

OHIO VALLEY APICS Chapter

Peter Springhetti - Editor
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April 2009

Professional Development Meeting

>>>>>>>PLANT TOUR<<<<<<<<

What: "Conflict Resolution"
Who: Charmaine McDowell, Director,
 Center for Human Resource
 Development, University of Southern
 Indiana
When: Tuesday, April 21, 2009
Where: Haubs Steak Haus, Haubstadt, IN
When: 5:45 PM (CST)
Cost: \$20

Contact Vicki Dills at 812-634-4690 or by
 email at vicki.dills@kimball.com no later
 than noon, Friday April 17, 2009.

About our Topic.....

Resolving Conflict

Differences in an organization can lead to process improvement or a better understanding of people, if handled correctly. When handled incorrectly, differences can evolve into war, leading to damage of productivity and morale. This program focuses on how to recognize the signs of conflict and how to keep conflict from escalating by using the most appropriate resolution tactic.

About our Speaker.....

Charmaine McDowell, director of the USI Center for Human Resource Development, provides training and consulting services for regional manufacturing businesses and service organizations. In this role she offers a wide array of organizational and professional development courses, as well as provides coaching and consulting services. In addition, Charmaine serves as university liaison for a variety of professional associations and business groups who partner with USI.

The balance of our Professional Development Meeting Schedule is shown below!

DATE	TOPIC	SPEAKER	LOCATION
April 21	Conflict Resolution	Charmaine McDowell, USI	Haubstadt
May 19	Lean Mfg/ Jasper Engines Plant Tour	Jasper Engines Lean Team	Jasper

**Meet our 2008-2009 Ohio Valley
APICS Officers & Board
Members →**

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Greg Beck – Jasper Engines
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President's Message

Hello all

I would like to invite everyone to attend the April Meeting. This should be a very interesting meeting! Charmaine McDowell will be talking about conflict resolution. You only have one more opportunity after this meeting to come out and network with your peers.

I would also like to ask for your help. We have started planning for next year and we really need your input. What topics would you like to learn more about? Are there plant tours that you have an interest in taking? Would you like to serve on the Board of Directors? Please let me know your ideas as soon as possible.

Hope to see you all @ Haubs April 21

Steve

Steve

Congratulations!!!!

Please Note that our Ohio Valley APICS Chapter achieved the Silver Chapter Benchmarking and Reporting Award(C-BAR) again this year. Thanks to all for making this achievement possible! See our award logo at the top of the newsletter.

Ohio Valley APICS Education Schedule.....See below for tentative class dates and locations!!!!

CPIM Modules:

Class	Date	Location	Instructor
MPR (Master Planning of Resources)	TBD	TBD	TBD
DSP (Detailed Scheduling and Planning)	9/10/08 - 11/12/08	Berry Plastics	Steve Caskey
ECO (Execution and Control of Operations)	1/15/09 - 3/18/09	TBD	Steve Caskey
SMR (Strategic Management of Resources)	TBD	TBD	TBD
BSCM (Basics of Supply Chain Management)	TBD	TBD	TBD

Contact Denise Astrike (812-634-3394 or Denise.Astrike@kimball.com)
For enrollment, class schedule, location.
Cost - BSCM \$395.00; MPR, DSP, ECO, SMR \$375.00 each

CSCP Modules:

Domains	Date	Location	Instructor
SCMF (Supply Chain Management Fundamentals)	TBD	TBD	TBD
BCOPL (Building Competitive Operations, Planning, Logistics)	TBD	TBD	TBD
MCSR (Managing Customer, Supplier Relationships)	TBD	TBD	TBD
IT (Information Technology to Enable SCM)	TBD	TBD	TBD

Contact Denise Astrike (812-634-3394 or Denise.Astrike@kimball.com) for eligibility requirements, enrollment, class schedule and location.
Cost - \$1000.00; Exam Voucher \$550.00 for members, \$700.00 for non-members

Deadline Approaching for the March 21 APICS CSCP Exam

Competition is fierce in today's job market – earning an APICS CSCP designation demonstrates to employers that your members are committed to excelling in the profession. The eligibility deadline is January 23, 2009, and the registration deadline is February 6, 2009. [Visit here](#) for additional information about the March 21, 2009, APICS CSCP exam. For questions about the 2009 exam dates, contact certification@apics.org.

