

FEEDBACK

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Serving Milwaukee, Waukesha, and Washington Counties
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SNAP-ON'S JOURNEY OF "PEOPLE & PROCESS."

Over the course of the past four years, Snap-on's Milwaukee plant has implemented a series of cost-saving and profit producing manufacturing innovations while continuing its commitment to excellence and dedication to its employees. Snap-on Milwaukee always has and always will be a proactive, responsible and productive member of the Milwaukee and Wisconsin business communities.

Faced with implementing new product lines from closed manufacturing facilities while incorporating displaced employees into the Milwaukee work force, the management at the Snap-on Milwaukee plant developed innovative and effective strategies to reduce costs while increasing productivity.

Snap-on Tools Milwaukee hand tool plant began its lean journey in 2004 with the announcement of the closing of two of the five Snap-on manufacturing facilities in the hand tools group. The Milwaukee plant survived the plant closings and was awarded three new lines of business. The plant's strategy was to incorporate the new business into the existing footprint. Along with the new business lines and equipment, came displaced associates from the Kenosha, WI and Mount Carmel, IL manufacturing facilities.

Snap-on Milwaukee's management team had process challenges to overcome in bringing in the new lines of business, but that proved to be the easier piece. It was ultimately the recognition that the people are the means to process improvement that put Snap-on Milwaukee on the right path on its journey to lean manufacturing. So began the journey of "People & Process."

Some of the Snap-on Milwaukee's plant improvements can be defined through its metric improvement over time:

- ***Reduced Safety Incidence rate of 56%***
 - ***Achieved dramatic improvement in customer ppm from 5,000 to less than 200 ppm.***
 - ***First pass yield improved from 85% to 99%***
 - ***Reduced lead times through the plant from 56 days to 12 days.***
- On-time delivery improved from 37% to 99%***

The most dramatic improvements are in the metrics around engaging people in the process. Over the same time period:

- ***Rapid Continuous Improvement (RCI) participation improved to 60% participation rate.***
 - ***RCI resources increased from one to 54 (most are shop floor based).***
 - ***Kaizen Implemented Program producing 400+ improvements in the initial year.***
 - ***99% participation in the Associate "Learn Tools to Earn Tools" program.***
- 95% participation in the Corporate sponsored RCI Passport Training program.***

In 2008, these innovations over the past four years resulted in the Snap-on Milwaukee plant improving on its safety, quality, delivery and cost while improving the speed and flexibility of its operations

Presenter

Jeff Albee, Plant Manager, SNAP-ON, INCORPORATED

Jeff began his lean journey with HNI Corporation in 1993. He was formally trained by the Japanese consultants who founded the Toyota Production System. They then formalized the consulting group Shingijitsu; teaching lean principles across the country. While at HNI, Jeff held various management roles in both operations and marketing. Most recently as Plant Manager of the Seating and Storage Plant. The plant was part of a corporate footprint reduction initiative that consolidated three plants into one warehouse facility. While at Snap on, Jeff has led the dramatic improvement in key performance metrics of safety, quality, cost and delivery at the Milwaukee Plant.

About SNAP-ON, INCORPORATED



Snap-on Incorporated is a leading global innovator, manufacturer and marketer of tools, diagnostics, equipment, software and service solutions for professional users. Products and services include hand and power tools, tool storage, diagnostics software, information and management systems, shop equipment and other solutions for vehicle dealerships and repair centers, as well as customers in industry, government, agriculture, aviation and natural resources. Products and services are sold through the company's franchisee, company-direct, distributor and Internet channels.

Through the years, Snap-on led the way with a vision of becoming the customer's total solutions provider. Committed to meeting customers' rapidly changing needs, the company enhanced its leadership position by increasing the capabilities it offered and expanding the availability of solutions, including diagnostics, under-car equipment, vehicle service information, product procurement/facilitation and business management systems.

Today, Snap-on is a \$2.8 billion, S&P 500 company headquartered in Kenosha, Wisconsin, offering products and services that are available around the world.

www1.snapon.com

About SME



For 75 Years, SME is Where Manufacturing Comes Together

The Society of Manufacturing Engineers is dedicated to bringing people and information together to advance manufacturing knowledge. We are internationally recognized by manufacturing practitioners, companies and other organizations as their source for information, education, and networking.

We support manufacturers from all industries and job functions through our events and technical and professional development resources. A firm workforce development supporter, SME invests heavily in manufacturing education.

<http://chapters.sme.org/004/>

About APICS Milwaukee



Welcome to the Milwaukee Chapter of APICS.

