

Long Island Chapter 86 of the



Institute of Industrial Engineers

# NEWS-LETTER

IIE-Vol.106 Issue 05

Gold Award Winner for 9 Straight Years (1997-2006)

September, 2007

## Calendar of Events

**Sept. 18<sup>th</sup>, 2007 (Tuesday)**  
IIE Monthly Meeting  
Topic: Details on right

**Oct. 16<sup>th</sup>, 2007 (Tuesday)**  
Topic: TBA

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Visit IIE Long Island Chapter on the web at:  
[www.iienet.org/long\\_island](http://www.iienet.org/long_island)



### Call for Presentations / Tours

If you would like to sponsor or recommend a meeting presentation or plant tour please contact Tom Fiorella or Bob Schroter (see contact information on page 2). We are especially interested in any company that has conducted a Lean initiative that would be willing to host a tour.

## September MEETING

**Tuesday, Sept. 18<sup>th</sup>, 2007**

**Time:** 6:30pm - Networking, 7:00pm - Presentation

**Place:** Farmingdale State University of New York, Technology Transfer & Utilization Center in North End of Lupton Hall, Farmingdale, NY (see back page for directions.)

**Meeting Fee:** no charge, Good will donation (\$5) greatly appreciated, Lite buffet/dinner/refreshments will be provided

*This is a joint event with SME / Registration Required - see back page*

**Topic: The Lean Enterprise - Are We There Yet?**

*Speakers:* John Boyko, Managing Partner at Summit Business Solutions, Inc.

No longer just the "manufacturing" process improvement method, Lean Thinking has changed the way businesses around the world operate. Continuous change, isolated tasks and lack of organizational alignment cause huge amounts of waste in any business. Lean Thinking is the shorthand phrase for the strategies, thought processes, and principles that Toyota follows in producing high quality cars at low cost-with a faster development cycle than their competitors.

Service and healthcare processes are not exactly like manufacturing, but the principles of Lean Thinking-optimizing the whole, eliminating waste, and respecting people-apply equally well in these environment.

This presentation will illustrate how the principles and tools of Lean Thinking can be deployed and sustained within your organization.

Key learning points include:

- ✓ Why most Lean deployments fail
- ✓ How to develop and deploy business vision
- ✓ The Five Phases of a Lean Improvement cycle
- ✓ Tools that can be used immediately
- ✓ How to improve your process improvement cycles



*About the Speaker:*

John Boyko is a nationally recognized authority on Lean Enterprise and helps businesses grow and gain competitive advantage through the application of Toyota Production System strategies, Business Process Improvement and Kaizen Workshops. John is a Managing Partner at Summit Business Solutions, Inc., a leading consulting and training organization that specializes in process improvement and supply chain management strategies.

John is a graduate engineer with degrees in Mechanical and Manufacturing Engineering and is a certified Lean Manufacturing Specialist with the National Institute of Standards and Technology. He was also appointed by the United States Department of Commerce to the Board of Examiners for the Malcolm Baldrige National Quality Award. In this capacity he plays an integral role in analyzing businesses, hospitals and educational institutions for this prestigious presidential award. As a consultant and trainer John has led numerous Lean Enterprise programs, conducted countless training sessions and facilitated countless Kaizen Events that have resulted in millions of dollars in cost reductions for client companies.

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## **PRESIDENT'S MESSAGE**



We are now at the start of a new season of programs and tours. For the September program we welcome back John Boyko, who also kicked-off the 2003 season, with a presentation on LEAN.

What I recently became aware of is that Lean Thinking is now more popular than ever in all types of organizations. This was apparent in my recently conducted job search where Lean and Six Sigma are job experience requirements that are being sought by the majority of the companies with job opportunities in the Industrial and Manufacturing Engineering fields.

For those of you that are not familiar with Lean and Six Sigma - Lean can be best explained as a methodology focusing on reducing / eliminating waste and Six Sigma's focus is to reduce / eliminate defects. Lean has also been described as JIT (Just in Time), A Pull System, and Cellular Manufacturing pioneered by Toyota.

The company that I am currently involved with has implemented what can be considered the first phase of a Lean initiative known as 5S (Sort, Set-in-order, Shine, Standardize, and Sustain), which is derived from Japanese words with similar meanings. We are now about to embark on the next phase in becoming a Lean Enterprise by beginning an aggressive training program where VSM (Value Stream Mapping) and Kaizen Events will be undertaken.

