

# Cedar Valley Views



The Association for  
Operations Management

## November 2006

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### November PDM

*Gregory Schlegel: Lean, Six Sigma & Theory of Constraints*

Tuesday, November 14<sup>th</sup>

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### Next APICS CPIM Certification Class Begins Jan 18th

*Execution and Control of Operations*

Registration deadline is Monday January 15<sup>th</sup>

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Article by Tim Noble

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### 2006-07 Annual PDM Schedule

The Board of Directors is still finalizing the PDM schedule. Below are the topics and speakers that have been confirmed.

Nov 14 <sup>th</sup>	Greg Schlegel – Lean, Six Sigma & Theory of Constraints
Jan 9 <sup>th</sup>	Plant Tour - TBA
Feb 13 <sup>th</sup>	TBA
Mar 13 <sup>th</sup>	Plant Tour - Energy Manufacturing Company, Inc - Monticello, IA
Apr 10 <sup>th</sup>	Scott Imhoff – Topic TBA
May TBD	

**PLAN NOW TO ATTEND 2006-2007 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 2007 (must be present for drawing at April PDM to win)

**November PDM**

Lean, Six Sigma & Theory of Constraints – Critical Success Factors in the Supply Chain Journey:  
A Case Study Dialogue

**Presenter: Gregory L. Schlegel CPIM, CSP, Jonah**

**When: Tuesday, November 14, 2006**

6:00 p.m. Networking

6:30 p.m. Chapter Business

6:45 p.m. Dinner

7:30 p.m. Program

**Where: Longbranch Hotel & Restaurant**

90 Twix Town Road NE, Cedar Rapids, IA

Greg Schlegel will build on the principles of Lean, Six Sigma, and the Theory of Constraints. He will also introduce us to a new operational framework called “DODSC” – Dynamic On Demand Supply Chains. Greg will bring it home by utilizing case studies to demonstrate the benefits of leveraging these principles in the supply chain journey.

**Biography**

Greg has over 25 years experience with several Fortune 100 companies across multiple industries such as specialty steel, consumer packaged goods, discrete manufacturing, process chemicals and aerospace & defense electronics. He has held executive positions in the systems, staff and plant operations environments and has been Supply Chain Director, Materials Director, Logistics Manager, Plant Operations Manager, CIO and Systems Director with companies such as Hercules Chemical, Sandvik Specialty Steel, International Harvester, Schlumberger, Loral Aerospace & Defense Electronics, GAF/ISP Specialty Chemicals and most recently as IBM Supply Chain Solutions Executive for the Process Industry.

As a supply chain practitioner, Greg has designed, implemented and managed several ERP projects, Supply Chain Optimization deployments, Decision Support Systems, Lean Six Sigma and TOC, Theory of Constraints projects within the process manufacturing environment. Greg has also implemented CPFR, collaborative planning, forecasting and replenishment systems, S&OP Processes, Order Fulfillment, Total-Cost-to-Serve Customer Projects, APS, Advanced Planning Systems and Transportation-Supply Network Optimization routines.

As an IBM Industry Subject Matter Expert, Greg has worked with over 100 Fortune 200 organizations such as Rohm & Haas, Air Products, BASF, Dupont, FMC, Dow, Sealed Air, Olin, Crompton, Fluor, ICI, IFF, Shering-Plough, Novartis, AHP, Pfizer, Alcan Aluminum, AK Steel, Carpenter Technology, Inland Paper, Smurfit-Stone Container Corporation, Mead/Westvaco, International Paper, Michelin, Goodyear Tire, Cooper Tire, GE, Caterpillar, Honeywell, Lockheed Martin, Raytheon, Tyco, Xerox, Coca Cola Enterprises, Kraft

Foods, Nabisco, Kodak, Sherwin-Williams, Georgia Pacific and has presented papers on supply chain management and e-business throughout Europe, Scandinavia, Australia, South America and South Africa.

Greg was APICS' 1997 International Society President. He is a qualified CPIM/CIRM instructor and a frequent speaker at conferences, seminars, Webinars and dinner meetings. He has published articles in *Supply Chain Management Review*, *Logistics Magazine Distribution & Transportation Report*, *APICS Performance Advantage*, *Hospital Materiel Management Quarterly*, *IOMA Newsletters*, *AIIE*, *ISSSP the Six Sigma Organization and ORSA/TIMS*, now *INFORMS* along with contributing to the new APICS Advanced Supply Chain Web-enabled Courseware and is presently on the Editorial Board of DC Velocity magazine. He also holds classes on Theory of Constraints and has taught operations management at the University of Scranton and St. Johns and has been a member of "Who's Who in the USA East."

Greg is certified in APICS (CPIM), a Certified Systems Professional (CSP) and a Theory of Constraints Jonah. Greg has recently been recertified in Production & Inventory Management with APICS under their new Lifelong Learning Program. He is a graduate of Penn State, holding a B.S. in Operations Research and Computer Science, has attended Lake Forest College of Graduate Studies and is pursuing APICS' new CSCP, Certified Supply Chain Professional program.

