



APICS Midlands Chapter

Special points of interest:

- > January PDM
- > CPIM Recertification
- > Educational Offerings

Chapter News

President's Corner, by Steve Petersen, CPIM

Hello APICS friends,

First off, I want to thank again the wonderful hosts and tour guides from Airlite Plastics for the very interesting tour of their facility in October. I was impressed by the improvements in OEE they have made as well as their focus on small batch quantities. I am proud to have them as members of our chapter and APICS.

I was lucky to attend the 2010 Volunteer Leadership Workshop in the City of Sin during the APICS International Conference in October. The workshop has a day and a half of educational sessions devoted to chapter volunteer leader training. This session has some very good stuff. The workshop wrapped up with an awards reception where our chapter was recognized as being at the Platinum Level in the chapter administration program called C-Bar. C-Bar is the feedback mechanism to APICS society that ensures chapters meet or exceed the following standards on an annual basis. The standards fall into 6 categories: Customer Expectations, Communications, Professional Development Events, Education, APICS Participation, and Financial Responsibility. The Midlands chapter has been achieving the highest level of C-bar for the last 25 years. I believe this is quite an accomplishment. I and the rest of the BOD are committed to continue this record into 2011 and one day we will have a big party to celebrate! Be a part of this by considering joining the exceptional people on our Board of Directors. You can get points, have a differentiator on your resume, try new and exciting things and help your profession and yourself. Can't beat that! Email or talk to any of our BOD members about how you can help our organization.

After the VLW in Las Vegas, I attended the 2010 APICS international conference and expo "Excellence in the New Normal". APICS has worked hard to continually improve the quality of speakers and content at their premier event and it showed. You should consider attending next year's conference in Pittsburg. I know, I know Pittsburg? If you have not been there recently, this city has really turned into a neat conference town. On top of that, you could earn a bunch of CPIM certification maintenance points by attending.

Now, my lean moment for the day gleaned from a Lean Blog:

Lean Doing and Lean Thinking

A recent article over on the ThomasNet news site, authored by David R. Butcher, confirms what a lot of Lean champions have been declaring for many years -- Behavior profoundly changes an organization, not tools. Capgemini Consulting recently released a report titled Lean for the Long Haul, which surveyed more than 150 executives responsible for leading Lean initiatives, and concluded that behavioral changes are what sustain an effective Lean transformation. What ultimately derails the Lean journey? Resistance to change and a lack of focus and commitment. Placing a strong emphasis on the implementation of tools and the deployment of specific techniques does have a galvanizing effect as they do get all associates involved and encourage enthusiasm. In addition, tangible results are immediately revealed through waste-reduction efforts. After a year or so, however, sustainability becomes a major issue if routine "Lean doing" supersedes "Lean thinking." Without behavioral change, the initiative will ultimately wither.

Lean initiatives that survive the in the long term focus on:

- Leadership.
- Recognition.
- Strategic Alignment.
- Performance Management.

Has any reader of this ever been involved in a Lean initiative that has hit the "plateau" stage because some of the crucial Lean thinkers failed to create the correct culture and have moved on after instituting only the effective techniques?

I hope to see you at the January 14th dinner speaker event featuring Gary Voogd. Since 2007 Gary has led a dedicated speech class at Union Pacific. Toastmasters' "Speechcraft" course is a six session speech class adopted by UP as its primary public speaking educational program. Gary has helped over 100 fellow employees develop their speaking skills.

Hope you had a safe and happy holiday season!

Steve

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This month's PDM will be on a subject we all deal with at one time or another and can all use help on Public Speaking.

Gary Voogd is a professional civil engineer with Union Pacific in Omaha. He joined Union Pacific in 1994. He has also been active in Toastmasters since 1994.

Gary holds a Bachelor of Science degree in Business Administration from Iowa State University, with an emphasis in transportation and logistics and a minor in journalism as well as a Bachelor of Science degree in Civil Engineering from the University of Nebraska.

In 2001 Gary combined his interests in railroads and public speaking by becoming an Operation Lifesaver Presenter in 2001.

Since 2007 Gary has led a dedicated speech class at Union Pacific. Toastmasters' "Speech craft" course is a six session speech class adopted by UP as its primary public speaking educational program.

"I would rather deliver the eulogy"

*PRESENTED BY
GARY VOOGD*

Agenda:

5:30 pm - Networking (cash bar)

6:00 pm - Dinner

6:50 pm - Short Business Meeting

7:00 pm - Presentation

Upstream Brewing Company - Legacy
171st & West Center Road
Omaha, NE 68130
402-778-0100

*PROFESSIONAL
DEVELOPMENT MEETING
JANUARY 13, 2011*

APICS Educational Materials

In addition to our strategic priority to enhance our delivery options, APICS members and customers have asked us to offer our products and services in a more globally convenient, accessible, and environmentally conscious manner. In order to meet this strategic objective, help minimize the cost of shipping materials, and reduce lead times for APICS course materials fulfillment, APICS is pleased to announce the launch of APICS e-Downloads, a new product delivery service.