Our goal is better communication with our members about news and events. Please visit often to see what's new and learn more about how being a member of APICS can help give you a competitive advantage. We encourage feedback regarding the effectiveness of this site. Feel free to contact us with your comments.

Since 1957, APICS has met the educational needs of its members and their employers by developing educational programs and materials to increase productivity and enhance their competitive advantage.

Formerly known as the American Production and Inventory Control Society, APICS has expanded to meet the needs of professionals in all areas of resource management, including inventory, materials, information systems, accounting/finance, supply chain, and all other functional areas that contribute to the overall efficiency and productivity of an organization.

www.apicsmilw.com

From the President:

As Spring is here, the 2008-2009 program year is quickly drawing to a close. Elections for the Board of Directors of the chapter were held at our March PDM and I am proud to announce the following Officers and Directors for the 2009-2010 program year:

Officers:

President	Greg Whalen
President-Elect	Bill Fitzpatrick
Secretary	Bruce Landay
Treasurer	Bridget Lazlo

Directors:

Education	Virginia Rosales and Bob Lichtfuss
Marketing / PR	Kurt Horner
Membership	Shawn Duffy
Communications	Joanna Weyer
Website	Randy Schmidt
Student Relations	Justin Fluegel
Programs	Sue Dunn

Thank you to everyone who volunteered, it is through the work of these volunteers that we are able to provide an educational forum for Operations Management professionals in the Milwaukee.

The Board of Directors has been working to finish the year out just the way we started-with a bang! We have two excellent events planned for April and May, I hope you are able to attend. In April, we have teamed up with the local chapter of the Society of Manufacturing Engineers (SME) to present the Lean Journey of Snap-On, one of the leading businesses in the Milwaukee area. Our speaker will be Jeff Albee, Plant Manager, and Jeff will share with us how Snap-On has been so successful in their Lean implementation through what they call Associate Alignment. We like to work with another professional organization with similar interests every year to give you the opportunity to talk to and share ideas with individuals you may not otherwise have the opportunity to meet. Just another great networking opportunity through APICS!

In May we will be hosting a panel on International Business. This is an event I am particularly excited about because we have assembled a very diverse group of professionals in an effort to touch nearly every area of International Business. As the economy has become global and supply chains go far beyond the boundaries of country and continent, this is your opportunity to ask questions of industry professionals.

We will be covering:

- Currency exchange and Accounting
- Freight and Customs
- Language and Communication
- Production Planning
- Negotiations and Timing

Finally I want to invite you to, if you have not already, consider joining me and other local APICS members on the Networking website Linked In (www.linkedin.com). We have caught up with technology and established an online community to share ideas and information. You will find a local group for the Milwaukee chapter as well as a group for the national organization, I have found it helpful to be a member of both. If you would like more information, feel free to drop me a line.

Best regards,

Joanna

Volunteers Needed to Conduct Interviews

This month we are sponsoring a scholarship program for our student chapters. To enhance the experience further for the students, we will be having them apply for generic positions via a cover letter and resume. One position is for operations management and the other is a supply chain professional.

We are currently seeking professionals in the respected fields and Human Resource personal that would like to participate in the panel style interviewing of the students. The event is being hosted by Carroll University in Waukesha on Saturday April 25th 2009. We will be starting at 8:00AM and finishing by 12:00.

If you would be willing to volunteer, please contact Justin Fluegel at:
student.relations@apicsmilw.org

APICS Milwaukee Job Board

Check out these or other career opportunities at:

www.apicsmilw.org/jobboard

Commodity Manager

Brown Deer, WI

APICS Milwaukee Roundtable Discussion Group

Wednesday April 8, 2009; 7:30—9:00 a.m.

At Maxwell's inside Midway Lodge, I-94 and Moreland Road in Brookfield

The APICS Milwaukee Roundtable Discussion Group enables you to:

- Align yourself with others in the Production and Inventory Control Field
- Brainstorm possible solutions to current issues
- Collaborate with others to develop best practices
- Discuss current trends
- Educate and learn from you peers

The Roundtable Discussion Group meets at Maxwell's inside the Midway Lodge at Moreland Road and I-94 in Brookfield on the 2nd Wednesday of each month from 7:30—9:00 a.m. The Roundtable provides members the opportunity to discuss current topics, informally, while enjoying breakfast.

Please check the APICS Milwaukee website, www.apicsmilw.org for more details.

