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## 2004 Maynard Forum

**THIS YEAR'S FORUM IS ONE YOU WON'T WANT TO MISS!**

**September 7 - 9, 2004**

**Sheraton Station Square, Pittsburgh, PA**

**The Maynard Forum brings together leaders from a wide variety of organizations who desire to learn more about how to make improvements in their workplaces to stay competitive. This year's event gives you the opportunity to**

**network with your peers to share best practices, ideas, insights and tips on increasing productivity, improving quality and enhancing the culture**

**of your organization. Our dynamic keynote speaker will leave you with many worthwhile ideas and materials on leadership. Our sessions will focus on real-world case studies and results. Please make your reservation now to take advantage of the early registration discount.**

### KEYNOTE SPEAKER

**Jim Clemmer**  
**Bestselling Author &**  
**Keynote Speaker**  
**The CLEMMER Group**



*“Effective leaders generate action. Leadership is an action, not a position. That action comes from creating energy through excitement (the pull or gain of what could be), urgency (the push to avoid the pain of poor performance), or some combination of both. This creates focus and harnesses the deep urge we all have to be part of something meaningful - to make a difference.”*

- from Jim Clemmer's article, *Passionate Leaders Rally People to the Cause.*

Jim Clemmer is a bestselling author and internationally acclaimed keynote speaker, workshop/retreat leader and management team developer on leadership, change, customer focus, culture, teams and personal growth. During the last 25 years he has delivered over two thousand customized keynote presentations, workshops and retreats, as well as consulted to and coached executive teams in hundreds of major companies, the public sector, universities, family businesses and healthcare organizations.

Jim writes and speaks from plenty of “hands-on” experience. Applying the improvement and effectiveness principles he teaches, Jim co-founded and led The Achieve Group to become Canada's largest training and consulting company.

Jim holds the prestigious Certified Speaking Professional (CSP) designation, the highest earned designation in Professional Speaking. Based on

*Maynard provides tools, training, and guidance to our clients to help them improve workforce performance and eliminate waste.*

# 2004 Maynard Forum (continued)

rigorous criteria and Client ratings, CSP is awarded by the International Federation for Professional Speakers to less than 3% of the estimated 15,000 speakers in the world. He is also a director on the national board of the Canadian Association of Professional Speakers.



Jim's five international bestselling books include *The VIP Strategy*, *Firing on All Cylinders*, *Pathways to Performance*, *Growing the Distance*, and *The Leader's Digest*.

You won't want to miss Jim Clemmer's session Wednesday morning, as well as a dynamic leadership workshop in the afternoon!

## SPEAKER LINE-UP

In addition to Jim Clemmer, hear valuable case studies from leaders at these top organizations:



They will be able to provide insights on both leadership and workforce performance improvement for your organizations. Stay tuned as we continue to add speakers from companies in a variety of industries!

## THE MAYNARD LEARNING CENTER

Introduce yourself to the variety of products and services Maynard has to offer in an informal setting. The Maynard Learning Center provides you with an opportunity to:

- Expand your knowledge of the Maynard Workforce Performance Model™



- Work hands-on with our software products in a lab environment
- Learn more about Maynard's training courses
- Discuss software issues with our Client Support Team
- Examine Maynard Concept Books, Workbooks and White Papers

## MAYNARD'S SOFTWARE PRODUCTS

Maynard has several software products which are designed to enhance a company's productivity. You will have the opportunity to preview the latest version of the software through tutorial sessions and open computer time, during which you may ask questions and work through sample exercises.

## SOCIAL EVENTS

Our evening hours are intended to provide you with networking opportunities with your colleagues from around the world. Our **Outdoor Welcome Reception** on Tuesday evening will be held in the Sheraton



Station Square Courtyard. You won't want to miss the fabulous view of the city under the stars! We will provide



heavy hors d'oeuvres, drinks and of course, Maynard's fabulous hospitality! Join us on Wednesday evening for

**A Night at the Pirates: Picnic & Game at PNC Park, Home of the**

**Pittsburgh Pirates!** We will board the Gateway Clipper Fleet next to the Sheraton Station Square and sail across the river to



the stadium to root for the Pirates as they defeat the Milwaukee Brewers. First pitch is at 7:05 p.m. - join us for a Pre-Game Picnic in the park and one unforgettable evening!

