

# SOCIETY of MANUFACTURING ENGINEERS

## TORONTO CHAPTER 26

### NOVEMBER 2001



<http://www.sme-toronto-26.org>



## Tour: Zenon Environmental Inc.

Wednesday November 14, 2001, 7:00 PM

3239 Dundas Street West, Oakville, Ontario  
L6M 4B2 905-465-3030

Tour time 7:00 PM

[www.zenonenv.com](http://www.zenonenv.com)

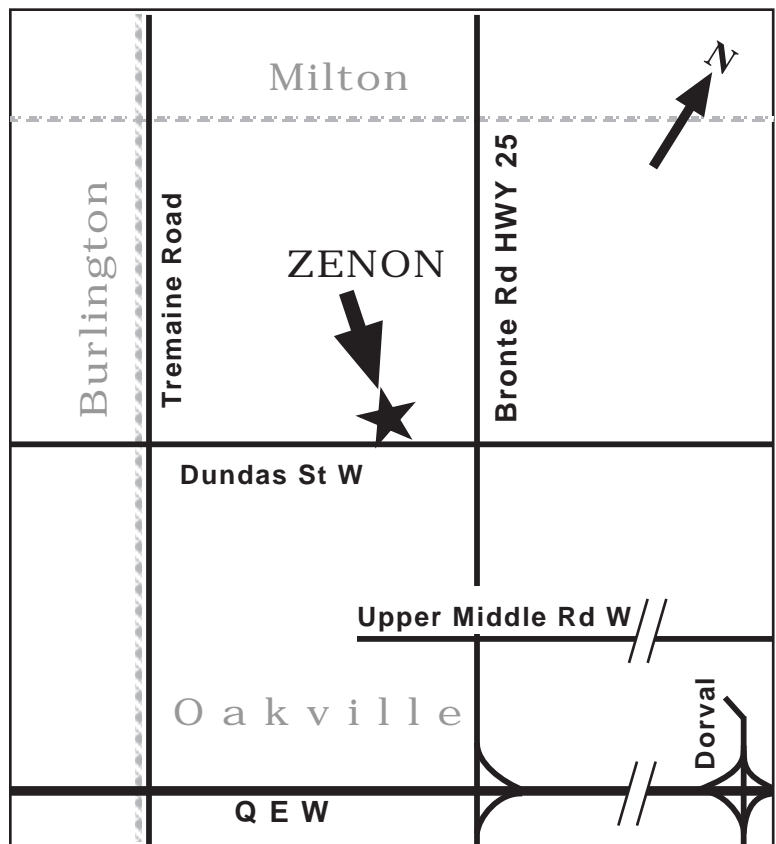
Infra structure break down like Walkerton, Collingwood, 32 cities in Newfoundland under boil water orders, are part of the growing problems of infra-structure break down that will create jobs.

Zenon has exciting solutions that address environmental concerns such as effluent from ships and providing drinking water for our troops when the only water available in Bosnia was radioactive. The environment will create jobs.

Zenon Environmental Inc. is a Canadian company based in Oakville, it is recognized as a leader in manufacturing and sales of advanced membrane systems for water purification, wastewater treatment and water reuse. Founded in 1980 Zenon has been successfully developing products for a variety of municipal, industrial and government applications. They are an industry leader in designing high purity water systems for power generation, automotive, chemical and general industry providing wastewater solutions.

With 17 offices globally in 11 different countries, Zenon has the ability to deliver membrane systems of any size, anywhere in the world. Zenon employs over 500 people worldwide. See more at <http://www.zenonenv.com/>  
Part of our job at SME is to tell you where the jobs are going to be. Register today for this tour with Loris Giuricich 416-448-2225 or [Lgiurici@celestica.com](mailto:Lgiurici@celestica.com) or Ken Kogej 416-402-3146 or [ken-dante@msn.com](mailto:ken-dante@msn.com)

Where the jobs will be - Our theme for the year.



