

Cedar Valley Views



Celebrating 30 Years in the Cedar Valley!



The Association for
Operations Management

February 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

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.

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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.*

Feb 14th PDM - *Sweetheart Night*

Mar 14th TBA

Apr 11th 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)

FEBRUARY SWEETHEART NIGHT PDM

Sweetheart Night

Topic: *Spouse*

Communication

Presenter: John Staley

When: *Tuesday, February 14, 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



Make plans now for you and your spouse to join us for dinner and a night out full of fun and information about the right skills to use to improve communication with each other.

FOR A SPECIAL VALENTINE'S DAY SPECIAL PRICE

\$20.00 PER COUPLE

\$15.00 PER SINGLE

Reservations are due by Friday, February 10, 2006. \$12.00 per couple 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, or FAX (319) 295-7400

Name: _____

Co.: _____

Name: _____

Co.: _____

Name: _____

Co.: _____

APICS Certified Supply Chain Professional (CSCP)

APICS LAUNCHES CSCP TESTING

There will be two opportunities to take the APICS Certified Supply Chain Professional (CSCP) exam in 2006. Be the first in your organization to obtain the APICS CSCP credential. APICS is now accepting applications for the June 17 and December 2 testing dates.

To earn the CSCP designation, candidates must pass a single comprehensive exam. The exam consists of 175 multiple-choice questions and will be delivered via paper-and-pencil administrations in 2006. Before registering, candidates must submit an application to document eligibility to take the CSCP exam.

To be eligible to test 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, *or*
- CPIM, CFPIM, CIRM, or C.P.M. designation plus two years of related business experience, *or*
- Five years of related business experience.

APICS will review all applications and notify applicants whether their applications are approved or denied. Once a candidate's application is approved, they may register for the exam. The test is \$650 for APICS members and \$800 for non-members.

Preparing for the CSCP Exam

To prepare for the CSCP exam, the CSCP Learning System is your best resource. The learning system is a comprehensive course that covers the entire CSCP body of knowledge, and contains everything needed to prepare for the CSCP exam. It combines print materials with interactive online tools to deliver a customized learning experience.

The Cedar Valley Chapter will be offering two CSCP courses that cover the entire Supply Chain body of knowledge. Each class will cover two of the four modules and prepare the student to take the December 2 exam. The classes are open enrollment through Kirkwood CC. You may select the courses without taking the exam and receive a certificate of completion.

The first class, Advanced Supply Chain Management I, is listed at the Kirkwood registration website under course #CBPR-165-WAT01. Cost is \$975 which includes the complete CSCP Learning System. This course starts Thursday, April 6 and runs for nine consecutive weeks.

The second class, Advanced Supply Chain Management II, is a continuation of the first class and will start on Thursday, September 21st for nine consecutive weeks. Cost is \$375. Students will need to register for the December 2 exam on their own.

If you wish to self-study for the exam, the CSCP Learning System cost is \$895 for members and \$1195 for non-members.

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 Mildren 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. Mildren 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

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

PDM ATTENDANCE

Visit the CDVA website for PDM attendance and other important CDVA Chapter information at www.cedarvalleyapics.org

APICS Webinars

APICS Webinar

[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

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](#).

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.

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

Set Your Career Goals for 2006

What are your professional development goals for the year ahead? APICS offers many resources to help you move forward in your career. Consider making these opportunities a part of your plans.

Keep Learning

Staying abreast of industry strategies and best practices will give you a competitive advantage in your career. Enhance your qualifications through APICS certification. The new [APICS Certified Supply Chain Professional](#) (CSCP) program along with the [APICS Certified in Production and Inventory Management](#) (CPIM) and [APICS Certified Integrated Resource Management](#) (CIRM) programs can help you get noticed at work and by potential employers. Your career goals are within reach and APICS certification programs can help you move closer to achieving them.

Make New Contacts

Your professional network can provide you with ongoing support, information, and prospects. Make the most of your APICS membership by attending local chapter meetings and events to make helpful contacts and form business relationships. Plan now to attend the [2006 APICS International Conference and Exposition](#) in Orlando, Florida, on October 29-31, where thousands of operations management professionals meet for unmatched networking and education. To connect with members around the globe from the convenience of your desktop, visit the new [APICS Learning Communities](#) at www.apics.org/communities.

