

Excellence in the Southeast

April 2008

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MESSAGE FROM THE PRESIDENT

Here we are again; already it's Spring, with daylight savings time, March Madness (is your team still in it?), and, the realization that some of our New Year's resolutions will be best accomplished in 2009. During 4th Qtr. '07 many of us were involved in '08 Budgets. Much of this "strategic visioning" exercise is devoted to "how to report" as well

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as "what to report". Did we set targets and goals to "make" (sandbagging) or did we set them to see what we are actually capable of (stretch). Goal-setting and targets very much remind me of a professor I had at Christian Brothers College (it's a University now), that everyone hated because of his "Lean/Mean" approach to tests (we didn't know it to be Lean, we just thought he was Mean). He said, in a way that you had to be there to get a feel for, that, "NO one has ever gotten a 100 on MY tests and NO one ever will!!". Well, at CBC where academics were supreme, and grading curves not an exact science at the time, these were words of blasphemy to the student that thought "the" grade was what the goal was. This professor would, when pressed, by the unknowing and lowly student, give an answer as to why he believed in this torturous edict, "No one should EVER get a 100 on a test because a test should extract what you know, and if you "made" a 100 on

t, this only means that you knew what was being asked, on this particular day, but it didn't bring out all of what you knew", and "That's all I am going to say about it". And so, this professor goes down in this student's memory, with Deming, Ford, Juran, and the many other fathers of Lean thoughts and persuasion. Do we, as Lean practitioners, develop goals that will bring out what we "know" or what we "made"? With the end of 1st Qtr. now upon us, are we secure in our successes that show what we "know", or, are we frantically developing Paretos, and timelines, to explain-away, what we "made". Let us, as loyal AME members, as AME activities participants, and as avid Target magazine readers, always strive to bring-out what our teams know, and not be overly concerned with the grade. After all, Lean is a journey towards a moving target. Dr. Darnell would be so proud.

SE REGION PRESIDENT

Dewey Smith
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AME SE REGION 2008 SCHEDULE OF PROGRAMS

PROGRAM TITLE	NO. OF DAYS	DATES		LOCATION			NO. OF SPOTS
		FROM	TO	COMPANY	CITY	STATE	
Building A Dream Team for Maximum Performance	1.5	4/9/08	4/10/08	Capital One	Richmond	VA	45
Continuous Improvement	2	4/15/08	4/16/08	Teampath	Pensacola	FL	
3P Event	2	4/15/08	4/16/08	Acuity Brands	Covington	GA	
SMED Event	2.5	5/12/08	5/14/08	Plymouth Tube Co.	West Monroe	LA	20
Accounting for the Lean Enterprise	2	8/13/08	8/14/08	Change Partners	Athens	GA	24
Lean Bronze Cert Review	2	9/10/08	9/12/08	GA Tech	Atlanta	GA	20

What is AME?

The Association for Manufacturing Excellence

(AME), founded in 1985, is a not-for-profit organization dedicated to cultivating understanding, analysis and exchange of productivity methods and their successful application in the pursuit of excellence. We are practitioner-based, and our events and workshops focus on hands-on learning. AME publishes the award-winning Target magazine and puts on several regional and na-

THE MISSION of the ASSOCIATION FOR MANUFACTURING EXCELLENCE IS: To inspire commitment to enterprise excellence through shared learning and access to best practices, so members can personally succeed and help drive their company's success.

BUILDING A DREAM TEAM FOR MAXIMUM PERFORMANCE

Richmond, VA—April 9-10, 2008

Capital One, AME and Training Modernization Group have joined forces to bring you one of the most powerful, high-quality, practical learning workshops ever brought to this area. We invite you to be our guest at this coming workshop as we examine the entire People Value Stream and create a systematic process by which leaders at all levels are able to have the same visibility over their workforce as they do over materials, process, and production metrics. A process that focuses on getting the right people into the company; ensuring those people have the right skills to support production; keeping a broad enough base of trained personnel so that back up employees are available for all critical positions; ensuring leaders have employees when they need them to support the process, and creating a Team environment that is focused on Winning in the business game.

Attendees will learn through case studies and practical applications. See firsthand what Capital One is doing to attract, hire, and maintain the very best people, how they get their 1st Line Supervisors engaged in the journey; and how Capital One leadership views "Lean at the Top of the House" Take your lessons learned from the classroom to the shop floor and see them demonstrated during the tour—and then take them back to your company. [Go to www.ame.org](http://www.ame.org) to sign up NOW!

CapitalOne

SMED—Quick Changeover Event

West Monroe, LA—May 12-14, 2008

Come prepared to learn the concepts of quick changeover (SMED) and then participate on a team that will apply the principles. This will be a 2-1/2 day event. Anyone interested in improving their operation by removing waste and increasing throughput should attend.

The seminar will be hosted by Plymouth Tube Company and led and facilitated by Rick Feller. Rick joined Plymouth Tube in 1999 and has been instrumental in guiding the company in its implementation of Lean, 80/20 and Topgrading concepts. Rick is the Manager of Manufacturing Excellence based out of the Warrenville, IL office. He has been in manufacturing operations management for over 36 years and actively involved in *Lean* implementation since 1984.

Plymouth Tube West Monroe has had tremendous success with quick changeover activities. One of the best examples is setup reduction on our bender. The bender encounters 20-30 bend diameter changes per shift. Setups historically had taken 25 minutes or more. There was not standard process. Today, the setup time is tracked at an average of 5 minutes each. Imagine the impact on throughput.

This event will focus on our draw benches. This equipment could draw approximately 300 pieces per shift. Setup reduction has occurred on this equipment, but it is time to revisit. Currently setups are at 21 minutes. There is opportunity to run up to 4 quick change teams on different parts of the process during this event.

