

MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS-1963-A

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**E. L. HAMM & ASSOCIATES, INC.**  
Engineering and Management Consultants

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\*\*\* SUGGESTED PERFORMANCE INDICATORS \*\*\*

PREPARED UNDER

CONTRACT NUMBER DACA65-84-C-0011

NORFOLK DISTRICT CORPS OF ENGINEERS  
WATERFIELD BUILDING  
803 FRONT STREET  
NORFOLK, VIRGINIA 23510

PREPARED FOR:

COMMANDER, U.S. ARMY  
INSTALLATION SUPPORT ACTIVITY  
EUROPE

PREPARED BY:

E. L. HAMM & ASSOCIATES, INC.  
5701-A PRINCESS ANNE ROAD  
VIRGINIA BEACH, VIRGINIA 23462

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Acc. Action Plan

NTIC (GPA&I)

DTIC TAB

Unannounced

Justification

*State on file*

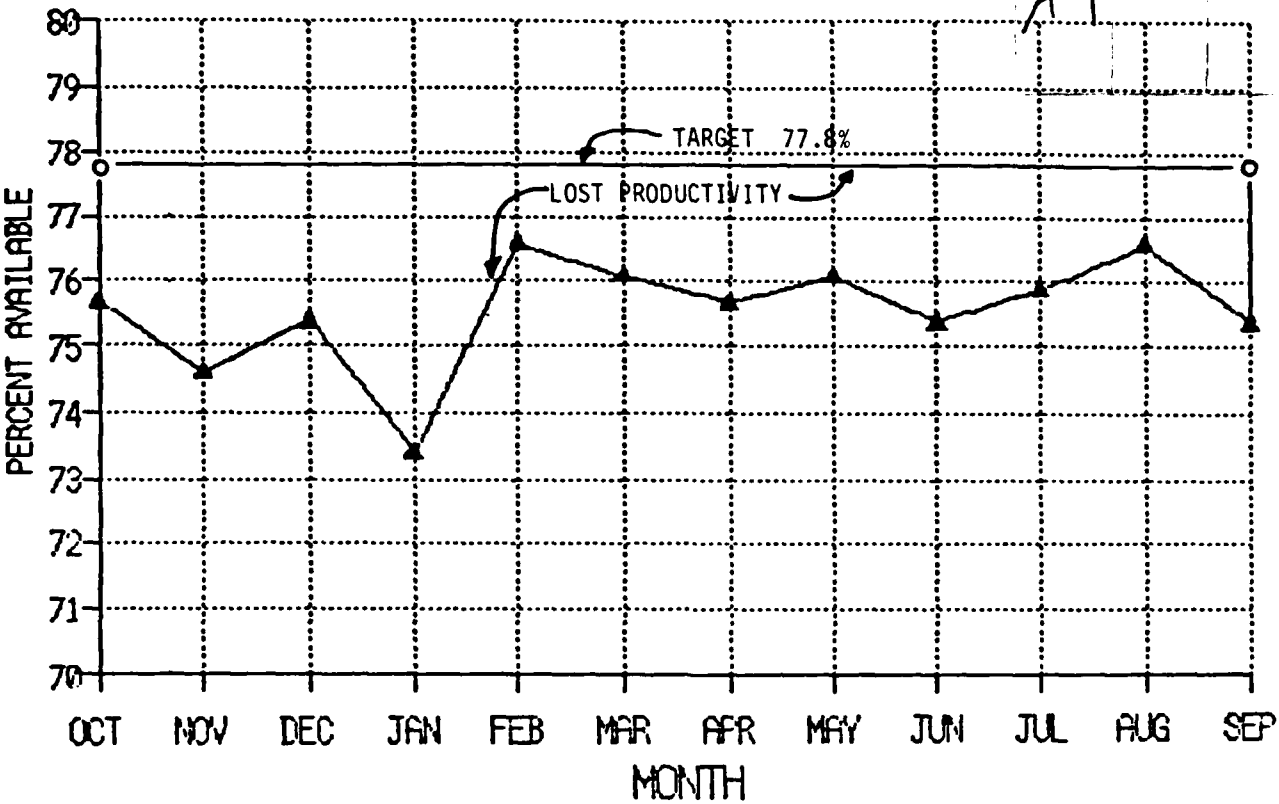
Distribution/

Availability Codes

1



WORKFORCE AVAILABILITY



DATA SOURCE: IFS - Shop Backlog and Workforce Distribution (FNO) Report  
 Manual - Performance and Productivity Control System  
 Reports USAREUR Reg 5-20

CHARTS REQUIRED: DEH - Summary  
 Each Shop  
 Each Overhead Staff

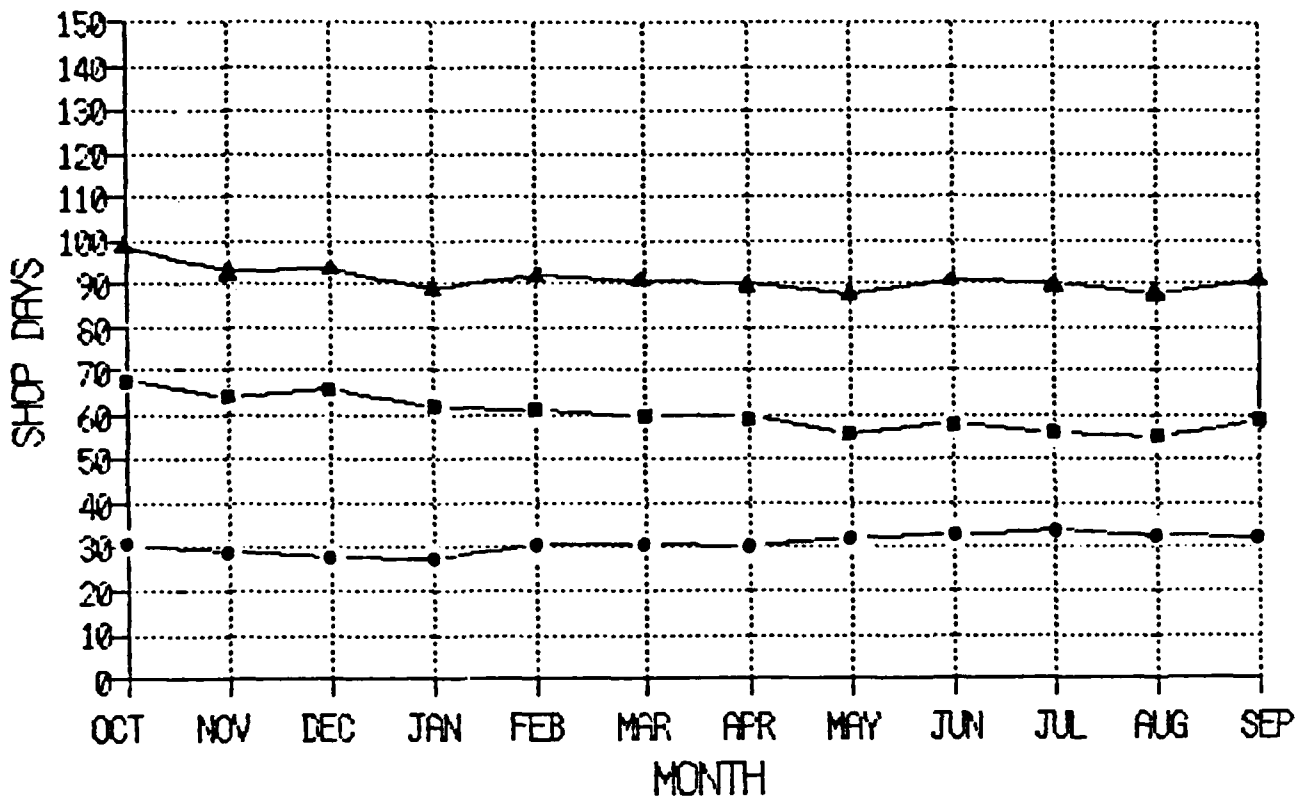
DATA PLOT FREQUENCY: Weekly - Maximum or monthly - minimum

NOTES: Example target 77.8% - should be adjusted for local conditions.

Total hours per employee	2088 per year
Less sick leave	95
Less holidays	104 (13 days)
Less vacation	240 (30 days)
Less other	24 (Safety mtgs., snow days, etc.)
<b>Total Available Hours</b>	<b>1625 per year</b>

$1625/2088 \times 100 = 77.8$

## IJO SHOP DAYS BACKLOG



- ▲ TOTAL DEH
- Materials
- Scheduling

DATA SOURCE:

Extract data from the IFS FNO Shop Backlog and Workforce Distribution Report.  
For manual systems consult the Workforce Utilization and Backlog Management Report.