Stay Informed

Improve your job performance by staying up-to-date on the latest industry news through APICS publications and resources. Read [APICS magazine](#) for innovative ideas and real-world strategies in operations management. Sign up for [APICS e-NEWS—Your solutions for increasing workplace performance](#), a semimonthly electronic newsletter that delivers quick-reading news to your e-mail address. Access exclusive information, like the Publications Database, on the [APICS Web site](#) at www.apics.org.

Develop Leadership Skills

Volunteering in your local chapter is an excellent way to learn new skills or hone current ones. Organize an event, write for the newsletter, lead a committee, or express interest in serving on the chapter board of directors. If you are a current board member, plan to attend the [APICS Leadership Institute](#) for training and consider mentoring a new member or student member. Contact [your local chapter](#) for more information.

Be Ready for Advancement

When employment opportunity knocks, it pays to be prepared. Update your résumé to include recent responsibilities and accomplishments. APICS provides career development resources through the [APICS Career Center](#), where members can obtain tips on résumé writing and interview skills, review the latest job listings, confidentially post their résumé, and have job leads delivered to their e-mail box. In the new budget year, employers may have funds available to fill vacancies. If you are a hiring manager, visit the APICS Career Center to find quality candidates and save on job listings with member pricing.

LESS IS MORE

What if someone told you there was a way to run your distribution operations in half the space with half the effort and equipment? You probably wouldn't believe it. Yet according to recent studies, that's exactly what can happen when companies move to lean.

The *APICS Dictionary* defines lean as "a production philosophy that emphasizes minimization of all resources (including time) used in the various activities of an enterprise." The lean methodology uses proven principles and practices to reduce cost, waste, and complexity.

Companies have been using lean for years to improve their manufacturing operations with outstanding success. Now, a growing number are starting to apply the same principles to distribution.

The lean methodology is most relevant to distribution operations that involve some form of broken case or discrete item picking, such as wholesale distributors and parts suppliers. In these situations, advanced conveyors and sophisticated automation systems are of limited use, and they are not likely to generate an adequate return on investment. Lean takes a different approach, combining a number of simple principles and practices to boost distribution efficiency and performance. Let's examine these principles and practices.

Reduce inventory. Distribution operations often make the mistake of adopting a mass production mindset that favors big orders and lot sizes. Although it might seem counterintuitive, big orders are not necessarily more efficient. They tend to clog the distribution system, leading to delays and bottlenecks. Smaller lot sizes are often a better choice.

Reduce touches. Unnecessary handling and other unproductive activities are a major source of inefficiency. Map your distribution process from inbound materials notification to customer invoice. How many times is material stopped? Put down? Picked up? Moved? Checked? You will probably be shocked by the amount of waste you find.

Reduce travel. Organize the layout to minimize travel. Keep the highest volume items closest to the outbound docks and closest to the floor. Group items together that use similar transport equipment—fork truck, floor cart, and so forth. For example, a picker shouldn't try to get small parts on the same trip as heavy items that require a truck.

Mistake-proof (poka-yoke). Improve efficiency by making it easy to do things right and hard to do things wrong. Use auto-ID for transactions, and make sure that visual controls and standards are easy-to-read and up-to-date. Check that pack sizes and labeling are correct and that inbound items fit in their slots. Make it hard to make mistakes.

Standardize work. Repeatable, standardized processes are easier to follow and easier to improve. Establish one best way to perform each task. Break work into equal-sized packages that make it simple to spot productivity problems and processes that are out of tolerance. Provide visual documentation (e.g., pictures of correct and incorrect storage) to avoid any possibility for confusion.

Establish visual control. Companies don't need complicated systems to optimize efficiency. Simple signals and control mechanisms often work best, particularly those that encourage all workers to identify and solve problems. Post team issues on a board in the work area where everyone can see them. Track the number of work packages being handled and how that number compares to the group's goals. Investigate and resolve delays, increases, and variance.

Organize the workplace (5S). A clean and tidy workplace is a sign of efficiency. 5S is a comprehensive, structured approach to organizing any operation. Its name is derived from the five Japanese words that represent each of the key principles. Seiri (Organize): Put things in order. Keep what is needed and remove what is not. Seiton (Proper arrangement): Place things so they can be easily reached when needed. Seiso (Clean): Keep things clean and polished. Eliminate trash and dirt in the workplace. Seiketsu (Purity): Maintain cleanliness after cleaning. Adopt a philosophy of perpetual cleaning. Shitsuke (Commitment): Take pride in adhering to standards. Make 5S a way of life.

