



#300

Material Declaration Training

Project Management Techniques

This 'Quick Start' guidance can be used by you, colleagues and suppliers to quickly understand the basics of building a Material Declaration (MD) collection project for your product(s)

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Material Declaration Training

You
Are
Here

100 Series: Material Regulations

Regulation Overviews
RoHS
REACH
Conflict Minerals
CA Prop 65
Canada DSL

200 Series: Reporting Parts

Workflow & Examples
Reporting Options
Report Training & Templates
Supplier Data Requirement
Letter Templates
Supporting Details

300 Series: Project Management

Assessment
Planning
Execution
Simplified Reporting
Advanced Techniques
Additional Resources

Training materials may be found in the web folder:
<http://rohsready.org/training.html>



Roster of Training – 300 Series

Project Management Techniques

#300 – Project Management Techniques

You are Here

#301 - Metrics

#302 - Worklist Template

#303 - Data Workflow: Require, Remind, Receive, Review, Load, Archive

#304 - Advanced Techniques

#305 – Simplified Reporting

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Program Management Techniques

This guidance will help you learn recommended methods for planning and managing your Material Declaration data collection project

Key topics:

Assessment

Project Planning

Execution

Processes and Tools

Resources

Metrics

Simplified Reporting

Advanced Techniques



Assessment

‘Landscape’ of Project

Products

Specific Scope

Parts

Suppliers

Schedule

Resources

Knowledge



Assessment

Products - review your products

- Affected by the material regulation(s) – if you are an importer
- Data required by Customers – if you are a supplier to importer
Note – you can have both conditions
- Review for any phase-outs and new introductions:
Your company, Customers and suppliers
- Review for Custom configurations ('1-time in the past')
to potentially exclude as out of scope

Scope

- Consult your Product Material Compliance expert for scope application & clarification



Assessment

Parts & Suppliers

- For the resulting affected products:
 - Determine the unique superset of parts (aka the Worklist)
 - Determine the unique superset of suppliers (for Worklist)
- Build your Worklist of 'X' parts with 'Y' suppliers (qty.) #302
- Review parts / suppliers for any phase-outs and new introductions
 - Ref – See Applicability and Exceptions #212
- Review if parts are RoHS compliant by design
 - If NO, determine remediation action



Assessment

Schedule

- Determine schedule or deadlines for these products > parts
 - Regulation(s) driven
 - Customer data requirement driven
- Attempt to consolidate high level deadlines
- Consider product / part lead time potentially needed to bring to compliance
- Build master schedule
 - Determine and communicate to leadership & colleagues
 - Determine and communicate deadlines to suppliers



Assessment

Resources

- Assess resources needed to collect data for roster of parts across the population of suppliers
- Identify process development and execution owners

Knowledge

- Assess the knowledge of your internal team and suppliers
- Determine and offer necessary training (#001 & #200)



Planning

Parts & Suppliers – ‘the Worklist’

Supplier contact & management

Processes & Owners

Knowledge & Training

Resources

Tools

Risk Management / Contingency processes



Planning

Parts & Suppliers – ‘the Worklist’

- Worklist input data – clean & sort !! for efficiency
- Clean
 - Consolidate variations of same supplier name
 - Assure availability of accurate supplier part #
 - Remove obsolete or phasing-out part #s
 - Remove part #s never released or procured
 - Remove non-material or out-of-scope items (#212)
 - Review designs/drawings/specifications for any incomplete material definition



Planning

Parts & Suppliers – ‘the Worklist’

- Worklist input data – clean & sort !! for efficiency
 - Sort
 - Review groupings of part count by supplier
 - Gives ‘landscape view’ of needs from suppliers
 - Tip – note the suppliers only providing qty. 1 or 2 part numbers, these may be bigger challenges
 - Review suppliers for COLD status combined with above
 - Group parts / suppliers by commodity or part type
 - Identify simple or 1-material parts for data collection
 - Determine any specific data collection approaches for certain commodities, e.g. electronic circuit board assemblies
- (cont.)



Planning

Parts & Suppliers – ‘the Worklist’

- Sort (cont.)
 - Identify / group parts by preferred data collection approach (‘channel’)
 - Check for existing data
 - Internal sources / database
 - Supplier web site
 - Purchase from data library service
 - Join centralized web data library tool
 - Self-declare the part (specific conditions)
 - Check if part is already CE Marked
 - Require data from supplier
 - Can use internal or 3rd party to execute & manage
 - Use laboratory testing (not mandatory) – use in special cases
 - Use these data collection channels to streamline work



Planning

Supplier contact & management

- Gather available contact information for supplier
- Send initial contact letter to find / confirm specific environmental compliance contact person for supplier
 - See this through - critical enabler to start and run project
- Determine and implement the tracking and maintenance process for this information

*The steps in this category may seem easy, but are not.
Key enabler to contacting the persons who can respond.*



