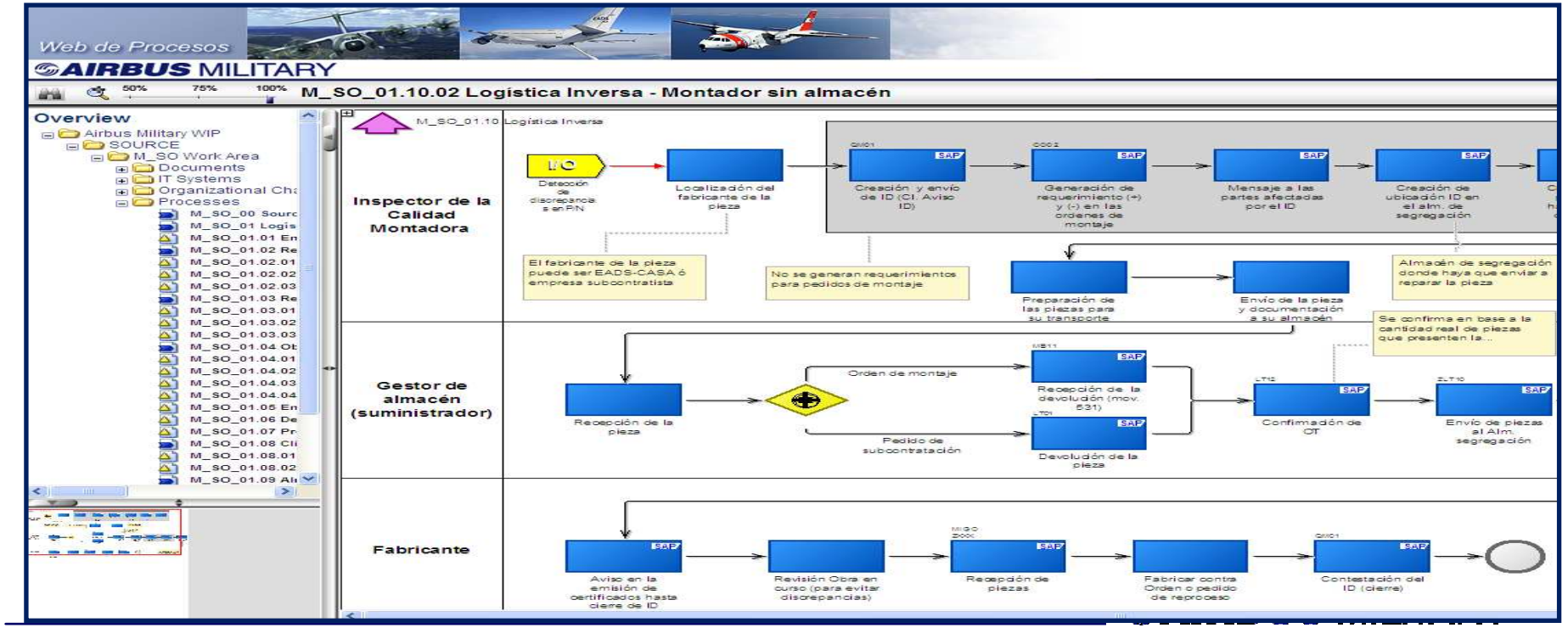
***Continua…***

## Definición y análisis de:

1. Interfaces
2. Mapa de subprocesos
3. Flujo de Actividades y KPI
4. Optimización de Documentación
5. Competencias y Habilidades

## 1. INTERFACES

## 2. MAPA DEL SUBPROCESO






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# Nivel 3.- Definición

***Continua…***

## 3. KPI'S

| KPI: Indicador de Fiabilidad en Almacenes | |
|---|---|
| *Descripción* | Monitorizar la fiabilidad del inventario consecuencia de los ajustes realizados tras los recuentos efectuados. |
| *Periodo de reporte* | Mensual |
| *Unidad de medida* | % |
| *Nivel* | 1 |
| *Responsable* | Responsable de Logística e Inventarios |