APICS Dictionary, 12th Edition
The *APICS Dictionary*, 12th edition, includes 500 new terms, giving APICS members access to both the tried and true terminology necessary to professional success, and the terminology used in emerging techniques and trends.
Members may download their complimentary copy of the *APICS Dictionary*, 12th edition. Link to <http://www.apics.org/Resources/APICSDictionary.htm> or [view here](#) for more information.

CHAPTER NEWS AND HIGHLIGHTS.....

Nothing to report this month!

Please visit the following link to learn more about CPIM certification and curriculum:

<http://www.apics.org/certification/CPIM/default.htm>



Visit us at our website:
<http://www.apicsohva.org>

Just a reminder!!!.....

2009 APICS International Conference & Expo
October 4-6, 2009
Toronto, Ontario, Canada

***Our Feature Article This
Month.....***

Competing Ideas Standard Work Procedures

By [Wayne Chaneski](#)

One of the first steps in improving any manufacturing operation is identifying the best way of performing a particular task, then developing a standard work procedure for everyone to follow. A standard work procedure is the result of organizing tasks in the best sequence of steps to make the best use of people, equipment, tooling and materials. It's not that we want to turn every worker into a robot, but we do want everyone to follow recognized best practices. Sometimes the best practice is a moving target (what is best today may not be so tomorrow), so companies must understand the importance of

continuous improvement and make this an integral part of operating the business.

So why is it so important to have standard work procedures? Consider the following.

- A standard work procedure is the best way to ensure performance consistency. A documented standard increases the likelihood that results will be consistent, which is critical to achieving a high quality product. The standard serves as a road map. If we don't have the road map, how do we know how to get where we are going?
- Standardized work procedures make continuous improvement possible. If everyone does things a different way, how can we ever expect to improve a process? A standard conveys the expectation that everyone works the same way. Standards do not have to be permanent. If someone discovers a better way, that can then become the new standard.
- Standards allow us to measure performance fairly. When people work the same way, performance expectations can be established. We can establish a fair output rate and judge everyone by that rate. Without standard work procedures, we could not establish legitimate expectations, and

managing the workforce would be difficult.

- Standardized work increases the likelihood that all activities will be carried out in a safe manner. Effective standards focus on safety, and unsafe practices are formally eliminated from the process.
- Standardized work procedures are essential when training new employees. It is challenging enough for a new employee to learn a job. The process is made even more difficult if the new employee is shown different techniques by different employees.

When trying to standardize a work procedure, we need to observe the process and work with the people actually doing the job. It is important to ask a lot of questions so we can understand the reasons (or perceived reasons) people are doing things the way they are. This understanding is paramount in getting workers to play an active role in establishing the best work procedures and, ultimately, the most effective standards.

As we observe the process, we must identify those activities that do not add value. These are the activities we must try to eliminate, reduce or improve in order to establish the best process. Non-value added activities such as leaving the work area to get parts or tools, bending or reaching for needed items, waiting for something to happen before work can begin, reading and filling out

reams of paper, carrying things to other areas for processing, performing the same task more than once, and doing more than is necessary to achieve part functionality are clear targets to be addressed. Also, we need to look at activities that may appear to be necessary but are no longer required. Keep in mind that we can all fall into the trap of doing things because we have always done them.

When we have reduced the number of non-value-added processes to the most practical level, then we should look at improving the value-added activities. However, there may not be as much bang for the buck in this effort. Traditionally, we have focused our improvement efforts on value-added activities such as machining cycles and assembly techniques and have done well in these areas. Although anything can be improved, sometimes the time and capital required to achieve meaningful improvement is not justifiable. Once we have what we believe is the best process in place, then we must look to develop a standard work procedure. This means that everyone involved in the process must buy in to the procedure. If these people have been involved along the way and have had an opportunity to voice opinions and offer ideas, this buy-in should be almost automatic. Once we adopt the standard work procedure, we must document it in some manner and periodically follow up to ensure that the standard is being followed.

Think about some of your manufacturing processes. Does

everyone perform a certain task the same way, or is there room for interpretation (and therefore error)? If standard work procedures are not currently in place, establish a plan, and get the ball rolling.