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MANT

MANUFACTURERS ASSOCIATION OF NORTH TEXAS

Training Within Industry Program Teaches Supervisor & Team Leader Skills

The December 14th MANT educational program focuses on supervisory skill sets. Using examples from the Training Within Industry (TWI) program, participants will learn some simple tools on standardized work instructions. TWI is an important program designed specifically to enhance the role of the first level supervisor. There is little/no evidence anywhere of a company performing well without the benefit of good supervisors. There is abundant evidence to the contrary: good supervisors continuously and consistently provide superior performance through the people they supervise.

The style of supervision also matters. Supervisors who perform well, through their people, see their jobs as COACHes, not COPs. They develop their people's skills, their knowledge, and their attitudes and are good role models as well. They are not of the old command & control breed.

TWI identifies three primary roles of supervisors:

- * The supervisor as trainer/developer of his/her people
- * The supervisor as improver (working with his/her people to improve job methods)
- * The supervisor as leader of his/her people

The three individual training programs in TWI Job Instruction, Job Methods, and Job Relations are focused on each of the above supervisory roles. Each supervisor learns (or relearns) the skills involved in world-class job instruction, job methods improvement, and job relationships as he/she participates in the TWI workshops.

While TWI has been most widely applied to manufacturing operations, it is equally successful in the construction, medical services, and hospitality industries.

Job Instruction Training (JIT) - the trainer part of a supervisor's job, whereby s/he learns a proven method to teach employees their jobs so they learn the very best way of doing a particular job...and everyone learns this job the same way. The key principle the supervisors learn here is: If the worker hasn't learned, the instructor hasn't taught.

This is demonstrated, taught, and reinforced via these four steps:

Step 1: Prepare the Worker

Step 2: Present the Operation

Step 3: Try Out Performance

Step 4: Follow Up

Additionally, these four preliminary steps are taught to the supervisors so they can prepare for instruction:

- 1) Make a time table for training
- 2) Break down each job
- 3) Get everything ready
- 4) Arrange the worksite

Job Methods Training (JMT) - the industrial engineering part of a supervisor's job, whereby s/he learns a proven method to produce greater quantities of quality products in less time by making the best use of the people, machines, and materials that are now available. This is demonstrated, taught, and reinforced via these four steps:

Step 1: Break Down the Job

Step 2: Question Every Detail

Step 3: Develop the New Method

Step 4: Apply the New Method

Job Relations Training (JRT) - the human resource manager part of a supervisor's job, whereby s/he learns a proven method for dealing with virtually any type of so-called people problem.

Preliminary Step: Define Your Objective

Step 1: Get the Facts

Step 2: Weigh and Decide

Step 3: Take Action

Step 4: Check Results

Check Step: Did You Accomplish Your Objectives?

How to improve job relations:

- a) Challenge your people to become their best
- b) Treat people as individuals
- c) Let each worker know how s/he is doing
- d) Give credit when credit is due
- e) Tell people in advance about changes that will affect



1150
South Fwy.
Suite 143

Fort Worth,
Texas 76104

817-348-0706

FAX
817-871-6031

www.mant.us

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Texas Rolls Out Industry Cluster Initiative

The Texas Workforce Commission (TWC) and the Governor's Office of Economic Development and Tourism have launched the Texas Target Industry Cluster Initiative to promote job creation and economic development. By increasing awareness in industries that offer the best promise for economic growth, TWC and the Governor's Office are creating a forum in which industry leaders can attract new companies to Texas and create jobs.

The state of Texas will focus on developing six industry clusters that will be critical to our future prosperity, the landing of research dollars and the creation of innovations and jobs to Texas, said Governor Rick Perry at Texas Target Industry Cluster Initiative launch. For the first time in the history of this state, we will be able to develop a coordinated, market-driven economic development plan for the state of Texas.

In support of the governor's policy, cluster teams conduct comprehensive competitive assessments of their industry and then make recommendations toward the allocation

of state resources. TWC has facilitated the formation of cluster teams and will continue to play a significant role in organizing training efforts directed toward the needs of industry clusters.

The development of industry clusters in Texas is parallel to our mission to further develop an employer-driven workforce system, said TWC Chair and Commissioner Representing the Public Diane Rath. TWC's Office of Employer Initiatives works to align Texas businesses with the services of local workforce boards, government agencies, industry associations and educators in order to help companies grow, thereby sparking job growth.