CHARTS REQUIRED:

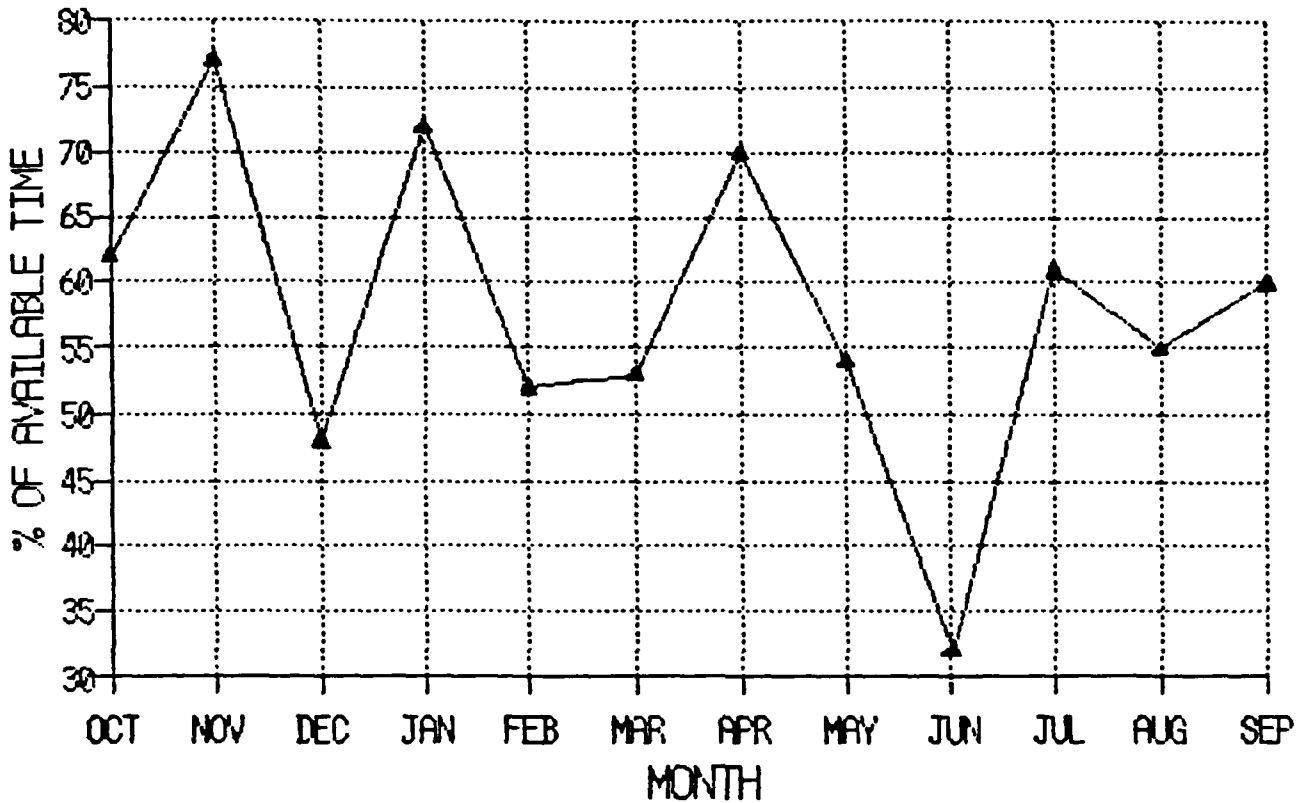
Prepare one chart for the total DEH and one for each shop.

DATA PLOT FREQUENCY:

Monthly

NOTES:

### % IJO's BY SHOP



DATA SOURCE: IFS - Shop Backload and Workforce Distribution (FNO) Report  
Manual - Workforce Utilization and Backlog Management Report

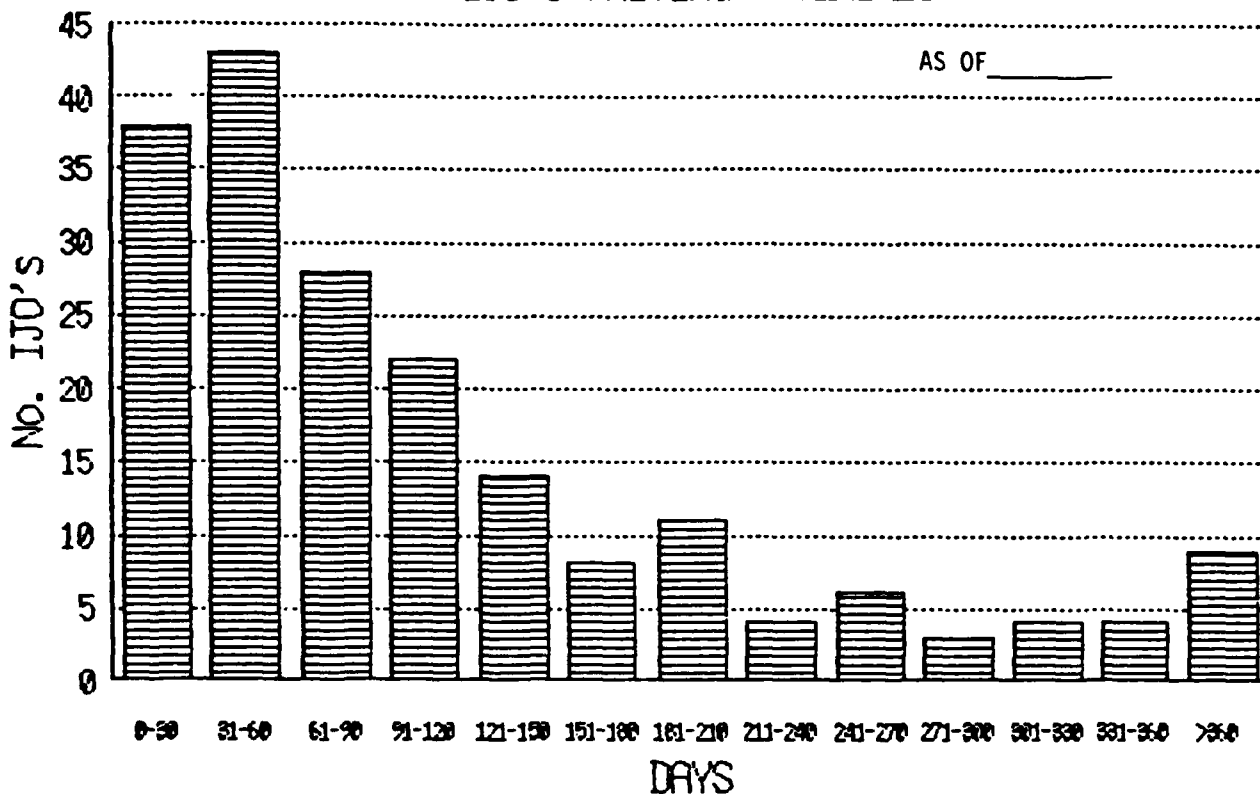
CHARTS REQUIRED: DEH - Summary  
Each Shop

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES: This data can be charted on one graph with the percentages for  
PM's, SO's, and S00's.  
Show command target for category of work.

## IJO'S WRITING MATERIALS

AS OF \_\_\_\_\_



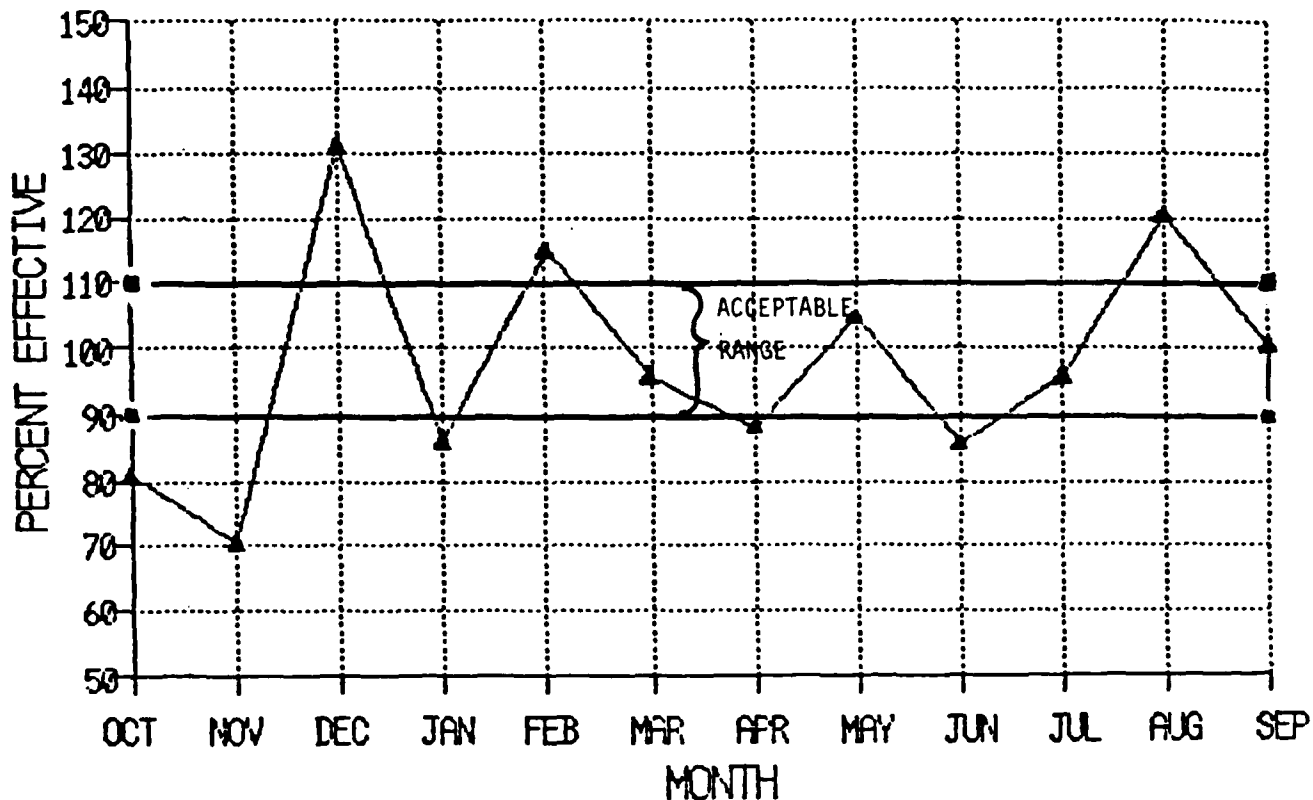
DATA SOURCE: Extract data from IFS FNO Shop Backlog and Workforce Distribution Report.  
 Tabulate IJO's into respective age group.

