

AME CONSORTIA CLEVELAND

SHARE MORE. DO MORE. GET MORE.

NEWSLETTER

Volume 1 / **Issue 3** / August 2017 / Published quarterly by **Richard Wiltse** AME Cleveland Facilitator

Kaizen Corner

Welcome to the Kaizen Corner, a new addition to our quarterly newsletter. Kaizen Corner is a write-up of the kaizen breakthroughs that you, Consortia members, are achieving in your daily efforts to make your company lean! I thought an article of this nature will promote collaboration as well as knowledge transfer of best practices.

The first company to be included in the Kaizen Corner is Qualtech. Qualtech has recently implemented lean principles in its "Artic" work cell in response to surging demand. What drove the improvement? Simply put - why add more resources when you can lean out the operation and meet demand with existing resources? Doug Pohly, Plant Manager, decided to surge forward with lean. **Read more about this effort on page 5.**

We are also featuring another article on how Rockwell Automation is getting off the ground with their Kata program. Rockwell Automation is making great progress in three separate facilities.

Show the world what your company is up to. Submit your company's lean story to AME's quarterly publication, *Target* magazine.

Richard Wiltse

AME Cleveland Consortium Facilitator

CONTENTS

Articles

	Page
Welcome to Kaizen Corner	1
General Consortia News	2
Newsflash – Ryan Mecham	2
Workshops	2
Benchmarks	3
Roundtables	3

Consortia Business

Special Interest Group Review	
Toyota Kata	3
Lean Product Development	4
Quality Metrics	4
Shingo	4

AME Boston 2017

5

Kaizen Corner

Artic Cell at Qualtech	5
Kata at Rockwell Automation	6

Member Profile

Tammy Stanziale	7
-----------------	----------

Richard Wiltse

216 548 7153 or email
rwiltse@tremcoinc.com

GENERAL CONSORTIA NEWS

AME Cleveland Lean Consortia Board Meeting, July 20

Thanks to everyone for their candid input at the board meeting. I can't stress enough that we are member-driven. Input by all is what is needed to make this Consortia continue its successful lean journey - for years to come.

I know most of you have read the meeting minutes, but our highlights include a refined and focused approach to the Special Interest Groups, including assignment of team leaders and regular report outs, quarterly board meetings, more roundtable sessions, more traditional benchmark sessions, and more internally driven workshops. There will be no new SIGs, other than a senior management SIG.

We also discussed, and have in fact implemented, a shared Google calendar and Google drive for our benchmarking, roundtable and workshop documents.

It is very impressive how Consortia members stepped up to take on team leader roles for the SIGs. It not only shows how much we collectively care about our AME Consortia, but that we understand the more you put into Consortia the more we all collectively receive.

NEWSFLASH!

Ryan Mecham joins AME as Director of Consortia



Reporting to George Saiz, AME President & CEO, Ryan Mecham has joined the leadership team of AME in this newly formed position as Director of Consortia. Ryan will be developing and implementing the strategy to deploy the AME Consortia Program throughout North America, with a goal to increase the number of AME consortia.

Ryan spent the last several years as COO of Powerblanket, a Salt Lake City-based manufacturing company. Ryan has a master's degree from the University of Utah and spent 21 years working in operations for the private, government, and non-profit sectors.

Ryan will continue to operate out of Salt Lake, but he will be part of the AME Headquarters Team.

WORKSHOPS

Next up: Due to overwhelming demand, Norbert Majerus will travel to Steris for another round of Lean Product Development workshop. Mark your calendars for October 5th 9:00am to 5:00pm. Let me know ASAP how many people your company would like to send to this .

Also, I'm looking to partner up with Joe Bija from Nelson Fasteners to present "Facilitation Basics" in the November – December timeframe.



Powered by Menasha Corporation



BENCHMARKS

Reminder: There will be a regional benchmarking event held at our newest member Orbis on September 21st. Network with the Orbis team and see its lean program which includes a specific focus on engaged employees. The event is free for Cleveland Consortium members.

School Specialty: Come down to Mansfield and see how School Specialty is blending lean and six sigma in the distribution of school supplies. This benchmark is currently slated for November. More info to come.

ROUNDTABLES

I have been working on getting our Consortia some interesting speakers that will discuss various topics at our roundtable sessions. The intent is to kick off a roundtable with a speaker, have a Q&A session and then participate in open collaboration. Check out a few of the upcoming speakers:

George Saiz, president and CEO of AME - September 29 at Goodyear. Saiz will speak about both people-centric leadership and also his vision for AME Consortia. Ryan Mecham will also be there.

Ned Hill, professor at The Ohio State University – November/December. Hill will discuss his state of manufacturing in Ohio.

Diane McNally, Ph.D., of McNally Consulting will discuss talent management.

SPECIAL INTEREST GROUPS

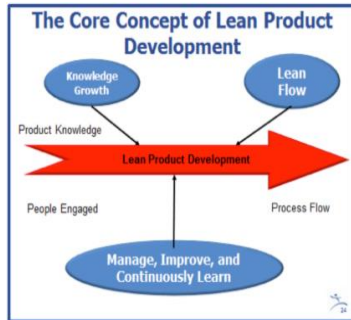
Toyota Kata

The Toyota Kata SIG group got a bit of a delay this summer. Due to coincidental circumstances we had to cancel our trip to Crown Equipment. We have now re-scheduled and are slated for August 30.