## REGISTER TODAY!

A registration form is included in the newsletter.  
**EARLY REGISTRATION FEE** — A special registration rate of \$795 is being offered to you if your registration form is received prior to July 16, 2004!  
Fax your registration form to 412.921.4575,  
Attn: Emily Trifaro or mail it to:

Maynard Forum  
H. B. Maynard and Company, Inc.  
Attn: Emily Trifaro  
Eight Parkway Center  
Pittsburgh, PA 15220-3801 USA

You can also register online via our website,  
[www.hbmaynard.com](http://www.hbmaynard.com).



### Mark your calendars, tell others about the Forum, and take advantage of this incredible opportunity!

This year's Forum will be every bit as valuable and entertaining as the 2003 Forum! For more information visit our website for updates or call Emily Trifaro at 412.921.2400 ext. 142.

## Who's Who



*Errol Restelli*

This edition of Who's Who at Maynard profiles Errol Restelli. Errol joined Maynard in 2000 and works as a Senior Consultant on our Consulting Team. He received his B.S. and M.S. degree in Industrial Engineering from the University of Pittsburgh. During his Co-op rotations while at the University of Pittsburgh, Errol realized how much he enjoyed working in a variety of industries through his experiences at US Airways, Union Electric Steel Company and Management Science Associates, a marketing and research consulting firm. He actively searched for consulting jobs after graduation and discovered that Maynard offered the best of all worlds: variety, travel, industrial engineering experience, development and success.

When asked what he likes best about working as a Senior Consultant at Maynard, Errol replied, "Being a consultant requires you to make real changes on the client site. Many of my projects have been focused on implementations and achieving results. I really enjoy helping clients remain competitive by realizing savings."

Errol's most recent projects involved an assignment at Old Navy where Maynard redesigned their store receiving operation. The Maynard Team created a DVD of the new method as a tool to train employees in all 840 stores. This was his first experience as a co-director in filmmaking. In Errol's words, "Look out, Spielberg!"

Originally a native of Oakmont, Pennsylvania, he has since lived in Carnegie, Pennsylvania for two years. His parents still reside in Oakmont, 5 blocks from the Oakmont Country Club which is the site of many men's and women's U.S. Open Tournaments.

Errol is engaged and will be married on September 18, 2004 to his fiancé Catrina, a customs broker at UPS Supply Chain Solutions. The site of their wedding ceremony will be in Seven Springs, Pennsylvania on a mountaintop overlooking the Laurel Valley.

When not traveling, Errol enjoys spending time with his fiancé Catrina and playing with their Airedale puppy named Gianna. His other interests include working out, running and playing golf. Errol is also quite proud of his acting debut as Conrad Birdie in the musical "Bye, Bye, Birdie" during his senior year of high school. As he reflects on this fond memory, the idea crosses his mind: "Maybe I can become an actor or director?"

# Maynard Tools Provide Time to Plan Accurately, Efficiently

One of the major obstacles to beginning any productivity initiative is finding the time to develop standards and plan out staffing needs accurately. Often productivity programs are slowed because standards must be measured for several kinds of tasks. In turn, staffing initiatives become stalled because without engineered standards, it's difficult to accurately determine staffing needs.

To meet this challenge, H. B. Maynard and Company, Inc. offers both work measurement and staffing decision tools that help reduce the time needed to develop and maintain engineered standards and staffing plans. StandardsPro® Work Measurement Software is Maynard's complete engineered standards development product, while PlanStaff Manager™ is the company's dynamic staffing decision tool. Both StandardsPro and PlanStaff Manager are flexible programs which can be adapted to meet the needs of various industries, including the retail, service, distribution and manufacturing sectors.

## The StandardsPro Advantage

- Reduces engineered standards development time
- Integrates visual instructions with standards to enhance productivity
- Incorporates MOST® work measurement, ensuring accurate standards
- Dynamic standards by store
- Store attribute data

## StandardsPro Makes Measuring Easy

StandardsPro is specifically designed to create, maintain, retrieve and analyze time standards for all types of work. Users can create individual, measurable units of work that describe short-cycle and highly repetitive tasks as well as data for work that is long-cycle and unique. These individual units of work are combined into standards and eventually into plans for parts, components and products.

