



THE STREAMLINER

STATISTICALLY SIGNIFICANT NEWS

VOLUME XXXVI ISSUE VIII

IIE RICHMOND, VIRGINIA CHAPTER 116

MAY 2005

FROM THE PRESIDENT...

Greetings to all,

Our April meeting was held at the UPS facility here in Richmond. This was an excellent tour arranged by chapter member Travis Jarrell. We had eight members in attendance and, for a relatively small group, we asked a lot of questions. A write-up about the tour is in the newsletter.

The final meeting of the year will be held on Wednesday, May 25. Our speaker will be chapter member Donald Schildkamp. He will be discussing the role of Industrial Engineering in a medical environment. Please see the meeting notice on this page for more details.

Chapter elections will also be held this month. A ballot is attached for the upcoming chapter year. The new officers will be meeting in August to outline the 2006 chapter year. If you have any thoughts on what type of activities you would like to see next year, please let me know. I hope you have great summer that is fun and safe. See you in the fall.

Thanks,

Mark



May Meeting

DATE:	Wednesday, May 25, 2005
TIME:	6:00 pm
LOCATION:	The Boulders Office Complex
DETAILS:	Please join us to hear speaker Donald Schildkamp discuss IE in a medical environment. Donald is the Director of Management Engineering for the Central Atlantic Division of HCA. He is responsible for the labor productivity and improvement for 18 hospitals in Virginia, including CJW Medical Center, Henrico Doctors Hospital, and John Randolph Medical Center.
RSVP:	By Friday, May 20 to Lindsay Harris (contact info on page 7)
DIRECTIONS:	See page 5.

SUMMER BREAK IS HERE!

THAT'S RIGHT! WE'RE TAKING THE SUMMER OFF. ENJOY THE WEATHER AND WE'LL SEE YOU IN SEPTEMBER.

OUR MISSION:

TO PROVIDE A LOCAL PROFESSIONAL SOCIETY ENGAGED IN THE ADVANCEMENT AND PROMOTION OF INDUSTRIAL ENGINEERING

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LEAN MANUFACTURING BY MARK OAKES

This article is the fifth and final in a series entitled *Lean Manufacturing*. After appearing in the newsletter, each article will be posted on our chapter website.

Waste - Part IV

This article concludes our series on the eight wastes of Lean Manufacturing. Let's review the eight types of wastes:

- Overproduction
- Waiting
- Transportation
- Non-Value Added Processing
- Excess Inventory
- Defects
- Excess Motion
- Underutilized People

The wastes remaining for discussion are Defects and Underutilized People. Defects are an obvious waste. Damaged product and incorrect paperwork are defects. Many people underestimate the cost of a defect. In a manufacturing setting, a defect at least triples cost. The original cost has to be absorbed and then the repair or replacement cost must be captured. Also, the opportunity cost for redoing a job and not working on another product must be recognized.

In my experience, defects are tracked much more closely on the shop floor than in an office or paperwork system. Many companies have no system to track paperwork defects and have no idea how significantly these defects impact the business. Imagine a situation where partial or incorrect data is used to quote a new job. How many times will this process have to stop and restart after correct data is obtained? Many things are tracked in a manufacturing operation, making defects stand out. However, the office environment is different; though the confusion around a defect may still exist, when was the last time you saw a non-conformance tag on a PO or a quote being held in the "office defect" area?

What do we mean when we say Underutilized
(continued on page 3)

CHAPTER ACTIVITY REPORT WHAT CAN BROWN DO FOR YOU? THE IIE CHAPTER TOUR OF UPS BY MARK OAKES

The April meeting was a tour of the UPS facility on Coach Road. Our hosts were chapter member Travis Jarrell and three other UPS employees. The Virginia Tech Industrial Engineering Department was well represented by three out of the four UPS employees. The tour began with an introduction to UPS, including its history and some quite interesting statistics. The company was founded in 1907 by James Casey in Seattle, Washington. Casey was a self-taught man who, early on, recognized the value of the work done by several pioneers of Industrial Engineering. He quickly embraced the ideas of work standardization and the "best way" of performing a task.

UPS has grown over the years to become an international concern with a 2004 net income of \$3.3 Billion on revenue of \$36.6 Billion. Employing 384,000 people, which places it third in worldwide employment, the company delivers over fourteen million packages per day in more than 200 countries. They use in excess of 88,000 cars, vans, tractors and motorcycles to deliver ground packages. They also manage the eleventh largest airline in the world.

