

Long Island & Metro NY Chapter



Institute of Industrial Engineers

NEWS-LETTER

IIE-Vol.107 Issue 05

Gold Award Winner for 10 Straight Years (1997-2007)

May, 2008

Calendar of Events

May 20th, 2008 (Tuesday)

IIE March Meeting

Topic: Details on right

June, 17th, 2008 (Tuesday)

Topic: Merchant Marine Academy -

Visit in Kings Point, NY (Tentative)

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Visit IIE Long Island Chapter on the web at:
www.iienet.org/long_island



IIE Annual Conference and Expo

May17-21

Vancouver, British Columbia, Canada

2008

For Details Logon to:
www.iienet.org/annual2

May MEETING

Tuesday, May 20th, 2008

Time: Networking/Refreshments - 6:00pm, Tour: 6:30pm

Place: Hicksville, NY

Meeting Fee: no charge, A Lite buffet/dinner/refreshments will be provided

This is a joint event with the Long Island & NY Chapters of IIE & SME
Preregistration Required (see back page)

Topic: Tour of Cooper Lighting

Host: Frank Zagari, MVP & Lean 6-Sigma Specialist

Cooper Lighting is a division of Cooper Industries, which this year is celebrating its 175 anniversary. The company was founded by Charles and Elias Cooper in Mt. Vernon, Ohio, in 1833 as an iron foundry that made plows, hog troughs, kettles and stoves. The merged companies of Neo-Ray Lighting from Ridgewood, Brooklyn and AtLite Lighting from Maspeth, Queens were relocated to the current facility in Hicksville, NY in early 2004.

The facility in Hicksville has been making the transition to LEAN and on this tour you will witness the results of what has been accomplished including the following:

- 5S & Housekeeping
- Materials Pull System Management
- 2-bin KANBAN
- VMI (Vendor Managed Inventory)
- Visual Management & Controls
- Waste Analysis / Reduction
- Daily Accountability Boards
- Cell Creation
- Lead Time Reduction
- Continual Education & Improvements

COOPER Lighting



Registration is required. See back page for registration information.

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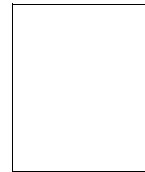
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PRESIDENT'S MESSAGE



The first IIE meeting back in Manhattan was resounding success in every respect. There was an excellent turnout from both Metro NY & Long Island Chapter members. The speaker Richard Lanna provided a very comprehensive presentation on Lean for the Office. (Please see the review beginning on page 3.) The venue at ADP's conference room at One Penn Plaza was easy for members to commute to. The hospitality of the folks at ADP could not have been better. A special thanks to Andrew Trager from ADP for making all the arrangements. Hopefully this will be the start of many more meetings in Manhattan.

In May we continue on with the LEAN enlightenment with a tour of Cooper Lighting in Hicksville, NY. Cooper has been implementing LEAN practices now for several years. I hope many of you will join us on this tour where many of their accomplishments will be shared.

If you are a Metro NY Chapter member, I have been informed that your Chapter affiliation will be changed to the combined chapter roster (NY & Long Island) as your annual membership is renewed. To speed up the process, which will help us with funding, please contact IIE and request that your affiliation be changed before your annual renewal.

Chapter 86, President

Tom Fiorella

(Continued from page 3)

- "Building a Lean Enterprise" must be an integral and permanent part of the company's overall business strategy!
- Creating a management process/system that provides ongoing encouragement, guidance, direction, training, resources, and recognition/rewards throughout the CI cycle
- Creating a "pull based" manufacturing management system that improves product flow and effectively links external customer demand to internal production capacity.
- Willingness to examine all current policies, procedures and practices that may be counterproductive to Lean Operations.
- A deep commitment to EXCELLENCE in all you do!
- Creating A Sustainable Culture Of Continuous Learning With Ongoing Productivity And Productivity Improvement
- Install "enlightened", realistic performance measurement & reward systems
- Recruit workers with the appropriate skills and attitude.
- Create a common understanding of Lean and why we need to change.

- Push decision making down to the lowest possible levels.
- Continually train and empower people - take advantage of all brainpower.
- Get started as soon as possible -but insure success
- Plan, organize and fully support initial teams and pilot projects; then extend Lean across the ENTIRE organization.

- Learn from other's successes and failures - become a "Student of Lean"
- Don't be too proud to seek out expert help, as needed, at every stage!

For additional information on ITAC please visit www.itac.org. If you would like a copy of the Rich Lanna presentation you can download a copy from the IIE-LI website at www.iienet.org/long_island and go to the Events Page and then scroll down to April.