StandardsPro uses a robust database management system, with easy-to-use search capabilities that allow users to retrieve and report on many data combinations. A consistent, intuitive interface design encourages the use of standard data, providing quick, convenient access to help speed standards development.

In addition to its time-savings capabilities, StandardsPro is based upon the Maynard Operation Sequence Technique (MOST) system, which provides uniformity among applicators, detailed method analysis and accurate time standard calculations. Once standards are determined, StandardsPro also integrates visual tools with the standards to help ensure work methods are being performed correctly and consistently.

## The PlanStaff Manager Advantage

- Drastically reduces time to develop staffing plans
- Ultimately flexible to account for store differences
- Integrates staffing models with other systems
- Dynamic staffing levels by day or week

## PlanStaff Manager Reduces Planning Time, Ensures Accuracy

PlanStaff Manager integrates enterprise-wide data to automatically generate realistic staffing levels, which are based on engineered standards and volume driver values. Engineered standards form the basis for proper staffing by specifying the work content and the time it takes to complete it. Volume driver values are applied to the standards to integrate business drivers such as customer traffic, transaction data and production goals into your staffing decisions.

PlanStaff Manager integrates standards and volume driver data to develop a staffing level based upon the amount of work required to complete the delivery of a product or service. It increases labor effectiveness by allowing users to make staffing decisions based upon an organization's goals and objectives. It also provides data that documents the true labor cost to perform the work, enabling the user to plan with confidence. PlanStaff Manager is very effective for all industries requiring a staffing model to accurately staff the correct number of labor hours.

There are several benefits to using PlanStaff Manager, including:

- **Quick and easy creation of staffing levels.** Because it automatically calculates the amount of labor hours needed to complete a product or service, PlanStaff Manager dramatically reduces the amount of effort, time and money needed to implement and maintain a staffing process.

In this quarter's Exchange, you can read about our work with The York Group, the second largest manufacturer of caskets in America. York is facing an increasingly competitive marketplace as are most manufacturers and turned to Maynard for help in converting their wood casket plant to a Lean Continuous Flow Operation. If your organization is faced with some of the same challenges York is facing, Maynard is ready to help.



Larry Sebbens

Our annual Forum is fast approaching. We are adding speakers and sessions each and every week and, as always, this year's event promises more of the same as past Forums - great education, powerful networking with your peers and time for entertainment in an informal setting. We are proud to have Jim Clemmer of the Clemmer Group as our keynote speaker. In addition to the keynote, Jim has agreed to do a general session whereby you will be able to attend a workshop-like presentation and learn valuable leadership strategies to assist you in your career growth and the success of your organization as well. Each attendee of the Forum will also receive a complimentary book authored by Jim with the opportunity to purchase more at reduced rates. Please book your reservations as soon as possible to take advantage of the early-bird discount.

Maynard has been featured in several articles in trade magazines recently and they are outlined in this Exchange. We are proud to have our work with clients featured in magazines relevant to our markets and industry. Since most of the work we do crosses a wide variety of industries, we are pleased to see these publications express interest.

On the software front, we feature in this issue details on our StandardsPro and PlanStaff Manager products. Maynard offers the latest work measurement and staffing decision tools to help reduce the time needed to develop and maintain engineered standards and staffing plans. Please contact us to receive more information on how these dynamic software products can impact your operations.

- **Staffing Levels can be Changed on the Fly.** PlanStaff Manager provides users with the flexibility to create and alter staffing levels to meet changing needs, helping to ensure that the organization reaches its desired level of customer service, schedule achievement or production goals.
- **System Integration.** With PlanStaff Manager, staffing models can be integrated with other system data, assuring that an organization is accurately staffed to meet its needs.
- **Customized reporting.** Because PlanStaff Manager reports can be customized for each work environment, users are assured of having information on results that are relevant to the organization.

For more information about StandardsPro and PlanStaff Manager, call Maynard at 1.800.MAYNARD, visit our website at [www.hbmaynard.com](http://www.hbmaynard.com) and click on the software products link or return the enclosed business reply card.

