**Brighton Tru-Edge Assessment Interviews – Matt Lang 12/22/2022**

**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

* With Enerfab for 15 years – at Brighton since 2017
* Maintenance side of things now
* Experience in project management – capital projects
  + More of a construction background
* “we’ve always had different ideas on how to do things”
* Where materials stored is “a disaster”
  + Should be writing down where the product moves to next
  + **Started at the beginning of the year but still hasn’t become consistent with the operators**
  + **What’s the disconnected? – oversight**
* Enerfab is lean across the board in terms of management
  + Lean on years of experience in management
  + From production side it’s just Bruce
    - Bruce doesn’t have enough time to be on the shop floor
      * **Relies on the leadmen, but they don’t have the ability to hold operators accountable – not senior enough**
      * Foreman would have the ability to do this
      * **Have talked about hiring first shift supervisor**
    - Adam Laib is not on the shop floor
* Second shift supervisor here for a year is not where we want him to be
  + What is training like – only 30 minutes chatting with Bruce in the morning
* A lot of unwritten rules in the shop
* Operator training
  + No ability to track progression
  + Current thought process – can’t be on his own in two months until he’s had the chance to learn everything
  + Shift in thinking – work in other training as it becomes available but let them do the stuff they can on their own
  + 1 month flanging in a perfect world – just want him to start giving you production work
    - Productivity number may not be great compared to others, but just get him working
    - 3 months to be comfortable on all possible orders
  + 1 month comfortable, 3 months
  + Pickle room training can happen very quickly – couple of days
* Think we do a terrible job at measuring productivity
  + Kind of look at this on a weekly basis but not always readily available
  + Look at this data when a job is finished
    - Job could take weeks or months – looking at productivity at the end loses the details into what happened
* Production, maintenance, quality all segregated
  + There is a lack of thought process to the overall goal of the operation
  + No one is driving all three areas together
  + Dilution of information and supervision of the path we want to go down as a collective
* Maintenance day to day
  + We just react
  + Trying to get some preventative stuff started – hiring someone to take this on
  + One guy to go around the shop and checks machines, evaluates small things to keep up with the machines
    - Plenty of things on a daily basis that can be taken care of regularly
    - Currently relying on the operators to take care of that
  + **Flanging #1 went down unexpectedly, #2 on its last leg**
    - **Had to scrap #1 and cancel orders**
  + **Zero information on maintenance hours, tracking what is done and when**
  + Currently trying to put in digital modules that will keep track of downtime, runtime, etc.
    - By the end of the fiscal year, tracking information on actual runtime
    - End of September
  + What are the most basic maintenance tasks that everyone can align on even without the data
    - Schedule preventative maintenance for these tasks
* **Supervision on sight is the main thing**
  + **Not aligned on how this flows down from the top down**
  + **Change mentality and change the culture – a lot of people don’t think culture is great**
  + **A lot of negativity on the shop floor – don’t see that on the sales side**

**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