CHARTS REQUIRED:

DATA PLOT FREQUENCY: Prepare Monthly

NOTES:

## PERCENT EFFECTIVE ON IJO'S



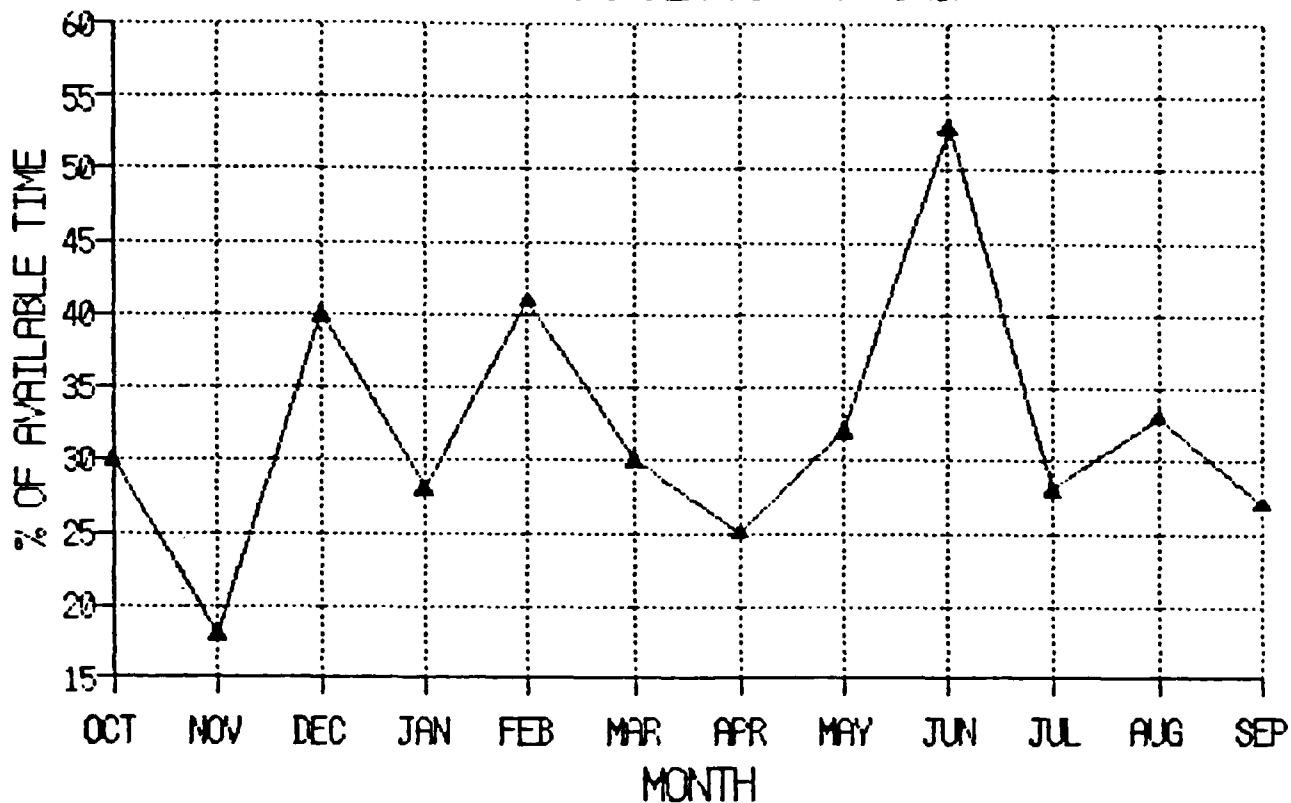
DATA SOURCE: IFS Report - Shop Performance on completed IJO's (FLO)  
Manual - DA PAM 426-6, Chapter 5 Procedures

CHARTS REQUIRED: DEH - Summary  
Each Shop performing IJO's

DATA PLOT FREQUENCY: Weekly or Monthly

NOTES: Prepare same information for SO's and PM using IFS Shop Performance (SO & PM) FKO Report or DA PAM 420-6 CH 5.

### % SERVICE ORDER WORK BY SHOP



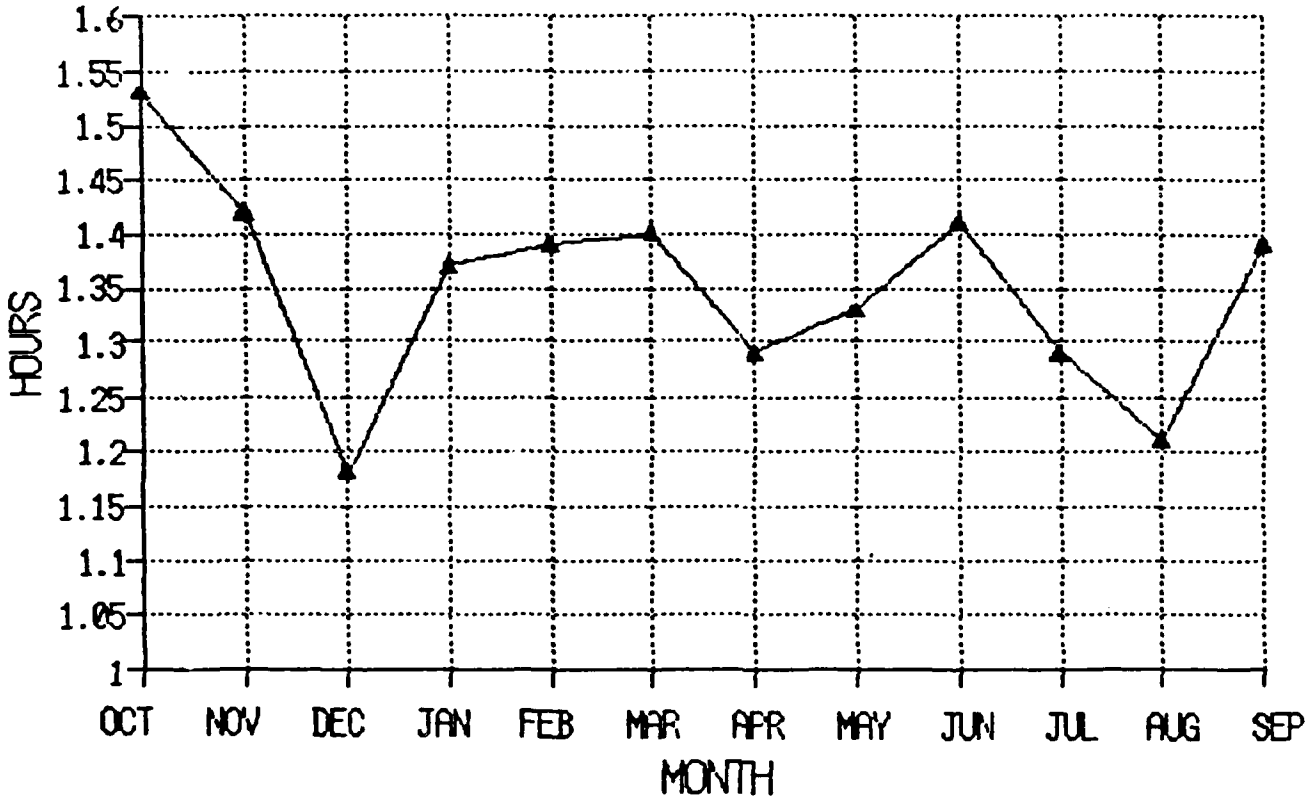
DATA SOURCE: IFS - Shop Backlog and Workforce Distribution (FNO) Report  
Manual - Workforce Utilization and Backlog Management Report

CHARTS REQUIRED: DEH - Summary  
Each Shop

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES: This data can be charted on one graph with the percentages  
for IJO's, PM's, and SOO's.  
Show command target for category of work.

### AVERAGE TIME PER SO TASK



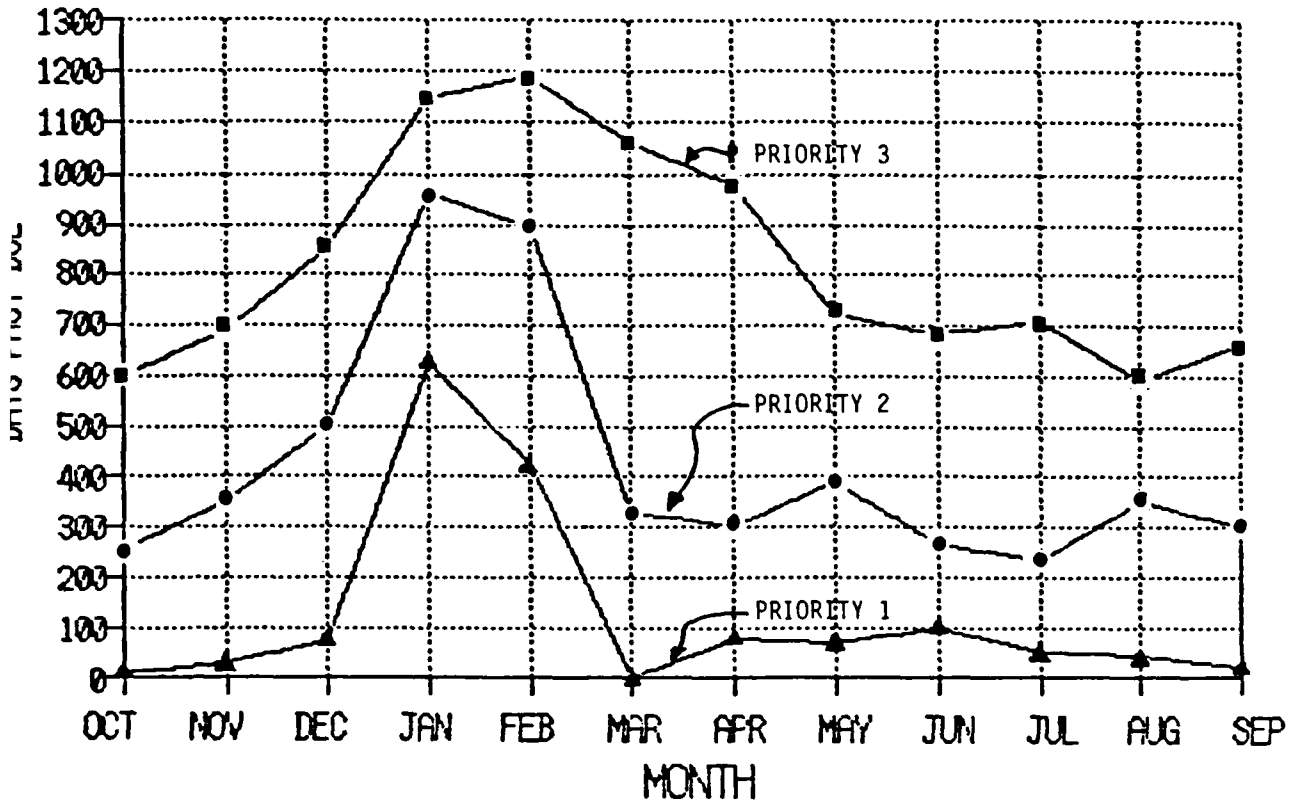
DATA SOURCE: IFS - Shop Performance SO's and PM (FKO)

