

# Cedar Valley Views

*Celebrating 30 Years in the Cedar Valley!*

## APICS

November  
2003

**Build Your Business—  
Build Your Team—  
Build Your Career**  
APICS and our Cedar Valley Chapter offer almost unlimited opportunities to improve your career, your work team, and your enterprise.

**Maximize your  
Membership ROI—  
Be an active member!**

**CPIM & CIRM  
Certification Programs**  
are a great way to develop and motivate your resource management individuals or teams. Visit the Cedar Valley APICS website for more info on the programs and a schedule of local review courses and exams for 2003-04

### Newsletter Distribution

Want to be added to our Newsletter distribution? Just title an Email "CDVA Newsletter" & send it from your Email address to: rick.held@mchsi.com

Visit Your Website:  
[www.cedarvalleyapics.org](http://www.cedarvalleyapics.org)

### **Register for our Nov 11<sup>th</sup> PDM:**

Barriers to Success in Implementing Lean Manufacturing - and What to Do About Them. Mr. Ron Crabtree, CPIM, CIRM  
**Pages 3 & 4.**

### **Next CPIM Course Begins January 22!**

Detailed Scheduling and Planning  
**Page 5.**

### **Fundamentals of Inventory Workshop - March 26**

Friday, March 26, 2004 8:00 AM – 5:00 PM  
**Page 6.**

### **October 14<sup>th</sup> Maytag Plant Tour had 43 attendees**

**Page 7.**

### **Upcoming PDM's**

Nov 11 <sup>th</sup>	Ron Crabtree –Barriers to Success (lean)
Jan 13 <sup>th</sup>	Plant Tour – Oral-B
Feb 10 <sup>th</sup>	Gale Mote -Motivational
Mar 9 <sup>th</sup>	Plant Tour – Lear Corporation
Apr 13 <sup>th</sup>	John P Besong – E-business
May 12 <sup>th</sup>	Golf Outing

### **We're Cedar Valley APICS**

We're the local chapter of APICS—The American Production and Inventory Control Society, an international organization with 70,000 members in 20,000 companies worldwide. Locally, we're the Cedar Valley APICS Chapter—120 members from 40 companies in Cedar Rapids, Iowa City and the surrounding area. We're a non-profit volunteer organization, dedicated to providing leading edge learning opportunities, professional certification, networking, and access to the education resources of APICS International.

# Cedar Valley APICS

Cedar Valley Chapter  
Board of Directors 2003-2004

Contact any board member for information on service and leadership opportunities beginning in 2003.

<b>President</b> Julie Stull Rockwell Collins (319)295-6191 W, (319)390-2932 H E-Mail: <a href="mailto:jastull@rockwellcollins.com">jastull@rockwellcollins.com</a>	<b>President Elect</b> Open	<b>Past President</b> Gregg Stark CPIM CIRM McLeod USA (319)790-6093 W, (319)377-8038 H E-Mail: <a href="mailto:gstark@mcleodusa.com">gstark@mcleodusa.com</a>
<b>Chapter Historian</b> Steve Rose CPIM Midland Forge (319)362-1111 W, (319)455-2264 H E-Mail: <a href="mailto:steve.rose@cmworks.com">steve.rose@cmworks.com</a>	<b>Director of Finance</b> Kirk Schroeder CPIM Rockwell Collins (319)295-9664 E-Mail: <a href="mailto:kaschroe@rockwellcollins.com">kaschroe@rockwellcollins.com</a>	<b>Director of Administration</b> Lori Miller CPIM Apache Hose & Belting, Inc. (319)365-0471 W, (319)472-5712 H E-Mail: <a href="mailto:lori.miller@apachehb.com">lori.miller@apachehb.com</a>
<b>Director of Education</b> Jim Mildren CPIM CIRM Apache Hose & Belting, Inc. (319)365-0471 X293 W (319)365-7127 H E-Mail: <a href="mailto:jim.mildren@apachehb.com">jim.mildren@apachehb.com</a>	<b>Director of Programs</b> Kavi Parupally CPIM Rockwell Collins (319) 295-6280 E-Mail: <a href="mailto:kkparup9@rockwellcollins.com">kkparup9@rockwellcollins.com</a>	<b>Director of Membership</b> Open
<b>Director of Communications</b> Rick Held CPIM Maytag Appliances - Amana Refrigeration Products (319) 622-2561 W, (319) 377-9606 H E-Mail: <a href="mailto:rick.held@mchsi.com">rick.held@mchsi.com</a>	<b>Director of Marketing</b> Open	<b>Director of Student Activities</b> Open
<b>Director of Website</b> Kai Stark Frontier Natural Products Phone: 319-227-7996 E-Mail: <a href="mailto:kai.stark@frontiercoop.com">kai.stark@frontiercoop.com</a>	<b>Director-At-Large</b> Kay Pelusi Rockwell Collins (319)295-4361 E-Mail: <a href="mailto:kmpelusi@rockwellcollins.com">kmpelusi@rockwellcollins.com</a>	<b>Director-At-Large</b> Tim Soukup Rockwell Collins (319)295-9574 E-Mail: <a href="mailto:trsoukup@rockwellcollins.com">trsoukup@rockwellcollins.com</a>