Toyota Kata has continued ahead at Tremco. Our PDCA cycles continue to nip away at waste, and in the process we are developing our supervisor's problem solving skills. Recently, our Kata application (XKV Filling Machine) hit its highest ever output metric, exceeding the old record by 8 percent. Two days later we broke the record again by another 4 percent. Our real gain is in how we are learning to problem solve every day. Our Kata gives us a structured approach on problem solving and how to engage/coach our people.

Our group includes Rockwell Automation, Tremco, Crown Equipment, Nelson Fasteners, and Orbis. I am the team leader.

Lean Product Development



The Lean Product Development SIG had another conference call in July and the group further defined their identity: Meet regularly, converse, forward what each company is good at, and start benchmarking. The group will meet immediately after Norbert's next Lean Product Development workshop which is being held at Steris on October 5. The group will visit Graftech in early December to review their innovation engineering program.

The companies in this group include Goodyear, Rockwell Automation, Steris, Graftech, Honda R&D, and Kyocera-SGS Tool. Norbert Majerus of Goodyear is the team leader.

QUALITY METRICS

Quality Metrics



The Quality Metrics group met July 6 at Rockwell Automation. Sean Praetzel reported out to the group on what metrics are currently in place at Rockwell and how the metrics are driving improvements. It was interesting to see how all of the metrics at Rockwell Automation flow upward into a dashboard report out.

The next meeting is on August 25 at Lincoln Electric.

The companies in this group include Rockwell Automation, Qualtech, Preform Line Products, Lincoln Electric, School Specialties, Honda R&D, KSGS and SSP. Alex Kuchik of Lincoln Electric is team leader.

SHINGO



On July 7th the Shingo group met at Steris. Chris Temple gave the group a wonderful presentation on application of Shingo principles at Steris. Our group was something of a "sounding board" for Chris as the very next day he gave the presentation to some pretty high executives at Steris. We gave Chris a few pointers here and there – and learned some excellent examples of Shingo and how Steris is applying Shingo as their lean foundation.

Next step is to bring in several local Shingo assessors in a group roundtable to discuss Shingo from the assessor's perspective.

The participating companies include SSP, Steris, Rockwell Automation, and Nelson Fasenters. Both Goodyear and MTD have expressed interest in joining.



AME Boston 2017

Join us at the largest lean conference in the world! The AME 2017 International Conference will take place Oct. 9-13 in Boston, MA. In addition to tours, sessions and workshops, the conference will feature roundtable forums on different topics, in-depth panel discussions, and innovative attendee-driven content. All AME Cleveland Lean Consortia members will receive a \$500 discount, a reception in the President's Suite; a Special Interest session just for consortia members and those interested in starting one; and a daily debrief with Rick Wiltse to reflect on the action items and take aways of the day. Learn more and register at www.ame.org/Boston.

Kaizen Corner

Artic Cell at Qualtech

by Doug Pohly and Jonathan Wiltse

In March of 2017, Doug Pohly was faced with a dilemma when the demand for Artic process control units (used in heat pumps and other heating / cooling applications) started to rise. The Artic cell was essentially a one person assembly area. At the time, the various workstations in the cell were not set up appropriately to accommodate higher demands and longer runs. The original condition of the area was unorganized and dispersed, causing significant waste among all areas of the work stations. Doug investigated and thought the lean approach was best for this job. Qualtech's goal was to see production increase by 25 percent in this cell.

The current condition required the operator to travel back and forth between stations multiple times causing increased handling of the assembly. During the process, there was usually only one person assigned to the cell. Within the cell there are four major stages to the process; Foaming, Prep/ Building, Testing, Packing. The existing standard work required first stage completion upon where numerous assemblies (often times the entire order) accumulated on a shelving unit. Then the employee would pick the assemblies from the shelving unit and begin staged two. After each assembly was finished with stage two it would return to the shelving unit and prepare for the third stage. This cycle would repeat itself until the job was completed through all four major stages. As seen in figure A, the waste of excess motion was present. Additionally, there existed many minor tasks like labeling transformer, installing grommets, etc. These jobs usually took place in between each stage which increases both the process and lead times tremendously.

After recognizing the situation, numerous brainstorming sessions focused on how to increase work flow to meet customer demands. The first change was redesigning the work cell and bringing all four stages together using the "U-Cell" idea. This allowed us to organize the cell in an order efficiently from start to finish. (See figure B) Numerous pilot runs were completed with our operators to further reduce waste and develop production standards.

Line balancing was a critical aspect of our assembly operation. Once completed, we dug even deeper within the process to see waste we could eliminate. A water spider position was created to ensure efficient replenishment which included Kanban's. Additionally, our operators were included on the team. The team results after implementing these ideas were very impressive. We saw benefits from the "U-Cell" through the reduction of the cell size and motion. With the changes made to the process and layout an increased WIP velocity of 150% and a 50% increase to our production output was obtained.

