

FAX TRANSMISSION

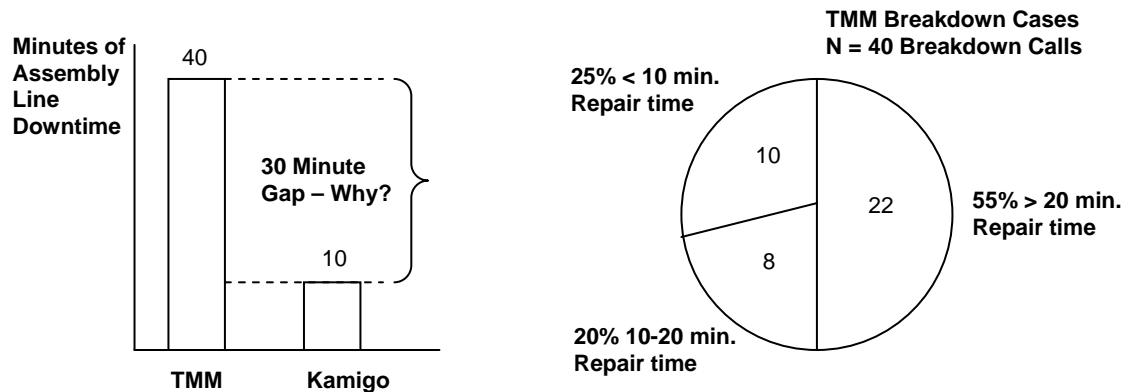
To: Tom Harada
Equipment Division #2
Kamigo Engine Plant

From: Bob Sanders
Date: Saturday, June 8, 1989

Re: Initial Analysis of Problem (Fax 5)

Mr. Harada

It has been an interesting past few days. I must admit I feel a little sheepish about my initial recommendations for improvement. I have uncovered some more fundamental problems that are of a major concern...



First it was tremendously difficult to get the downtime data on the TMM side. The Japanese trainers were able to have the Kamigo data run from a standard report and faxed over night to me. I can see that we are very good at fixing assembly line breakdown problems at Kamigo. Almost never does the line go down for more that 10 minutes. There were only 6 cases in the past 100 maintenance calls to final assembly where the repair could not be enacted in less than ten minutes at our plant in Japan.

However in TMM I could not get a report that would summarize this data. The mainframe system COMAC currently does not allow us to run a report that would produce this data. Also the IT group has higher priorities than supporting requests such as this one so I could not get data out of the local

system. I had to resort to taking data again off the hand written production logs and interview the maintenance skilled trades people about the breakdown calls. I am confident that my data collection is directionally correct. It appears however, that we have a major “skills gap” in making quick repairs here at TMM. Over half the time (55%) the assembly line repair job is taking longer than 20 minutes to complete. The longest case was 36 minutes to repair one day.

Conclusion:

I think that “skills difference” is the major difference for the speed of the repair. Perhaps we are not doing a good enough job in training? I will probe into this further on Monday next week.

Regards,

Bob Sanders