

II. B. Task Force Organization

The task force is made up of a cross section of those groups who have been involved in the engineering and production of the new models. (Exhibit 9A) The coordination of the various programs is the responsibility of the main task force group. We found that having the entire group meet as frequently as we felt necessary was difficult and used up a good deal of people's productive time. Coordination of activities by a small group that can and does meet twice a week has worked to better advantage.

C. Problem Solving Approach:

The task force is proceeding in a careful, deliberate manner. While it would be nice to be able to rush right in and solve the problem, it is evident that this approach has not been wholly productive in correcting the malfunctions we are currently experiencing on these models. It appears that each of the major malfunctions we are concerned with are the sum of two or more interacting causes, not just one simple cause.

Our first step is Information Gathering. Why?

Because it is necessary to define as precisely as we can just what our problem is. That is:

What is happening?

When is it happening?

To what calibers?

Under what conditions?

How will we determine the answer to these questions? --

By reviewing our records of gallery rejects, machine capability studies, QC audits, etc.

Our second step is to form hypotheses, or in other words, educated guesses about what may be happening; based upon what the data indicate.

Finally, we will check the validity of our educated guesses by setting up and conducting controlled tests. It can hardly be called a new approach to problem solving and although slow and occasionally tedious, it is a method that eventually leads one to the correct solutions.

I would like to emphasize that we are still very much in the information gathering stage of many of our programs at this time.