

# The Pittsburgh Sampler

A Newsletter Publication of the Pittsburgh Chapter of the  
*Institute of Industrial Engineers*

MAY 2004

[www.ie.pitt.edu/IIE/](http://www.ie.pitt.edu/IIE/)



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## IIE MAY MEETING

- What:** **Root Cause Analysis:** *You already know the techniques, now find out how, when, and where to use it*
- Date:** Thursday, May 27, 2004
- Time:** Casual dinner/speaker meeting starting at 5:30 PM
- Location:** Inspiration Point; 3613 Butler Street  
Located in the upper Strip District, Lower Lawrenceville,  
5 miles from the Strip center  
Directions and additional information about Inspiration Point can be found on their website: [www.inspiration-point.com](http://www.inspiration-point.com)
- Cost:** \$15 Senior Chapter Members  
\$20 Non Members  
\$5 Students  
The cost includes dinner and drinks.  
Senior Chapter Members may sponsor a student if they wish.
- Reservations:** By Friday, May 21<sup>st</sup> to Karen Bursic; [kbursic@engr.pitt.edu](mailto:kbursic@engr.pitt.edu); (412) 624-9837  
As always, your reservation is your commitment.

## MAY 2004 PROGRAM

Our May speaker is Joel Haight from Penn State University. Joel will speak on Root Cause Analysis.

Root cause analysis is a generic term describing many techniques designed to help an analyst determine the system-based causes that were responsible for a particular adverse occurrence. The concept is designed to force analysts to dig deeper into the underlying reasons behind each event in the sequence of events.

The particular technique used by the speaker addresses such management systems as procedures, training, communications, quality control, overall management systems, human engineering and work direction. The system is also designed to address not only the "what" and the "why" behind an incident, but

most importantly, the fix. If one truly fixes the correct root cause, the incident should not occur again.

Joel M. Haight, Ph.D., P.E., CIH, CSP is an Assistant Professor in Penn State University's Industrial Health and Safety Program in the Department of Energy and Geo-Environmental Engineering. He has a Ph.D. and Master's degree in Industrial and System Engineering both from Auburn University. Dr. Haight worked as a safety engineer for the Chevron Corporation for 18 years prior to joining the faculty at Penn State. Dr. Haight does intervention effective research in multiple industries. He is a professional member of ASSE, AIHA and the Human Factors and Ergonomics Society.

## PRESIDENT'S MESSAGE

Greetings! Thanks to all of you who attended our spring Networking Night in April held at Inspiration Point. I hope you found it informative, fun, and a great way to network with other senior chapter members and students in the area. I hope to see and talk with more of you at the May program.

### Strategic Plan Update

In January I shared with you our chapter's Vision and Mission. In February I shared some details from our chapter's Strategic Plan for 2004. Our plan highlights our Strategic Initiatives and Tactical Objectives in the following areas:

- Organization / Leadership
- Membership
- Financial
- Educational / Programs
- Marketing / Communication
- The Practice of I.E.
- Chapter Planning
- Community

The Board of Directors has decided to focus initially on three of these initiatives, and assign a senior chapter member to lead each of the three. The three are: Organization/Leadership, Membership, and Education/Programs.

If you have wanted to get involved in your IIE chapter in a more strategic way, here is a great opportunity. If you are interested in focusing strategically on any of these three areas, please contact me. Each strategic initiative will have a number of tactical objectives for which we will need some support, so the more the merrier! I will keep you updated on these three initiatives in the coming months.

The Leadership Team met on April 27 to continue to review our plans, objectives, and progress with each officer and committee chair-person. The team spent a significant amount of time reviewing upcoming programs, with the intention of making sure we are providing quality programs for our members.