**Our theme for the year: FUTURE GROWTH AREAS IN MANUFACTURING**

## Management and the Shop Floor

I am reading a book called Simplicity. The basic premise is that when the employee can work quickly the result is short lead time and high customer satisfaction. When the employee takes a long time, you get the opposite. It is management's job to fix what ever is taking too long - training, information, proper authority, access to expertise, communication, equipment, fixturing, material, etc.

For example, too often we see a salesman takes an order but only communicates some of the customer concerns to the estimator. The estimator is often very experienced but doesn't write down his assumptions about how to do the job. Weeks later when they get the job it is handed to a junior employee to execute the job who doesn't have the authority to order material or tools or know what expertise is available to help him. He takes too long to do the job. When the job is finished he receives no feedback as to how well he did and what can be changed next time to improve.

Consider the impact of two changes. When the job is won the manager hosts a "Job launch" meeting with all the parties present: salesman, estimator, scheduler, purchasing, tooling, NC programming, QC, etc. The manager reviews all the improvements which were identified last time. The manager introduces any employees that don't know each other or don't communicate enough and empowers all employees to get this job done quickly. Second - when the job is complete the manager hosts a "Customer satisfaction and continuous improvement" meeting to document what they learned and to recognize and thank everyone for their contribution to the job. In both cases the minutes should be sent out promptly under the signature of the manager.

*George Heintzman*  
*gheintzman@sympatico.ca*

## Notes and Links Intellectual Property Law

Isis Caulder, a patent lawyer and patent agent at Bereskin & Parr, gave a most informative talk on this critical subject on September 19. This is to let you know that notes from her talk are available on our web site at <http://www.sme-toronto-26.org/smeto26/pages/Fprog1Sept19Slides.htm> and links to Patent Databases and more information are available at

[http://www.sme-toronto-](http://www.sme-toronto-26.org/smeto26/pages/Fprog1Sept19Links.htm)

[26.org/smeto26/pages/Fprog1Sept19Links.htm](http://www.sme-toronto-26.org/smeto26/pages/Fprog1Sept19Links.htm)

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## THIS SEASON: Topics & Schedule

3. Wednesday, November 14. Tour Zenon Environmental

### 2002

4. Wednesday, January 9. Talk TBA
5. Wednesday, February 6. Talk TBA
6. Wednesday, March 6. Tour TBA
7. Wednesday, April 3. Talk TBA
8. Wednesday, May 1. Tour TBA
9. Wednesday, June 5. RP Overview and Update Panel

## Bulletin Copy Deadlines

**NOTE: Send material to Jenny Ono Suttaby at [jono@jentekcompany.com](mailto:jono@jentekcompany.com) by the following dates for inclusion in the upcoming Chapter Bulletin:**

December/January Issue: November 29

February Issue: January 10, 2002

March Issue: February 10

April Issue: March 10

May Issue: April 7

June Issue: May 7

The December/January issues will be combined since there is no December meeting this year.

## Executive Meetings

### EXECUTIVE MEETINGS:

Thursday, October 25

Thursday, November 29, 654 Willard

December - if needed

2002

Thursday, January 31, 115 Brookside Ave

Thursday, February 28

Thursday, March 21

Thursday, April 25

Thursday, May 30

Thursday, June 13

For additional information on the next meeting phone 416-467-8298 or e-mail: [gheintzman@sympatico.ca](mailto:gheintzman@sympatico.ca) or [Ken-Dante@msn.com](mailto:Ken-Dante@msn.com).

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Our continuing thanks to Professor Mark Fox, U of T, for hosting the Chapter's web site on his server at <http://www.novator.cm>

## Certification

Certification is an opportunity to expand your knowledge of Manufacturing and get recognition for it. In order to encourage certification SME is offering packages of training materials at about one third of their catalogue price. SME is all about broadening your own personal horizon and opportunities. Continuing professional development is part of that process. The material covered has been chosen to optimize that goal. See the web site at:

<http://www.sme.org/cgi-bin/certhtml.pl/?cert/specials.htm&&&SME&>

Depending on the number of members wishing to pursue certification we can:

- Have an instructor come from SME HQ to teach a 2 day review course and supervise the exam
- Form a study group and review the material ourselves and have a member proctor the exam
- Do it online.