## Maynard in the News

Maynard's work with clients has gained the interest of the press. You can look for articles on Maynard in the following publications:

In the May 3rd edition of *Supermarket News*, mention was made of Maynard's work with Food Lion in an article entitled 'Setting Labor Standards.'

The May issue of *STORES* magazine featured a full-length story on our project with Wild Oats Markets, Inc. entitled 'Wild Oats Tames Front-End Inconsistencies.' This article detailed the approach taken by Wild Oats and Maynard to combat challenges faced by many retailers in trying to standardize processes for greater efficiency. The article begins on page 118.

The April 9th issue of the Pittsburgh Business Times featured an article entitled, 'Lean manufacturing techniques take hold in variety of industries.' This article can be downloaded and read in its entirety on the Maynard web site at [www.hbmaynard.com](http://www.hbmaynard.com), under the Articles in the Press section.

# York Casket Thinks Outside the Box to Improve Productivity, Quality

Like many manufacturers, The York Group faces an increasingly competitive marketplace. Founded in 1892 and based in York, Pennsylvania, the company is the second largest manufacturer of caskets in America, and is a leading manufacturer of all-wood caskets. York is owned by Pittsburgh-based Matthews International Corporation, a leading manufacturer of bronze memorials.

For York to remain competitive and meet Matthews' operating objectives, division management needed to reduce unit costs by 20 to 40 percent. To reach this goal, York partnered with H. B. Maynard and Company, Inc. to help convert the wood casket plant to a Lean Continuous Flow operation.

"Given the scope of the project, I knew Maynard had the deep bench we would need to complete it quickly," said Ron Cameron, York's Director of Manufacturing. "They had the right depth of resources and expertise to assist us."

With input from corporate management, York managers set goals for the Lean initiative, which included:

- Reducing direct labor unit costs by 20 percent or more
- Cutting production response time in half
- Reducing inventory costs and product handling damage
- Improving first pass quality
- Improving plant space utilization
- Building a continuous improvement culture



"The ultimate goal was to increase profitability while improving quality," Cameron said. "We knew we had to make changes, or the business wouldn't be able to move forward."

Early in the planning process, York management agreed on Key Principles to help set the vision for their Lean conversion, and the future operating strategy for the plant. These principles were posted in conspicuous locations throughout the plant and reviewed with supervisors and employees in a variety of settings. The intent was to begin to establish the operational culture for future plant operations.

## Move to Continuous Flow Requires Changes

The strategy recommended by Maynard was to first design a Lean Manufacturing system using sound industrial engineering

tools, including value-stream analysis, work method design and work balancing using engineered time standards and kanban-controlled work flow. This approach, in contrast to Kaizen events, would assure predictable, sustainable results.

To improve the operation presented a variety of challenges. A "push" production system would need to be converted to "pull." Standard,

documented work methods would be required. Continuous work flow and extensive worker cross-training were needed. Ultimately, a complete change would be required in everyone's approach to their jobs, from the hourly worker to the plant manager.

"Maynard helped us move from batch to continuous flow," Cameron said. "We established the vision for continuous flow by first studying how we work and then engineering a new method to improve both product quality and productivity."

## York Gets the MOST out of Lean, by Design

The York-Maynard team decided the best place to begin the Lean conversion was closest to the customer, in the casket trim area. Like the rest of the plant, this area suffered from many typical ailments of a non-Lean operation, including product quality problems, inconsistent work methods, batch production, excessive inventory and extensive non-value added work.

The team began by reviewing work methods and work flow in three of the plant's casket trim processes: hardware, interior sew and interior trim. By comparing methods and processes, the team could identify variations in how the work was being performed and develop Best Methods. Using the Maynard Operation Sequence Technique (MOST), new methods were measured and standard times determined. An improved work flow could then be designed.

For example, the plant's trim department previously featured workstations located over a large area with inconsistent workplace layouts. To correct this problem, the team first determined the best methods and standard times to complete the work. With this information, a trim assembly line was designed to replace the individual trim benches.

In the hardware department, parts were spread over a large area, requiring workers to take unnecessary steps to retrieve parts. In addition, hardware assembly was located away from the main production line, furthering inefficiency. The hardware area was redesigned to directly feed parts to the production line.