About APICS e-Downloads

APICS e-Downloads enable individuals to purchase study materials as secure and protected PDFs. Distribution is controlled, ensuring there will be no violation of APICS copyrights. When a file is purchased, users immediately can download it and have the option to print it. This format is available for APICS channel partners, members, and customers.

Watch Your Inbox for the APICS Chapter Resources Catalog e-Download

In early October, APICS will place orders for the 2010 APICS Chapter Resources Catalog for each chapter president, International Associate, and Authorized Education Provider. APICS channel partners will have this opportunity to see how APICS e-Downloads work.

How to Order APICS e-Download

Individual orders may be placed online through the APICS Bookstore. Channel partner certification review course or workshop orders may be placed by contacting APICS Customer Support at service@apics.org or calling (800) 444-2742 or (773) 867-1777.

NOTICE FROM APICS OF PRICE INCREASE

On Monday, July 26, APICS announced product pricing updates effective January 1, 2011. Effective January 1, 2011, the chapter group testing price will change from \$135 to \$145, consistent with the advertised member rate for the exam. A list of the 2011 [price changes can be found here](#).

If you have questions, please contact APICS at certification@apics.org.

CHAPTER EDUCATIONAL OFFERINGS

I hope that all of you had a great holiday season and are looking forward to another great year of APICS education activities. I wanted to let you know that both Fall Certified in Production and Inventory Management (CPIM) class sessions have finished.

After the start of the new year, we will start the next CPIM class, Execution and Control of Operations. Starting on January 26th and ending March 30th, the classes will be on Wednesdays and start at 5:30 PM and finish at 8:30PM with Reuben Olson instructing. (**Deadline for registration will be January 17th**). For APICS members this class will cost \$475, \$550 for non members. In addition we plan on offering another Basics class starting February 21st (**Deadline for registration will be February 14th**), ending April 8th. This class will be on Mondays starting at 5:30 PM and finishing at 8:30PM. Pat Wingate will instruct his class. For APICS members this class will cost \$475, \$550 for non members. All pricing includes all the class materials as well as an exam voucher for the test.

The next Certified Supply Chain Professional (CSCP) certification class will start in March. Reuben Olson will be instructing this class. Registration is not open yet, but watch for the notices.

Contact me if you want to be a part of these educational opportunities.

Chris Graham

Christopher.graham@valmont.com

(402) 359-2201 ext 3397

UPCOMING CONFERENCES

Asia Supply Chain & Operations 2011

Suntec Convention Centre

Singapore

April 7-8, 2011

[Learn more.](#)

APICS and IBF present the Best of the Best S&OP Conference

Chicago, Illinois, USA

June 16-17, 2011

[Learn more.](#)

2011 APICS International Conference & Expo

Pittsburgh, Pennsylvania, USA

October 23-25, 2011

[Learn more.](#)

3 THINGS TO CHECK DURING A GEMBA WALK Page 4 WALK by Jon Miller

As the teaching and implementation lean becomes more of a business there are an increasing number of 72-point surveys and 40-criteria lean maturity assessments. These certainly have value since an end-to-end customer-focused business lean enterprise strategy requires careful evaluation from the perspectives of many disciplines. However sometimes when visiting a customer, supplier or potential acquisition there is only time for a brief gemba walk. In cases like these we must rely on what we can see for ourselves and summarize on a single A4 page in order to gauge the level of lean management. In order to do so without being misled by superficial signs of lean implementation or explanations of why things are they way they are, there are three things to check during a gemba walk: standardized work, kanban and hour by hour boards.

Standardized work

Being by checking standardized work. The reason is that poor or lacking standardized work may foil any attempt at a quick

but meaningful assessment. When standardized work is poor the method may not be agreed, followed or repeatable, the inputs may not be correct, the sequence or combination of activities may vary, as will any the quality of one's assessment.

Things to check:

Is it properly documented, based on type of standardized work (1, 2 and 3)?

Have these been revised within the past month?

Is it being followed?

