

REMINGTON ARMS COMPANY, INC.

INTER-DEPARTMENTAL CORRESPONDENCE

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"CONFINE YOUR LETTER TO ONE SUBJECT ONLY" \_\_\_\_\_

December 1, 1988

TO: W.H. COLEMAN, II

FROM: D.J. ANDERSON *DJA*

MONTHLY REPORT - NOVEMBER

The M/11-87 Shotgun has been the focal point for Synchronous Manufacturing activity in Final Assembly. It was exciting to see that in November, autoloading shotguns not only met, but slightly exceeded the warehouse schedule for the month.

To be sure, problems still abound and one victory doesn't win the war, but it was the first victory in this line for a long time and it was won with a minimum of expediting, hassle and frustration. There have also been some significant revelations that came with this effort.

- o There is absolutely no better way to foul up a production line than INDISCRIMINATE EXPEDITING. Yet we tend to fall into this trap easily, having had so much practice at it.
- o A MONTHLY MINDSET, coupled with BIG BATCHES lulls us into a false sense of security until the last week of the month. Then, as you know, it's "Oh My God!" time. We must convert monthly thinking into daily thinking so that each day on each job we produce what is needed that day without fail.
- o There is a misconception that OVERTIME will cover all sorts of evil. It tends to mask the real source of our problems and is often used as a band-aid (or mustard plaster) to cover all the ills which assail us. I expect to read any day now that overtime is the latest cure for the common cold.

We have discovered a lot of other things as well, and continue to learn as we go. This is, after all, a process of continuing improvement. Success will really start to show when we learn these lessons, not as an operating department or product line, but as a Plant.

In December, we will be announcing the results of our Crossword Puzzle promotion and attempt to analyze the level of comprehension the plant has for Synchronous Manufacturing.

DJA:cap