**Reservations are due by Friday, November 10. \$20 payable at check-in. (No-shows are billed.)**

Contact Cedar Valley Board Member Dennis Teel.

Phone: (319) 465-3537 x.292 or by email: [dteel@energymfg.com](mailto:dteel@energymfg.com).

## CPIM Certification

### **APICS: Execution and Control of Operations. Course # CBPR-195-WAT01**

Focuses on the areas of prioritizing and sequencing work, executing work plans and implementing controls, reporting activity results, and providing feedback on performance. The course explains techniques for scheduling and controlling production processes, the execution of quality initiatives and continuous improvement plans, and the control and handling of inventories. Topics include: Prioritizing and Sequencing Work, Executing Plans and Implementing Controls, Authorizing and Reporting Activities for Push and Pull Systems, and Evaluating Performance and Providing Feedback Cost: \$450.00. Course fee includes APICS exam, scheduled for April 14. Instructor: Milden

Begins Jan 18, 10 weeks

Thurs. 6:00 – 9:00 PM

**Registration deadline is Monday, January 15.**

Other upcoming classes:

**Basics of Supply Chain Management** Starts 3/26/07 thru 6/4/07 Test 6/09/07  
Registration 3/23/2007 Instructor - Teel

**Strategic Management of Resources** Starts 4/5/07 thru 6/7/07 Test 6/9/07  
Registration 4/2/07 Instructor - Milden

To register for classes, call 319-398-1022 or register on line at Kirkwood's website: [www.foryourlifetime.com](http://www.foryourlifetime.com)

### Cedar Valley Chapter Adds Ten New CPIMs and Two New CSCPs

The Class of 2006 has ten new chapter members who recently earned their CPIM (Certified in Production and Inventory Management) designation. They are:

- **Mark Burkman, Univ. of Iowa**
- **Doug Roman, Hunter's Specialties**
- **Chad Wilson, Cedarapids, Inc.**
- **Don Haase, Cedarapids, Inc.**
- **Kevin Laubengayer, Rockwell-Collins**
- **Jay Gallagher, Rockwell-Collins**
- **Dedee Lehman, Rockwell-Collins**
- **Sherri Reihle, Rockwell-Collins**
- **Curt Richardson, Rockwell-Collins**
- **Nancy Mackin, Rockwell-Collins**

This makes 60 chapter members who are now certified. The candidates will be awarded their CPIM pins at the November 14th meeting.

To earn the CPIM, these candidates had to pass 5 multiple-choice exams which required at least 200 hours of study or classroom time. The exams covered Basics of Supply Chain Management, Master Planning of Resources, Detailed Scheduling and Planning, Execution and Control of Operations, and Strategic Planning of Resources.

Two additional chapter members recently earned their CSCP (Certified Supply Chain Professional), the newest APICS certification. They include:

- **Kelly Breitenstein, CPIM, CPM, Midwest Metals**
- **Jim Milden, CPIM, CIRM, Apache Hose and Belting**

To earn the CSCP, these candidates had to complete a rigorous course of study and pass a three hour exam that addresses four major domains: Supply Chain Management Fundamentals; Building Competitive Operations, Planning, and Logistics; Managing Customer and Supplier Relationships; and Using Information Technology to Enable Supply Chain Management.

*Congratulations to these members on their accomplishments!!!!* This illustrates their commitment to lifetime learning.

## The Impending Talent Crisis ... Six Sigma and Lean to the Rescue

By Tim Noble

“Talent Wars” and “Brain Drain” are not the latest must see horror movies from this summer, but U.S. business leaders might want to sit-up and take notice of an emerging crisis that could play-out frightening results for their organizations in the coming decade.

As 77 million U.S. Baby Boomers begin to retire over the next decade, there are only 46 million Gen-X’ers available to backfill the Boomers’ retiring ranks. Even with a modest two percent economic growth rate over the next 15 years, demand for critical talent could increase by as much as a third, creating a “war” for critical talent. For some companies the crisis may be even more immediate. One recent study of the nation’s 500 largest companies reported that they expect to lose half of their senior management over the next five years. Additional studies suggest that up to 85 percent of major companies surveyed have no formal program or process in place to deal with this impending crisis.

In the past few years companies have been so transfixed on downsizing to contain costs that they have largely neglected this looming threat to their competitiveness. There is no doubt that over the next decade or so, demand for talent will ebb and flow with the economy, however there is no denying this demographic shift and the potential impact it will have on U.S businesses. Some companies may be in for a rude awakening when they are unable to achieve even the most modest of business goals due to drastic staffing and talent shortfalls.

A less visible but no less dangerous problem is the loss of knowledge, or “brain drain,” resulting from senior workers departing the organization without passing on their expertise to others. This lack of knowledge management will place many companies in a position to repeat prior mistakes and expose businesses to additional financial and operational risks. Worse yet, if no action is taken, some organizations could be headed for a point of no return with the complete loss of process knowledge in a few years.