CHARTS REQUIRED: Each Shop

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES:

## SERVICE ORDER BACKLOG



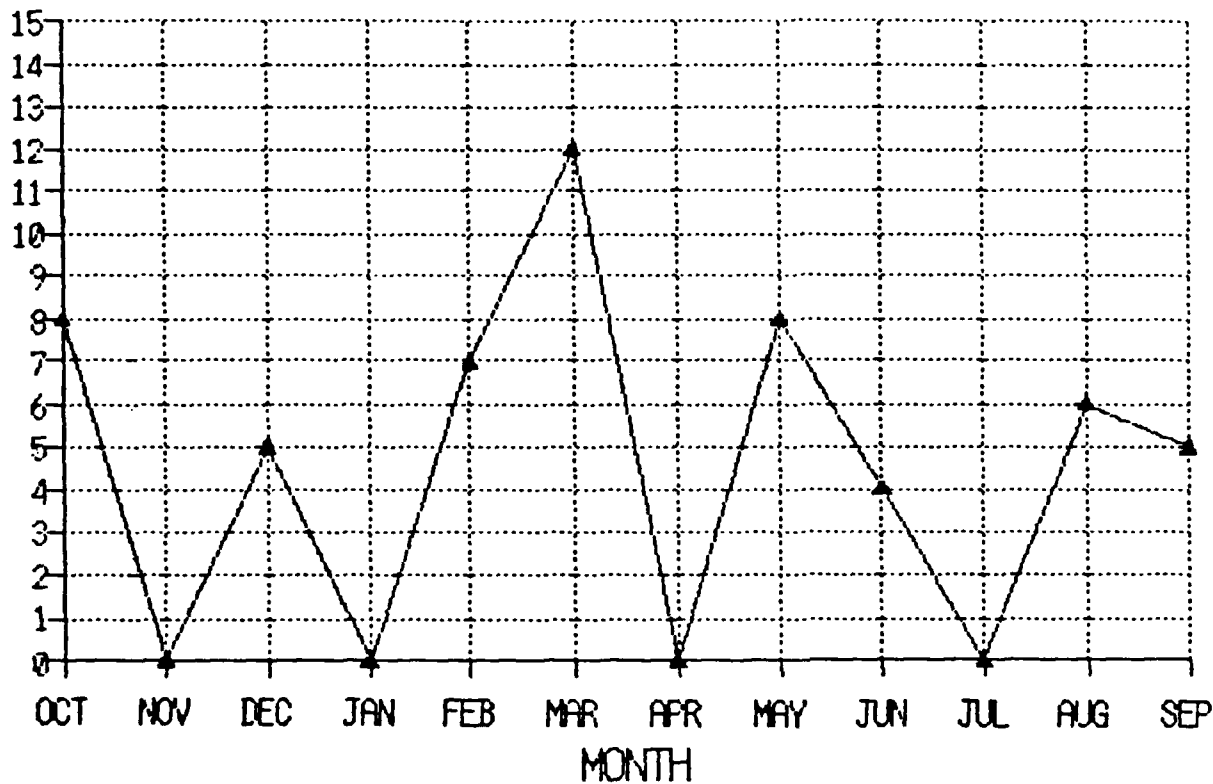
DATA SOURCE: IFS - Service Order Backlog (By Shop) FJO manual

CHARTS REQUIRED: Each shop performing service orders

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES:

### % STANDING OPERATING ORDERS BY SHOP



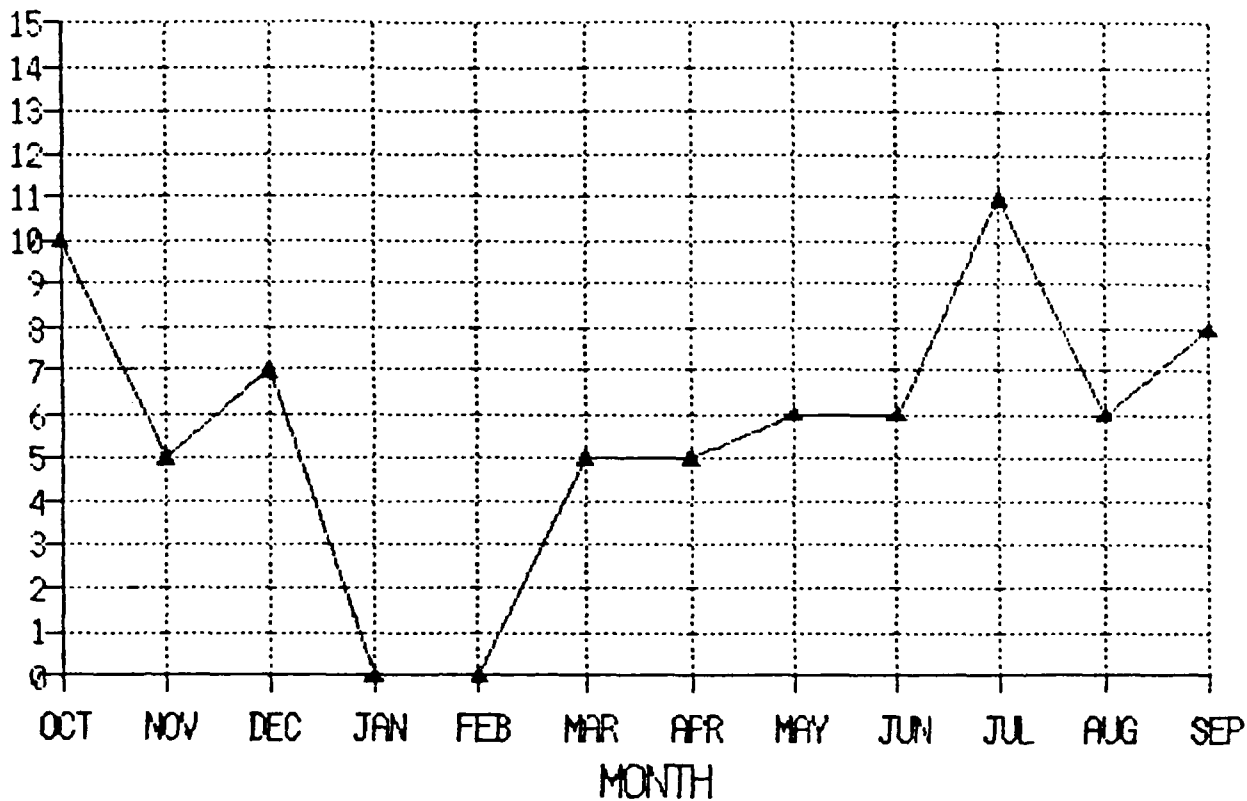
DATA SOURCE: IFS - Shop Backlog and Workforce Distribution (FNO) Report  
Manual - Workforce Utilization and Backlog Management Report

CHARTS REQUIRED: DEH - Summary  
Each Shop

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES: This data can be charted on one graph with the percentages for IJO's, PM's, and SO's.  
Show command target for category of work.

## % PREVENTIVE MAINTENANCE BY SHOP



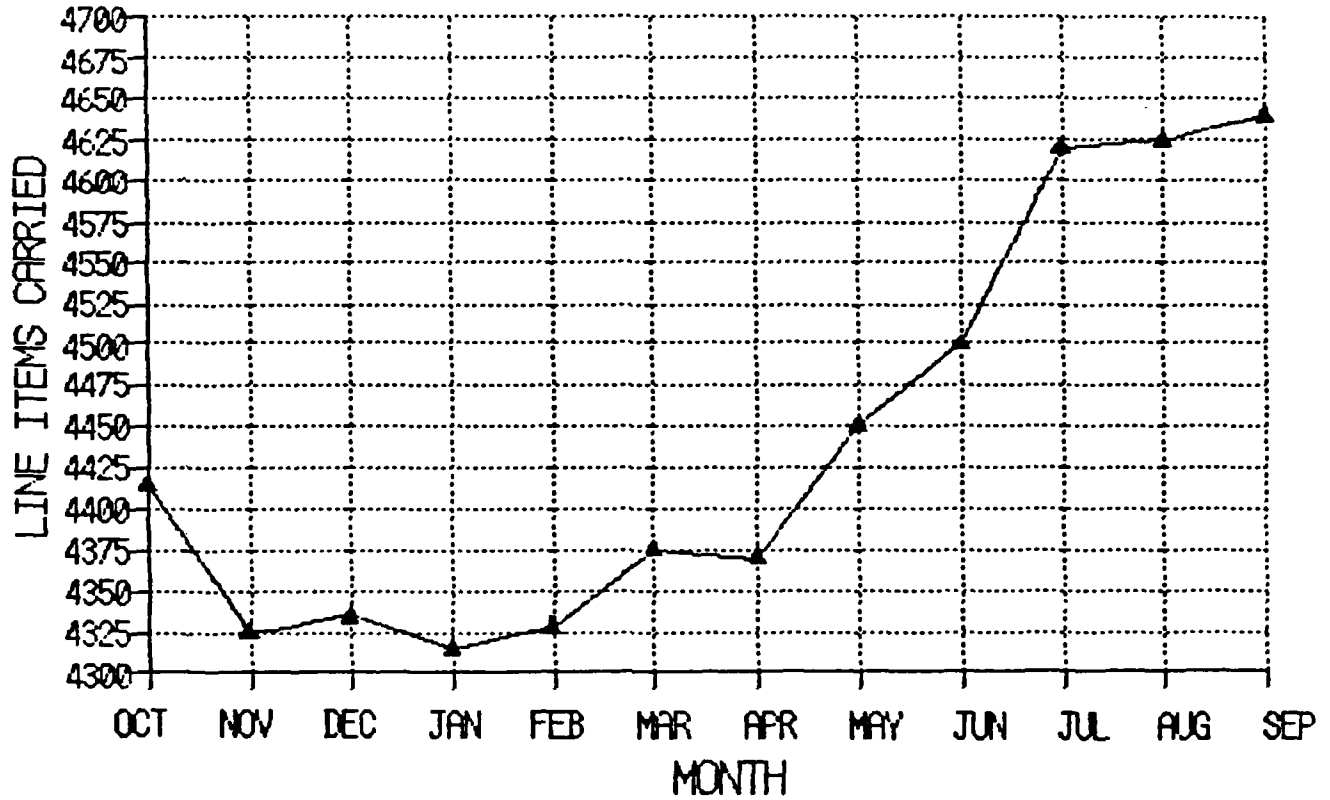
DATA SOURCE: IFS - Shop Backlog and Workforce Distribution (FNO) Report  
Manual - Workforce Utilization and Backlog Management Report

CHARTS REQUIRED: DEH - Summary  
Each Shop

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES: This data can be charted on one graph with percentages for IJO's, SO's, and SOO's.  
Show command target for category of work.