### E-Newsletter?

The vision for our chapter is to be a strong, active, friendly, healthy, and financially independent organization that will truly

serve the needs of IEs in the area. As a Leadership Team, part of our role is to look out for the best interests of our chapter's financial health. In reviewing our budget for the last few years, our newsletter costs have continued to increase and now represent 30-35% of our total expenses – a significant portion. Newsletter production (printing) costs consume funds for us to provide high quality programs and networking opportunities. As a result, our Leadership Team is looking at the possibility and potential option of moving toward an e-newsletter. There are many benefits to this approach, including:

- We currently post the newsletter to our chapter website, so the email reminder would simply contain a link to point you to the newsletter on the site, which will be in .pdf format.
- Members will be able to forward the link/newsletter on to others who may be interested.
- Embedded internet links within the newsletter will be active, so members can click to find the information they need for programs, job postings, etc.
- Since the newsletter is posted on our chapter's website, more members would begin hitting our site and tapping the resources there.

We are looking into several alternatives regarding moving toward an e-newsletter, one of which involves every other newsletter being paper. There are also several concerns regarding valid email addresses, spam filters, and meeting CAR requirements which we are still researching. I will keep you posted on the newsletter discussions as we proceed. One thing is certain – we will not jeopardize our award winning newsletter or the value it brings to each of our members.

If you have questions or comments, please send them to myself or the appropriate committee chair. I would be happy to discuss your thoughts and ideas at any time – you can contact me directly at [jarnold@hbmaynard.com](mailto:jarnold@hbmaynard.com). I look forward to seeing all of you at the May and June programs!

**Jeff Arnold**

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## COMMUNITY AFFAIRS

### **IIE Participates in National Engineers' Week**

Upholding a Pittsburgh IIE Chapter tradition, our professional chapter and the University of Pittsburgh student chapter members hosted an exhibit for National Engineers' Week. The event was held at the Carnegie Science Center on February 20 and 21, 2004. Volunteers at the booth

demonstrated bar coding technology as well as ergonomic principles involved in carrying a backpack. The event provided a venue to introduce youth to the world of engineering.

We had an overwhelming number of volunteers this year to work at the exhibit (14 professional members and 18 students)! Thank you to everyone who participated.



## RECAP OF THE MARCH MEETING

On Thursday, March 4, IIE and the Society of Manufacturing Engineers held a joint meeting at the Sewell Center on the campus of Robert Morris University (RMU). Refreshments were provided compliments of RMU. Dr. Bill Omurtag, Dean of the School of Science, Engineering, & Mathematics introduced us to the Engineering program at RMU. He noted that the program was recently reviewed by ABET (the Accreditation Board for Engineering and Technology) and that they expected to get accreditation in both General Engineering & Manufacturing Engineering soon. Mr. Jay Guhu talked about the Center for Applied Research and Engineering Services (of which he is the Director).

We then heard an interesting discussion of Lean Manufacturing fundamentals by Dr. James Brecker. He covered such topics as Eliminating Waste, 5 S, Total Productive Maintenance, Mistake-proofing, Push vs. Pull and Kanban Systems, Work Cells, and so forth. He then discussed potential results and implementation issues. During the presentation Mr. Brecker engaged the audience with a quick simulation exercise as well as a demonstration of the effectiveness of lean concepts using Tinker Toys to build a tower.

Next, we ventured across campus to the Robert Morris Learning Factory where Dr. Winston Erelles, provided us with a terrific tour. This exciting teaching lab has state-of-the-art equipment and includes capabilities for injection molding, machining, prototyping, and reverse engineering. Technologies in use included RFID, Robotics, CMMs, and 3-D digital data capture. During the tour, we heard more about the undergraduate and graduate programs in software, logistics, and manufacturing engineering. Long time IIE member and Pittsburgh Chapter Director, Bobbi Ferguson teaches a course in the logistics engineering program for RMU. Interest in the programs is growing and it was quite evident that RMU is dedicated to building a very successful School of Engineering.

## RECAP OF THE APRIL MEETING

On Tuesday, April 13, twenty-four members, non-members, and students gathered at Inspiration Point on Butler Street in Pittsburgh to network with their Industrial Engineering colleagues. Inspiration Point is a terrific location for business and professional meetings with a "living room" feel. It was created and is owned by IIE member and Community Affairs Chair, Pat Kelly Lee.

We started with a delicious dinner catered by a couple of local restaurants. President Jeff Arnold then kicked off the meeting with an update on the "state of the chapter" and described some of the activities we've got going on.

