

MANUFACTacts

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Skills Grant immerses JVC in Lean Master training

In-house training has immediate impact

McAllen.... Dan Ingersoll, JVC plant manager, knew it was time to make changes. He chose Lean Master training through the STC Skills Grant to bring about those changes. “I wanted to make sure we were more efficient and as productive as possible. I hope the training opens people’s minds to change,” he says.

In fact, the 8-week long Lean training, taught at the JVC facility by TMAC’s Oscar Barrenechea, soon had participants looking with a fresh perspective at the FTZ facility which inspects, refurbishes, repacks, and ships JVC products-TVs,

camcorders, cameras and mobile audio. Presented with methods that improve work flow, the Lean Masters-to-be became eager to replace traditional procedures with Lean methods, resulting in a less stressful work environment.

“Things weren’t working well, but people said that’s the way they have always been,” explains Enrique Rosette, Quality Control Supervisor. “Already we can see small changes making a difference. Now we look at the floor and see where we can improve.” In areas that had been sources of headaches and bottlenecks, the managers ap-

plied just-learned Lean methods to manage waste, eliminate clutter, and organize work flow.

“What management did was give us a free hand,” says Rosette. “We’re starting the new year with good changes. We’re going to see a big overall improvement within 6 months. One big project we’ll implement will change how we handle products.” He is ready to pass on knowledge gained in training, along with an attitude change about striving to make the plant function better.

With a facility layout in hand, Lean trainees looked at way to consolidate work areas.. (Go to page 2)



When JVC Quality Control head Enrique Rosette goes onto the floor at the FTZ facility, he sees areas

where the application of Lean principles are being applied to improve quality.

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at UTPA promotes strategic management technology integration, Lean enterprise and workforce development in cost effective courses and workshops. Call TMAC at 956-316-7011.

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Increasing plant capacity without adding equipment or people

McAllen.. "People are the key to the company's success. The key to good people is in the training," says Oscar Cedillo, Zebra Technologies International plant manager.

Cedillo himself has completed TMAC courses in APICS-CPIM, Six Sigma Black Belt, and Lean Master. Now, thanks to Skills Grants at South Texas College, he plans to bump up staff skills through more TMAC courses like 5S and OSHA warehouse safety.

After Cedillo began implementing Lean techniques at Zebra, quality began going up and defects went down. The results have inspired Zebra employees to offer suggestions on other ways to improve the production of bar-coded label rolls. "They want to learn new techniques. They have ideas but taking Lean will make it all clearer," and give them a structure, Cedillo says.

Why, since changes are underway already, did Cedillo

decide to train more people in Lean?

"There's always room for improvement. Before it took us 16.5 hours to produce 1,200 bar-coded rolls. Now we do it in 3.4 hours. That means we have equipment available. Our capacity has increased."

The McAllen plant supplies bar-coded rolls to customers in Texas, Mexico and Peru. HEB and Wal-Mart, for example,

use Zebra bar coded labels to track information on maintenance and pharmacy products.

Zebra's 15 employees aim to be even more productive. A newly-promoted supervisor who requested training on being a good supervisor is slated for that course, Cedillo says. A quality control engineer will be among those taking Lean training. He will use his knowledge

on the floor to improve production in ways that will cut costs. Two shipping department employees will take forklift safety training, also through the federally funded STC Skills Grant.

"When people have good training, they have the tools to do a good job," Cedillo says. The right tools boost productivity.



JVC trains Lean Masters in-house

... and decrease the distance between work stations, cutting both physical steps and process steps.

The in-house element of TMAC training—seeing and then implementing Lean concepts—is a vital factor in Lean Master success. Up to 25% of class time can be spent on the plant floor. In one class, JVC managers studied cellular flow and how to group products for possible inclusion in a production cell. They determined which products use the same machinery or step (cut, drill, trim). Then they broke down the steps, plotted TAKT times for each product and factored in nu-

merous other elements. Identifying value-added and non-valued added steps has become second nature as Lean Master trainees realize the potential for improving their facility's operation.



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Texas is the top ranked exporting state-6 years in a row. Texas has the best business climate thanks to its workforce availability and tax structure: CNBC survey

Innovative Block revisited

La Feria... Recently Innovative Block changed its procedures for loading pallets of concrete blocks, resulting in a more rapid truck turn-around.

"It has increased our capacity by 20%. It's like getting a truck added to the fleet," says David Abrego, materials manager. "We now put material right next to the truck pull-through. The highest volume products are placed on both sides of the road for faster loading."

Despite initial resistance, Abrego says the drivers like getting back on the road quickly and not waiting around so long.

Although several Innovative managers had trained and worked with Lean or APICS, it took TMAC's Lean 101 training to introduce Lean concepts and potential benefits to the company as a whole. One-piece flow now has been applied in production areas and shipping. The improvements and the efficiencies are a source of pride to managers and staff alike.

In panel production, Hiram Garcia changed the rubber molds and enabled workers to become 45% more productive, while reducing their steps.

He stopped the use of \$40 returnable shipping bins and began recycling cement pallets for shipping the formed concrete panels and stones. He moved



pallets to the production area for easy loading, designating a Kanban shipping area adjacent to quality inspection.



Abrego says Innovative Block is duplicating a second

truck pull-through for different styles of block.

"It comes down to customer service. The improved delivery system is able to respond faster to customer orders." To make it happen, Innovative invested \$1,500 in strapping winches that are easily repositioned to hold pallets on flatbed trailers. "That saves loaders



240 minutes a day. A trailer gets loaded now in 14 minutes. I'm so excited it's worked out so well."

Spreading Lean concepts had led to savings here.

Transitioning to ISO 9001:2008 should have low impact

Brownsville... Because the changes in ISO 9001:2008 are considered amendments rather than revisions, the impact on your quality management systems should be minimal. The modifications are designed to be of high benefit and low impact.

Among other benefits, they improve compatibility with other standards without chang-

ing the intent of the ISO 9001 standard. They also clarify clauses, for example, the sequence of requirements.

However, the amendment is considered an outstanding opportunity to re-invigorate a company's QMS, particularly when there have been audit findings. The transition provides a time to better understand the

standard and to review inconsistent interpretations.

Organizations can be certified to ISO 9001:2008 only after the publication of the international standard. Those currently ISO 9001:2000 certified have 24 months to transition to the amended standard. The transition period maintains the integrity of the standard.

Texas Manufacturing Assistance Center Training Course Calendar

APICS	Jan 21 & Feb 21	Module 1—Basics of Supply Chain Management
APICS	March 28	Module II—Master Planning of Resources
APICS	Jan 13 & Jan 17	Module III - Detailed Scheduling and Planning
APICS	Feb 21	Module IV - Execution and Control of Operations
APICS	Jan 15 & Jan 17	Module V - Strategic Management of Resources
Logistics	Jan 26	Inventory Management
AMA	Feb 17-18	Project Management
AMA	Mar 9-10	Change Management
ISO	Jan 28	ISO 9001 transition to 2008
ISO	Feb 24-26	Internal Auditor ISO 9001:2008

Call TMAC at 956-316-7011 or email tmac@utpa.edu for more information on these and other courses to help your business become more competitive.

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