

# Excellence in the Southeast

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## MESSAGE FROM THE PRESIDENT

To the SE Membership - join me in welcoming two new board members: Kirk Eaton - representing Georgia, and Jon Oakley - representing Mississippi. We also want to convey our thanks to three persons that have left the board - Scott Thompson of Georgia, Jim Smith of North Carolina, and Art McElroy of Mississippi.

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To our members in Georgia and Mississippi, help us in welcoming these new representatives in your respective state; their emails are: [jon.oakley@batesville.com](mailto:jon.oakley@batesville.com), [Kirk.Eaton@AcuityBrands.com](mailto:Kirk.Eaton@AcuityBrands.com). In your emails, let them know what type of events you would like to see presented in your state; who knows, it may just be your facility that is chosen as a host for the event. This is a very special time for the SE Region as we plan for our Mini-Conference to be held in Charleston, SC in the Spring of 2009. This series of special topics will be the first in AME: Class workshops will be targeted to tours that will show the participants how the class material is applied - this will be a very special beta test for this approach. Thank you, the members of the SE Region for your, and your company's, support of AME.

Thanks and Regards, Dewey

## SE REGION PRESIDENT

Dewey Smith

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## WE SURVEYED YOU RESPONDED

- 61% have lean transformations that are less than 5 years old; 48% are in the 1-4 year category.
- Most of us are using 5S, Value Steaming Mapping, TPM and team building.
- 76% can attend between one and two training events a year
- 47% prefer two-day training; 20% can go for 3 days; 18% prefer one-day training.
- 68% want hands-on activity

We are working hard at providing the events you want and need. See the schedule below for what is available in the next few months. Keep letting us know what you need. And mark your calendars to be in Toronto for the National Conference in October.

## AME SE REGION 2008 SCHEDULE OF PROGRAMS

PROGRAM TITLE	NO. OF DAYS	DATES		LOCATION			NO. OF SPOTS
		FROM	TO	COMPANY	CITY	STATE	
5S Kaizen Event	2	3/10/08	3/11/08	Dare Foods	Spartanburg	SC	10
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	
Lean Bronze Cert Review	2	May	May	FedEx	Memphis	TN	20
SMED Event	2.5	6/16/08	6/18/08	Plymouth Tube Co.	West Monroe	LA	20

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### 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 national events each year.

**THE MISSION of the ASSOCIATION FOR MANUFACTURING EXCELLENCE IS:** To inspire a commitment to global enterprise excellence through shared learning.

## **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.



## **Creating Just-in-time Logistics Flow workshop**

**A Huge Success!**

Between February 18-21, 2008, thirty nine manufacturing, production control, and logistics professionals from all parts of the world gathered in Lexington, Kentucky to wrestle with how Toyota's principles of just-in-time (JIT) could be applied to their inbound supply chain, production management, outbound distribution, and warehousing processes to significantly reduce the lead time required to provide customers with value.

The workshop was coached by Jim Price, a faculty member of the College of Engineering, University of Kentucky, and centered around discussions on how Toyota's "just-in-time" production system (TPS) principles can be applied to create and orchestrate flow throughout an organization's supporting inbound, internal, and outbound logistics channels.

Particular attention was given to the dependence on and synergism possible between internal manufacturing materials management processes, visual manufacturing production management and control approaches, and their connectivity with the organization's inbound supply chain and outbound distribution system. The improvement objective is that customer's requirements flow throughout the enterprise in a seamless and balanced manner.

The value of these just-in-time logistics principles were reinforced through presentation and discussion of several study companies' conventional logistics process and how they were significantly improved through transformation to JIT logistics processes. The workshop also introduced extended value stream mapping and discussed how it can serve as an effective tool to help analyze and improve extensive logistics systems.

Participants walked away with a much better understanding of the importance of integrating their logistics processes with their supported operational processes and how the entire enterprise system can be improved through transformation toward Toyota's lean systems principles.