If you have questions or plan on attending the discussion, please notify:
Janice DeCaluwe or Fred Kindelberger at one of these email addresses:

Janice.DeCaluwe@zero-zone.com or **fkindelberger@orion-corp.com**

Be A Company Coordinator

If you work in a larger organization where some of your co-workers would benefit from the APICS body of knowledge, become a coordinator for your company. It's easy and requires very little time. As a company coordinator, all you need to do is promote APICS events at your company. You could do this by posting notices on a bulletin board, or forwarding emails to those who may not yet be APICS members but would benefit from some of the APICS educational opportunities.

If you have questions, or would like to become a company coordinator, please email us at:
marketing@apicsmilw.org.



APICS Certified Supply Chain Professional™

APICS brings you the first comprehensive educational program designed for operations and supply chain management professionals, the APICS Certified Supply Chain Professional (CSCP).

This program provides in-depth knowledge and understanding in the areas of supplier and customer relations, international trade, the use of information technology, and physical logistics.

Find out if the APICS CSCP program is right for you. Visit www.apics.org/CSCP to learn more and try a FREE demo of the CSCP Learning System, a comprehensive exam preparation course.



APICS CSCP
Learning System



Here is what a customer said about the CSCP classes:

As a successful candidate for the CSCP certification, I would highly recommend attending the classes sponsored by the Milwaukee Chapter of APICS. Every week the self-study material provided by the national APICS association was reviewed, along with concrete examples provided by the instructors to illustrate the application of that material. The classes provided a means to review the material on a timely basis, and provided an opportunity to share industry experience among class members. The classes constantly stressed the value of partnerships between suppliers, manufacturers, and customers, along with the necessity to make decisions based on value to the entire supply chain. Without the classes, it would have been difficult to understand the issues driving the modern day globalized supply chain applicable to all industries and services.

Mary Schneider, CSCP
Test Analyst
Catalyst International

WCTC
Waukesha County Technical College
All classes are held Wednesday evenings at WCTC
Call 1-262-695-6576 or emailcctmatrix@wctc.edu to Register
Classes Began March 4, 2009 The next class will begin in fall.

Certified in Production and Inventory Management

Since 1973, the CPIM program has educated more than 75,000 manufacturing professionals on essential terminology, concepts, and strategies related to demand management, procurement and supplier planning, material requirements planning, capacity requirements planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.

Benefits of CPIM

A CPIM education can help you to

- Increase your functional knowledge of production and inventory management
- Improve efficiency across the processes of your organization's supply chain
- Streamline operations through accurate forecasting
- Predict outcomes more accurately
- Maximize customer satisfaction by delivering products and services Just-in-Time
- Increase profitability by optimizing your organization's inventory investment
- Enhance your credibility among peers, employers, and customers.

Who should earn the CPIM designation?

A CPIM education is essential for professionals involved in

- Production and inventory management
- Operations
- Supply chain management
- Procurement
- Materials management
- Purchasing



CPIM Modules

Candidates must pass all exams for the following modules

Basics of Supply Chain Management

Master Planning of Resources

Detailed Scheduling and Planning

Execution and Control of Operations

Strategic Management of Resources

CPIM Exam Preparation

Prepare for your next CPIM exam through APICS Chapter Review Courses, APICS Certification Review Workshops, online APICS CPIM review courses, APICS CPIM primary references, or APICS CPIM self-study.

All CPIM classes are held Saturdays at WCTC—Waukesha County Technical College

Call 1-262-695-6576 or emailcctmatrix@wctc.edu to Register

Fundamentals Training Course

Classes Began March 4, 2009. The next course will begin in fall.

Does manufacturing terminology have you confused? Do you have employees new to manufacturing?
APICS Fundamentals of Production & Inventory Control

The APICS Fundamentals of Production and Inventory Control is an exciting classroom based, instructor-led educational opportunity for people new to materials and management operations — or people working in positions that interact with this field.

Participants gain practical, essential skills that help them become more effective and productive in their jobs. The course is a series of (10) modules which teach basic concepts, techniques, and terminology. This highly successful course is facilitated by APICS certified instructors who all have real world experience in materials and operations management.

For people aspiring to APICS certification, Fundamentals establishes a solid entry-level base of knowledge upon which to build.

