

Dear Mr. Schadek,

First, an apology. In private I refer to you as 'Dipshit Dave'. My own personal code of ethics dictates that if I am going to disparage someone, you do it to his/her face. That said, as someone who has had stewardship over the decisions at Bimbo Elkhart (not pronounced 'Beembo' which I can prove with your own website), I think you have pretty much earned it. Nonetheless, I sincerely and humbly apologize for not saying it to your face first. As an aside, the day I met Janeth and mistook you for Bob, had she not commandeered the conversation, it is a certainty that I would have gotten there.

There seems to be a string of decision makers in the building. Unlike the normal coherent, attuned, focused group of proven leaders, Bimbo has the decision making version of "Hey guys, watch this, hold my beer". Comprised of you (Who apparently are unaware of night shift), Victor (Whoever or whatever this person is), Sergio (I have lots of plans I am working on, they just aren't in place yet), Pablo (Whom I must also apologize for at least thinking of as little else than Sergio's sidekick, Boy Blunder). Any of these can make a decision that may or may not implement downstream. I can say with experienced certainty that the closer to the floor that the decision is made the less goofball it is. i.e., decisions made by Chuck are likely to make more sense than those by Sergio. I don't know if some of these decisions are made out of plant, if so...

Let's look at the battles facing Bimbo Elkhart.

Staffing:

Vaccine trial data was released in November of 2020. At that moment in time, anyone should have realized that there would be a flood of businesses starting back up and, with the current political climate, a number of people who would not immediately go back to work. End result, move to a labor favored market. i.e., labor shortages. Bimbo didn't address the train at the end of the tunnel until you could count the wheels. February 2021.

Scheduling:

Scheduling is such that you either have a home life or a work life. Since I don't see you in the morning and I don't see you when I come in at night (I have only seen you once in nearly two years), then I can reasonably presume that you don't have to live with the Catch 22 that you have inflicted on your understaff.

Moral:

Abusive schedules. Schedule changes on a moment's notice. An us-against-them mentality between shifts, maintenance and production, everyone and administration. You have internal conflicts which were designed and implemented by administration. I am sure you understand how. And why. You are responsible for its continued existence. If you haven't figured it out, contact me. If nothing I am observant and can generally glean root causes. The information won't do you any good. You won't listen and it's probably far too late to fix it.

Parts Acquisition:

If I order a part, your parts system is so convoluted that without going to multiple sources there is no way to trace an order through the Rube-Goldbergish maze that is your ordering system. Note that in spite of the fact that Rube Goldberg machines are ridiculous, by design, they actually work. In stark contrast, Bimbo's parts acquisition system is ridiculous (I am presuming somebody designed it) and doesn't work.

An example. December 7th, 2019, I order pneumatic valves from my own sources using my own money to fix three tabbers. I receive an ass chewing for providing parts because "You signed something at hire that said you couldn't do that." (I looked. I didn't). This because the valves didn't affect the operation, but their absence cause extremely loud air exhaust 24 hours a day. I also ordered a sound pressure meter to prove to the mechanic who said, "It's not that loud.", that it was a 92db constant scream from three machines. The valves were immediately removed. Ten Months later they were replaced. In October 2020. In true Bimbo fashion ("Superior Quality Always") They aren't screwed down, just hanging there.

As an aside. Large parts appear to go through corporate for ordering. In spite of the fact that Sergio tells me otherwise, it looks like Melissa both places orders for consumables with local vendors and receives them. If true, and it might not be, you are in violation of the Sarbanes-Oxley act. You may want to look into that. It's a fineable offence. When I brought this up, I was told it was none of my business.

Training vs. Reality:

Safety: On at least two occasions I have been instructed to do things counter to safety training.

Ethics: We are told not to falsify paperwork yet the miserable excuse for a piece of software (Judged by someone who has written software since the early 1970s) is falsified, by company edict, to correct inconsistencies in actual parts levels vs database levels by falsifying work orders. (Or even generating fake ones.) When I pointed out ordering irregularities I was told it was none of my business.

Frugality: If we can get a part at a third the cost from one vendor but another vendor has the almighty approval of Bimbo, we may pay two or three times the cost of the part.

Cleaning: "Compressed air can spread mold spores if used for cleaning." This from Alchemy. Guess how we pretend to clean in the wrap area.

Somax:

Don't get me started. From the fact that it lacks the granularity to create meaningful searches or reports, lacks the ease of use for "administrators who are too lazy or too stupid to drill down and find out who worked on what" causing extra work for all mechanics, lacks a mechanism for either automatically ordering parts hitting low levels or even alerting someone that the level has been reached, causing out of stocks. Not a problem anymore. Most of us don't bother using it. It was all a lie anyway. It neither correctly tracked time or parts.

