

# Cedar Valley Views



*Celebrating 30 Years in the Cedar Valley!*



The Association for  
Operations Management

January 2006

#### Member Benefits

Join APICS and give your career a boost. Read about [10 great reasons to join](#).

#### 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 2005.

#### Tools of the Trade

Convey the value of APICS group membership to employers in your area with the newly redesigned [APICS group membership brochure](#) (stock #82028). Available at the beginning of January.

#### Visit Your Website:

[www.cedarvalleyapics.org](http://www.cedarvalleyapics.org)

#### Archived APICS Webinars

Visit <http://apics.webex.com> and select Recorded Events on the left navigation bar to view an archived APICS Webinar. A 30-day subscription costs only \$99 for APICS members and \$139 for nonmembers.

**JANUARY PDM** – WAYNE STANLEY: **Fighting Back Against Global Competition** See Page 2 for details.

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**Lean 101 Seminar Registration Deadline January 6**

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### **2005-06 Annual PDM Schedule!**

The Board of Directors is still finalizing the PDM schedule. Below are the topics and speakers that have been confirmed. *More information to follow as each date's event is finalized.*

Jan 10 <sup>th</sup>	Wayne Stanley – Fighting Back Against Global Competition
Feb 14 <sup>th</sup>	TBA
Mar 14 <sup>th</sup>	TBA
Apr 11 <sup>th</sup>	TBA
May TBD	Golf Outing

**PLAN NOW TO ATTEND 2005-2006 CDVA PDM's -----WIN PRIZES**

Dear CDVA APICS Members and Friends,

Welcome back to another year of interesting and educational Professional Development Meetings. Plan now to join us each month to share ideas, food, and fun.....*and an opportunity to win some great prizes.* At each PDM you may put your name in the hat for a chance to win at our Grand Prize drawing at the PDM in April 2006 (must be present for drawing at April PDM to win)

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**JANUARY PDM    Topic: FIGHTING BACK AGAINST GLOBAL COMPETITION**

**Presenter: Wayne Stanley**



**When: Tuesday, January 10, 2006**

- 6:00 PM    Networking**
- 6:30        Chapter Business**
- 6:45        Dinner**
- 7:30        Program**

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

Every company, regardless of type, is being affected by global competition. They are concerned about low cost competitors and the loss of internal markets as their customers outsource. Americans are fearful about job loss and the long-term economic impact. They are concerned about their futures and the futures of their children. The question is - how much of our knowledge about the global economy is based on facts and how much of it is perception? The answer is extremely important. We must identify the realities, understand them and then we can fight back. The presentation will address these issues and the actions we can take to help fix them.

**Professional background:** Wayne Staley has extensive experience in management and project leadership in multi-company enterprises. These include Manager, Information Technology, and Corporate Materials Manager for a \$350 million dollar enterprise and Manager Shop Operations for a \$40 million dollar fabrication complex. He worked extensively on supply chain programs with Dow Chemical and a Chinese Motor manufacturing company. Wayne formed his own business in 1997. Wayne currently owns Affinity Systems, a Rothschild based consulting company. His primary focus is on business needs assessments, ERP software selection, software implementation, process improvement programs, supply chain management and training. He works as a consultant, project leader and trainer. His experience includes vertically integrated forest products, distribution companies, and multiple types of manufacturing from the simple to complex. He was the project manager on the enterprise system for the EAA. In California he was the consultant and project manager for a large multi-company distribution enterprise providing globally sourced product to Wal-Mart, Target, Michaels and other mega-merchandisers. He attended the APICS International Seminar in San Diego and then went to China, researching Global Supply Chains and the use of information technology. He is working on a software book. He has spoken at many professional organizations including APICS, SME and AITP. He is a Charter member of the Wisconsin Valley APICS and AITP.

**Reservations are due by Friday, January 6, 2006.    \$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.: \_\_\_\_\_

## ***APICS Certified Supply Chain Professional (CSCP)***

### **BECOMING A CSCP CANDIDATE**

The CSCP program is for professionals who are interested in increasing their knowledge and expertise in the field of supply chain management. This new program is for individuals who have relevant work experience and would like to advance their careers in this growing field and gain a broader understanding of all of the areas that make up the supply chain.

