

**Institute of Industrial  
Engineers  
Chapter 47  
NEWSLETTER  
Detroit, Michigan**

**Mission:**  
*The Mission of the Detroit Chapter  
is to promote the advancement of  
Industrial Engineering by providing  
professional development  
information and resources to our  
customers.*

**Volume 45, No. 4**

**September thru November, 2001**

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**Friday, September 7th (Afternoon Meeting)**

**The Harbour Report**

**Speaker:** Ron Harbour of Harbour and Associates

- Understand the health of the auto industry
- Gain insights to future productivity trends
- How did the downturn of the end of 2000 effect performances?

**See details on page 4 and a map on page 8**

**Cost:** \$12 Members, \$15 Non-Members, \$10 Students

**RSVP:** by September 4<sup>th</sup> to our IIE VOICEMAIL (313) 438-0205

**Tuesday, October 9th**

**TQM Concepts and Implementation**

**Joint meeting of IIE and SAVE International**

**Speaker:** Dr. Jayant Trewn, Vetri Systems, a Lason Company

- What issues are there in TQM program implementation?
- Learn a case of TQM implementation at an IT out-sourcing company.
- What are the success factors for effective TQM implementation?

**See details on page 5 and a map on page 8**

**Cost:** \$18.00

**RSVP:** by September 28<sup>th</sup> to our IIE VOICEMAIL (313) 438-0205

**Wednesday, November 19th**

**Ford's Visteon Spin-off, PMI 'Project of the Year' Submission**

**Joint meeting of IIE Detroit Chapter and IIE UM-Dearborn Student Chapter**

**Speakers:** Clif Daniel and Jim Revenaugh of DCI

- The Visteon/Ford transition of application support is presented in this awarded project.

**See details and map on page 6 and 7.**

**Cost:** Pizza and Pop. Free for Students/Faculty, \$5 for everyone else.

**RSVP:** by November 12<sup>th</sup> to IIE (313) 438-0205

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## Chapter President's Message

by Vito Wasniewski

### Summer Time Blues

I hope everyone has had a safe and productive summer. Balancing vacations and work schedules can be difficult, but the benefits always seem to be well worth it. Soon kids will be back at school and vacations will be only a memory.



The Detroit chapter has taken off regular operations for July and August, but the board has been busy finalizing the balance of the program year – and we are set up for an excellent wrap up to the calendar year.

First what did we do for FUN this summer? The golf tournament was held on July 22 and those that participated had an excellent time. Sure there was heat, but there was cold beer on the 19th hole too!

Then we had to get back to WORK. During our board of directors meeting in August, we have finalized the program for the remainder of the year.

Looking to next year, the nomination process for officers is beginning. So if you are interested, or know of someone that might be interested in taking on one of the positions in the chapter please let me or Dean Pyers (past president of the Detroit Chapter) know. Just provide us the names and how to contact the individual, and we'll take care of the rest.

There is currently an opening for an Administration VP for the remainder of this 2001 year. If you are interested, please contact Dean Pyers at 810-575-0683 or [dpyers@tir.com](mailto:dpyers@tir.com).

If you have any suggestions on how the chapter can be improved, suggestions for programs, or questions about IIE programs feel free to contact me directly. You can easily reach me via the website at [www.iiedetroit.org](http://www.iiedetroit.org) and send an email ([vitowas2000@yahoo.com](mailto:vitowas2000@yahoo.com)) or call me.

Enjoy the rest of the summer and I'm looking forward to a great remainder of the year.

## Up Coming Meetings

September will highlight the State of the Automotive Industry with the internationally known Harbour Report.

In October, we will leverage IIE's new relationship with SAVE (Society of Value Engineering) and have a joint meeting with TQM Concepts and Implementation

In November, we have a joint meeting with the student chapter at University of Michigan - Dearborn. The topic is the PMI (Project Management Institute) Great Lakes chapter Project of the Year, The Visteon Transition Project (check this link for more information [http://www.decisionconsultants.com/news/news\\_pmi\\_visteon.htm](http://www.decisionconsultants.com/news/news_pmi_visteon.htm)).