Planning

Processes

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- Determine baseline processes:
 - Requirement to suppliers
 - Reminders to suppliers
 - Receive data
 - Review data
 - Load/store/archive data



Planning

Processes

- Determine exception processes:
 - Escalation for supplier non-response to requirement
 - Determine and manage 'COLD' suppliers
 - COLD = supplier has not provided any data to date
 - Error in part MD data submission by supplier
 - Incorrect part #(s) in supplier requirement letter
 - Part # is non-compliant by Customer design, specification, selection, etc.
 - Needs update by engineering



Planning

Knowledge & Training

- Assess knowledge of company team
- Assess knowledge of suppliers
- Provide training and support to fill gaps
(#001 and 200 series)



Planning

Resources

- Assess needs based on Worklist and schedule
- Consider:
 - Internal company resources
 - Company operations support team
 - Third party operations support services
 - Purchasing data where possible
 - Need for troubleshooting support
- Communicate needs for support to business functions
- Plan need for engineering resources to correct issues
- Provide input to business planning for resources & funding



Planning

Tools

- Assess tool needs to:
 - Maintain Worklist content and workflow tracking
 - Evaluate and archive Material Declaration data
 - Integrate ('roll-up') compliance status for parts / assemblies / products
- Evaluate and implement based on needs
- Integrate tool implementation & readiness with schedule of program



Planning

Risk Management processes

- Conduct supplier assessment and progress monitoring
 - Provide training and help where needed
 - Escalate when needed
- Monitor internal part remediation and readiness
- Determine and implement metrics to monitor and act



Execution

Roles & Responsibilities

Supplier Management

Data Receipt, Handling & Review

Exception Management

Metrics

Monitor & improve



Execution

Roles & Responsibilities

- Project leader defines and implements operating mechanism
- Data team leader monitors data collection progress (weekly)
- Consider if execution is focused by localized teams (e.g. location or product line) or integrated business-wide
- Consider if benefit for team members to focus on either baseline processes or exceptions
- Project leader interfaces to broader support resources



Execution

Supplier Management

- Define leader(s) who own supplier management for project
- Utilize Worklist tracking by supplier
 - Monitor for slow, non-responsive or COLD
 - Track for first successful submission, then balance
 - Contact by phone recommended for exceptions
- Help suppliers where possible
- Point suppliers to available self-review training
- Utilize escalation where needed



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Execution

Data Requirement, Remind, Receipt, Receive, Review, Archive

- Rigorously define and implement these processes & workflow
- Utilize Worklist tracking by supplier

Exception Management

- Track Exceptions in Worklist
 - Act quickly – communicate issues to suppliers
 - Manage backlog of exceptions – prevent over-aging
- Have support experts ready to handle exceptions



Execution

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Metrics

- Define and implement key metrics to monitor and improve your data collection operations
 - Utilize information & data from Worklist
 - Recommended key metrics:
 - Production Rate (effort per piece of data collected)
 - Measure efficiency/improvement of processes
 - Determine resource capacity needed
 - Production (count of data collection weekly, monthly, to date)
 - Measure project progress
 - Determine resource capacity needed
- (cont.)



Execution

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Metrics (cont.)

- Recommended key metrics: (cont.)
 - Production by supplier to date
 - Review supplier completed and 'To Go' status (count, %)
 - Develop actions as needed to help supplier complete
 - Publish and encourage use of excellent performing suppliers
 - COLD Suppliers
 - Determine the suppliers that have not yet delivered any declarations - supplier is "COLD"
 - COLD = non-responsive, inactive or obsolete
 - Develop action plan to 'warm-up' or change these suppliers



Execution

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Metrics (cont.)

- Recommended key metrics: (cont.)
 - Cycle time to collect a Material Declaration
 - Days from requirement communication to receipt (mean, variation, outliers)
 - Use to determine process, project and supplier performance
 - Analyze to identify drivers and improvements
 - First time acceptance rate
 - Track first time acceptance of reviewed data (% monthly)
 - Use to determine and eliminate unique (special) or systemic (common) causes



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Simplified Reporting

User input for IPC-1752A data standard

- There are many user input implementations of IPC-1752A data standard
 - Seek out easiest to implement and utilize which meets your team, supplier and tool input needs
 - Can consider using separate, but complementing tools from business side ('enterprise' type) and supplier input data side (data submission input type)
 - Supplier input data can also be accomplished with simplified spreadsheet form inputs which convert to IPC-1752A standard files (#204 & #205)



Simplified Reporting

#305

Inputs for FMD of Homogeneous materials

- Many homogeneous materials are defined by international, regional, or company standards or specifications
 - e.g. metal alloys
 - This provides clear definition of substance content
 - Seek availability of reference substance content definition which can be easily input to simplified input formats
 - Raw material OEMs can also provide substance content reports / FMDs for input to simplified formats



Advanced Techniques

For further techniques in planning and managing your data collection project, please see #304



Additional Resources

Please see www.RoHSReady.org
for additional resources