(Previously Mentioned) Complete, Utter and Total Lack of Administrative Stewardship:

(Superfluous redundancy, I know).

This isn't a problem. It is **the** problem.

Lack of a coherent command structure. Decisions are made by multiple people. Sometimes conflicting.

Lack of communications. Radios have disappeared out of my locker. Three times. Seems everyone with a green had can open your lock and remove whatever they want. No forewarning. Preflights mandate that we set up for the first item run. Nobody tells us what that is. Frequently we get multiple times for startup. There is no comprehensive communication between any two major entities. This is an entire page in itself. Glad to flesh it out. Get in touch.

Decisions pulled out of someone's ass.

The following is probably a good decision making set of steps:

1. Identify a problem
2. Is it a problem or is it something you just don't like?
3. Gather as much information as you can about the issue.
4. Generate a hypothetical solution.
5. Discuss the solution with the people who have to live with it.
6. Examine the solution for likely \ possible side effects.
7. Are the side effects worth the changes you are going to make? If no, revisit #4
8. Examine the side effects and determine mitigation.
9. Discuss the mitigation efforts with the people who will have to live with them.
10. Arrange the mitigation efforts to go into effect either prior or at the time of the decision implementation.
11. Limited implementation if possible.
12. Evaluate success. Determine if the change is 1) effective and 2) worth the costs

Decisions made here are something like this:

1. Identify something you want to change whether a problem or not.
2. Make the change
3. Let the people who have to live with it go f*ck themselves.
4. Feel like you have accomplished something because you changed something. (change for the sake of change is *NOT* progress.)

This is not leadership. It is being a boss. There is a distinct difference.

Notes From Mike (yes, I know, you couldn't care less):

The next time in the middle of winter, freezing our asses off in sub freezing, sometimes sub zero weather, in the middle of the night, crawling through multiple trailers, if anybody is left, they should call one of the aforementioned administrative team. If you generate a shit-show, you should have to occasionally wade in it.

I am presuming that you no longer fire people for stealing from the company. The logic goes like this. I am told I am obsessing over the imbecilic rolling tool purse. It forced me to retire more than a full paycheck in tools and test equipment bought for use at Bimbo. Since pointing this out is obsessing, because it's in the past, then firing someone for stealing is firing them for something done in the past. Guess policies have changed.

The tool box I destroyed and dumpstered. I got my ass chewed for assembling it on company time so figured I could not disassemble without the same issue. I am told "different administration, different rules". Considering the absolutely stellar communications that Bimbo has, I must have missed the memo. Could you please provide it to me? If not, please enjoy the proceeds from scrap metal you sold that used to be my tool box. Note that on my arrival, I was told I needed to provide my own. Wish you would make up your minds.

I am also presuming that your magic wand has not made it in yet. Part of reason for your copy-machine-repairman rolling tool purse (this for industrial mechanics) seem to get just as dirty and cluttered as the actual useful boxes you told us to buy, it must be your wand isn't here yet to somehow keep them differently clean. Perhaps it is here and all you are missing is a few classes at Hogwarts.

I understand that new toolboxes are forthcoming. Selected by.... wait for it.... somebody that is *never* going to have to use one. Yup, Boy Blunder. I am sure that *they* will stay magically sparkly clean. No doubt an orgasmic experience for some desk pilot somewhere.

Your indoctrination should include "We do not want you putting in any extra effort, time or investment into our company. On pointing out the fact that I lost a lot of money over some jerk's decision, I was told "Nobody asked you to do that.". Stupid thing to say, but if it is the new company policy...

Most of the above is courtesy Pablo.

Dave, I do wish Janeth had not interrupted us. You first attempted to justify the moronic tool purse mandate at a huddle. The first two items you dredged up, "Best Practices" and "Damage due to different sized tool boxes" I think I could have shredded into pieces so small that a quantum physicist could not find them. Sub-atomic particle horse shit.

To Pablo, no, people did not complain to you about the moronic rolling copy-machine-repairman tool purse. We complained to each other. Along with this we surmised where you might have come from and put forth the opinion that we wish you were back there. As people leave more may come out and admit it.

You, Sergio and Victor are part of Bimbo. You are not part of the group that is maintenance. Why would we talk to any of you about anything?

D. Dave, In the rolling copy machine tool purse. Are my locks, radio battery, keys, safety helmet, safety shoes and everything else Bimbo. There are also two books. Each has a life lesson. One book you have probably heard of, one probably not. If you have problems with the text, let me know, I can get audio books, come in and read them to you gratis or rewrite them for you in monosyllabic prose.

If I can see you Tuesday, this letter will accompany it. If not, I will give copies to a couple of folks to make sure you get it.

Enjoy

Mike Neeley