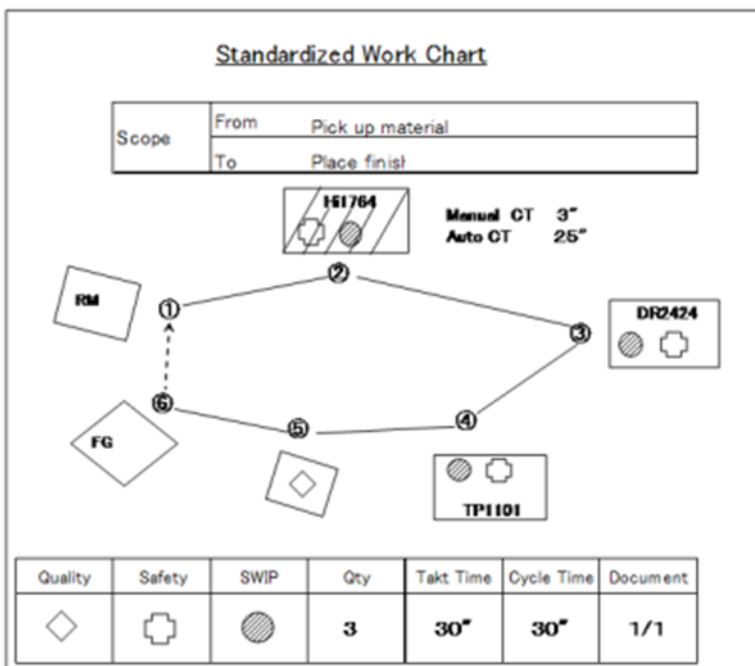
Is there a way to immediately call attention (e.g. andon) when standardized work cannot be followed?

Is the standard work in process inventory clearly and correctly identified?

Does standardized work exist for the off-line, non-routine or occasional work?

A strong showing in the standardized work area is evidence of underlying stability, an understanding of takt - flow - line balancing, the limitation of motion and waiting wastes, the value of standardization as a prerequisite to a continuous improvement culture.

(Continued Page 5)



Checklist



GEMBA (continued) www.gembapantarei.com

Kanban

If standardized work appears to exist in a passable condition then next to check is kanban. We need to verify that the amount of work that is in the system is controlled, at an appropriate level and properly linked with information flow. If this is out of whack, being on-time 100% to a false demand based on overproduction will not mean much when it comes to the hour by hour performance.

Things to check:

Is WIP limited rationally based on factors of demand, supply and variation?

Is there a clear separation between regular and safety stock quantity?

Is information visibly linked to the material (or in transactional terms does the "request" match the "work")?

Does every work piece or container have a kanban attached?

Is there a regular and frequent collection and distribution cycle for kanban?

Is the kanban quantity being reduced continuously?

A strong showing in the kanban category is evidence of the limitation of overproduction and inventory wastes, value stream thinking via linking of material and information flow, and the prerequisite leveling or reduction of lot sizes to the necessary level of flexibility to support a pull system.

Hour by hour boards

Once we are confident that the right work is being done in a standardized way we can check into how smoothly this system runs within a shift and within the hour. In addition, even a passing glance at a few hour by hour boards and their "Remarks" or "Reason" column will reveal the level of problem awareness and cadence of continuous improvement within an organization.

Things to check:

Is there a plan for the day, shift, or hour?

Is the lot size or batch size based on firm order quantity?

Is the actual performance for each hour posted?

Are reasons for deviation from the plan clearly specified each hour?

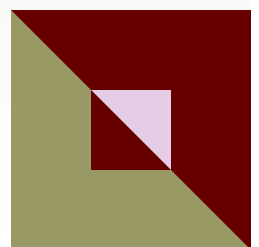
Is there documented evidence of problem response within the hour?

Is there an improvement target?

Hour by Hour Board		Date / /		
Line name		Demand	per shift	
		Takt time	seconds	
Time	Plan	Day Shift		Reason
		Actual	Stoppage time	
7:00 - 8:00				
17:00 - 18:00				
8:00 - 9:00				
18:00 - 19:00				
9:10 - 10:10				
19:10 - 20:10				

The vigorous use of hour by hour boards is evidence of strong shop floor management, early detection of problems, the control of quality and reduction of defects, short cycles of response to abnormalities and evidence teamwork across the organization.

The examples shown are from manufacturing and supply chain but the analogous tools should be visible in a lean service organization. All three of these lean systems are examples of visual management, setting standards and built-in action towards continuous improvement of safety, quality, on-time delivery and cost. When time allows, using open-ended questions (5W1H) rather than closed (yes / no) questions are preferable for deeper learning whenever the answer is "no". Given an hour or two for a more thorough assessment, there are another 20-25 targeted questions to ask on each of these topics, with "Why not?" being one of the most important.



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APICS members receive a complimentary printed or e-download copy of the newly updated *APICS Dictionary*.

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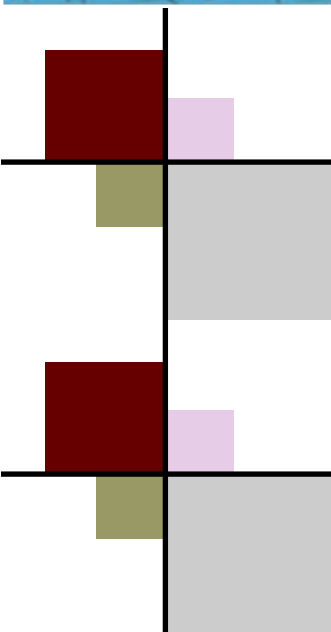
APICS Midlands Chapter Board of Directors is in need of members willing to lend their time and talents to our mission. If you have time and talents that you would like to share, please contact Steve Petersen. It is a great to keep your certification current! The BOD would like to recruit an Administrative Director position to help out with administrative responsibilities. We appreciate all offers of assistance no matter how large or small!