More information will be available at www.ame.org soon.



5S Kaizen Event

A foundational step in moving forward

Robert Camp hosted a 5S Kaizen event at Dare Foods in Spartanburg, SC. Participants were expecting to “Sort” the items in the area to be 5S’ed, setting aside the items that aren’t needed in a quarantine area for later disposal. Those items that go back into the area will be “Straightened” and clear locations created for everything. With everything in its assigned place, the area is Swept” and given a thorough cleaning. On March 10 and 11, the event was completed and the benefits Dare received from the event are:

- All the participants came away with tools to enable them to sustain a cleaner, more visual and organized work area.
- Ownership of sustaining the work areas was transferred to the production personnel.
- A sense of pride and accomplishment was developed in each area.
- Waste can now be easily identified.
- An accountability system for handing off responsibility between shifts was established.
- A foundation is being established for other lean tools to take root.

Dare Foods Plant Manager Jeff Wilson reports, “We had the privilege of having Robert Camp pull together a wonderful presentation on 5S in a very short time frame. Mr. Camp is a seasoned facilitator and conducted the event in a very professional and efficient manner. His presentation skills coupled with a ‘servant leader’ approach makes for a very successful event. It was a true pleasure to work with such a talented individual.” Mr. Wilson went on to say, “This event will be foundational step in moving forward with our lean transformation and on behalf of Dare Foods I would like to take this opportunity to thank AME for conducting the event at our facility.”

NOTE FROM THE EDITOR: Think about it, that talent is right here in your region along with the many other talents of your SE Region board members and regional membership. Some of the AME Values are to maintain the spirit of volunteerism and shared learning; to insure products and services are world class; to align, ally and cooperate with other organizations and institutions that practice a similar vision, mission or values, and to help maintain a strong, high-performance manufacturing presence in North America that is vital to the economic strength of the region and its people.

Achieving a High Involvement, Continuous Improvement Culture

To Power the Lean Sigma Workplace

A Structured Approach for Building a Team-Based Workplace

In Conjunction with Lean Implementation

Pensacola, FL—April 14-15, 2008

Many organizations have long been on the Lean journey, with excellent results. But, is that enough? How do you sustain and build on these results? How do you further involve the workforce in continuous improvement to power your Lean investment to the fullest? This is the real challenge of the day.

In this “how-to”, case-based workshop, learn a structured “whole system” approach to developing a high-involvement, continuous improvement workforce, and specific strategies for implementing this approach within an already existing Lean/Sigma initiative.

The host company for this event is *Pall Life Sciences*. They are a global leader in the rapidly growing field of filtration, separation and purification. Pall is organized into two businesses: Life Sciences and Industrial. These businesses provide leading-edge products to meet the demanding needs of customers in biotechnology, pharmaceutical, transfusion medicine, energy, electronics, municipal and industrial water purification, aerospace, transportation and broad industrial markets. **GO ONLINE TO www.ame.org to sign up now, time is running out.**

Board Member Spotlight—Kirk Eaton—Georgia

Kirk rejoined the board after an absence while working up north. He is currently the APS Deployment Manager for Acuity Brands Lighting where he develops the Lean knowledge and skill in the associates through implementation of the Acuity Business System (ABS). Kirk develops, implements and modifies training packages and simulations for Lean tools to be deployed in a classroom environment, on-line and in the work space. He works with newly acquired businesses to convert traditional manufacturing operations to lean systems. Kirk can be reached at Kirk.Eaton@acuitybrands.com.



**AME Mid-Year Conference June 9-12 in San Diego:
Be There!**

<http://ameregionalconferences.org/>

Benchmarking Community of Practice Launched

The newly-organized AME Benchmarking Community of Practice (CoP) got off to a lively start at the recent AME annual conference in Chicago. “Co-conspirators” Bill Sacherek, Boeing; Glenn Marshall, Northrup Grumman Newport News; Mark Palla, Raytheon; Ron Webb, APQC; and Bill Baker, Speed to Excellence, each gave a brief presentation during a Chicago Benchmarking Forum and fielded questions about the fledgling group.

“Benchmarking has changed, but it continues to provide value and to be used by many People,” said Bill Baker, AME vice president of affiliations. “We’re trying to move toward a common understanding about what you do or don’t call benchmarking, and to do it rapidly and effectively. Speed is a key in gaining wider understanding and effective use of benchmarking concepts, or else senior leadership will move on to something else.”

Additional suggestions for potential benchmarking practitioners from the CoP founders: Understand your process first, clarify what gaps you want to close, develop questions to find the right partners, benchmarking partners want value in return, be prepared to offer a reciprocal visit, record findings and share the learnings, and define an action plan to deploy new knowledge.

APQC’s Ron Webb cited recent trends: Benchmarks must be relevant as well as comparable cross-industry and widely agreed-upon, he said. He added that benchmarks must measure things that drive an organization, be available now, and be low cost. Webb described the use of the Open Standard Benchmarking Collaborative (OSBC) to offer the most robust database of processes, frameworks, measures, benchmarks, and performance drivers/practices.

AME Benchmarking CoP guidelines developed by the founders include: Use a standard defined benchmarking process, mentor new members, use the APQC benchmarking code of conduct, always provide a win-win experience, share knowledge aggressively, assist members in need to the best possible extent, and meet face to face and/or virtually on a set schedule with important agenda items.

The Benchmarking CoP plans to hold follow-up “deep-dive” session at the AME Regional Conference in San Diego (June 9-12) and again at the national AME Annual Conference in Toronto, ON (October 20-24), as well as continuing communications and sharing during the year. For more information contact Glenn Marshall (glenn.marshall@ngc.com or 757/688-2995).

EDITOR’S NOTE: Reprinted with permission from Target, First Issue 2008.

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