CAREER OPPORTUNITY

MECHANICAL / INDUSTRIAL ENGINEER - Fast growing industry leader in lighting manufacturing seeks an experienced Design Engineer to work in our R & D Department.

Organizes design project by identifying short-term and long-range issues; preparing timetables, cost estimates, and required resources. Determines product requirements by studying product concept, features, specifications, sketches and existing models; analyzing user and potential user input; conferring with design engineers and product managers. Develop and analyze prototypes and provide engineering support relative to root cause of failures with recommendations.

Requirements: BSME, Working knowledge of Solid Works (Autodesk Inventor is a plus) Experience using SAP is a plus Analytical Documentation skills At least 3+ years of Engineering experience in Lighting Must have ability to handle multiple tasks in a high stress environment Technical and sheet metal manufacturing background helpful Position requires self-motivated and dependable professional Requires excellent verbal and written English communication skills Knowledge of Six Sigma for Design and Lean Manufacturing a plus.

Reply: Competitive salary / benefits. Resume / salary history and req. to: Employee Relations Manager, Cooper Lighting, 100 Andrews Rd., Hicksville, NY 11801, e-mail to HRHicksville@cooperlighting.com or fax (516) 470-1079. EOE m/f/d/v

For Complete details on this position go to www.iienet.org/long_island and click on the CAREERS link.

MEMBERSHIP

**Current Active Membership
Long Island Chapter & Metro
Chapters Combined = 134**

Institute of Industrial Engineers - Long Island Chapter #86

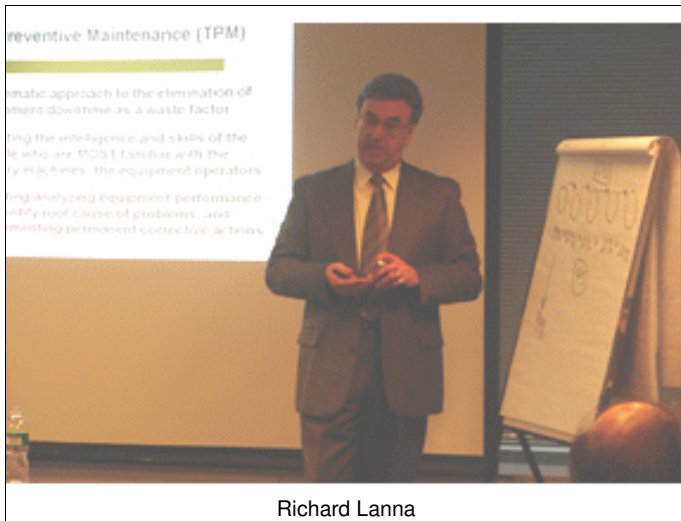
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Review of April Meeting LEAN for the Office

By: Tom Fiorella

There seemed to be plenty of interest for the April meeting topic of Lean for the Office for the first meeting held in Manhattan since 1999. Besides several Metro Chapter members, including two past Presidents, there were several members from Long Island who traveled on the Long Island Railroad into conveniently located Penn Station, just steps from the meeting location held at ADP's conference room on the 23rd floor of One Penn Plaza. The conference room with its large windows provided a wonderful view of the New York skyline including the Empire State Building.

Richard Lanna from ITAC (Industrial and Technology Assistance Corporation) provided a comprehensive presentation *on Lean for the Office*. ITAC is an economic development organization that provides business consulting services, technical assistance, and training programs to manufacturing and technology firms in NYC to help them be more profitable & competitive.



Richard Lanna

Rich indicated that the objectives for the evening presentation were to understand and recognize the various characteristics and benefits of a lean office vs. a traditional office environment and how the Lean tool set that are usually applied in manufacturing can also be applied in an office setting.

Lean as defined in the MEP (Manufacturing Extension Partnership) Network is "A systematic approach to identifying and eliminating waste (non-value-added activities) through continuous improvement by flowing the product at the pull of the customer in pursuit of perfection" Value-Added is defined as activity that adds to the market form or function of the product or service. These are things the customer is willing to pay for! On the other hand, Non-Value-Added (NVA) is any activity that does not add market form or function or is not necessary. These activities should be simplified, combined or eliminated. One of the focuses of LEAN is to Eliminate NVA Wastes. Typically 95% of Total Lead Time in a manufacturing process is due to Non-Value-Added Activity! There are 8 NVA wastes which are: 1-Defects, 2-Overproduction, 3-Waiting, 4-Not fully utilizing people, 5-Transportation, 6-Inventory, 7-Motion, & 8-Extra Processing. Good way to remember the 8 wastes is to take the first letter of each, which spell's DOWNTIME.