## 4. OPTIMIZACIÓN DE LA DOCUMENTACIÓN

### MATRIZ DE DOCUMENTACIÓN DE PROCESOS DE LOGÍSTICA

| SITUACIÓN | DESCRIPCIÓN |
|---|---|
| A | Anulada |
| ER | En revisión |
| P | Planificado por editar |
| V | En vigor |

| CODIFICACIÓN | TÍTULO | FECHA 1ª EDICIÓN | REVISIÓN VIGENTE | SITUACIÓN | FECHA PREVISTA PROX REVISIÓN |
|---|---|---|---|---|---|
| PRD503B | Tratamiento de Material MPT en el sistema SAP | 01-02-06 | 0 | V | O.K. |
| PRD505B | Tratamiento de Elementos con Salida Automática / Despacho al Montón | 01-03-96 | 2 | ER | julio-09 |
| PRD506 | Tratamiento de Partes en Inspección | 01-03-93 | 1 | ER | julio-09 |
| ~~PRD507A~~ | ~~Tratamiento de Elementos con Tiempo de Vida Limitada~~ | ~~01-03-96~~ | ~~4~~ | ~~A~~ | ~~.....~~ |
| MP22502 | Tratamiento de Elementos con Tiempo de Vida Limitada | 28-02-06 | 2 | V | O.K. |
| ~~PRD511~~ | ~~Logística de Almacenes por Radiofrecuencia~~ | ~~01-12-97~~ | ~~0~~ | ~~A~~ | ~~.....~~ |
| PRD512A | Gestión de Existencias en Almacén | 01-05-95 | 4 | ER | mayo-09 |
| PRD513C | Recepción de Materiales y Servicios | 01-12-05 | 0 | V | O.K. |
| PRD514 | Expediciones | 01-03-93 | - | ER | junio-09 |
| PRD515 | Almacenaje y Control de Inventario en Subcontratistas Montadores | - | - | P | octubre-09 |
| PRD516 | Gestión de Incidencias en los Suministros | 01-10-06 | 1 | V | O.K. |
| PRD517 | Recuento de Existencias en Almacenes | 01-07-08 | 1 | V | O.K. |
| PRD518 | Tratamiento de los alamcenes no ligados a partes físicas | 15-12-08 | 0 | V | O.K. |
| PRD519 | Tratamiento de elementos bloqueados en SAP | 15-12-08 | 0 | V | O.K. |
| PRDxxx | Mitigacion Interrupcion continuada de SAP | | | P | octubre-09 |