**Cedar Valley APICS**, a nonprofit educational organization and the local chapter of APICS International, has been serving its members and the Cedar Rapids, Iowa City, and surrounding business community since 1972. Our mission is to develop, promote, and recognize the professional management of resources by individuals and enterprises.

**Cedar Valley Views**, the chapter's monthly newsletter, is available to members by email. Interested nonmembers may request inclusion on our "Friends of CDVA" email distribution by contacting [rick.held@mchsi.com](mailto:rick.held@mchsi.com). The newsletter may be forwarded to interested parties; articles may be reprinted with permission from Cedar Valley APICS.

**We welcome your inquiries** regarding articles, submissions, advertising, address changes, etc. The deadline for each monthly issue is the 15<sup>th</sup> of the preceding month. Please contact the editor, Rick Held at (319) 622-2561 or [rick.held@mchsi.com](mailto:rick.held@mchsi.com) for more information.

**Special thanks to Cedar Valley Company Coordinators, our behind-the-scenes recruiters of new members, PDM attendees, and Certification students:**

<b>Jim Mildren</b> CPIM CIRM	Apache Hose & Belting Inc.	<b>Debra Pingel</b> CPIM	Cargill Inc.
<b>Darla Prabel</b>	Cedar River Paper Company	<b>Julie Stull</b>	Rockwell Collins
<b>Larry Fenner</b>	Cryovac	<b>Chris Hanzelk</b> CPIM	Square D
<b>Patricia Schiel</b>	Evergreen Packaging Equip.	<b>Mark Morrison</b>	Gazette Communications
<b>Marilyn Kies</b> CPIM	Genencor International Inc.	<b>Nancy Dean</b>	Hunters Specialties Inc.
<b>Ken Nelson</b>	Kirkwood Community College	<b>Daniel Grobe</b> CPIM	Kinze Manufacturing Inc.
<b>Gregg Stark</b> CPIM CIRM	McLeod USA	<b>Steve Rose</b> CPIM	Midland Forge
<b>Marty Novak</b> CPIM	Oral B	<b>Steve Schmitz</b> CPIM	Penford Products Co.
<b>Dave Capouch</b> CPIM	PMX Industries Inc.	<b>Kay Driscoll</b>	Quaker Oats Company
<b>Rick Held</b> CPIM	Maytag Appliances – Amana	<b>Mary Smith</b>	Siemens Trans Systems
<b>Todd Peterson</b> CPIM	CorrFlex Display & Packaging		

**Topic: Barriers to Success in Implementing Lean Manufacturing  
 - and What to Do About Them**

**Presenter: Mr. Ron Crabtree, CPIM, CIRM**



**When: Tuesday, November 11, 2003**

**5:30 PM      Networking**  
**6:30            Chapter Business**  
**6:45            Dinner**  
**7:30            Program**

**Where:            Longbranch Hotel & Restaurant**  
 90 Twixt Town Rd NE, Cedar Rapids, IA

An executive overview. Many manufacturing companies have begun implementation of “Lean Manufacturing” or “World Class manufacturing”, only to find huge roadblocks and barriers in the way. These “Barriers to Success” often prevent the company from truly succeeding in transformation of the culture of the company into a true leader in their markets, or the “World Class” competitor. As a consequence, the business fails to succeed and the effort is completely abandoned or left in place in partial form in “islands of excellence” – and a bad taste in many people’s minds. . .