Next, we heard from Stephanie Page, a sophomore IE student at Pitt. She gave a great review of the IIE Regional Student Conference that was recently held on the Rochester Institute of Technology campus in Rochester, NY. Stephanie and seven other Pitt IE students attended, partially supported by our chapter. Students from six other schools were in attendance as well. The students heard presentations on a number of current topics including lean manufacturing and teamwork. A technical paper competition was also held. Stephanie felt that they learned a great deal and that the trip was definitely worthwhile.

Suzanne Moses, former Programs Co-Chair and current member of the Programs Committee then kicked off some really fun networking activities to encourage everyone to get to know each other better and learn more about what other IEs are doing in Pittsburgh. The program evaluations indicate that everyone enjoyed this opportunity. A number of students from Robert Morris University's Logistics program were also in attendance. It was interesting to hear their perspective on IE topics. Word is that they enjoyed and benefited from the evening as well.

Thanks to all who attended! If you couldn't make this meeting, don't miss your opportunity to check out Inspiration Point and hear an excellent speaker next month.

## DEVELOPMENT OPPORTUNITIES



**2004 Maynard Forum**  
September 7 – 9, 2004  
Pittsburgh, PA

The Annual Maynard Forum is an opportunity for retailers, grocers, manufacturers, operations management and engineering professionals from across the country to come together and learn more about proven methodologies and leadership approaches for maximizing workforces in order to maintain a culture of workforce performance improvement.

The agenda will include talented industry speakers, case studies, networking opportunities, and insightful leadership lessons for your organizations. A leader in productivity management and industrial engineering for 70 years, Maynard can show you how to improve productivity while sparking a continuous-improvement culture that not only accepts change, but drives it. Check the Maynard website, [www.hbmaynard.com](http://www.hbmaynard.com) for details and updates.

## MEMBERSHIP REPORT

The membership committee continues to look for new ideas to find potential members in 2004. If you know other industrial engineers or people working in an industrial engineering capacity, encourage them to come to one of our upcoming meetings and join IIE. Membership forms are available at <http://www.iienet.org> or you can contact Jeff Arnold at (412) 921-2400 x 245.

The Pittsburgh chapter can also apply for grants to improve membership through programs, speakers, or student chapter involvement. If you have any ideas about improving membership, please contact Jeff Arnold.

For contact information changes (i.e. address, company, phone number, e-mail address), please contact IIE National at (770) 449-0460 or 1-800-494-0460. Your address change should be reflected on our next mailing list. As always, Membership forms are available at <http://www.iienet.org>.

### Chapter Activity

This year the chapter will be striving to have 190 members by December 31, 2004. The membership total for the Pittsburgh Chapter is at 181 members. Let's keep it up and surpass this goal!

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## CHAPTER ACTIVITY REPORT

Written by Mary Loera

This month, we will take a closer look at Section 2 of the CAR, which is Chapter Programs. One of our primary ways to serve our members is through Chapter Programs. We are measured as a chapter based on:

- The number of programs held during the calendar program year – this includes all meetings for chapter members and guests.
- Program quality – This is the most critical factor in the success of a chapter in providing service to its members.
- Program attendance – This includes attendance by both chapter members and non-members.

If I were to be asked to name one aspect of the Pittsburgh Chapter in which I have great confidence and pride, my answer would be the great quality programs our chapter hosts. This year has been no exception. Karen Bursic and her team of program planners have done an outstanding job scheduling the program calendar. We have a balanced mix of speakers, networking opportunities, and plant tours scheduled which should satisfy every member's interests.

This year's program schedule has thus far included a panel discussion concerning the job market, a visit to Bethlehem Haven Women's Shelter, at which some of our members have been volunteering their services to improve processes, a joint meeting with SME (Society of Manufacturing Engineers) at Robert Morris University's Learning Factory, and a networking night to allow members to make those valuable contacts needed in today's business world.

The upcoming meeting will be a presentation by Mr. Joel Haight on Root Cause Analysis, and in June, we will be hosting a family fun night at a Pittsburgh Pirates game at PNC Park. We will be taking a short summer break, and then, we will be off and running with the program schedule in the fall. We even have Dr. Jeremy Weinstein, president-elect of IIE National and Vice President at Whirlpool Corporation, speaking at our annual student chapter dinner event held each October.