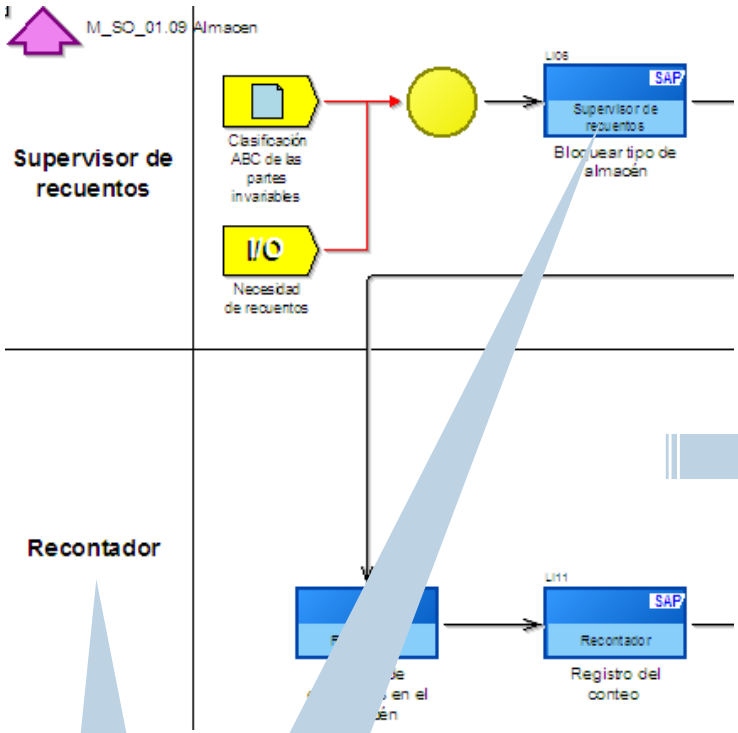


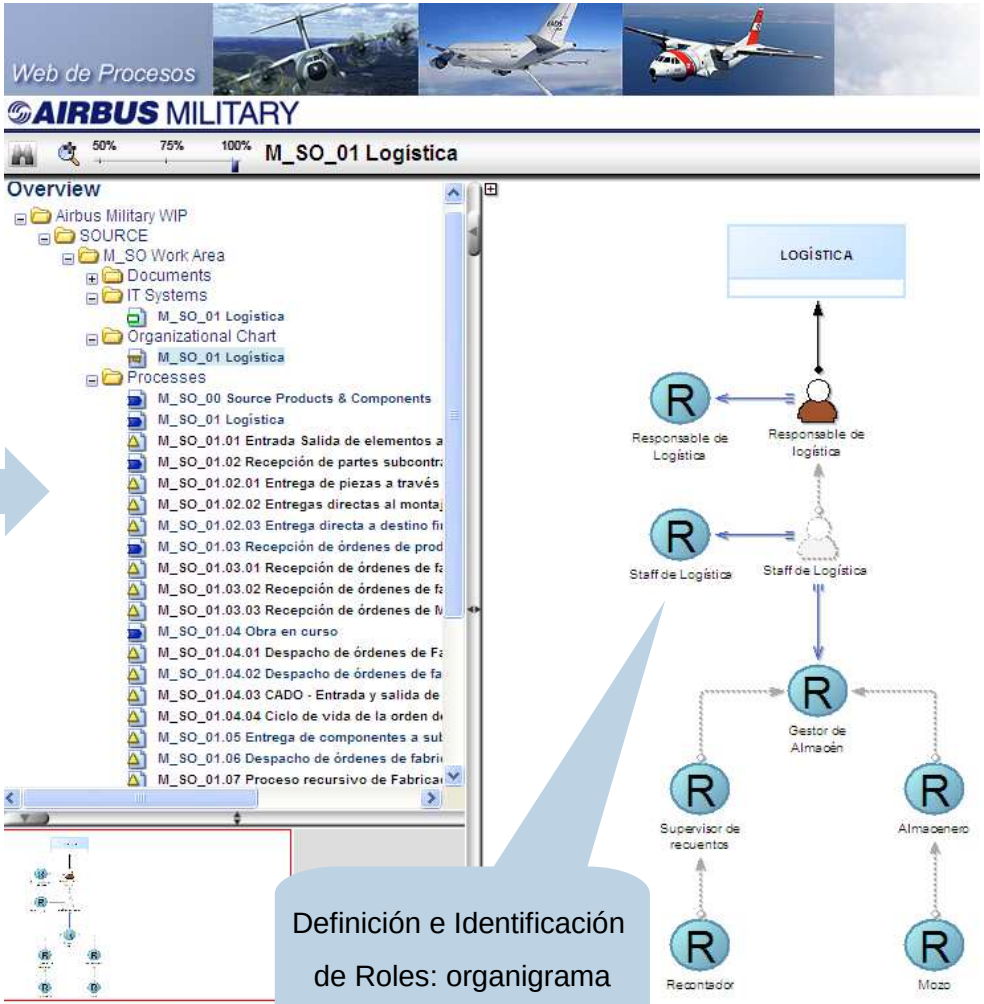
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# Nivel 3.- Definición

## 5. COMPETENCIAS Y HABILIDADES. ROLES




Asociación de Roles a actividades

Definición e Identificación de Roles: organigrama



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# Nivel 4.- Medición

- ***Optimización del proceso:*** Mediante herramientas de Lean, tales como el ***Value Stream Mapping***, se pueden localizar ***Desperdicios*** y ***Optimizar*** el Proceso.
- ***Formación:*** Se han localizado ***necesidades formativas***
  - Herramientas como SAP, que permiten gestionar el proceso
  - Búsqueda de documentación.
  - Etc,..
- ***Revisión de los Indicadores:*** El [illegible] de los ***KPI's*** permiten detectar ***causas de variación*** en
- ***Realización de auditorias [illegible]:*** Dentro del ***Plan Anual de Auditorias*** de AM, se h[illegible]ditorias especificas para la vigilancia y cumplimiento del p[illegible]stica, según la documentación aplicable.
- ***Análisis de [illegible] y Causas Raíz:*** Mediante herramientas como ***Fish-bo[illegible]*** nalizado las causas de problemas cuya ***complejidad es e[illegible]***
- ***Gesti[illegible] Riesgos:*** Para la gestión de riesgos se empleará el **AMFE (Análisis Modal de Fallos y Efectos)** y el **NPR (Nº de Prioridad DE Riesgo)**

En Proceso


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# Nivel 5.- Optimización

- ***Objetivos establecidos:*** En la asignación de ***objetivos*** se tienen en cuenta los ***KPI's.***
- ***Lecciones Aprendidas:***
  - ✓ ***Segregación*** correcta de ***procesos***. Actividades core/no-core.
  - ✓ ***Optimización*** los procesos ***eliminando los desperdicios***. Mejor Gestión inter-funcional
  - ✓ ***Formación*** del personal.
  - ✓ ***Documentación revisada***, disponible y visibles.
  - ✓ ***Depuración*** de los sistemas de gestión.
  - ✓ ***No conformidades*** de auditoría ***cerradas***.
  - ✓ ***Enfoque*** más orientado hacia el ***cliente***.
  - ✓ ***Estandarización*** de procesos.