In our ever-increasing competitive environment the need to truly succeed in applying the principles of World-Class operating systems has never been greater. We will explore several common issues that individually or in combination with other factors can effectively de-rail a successful implementation of the significant changes implied in moving to a team-based empowered organization. Each of these common issues does have actionable countermeasures which can be brought to bear in the enlightened organization.

From this fast-moving presentation, attendees will gain insights into this complex subject matter and some ideas to consider in the years ahead.

**Reservations are due by Friday, November 7    \$20.00 payable at check in** (No-shows are billed.)

Contact Cedar Valley APICS Director of Programs Kavi Parupally,  
 Phone (319) 295-6280, E-Mail [kkparup9@rockwellcollins.com](mailto:kkparup9@rockwellcollins.com), or FAX (319) 295-7400

Name: \_\_\_\_\_ Co.: \_\_\_\_\_  
 Name: \_\_\_\_\_ Co.: \_\_\_\_\_  
 Name: \_\_\_\_\_ Co.: \_\_\_\_\_

## **Topic: Barriers to Success in Implementing Lean Manufacturing - and What to Do About Them**

### ***Summary Learning Objectives:***

- Brief discussion – What being “Lean” or “World Class” is all about.
- Changes are needed for good reasons – Forces Favoring Implementation
- So what’s the big deal? Just Do It! Or, is there more to it?
- Changing is hard; the Forces That Oppose Implementation and Change
- Practical suggestions on what to do about “Barriers to Success”, especially:
  - Natural Human Resistance
  - Leadership Vision and Turnover
  - Traditional Accounting
  - A Lack of Urgency
  - And more. . .
- A Group Exercise Continuum – “Rate Your Level of Implementation Risk”
- Other resources and Q&A.

### ***About the Instructor:***

Mr. Ron Crabtree, CPIM, CIRM, has more than twenty-five years experience in a variety of manufacturing industry settings from small privately held manufacturers to Fortune 100 corporations and leading global management consulting firms. Mr. Crabtree holds a BA in Management and Organizational Development and is certified through the APICS - The Educational Society for Resource Management, as Certified in Production and Inventory Management (CPIM) and as Certified in Integrated Resource Management (CIRM). Mr. Crabtree has served as Chapter President of the Kalamazoo Valley #35 Chapter of APICS and currently serves as a Director-at-Large for the Greater Detroit Chapter of APICS.

Mr. Crabtree contributes editorial to *APICS – The Performance Advantage* as a regularly featured writer on Lean/World Class Manufacturing, currently writing the “Lean Culture” Department. In addition to contributing to other publications, he remains active in consulting and conducting seminars and training across the country for businesses and professional organizations. Mr. Crabtree has spoken to diverse audiences around the United States, such as software user groups, The Society of Manufacturing Engineers (SME), The Engineering Society for Advancing Mobility in Land Sea Air (SAE), PMA (Precision Metal Forming Association) and the Institute of Industrial Engineers (IIE). He draws more than 25 years of industry experience and more than 15 years experience in implementing Lean/World Class Manufacturing as both an insider and as a consultant in many different international industries – from automotive assembly plants to small A&D Suppliers, Process, Printing, Injection Molding and Job Shop operations.

**Next CPIM Course Begins January 22!**

**DETAILED SCHEDULING AND PLANNING**

The APICS Detailed Scheduling and Planning certification workshop focuses on material and capacity planning and scheduling. It includes a detailed explanation of material requirements planning (MRP), a technique used by manufacturers. The course also introduces material-dominated scheduling, a technique used by process industries. Course explains material requirements planning, capacity requirements planning (CRP), inventory management, and supplier scheduling and planning. No prerequisite courses are required.