Our chapter makes every attempt to hold meetings of varying style and venue. We hope you find them rewarding. If you have any suggestions on how to improve our meetings or have suggestions for new meeting ideas, please share them with us.

## TREASURER'S REPORT

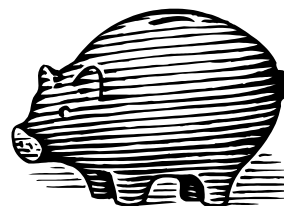
INSTITUTE OF INDUSTRIAL ENGINEERS CHAPTER IRS REPORT			
4/1/04 - 3/31/05			
CHAPTER NAME: PITTSBURGH		CHAPTER NO.:	3
FEDERAL EMPLOYER I.D. NUMBER: 25-6062810		REGION:	5
		INCOME	EXPENSES
1. DUES INCOME	\$	-	XXX
2. INTEREST INCOME		-	XXX
3. CONTRIBUTIONS RECEIVED (A)		-	XXX
4. CONFERENCES (B)		-	-
5. MONTHLY MEETINGS		275.00	235.26
6. NEWSLETTERS (B)		-	-
7. MISCELLANEOUS (B)(C)		-	-
8. CONTRIBUTIONS AND GRANTS PAID		XXX	-
9. PUBLICATIONS/NEWSLETTERS		XXX	-
10. PROGRAMS/MEETINGS		XXX	-
11. STUDENT DEVELOPMENT (E)		XXX	256.00
12. COMMUNITY SERVICES		XXX	-
13. MEMBER SERVICES		XXX	-
14. OFFICERS & CHAPTER MEETINGS		XXX	-
15. CHAPTER OPERATIONS SUPPLIES		XXX	-
16. MISCELLANEOUS (C)		XXX	-
17. TOTAL	\$	275.00	\$ 491.26
<b>ENTER: 18. NET WORTH 4/01/02</b>			<b>\$ 3,950.19</b>
ADD 4/01/02-3/31/03 INCOME			\$ 275.00
SUBTOTAL	\$	4,225.19	
LESS 4/01/02-3/31/03 EXPENSES			\$ (491.26)
NET WORTH 3/31/03			<b>\$ 3,733.93</b>
19. STATEMENT OF NET WORTH			
ENTER: PETTY CASH ACCOUNT BALANCE	\$	-	
ENTER: CHECKING ACCOUNT BALANCE	\$	996.52	
ENTER: SAVINGS ACCOUNT BALANCE	\$	2,737.41	
TOTAL *	\$	3,733.93	

## JOB BANK

The purpose of the job bank is to match qualified IIE professionals with available jobs. In the past several years, we have been successful in placing IIE members with employers.

**If you or your company are looking for new employees**, send a description of the position you wish to fill to the address below. We will publish your position in our monthly newsletter. Please try to limit your descriptions to 50 words or less and include a phone number, address, fax number, and e-mail so interested parties can contact you directly. Please send all descriptions to:

Pat Premick  
H. B. Maynard and Company, Inc.  
Eight Parkway Center  
Pittsburgh, PA 15220  
Phone: 412.921.2400 ext. 133  
[ppremick@hbmaynard.com](mailto:ppremick@hbmaynard.com)



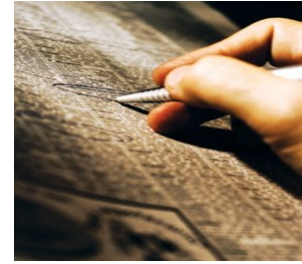
You can also advertise your job openings on the Pittsburgh IIE Chapter website:  
<http://www.ie.pitt.edu/IIE/jobs.html>

## JOB BANK CONT'D.

### Looking for an Outstanding Job?

Begin your search at IIE's new Career Center, which offers all the features you need.