# Matriz de Madurez

***Continua...***

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* Applicable for Operational Process Evaluation

| | Identified | Managed | Defined | Measured | Optimized |
|---|---|---|---|---|---|
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| Definition | **FIRST LEVELS IDENTIFIED**<br>First levels (Operational Process and Subprocesses Level 1) identified in AMOPM. | **ALL LEVELS IDENTIFIED**<br>**(Down to level before activity flow diagrams)**<br>Identification of every process and subprocess included in the Operational process before activities flow diagrams deployment. | **PROCESS MAPPING**<br>**(Down to activity flow diagrams)**<br>Mapping of activity flow diagrams (down to the maximum description level). The overall process is modelated in ADONIS. | **VSM**<br>Value Stream Mapping (or equivalent)performed to ensure process efficiency and effectiveness. | **OVERALL MAPPING**<br>Mapping of all activities performed in accordance with process design rules. Value Stream Mapping (or equivalent) performed to ensure process efficiency and effectiveness. Required controls along the process are defined and implemented. |
| | **PROCESSES BASIC PURPOSE**<br>Basic purpose of processes above defined. | **INPUT/OUTPUT IDENTIFIED**<br>**(Down to level before activity flow diagrams)**<br>Input is a data or physical product to be transformed by a process, sub-process, activity or operation.<br><br>Output is a result identifying the transformation with added value of the input by a process, subprocess, activity or operation. | **INPUT/OUTPUT IDENTIFIED**<br>**(Down to activity flow diagrams)**<br>All Inputs and Outputs identified and included in activitity flow diagrams modelated in ADONIS. | **RISK ANALYSIS**<br>Risk analysis on standardized process description performed. Mitigation plan exists and their results are included in standardized process description. | **PROCESSES DETAILED PURPOSE**<br>Process purpose is clearly defined, shared and agreed by all stakeholders. Deliverables are described and compliant with customer specifications and company standards. |
| | **APPLICABILITY**<br>Applicable Programmes: M&L,P3, Airbus Derivatives, A400M, All programmes. | **MAIN REQUIREMENTS IDENTIFIED**<br>List of the main conditions applicable to the Operational process. | **KEY INTERFACES IDENTIFIED**<br>**(Down to level before activity flow diagrams)**<br>Key Interfaces: key AMOPM process which interact with. | **INTERFACES IDENTIFIED**<br>**(Down to activity flow diagrams)**<br>All Interfaces with other processes identified and implemented in ADONIS. | |
| | **SCOPE**<br>Starts with and ends when | | | | |
| Organization | **LEADER AND OWNERS NOMINATED**<br>Operational Process Leader and Subprocesses Owners Level 1 nominated. | **PROCESS WORKING TEAM**<br>- Process Leader identified<br>- Quality Manager identified<br>- Process Operators identified | **WORKING ENVIRONMENT MAPPING**<br>**(Down to activity flow diagrams)**<br>Map of performers and roles associated to activity flow diagrams modelated in ADONIS. | **SKILLS & COMPETENCES MAPPING**<br>Mapping of skills & competences done for standardized process. Job description related to the standardized process are in line with agreed accountabilities, validated by operational manager & HR. | **WORKING ENVIRONMENT EMPOWERMENT**<br>All process roles & responsibilities are described, empowered and communicated (owner, operators, PMT,...). All process stakeholders are clearly identified and nominated.<br>Process roles & responsibilities defined with an aim at optimizing the process efficiency. |
| | | **SUPPLIERS & CUSTOMERS IDENTIFIED**<br>**(Down to level before activity flow diagrams)**<br>Suppliers and Customers identified and associated to the processes modelated in ADONIS according Inputs/Outputs.<br>Y CAMBIAR EN FICHA | **SUPPLIERS & CUSTOMERS IDENTIFIED**<br>**(Down to activity flow diagrams)**<br>All suppliers and customers identified and associated to the processes modelated in ADONIS. | **STAFF OBJECTIVES LINKED**<br>Individual objectives to support a standardized process definition cascaded into the network. | **OBJECTIVES CASCADE**<br>Process objectives are cascaded from process owner to process operators via agreement of local management and reviewed under the responsibility of the process owner. |
| Referential | | **DOCUMENTATION LINKED TO THE PROCESSES IDENTIFIED (Down to level before activity flow diagrams)**<br>List of documents directly applicable. Procedures, records and other relevant document to the processes. | **DOCUMENTATION MAPPING**<br>**(Down to activity flow diagrams)**<br>Map of documentation associated to activity flow diagrams modelated in ADONIS. Procedures, records and other relevant document to the processes. | **DOCUMENTATION IMPROVEMENT**<br>Documentation for the overall process cleaned-up (avoid duplication, delete obsolete documentation...).<br>Legacy documentation cancelled and standardized process documentation. | **DOCUMENTATION OPTIMIZATION**<br>Process documentation supports the harmonization, is available at the work place, up-to-date, centralized, aligned with requirements.<br>The documentation is consistent, structured, streamlined and understandable by process operators. |
| | | **IT SYSTEM LINKED TO THE PROCESSES IDENTIFIED**<br>**(Down to level before activity flow diagrams)**<br>List of IT tools directly applicable. | **IT SYSTEM MAPPING**<br>**(Down to activity flow diagrams)**<br>Map of IT tools associated to activity flow diagrams modelated in ADONIS. | **IT SYSTEM OPTIMIZATION**<br>Mapping of IT tools streamlined and aligned with standardized process. | **SKILLS & COMPETENCES OPTIMIZATION**<br>Skills & competences needed to perform the process are described, profeciency level mapped in catalog. Required skills are defined and rated (as building blocks ready to be included in job descriptions). Training needs identified based on competence actual assessment. |
| | | | | | **DATA RECORDS**<br>All documents/data to be recorded are defined, recorded accordingly to requirements, period of time for record defined, conditions of record / archive, retrieval and confidentiality defined and implemented. |