As a result of taking this course, you will learn to:

- Classify the various manufacturing environments and understand how to apply material requirements planning and capacity requirements planning to different production situations.
- Identify the inputs to MRP.
- Describe the MRP rebalance and explosion process
- Use the MRP exception reports to manage the MRP process
- Use CRP to create a workable schedule of work orders
- Apply performance metrics to ensure that MRP and CRP are working effectively.
- Apply concepts of schedule sharing with suppliers to reduce supply chain costs

Classes start at Kirkwood Community College on Thursday, January 22, 2004 and continue through March 25. Exam on Saturday, April 10. Cost is \$450 (includes workbook and exam fees). To register, call Kirkwood at 398-1022. Course Number is 242650. *All registrations must be completed by Monday, January 19<sup>th</sup>.*

**APICS CPIM Review Course Schedule: 2004-2005**

COURSE	REGISTRATION DEADLINE	LOCATION	START DATE	END DATE	EXAM DATE
Detailed Scheduling & Planning	Jan. 19, 2004	Kirkwood Community College	Jan 22	Mar 25	Apr 10
Basics of Supply Chain Mgmt	Apr 2004	TBA	Apr 8	Jun 10	Jun 12
Execution & Control of Ops	Aug 2004	TBA	Aug	Oct/Nov	Nov 2004
Strategic Mgmt of Resources	Jan 2005	TBA	Jan 2005	Apr 2005	Apr 2005

## **Fundamentals of Inventory Workshop - March 26**

Sponsored by Cedar Valley APICS & Kirkwood Community College

*In these challenging times, are you getting a satisfactory return on your inventory investment?  
Do you understand the impact inventory has on the growth & development of your organization?  
Are you taking advantage of the strategic potential of a well-managed inventory?*

### **“Fundamentals of Inventory Management” will:**

**Introduce** essential vocabulary and skills needed to identify and apply the basic concepts of inventory management.

**Provide** participants with the essential tenets, techniques, and terminology of inventory management.

**Include** the basic methods of planning & controlling inventory in manufacturing, wholesale distribution, service, & retail environments.

### **Who will benefit?**

- **Managers** in all phases of Operations
- **Planners** for Operations, Production, Inventory, Logistics
- **Supervisors** of Warehouses and Distribution Centers

### **Which topics will be addressed?**

- Inventory Functions
- Lot-sizing and Safety Stock
- Perpetual Inventory Systems
- Periodic Inventory Systems
- Time-phased inventory Systems
- Forecasting and Safety Stocks
- Record Accuracy and Cycle Counting

**Friday, March 26, 2004 8:00 AM – 5:00 PM**

**Instructor: Jim Milden**

**KTOS – Kirkwood Training & Outreach Services Center**

**3375 Armar Drive, Marion, Iowa**

### **Register Through Kirkwood Community College**

To register for course # 221447, “Fundamentals of Inventory,” follow the easy phone registration instructions in the latest issue of the Kirkwood Catalog, or phone 398-1022 or 1 (800) 332-8833 for assistance. You may register online at [www.foryourlifetime.com](http://www.foryourlifetime.com). Payment options include company billing, credit card, or check. If you are interested in company billing, call Gayle Kennedy at 398-5623. Space is limited to the first 30 registrants.

Cost per workshop registrant is \$195.00, which includes instruction, class materials, and extensive workbook with examples. Lunch will be on your own.

**October 14<sup>th</sup> Maytag Plant Tour had 43 attendees**

Special thanks to Dave Cavin, Dan Bruns, and Steve Sandersfeld, our guides, for an excellent and informative tour of the Amana Refrigeration Plant. Our attendees really enjoyed themselves and many current CPIM students commented how they were able to relate principles taught in Jim’s classes to many of Maytag’s processes. After the tour everyone had a great time at the Brick Haus Restaurant in Amana.



