

ENTREPRENEURIAL SPIRIT AWARD – 2005
HOPEWELL / PRINCE GEORGE CHAMBER OF COMMERCE

Hello! My name is Bill Salot, a Reliability Engineer with Honeywell in Hopewell. I am here to talk about a friend of mine. He deserves, and is about to receive, your prestigious award for "Entrepreneurial Spirit".

He and I go way back. He joined the Allied Chemical and Dye Corporation as an entry level Chemical Engineer in 1951. I followed two years later.

My friend soon found himself in the Maintenance Department trying to get the bugs out of our plant equipment. He couldn't understand why our equipment broke down so often. He said, "If airplanes were maintained that poorly, nobody would fly them." He set out to make our plant equipment "fly". He called it "increasing uptime".

Eventually he worked himself into the worst job in our Chesterfield Plant, namely: Manager of Maintenance. (As managers of big league baseball teams have job security only when their teams win, so Managers of Maintenance have job security only when their equipment runs.)

My friend believed that improvements in "uptime" could be made through a more aggressive engineering approach to maintenance. He established a new engineering group, and called it "Reliability Engineering". The group applied a combination of analytical tools, engineering technologies, economics, and salesmanship to drive a remarkable turnaround in equipment performance at Chesterfield.

Meanwhile, equipment breakdowns in the Hopewell Plant were getting out of hand. In 1973, it became so bad that top management sent in a team of experts, led by my friend from Chesterfield. One of the team recommendations was to establish a "Reliability Engineering" group at Hopewell. The result was another outstanding turnaround in equipment performance. Even now, more than 30 years later, "Reliability Engineering" continues to thrive at Hopewell.

Following the successes at Chesterfield and Hopewell, my friend rose to the corporate level, where he established a "Corporate Reliability Engineering Center", from which he and his team introduced and supported "Reliability Engineering" in other Allied plants.

Finally, after 34 years with Allied, my friend retired, and started over. He purchased the "Corporate Reliability Engineering Center" (that he had created); and founded his own company ("Reliability Center, Inc.") For the 20 years since then, this pioneer and his family have been establishing "Reliability Engineering" in other businesses, other industries, and other countries around the world. I want to wish him and his family many more successes in the years to come.

I have talked too long. If you don't know who my friend is by now, his name is

Charles J. Latino

*Thanks
Bill Salot
1/27/05*