- Posting your resume is free, for as long as you want.
- Your resume remains anonymous while employers view it. Only when you give permission will your resume contact information be revealed.
- You can carefully select the jobs that most interest you by narrowing your search criteria by job function, industry, and location.
- By creating a Job Agent, new jobs that match your search criteria will be e-mailed to you for your convenience.
- Your free "My Career" account will let you store job openings, resumes, cover letters, and more. Manage your job search online and with ease.



What are you waiting for? Give your career the boost it needs and go to [www.iienet.org/careercenter](http://www.iienet.org/careercenter). **Are you an employer looking for top-notch employees?** We have your needs covered, too. Go to [www.iienet.org/careercenter](http://www.iienet.org/careercenter) and see all the services IIE's Career Center has to offer you!

#### Position: Director of Engineered Supply Chain Solutions, located in Metro New Jersey Area

Consultative Distribution Engineer needed to develop DC solutions for prospective clients. A consulting/sales oriented background and mentality with strong IE skills and experience with distribution engineering is a plus. This is a Director level role with the person responsible for developing distribution / DC solutions. The person must also feel comfortable working directly with customers. Compensation range is targeted at \$100K base plus 20-25% bonus. For more information, please contact:

Chris Dean, Partner  
Supply Chain Recruiting Practice  
PeopleSource Solutions, Inc.  
Phone: 770-643-9990 ext. 114  
[cdean@peoplesourcesolutions.com](mailto:cdean@peoplesourcesolutions.com)  
[www.peoplesourcesolutions.com](http://www.peoplesourcesolutions.com)



#### Maynard Celebrates 70 Years

Maynard is proud to announce the celebration of 70 years in providing tools, training, and guidance for improving workforce performance and eliminating waste. The official anniversary date was March 1, 2004.

In a special 70<sup>th</sup> Anniversary issue of the Maynard Exchange newsletter, Ken Smith, President of Maynard was interviewed by the Editorial Staff at Maynard on his thoughts concerning the company over the years.

#### What has been the biggest change for the company over the years?

Obviously, the introduction of technology had and continues to have a significant impact on how we provide value to our

clients. We have always focused on workforce performance improvement, but use technology to help us become more effective. Just as big a change for us over the past seventy years has been adapting our methodologies to be consistent with management styles and workplace cultures as they have evolved. I think we have been pretty effective in remaining true to our core strengths, while being innovative with technology and adapting to cultural changes.

#### How is change management affecting the arenas in which you do business?

Change management is becoming a more significant component of our projects. It is increasingly apparent that to sustain results in most organizations, culture change must occur to establish the discipline of continuous improvement. To begin the change management process, you need something to get people excited about change and desire to improve. One technique we use, 5-S, comes from the Toyota Production System. It is a discipline for cleaning and organizing the work place. It has a powerful impact in helping people get excited about change.