You may have noticed (see ad on page 3) that IIE / ASQ is conducting a Lean Conference and Expo later this month. Here is your opportunity to gain some first hand knowledge on the topic by attending the Chapter's September program. If you are already involved with a Lean initiative here is your chance to pick up some valuable pointers and share notes and experiences.

Chapter 86, President  
*Tom Fiorella*

## **Culture for Continuous Improvement**

Posted on the IIE website Aug. 20, 2007  
By Khaled Mabrouk

The failure of continuous improvement efforts is a topic of discussion in many organizations -- and in many business media outlets. According to a Bain Consulting study, less than 19 percent of organizations that have attempted a lean effort are happy with the results.

But organizations can significantly increase their chances of success if they put in place a continuous improvement culture in which front-line workers and leaders constantly drive process improvement. This implies that the organization teaches the front-line work force the process of continuous improvement and then empowers them to seek opportunities to improve operations without the need to obtain approval from higher up.

Three requirements for implementing a continuous improvement culture are variability reduction, work force engagement, and sustaining momentum. **Variability reduction** allows an organization to develop the capability to identify weaknesses in existing processes and quantify the impact of continuous improvement ideas. **Work force engagement** creates an environment in which the work force proactively pursues continuous improvement of existing processes. **Sustaining momentum** assures that the organization can enjoy the benefit of the continuous improvement effort.

Along with these three requirements are a dozen Do's and Don'ts. Log on to [www.iienet.org](http://www.iienet.org) and click on recent news to see the complete details.

## **MEMBERSHIP**

Current Active Membership = 71  
About IIE:

Founded in 1948, IIE is the premier society dedicated to serving the professional needs of industrial engineers and all individuals involved with improving quality and productivity. IIE has over 15,000 members and more than 280 chapters.

There are hundreds of job titles given to people, who manage, design, install, or maintain integrated systems of people, machinery, and information. No matter what your job title, if you are the person called upon for solutions when there is an issue that requires your attention, you belong in IIE. To become a member of IIE call 1-800-494-0460 or log onto to [www.iienet.org](http://www.iienet.org) & click on Join IIE & then on IIE Professional Members

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## Review of the June Meeting Accidents Happen: Behind the Headlines Inside the Process of Airplane Accident Investigation

By: Bob Schroter

For our June Meeting we were guests of the American Institute of Aeronautics and Astronautics, AIAA, and other Long Island professional organizations are working closely to sponsor more and more joint meetings to open up new learning experiences for all of our members. This June meeting was a great example of this! The meeting was held at Bertucci Restaurant on 110 in Melville. The room was packed with almost 50 people from many LI professional organizations. The title was "Accidents Happen: Behind the Headlines - Inside the Process of Airplane Accident Investigation" and the speaker was John Purvis. John is an aviation safety consultant and was head of the Boeing Accident Investigation Team from 1982 through 1998.



He was a fascinating and informative speaker and very down to earth - avoided highly technical jargon.

Unfortunately, our award-winning meeting reviewer Carolyn Chen was unable to attend so I just sat and enjoyed myself, and did not think to take notes. I will try to recall a few highlights for you (next time be sure to attend yourself and fully enjoy these special opportunities). Mr. Purvis explained how our National Transportation Safety Investigation Board works when an accident involves a foreign carrier in a foreign country- it is strictly by invitation only. The investigation team is made up of many diverse people, including representatives from the involved carrier, the aircraft & engine manufacturers, involved air traffic controllers, and other technical personnel. John indicated that large groups of members of the press are always on hand & pushing for advanced information which is not permitted by the Board.