A culture of continuous improvement—kaizen—is the driving force behind lean distribution. With lean, the task of improving efficiency is never done. Yet for many companies, the biggest challenge is how to get started. Here are some tips for establishing a successful lean initiative:

- Find a champion who has the clout and motivation to succeed

- Map and analyze the value chain to identify the best opportunities
- Start with something small but visible
- Build on early success.

With lean, less is more. These simple steps can put any distribution operation on a never-ending path to improved efficiency and performance.

—Keith Nash, CPIM, senior manager, Deloitte Consulting LLP, can be reached at (469) 417-3137 or via e-mail at knash@deloitte.com.

Focus on Six Sigma

The Need to Know

You've heard other people talking about it. You've read articles about companies that have saved millions of dollars using it. You've even read your fair share of articles that say it's just hype. Now, like it or not, your company is thinking about implementing a six sigma program. So, what do you need to know about six sigma?

First, **six sigma is not new**. Six sigma has existed for more than 20 years. Many of its tools and concepts have been around for several decades. For example, control charts were introduced by Walter Shewhart in the 1920s. Many of six sigma's tenants about customer focus and process focus are based on the work of W. Edwards Deming from the 1940s through the 1990s. However, this does not mean six sigma is without merit. Six sigma packaged many of these existing tools and combined them into a clear and systematic road map to process improvement.

Six sigma is a methodology. There are many definitions for six sigma. One of them is a measure of quality that corresponds to 3.4 defects per million opportunities. Using this definition, a process is performing at a six sigma level when it is generating fewer than four defects for every million chances that there are to make an error. The term six sigma also describes a process improvement methodology. This methodology is define, measure, analyze, improve, control (DMAIC), a thought process and tool guide that practitioners use when solving business problems.

Variation is bad. For most, if not all, business processes, a repeatable and predictable result is crucial. Imagine two competing pizza delivery businesses. One delivers a quality product in 25 to 35 minutes. The other delivers a similar product, but sometimes it arrives in 5 minutes, sometimes 45 minutes, and sometimes 60 minutes. Both boast average delivery times of 30 minutes. All things being equal, from which business would you order? Variation in their respective processes is what accounts for the range of delivery times. The six sigma methodology is designed to identify the key sources of the variation and drive them out of the process. Six sigma practitioners accomplish this by understanding the inputs and outputs of a process.

Six sigma has a customer focus. Processes and process problems must be viewed from the perspective of the customer. Sometimes the customers are external to the company; they buy products or services. However, there are often internal customers who are part of the company but may be in a different department or division. Internal customers can be as important as the external customers. If we give them a bad product or service, they will either pass this on to the external customers or will have to spend labor or material to fix the problem.

Six sigma and lean are not mutually exclusive. These two methodologies complement each other well. Ideally, face the problem and ask, "What tool or technique is most useful to help solve this problem?" To be able to effectively answer this question, people in the organization should understand both methodologies. Without a basic understanding of both, you risk trying to use a screwdriver to drive in a nail rather than using a hammer (the right tool for the job).

Six sigma is not just for manufacturing or for big companies. When six sigma first took hold, most of the companies embracing it were large manufacturing operations. However, now the list of companies that have successfully used six sigma includes banks, credit card companies, law firms, hospitals, city and state governments, and even restaurants. One restaurant chain used six sigma to more than double the on-time delivery rate of milkshakes to customers.

Six sigma can be fun or at least rewarding. In the right hands, the six sigma toolset and methodology can be used to fix previously "unfixable" problems. Problems, once fixed, will stay fixed. As the culture of continuous improvement expands, processes will begin to link together better. Six sigma is not a cure-all. However, it is a proven and systematic method that can be used to achieve real business results.

—Ron Green, a certified Six Sigma Black Belt, can be contacted at rongreen1@cox.net.

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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:

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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.

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 15th 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, phone (800)444-2742, or email 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 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

Cedar Valley Views, the chapter's monthly newsletter, is available by email or on the chapter website, 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. We welcome your inquiries regarding articles, submissions, advertising, address changes, etc. The deadline for each monthly issue is the 15th of the preceding month. The newsletter may be forwarded to interested parties; articles may be reprinted with permission from Cedar Valley APICS.