The Richmond facility operates on a two-sort basis during a 24-hour period. The system will handle up to 45,000 packages per hour, but normally runs at 35,000 packages per hour. Various types of technology are employed to facilitate the flow of material through the operation, including miles of conveyors, bar code readers, and electronic communication devices. The ongoing challenge of the Industrial Engineers at the facility is identifying process improvements and sharing them with all of the UPS facilities. The other great challenge is the eternal issue of balancing labor with capacity and demand requirements. The interest in Industrial Engineering has reached the highest ranks at UPS. The Chairman and CEO, Mike Eskew, is an Industrial Engineer.





Treasurer's Report



WE HAVE
\$1078.00



IN THE CHAPTER ACCOUNT AS OF
5/1/05



LEAN MANUFACTURING, cont. from pg. 2

People? From a lean perspective, we are talking about improper utilization of people's knowledge, skills, and abilities (KSA). All companies have talented people within their ranks. Some people are very creative, some perform better with visuals, some are very shy, and some are very domineering. There are many other personality types and individual strengths and weaknesses that are part of our social fabric. Most people have worked on teams that are comprised of many different personalities. How can you be sure your team will succeed at its task? Can one person on the team affect all the others and the outcome? Are great ideas left out of a discussion? As you might guess, it is a difficult task to create a great team. In our daily work environments, the same is true. Are individuals' KSA "left on the table"? Are hundreds of great ideas and continuous improvement initiatives passed over? You never know where great ideas are hiding. Advanced education is not a foolproof solution. After all, how many PhD's work for that college dropout, Bill Gates?

Membership Report

NEW MEMBERS
ED KWASNICK

TRANSFERS INTO THE
CHAPTER THIS MONTH
JERRY STUDDARD

PRESENTLY OUR CHAPTER HAS
77 MEMBERS



RECRUIT 3 NEW IIE MEMBERS
AND GET HALF OFF OF YOUR
\$125.00 IIE DUES THIS YEAR!

New Graduate Seeking Industrial Engineering Job

BS Industrial & Systems Engineering
with a certificate in Waste
Management
from North Carolina A & T University

Experience with Time Studies, Material
Flow Diagrams and Cost Analysis

Contact:
Andrew S. Jallah, Jr.
asjengr@yahoo.com
804-301-3744 Cell
804-358-6008 Residence





IN THIS SECTION, WE WILL GET TO KNOW OUR RICHMOND IIE CHAPTER MEMBERS. LOOK FOR A FEATURE MEMBER EACH MONTH!

MEET THE MEMBERS

DONALD GARRETT

Engineering Capabilities:

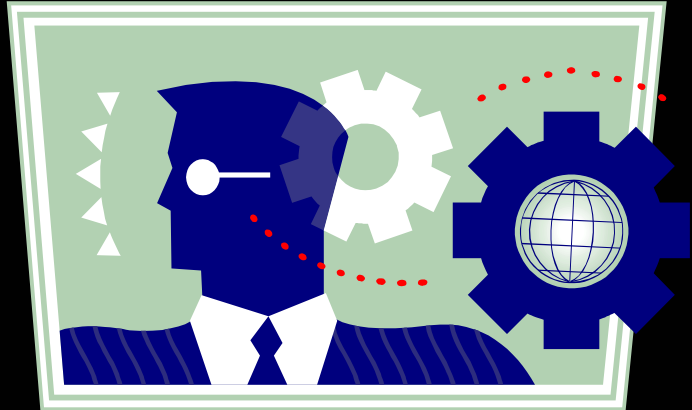
Time Studies, Facilities Layout and Design, System Analysis, Process Improvement and Project Management

Industrial Experience:

Department of Transportation –since 2001
Process Improvements and Project Management

Education and Affiliations:

BS, Industrial Engineering – University of Arkansas
MS, Logistics Management – Florida Institute of Technology
Member – Institute of Industrial



Q: Where are you originally from?

A: Forrest City, Arkansas.

Q: What are your hobbies?

A: Tennis, golf and spending time with my family.

Q: If you weren't an IE what would you be?

A: Middle or High School Technology Teacher.

Q: Who has inspired you the most in your career? How?

A: My parents, Dorothy and Clarence Garrett. They inspired me to be the best Industrial Engineer that I can be. They instilled in me great character values. They also showed me the value of hard work.

Q: Where did you take your last big vacation?

A: Disney World, Orlando, Florida.

