**Brighton Tru-Edge Assessment Interviews**

**Bruce’s key opportunities**

1. Training new operators
   1. Takes the longest and hiring people is hard
   2. Minimum 3-4 weeks for level of comfort on easy jobs
   3. 4 operators required for 2 new machines
2. Forklift driver
   1. “Need to get product to and from the machine faster”
   2. One already hired, another being hired
   3. Preparing orders at machines but space is limited – no way to make room for more heads by their respective machines
   4. Not a lot of staging availability
3. Supervisor
   1. Hire another supervisor to help with flow of the day shift and improve organization of product
4. Adding machines
   1. “Only way to speed up tact time is with more machines”
   2. There is a certain amount of time it is going to take no matter what

* **Biggest opportunity – someone out on the shop floor**
  + 200-hour hole in first month of bonus initiative
* Rick and Bruce contradictions
  + “We have a good relationship with the floor” vs. “we’ve lost the floor”
* Staging is a huge process issue – push flow is drowning flanging and pickling
* Production meeting peer review hours but not being introduced back into the floor
  + Don’t get the data fast enough
  + Trying to build power bi report to see hours discrepancies immediately
  + **Not being held accountable – we do see which guys are over hours and why, but no one is following up with those operators to discuss issues/improve performance**

1. Real time tracking (digitally raising their hand)
2. Historic – capture it and don’t lose that information – follow up with action
3. Prediction – predict standard hours better

Priority

1. Efficiency
   1. Changeovers
   2. Material flow
2. Put the right people on the right machines
   1. **Come up with a training plan – 2-3 months flanging training should be possible**
   2. Make changes when inefficiency becomes clear

* Staging is still an opportunity, but may not be a priority
* No way to track productivity currently
  + Connor and Max working on getting guys to track things correctly and create true productivity reports
  + Elise (Enerfab) does a lot of the Power BI work
* Started honing scheduling logic on one machine for now
  + May be tough to get Bruce to adhere to schedule and see how it performs
    - Often moving things around
* Reporting seems to be covered by Max/Elise/Connor – we could possibly build this out and deliver quickly for Max to own administration and maintenance
  + **Biggest hurdle is data accuracy**
  + No KPIs – we have nothing to track
  + Must be paired with data integrity and data governance
* What initiatives will AMEND support?
  + Possibly the training plan development
    - Connor taking this on
  + Pickling deep dive
    - Reevaluate pickling time standards
    - Time studies
    - Throughput
  + Standards across the floor
    - Staging and setting up right
    - SMED / pit crew opportunities
  + Data accuracy and KPI report development
    - Real time
    - Historical
    - Future/Prediction

**Interview notes**

People

* Training hurdles
  + Requires working side by side with an experienced operator until comfortable
  + Pressing operators learn more quickly than flanging operators
  + Min 3-4 weeks to become comfortable on “easy jobs”
  + No standard for expected time to learn
* Operator responsibilities
  + Clean up – scrap from machines
  + Loading
  + Unloading
  + Changeover
* Forklift driver
  + One hired, one more to be hired
  + Expected to be preparing product at machines and loading/unloading when needed
* Supervisors
  + Expected to help with flow of the shop and organize of the product
  + Don’t have good measures of productivity
  + **What is being used to evaluate performance?**

Process

* Current staging process
  + Need to get product to and from the machine faster
  + Next days’ worth of work is prepared in a staging process but there is not much room by the machines to hold this
  + Shop footprint is very limited especially with a new machine – product often stages outside
  + Operators supposed to be writing on the product where it goes next – new process and not always followed
* Loading and unloading
  + One forklift driver for the entire floor
  + **How is the communication with operators and forklift driver on when jobs may need unloading?**
  + Some guys can load and unload their own work with forklift
  + Each slot for a machine has the next order – but priorities change of the time
* Pit crew feasibility
  + Unlikely to be effective as there is not a lot of room for more than one person to change out a roll – may only shave off a couple of minutes
  + More room for a couple of guys for pressing machines
  + Still have to consider overhead – extra guys not built into the cost of the job
* CNC / lasers
  + New flanger will have CNC playback technology (?)
  + Trying to implement lasers to help with radius conformity – so far not working great for us

Management

* Lack of understanding of actual processing time
  + Operator could be waiting 30 minutes or more to start next job
  + System processing time measures wait time, flanging, unloading, change overs, etc. all in one
  + When one job “ends”, the next job “starts”
  + Nothing in the system measures the actual processing time separate from all of the other associated time
* Lack of time standards / lack of adherence to time standards
  + There are standard operations for each job, but they have been largely abandoned
  + No longer posting standards for operators to see and take advantage of
  + Each job is broken up into standard times, but standard times vary a lot based on operator and/or requirements – variance of several hours is not surprising

Scheduling

* Current scheduling
  + Prioritize some machines for certain customers
    - May run better/higher quality and adhere better to the standards required by the customer
  + Changes to the schedule happen “every day”
* Sales vs. ops
  + “Sales driven shop” from day one but slowly changing - sell to availability
  + Sales is “well aware” of lead time and capacity issues
  + “If the office calls and says to change it, it will change”
  + **Is there a lock period for scheduling? What is optimal?**
* New scheduling process
  + Bruce is involved in questions about scheduling requirements as this is being built out. **Are others? What needs to be considered that isn’t?**
  + Still being tested at various stages but showing progress – operational in next ~3 months
  + **Concerns about adoption / sustainability?**
  + With lack of technology on floor, this will likely produce printed paper schedules for leadmen to manage
  + This initiative is showing cryogenics as the backlog