To be eligible to sit for the CSCP exam, a candidate must meet **one** of the following criteria:

- Bachelor's degree or equivalent, plus two years of related business experience
- CPIM, CFPIM, CIRM, or C.P.M. designation, plus two years of related business experience
- five years of related business experience.

### **CSCP LEARNING SYSTEM**

The CSCP Learning System is a comprehensive training tool that helps students prepare for the CSCP examination. The easy-to-use system contains learning and reference tools needed to study for the CSCP examination. The learning system is based on the CSCP body of knowledge and features print-based study modules as well as online tools, including an assessment component that enhances the learning experience by enabling participants to check the progress of their studies and their understanding of the content.

The CSCP Learning System was developed to reflect the four domains of the CSCP body of knowledge, which are:

- **Supply Chain Management Fundamentals**
- **Building Competitive Operations Planning and Logistics**
- **Managing Customer and Supplier Relationships**
- **Using Information Technology to Enable Supply Chain Management**

### **CSCP EXAMINATION**

To earn the CSCP designation, an individual must pass one, four-hour, comprehensive exam. The exam will consist of 175 multiple-choice questions and will be delivered via paper-and-pencil administrations beginning in 2006. The 2006 exam administrations are tentatively scheduled for March (pilot exam), June, and November.

**The Cedar Valley Chapter will be offering the Fundamentals class in April 2006.**

## Make CPIM a Part of Your Master Plan!!!

Now is the time to begin advancing your career by earning your CPIM designation. The CPIM (certified in Production and Inventory Management) program was initiated by APICS over 25 years ago and remains the measure criterion for individual assessment in materials management.

The CPIM program is divided into three areas of progression:

- **Entry level:** Basics of Supply Chain Management --- to be offered in April 2006 --which covers the terminology and concepts related to the flow of information, money and materials from suppliers through customer fulfillment.
- **Mid-level:** Master Planning of Resources, Detailed Scheduling and Planning, and Execution and Control of Operations. The methods and techniques to plan and drive the flow process.
- **Capstone:** Strategic Management of Resources---configuring the supply chain and manufacturing/distribution environments to optimize use of resources.

The program is open to all Cedar Valley members regardless of background. The classes are held through Kirkwood Community College and include an exam to test candidates on the body of knowledge of each area.

For those already certified, these courses count for 30 points toward your Certification Maintenance.

### Experienced Instructor

Jim Milden has 25 years experience in materials management in a variety of retail, wholesale, and manufacturing companies. A graduate of the University of Wisconsin-Madison, Mr. Milden is certified by APICS in both Production & Inventory Management (CPIM) and Integrated Resource Management (CIRM). He is currently the Materials Analyst with Apache Hose and Belting.



### Future courses planned for Spring of 2006

Lean 101: Introduction to Lean Manufacturing, January 10, 2006, 8-5PM

CPIM: Detailed Scheduling and Planning, January – March, 2006

CPIM: Basics of Supply Chain Management, April – June, 2006

CSCP: Introductory Course, April – June, 2006

Lean Manufacturing: Lean Scheduling, April, 2006

### 2005 Conference Proceedings Available

As part of your APICS membership, you are entitled to one free copy of the 2005 Conference Proceedings. This is available in CD format and contains the presentations and workshops of the Kansas City International Conference. To order your copy, call APICS at 800-444-2742 and ask for stock number 04020.

# The Cedar Valley APICS Chapter presents: Lean 101: Principles of Lean Manufacturing

At this workshop you'll learn the principals of Lean Manufacturing and how to apply them. During the simulation exercises—as a member of the production team for Buzz Electronics—you'll apply Lean concepts such as standardized work, visual signals, batch-size reduction, pull systems, and more. Experience firsthand how Lean improves quality, reduces cycle time, improves delivery performance, and reduces Work-in-Process (WIP) and enables Buzz to show a profit.

