



# WINDSOR TALKS

ONE TEAM. ONE PLAN. ONE GOAL. ONE FORD.



Ford Lincoln Mercury (FLM) continues to be ranked first in initial vehicle quality as demonstrated in the latest quarterly Global Quality Research System survey with 1107 TGWs per 1,000 vehicles. In the first quarter of 2010, FLM's vehicle quality at 3 months in service improved 8% over last year and 40% since the 2005 Model Year. Vehicles demonstrating the greatest year over year improvement include the MKS, Flex, Escape (non-hybrid), Edge and Focus. Customer satisfaction with FLM vehicles rose to 84%, the highest ever in Ford history and ranked first among all manufacturers. This is a 4% point increase versus last year.

Congratulations and thank you for all you do in your departments and teams to support quality. Recent plant quality audits continue to indicate good adherence across the site to the quality operating system and our plant quality metrics are improved over last year.

The 5.0L launch for Mustang (S197) is on track and this month engine assembly achieved its target JPH rate of 65.2 engines per hour on several production days! Wow and congratulations! This is quite an achievement at day 29 of a 45 day launch curve! Over the course of the next few weeks, we will finish the 45 launch curve, challenging the line to continue to meet the 65.2 JPH target.

Our schedule for 5.4 L and 6.8L engine assembly is full for the next few months beginning now. We will take a two week shut-down across the site during the weeks of July 5, 2010 and July 12, 2010. Shift reduction at WEP and Annex is still planned for early November 2010.

*Alex Maciag, Site Operations Mgr.*

**Safety:** This month, we'd like to discuss 3 important safety topics which affect Ford facilities world wide.

#### **PMHV/Pedestrian Safety:**

- PMHV and pedestrian incidents continue to be the #1 significant incident category reported each week on the Windsor site.
- The majority of these incidents report a pedestrian being struck in some way by a PMHV.
- Special Single Point Lessons and videos geared to this topic will be shared with employees during the months of May, June and August to compliment prior training.
- It is imperative to always be aware of your surroundings at all times when walking and driving in the plant.
- Look both ways before crossing aisles.
- Always follow the Two Foot Rule.
- Do not walk through overhead doors. Use pedestrian doors instead.
- Stay out of "Red Zones" if you are not authorized to be there.

#### **Hand/Arm Protection:**

- Lacerations to fingers, hands, wrists and arms represent the #2 injury type at the Windsor site.
- We currently have experienced 44 such incidents YTD May 2010 compared to 70 for all of 2009. This is not a good trend to follow.
- HVL Assembly, Cranks and 3 Valve = Top 3 areas for lacerations.
- Abrasions and punctures account for an additional 7 FTV's this year.
- Most of these incidents are completely preventable if we just wear the properly prescribed gloves (PPE) for the job.
- Always follow the OIS/JSA PPE requirements and work with hand and arm protection if required.
- Blue Nitrile (i.e. surgical) gloves are not to be used as a single source of PPE. They provide zero protection against cuts, abrasions and punctures. They may be used underneath black palm-coated gloves for wet operations only.
- Use cut-resistant gloves for performing tool changes or handling sharp objects.

#### **General Safety & Housekeeping:**

- Walking Working Surfaces remain the #1 contributor towards serious injuries throughout the Company.
- It is imperative that every employee maintains a clean work area free of slip/trip hazards, materials/parts/debris on the floor.
- Report oil and coolant leaks immediately to your Supervisor or Team Leader.
- Follow up with a TEM ticket to effect prompt repairs.
- It is also imperative that everyone immediately reports all injuries and near misses.

**REMEMBER:** *We can't help address a concern if we don't know about it !! Thanks for doing your part in making the Windsor site a safer place to work!*

*Tony Buttice, Health & Safety Dept.*

**Cost:**

On April 27, 2010 Ford announced first quarter 2010 net income of \$2.1 billion—a \$3.5 billion improvement from first quarter 2009. Highlights from the 1st quarter results include:

- North American Automotive reported pre-tax profits of \$1.2 billion or \$1.9 billion better than a year ago
- U.S. market share improved by 2.7 percentage points to 16.6 percent, fueled by strong sales of Fusion, F-150, Taurus and Focus
- Achieved market leadership in Canada, boosting market share to 15.5 percent
- Ford, Lincoln and Mercury vehicles achieved the highest customer satisfaction and the fewest number of “things gone wrong” among all full-line manufacturers.
- Ended the quarter with \$25 billion of automotive gross cash but had \$34 billion of automotive debt—a negative “net cash” position of \$9 billion.

