**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

**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