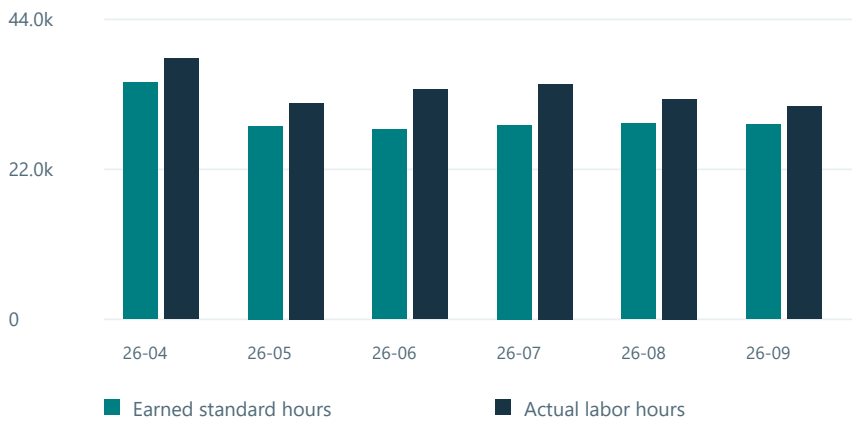
01 / PERFORMANCE AND PRIORITIES

Comparable-window efficiency is broadly stable
Forming holds the largest hours gap

Full supplied period 2026-04 to 2026-09 | Earlier window 87.7%; later window 87.5%; change -0.2 pp. Observed records only. Equal calendar duration does not establish complete deliveries, comparable jobs or working days.

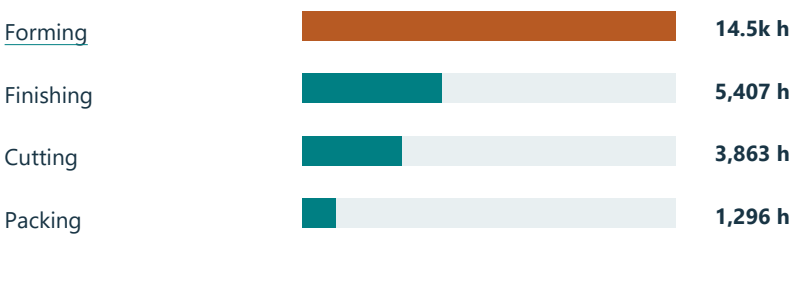
LABOR EFFICIENCY	ACTUAL MINUS EARNED	ELIGIBLE RECORDS	EVENT ATTRIBUTION
87.6%	**25,055 h**	**9,976**	**0.0%**
-0.2 pp between comparison windows	201,671 h actual / 176,616 h earned	Of 10,000 saved reporting records	0.0 h of 25,174 h positive gaps

Earned output and actual labor



Earned hours normalize output to standard labor. Latest 12 observed months; boundary months may be partial. Full supplied period 2026-04 to 2026-09.

Forming holds the largest hours gap



Signed net labor-hour gaps | top six groups

Forming accounts for 58% of positive department gaps (14,489.2 h).

Hours gaps and efficiency answer different questions

Department	Actual hours	Earned hours	Efficiency	Net gap
Forming	59,045 h	44,556 h	75.5%	14,489 h
Finishing	49,185 h	43,778 h	89.0%	5,407 h
Cutting	48,225 h	44,362 h	92.0%	3,863 h
Packing	45,215 h	43,920 h	97.1%	1,296 h

Forming has the lowest observed efficiency (75.5%); Packing has the highest (97.1%). Hours gaps and efficiency rank different aspects of performance.

Next: separate changes in earned output from the remaining hours difference. Continue to contributions >

02 / CONTRIBUTIONS AND EVIDENCE

Separate the output effect from the remaining change

Full supplied period 2026-04 to 2026-09 | 2026-04-01 to 2026-06-30 versus 2026-07-02 to 2026-09-30. Equal 91-calendar-day observed windows; an odd middle day is excluded from comparison only. Full-period totals retain every record.