## CHAPTER DIRECTORS AND OFFICERS

POSITION	NAME	COMPANY	PHONE		EMAIL
Board	Angela Konop	FedEx Ground	412.859.2678	w	<a href="mailto:angela.konop@fedex.com">angela.konop@fedex.com</a>
				c	
Board	Roman Hlutkowsky	FedEx Ground	412.262.6021	w	<a href="mailto:roman.hlutkowsky@fedex.com">roman.hlutkowsky@fedex.com</a>
				c	
Board	Bobbi Ferguson	Curtiss-Wright EMD	724.275.5155	w	<a href="mailto:bobbi.ferguson@emd.curtisswright.com">bobbi.ferguson@emd.curtisswright.com</a>
				c	
Board (1st Year)	Joe Kikta	Mellon Financial Corp.	412.236.6193	w	<a href="mailto:kikta.js@mellon.com">kikta.js@mellon.com</a>
			412.889.1444	c	
Board (1st Year)	Don Ziegler			w	<a href="mailto:zieglerd@genco.com">zieglerd@genco.com</a>
				c	
President	Jeff Arnold	H. B. Maynard & Co., Inc.	412.921.2400 x245	w	<a href="mailto:jarnold@hbmaynard.com">jarnold@hbmaynard.com</a>
			412.973.1748	c	
Vice President	Mary Loera	PPG	412.434.3353	w	<a href="mailto:loera@ppg.com">loera@ppg.com</a>
			412.818.3032	c	
Secretary	Amy McHenry	H. B. Maynard & Co., Inc.	412.921.2400 x231	w	<a href="mailto:amchenry@hbmaynard.com">amchenry@hbmaynard.com</a>
			412.352.2431	c	
Treasurer	Jennifer Palmiero	FedEx Ground	412.859.2836	w	<a href="mailto:jennifer.palmiero@fedex.com">jennifer.palmiero@fedex.com</a>
				c	
Programs Chair	Karen Bursic	University of Pittsburgh	412.624.9837	w	<a href="mailto:kbursic@engr.pitt.edu">kbursic@engr.pitt.edu</a>
				c	
Programs	Doug Rabeneck	H. B. Maynard & Co., Inc.	412.921.2400 x146	w	<a href="mailto:drabeneck@hbmaynard.com">drabeneck@hbmaynard.com</a>
			412.999.9728	c	
Programs	Suzanne Moses	FedEx Ground	412.859.2325	w	<a href="mailto:suzanne.moses@fedex.com">suzanne.moses@fedex.com</a>
Programs	Joe Kikta	Mellon Financial Corp.	412.236.6193	w	<a href="mailto:kikta.js@mellon.com">kikta.js@mellon.com</a>
			412.889.1444	c	
Programs	Barb Grabowski	Alcoa	412.553.2229	w	<a href="mailto:barbara.grabowski@alcoa.com">barbara.grabowski@alcoa.com</a>
			412.303.8201	c	
Membership Chair	Jeff Arnold	H. B. Maynard & Co., Inc.	412.921.2400 x245	w	<a href="mailto:jarnold@hbmaynard.com">jarnold@hbmaynard.com</a>
				c	
Student Relations Chair	Bryan Norman	University of Pittsburgh	412.624.9841	w	<a href="mailto:banorman@engr.pitt.edu">banorman@engr.pitt.edu</a>
Communications Chair	Pat Premick	H. B. Maynard & Co., Inc.	412.921.2400 x133	w	<a href="mailto:ppremick@hbmaynard.com">ppremick@hbmaynard.com</a>
			412.901.5487	c	
Web Master	Jay Rajgopal	University of Pittsburgh	412.624.9840	w	<a href="mailto:rajgopal@pitt.edu">rajgopal@pitt.edu</a>
Community Affairs Chair	Pat Kelly Lee	Executive Toolkit	412.519.5409	w	<a href="mailto:pk1@toolkitllc.com">pk1@toolkitllc.com</a>
				c	

### Pittsburgh IIE Chapter Gets Ready to Play Ball!

Mark the date in your calendars...Tuesday, June 29<sup>th</sup>. The Pirates will play the St. Louis Cardinals. Watch for the June Newsletter for details on registration for the tickets and the tailgating party!! Remember family and friends are welcome.



**INSTITUTE OF  
INDUSTRIAL ENGINEERS**

**Pittsburgh Chapter  
Area I, District 5  
Number 3**



Eight Parkway Center  
Suite 400  
Pittsburgh, PA 15220

**Pittsburgh Chapter IIE Website** – [www.ie.pitt.edu/IIE](http://www.ie.pitt.edu/IIE)

**National IIE Website** – [www.iienet.org](http://www.iienet.org)

## 2004 Schedule of Events

January 20	Job Market & Opportunities in IIE – Panel Discussion
February 11	Bethlehem Haven Women's Shelter & IIE Pittsburgh Process Improvement Initiative
March 4	Discussion of Lean Manufacturing/Tour of RMU Learning Factory
April 13	Networking Night
May 27	Joel Haight, the Penn State University, "Root Cause Analysis"
June 29	Pirates Game
July	No Meeting
August 24	Roger Freisleben, Senior Account Manager, H. B. Maynard and Company, Inc., "Utilizing Basic IE Concepts in Any Setting: A Third-World Country Coffee Plantation Case Study"
October 7	Student Chapter Night – Jeremy Weinstein, President-Elect of IIE and Corporate VP of Global Procurement Operations at Whirlpool Corporation