Course #: CPBR-150-WAT01

Date: January 10, 2006

Location: KTOS Room 126

Fee: \$275 (includes: rolls/juice/coffee, lunch, beverages, snacks and book)

To Register:

On-line at [www.foryourlifetime.com](http://www.foryourlifetime.com)

Or call 319-398-1022

## APICS Webinars

### [Lean Office and Value Stream Mapping](#)

January 11, 2006, at 2:00 p.m. ET

Presented by Ron Crabtree, CPIM, CIRM

Level: Intermediate

Professional Development Points: 1

### [Using Lean and Six Sigma in Distribution Operations](#)

January 18, 2006, at 2:00 p.m. ET

Presented by Kevin Ellis and Keith Nash

Level:

Basic Professional Development Points: 1

### [Sales and Operations Planning Best Practices](#)

February 8, 2006, at 2:00 p.m. ET

Presented by John R. Dougherty, CFPIM

Level: Intermediate

Professional Development Points: 1

### [Putting Intelligence into Part Number Management](#)

February 15, 2006, at 2:00 p.m. ET

Presented by Donald N. Frank, CFPIM, CIRM

\$99 APICS member, \$139 nonmember

Level: Basic

Professional Development Points: 1

The duration of an APICS Webinar is 60 minutes. Train your entire staff for one low cost of only \$99 for APICS members and \$139 for nonmembers. Enter campaign code YKBB4G when [registering](#).

# COMMUNITIES OF PRACTICE

## Focus on Lean: Value Stream Mapping The Time Has Come

I remember the late 1980s when I was learning Just-in-Time along with everyone else who supplied parts to the big three U.S. automakers. No question, the focus was exclusively on the shop floor to improve quality, meet seemingly impossible mandates for quick response, and learn how to effectively do team-based process improvements. The last thing we thought about was attempting to apply these concepts in the front office.

Times change and clearly the next great frontier is to bring the lessons learned into that front office—from customer service to procurement and IT to accounting to improve these critical processes. Why? It's simple. If we can't directly serve our customers to add value in our products or services, we must serve those who serve the customer well for our companies to compete. Failing to take this seriously is a huge mistake.

Getting lean into the office is a process—that is much like what was done in factories in the past. It all starts with the realization that change is required if we are to succeed and secure the commitment from top management to expend the time and resources over the long haul to make new behaviors a habit. That said, there are some critical differences between implementing lean in office environments versus in production.

First is politics. Office work is traditionally set up in functionally organized departments charged with various processes, such as accounting, IT, HR, engineering, marketing, sales, and others. The fact that the sales personnel rarely can spend time in a room with production folks without a fist fight breaking out illustrates the unintended consequences of traditional functional thinking. We give incentives to the sales folks to get sales—any kind, any how, at any price in some cases—to keep the top line in order. Being willing to challenge the paradigms and think about total value streams is a prerequisite to any lean implementation efforts in our front offices.

Assuming the politics situation is manageable, the key lean tools, more or less in order of priority, are:

- Value stream mapping, lean metrics, and a lean vision—clear, measurable goals that all office personnel can understand and be engaged in accomplishing.
- 5S (sort, straighten, sanitize, schedule, sustain) and the visual work place.
- Team-building skills—all must be involved and engaged.
- Pursuit of one-piece (or unit) flow as part of adopting a cellular approach to office work.
- Kanban and pull systems—replenishment of work based on down-stream consumption.
- Kaizen and six sigma projects—to create rapid gains and serve as a learning lab.
- Infrastructure alignment at each step including IT, HR, and accounting practices. Why? Each exerts powerful influences on people's behaviors. Failing to assess and align (or even integrate) these functions is nearly a guarantee for unhappiness with long-term results.

Now, let's talk about ambiguity. Office processes typically are not nor ever have been measured meaningfully. This can make it extremely difficult to charter projects that get undeniable results. Because the measures are by nature "squishy" and hard to get a handle on (unlike production where there is a tangible product to examine), teams can get caught up in efforts with superficial goals and objectives.

For example, in one office situation we did a role-playing exercise. We "became a printer toner" and followed it and its information through the entire process to create a value stream map. As you might expect, following the physical toner and what the steps were with associated cycle times, delays, and travel was easy. When we left the toner behind and followed the information flow, things got much tougher. We had to pretend to be the replenishing requisition. We learned the physical toner had about nine process steps. The information process? More than 30 process steps! After mapping it and detailing all the "touch" time for the office, purchasing, management, warehousing, and receiving personnel, we discovered that it cost more to process the paperwork than the value of the most expensive toner purchased. Five full-time equivalent people were being "wasted" due to the current process.

A huge driver of the waste was accounting policies for approvals and tracking departmental expenses. Confronted with this view, the chief financial officer quickly agreed it was time for changes. Following a rigorous process that roots out the

true root reasons for what we do is painful—but it is worth it if the ambiguity problem is nullified and no one falls victim to superficiality in the needed sweeping changes.

