

August 25, 2023

## Executive Message

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July and August have marked some extremely busy months of work—we have been cookin’ to say the least! I know that many of you have worked extra hours and extremely hard to help the company get through this crazy schedule.

**I want to offer my heartfelt and upmost sentiment of gratitude for what is being done. To be honest, you have been amazing, and it does not go unnoticed!**

Sometimes, no matter how hard we try to level the week-to-week, and month-to-month demand, we simply get caught in these storms. It was slow in the early months of the year as many jobs we were expecting to start were delayed.

I mentioned to many of you that the storm was coming but even I did not predict how crazy it would get. So, again, my sincerest thanks to those who have been bustin’ it out!



For good or bad, the work is still on us with new projects coming online. I do not predict our normal end-of-year slowdown so get ready for a busy fall as we work to finish a new Scheels in Meridian Idaho, a new high school in Westpoint, Utah, three each new temple spires (one in Grand Junction, Colorado and two in Ephraim, Utah) and the LA Clippers stadium in Los Angeles, California.

Our customers keep giving us positive feedback as well—we have recently heard that our railing up at Weber State has been stellar. Again, a huge thank you from me for taking pride in your work and doing what it takes to make our stuff look top notch.

My Confucius message today is about sending good will out into the universe. What a vital principle in today’s hostile world. It is easy to get cynical—I often find myself feeling that way—but there is still so much good happening in the world. Sending out your own flavor of good into the universe will most certainly guarantee that you will receive the same in return.

I liken this to the principle of paying it forward. Most of us have been the recipient of a pay-it-forward moment but how many of us have started that type of chain reaction?

I am a firm believer that sending good into the world is the way we receive the same in return.

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I see so much of that here at AMF and I, again, want to thank those who are doing the right things, not to be seen or noticed, but just because it is right.

It creates such a great work place and it is something I have really noticed improving over the last few years.

Let's keep working at it—let's keep discovering new ways of doing things and new ways of acknowledging the good that is happening. We are doing so well—I am so thrilled by what I am seeing.

I am looking forward to finishing the year out strong! We got this! :-)

Most Sincerely,

Rich Marker





# Employee Spotlight

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## Dylan D.

1. **What's something about you (a fun fact) that not many people know?** I won the Hope of America award in 6th grade.
2. **What is your favorite hobby?** Working on cars.
3. **First concert you attended?** Post Malone. (Hey, ey, ay, ehhh....)
4. **What's the next place on your travel bucket list?** Japan
5. **Are you binge watching any shows?** Impractical Jokers
6. **If you had to eat one meal every day for the rest of your life, what would it be?** Café Rio, Sweet Pork Quesadilla
7. **One thing you cannot live without?** My car...
8. **Where is your favorite place to be?** Washington State
9. **Favorite Travel Destination?** Hawaii, super chill and peaceful
10. **Want to learn some day?** Play the Guitar (on MTV?).
11. **What is your favorite Indoor or Outdoor activity?** Longboarding
12. **What chore do you loath to do?** Laundry
13. **What music is on your phone?** Littl' bit of everything...
14. **Person you would love to meet?** Harrison Ford



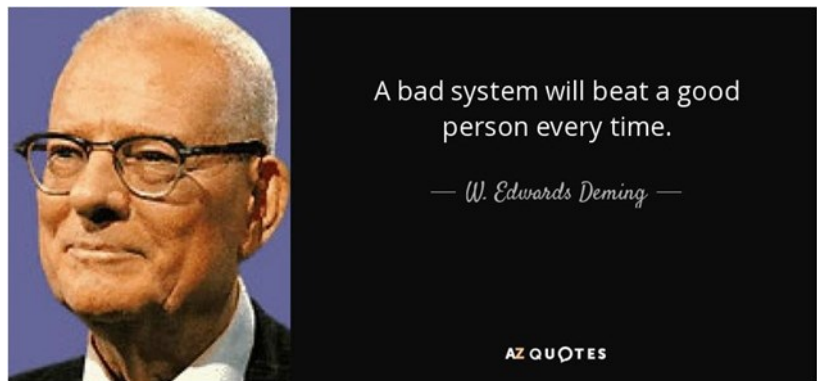
# Quality Message

This month I want to discuss Root Cause Analysis (RCA) and Corrective Action (CA), what they mean and how they can help AMF produce better quality parts and more consistent processes.

## Understanding Root Cause Analysis (RCA):

Root Cause Analysis is a systematic approach that aims to uncover the primary cause or causes that lead to a problem or undesirable outcome. It involves digging deeper beyond the symptoms to identify the underlying factors contributing to an issue. The goal is not merely treating the symptoms but finding long-term solutions to prevent the problem from re-occurring. This can be difficult in a job shop where large or reoccurring batch runs are not a regular occurrence, however, if we can focus on how the process or system failed, we can find preventative processes that can apply to all jobs that go through similar processes.

Digging deeper goes beyond looking at people caused issues. We often hear that, “we just need to pay better attention” or “we will just do better next time”. When hearing those types of comments, we should know that it is time to look at the system that caused the error. Good systems = good processes if they are followed. As Deming’s stated even a bad system will outperform a good worker, so the goal should be to create better systems.



## The 8D Approach to RCA and CA:

The 8D (Eight Disciplines) method is a widely used problem-solving technique that provides a structured framework for conducting Root Cause Analysis and implementing Corrective Actions. Each discipline represents a step in the process and guides the team through a comprehensive investigation and resolution.

### Step 1: Establish a Team:

Create a cross-functional team with members from relevant departments or areas of expertise to ensure a comprehensive thought process, RCA should not be done in a silo.

### Step 2: Describe the Problem:

Clearly define the problem, including its impact, symptoms, and any available data or evidence related to the issue.

### Step 3: Contain the Issue:

Take immediate actions to control the problem's impact, mitigate risks, and prevent further damage or harm.

### Step 4: Identify the Root Cause:

Use techniques like brainstorming, fishbone diagrams, or 5 Whys to identify the underlying causes of the problem. Focus on identifying the fundamental factors rather than superficial reasons.

### Step 5: Develop Corrective Actions:

Based on the identified root cause(s), develop specific and actionable steps to address and eliminate them effectively.



**Step 6: Implement Corrective Actions:**

Execute the proposed corrective actions and monitor their progress. Assign responsibilities, set deadlines, and ensure proper communication and coordination within the team.

**Step 7: Prevent Recurrence:**

Develop preventive measures or process improvements to minimize the likelihood of similar problems happening in the future. This step involves reviewing and updating procedures/routers, training employees, or implementing quality control mechanisms.

**Step 8: Congratulate the Team:**

Recognize the efforts and contributions of the team members involved in the RCA and CA process. Celebrate successes and share lessons learned to foster a culture of continuous improvement.

**Benefits of RCA and CA:**

Implementing Root Cause Analysis and Corrective Action provides numerous benefits to AMF, including:

**Improved problem-solving capabilities:** RCA helps AMF identify and address the underlying causes of problems rather than merely treating symptoms.

**Prevention of recurrence:** By targeting root causes, AMF can implement effective measures to prevent problems from reoccurring.

**Enhanced quality and efficiency:** RCA and CA lead to process improvements, reducing errors, inefficiencies, and waste.

**Strengthened decision-making:** A data-driven RCA process enables organizations to make informed decisions based on accurate analysis and understanding.

**Culture of continuous improvement:** Emphasizing RCA and CA fosters a proactive mindset and encourages employees to identify and address problems proactively.

Root Cause Analysis and Corrective Action are powerful methodologies that can enable AMF to systematically identify and eliminate the underlying causes of problems, prevent waste, and ensure high quality products and processes.