

# THE NEWS

## Gardner Named Vice President-General Manager

Lee M. Gardner assumed the position of Vice President-General Manager Borg-Warner Automotive, Transmission Systems on January 30. Gardner started his Borg-Warner career in 1973 as a product planner at Warner Gear and held the production manager position at Spring/Brummer from 1978 to 1982. He has also been operations manager at the Byron Jackson Tulsa, Oklahoma plant and most recently vice president-manufacturing operations at the Sterling Heights plant of Transmission & Engine Components.

He replaces Kenneth L. Thorpe who resigned from the company to pursue other interests. □



*Vice President and General Manager Lee Gardner met with employees during meetings in Conference Room "K" on February 3.*

## Profit Sharing Meeting Set for March 2

Borg-Warner Automotive, Transmission Systems employees who will receive a profit sharing check for 1985 are invited to attend, with their spouse or a guest, the third annual profit sharing meeting from 4:00 to 5:00 PM on Sunday, March 2 at the Ball State University Gymnasium. The theme of the meeting will be a recognition of the "hidden heros," those men and women who, individually and in small groups, make important contributions that make large organizations like BWA-TS successful.

Representing the more than 2,700 employees of BWA-TS in the opening slide module will be small groups of employees who were nominated or who volunteered to

*(Continued on page 4.)*



*Many small groups of employees were photographed for possible inclusion in the introductory slide module of the profit sharing meeting. From (L to R) Nelson Metcalf, John Hedges, Charles Blankenbaker, Ernest Rainey, Gene Arnold, John Brown.*

# JIT Meeting Highlights Big Savings

More than 100 BWA-TS employees met January 17 at the Country Village meeting room to receive an update on the status of "just-in-time" programs in the plant. Meeting organizer Gary Justice and 13 other presenters demonstrated how to apply the methods of JIT to solving problems concerning excessive inventory, floor space, labor and machine utilization. Each delivered tightly structured presentations which illustrated the key elements of "just-in-time" techniques. Through case histories they showed that limited expenditures of time and money could frequently provide substantial savings in inventory, material and labor.

The presenters during the afternoon session were Tom Klump, T5 drive gears; Jack Welch, T18 drive gears; Jim Jones, pokayoke and setup; Emmett Duncan, JIT spinoffs; Curt Buchanan, purchasing concepts; Dave Campbell, operator billout; Shirley Robbins, pull trucking; Mike Mooney, lead times; Dave Ballard, 13-56 overview; Al Reid, material handling; Guy Campbell, heat treat.

Lowell Drill, in his discussion of a two-phase application of JIT to the automotive idler gear group five in department R2, showed how much could be accomplished with the proper application of JIT.

Zig Mazanowski, vice president of the transmission unit, closed the meeting with an overview of the 26 JIT techniques currently being utilized or studied for future application at BWA-TS. The key techniques, according to Mazanowski, are: the removal of buffer stock from the system, the expanded involvement of employees in work improvement projects, dedicated production lines, lot size reductions and setup time reductions. He commented, "These certainly aren't the only JIT areas we are working on, but we have a running start in these areas and we are using our experience with these techniques to speed the application of JIT in other product lines and machine processes." □

## JUST-IN-TIME

### PHASE I DEPARTMENT R-02

#### AUTOMOTIVE IDLER GEAR--GROUP #5

##### PRESENT METHOD

AREA: 1148 square feet  
TOTAL STD.: .0433  
INVENTORY: 4000 pieces  
CAPACITY: 1481 pieces

##### NEW METHOD

AREA: 720 square feet  
TOTAL STD.: .0306 /each cycle  
INVENTORY: 10 pieces  
CAPACITY: 1567 pieces

##### SUMMARY

1. REDUCTION IN FLOOR SPACE: 37% or \$ 7133.00
2. REDUCTION IN STANDARD: 31% or \$71687.00/yr.
3. REDUCTION IN INVENTORY: 99% or \$ 2080.00
4. INCREASE IN CAPACITY: 9%

TOTAL \$80900.00

##### COST TO IMPLEMENT

1. PURCHASE OF NEW EQUIPMENT: \$ 0000.00
2. ADDITIONAL TOOLING COST: \$ 0000.00
3. MOVE AND REARRANGE EQUIPMENT: \$ 2500.00

TOTAL: \$ 2500.00

NET SAVINGS 1ST YEAR \$80900-\$2500=\$78400.00

### PHASE II DEPARTMENT R-02

#### AUTOMOTIVE IDLER GEAR--GROUP #5

##### PRESENT METHOD

AREA: 720 square feet  
TOTAL STD.: .0306  
INVENTORY: 10 pieces  
CAPACITY: 1567 pieces

##### NEW METHOD

AREA: 482 square feet  
TOTAL STD.: .0191 /each cycle  
INVENTORY: 10 pieces  
CAPACITY: 1257 pieces

##### SUMMARY

1. REDUCTION IN FLOOR SPACE: 33% or \$ 3966.00
2. REDUCTION IN STANDARD: 38% or \$83400.00/yr.
3. REDUCTION IN INVENTORY: 0% or \$ 0000.00
4. DECREASE IN CAPACITY: 20%

TOTAL \$87366.00

##### COST TO IMPLEMENT

1. PURCHASE OF NEW EQUIPMENT: \$ 0000.00
2. ADDITIONAL TOOLING COST: \$12000.00
3. MOVE AND REARRANGE EQUIPMENT: \$ 2500.00

TOTAL: \$14500.00

NET SAVINGS 1ST YEAR \$87366-\$14500=\$72866.00