# TOTAL STOCK ITEMS



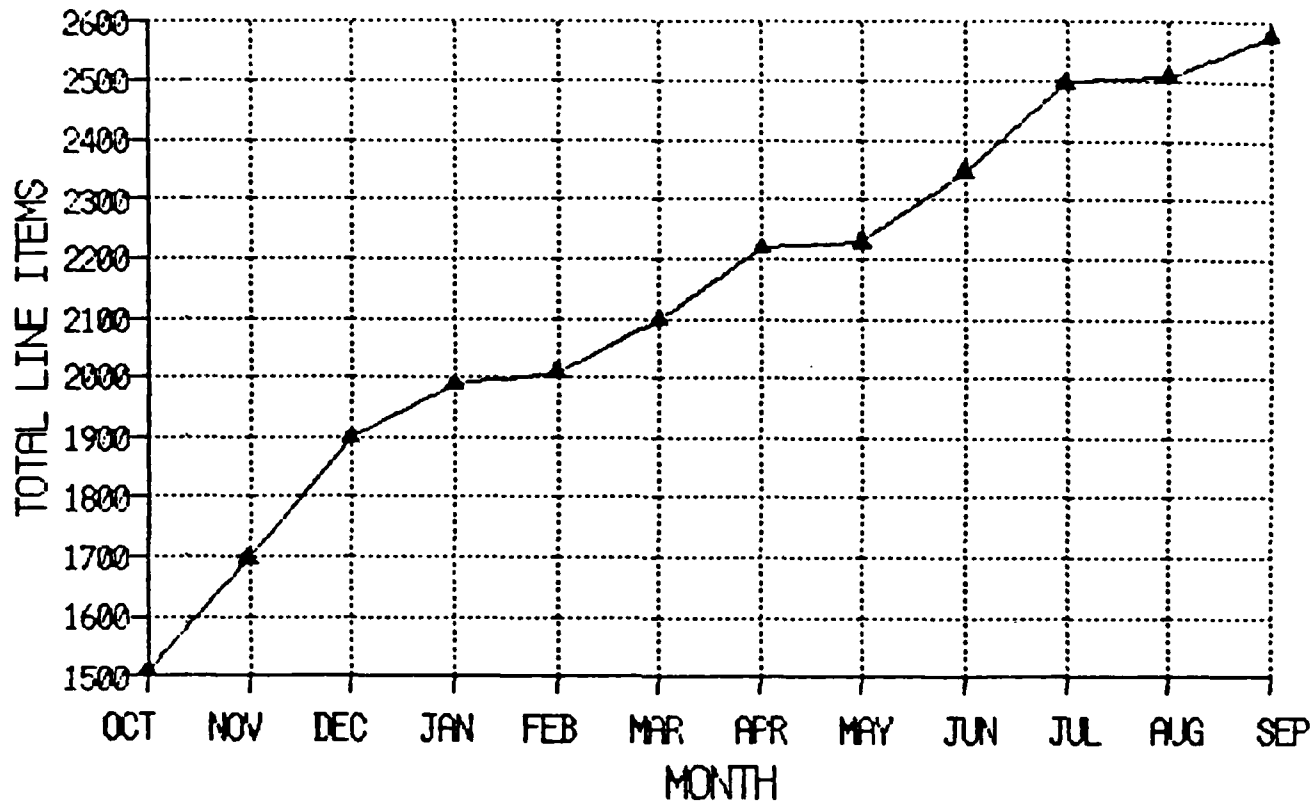
DATA SOURCE: FESS - Supply Management Report

CHARTS REQUIRED: One

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES:

# FRINGE ITEMS



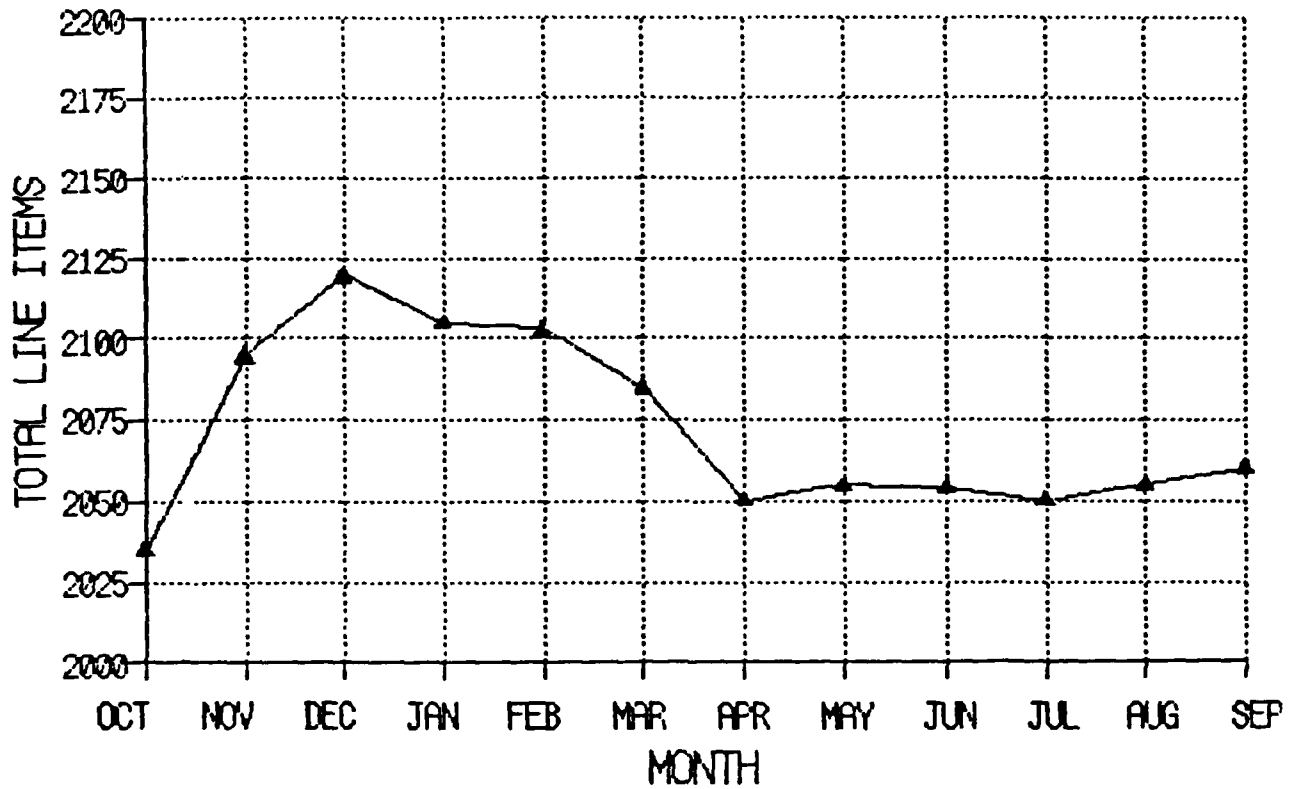
DATA SOURCE: FESS - Supply Management Report

CHARTS REQUIRED: One

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES:

# STANDBY ITEMS



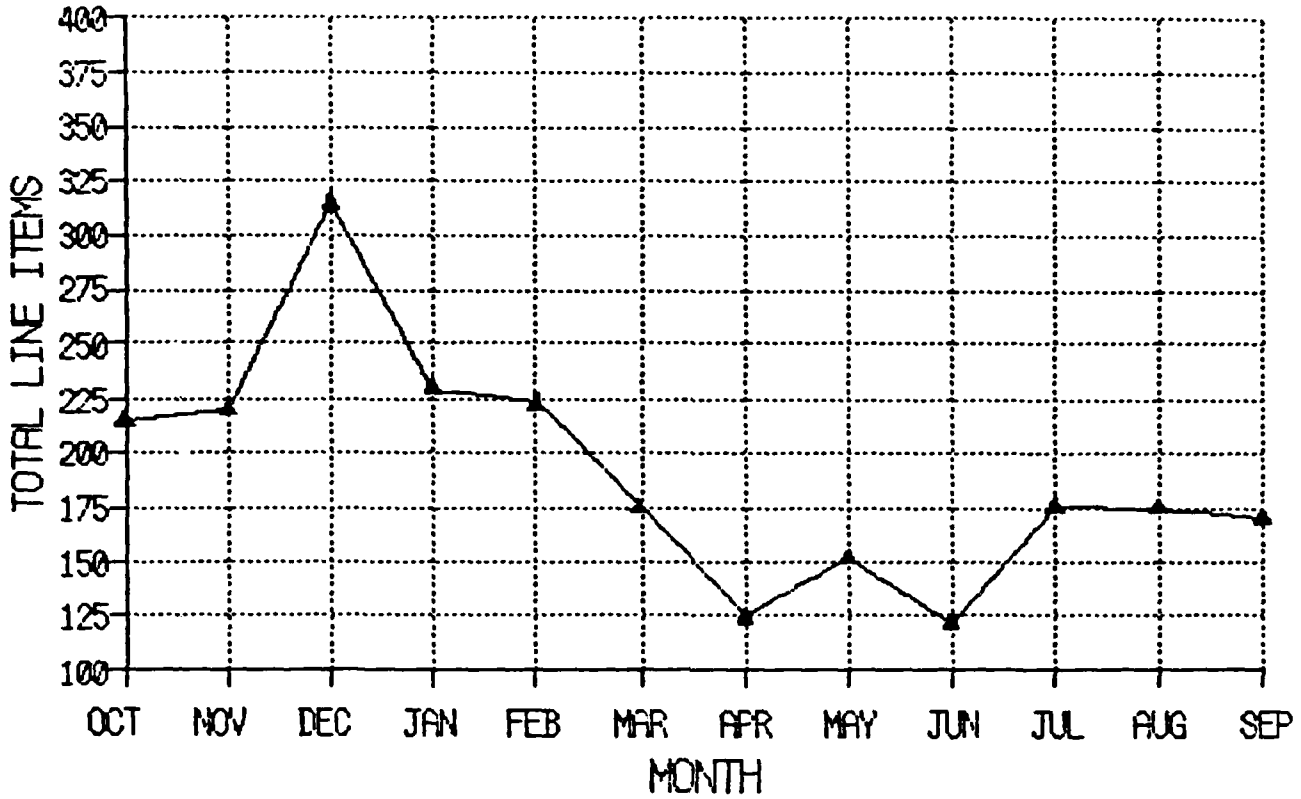
DATA SOURCE: FESS - Supply Management Report