The six industries named as Texas Target Industry Clusters are: Advanced Technologies and Manufacturing - Advanced manufacturing, including the automotive sector, requires higher skills, resulting in higher wages and investment in the state. Aerospace and Defense - With the large group of companies in Texas already doing business in this sector, along with recent federal funding and current trends indicating future investment, this cluster is an obvious target for accelerated economic development. Firms within this cluster are technology and skill intensive, resulting in higher wage

jobs. Biotechnology and Life Sciences - Current and future trends indicate that this cluster is growing rapidly as a result of the large number of biotechnology organizations already in Texas. This technology-intensive cluster requires highly skilled workers.

Information Technology (IT) and Computer Technology - Although the IT industry has experienced some realignment over the past several years, it remains an important part of the Texas economy. Existing collaboration between this cluster and biotechnology allow for changes in the employment mix as new technologies are applied within the cluster.

Energy - Texas boasts a well-established energy sector and existing infrastructure. Progress in this industry will include new technologies for oil and gas exploration and new energy sources.

Petroleum Refining and Chemical Products - Texas is a world leader in this industry with its strong infrastructure, technology and employment base and the countless synergies to be created between this industry and the energy cluster.

TWC is a natural partner to Texas Target Industry Cluster Initiative because the focus is on employer needs, growth and job creation, said TWC Commissioner

Representing Employers Ron Lehman. Collective promotion of key industries will serve to strengthen both regional and statewide economic development. TWC is committed to being at the forefront of innovative employer-driven initiatives.

This initiative focuses Texas resources on job creation and economic development, which translates directly to more jobs for Texas workers, said TWC Commissioner Representing Labor Ronny Congleton. I strongly support Governor Perry's efforts to target industry clusters and maximize job creation.

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f) Make best use of each person's ability

If you are unable to attend the December 14th TWI awareness workshop but would like more information please contact the Texas Manufacturing Assistance Center, 817-272-5922. TMAC has TWI instructors and would be happy to discuss the individual needs of your organization's individual needs.

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Only the Lean Survive in Today's Global Economy

Take advantage of this unique opportunity to participate in Lean training through a no & low cost Economic Development Administration Grant program.

Lean Executive Overview seminars are being offered at different locations throughout the Metroplex early in 2005. On January 6th the 2 hour seminars will be held in Dallas and Cleburne and on January 10th in Arlington and Plano.

Lean is a systematic approach to identifying and eliminating waste (non-value added activities) through continuous improvement techniques. You will learn how to reduce waste in a variety of your areas in your operations and add to the bottom line in days , , , not weeks or months!

Selected companies participating in the Executive Overviews will receive lean

assessments. Upon completion of the assessments an additional six will then receive a week s worth of in-depth Lean training for a nominal fee.

Suggested attendees include owners & presidents, VP s/ general managers, financial officers, and operations and plant managers.

Some examples of the benefits realized in implementing Lean techniques include reduced production lead times, improved quality, improved on-time delivery, improved space utilization, and improved productivity.

For a detailed flyer with times and site addresses please contact Stephanie Thompson with TMAC at 817-272-5961. RSVP s are requested by December 17th, 2004.

Lean is about doing more with less:

Less time, inventory, space, people, & money.

Lean is about speed and getting it right the first time.

Lean is about eliminating waste.



CENTER CELEBRATES 75 ISO 9000 REGISTRATION PROJECTS

The Texas Manufacturing Assistance Center (TMAC) Metroplex office recently announced completion of its 75th ISO registered customer project.

TMAC specializes in custom designed quality management systems (QMS). The QMS is in full compliance to the appropriate ISO 9000 standard.

The TMAC approach is to assist the customer by defining and improving existing processes in order to make them a more efficient and effective.

ISO 9000 is a good management system. It helps formalize existing processes and instills discipline and repeatability in those processes. It also increases the competitiveness of your company says Dave Johnson, TMAC Quality Product Group manager. Customers have experienced great success with this product. In the North Central Texas region TMAC is one of the leading ISO providers particularly for the small to mid size manufacturing market Johnson further states.

TMAC has worked with customers to successfully register them to the following industry standards:

- ISO 9000 General
- ISO 14000 Environmental
- AS 9100 Aviation
- TL 9000 Telecom
- TS 16949 Automotive



In addition, TMAC is also working on projects that should lead to registration to the ISO 13485 medical standard and ISO 18000 safety standard. Several customers have elected to pursue a combination ISO 9001/14001 implementation which offers double the value. Environmental management systems (ISO 14001) are becoming more important as local, state and federal government agencies take a more active role in business environmental compliance issues. Regulators want companies to assume greater environmental responsibility.

TMAC strategy is to involve all levels of the organization and to get input and buy-in from the process owners. This ensures accountability, continuous improvement and customer satisfaction.

TMAC does not consider the project complete until the customer receives their registration from an accredited registrar. During the past nine years and 75 projects later, none have failed to pass.