And finally, don't forget our December Holiday and Inauguration party.

## Chapter Activity Report

by Dr. Bijay Nayak

The IIE Detroit Chapter held 7 Board of Directors meetings since January 2001.

The Program Committee organized interesting programs in June and July 2001 :

1. A Six Sigma presentation at Budd Company on June 6, 2001 by **Kirk Fink**, Division Manager of Continuous Improvement.
2. Golf Outing for IIE Members held at Sylvan Glen on July 22, 2001.

**Ron Brzuch** assisted 10 REFA members from Germany in getting a plant tour at Ford Dearborn Assembly Plant on June 18, 2001. REFA is amongst Europe's largest private institutions for further education in the field of work study and industrial organization.

The Detroit Chapter IIE staffed the IIE exhibit booth at the Annual Convention and Exposition of the National Society of Professional Engineers held in Detroit, Michigan on July 27-28, 2001.

Finally if you have any news items of note, things such as member promotions, activities, awards, publications, or projects of interest to the general membership, please contact Dr. Bijay Nayak at Phone : 248-299-6400, Fax : 248-475-4663, E-mail : [bnayak@msn.com](mailto:bnayak@msn.com).

## Old Meeting Notes

by Dean Pyers and Vito Wasniewski

Test your skills with the top 3 things we learned from **Kirk Fink** during our June meeting on Six Sigma and Lean Manufacturing at the Budd Company:

- 1) There are 5 steps in the lean process:
  - a) Find a change agent
  - b) Find a teacher
  - c) Seize or create a crisis
  - d) Map your value stream
  - e) Pick something and get startedWhich very important step do most people skip?
- 2) Toyota teaches you to:
  - a) Change the culture first
  - b) Change the system first
- 3) Inventory is:
  - a) An asset
  - b) A liability

Answers:

- 1) d. Step 4, Mapping the Value Stream
- 2) b. Change the system first, and the culture will follow
- 3) a. An asset (to Finance)

A golf tournament was held on July 22 at the Sylvan Glen Golf Course in Troy. All those that participated had an excellent day of golf, camaraderie, and sporting challenges. At tee off time the temperature was 93 degrees, but our golfers played on through the challenging conditions. Following the golf was a 19th hole celebration at the rustic Ticonderoga Club, located at Sylvan Glen.



*Awards went to Ron Crabtree for the longest drive (8th hole), Vito Wasniewski for closest to pin (10th hole), Tej Jhamb for the lowest overall score and Bijay Nayak for the most accurate scoring."*

Sept/Nov 2001

## Membership Activities

by Jayant Trewn

The Detroit Chapter Board and IIE Headquarters extends special thanks to the following volunteers that helped promote IIE membership, conferences and seminars at the National Society of Professional Engineers Annual Conference: **Dr. Bijay Nayak, Jayant Trewn, Loknath Sriparavastu, and Mai Nguyen.**

NSPE members showed particular interest in IIE's training and education programs in Six Sigma and also on the online seminars.

The Detroit Chapter IIE manned the IIE exhibit booth at the Annual convention and Exposition of the National Society of Professional Engineers held in Detroit, Michigan July 26-30, 2001. The IIE exhibit was staffed by Detroit Chapter IIE members on Friday July 27, 3:00 pm - 7 pm and on Saturday July 28, 10:00 am - 2:00 pm.

## Membership Report

6/02/2001 - 6/29/2001

### NEW MEMBERS

Mr. Roshan D. Pinto  
Mr. James A. Rains, Jr., CVS  
Mr. Mark Lyle Talbott

### TRANSFERS INTO THIS CHAPTER

Mr. Todd A. Blankenship FROM: Ohio State University (OH)

## Career Development

One of his major clients, a Fortune 500 retailer, is searching for a Manager of IE. Pays up to \$100,000/year plus stock options. Experience developing and maintaining high volume, mechanized, multi-location distribution systems. Candidate should be capable of Director level within a few years.