Q: What is your favorite restaurant? Favorite dish?

A: Peking Restaurant, Orange Chicken.





Job Opportunity

Manufacturing Engineer Needed

- Fortune 500 company
- Salary in the mid \$70k's plus bonus
- Two openings - located in Madison, WI and Allentown, PA
- 4-year degree required, preferably a BSIE
- 60% travel between multiple manufacturing facilities
- Looking for candidates who are strong leaders, with the ability to manage multiple complex projects

Qualifications include:

- Strong background in work measurement tools: MOST/MTM, Time Studies, work sampling
- Six Sigma certification - Green or Black Belt
- 10+ years of engineering and plant operations experience

Contact:

Stacy Chestnut Rini
Purcell International Group
srini@purcellintl.com
(619) 908-3000 ext.108
(619) 908-3011 Fax

OFFICER ELECTIONS ARE HERE!

YOU MAY VOTE BY EMAIL OR REGULAR MAIL. PLEASE SUBMIT ALL VOTES BY **JUNE 1, 2005.**

SUBMIT BALLOTS BY EMAIL TO LINDSAY HARRIS AT **LINDSAY.M.HARRIS@PMUSA.COM**

OR MAIL TO

LINDSAY HARRIS
PHILIP MORRIS, USA
OC T2E
P.O. Box 26603
RICHMOND, VA 23261

YOU SHOULD RECEIVE YOUR BALLOT BY EMAIL NO LATER THAN MONDAY, MAY 16. A BALLOT IS ALSO LOCATED ON PAGE 6.

PLEASE CONTACT LINDSAY HARRIS IF YOU HAVE NOT RECEIVED YOUR BALLOT BY THIS TIME.

Directions to The Boulders Office Complex for the May 25th Meeting 7300 Beaufont Springs Drive, Richmond, VA 23225 Building VIII, Suite 101

1. From I-95, take the Downtown Expressway, exit 74A.
2. Follow Downtown Expressway about 1.5 miles and pay \$0.50 toll.
3. Go another 1.5 miles, staying to the left and taking the Powhite Parkway when the road splits.
4. Cross over James River and pay another \$0.50 toll.
5. Stay in left lane and take Chippenham Parkway South exit.
6. From Chippenham Parkway South, stay in right lane and take Jahnke Road exit.
7. Stay left on the exit and turn LEFT onto Jahnke Road at the stoplight.
8. Take next LEFT at traffic light onto Boulders Parkway.
9. Follow Boulders Parkway 0.5 miles, staying in left lane.
10. Turn LEFT at sign for Boulders VI onto Beaufont Springs Drive.
11. Follow Beaufont Springs Dr. past Building VII and Building VIII.
12. There is plenty of parking in front of the building. Enter the building through the double glass doors and Suite 101 is the first on your right.



ELECTION BALLOT FOR CHAPTER YEAR 2005 - 2006

You can vote by email or regular mail. Please submit all votes by **June 1, 2005**.

Please take the time to cast your ballot.

<u>OFFICE</u>	<u>CANDIDATE</u>	<u>VOTE YES OR NO</u>
President	Mark Oakes	_____
Vice-President	Lenny Harris	_____
Treasurer	Tom Askew	_____
Newsletter Editor	Brooke Morris	_____
Membership Chair	Bart Shoaf	_____
RJEC Delegate	Brad Reynolds	_____
Webmaster	Herb Walke	_____

WRITE-INS

<u>OFFICE</u>	<u>CANDIDATE</u>	<u>VOTE YES OR NO</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Please send all email ballots to Lindsay Harris at Lindsay.M.Harris@pmusa.com

or mail your ballot to

Lindsay Harris
Philip Morris, USA
OC T2E
P.O. Box 26603
Richmond, VA 23261



2004-2005 CHAPTER OFFICERS

WE WELCOME YOUR INPUT!

Do you have suggestions for the newsletter?

Want to let us know about something interesting you've done recently?

Maybe you have exciting news, such as a recent award, promotion, or new addition to the family.

WHATEVER IT IS, WE WOULD LOVE TO HEAR FROM YOU AND PUBLISH YOUR NEWS IN *THE STREAMLINER*.

CONTACT LINDSAY HARRIS WITH SUBMISSIONS.

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IIE NEWSLETTER

**RICHMOND IIE CHAPTER 116
C/O LINDSAY HARRIS
PHILIP MORRIS, USA
OC T2E
P.O. Box 26603
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Hope to see you at the meeting on May 25