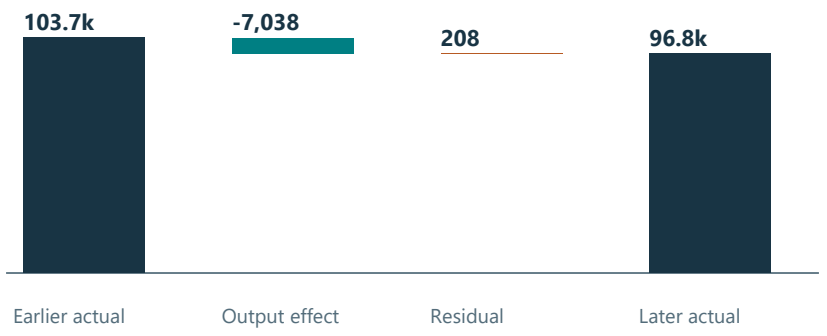
EARLIER ACTUAL
103,670 h
Earlier comparison window

OUTPUT EFFECT
-7,038 h
At earlier efficiency

RESIDUAL EFFECT
208 h
Not a root-cause allocation

LATER ACTUAL
96,840 h
Later comparison window

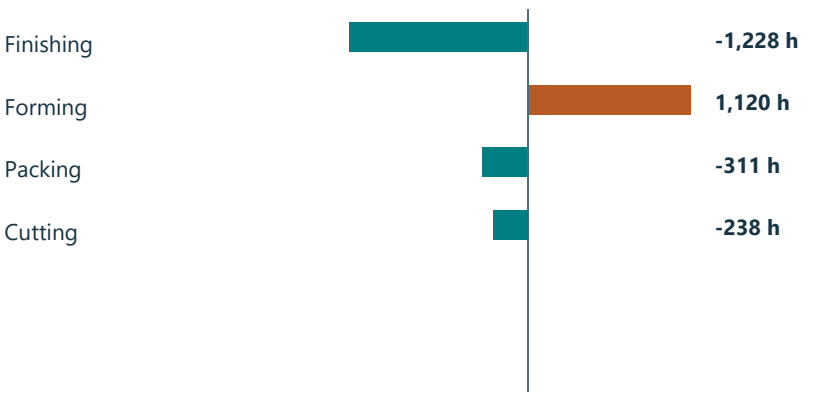
The arithmetic behind the change



Person-hours | earlier efficiency held constant

Actual hours changed by -6,830 h. At the earlier efficiency, the output-scale effect is -7,038 h; the remaining effect is 208 h. This decomposition does not identify a root cause.

Which departments changed



Signed net labor-hour gaps | top six groups

Forming contributed 1,119.8 h of the increase (100% of gross increases). Improvements elsewhere offset 1,777.8 h. Net change -658.0 h.

What the evidence supports

Evidence type	Measured amount	Interpretation
Calculated	25,174 h positive record gaps	-119 h offsets reconcile to 25,055 h net gap.
Event-linked	0.0 h assigned	No verified event-hour allocation is available. Production totals locate the gap but do not establish its cause.
Unresolved	25,174 h unassigned	Request linked labor-hour records; reason-code counts are not person-hours.

A residual may reflect standards, job mix, execution or data changes. An hours gap is not automatically avoidable waste or a cash saving.

Next: inspect Forming for concentration, recurring gaps and available shift evidence. Continue to operating detail >

03 / OPERATING DETAIL / FORMING

Order gaps are spread across the operation

Full supplied period 2026-04 to 2026-09 | Forming accounts for 58% of positive department gaps (14,489.2 h).