— Ron Crabtree, CPIM, CIRM, president of MetaOps, can be reached at (248) 568-6484 or via e-mail at [rcrabtree@metaops.com](mailto:rcrabtree@metaops.com).

#### **Additional Resource**

For additional information on lean in an office environment, join Crabtree for an APICS Webinar, "Lean Office and Value Stream Mapping," on Wednesday, January 11, 2006, at 2 p.m. ET. To register, visit [www.apics.org/education/webinars/upcoming.htm](http://www.apics.org/education/webinars/upcoming.htm).

## **APICS Learning Communities**

Welcome to APICS Learning Communities!

APICS Learning Communities are online forums where members can come together regularly to share and develop ideas, practices, and solutions in the field of operations management. APICS Learning Communities provide a communications tool to enhance knowledge sharing among APICS members to strengthen individuals in their work and the association as a whole.

#### **Members:**

To access your new member benefit, simply [log in](#).

Members may access APICS Learning Communities any time from [Resources Section](#) of the APICS Web site or at [www.apics.org/communities](http://www.apics.org/communities).

#### **Customers:**

If you're not an APICS member, you can [visit the APICS public community](#) to stay up-to-date on APICS offerings.

#### **Explore APICS Learning Communities using these online tools:**

**Discussions:** Join in a current topic or start a new discussion.

**Resources:** Search for resources or submit materials for posting.

**Links:** Find and share links to relevant materials.

**Events:** List community events and discussions.

**Poll:** Gather community opinions about a subject.

**Chat:** Communicate in real time with your peers.

#### **Featured APICS Learning Communities (members only):**

##### **Lean**

The Lean APICS Learning Community connects professionals who are dedicated to the sharing and application of lean enterprise tools, techniques, and standard practices. Their focus is to increase the value of an organization's products and services for its customers to meet or exceed customer expectations and to achieve sustainable competitive advantages.

##### **Project-Oriented Operations**

The Project-Oriented Operations Community connects professionals from project-driven enterprises and those in government agencies who provide project oversight and may also manage resources across the operation. Day-to-day responsibilities might include production of highly engineered products with low volume, deep bills of material, and long lead times. The operations are usually proposed, contracted for, designed, and costed individually. The typical business environments are defense contracting, contract manufacturers, hi-tech electronics, specialty machine tools, medical appliances and electronics, shipbuilding, airplane and avionics manufacture, and space exploration.

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## Cedar Valley APICS Company Coordinators

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

Company	Coordinator	Email Address
Apache Hose & Belting Inc.	Jim Milden CPIM CIRM	<a href="mailto:jim.milden@apachehb.com">jim.milden@apachehb.com</a>
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## **We're Cedar Valley APICS**

APICS— The Association for Operations Management is the global leader and premier source of the body of knowledge in operations management, including production, inventory, supply chain, materials management, purchasing, and logistics. Since 1957, individuals and companies have relied on APICS for its superior training, internationally recognized certifications, comprehensive resources, and worldwide network of accomplished industry professionals. To learn more about the APICS community, visit [www.apics.org](http://www.apics.org).

Locally, we're the Cedar Valley APICS Chapter - serving its members and the Cedar Rapids, Iowa City, and surrounding business community since 1972. 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.

Our mission is to develop, promote, and recognize the professional management of resources by individuals and enterprises.

### **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 Cathy Bolton.

**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 Kirk Schroeder for more info and an application.

### **Job Postings**

A separate e-mail distribution list has been set up for job postings. If you would like to receive these postings, please contact Rick Held at [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.

If you have a Job you would like distributed to this list, also email to the above address.

Job Postings will also be available on the chapter website, [www.cedarvalleyapics.org](http://www.cedarvalleyapics.org)

**Cedar Valley Views**, the chapter's monthly newsletter, is available by email or on the chapter website, [www.cedarvalleyapics.org](http://www.cedarvalleyapics.org). You may request inclusion on our email distribution by contacting the editor, Cathy Bolton at (319) 688-6360 or [cathy.bolton@mchsi.com](mailto:cathy.bolton@mchsi.com). 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. The newsletter may be forwarded to interested parties; articles may be reprinted with permission from Cedar Valley APICS.