Contact: Dennis Nichols, 619-908-3000 ext 108, recruiter.

If any Chapter member would like to post a job opening or situation wanted, please contact: Greg Andrysiak at (248) 442-8607, [greg.andrysiak@trw.com](mailto:greg.andrysiak@trw.com)

Friday, September 7th

## The Harbour Report



- Understand the health of the auto industry
- Gain insights to future productivity trends
- Will the Japanese threaten big 3 profits?
- How did the downturn of the end of 2000 effect performances?

The 12th annual Harbour Report, which is produced by Harbour and Associates Inc., measures assembly, stamping and powertrain productivity, plant by plant, and company by company, for auto manufacturers in North America.

Japanese automakers once again were the most productive of all auto manufacturers in North America, while General Motors' plant performance is moving closer to rival Ford Motor Company.

GM showed the most progress of any company in the 2001 report. Ford was still the leader among the Big 3 U.S. automakers.

Nissan Motor Co., which took top honors for the seventh straight year, led all 10 companies in the report in overall productivity. The company's Smyrna, Tenn., operation was the top plant in both the car and truck segments.

The edge the Japanese companies hold over GM, Ford and DaimlerChrysler translated to a cost advantage of \$500 to \$700 per vehicle. If the Big 3 was as efficient in all their plants as Nissan was in its Smyrna factory, they would need 95,000 fewer workers.

The cost advantage will become critical as Toyota, Nissan and Honda expand production of minivans, pickups and sport utilities in North America, putting more pressure on the sizable profit margins the Big 3 have relied on from those models.

Nissan is building a truck plant in Mississippi, Honda is getting ready to ramp up production of minivans in Alabama and Toyota will soon build luxury sport-utilities in Canada.

What happens when supply catches up with demand? The

margins go down and the one with the best product wins. But to put features in your product, you have to stop wasting money in lost productivity.

The trend could already be seen in profit per vehicle made in North America. While the Japanese manufacturers had increased profits from North America in the past three years, the Big 3 had seen steep declines. In 1999, DaimlerChrysler's U.S. arm made \$1,487 per vehicle; in the first quarter of 2001, the automaker lost \$1,875 per car or truck.



### ABOUT THE SPEAKER

**Ronald E. Harbour** is President of Harbour and Associates, Inc. Since 1983 Ron has been involved in a broad range of projects involving every major automotive manufacturer in North America, Europe and the Far East. Although primarily automotive focused, the Harbour organization has also helped a variety of non-automotive manufacturers in the improvement of cost, quality and productivity. Ron's work has included factory operations improvements, new product development, investment and product cost reduction, product teardowns, strategic planning, competitive analysis and plant assessments. Ron is also one of the principal authors of **The Harbour Report**, in North America and Europe. In addition, Ron is a regular contributor to numerous newspapers and publications and authors a monthly article for *Car Connection*, an on-line automotive magazine. Ron is a member of the board of directors of the Society of Automotive Analysts and two tier one automotive suppliers.

**Topic:** The Harbour Report

**Speaker:** Ron Harbour

**Date:** Friday September 7, 2001 (**Afternoon Meeting**)

**Time:** Registration & Lunch 11:00 am, Presentation 12:00 noon to 1:30 pm

**Location:** Gazebo, 31104 Mound Road, Warren, MI

**Directions:** 13 Mile & Mound Roads, **Map on page 8**

**Cost:** \$12 Members, \$15 Non-Members, \$10 Students

**RSVP:** by September 4<sup>th</sup> to our IIE VOICEMAIL (313) 438-0205

**Menu:** Boston Baked or Deep Fried Atlantic Cod, Chicken Chimichanga (Salsa & Sour Cream on Side), Rotini With Fresh basil Red Sauce, Southern California Mix (Cauliflower, Broccoli & Carrots), Buttered Baby Redskins w/Basil (sour cream on side), Tossed Salad with Assorted Dressings, Vegetable Tray With Dip, Fresh Fruit Tray, Assorted Relishes and Salads, Fresh Baked Rolls & Butter, Coffee, Tea, or Milk.