DEPARTMENT EFFICIENCY

75.5%

44,556 h / 59,045 h

DEPARTMENT GAP

14,489 h

Actual minus earned hours

TOP FIVE ORDERS

1.75%

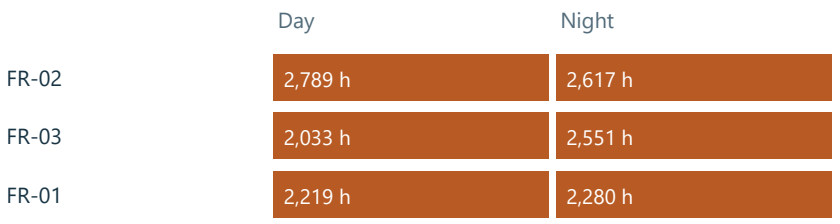
Share of positive order gaps

OBSERVED WEEKS

27

Monday-start weeks; partial weeks included

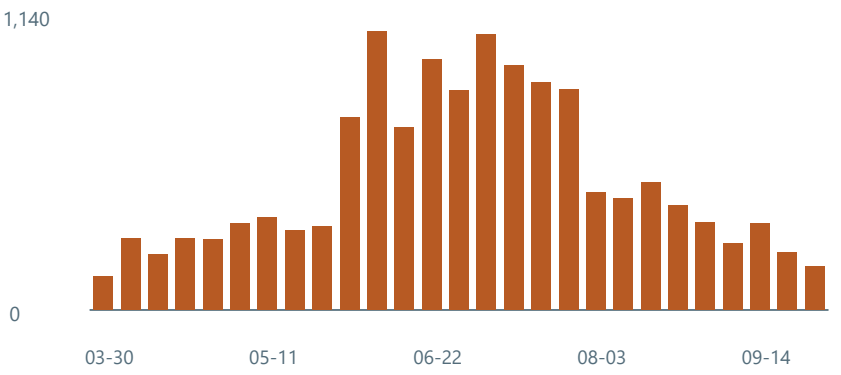
Locate the hours within the department



Net hours gap | top six centers and first four shifts

The first 2 work center(s) hold 69.0% of positive center gaps. The top five named orders account for 1.8% of positive order gaps in Forming. The gap is spread across many orders; a few exceptions do not explain it. 0 eligible rows have no work-order label.

Check whether the gap keeps returning



Hours by Monday-start week | partial weeks included

27 of 27 sufficient observed weeks have a positive gap. Longest consecutive run: 27 weeks. The pattern recurs; review operating standards and recurring constraints.

Shift evidence and comparison limits

Shift	Actual hours	Earned hours	Efficiency	Net gap
Day	29,526 h	22,484 h	76.2%	7,041 h
Night	29,520 h	22,072 h	74.8%	7,448 h

Eligible shift efficiency spans 1.4 pp (Night: 74.8%; Day: 76.2%). Compare product mix and assignments before attributing the difference to staffing. A shift association is not a personnel conclusion. Compare similar jobs, standards and crew assignments.

Next: choose a specific evidence check and measure it against comparable production. Continue to decisions >

04 / DECISIONS AND FOLLOW UP

Turn the findings into tests
Verify recovery before claiming savings

Full supplied period 2026-04 to 2026-09 | Proposed review roles and tests. No intervention, recovery percentage or financial saving is assumed.

01 Review Forming

Proposed owner: Operations lead

02 Test the recurring pattern

Proposed owner: Department lead

03 Explain the unassigned hours

Proposed owner: Operations analyst

Priorities tied to this reporting period

Priority	Proposed owner	Test before rollout	Measure against baseline
Review Forming	Operations lead	Sample recurring orders; compare actual labor, standard versions and job mix.	Earned / actual for comparable jobs
Test the recurring pattern	Department lead	Sample several weeks and job families; test whether the pattern persists within similar work.	Top-order gap share and weekly recurrence
Explain the unassigned hours	Operations analyst	Link setup, waiting and rework labor to production IDs; distinguish labor from machine time.	Unassigned positive gap hours
Confirm the baseline	Data owner	Confirm delivery completeness, units and standard versions before comparing periods.	Comparable coverage and eligible records
Resolve 60 flagged records	Data owner	Check source entries and approve corrections through the review process.	Unresolved records

Before: establish comparable jobs and standards. During: record the intervention and side effects. After: compare earned output and actual labor before claiming recovery.

The next reporting cycle

BEFORE

Baseline

Comparable jobs and standards

DURING

Pilot

Record the intervention and side effects

AFTER

Verify

Compare hours at comparable output

Scope and evidence boundaries

All dates in accepted dataset; no category filters. Efficiency = sum earned / sum actual on labor-eligible records. Gap = actual - earned. Positive department shares exclude negative department gaps. Event allocation uses positive record gaps; offsets reconcile to the net gap. No financial savings are inferred. Comparison: 2026-04-01 to 2026-06-30 versus 2026-07-02 to 2026-09-30. Equal 91-calendar-day observed windows; an odd middle day is excluded from comparison only. Full-period totals retain every record.

Source: Period_Snapshot.xlsx

Next reporting cycle: rerun the same report rules on the new accepted data and review whether these findings changed. Back to overview >