The (10) modules of Fundamentals are:

Overview and Forecasting

Subject Areas:

- Introduction to Production and Inventory Control
- Introduction to Forecasting
- Forecasting Applications

Bill of Material Structuring

Subject Areas:

- Bill of Material Terminology and Techniques
- Considerations in Structuring Bill of Material
- Manufacturing vs. Engineering Bills of Material
- Special Structuring Techniques

Inventory Control/Stores Control

Subject Areas:

- Inventory Management Overview
- Inventory Accuracy
- Inventory Control Technique
- Organization Consideration for Effective SFC

Master Scheduling

Subject Areas:

- What is a Master Schedule?
- What should be Master Scheduled?
- Who should do the Master Scheduling?
- How does a Master Schedule get updated?

Material Requirements Planning

Subject Areas:

- MRP Principles and Concepts
- System Design and Specifications

Capacity Planning

Subject Areas:

- Load Leveling
- Principles & Concepts of Capacity Planning Technique and how it works

Production Activity Control

Subject Areas

- What is Production Activity Control?
- Prerequisites and relationship to other systems
- Five major functions of operating schedules
- Implementation, considerations and benefits

Just-In-Time

Subject Areas

- General concepts
- Integration and application

Purchasing

Subject Areas

- Vendor negotiations
- Vendor lead times
- Vendor capacity planning

Managing the Total System

Subject Areas

- Overview: Materials Management Function
- Performance measurements
- Aggregate planning



To Register
Call: 262.695.6576
or Email:
cctmatrix@wctc.edu

Basics of Supply Chain Management
January 3, 10, 2009
8:00 a.m. – 4:30 p.m.

Strategic Management of Resources
January 17, 24, 2009
8:00 a.m. – 4:30 p.m.

Master Planning of Resources
January 31, February 7, 2009
8:00 a.m. – 4:30 p.m.

Execution and Control of Operations
March 28, April 4, 2009
8:00 a.m. – 4:30 p.m.

Detailed Scheduling and Planning
February 28, March 7, 2009
8:00 a.m. – 4:30 p.m.

Strategic Management of Resources
May 2, 9, 2008
8:00 a.m. – 4:30 p.m.

Fundamentals of Production & Inventory Control
March 4, 11, 18, 25, 2009
April 1, 2009
8:00 a.m. – 4:30 p.m.

Certified Supply Chain Professional
Feb 25; March 4, 11, 18, 25, 2009
April 1, 8, 15, 22, 29, 2009; May 6, 13, 20, 2009
6:00 – 9:00 p.m.

Certification Maintenance

The APICS Certification Maintenance Program is available to keep APICS CPIM, APICS CFPIM, and APICS CSCP designees at the top of their game. The program incorporates a variety of professional development opportunities for APICS certification designees to stay current and continue reaping the benefits of the APICS community.

Maintaining your APICS certification through professional development points

The APICS Certification Maintenance Program uses professional development points as a simple way for you to keep track of your APICS certification maintenance activities. Once you earn your APICS certification, most operations management-related activities will help you earn points toward maintaining that certification.

APICS CPIM and APICS CSCP designees must earn a total of 75 professional development points within five years of receiving their designation. APICS CFPIM designees must earn a total of 100 professional development points in the same span of time.

Activities that help you earn APICS Certification Maintenance Points

- **APICS Membership (6 points per year)**
- **APICS Conference & Exposition (24 points for full conference registration and attendance)**
- **APICS Webinars (1 point per instructional hour)**
- **APICS CPIM and CIRM Exams (10 points earned for each exam passed)**
- **APICS CSCP Exam (20 points earned for passing the exam)**
- **Other operations management-related activities (1 point per instructional hour)**

APICS Certification Maintenance Program Bulletins While the program is simple, it is essential for you to have all of the details at your fingertips to ensure you are able to maintain your APICS certification with ease. Below are the APICS CPIM/APICS CFPIM and APICS CSCP maintenance bulletins. Please take a moment to download the appropriate bulletin for you.

- **APICS CSCP Certification Maintenance Bulletin**
- **APICS CPIM/APICS CFPIM Certification Maintenance Bulletin**

Other helpful downloads—You will have to submit the Certification Maintenance Application and the Professional Development Journal, which are also included in your APICS certification maintenance bulletin, and processing fee within five years of receiving your APICS certification.

Questions?

View the [Frequently Asked Questions page](#) on the APICS website for more detailed information about certification maintenance or send an e-mail to certmain@apics.org.

APICS Milwaukee Board of Directors 2008-2009

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www.apicsgreatlakes.org

National Website:

www.apics.org

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APICS Milwaukee Chapter Mission Statement

“APICS is the global leader and premier provider of information and services in production and inventory management and related areas.

The mission of the Milwaukee Chapter is to enable members, enterprises, and individuals in Southeastern Wisconsin to add value to their business performance.”