



## Simultaneous Charge-backs in the Technical Division Machine Shops

OP-464047

Date: 19-Jan-2012

Version: None

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### **Purpose:**

The purpose of this document is to describe the overall policies and procedures regarding “simultaneous charge-backs” in the Machine Shop Department of the Technical Division.

### **Scope:**

This subject matter applies to machinists and front-office employees working in the Machine Shop Department.

### **Background:**

In February 2011 a request was made to Cindy Conger (Chief Financial Officer) and Bruce Chrisman (Chief Operating Officer) that consideration be given to “simultaneous charge-backs”. The basic premise is that there are times when a Machinist will have one fully-automatic machine running (after it has been programmed and it has started running), while at the same time the Machinist is working on a second job (e.g. planning, programming, working on a manual machine). In the past the department has only been able to account (charge-back) for the number of hours the machinist works, but in Kronos one can move more hours than an individual works, and so it seemed reasonable to consider that both jobs could be accounted for (charged-back) simultaneously. This would result in an increase in accuracy of the effort data, as well as a nominal increase in the income of the shops (which should help to slow down the rate of growth of the charge-back rate).

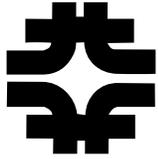
After a few iterations of questioning and testing we received approval from Cindy Conger to begin using simultaneous charge-backs starting on 25-Apr-2011. In addition, in early FY2012 Internal Audit conducted an assessment of charge-back operations, and looked closely at this new concept of simultaneous charge-backs. They concluded that it is an acceptable practice, and recommended that it be formalized into a formal document (which is what led to this document).

### **Policy:**

- This will only be invoked when a Machinist is actually working (i.e. we will not charge-back when a machine is running unattended overnight).
- The basis for the extra charge-backs will be documented and maintained, in case anyone has any questions in the future about specific charges.
- The simultaneous moves will be made in Kronos by the front office employees (the Admin or the Machining Supervisor); the "primary" moves will still be done by the Machinist.

### **Procedure:**

- Any machinist who has at least two jobs going simultaneously can do this (e.g. one job is being cut in a fully-enclosed CNC machine like the wire EDM or the Haas mills, while at the same time another job is being worked on which could be planning/programming, setup, or machining, for example). This is not limited to just two jobs, however, since it's possible that multiple machines could be cutting metal simultaneously while a Machinist is also working on a different job.



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**IMPORTANT NOTE:** the primary focus of all machinists is to maintain the highest degree of safety and quality; as such one must not be distracted by trying to accomplish too much at the same time. In other words, safety and quality must never be sacrificed to make room for jobs being performed simultaneously.

- When jobs are worked on simultaneously, the Machining Supervisor will determine the appropriate allocation of time. The allocation will be applied consistently to all simultaneous charge-back jobs.
- An e-mail describing the simultaneous working on jobs needs to be sent to the Machining Supervisor, cc'ing the Department Head and the Admin. The message should be something like:

"Today while I was working on V12345 (flanges for Pier, 30/30.9.1234) I also spent 6 hours working on V54321 (beam tube for Young-Kee Kim, 20/20.4321)."

NOTE: as part of the records for the event a copy of the e-mail will be kept in the folder referenced below.

- The information in the e-mail will enable the Machining Supervisor to determine the appropriate allocation of time, and the resulting moves in Kronos. Note that the first job listed is the one for which the Machinist needs to do the normal moves in Kronos, and the moves for the "simultaneous jobs" will be done by the Admin or Supervisor.
- The Machinist will be able to know what was decided by noting any additional moves reflected in the current week's time card.
- A network folder is used to capture the hours in a spreadsheet and to keep the records of each of the instances that this is used: <\\tdserver1\tdweb\ms\Kronos\Simultaneous Chargebacks> (also known as the "L" share).

### Revision History

Version	Date	Section No.	Specifics
None	19-Jan-2012	All	Initial release – TRR 2251

### Review History

The review period for this document is three years.

Version	Date	Comments
None	Jan, 2015 (expected review date)	

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