TMAC offers a very competitive pricing structure tailored to the individual company. Registration normally occurs within six to nine months.

Typical results from companies implementing a QMS:

- 25 % increase in on-time delivery
- 18 % decrease in defects and scrap
- Increased customer satisfaction
- Sales retention
- 20 % increase in sales
- Increased communication
- Decreased customer inspections

TMAC s local office, headquartered at UTA s Automation & Robotics Research Institute, serves Tarrant, Dallas, Collin, and Denton counties as well as 14 additional surrounding counties. TMAC is the Texas affiliate of the US Department of Commerce Manufacturing Extension Partnership.

Many prime contractors and government organizations in the DFW area require their suppliers to be ISO registered or in compliance with ISO standards. If you are thinking about implementing a QMS please call the TMAC Customer Relations Department at 817-272-5922 today for a complimentary site visit and consultation. Customer references provided by request.

Bulletin Board

Upcoming Events:

- Dec. 14 MANT Monthly Program Supervisory Skills
- Jan. 6 & 10 TMAC Lean Executive Overviews
- Jan. 11 MANT Monthly Program Alcon Tour (limited)
- February 8 MANT Monthly Program RFID
- March 7-11 Lean Six Sigma Black Belt Certification Training - Week One At UTA/FW

MANT Tour at Alcon On-Tap for January

Alcon Labs U.S. headquarters in Fort Worth is the site for a MANT plant tour on January 11th. Alcon has requested the tour be limited to MANT manufacturing members however other interested manufacturing firms may be considered on a space available basis. Serving as operations headquarters as well, the Fort Worth Alcon plant employs over 2,500. Since its founding in 1947, Alcon Laboratories has been committed to just one thing: helping people

in all corners of the world attain better vision.



Recognized by the global medical profession

for its leadership in discovering and manufacturing ophthalmic pharmaceutical, surgical, and vision care products, Alcon's nearly 12,000 employees worldwide devote their energies and insights to improving and saving sight. MANT members - look for email flyer coming your way soon!

Ten True Facts About Manufacturing That Affect the Shape and Success of the American Economy

1. The Manufacturing share of U.S. Gross Domestic Product is bigger than the entire GDP of France or the United Kingdom, as well as bigger than the combined economies of Canada and Mexico. It would be the fifth largest economy in the world if manufacturing were a country. America is the world's manufacturing power house and bigger than the entire economies of Spain or Canada. It would be the eighth largest economy in the world if manufacturing were a country and roughly equal to the entire economy of China.
2. Manufacturing's share of U.S. GDP is:
 - 76 percent larger than retail's share;
 - 10 percent larger than professional and business services, and
 - 50 percent larger than agriculture, mining, utilities and construction combined.
3. Manufacturing employees earn nearly 22 percent more than the national salary average:
 - In 2003, the average full-time manufacturing worker's total compensation (wages/salary + benefits + bonuses + Social Security contributions) = \$63,000.
 - In 2003, the average U.S. full-time worker's total compensation = \$51,000.
4. Manufacturing employs 14.6 million workers directly and at least 8 million more in related industries such as services and construction.
5. In 2003, manufacturers paid \$54 billion in taxes on corporate profits. Second only to the finance sector, manufacturers paid more in corporate profits than the retail, information, utilities, construction, transportation, healthcare, mining, and agriculture sectors combined.
6. The taxes on profits paid by manufacturers (federal, state and local) were more than the combined outlays of State, Commerce, Justice, Energy and Interior departments, and roughly equal to outlays by the Agriculture Department in 2000.
7. Manufacturing is a productivity leader manufacturing productivity grew 56 percent faster than overall non-farm business from 1995-2003.
 - Manufacturing: 4.2 percent per year
 - Non-farm business: 2.7 percent per year
8. Manufacturing alone contributes 62 percent of the nation's innovation and R&D.
9. Manufacturing is the top U.S. exporter, responsible for 64 percent of U.S. exports. Without the foreign exchange earned by manufactured exports, the United States could not pay for its imports.
10. In the '90s, manufacturing was the largest contributor to economic growth:
 - manufacturing (plus software): 28 percent share
 - services: 14 percent share
 - finance, insurance, real estate: 22 percent share
 - transport and utilities: 10 percent share

Source: National Association of Manufacturers based on U.S. Government data. For more information, contact Bill Canis, NAM Manufacturing Institute, (202) 637-3109 or bcanis@nam.org.

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The Manufacturers Association of North Texas newsletter is proudly sponsored by The University of Texas at Arlington and the Texas Manufacturing Assistance Center, a component of the Automation & Robotics Research Institute and the City of Fort Worth Business Assistance Center.
Editor, Deborah M. Wallace