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# Matriz de Madurez

| | | | | | |
|---|---|---|---|---|---|
| Deployment | | **PROCESS NETWORK AWARENESS**<br>Process network aware of process management guideline (possible training sessions). | **COMMUNICATION PLAN**<br>Communication plan is ready to support standardized process. | **COMMUNICATION PLAN IMPLEMENTED**<br>Communication plan is implemented. | **COMUNICATION PLAN ACCOMPLISHED**<br>Communication kit is ready, communication plan is implemented, key messages & accountabilities regarding the process are understood by relevant stakeholders (as mapped per process owner) and easily available. The meaningfulness and added value of the process is clear to all stakeholders. |
| | | | | | **TRAINING PROGRAM**<br>Training material is available to perform the process efficiently. The training is included in Airbus referential. Training is implemented and process stakeholders are all trained to perform the process. The "new comers" training path is defined. A formal qualification is granted once the training is performed. |
| | | | | | **PROCESS IMPLEMENTED**<br>Process is actually implemented. The measure of 100% deployment level is confirmed. Process deliverables are produced in line with the referential. |
| Measurement | | **KPIs LINKED TO THE PROCESSES IDENTIFIED**<br>**(Down to level before activity flow diagrams)**<br>List of existing KPIs linked to the processes identified. | **KPIs PERFORMANCE**<br>**(Down to activity flow diagrams)**<br>KPIs identified, analysed and modelated in ADONIS. KPIs Scorecards defined acccording templates that will be provided. | **DASHBOARD DEVELOPMENT**<br>KPIs implemented along the process.<br>Automated dashboard to drive process effectiveness is in place. | **MEASUREMENT SYSTEM CONSOLIDATED**<br>To pilot the activity and to propose improvement targets, a full KPI dashboard is available, automatically calculated and consolidated for process owner. The KPI target validity is periodically reviewed.<br>The relevant KPIs are adapted to support process operators in the management of their activity. |
| | | | | **AUDIT PLAN PERFORMED**<br>Audit performed to assess requirements integration into standardized process description. | **AUDIT & MONITORING PROGRAM**<br>Audit & monitoring programmes are in place. Audits & monitoring reports are used to feed the continuous improvement loop. Process quality assurance is implemented. Process owner performs process confirmation to assess implementation. |
| Governance | | **DEVELOPMENT PLAN**<br>Development Plan established until Level 3 according to Process Maturity Grid and approved by Operational Process leader. | | **CONTINUOUS IMPROVEMENT DEPLOYMENT**<br>Process, KPIs and organization to support continuous improvement flow described. | **CONTINUOUS IMPROVEMENT FRAMEWORK**<br>Process continuous improvement is in place, starting from process operators needs collection, into prioritization by process owner and validation by PMT. Process evolutions are managed in configuration. Process owner is aware of all improvement projects on his scope and prioritizes them. Improvement requests can be validated from a financial perspective. |
| | | | | | **MANAGEMENT TECHNIQUES AND LESSONS LEARNED**<br>Process referential is line with internal best practices. Generic benchmarking is used to identify further potential to improve. Lessons learnt are taken into account to optimize the process. |



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