Companies that rely solely on a strategy of outsourcing as a potential solution may be in for a shock as well, as existing sources of talent from offshore labor pools, such as India, Mexico and China, dry up as these countries recognize their own needs and provide incentives to retain talent in order to support their own local economic business objectives.

Given this looming demographic shift, the time for corporate leaders to act is now; however, companies must resist the urge to rush ahead without a well-balanced and deliberate approach to managing and leveraging their human capital. Part of the solution may lie with such tools as Six Sigma and Lean. With their focus on process discipline, variation reduction and waste elimination, these tools are well-suited to help companies address this impending crisis.

Six Sigma has long been utilized by organizations to transform manufacturing and transactional processes from art to science by defining and validating key process variables to gain process control and eliminate variation. A key part of this methodology is the capture, transfer and validation of knowledge from process owners, thus making Six Sigma an essential part of any action plan to deal with the dangers of organizational “brain drain.” Companies need to not only view Six Sigma as a tool to drive productivity and service, but also as an essential methodology for critical knowledge management within their organizations. Six Sigma has a built-in tool set that lends itself very nicely to capturing and validating critical process knowledge that may otherwise be lost when key talent departs an organization.

The Lean tool kit can also play an important role in aiding organizations as they deal with this imminent crisis. Lean has a built-in methodology with such tools as “value-stream-mapping” and “standardized work” that can help organizations identify and eliminate non-value-added processes that waste human capital. Lean, with its focus on waste elimination, is ideal for helping organizations to free up human capital for redeployment. However, Lean will need to move beyond its stereotype as a tool set for only manufacturing and be accepted and applied to transactional processes in order to be an effective tool to mitigate the effects of this impending crisis.

Six Sigma and Lean are only part of the potential solution, providing a proven set of tools that can be part of a broader business talent management strategy. Business leaders will first need to recognize that the short-term solutions of the past will not work and accept that the landscape for talent management will dramatically change, requiring a more balanced and comprehensive solution in order to remain competitive in the coming decades.

About the Author:

Tim Noble is an executive recruiter and managing principal of The Avery Point Group, a leading national executive search firm providing functional expertise and executive search focus in the areas of Six Sigma, Lean, plant management, operations management, supply chain management and finance. [www.AveryPointGroup.com](http://www.AveryPointGroup.com)

Author’s Blog: <http://lean-sigma-insights.blogspot.com/>

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## Upcoming APICS Webinars

**Title:** [Assessing Your Company Against Class A Criteria](#)

**Date:** November 8, 2006

**Time:** 2:00 p.m. ET

**Presenter:** Jim Correll , CFPIM

[Register Today](#)

**Title:** [Better Use of Your Forecasts to Manage Inventories](#)

**Date:** November 15, 2006

**Time:** 2:00 p.m. ET

**Presenter:** Gary Gossard

[Register Today](#)

The convenience and flexibility of APICS Webinars enable organizations to educate a large number of employees at once, reduce travel expenses, and maintain consistent levels of productivity by eliminating time out of the office. Each 60-minute APICS Webinar features an educational discussion, case studies, and a Q&A session. All you need to participate is an Internet connection and a telephone. As an added benefit, registrants of each APICS Webinar receive a CD-ROM of the presentation after the event.

## We're Cedar Valley 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.

<b>President</b> Kirk Schroeder CPIM Rockwell Collins (319)295-9664 E-Mail: <a href="mailto:kaschroe@rockwellcollins.com">kaschroe@rockwellcollins.com</a>	<b>President Elect</b> Kristin King Rockwell Collins (319) 295-1682 E-Mail: <a href="mailto:kmking@rockwellcollins.com">kmking@rockwellcollins.com</a>	<b>Past President</b>
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<b>Director-At-Large</b> Dennis Teel Energy Manufacturing Company <a href="mailto:dteel@energymfg.com">dteel@energymfg.com</a>		<b>Director of Student Activities</b> Open

## 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 CSCP	<a href="mailto:jim.milden@apachehb.com">jim.milden@apachehb.com</a>
Cargill Inc.	Debra Pingel CPIM	<a href="mailto:deb_pingel@cargill.com">deb_pingel@cargill.com</a>
Energy Manufacturing Company	Dennis Teel	<a href="mailto:dteel@energymfg.com">dteel@energymfg.com</a>
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Hunters Specialties Inc.	Dave Alatalo	<a href="mailto:dalatalo@hunterspec.com">dalatalo@hunterspec.com</a>
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Quaker Oats Company	Kay Driscoll	<a href="mailto:kay_driscoll@quaker oats.com">kay_driscoll@quaker oats.com</a>
Rockwell Collins	Tim Soukup	<a href="mailto:trsoukup@rockwellcollins.com">trsoukup@rockwellcollins.com</a>
Whirlpool Appliances – Amana	Rick Held CPIM	<a href="mailto:rheld@maytag.com">rheld@maytag.com</a>

## 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 Director of Communications Joni Philips  
**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, Joni Philips at (319) 622-2659 or [jphilips@nisia.com](mailto:jphilips@nisia.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.