## TPM Training and Workshop

### *Some came quite a way to attend this event*

Fifteen manufacturing folks from Alabama, Arkansas, Canada, Illinois, Louisiana, Minnesota, Pennsylvania and Virginia spent three days during the period of January 14-16, 2008, exploring what was required for the proper “care and feeding” of their plant equipment. During these three days, the team learned how to implement a functional Total Productive Maintenance (TPM) program. David Stendahl, Fuss & O’Neill, provided eight hours of Introduction to TPM training that focused on:

- Stabilizing Failure Intervals
- Improving Equipment Productivity
- Maintenance Excellence
- Predicting Equipment Life

Following the initial training, the team went directly to host company Anchor Packaging’s factory floor where these learned concepts were applied to actual pieces of process equipment:

- **Operator Walkarounds** - Based on the requirements, the key points and methodology for the daily “care and feeding” of specific pieces of equipment were developed.
- **Overall Equipment Effectiveness** - A functional OEE methodology was developed utilizing available maintenance/engineering/operational data.
- **Critical Spare Parts** - All of the essential “nuts and bolts” required for key pieces of equipment were identified.
- **Priority Maintenance Issues** - The team pointed out key issues with the equipment that required subsequent cleaning, repair and more extensive analysis. Team members also analyzed planned maintenance activities and recommended improvements based on detailed services required.

Feedback from the participants was very positive and several requests for follow up sessions have been submitted. It was agreed that TPM is clearly emerging as a powerful component to be successfully utilized by manufacturing teams that are continuing along their Lean Journeys.



## **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.

## Board Member Spotlight—Jon Oakley—Mississippi

Jon just joined the SE Region Board of Directors last month and we are pleased to welcome him. He has worked for Batesville Casket Company since 1997 and is the Plant Manager at the Panola Plant. Jon is responsible for leading a team of 6 Staff Level Managers, 35 Salaried Mid-Managers, and 500 hourly associates within the United States' largest solid wood casket manufacturing operation producing 650 caskets daily. If you want to know about Kaizen, Daily Continuous Improvement, JIT, Value Stream Mapping, 5S, Standardization or 3P, just ask Jon! You can contact Jon at [jon.oakley@batesville.com](mailto:jon.oakley@batesville.com).

### AME Mid-Year Conference June 9-12 in San Diego:

#### Be There!

Reprinted from *Target*, Volume 24, Number 1

This year the mid-year regional AME conference heads south from Canada to San Diego. The San Diego AME conference will take place at the Westin Horton Plaza Hotel in downtown San Diego. Starting on Monday, June 9th, the conference runs for three days. This conference is similar to the AME International Conferences, but on a smaller scale. Attendance at the San Diego event is limited to 550.

The "Catch the Lean Wave" conference begins on Monday with half-day and full-day pre-conference workshops. Bob Wrona will conduct his popular "Training Within Industry (TWI)", Joe Barto of Simpler Consulting will present "Building a Workforce to Compete," Nick Kato from Brian Haskell and Associates will offer a Lean Accounting workshop, and Bill Baker and Michael English will conduct a session on "Using Your Company's Knowledge to Win". There will be a total of 12 workshops.

Ten tour will start on Monday and continue through Wednesday. Featured tour sites will be DJO's Vista and Mexico plants, both *Industry Week* Best Plants; Dimension One Spas, a Silver Shingo Prize Recipient; plus HM Electronics; Goodrich Aerostructures; Solar Turbines; NASSCO; and more.

At San Diego there will be five keynoters: Gary Ridge; CEO of WD-40; Time Ambrey, director of the Autoliv Production System; Jerry Bussell, vice president of Medtronic ENT/NT; Alvin Law, motivational speaker and author; and Frank Dixon, renowned sustainability expert. On Tuesday and Wednesday, 32 presentations from practitioners will represent four tracks: Culture and Leadership, Innovation and Technology, Supply Chain Collaboration, and Lean Enterprise. Confirmed presenters include Northrop Grumman, M2 Global Systems, DJO, W.L. Gore & Associates, Myers Container, Raytheon, ESCO Corporation, and Aera Energy.

The conference will also feature the benchmarking Community of Practice (CoP) with Boeing, Northrop Grumman, and Raytheon sharing data and comparisons. A companion program will be offered for those wishing to bring spouses or friends who want to enjoy what the greater San Diego area offers in early summer.

For those wishing to register, go to [www.ameregionalconferences.org](http://www.ameregionalconferences.org) or contact Edrea Tesiorna at 224/232-5980 x. 223. The conference promises to offer great value for all attendees and is predicted to sell out in early 2008.

*Editor's note: Thanks to Jerry Wright, conference chair, for this article.*

# Excellence in the Southeast

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