CHARTS REQUIRED: One

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES:

# STANDBY ZERO BALANCE



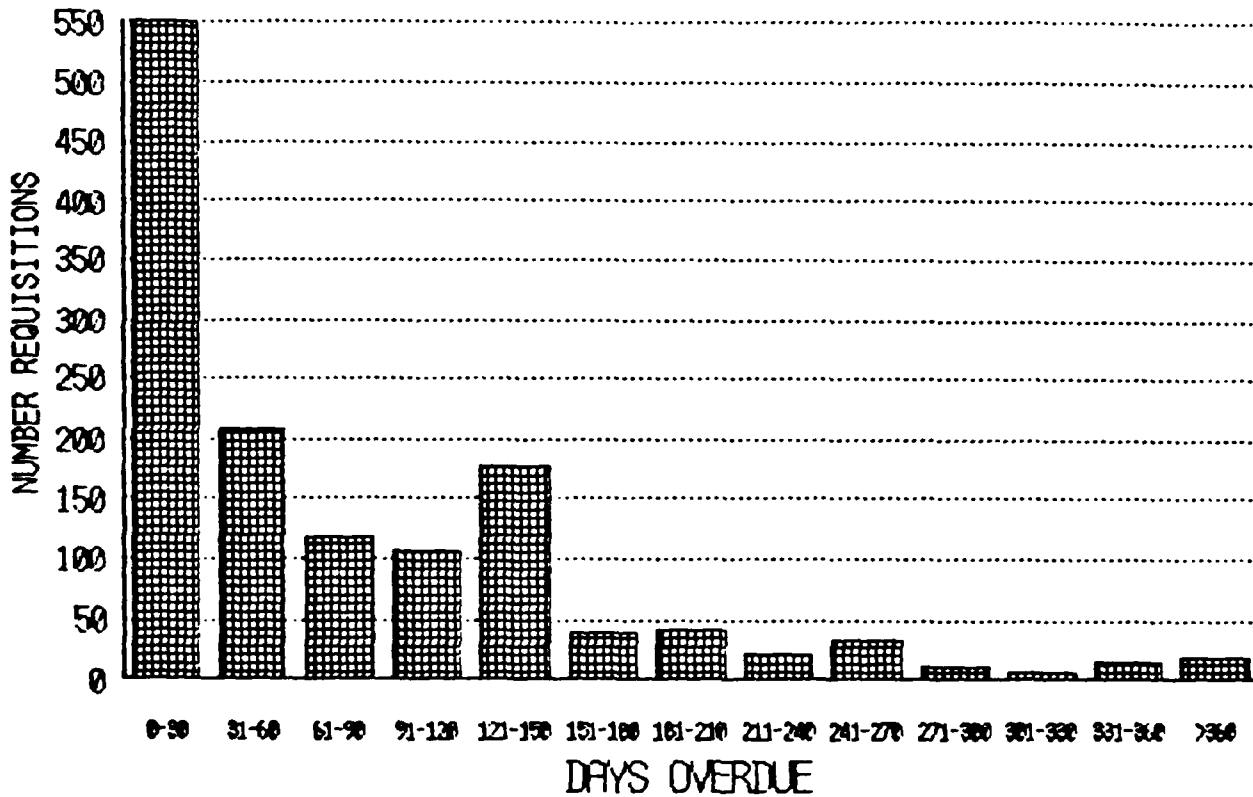
DATA SOURCE: FESS - Supply Management Report

CHARTS REQUIRED: One

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES:

## OUTSTANDING REQUISITIONS



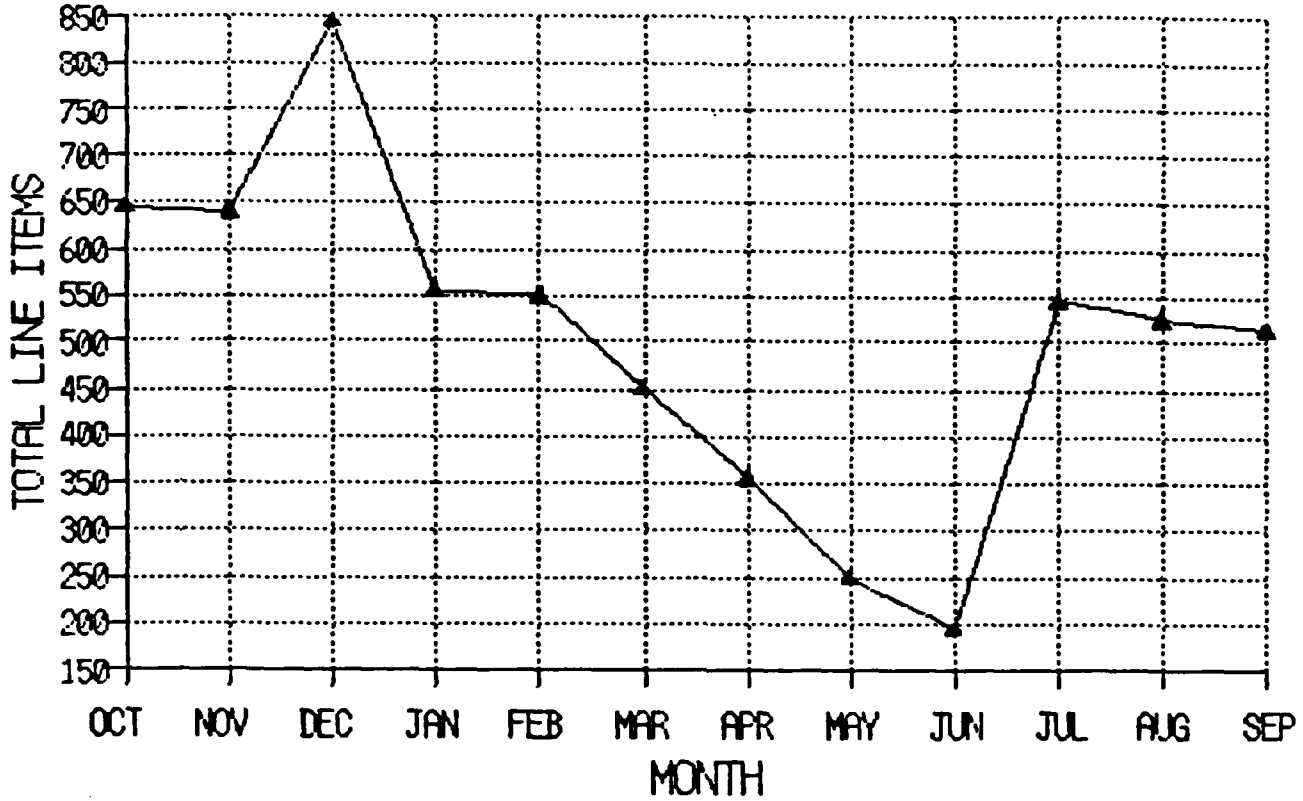
DATA SOURCE: FESS Open Order Report - Days Overdue

CHARTS REQUIRED: One

DATA PLOT FREQUENCY: Monthly - Tabulate into respective age group for Days Overdue

NOTES:

# STOCK ZERO BALANCE



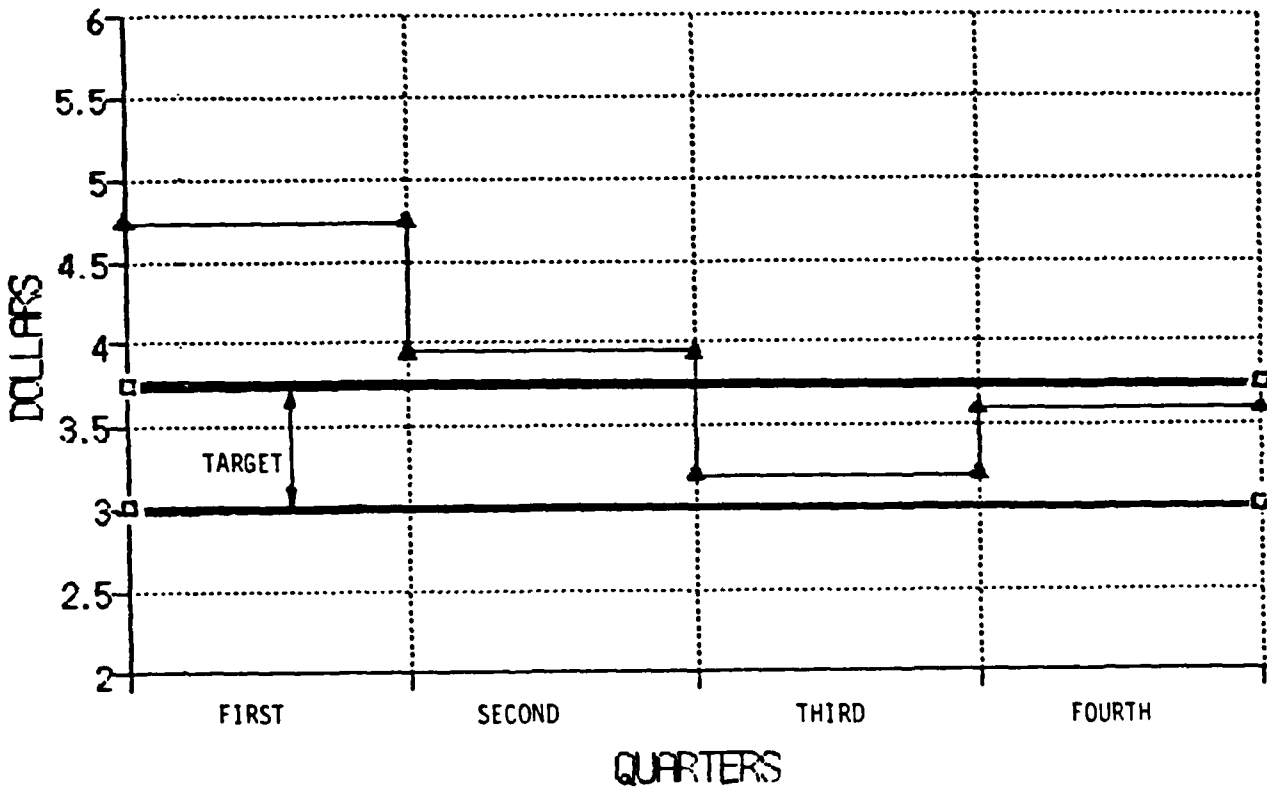
DATA SOURCE: FESS - Supply Management Report