**Tuesday, October 9th**

# **TQM Concepts and Implementation**



## **ABOUT THE SPEAKER**

**Dr. Jayant Trewn** is currently Director of Quality and Productivity Improvement Programs at Vetri Systems, A Lason Company. Vetri Systems is an IT enabled services provider in Troy, providing services in the Healthcare, Publishing, Transportation, Automobile manufacturing among other industry verticals. Jayant has implemented TQM programs at production facilities in Michigan, Virginia, California and Chennai, India. He has a doctorate in Industrial Engineering from Wayne State University and actively teaches Production Operations Management, Engineering Statistics and Quality Management courses in Bachelors and Masters programs at Higher Education and Institutions in the Detroit Metro area. Jayant is currently active in a number of professional organizations; ASQ, IIE, AMA. Jayant has over 22 years experience in plant maintenance, customer satisfaction measurement and quality and productivity improvement programs management.

## **Joint meeting of IIE and SAVE International**

- What is the management of change?
- What issues are there in TQM program implementation?
- Learn a case of TQM implementation at an IT outsourcing company.
- What are the success factors for effective TQM implementation?

The competitive edge and consequently the survival of enterprises of the twenty first century will depend on how well they utilize the human potential of their employees and suppliers. TQM is an approach for improving the effectiveness and efficiency of an organization built on the teachings of Dr. Edwards Deming. TQM is aimed at utilizing employees potential by transforming the organizational culture, breaking down barriers between departments, creating openness in the workplace and institutionalizing the practice of continuous improvement. It is proven that these methodologies improve effectiveness and efficiency (Anaar, 2001).

This workshop will expose attendees to the basic philosophy of TQM (Total Quality Management) as it has evolved from the Deming era. The three major components of TQM will be discussed. These are: TQC (Total Quality Control), JIT (Just In Time) and TEI (Total Employee Involvement).

Attendees will be exposed to issues in TQM program implementation (MOC – Management of Change). A case of implementation of TQM at an IT out-sourcing company will be discussed and success factors for effective implementation of TQM programs will be discussed.

## **ABOUT SAVE INTERNATIONAL**

SAVE International and the IIE are Inter-society Agreement Organizations. SAVE International was formerly known as the Society of American Value Engineers.

SAVE International is the only professional society in the United States devoted to the advancement and promotion of Value Engineering (VE) in the management of business and government. SAVE International members promote value in the public and private sectors. They practice in the fields of construction, manufacturing, health care, management information systems (MIS), transportation and services, among others. Society members are not just engineers.

**Topic:** TQM Concepts and Implementation, Joint Meeting IIE/SAVE

**Speaker:** Dr. Jayant Trewn, Vetri Systems, a Lason Company

**Date:** Tuesday, October 9, 2001

**Time:** Social 5:30 pm, Dinner: 6:00 pm, Meeting: 6:45 pm, Speaker: 7:00 pm

**Location:** Fr. Kramer Knights of Columbus Hall, 7400 Bernice, Centerline, MI 48015.

**Directions:** 2 blocks south of I-696 on Van Dyke, right at spotlight, see Map on page 8.

**Cost:** \$18.00

**RSVP:** by September 28<sup>th</sup> to our IIE VOICEMAIL (313) 438-0205

Wednesday, November 19th

## Ford's Visteon Spin-off PMI 'Project of the Year' Submission



### Joint meeting of IIE Detroit chapter and the IIE UM-Dearborn student chapter

Welcome Wayne State and UM Ann Arbor Students!