For the interior sew department, the old batch process caused inefficient part flow, as parts were placed in the casket and then transported to the trim bench. Like the hardware area, interior sew was not integrated into the main production line. Best methods and standards were developed to better balance the work. To establish continuous flow, line loading rules, kanbans and visual signals were designed. The area layout was redesigned for integration into the main production line.

## New Designs Set the Stage for New Plant, Company Culture

With the department designs complete, the team planned York's move to a new plant location. A revised layout was

developed using computer-aided design, and all equipment required for the new layout was identified and coded on the CAD layout and the plant floor.

The team worked together to develop a system for the move, using many 5-S principles. 5-S helps to create a Lean environment that is clean, orderly and safe, while opening the company culture to change and instilling new discipline. Motivating employees to embrace a culture of change figured to be a challenge, as York's employees average 17 years of experience. But Cameron noted that changes were received favorably by employees because of their involvement and the focus on creating an improved workplace.

"The key was communicating to employees as often as possible," Cameron said. "It was important to get their feedback and empower them to create better ways to perform the work. We also used incentives, such as providing rewards for suggestions, which helped to motivate employees further."

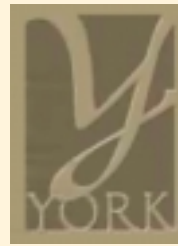
## York Reaches Goals

This initiative provided an immediate impact on York's productivity. Shortly after implementing the changes, York saw a 20 percent reduction in labor hours per casket in the post-finish area, with defects reduced by 48 percent.

Production response time in the post-finish area was reduced dramatically, from three hours to one hour. In turn, the value-added ratio increased from 19 percent to 50 percent. And with its workforce now tuned into continuous improvement, York expects future productivity gains.

The key difference between Maynard's approach and the typical approach to Lean is in the application of industrial engineering tools and design. With this truly engineered approach, the best solution is arrived at early, minimizing trial and error.

The casket trim area is the first of four major project phases. Results in the second phase (casket assembly) promise to be even better than the first phase. "Sew and trim had already been improved by a lean project, so these results are even more impressive," Cameron noted. "Now, thanks to Maynard's help, we've been able to become even leaner. It was a great effort, and we expect it to pay off for many years to come."



# Maynard Training Courses

DESCRIPTION	COURSE LENGTH	COURSE FEE
<p><b>Fundamentals of a Lean Workplace (Lecture)</b></p> <p>Learn the fundamentals of the four disciplines in the Lean Workplace Series (5-S, Best Methods, Setup Reduction and Work Flow Design) through an interactive workplace simulation.</p>	5 Days	\$1,995
<p><b>Fundamentals of Standard Work (Lecture)</b></p> <p>This five-day course provides a solid foundation for developing Engineered Standards in your organization and effectively training your workforce to meet or exceed expectations in performing standard work.</p>	5 Days	\$1,995
<p><b>Fundamentals of Work Measurement (BasicMOST® – Lecture)</b></p> <p>This five-day training course will provide you with a broad perspective of work measurement and teach you how to apply the BasicMOST work measurement system.</p>	5 Days	\$1,995
<p><b>BasicMOST® Applicator Certification (Self-Paced)</b></p> <p>Master the skills you need to become certified in one of the most efficient, widely-used work measurement techniques available. Learn to analyze work on the basis of moving objects — not individual body motions.</p>	5 Days	\$1,995
<p><b>MiniMOST® Applicator Certification (Self-Paced or Lecture)</b></p> <p>Learn how to apply the MiniMOST work measurement system to efficiently and accurately measure short-cycle, highly repetitive, identical motion pattern operations.</p>	5 Days	\$1,995
<p><b>MaxiMOST® Applicator Certification (Self-Paced or Lecture)</b></p> <p>Learn how to apply the MaxiMOST work measurement system to measure long-cycle, non-repetitive, non-identical assembly, machining or maintenance operations.</p>	5 Days	\$1,995
<p><b>Time Study Applicator Certification (Self-Paced)</b></p> <p>Learn the components of the time study technique and the essential skills to produce accurate, well-documented stopwatch time studies.</p>	5 Days	\$1,995

Visit our website at [www.hbmaynard.com](http://www.hbmaynard.com) for complete descriptions, updates to the training schedule and registration forms.



# MAYNARD

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