CHARTS REQUIRED: One

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES:

### SHOP STOCK COST PER HOUR



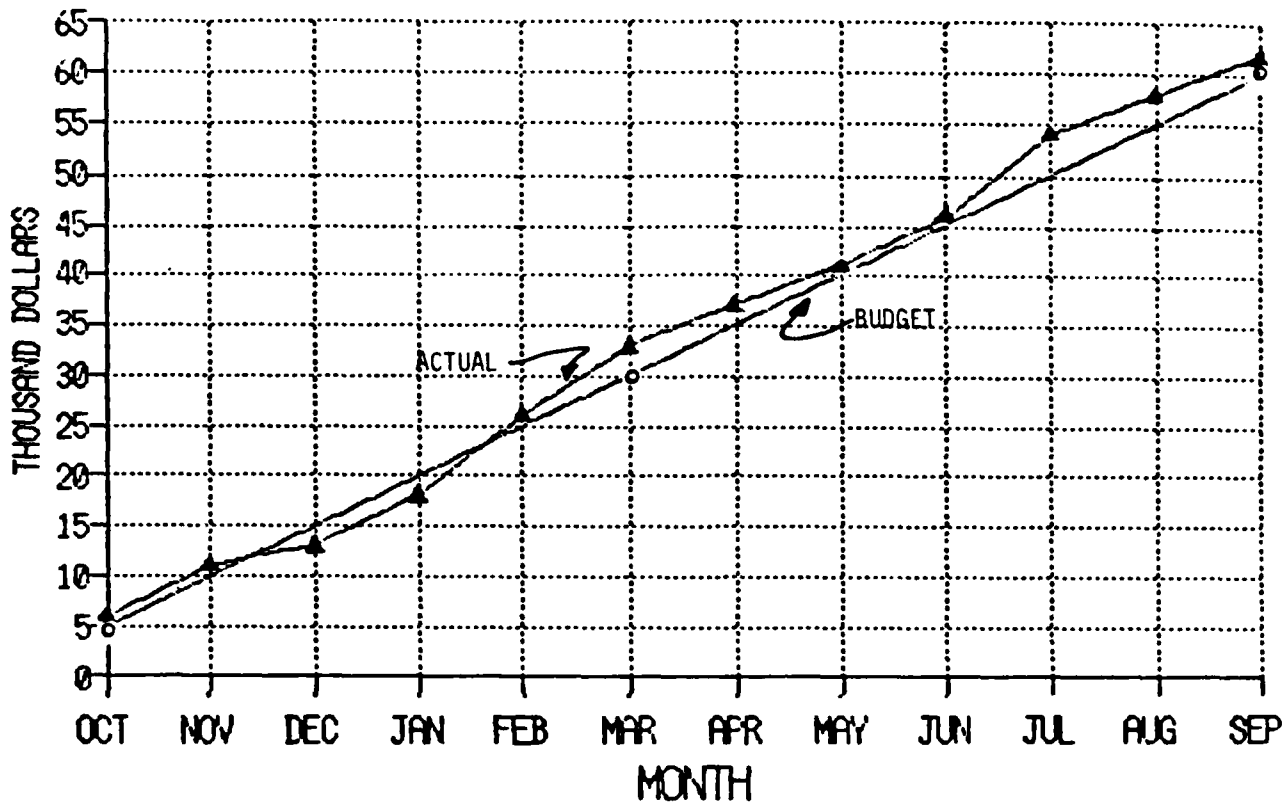
DATA SOURCE: Data contained in the IFS FKO Shop Performance (SO & PM) Report calculated quarterly.

CHARTS REQUIRED: Prepare one for each shop.

DATA PLOT FREQUENCY: Quarterly

NOTES:

# S00 SHOP STOCK COSTS-CUMULATIVE



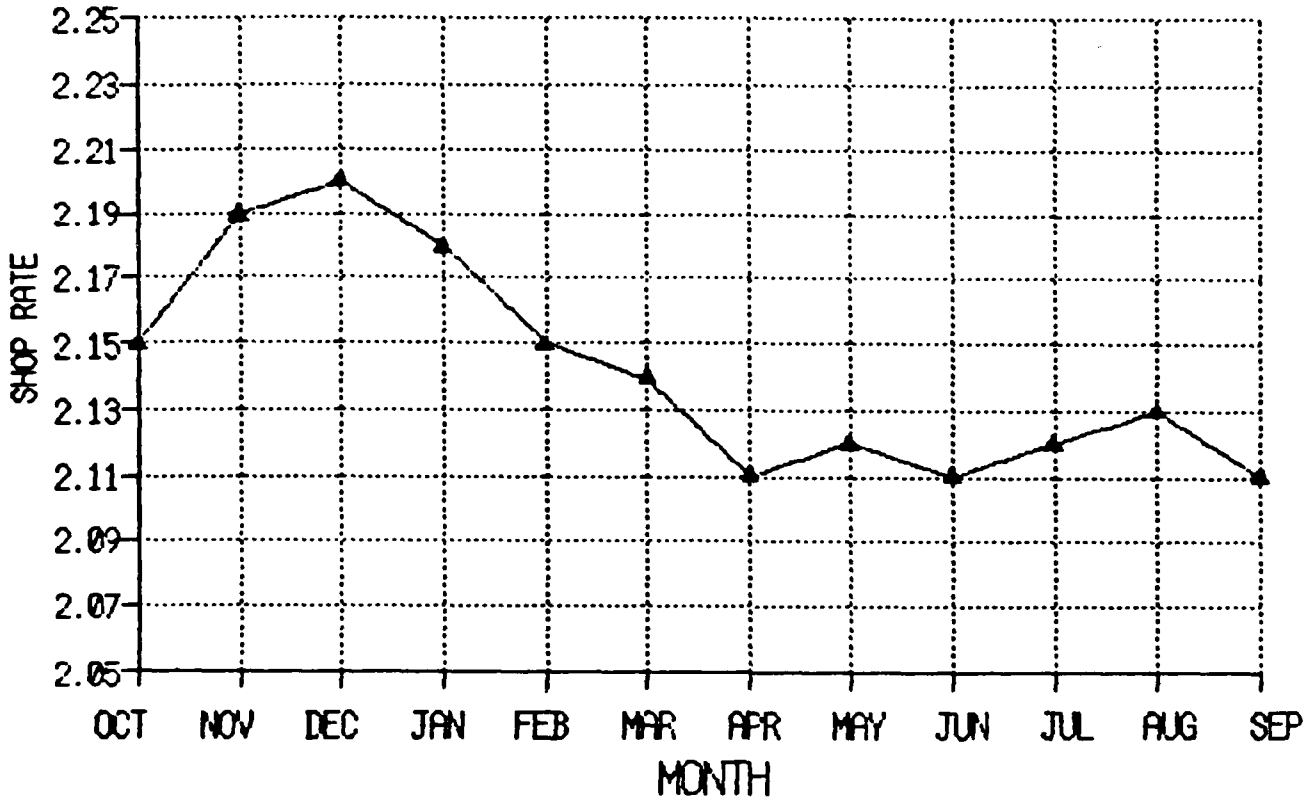
DATA SOURCE: Cumulative costs for the respective shop S00.

CHARTS REQUIRED: Each shop drawing shop stock

DATA PLOT FREQUENCY: Monthly

NOTES:

### SHOP COST OVERHEAD RATE



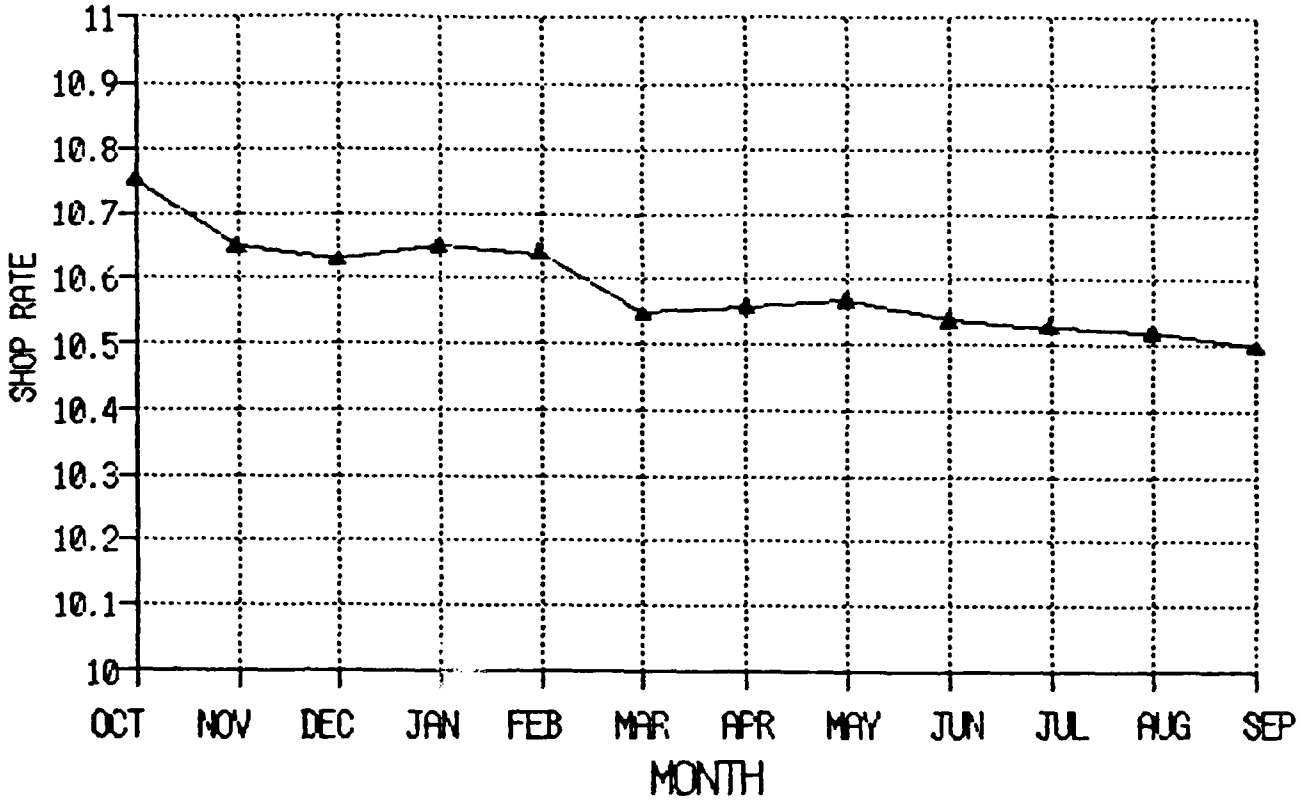
DATA SOURCE: IFS - Shop File Report (FS1)

CHARTS REQUIRED: Each Shop

DATA PLOT FREQUENCY: Monthly

NOTES: Overhead Rate and effective can be plotted on the same chart for each shop.

### SHOP COST EFFECTIVE RATE



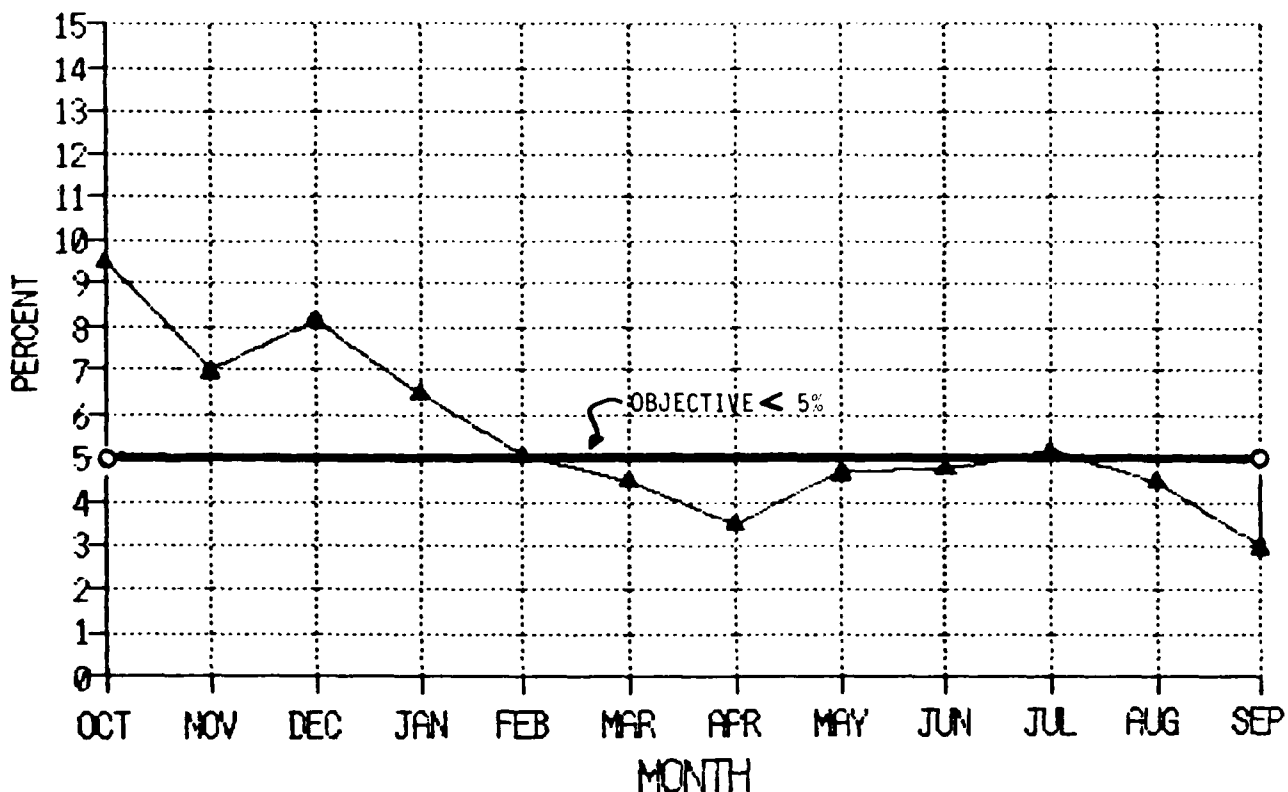
DATA SOURCE: IFS - Shop File Report (FS1)

CHARTS REQUIRED: Each Shop

DATA PLOT FREQUENCY: Monthly

NOTES: Overhead Rate and effective rate can be plotted on the same chart for each shop.

### LABOR SUSPENSE ACCOUNT (.K9200)



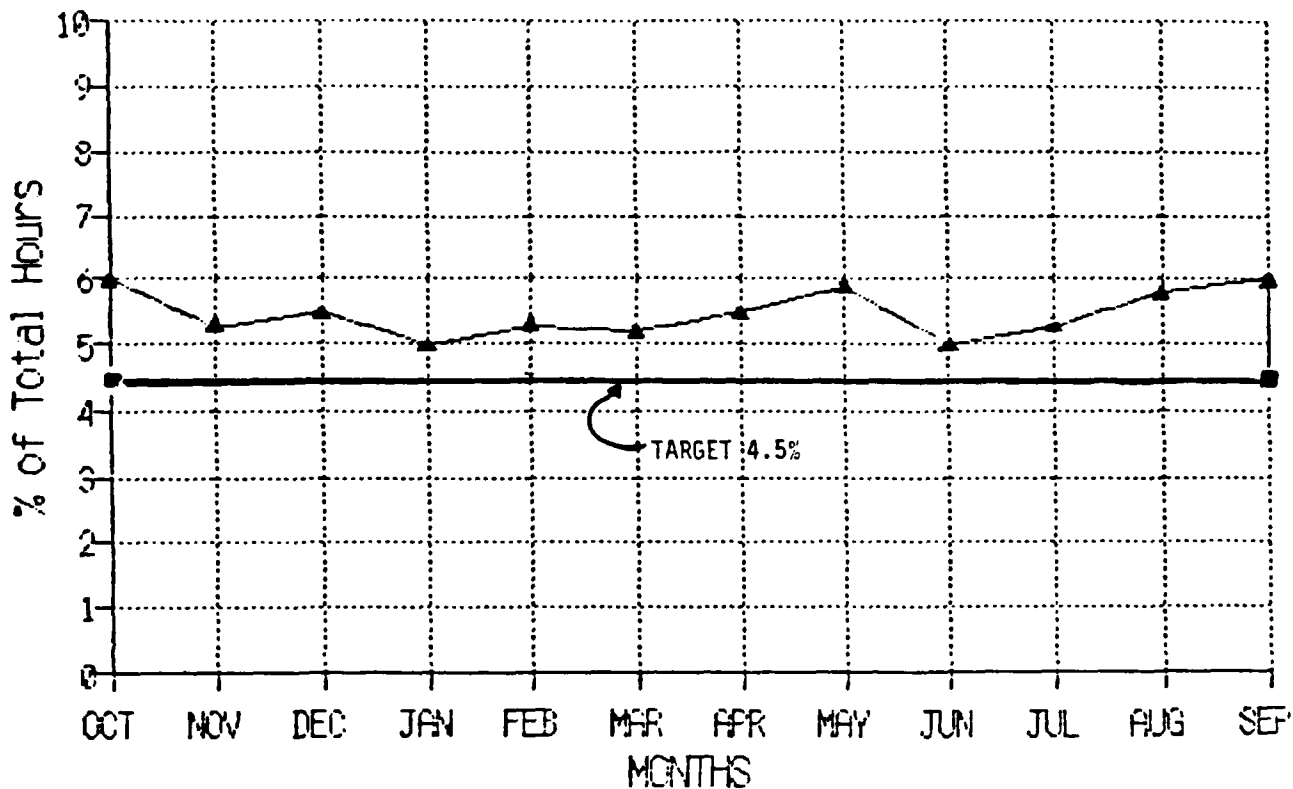
DATA SOURCE: DEH Budget Branch distributes .K9200 Balance to AMS Accounts using Labor Expense % Functional Group Code. Track monthly payroll and verify that all employees are submitting L&E Cards.

CHARTS REQUIRED: One for total DEH.

DATA PLOT FREQUENCY: Monthly/Quarterly.

NOTES: See IFS Vol IIIB, pages 5-58 through 5-60 for procedures of "Analysis and Distribution-Labor Suspense Account (.K9200)". A significant balance is an amount  $> 5$  of the total payroll for a quarter. Analysis required to determine reasons if  $> 5$ .

### SICK LEAVE USAGE RATE



DATA SOURCE: IFS FNO Shop Backlog and Workforce Distribution Report. For manual systems divide total accumulated sick leave by total hours to date.

CHARTS REQUIRED: One for total DEH  
One for each shop and each overhead staff

DATA PLOT FREQUENCY: Weekly - Maximum or Monthly - Minimum

NOTES: Target 95 hours per employee average  
 $95/2088 \times 100 = 4.5\%$

Target should be adjusted for staffs with DAC employees. U.S. Target is 64 hours per employee.

**END**

**FILMED**

**5-85**

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