For more information please see:

<http://www.sme.org/cgi-bin/certhtml.pl/?cert/certification.html&&&SME&>

Please let me know if you are interested or require more information.

George C. Heintzman [gheintzman@sympatico.ca](mailto:gheintzman@sympatico.ca)

## Training Funding

Diane Cunningham, Minister of Training, Colleges and Universities, made a major apprenticeship and training funding announcement at The Toronto Board of Trade on Sept. 27, 2001. Full text of her speech is available at: <http://www.edu.gov.on.ca/eng/document/nr/01.09/sp0927.html>

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## A Visit to Seoul: Part 1

*Daniel Koskinen sent several letters last July in his Asian travels. Excerpts will be published as space allows. Ed.*

How does one compare Seoul, South Korea to Niihama, Japan, or even Takamatsu, Japan, for that matter? Comparing it to Toronto, Ottawa or Washington, D.C., would also not do it justice, as it is definitely Asian. It is a capital city and a city with a large population. I will try and describe it but forgive me if appears to be inaccurate.

The first thing that one notes about South Korea is that they are still at war. Yes, that was an armed truce in the 1950's and not an end to the war. The first signs of the war are police on every corner. Most of them only have batons but a few of them have automatic pistols. These policemen are augmented by youth wearing black tee shirts and the military in camouflage uniforms are also present. The ride in from Incheon Airport is also pretty desolate but one cannot be sure if the desolation is from bombing, shelling or flooding.

As for the city itself, Seoul has very wide main streets that are wider than any I saw in Japan. They would remind me of the roads in Salt Lake City, Utah, if it were not for the fact that they twist through the city. They curve more than those in Niihama or Takamatsu, and this maybe the reason for the horrendous traffic jams. The minor streets are small, like those in Niihama, and getting around on them without losing your sense of direction is very difficult. More importantly, these roads could be an entrance into a neighbourhood, also known as a maze in Canada, which you may find yourself lost inside for hours. Do not even think of finding an address but I have to admit that the Seoul Escort Map is quite good at pointing out landmarks, so that you can maintain your direction to a destination, hopefully the one you want.

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## Report on Tour of AAVID

This was an outstanding tour. For more information see the AAVID WEB site at <http://www.aavid.com/> I will only comment on a few items that you won't find on the web site.

First their people did an outstanding job of telling us why and when you should do business with them. This underlines a theme I struck in an earlier newsletter which is that as we become more specialized and smaller then more employees must become involved in marketing and in explaining their company to the outside world.

All AAVID plants use the same production planning software. This means that any plant knows how to check the availability of components in any other plant using their corporate Internet enabled intranet. They use Fedex and UPS to move high priority material between plants. In addition they have a corporate flat bed truck that travels between plants.

The involvement with the customer through their consulting division which sells computerized fluid dynamic software for solving heat management problems gives them a development and marketing edge.

For example, where control of components is critical they have vertically integrated - extruded sections.

I didn't realize that heat pipes working with gravity have 10,000 times the conductivity of copper and working against gravity (using wicks) they have about 5 times the conductivity of copper. They showed us one neat little cooler to get heat out of a tight space. They use copper in contact with the hot integrated circuit. Then four little (about 7mm dia.) copper heat pipes take the heat out to aluminum

## NB: Please - Update Your Information

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finns to get rid of the heat. The largest heat pipes they showed us are used to cool the inverters on Bombardier subway cars.

They match machining capability to the job. Bigger slower machines for large pieces and smaller very fast machines for the little bits. Fixturing matches the job size. They design their own tools when the market doesn't have what they need - for example cross cuts and fly cutters. This is required by their commitment to make what ever the customer needs.

They use a powerful process improvement technique that they call "Kaizan". They measure every thing about a job including how far they walk. A meeting is held which is attended by all involved. Each metric is examined for possible improvement. On one job they reduced walking time from over 1500ft to less than 300ft. The over all cost reduction was about 40%.

Very interesting tour. Thank you to Don Grover, General Manager, Aavid Thermalloy of Canada for providing this tour..

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