

# FAX TRANSMISSION

To: Bob Sanders  
Equipment Division #2  
Kamigo Engine Plant  
(On assignment to TMM)

From: Tom Harada  
Date: Monday, June 10, 1989

Re: Response to Initial Data Analysis (Fax 6)

Bob-san

Thank you for your effort and the data collection. This is interesting data that you have compiled. I hope that you were able to enjoy some of your own "down time" this past weekend! I have two requests for you to complete for me as soon as you possibly can.

First I have a big concern that such data is not easy to obtain. I will take this up with my boss and the TMM coordinators. Without such basic data it is not possible to analyze maintenance actions for improvement. I need you to send me a copy of the data input fields for the TMM maintenance system and some sample reports that the system produces. I want to compare this with our maintenance history system here.

Second, I do not think that "skill" explains the difference between the average repair time between Kamigo and TMM maintenance personnel. The nature of maintenance tasks on an engine final assembly line during start up of operations is relatively simple – a typical event is normally adjusting or replacing a limit switch. The TMM maintenance personnel should be very capable of this. Please practice 5 Why thinking some more and get to root cause of why the repair is taking so long. If necessary please follow a repair man on several breakdown calls over the next several days to get more detail and facts. Please remember "Genchi Genbutsu" principle –go and see the actual parts and the actual place -- sometimes looking at data is not enough to provide the answer.

Regards,

Tom Harada