Attending were Nicolle Johnson, Jeld-Wen; Rick Held, Dave Cavin, Dan Bruns, Steve Sandersfeld, Maytag; Kavi Parupally, Tim Soukup, Kay Pelusi, Kurt Carr, Jennifer Stanfield, Gerald Muench, Kirk Schroeder, Alan Averhoff, Susan Gorsh, Larry Robinson, Kay Landuyt, Rockwell Collins; Cathy Bolton, Larry Bolton, Lear Mfg; Steve Schmitz, Penford Products; Marilyn Schmitz, Cindy Hathaway, Mat Meyer, Square D; Wes Merryman, Stephen Rogers, D.A.D. Mfg; Steve Wedgewood, Joe Miller, Duane Meek, Stan Schmidt, Diane VonAhsen, Kinze Mfg; Teresa Heitman, GSTC; Dave Beastrom, Dave Thole, Ryan Long, Norwood Souvenir; Harry Johnson, Gordon Baker, Alliant Energy; Frank Cummings, NCS Pearson, Dennis Bruns, Alan Baumgartel, Evergreen Pkg; Fred Humiston, John Deere; Lynne Emrich, Craig Emrich, Dave Alatalo, Hunters Specialties; Bob Beer, Apache.



### **Cedar Valley APICS Member Seeks Employment**

Experienced leader and business manager. Expertise in business planning, supply chain optimization, customer and supplier relations, purchasing, operations, logistics, risk management, sales, and six sigma quality improvement process. Champion of constructive change. Strategic thinker.

Eighteen years experience with Cargill, Inc. at multiple plant locations with increasingly responsible positions in grain merchandising, logistics, sales, distribution, and supply chain management. Two years experience designing and developing a supply chain and logistics services business for GSTC Logistics, Inc.

B.S. in Agricultural Business and International Agriculture from Iowa State University

Theresa Heitman, CPIM

2052 230<sup>th</sup> Street

Williamsburg, IA 52361

(319) 668-1623

email: [heitman@avalon.net](mailto:heitman@avalon.net)

### **Job Postings**

Previous newsletters would occasionally contain employment opportunities that were brought to the attention of the board. The decision has been made to send these job postings out immediately via e-mail, instead of waiting for the next newsletter. A separate e-mail distribution list has been set up for these job postings. If you would like to receive these postings, please contact [rick.held@mchsi.com](mailto:rick.held@mchsi.com) and ask to be added to the job postings list. You can have the newsletter and these job postings sent to different email addresses if you like.

There is also a plan to put these postings on the Cedar Valley website in the near future. The website can be found at: [www.cedarvalleyapics.org](http://www.cedarvalleyapics.org)

### **LOST**

The Cedar Rapids Public Library is missing a book that was donated in 2002 by the Cedar Valley Chapter, "Henry Ford's Today and Tomorrow". If you know the whereabouts of this book, please contact the Circulation Desk at the Library.

### **Help For Our "Downsized" APICS Members**

**"Seeking Employment"** advertisement in our Cedar Valley Views newsletter—Quarter-page ad FREE to unemployed Cedar Valley APICS members. Copy due 15<sup>th</sup> of the month. Contact Rick Held.

**APICS Career Center**—all candidates may search jobs, but only APICS members receive the added benefits of posting resumes and receiving email alerts when new positions are listed. Visit the APICS Career Center at [www.apics.org](http://www.apics.org), phone (800)444-2742, or email [jobs@apicshq.org](mailto:jobs@apicshq.org).

**Benefits Extension for Unemployed Members Program**—a six-month extension of membership benefits without cost. Contact Julie Stull for more info and an application.

**Fastest Way to Join APICS?** [www.apics.org](http://www.apics.org) – click on "Join on-line today."

Forward requests for address changes, newsletter submissions, advertising rates, or other information about the Cedar Valley Visions newsletter, to Rick Held c/o Cedar Valley APICS, PO Box 10483, Cedar Rapids, IA 52410-0483, or email [rick.held@mchsi.com](mailto:rick.held@mchsi.com)