- Do you use project management software?
- See improved budget and schedule performance
- See demonstrated originality and uniqueness of applied project management techniques
- See effective application of the nine PMBOK Knowledge Areas
- See demonstrated complexity of the project and unusual conditions, issues, and barriers requiring special management team action and performance

Decision Consultants partnered with Visteon Corporation in the effort to compile the information required for submission of this project. This project is titled the "Visteon Transition Project" and was performed and completed in 2000. The project consisted of three subprojects, which together made up a comprehensive transition program. Subprojects included the transition of Shared Plant Floor Utilities, Plant Floor Systems POSMON and SMART, and DBA Managed Support Services (MSS). This project came about as a result of the legal separation of Visteon Corp. (Ford Motor Company's former parts division) from Ford Motor. It was imperative that the transition of the application support, and the associated tools, from Ford to Visteon/DCI take place on time and not be disruptive to the production environment. The subprojects accomplished these objectives.

The first level of competition is at the PMI chapter level, which for this nomination is the PMI Great Lakes Chapter in Michigan. Notification of the local PMI chapter winner occurred on March 12, 2001 and that winner was then submitted to the second level of the PMI Semi Final Competition, which is a national competition. The final level of competition of the PMI Final Competition is an international competition.

### ABOUT DECISION CONSULTANTS, INC. (DCI)

Decision Consultants, Inc. is a premier provider of Information Technology services to Fortune 1000 companies and government organizations. Headquartered in Southfield, Michigan, Decision Consultants has 9 branch offices, 2 performance centers, offshore delivery capability, and more than 1,200 employees in the United States. With fiscal 2000 revenues of \$148 million, Decision Consultants, Inc. is one of the largest privately owned IT services firms in the US.

### ABOUT PROJECT MANAGEMENT INSTITUTE

About PMI. Since its founding in 1969, Project Management Institute (PMI) has grown to be the organization of choice for project management professionalism. With over 80,000 members worldwide, PMI is the leading nonprofit professional association in the area of Project Management. PMI establishes Project Management standards, provides seminars, educational programs and professional certification that more and more organizations desire for their project leaders.

**Topic:** Ford's Visteon Spin-off, 'Project of the Year' by PMI, Joint meeting of the IIE UM-Dearborn student chapter and the IIE Detroit chapter

**Speakers:** Clif Daniel and Jim Revenaugh of DCI

**Date:** Wednesday, November 14, 2001

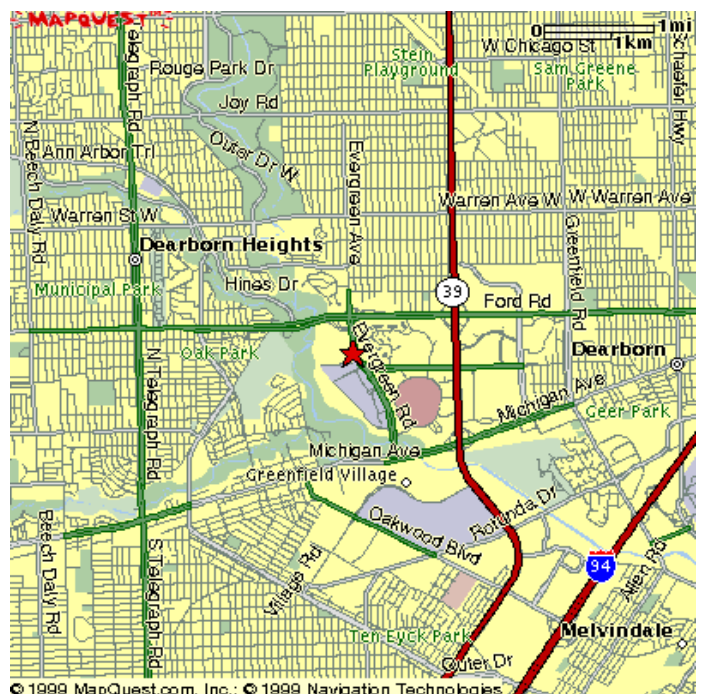
**Time:** Registration 5:30 pm, Meeting at 6:00 – 7:00 pm