Some examples of waste that can exist in an office environment are:

- Defect - Order entry error, Improper lighting, No standard work, allowing individual methods, Paperwork does not match, Entering information without a form, No checklists, Software incompatibility

- Overproduction - printing documents earlier in batches due to long changeover time, Processing documents twice just-in-case, prepare monthly reports early, shotgun approach for analysis instead of a focused approach, multiple bosses and/or jobs cause wrong order of jobs, memos to everyone, e-Mail replying to all when not necessary
- Waiting - waiting for printer to warm-up, Printer or computer break-down, mail delivery within the firm, different work schedule of team members, attendee not all on-time for meetings, waiting for signatures, folders piling up in bins
- Not fully utilizing people - limited functional responsibilities, bypassing procedures to hire a favorite candidate, start using system software without prior training, qualifications unclear, not providing opportunity for growth, temporary workforce
- Transportation - copier is too far from desk, paper and stapler kept away from printer and copier, no signs identifying areas or departments, walking back and forth to correct mistakes, long travel for small amount of documents, poor office layout
- Motion - keeping forms far from reach of employee, looking for items because they do not have a defined place, unfiled papers, not grouping similar orders, saving files forever, employee working by experience instead of standard method, make a draft before preparing formal document
- Excess (NVA) Processing - re-entering data, printing & mailing, faxing, overnight mailing, e-mailing the same memo, lack of proper instruction for filling out form, repetition of same information in different forms, use of different software in different departments when processing an order

Some of the tools of LEAN that are used in manufacturing and can also be applied in the office such as: standardized work, the 5S system, visual aids, efficient layouts, quality at the source, point-of-use storage, batch reduction, cellular flow, pull/Kanban.

Standardized Work minimizes variation. Operations carried out safely and consistently with all tasks organized in the best known sequence and using the most effective, cost-efficient combination of resources.

The elements of 5S system traditionally are applied in the factory but can also be very useful in the office. 5S consists of the following:

- Sort - what is not needed; sort through, then sort out, using red tags; "When in doubt, throw it out!"
- Set in Order - what must be kept; make it visible and self-explanatory so everyone knows what goes where
- Shine - everything that remains. Clean equipment, tools and workplace.
- Standardize - Create rules and visual controls for maintaining and controlling the first 3 S's. Make them a habit or ongoing routine.
- Sustain - the 5S routine, through training, communications and self-discipline, is spread to all other areas.

In the visual workplace simple non-verbal signals provide an immediate understanding of the workplace situation or condition. They are efficient, self regulating, and user-friendly.

Utilizing a Cell approach in an office environment starts with the linking of people and processes into the most efficient combination to maximize value-added content while minimizing waste. Defining the cell is a 5-step process. 1-Group similar products into families, 2-Establish total Customer Demand and Takt Time to pace the cell, 3-Review Work Sequence, 4-Combine Work in a Balanced Process, & 5-Design Cell layout. The goal of Takt time is to produce to the demand. An example of Takt Time in the office is: Takt Time = Work Time Available / Number of Documents Processed (30 Minutes / 13 Docs = 2.31 Minutes/Doc).

Another important ingredient in a LEAN program is cross-training, which will lead to better communication, faster feedback, support and assistance, same understanding, dealing with complexity, problem solving, improved flexibility and response time.

So what is the key to a successful LEAN program? For one the support of top management is essential. Other key elements includes the following: (Continued on page 2)

Next IIE / SME Meeting - Tuesday, May 20th, 2008

Topic: Tour of Cooper Lighting

Time: Networking/Refreshments: 6:00PM, Tour : 6:30PM

Place: Hicksville, NY

(see page 1 for details)

Reservation must be received no later than Monday, May 19th - Fax to: Tom Fiorella, 516-740-4616, or Mail to: Bob Schroter, 423 Elm St, West Hempstead, NY 11552-3226, or email: Tom Fiorella at tfior9651@msn.com with: Name, Title, Company for yourself and each guest. For contact person please indicate: address, member affiliation (IIE / SME), phone, fax, and/or email address. For inquiries call Tom at 516-214-5588

NAME	TITLE	COMPANY

Send Directions to: _____ Phone Day: _____ Member Affiliation (IIE/SME): _____

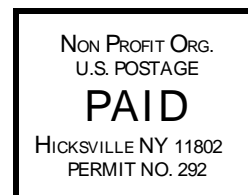
Address: _____ Phone Eve. _____ Include fax or email for a speedy reply.

Address: _____ Fax: _____ You will receive complete directions and instructions to Cooper Lighting once your reservation has been received.

City/State/Zip: _____ email: _____

May, 2008 Newsletter

Institute of Industrial Engineers
Local Chapter # 86
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Postmaster:
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