Download the APICS OMBOK Framework, Second Edition

Download your complimentary copy of the *APICS Operations Management Body of Knowledge (OMBOK) Framework*, second edition, to gain access to this dynamic, relevant resource that helps you understand the scope of the operations management profession.

Simply confirm the information below, and we will email you the download link for the *APICS OMBOK Framework*, second edition.

You may order a printed copy of the *APICS OMBOK Framework*, second edition, in the [APICS Bookstore](#).



Don't Miss Out on Your Member Benefits

Update your contact information at apics.org/myinfo.

Introducing the APICS Customer-Focused Supply Chain Management Course

For individuals who interact with and support supply chain professionals

This course provides non supply chain management professionals with an opportunity to gain an insider's view of supply chain management (SCM). It offers fundamental knowledge of the functions of SCM and is designed to quickly and effectively educate team members who interact with or support supply chain activities, helping to increase efficiency and generate ideas for improvements.

Benefits to Participants

Participants in this program will:

- Learn the basic terminology used in SCM and be able to more effectively communicate with SCM teams.
- Understand the basic elements of SCM and how improvements in processes and communication can lead to increased overall customer satisfaction and profitability.
- Be more fully integrated as a part of the team supporting the increasingly important SCM function.



GET STARTED TODAY! Increase your knowledge of basic SCM concepts and participate in the cross-functional and inter-organizational processes of SCM.

CLASSES START SOON
For more information, contact

Chris Graham, : (800) 345-6825 ext. 3397
Email: Christopher.Graham@valmont.com



APICS Supply Chain Manager Competency Model

[Download your copy of the APICS Supply Chain Manager Competency Model](#)

Supply chain managers are crucial to the global economy. They represent a unique discipline responsible for supporting the global network of delivering products and services across the entire supply chain, from raw materials to end customers. Specifically, supply chain managers engage in the design, planning, execution, control, and supervision of supply chain activities with the objectives of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand, and measuring performance globally.

In recognition of this, APICS developed the Supply Chain Manager Competency Model to guide individuals considering careers in supply chain management, supply chain professionals seeking to advance their positions, and human resource managers who are hiring in this fast-growing field.

About the Model

The structure of the APICS Supply Chain Manager Competency Model follows guidelines set by the Employment and Training Administration of the United States Department of Labor. The model is visually represented in a diagram for easy reference. The model is organized into tiers of competencies and includes descriptions of the activities and behaviors associated with each competency.

The Competency Model Clearinghouse defines competency as “the capability to apply or use a set of related knowledge, skills, and abilities required to successfully perform 'critical work functions' or tasks in a defined work setting.” In many cases, the competencies outlined in this model are adapted from the APICS Operations Management Body of Knowledge (OMBOK) Framework.

Send any comments and feedback about the APICS Supply Chain Manager Competency Model to pdad-min@apics.org.

[Download your copy of the APICS Supply Chain Manager Competency Model](#)

WE WANT YOU!!!

APICS Midlands Chapter Board of Directors is currently recruiting for Board of Director Positions If you are interested in supporting APICS chapter activities and earning points for continuation of your certification please contact Steve Petersen. (He also wanted me to let you know it involves FREE BEER!)

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APICS Midlands Chapter Board of Directors is currently recruiting for Company Coordinator positions. If you are interested in supporting the APICS mission at your company, please contact Beckie MacDonell. I would be happy to discuss this opportunity with you.

APICS Members-Only Webinar: Résumé Formatting Best Practices

January 26, 2011
1:00-2:00 p.m. CT
[Register now.](#)

APICS Extra Live: Keep Projects Flowing with Visual Project Management

February 10, 2011
1:00 p.m. CT
[Register now](#)

APICS CPIM Recertification Exam

The APICS CPIM Recertification Exam provides an opportunity to individuals whose CPIM credentials have expired. Instead of taking all five CPIM exams again, you can renew your certifications by taking only one exam. [Learn more.](#)

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Editorial Notes

Hopefully you have enjoyed this edition of the APICS Midlands Chapter newsletter. I will be working to publish this newsletter with the latest information for chapter and national events on a monthly basis. Please feel free to contact me with any information you would like to have included in this newsletter. Our publication will include the latest job postings, company events and chapter happenings. If you know of items that should be included please send them to me. In addition, if you see any items that you feel are published in error please let me know.

Thank you for your loyal readership!

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