**Location:** University of Michigan - Dearborn, Rooms 1410 & 1420, PEC building, see maps pages 6&7

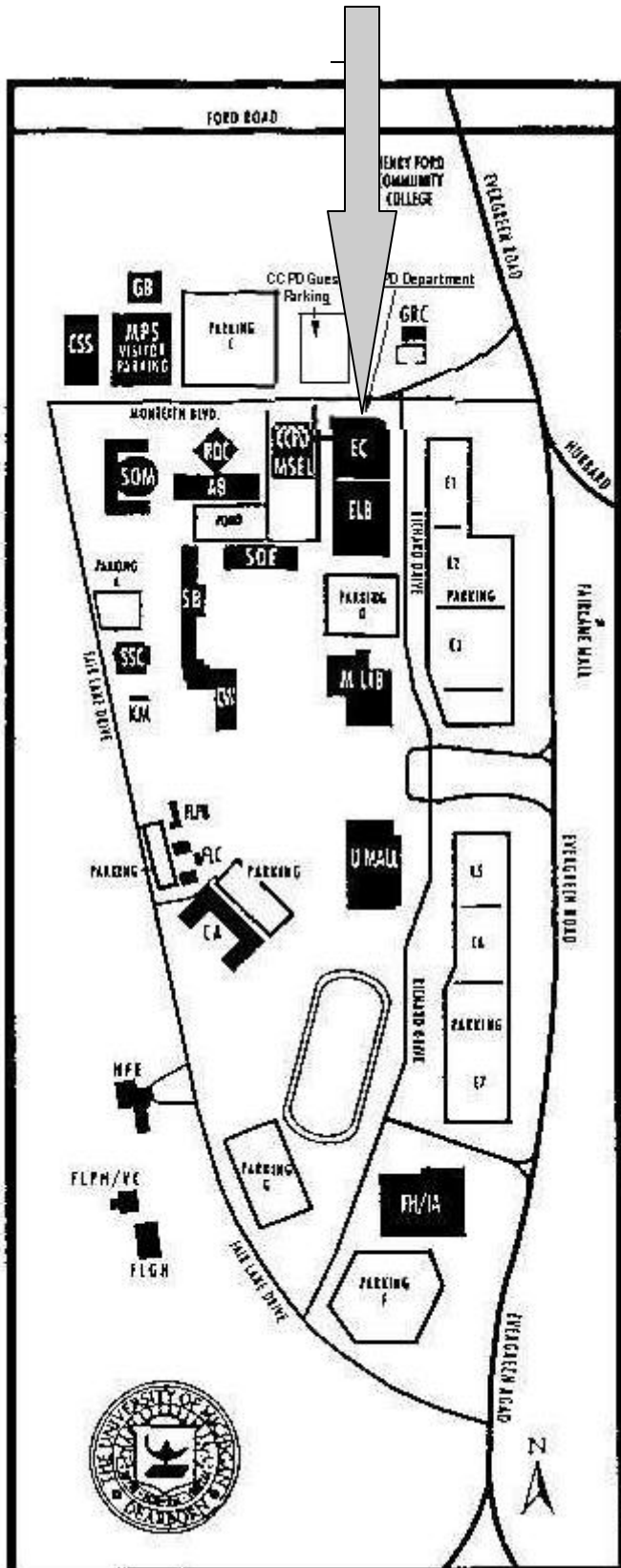
**Cost:** Free for Students/Faculty, \$5 for everyone else.

**Menu:** Pizza and Pop

**RSVP:** by November 12<sup>th</sup> to IIE (313) 438-0205



University of Michigan - Dearborn,  
 Rooms 1410 & 1420, PEC building  
 PEC Building



Evergreen Road and Hubbard

## Professional Engineer's License

by Dean Pyers

5 Great Reasons to Get Licensed (from NSPE):

- 1) Career Development: P.E. licensure shows commitment to the profession and demonstrates heightened leadership and management skills
- 2) Money: Studies have shown that most PE's earn higher pay throughout their business careers.
- 3) Prestige: PE's are respected by the public and are seen in the same light as licensed professionals in other fields.
- 4) Authority: Only PE's can sign and seal engineering drawings, and only PE's can be in responsible charge of a firm in private practice or serve as a fully qualified expert witness.
- 5) Flexibility: Having a PE opens up your career options. You can become a specialist, or establish your own business. It also protects you during industry downsizing or outsourcing. The PE license allows you to go as far as your initiative and talent will take you.