Fig A

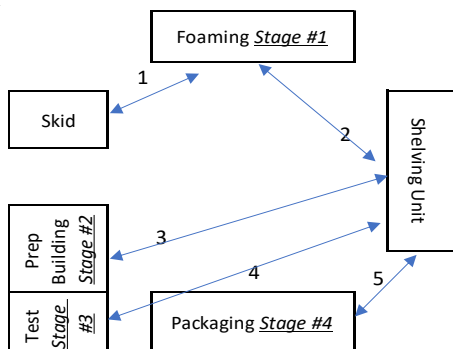
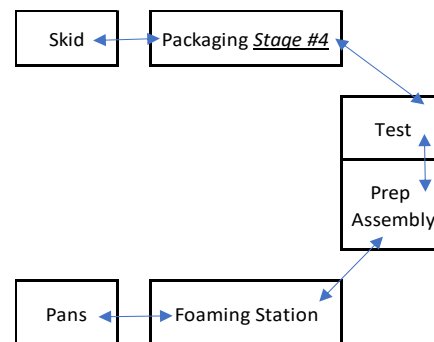


Fig B



Toyota Kata at Rockwell Automation

by Michael Yagour

Kata is an improvement methodology that has its roots at Toyota Automotive. Kata is a Japanese term that means detailed choreographed patterns of movements. It is patterns of structured routines used to make improvements. There are five steps in the process: 1) Determine the long term vision (Challenge Statement), 2) Understand Current Condition, 3) Establish Target Condition, 4) Conduct patterns of Plan, Do, Check Act (PDCA cycles), 5) Set new Target Condition & conduct additional routines of PDCA cycles. Organizational learning occurs from multiple and frequent small experiments.

Rockwell Automation is beginning a pilot at three facilities. Starting in December 2016 Rockwell Automation held a Kata training at their Mequon, Wisconsin facility. The cyclical process training was delivered by Jeff Uitenbroek. In February 2017, a similar training was held at a facility in Richland Center, Wisconsin, however, it was focused on non-cyclical processes due to the "engineer to order" product type built at this location. In July 2016, a third Kata training on cyclical processes was held at the Ladysmith, Wisconsin facility. Michael Yagour and Jeff Uitenbroek teamed up to deliver this training.

Rockwell Automation's Richland center facility has been utilizing Kata in one production cell and has seen dramatic improvements in Order Processing, Material Presentation, and Tool Cart Standardization. They are currently working towards their third Target Condition on the path to achieve their Challenge Statement. Benefits have been quantified financially (\$150K+ savings) and non-financially (improved employee engagement).

Do you have a similar productivity story related to any type of lean improvement? Submit your story to Richard Wiltse for our next newsletter.

Member profile: Tammy Stanziale

Originally from Chardon OH, Tammy Stanziale now resides right in the heart of Amish country, Middlefield OH. "Middlefield, Ohio is known for being the center of the world's fourth largest Amish settlement, Swiss cheese and Mary Yoder's restaurant," said Stanziale.

Tammy graduated from Chardon High School, then went on to Lakeland College and ultimately Franklin University for her bachelor's degree. A veteran CI professional, Tammy now works at Preform Line Products Headquarters. "I started as a CI engineer and have had the fortune to become our safety and continuous improvement manager. Having the responsibility to guide the global process development for all of our sites is an amazing opportunity," said Stanziale. "I have worked hands-on in many of our facilities; in many different countries. It has been an amazing journey so far. I have served in continuous improvement for over 20 years now."

About Tammy's family: "My husband Rob, my seventeen year old son Matthew (carpenter & skateboarder extraordinaire), my eighteen year old son Joey (recent "perfect attendance" Cardinal High School graduate, Eagle Scout Award recipient and new KSU student) and our three dogs; Buddy, Pixie and Maple (our "grand puppy") still reside in Middlefield. Our oldest son, Danny, recently moved to Louisville and couldn't take Maple with him. He is an amazing tattoo artist. So, one husband, three sons, and three dogs keep me pretty occupied when not at work," said Stanziale.

Tammy's fondest lean accomplishment: "Wow, my fondest memory of lean so far? That's a tough one! I have many. I love working with all of our employees, building relationships and making a positive difference. There is no greater reward at work than having someone tell you that they were skeptical at first but now see, and are willing to preach, the power of Lean/CI. One of my most impactful (business focused) memories was working with a group of individuals to develop a PFEP, markets, timed delivery routes, milk runs, and all the other great material and continuous flow tools and achieving a \$1.4M reduction in inventory; plus a multitude of other benefits," said Stanziale.

Tammy's interests: "I have a lot of interests and hobbies. I try to live by the acronym SHINE (from a book whose author and title I can't remember at the moment). Serve others, honor God, improve continually, navigate by values and excel at relationships. So, I like to volunteer and support individuals who need it, I spend a lot of time thanking God for the blessings in my life, and hoping to be a blessing to others, working out, reading incessantly and learning," said Stanziale. "I also like to cook, love to be outdoors and of course, spending time with my family."

Tammy poses with her family at the Science Museum in Cleveland