One accident John described was when an aircraft was flying too low & struck a mountain. The team found that the exterior of the aircraft had been washed the previous night. During the wash process, masking tape was placed over all of the openings including the one that supplies the altimeter with reading info. The wash crew failed to remove the tape and the altimeter gave a false reading causing the fatal crash! John showed us pictures of some of the investigations he was on. Many of the pictures showed a very young John with long hair, etc. One of the most difficult investigations he recounted was that of a Japan Airlines DC-10 that crashed in the high mountains of Japan. Every day the investigation team had to take a long and dangerous trip by helicopter to the top of the mountain where the wreckage was widely dispersed. They were always followed

by several helicopters packed with reporters. The DC-10 involved was ordered specially reinforced by Douglas too for continuous use on very short trips locally in Japan. The plane had specially reinforced rear bulkheads. Early in the aircraft's life, it made a very hard tail first landing which involved no fatalities, but the aircraft required extensive repairs to the rear bulkhead. Repair work was done in Japan by Douglas mechanics and the aircraft was returned to local service. In over a years time, it was involved in a very devastating crash with the loss of almost 350 passengers - perhaps the most serious crash that Japan had ever experienced. Eye witnesses reported that the aircraft appeared to explode, but the investigation team could find no trace of explosives. After a very difficult and extensive investigation, it was determined that bulkhead repair was not done properly (only one half of the required rivets were used ), and the pressure differential caused the failure - like an explosion.

John told us many other fascinating stories. He did stress that all the investigation work was of the highest quality with many resulting improvements in aircraft construction as well as revisions to aircraft operating procedures. The cost of a typical investigation is in the millions of dollars with the costs shared by all involved. At the conclusion of his presentation, he was bombarded by many questions, including his thoughts on the TWA 747 crash off LI several years ago. John said he was not involved in that investigation, but he and involved members of his staff were satisfied that it was a fuel tank wiring problem and not an explosion.

## The Pursuit of Operational Excellence



Lean and Quality Conference and Expo

2007

Sept. 24 - 27

Crowne Plaza Ravinia Hotel  
Atlanta, Ga.

## Next IIE Meeting - Tuesday, September 18th, 2007

Time: **Networking - 6:30PM, Presentation - 7:00PM** Place: **Farmingdale State University of NY**

At the Technology Transfer and Utilization Center in Lupton Hall

Topic: **'The Lean Enterprise - Are we there yet?'** - Presented by: John Boyko Managing Partner at Summit Business Solutions, Inc. (see page 1 for details)

### Reservations Required

RSVP by September 17, 2007 to Bob Schroter: 516-489-4017 or email Tom Fiorella at tfior9651@msn.com. Please indicate: Name, Organization/Company, Day Time Phone, Member Affiliation (IIE / SME)

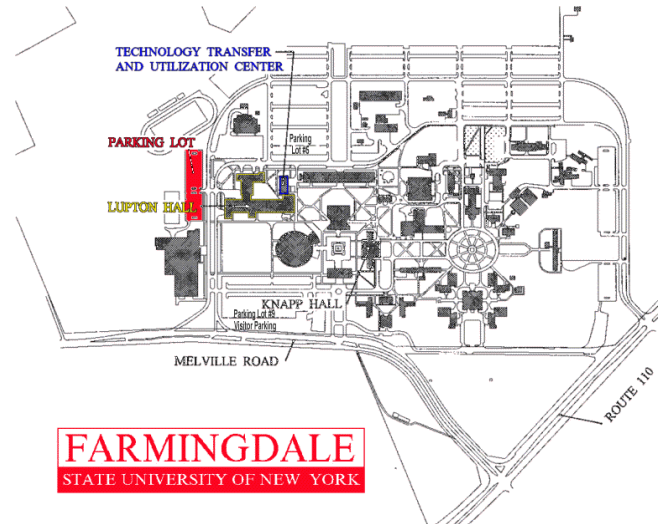
#### Directions to Farmingdale State University of NY

The Farmingdale campus is just off route 110 (Broadhollow Road) **From L.I.E.** ( route 495) to Exit 49 South and go about 2 miles. The campus will be on the right.

**From Southern State Parkway** to Exit 32 North and go about 4 miles. The campus will be on the left. Look for sign for Lupton Hall and park in parking lot #5.

The entrance to the Transfer and Utilization Center is on the North side of Lupton Hall across from a old small greenhouse.

Parking - Unless you already have a parking pass, obtain a temporary parking pass from campus police to avoid the possibility of being ticketed. **DO NOT PARK IN STAFF LOTS WITHOUT A PERMIT.** The campus police office is located off the main campus road a short distance from the entrance off of route 110 on the left hand side.



September, 2007 Newsletter

#### Institute of Industrial Engineers

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