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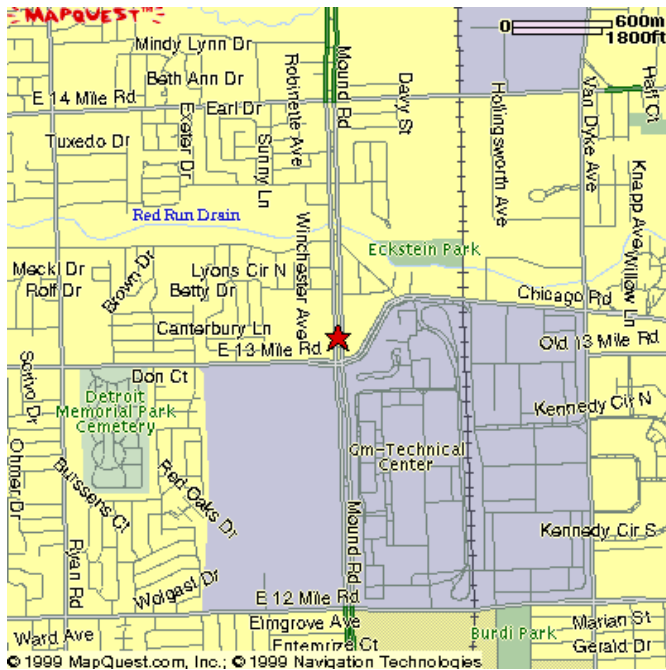
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## Friday, September 7th The Harbour Report

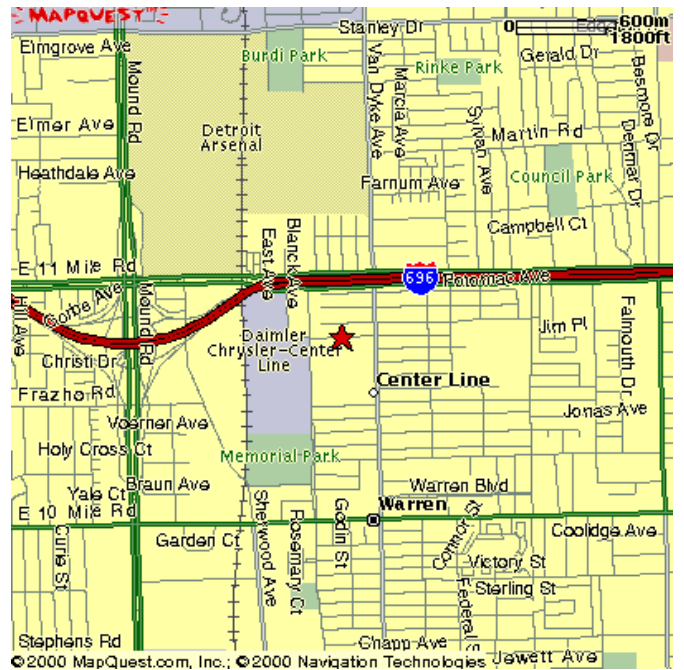


**Gazebo, 31104 Mound Road, Warren, MI  
At 13 Mile & Mound Roads**

Institute of Industrial Engineers #47  
c/o Ron Brzuch  
7247 Almaden Court  
Canton, MI 48187

**DATED MATERIAL**

## Tuesday, October 9th TQM Concepts and Implementation



**Fr. Kramer Knights of Columbus Hall,  
7400 Bernice, Centerline, MI 48015.  
2 blocks south of I-696 on Van Dyke, right at stoplight**