Based on Ford’s improving performance and the gradually strengthening economy, Ford now expects to deliver solid profits this year with positive automotive cash flow.

Alan Mulally commented on the results: “We remain cautiously optimistic about positive signs emerging in the global economy, while knowing that the recovery is fragile and the global auto industry continues to deal with excess capacity. For us, the most important thing we can do is stay focused and continue to make progress on our plan.”

As I’ve written previously, the Windsor site can contribute to Ford’s continuing improvement by focusing on the following:

- Identifying areas of waste that can be reduced or eliminated
- Following shutdown procedures each week to save energy during non-production hours
- Looking for ways to extend tool life
- Finding and fixing coolant, oil and air leaks on our equipment
- Operating at targeted JPH’s (operating costs) and inventory levels (cash improvement)
- Performing required quality checks and keeping bad parts from leaving the department and plant
- Avoiding all unnecessary overtime

*Rich Rothmann, Windsor Site Controller*

**Quality:**

My sincere thanks goes out to the operators at WEP and EEP who have recently identified quality issues on the line. Your efforts catching these defects early has greatly contributed to our quality reputation and, more importantly, to customer satisfaction. Please continue to identify problems in assembly and machining even if you may think it is small. Once it is identified, then the proper investigation, analysis and assessment can be performed. Ford Motor Company has moved ahead of the competition as the industry leader in quality. Although all Ford plants have stepped up the focus on quality, it is going to be even more difficult maintaining and improving our leadership position in quality. I realize everyone’s job is busy and it’s not always easy keeping quality a priority. Keep one thing in mind and our quality will be bullet-proof....**Treat every single engine as if it was the engine going into your vehicle.**

*Joseph Intravaia, Site Quality Manager*

**Environment:** And the winner is.....In April, the Joint Workplace Environmental Committee held their annual Earth Awareness Week for Earth Day. The team put up displays to show Windsor Engine just how much they have reduced in water, hydrocarbon and energy consumption. Also, as part of the event, a contest was held for employees to offer up any suggestions for the plant in regards to any of the 4 environmental medias (energy, hydrocarbons, waste or water) as Windsor Engine is challenged every year to reduce in these areas. Many employees stopped by to look at the posters and there were several suggestions given by individuals. All the ideas were collected and a judging panel (consisting of CAW members, Engineers, Managers and Suppliers) chose the winner. Joe Paquette’s suggestion of “turning off the track lighting and assembly rollers at Engine Assembly when the plant isn’t running” was picked for its simplicity to implement and high benefit if done consistently. The team roughly calculated a savings anywhere from \$5,000-\$8,000/year and that’s only for shutting off the track lights! Joe’s winning suggestion will be placed on the Environmental Energy Action Deck. Thanks to everyone for their efforts! Do your part and follow proper shutdown procedures. Keep all zip doors closed to hold in the tempered air.

*Karen Leblanc, WEP/EEP Central Engineering Manager*

**Delivery:** YTD, we are +3064 engines to schedule for 2010. Our customer demand is 2180 engines per day. At this time, there will be no downshifts through shutdown. Making our weekly requirements will be a must. There are no downshifts in the schedule for make up time. Please continue to focus on Mean-Time-To-Respond and Mean-Time-To-Repair. A new throughput package will be available to all departments that will help us focus on our JPH losses due to breakdowns, station over cycles and stations on hold. We need to eliminate these JPH inhibitors from our day to day operations in order to continue to be successful. I have included the Year To Date (YTD) JPH for each department below.

<u>Department</u>	<u>2010 JPH Target</u>	<u>2010 YTD JPH (May 3/10)</u>	<u>(+/-) JPH</u>
Engine Assembly	149.00	150.3	+1.3 JPH
Cylinder Block	82.00	81.4	-0.6 JPH
V8 Crankshaft	82.00	80.3	-1.7 JPH
3 Valve Machining	60.00	58.8	-1.2 JPH
Connecting Rod	113.00	120.8	+7.8 JPH
Camshaft	126.50	130.6	+4.1 JPH
2V Cylinder Head	53.00	53.6	+0.6 JPH

**I would like to congratulate the Engine Assembly Team, the Rod Department Team, the Camshaft Department Team and the 2 Valve Cylinder Head Team for achieving their JPH.**

*Tony Savoni, Machining/Assembly Area Manager, WEP*