



'ANGUS BARKS'

By Jeff Francis
AEG Executive Board

Quality Talk I

All the union members in Plant I and Plant II work for daywork wages. This message is for you: **You are paid to make quality aircraft engine parts.** That's why you are dayworkers.

If you are new to the Plant in the past 5 years, maybe you haven't heard this message clearly. Because management has blitzed the floor with DLP charts that all demand a number. But you can rest assured; no manager will say it's OK to generate bad parts in order to reach a productivity number. No cell-leader will say it's OK to deviate from job procedure in order to get a part shipped. Because quality is more important than a number. We have to make it right before we make it fast.

If you are a union veteran, you've seen it all before. That's why it's your obligation to communicate this quality message to our new members. The same message we were taught as new-hires, when we were learning the business. *We don't make toasters. The lives of civilians and soldiers ride in the sky on the quality of our work.* You can't put a number on that. By talking and teaching quality, you can provide the necessary balance between quality and competitiveness needed on the shop floor. **Our plant was built on quality, and we cannot compromise that standard without risking the future of the plant.**

The Union believes in a fair days' work, and we will always stand for quality. Management can communicate their expectations of us, that's their job. As long as their message does not discriminate against individuals. Working conditions vary from area to area and workstation to workstation. Within workgroups, our members with the same basic qualifications have different strengths and weaknesses. That's why the Union cannot tell dayworkers how much work to do. But we can tell you to make sure the work you do is right.

In Plants I & II, the Union has never had a member removed from their job for failure to meet a number. But we've had many members removed for failure to meet quality standards. The Company has never disciplined one of our members who came forward and requested more training. The Union will defend those members who come forward and call out the mistakes they make. We're all human. So don't take anything for granted. Check your procedures, your tooling, your equipment before you start. Whatever job you do, don't cut corners. If you do, you put yourself in jeopardy and you put the customer in jeopardy. The smartest action to take when you're unsure of what's happening is to stop and ask for help. Quality is more important than personal egos.

In the past 3 decades, many incoming and in-process inspection checks were eliminated. In the old days, the announcement of a Navpro audit would strike fear into the hearts of the unscrupulous foreman and his rubber stamp man. Today machinists, welders and assemblers shoulder more responsibility to do-it-right-the-first-time. The Company is comfortable with that change because it cut costs and they can rely on a well-trained, experienced workforce. The customer is comfortable because costs were cut and many of the mature engines we produce have a long track record of outstanding quality in the field. **But we should not assume that quality standards pass down to the next generation of workers automatically.** Compared to DLP expectations, quality standards need to be communicated, emphasized, repeated, recognized and rewarded just as often and just as strongly. **(to be continued)**

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