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AMETORONTO2013  
**EXCELLENCE**  
INSIDE  
CONFERENCE<sup>SM</sup>



[www.ametoronto.org](http://www.ametoronto.org)

**October 21 - 25, 2013**

## FedEx BENCHMARKING TOUR

March 21-22 | Memphis, TN

### WHO SHOULD ATTEND?

This event is intended for only **SENIOR EXECUTIVES** who are looking to jumpstart their Lean transformations, benchmark their operations against best in class or collaborate with other executives facing similar problems.

**MORE INFO:** <http://www.ame.org/events/fedex-benchmarking-tour>

## Upcoming Events

Events	Dates	Location	Cost
FedEx Benchmarking Tour	March 21-22	Memphis, TN	\$650
AME Spring Conference	April 15-18	San Antonio, TX	\$1,295
Lean Certification	May 1	Webinar	\$25
Idea Systems	May 9	Seneca, SC	\$245
AME International Conference	October 21-25	Toronto, ON	\$2,699

To sign up for AME events, contact AME at 224-232-5980. To host an AME event in your area contact a SE Region Director in your state.

## UPCOMING EVENTS

### FedEx BENCHMARKING TOUR

March 21-22 | Memphis, TN

#### EVENT DESCRIPTION

**FedEx**, long the standard of global material handling, is offering AME members a unique opportunity to see, first hand, just how they do what they do.

Attendees will watch the fabled “Night Sort.” As part of the evening, members will tour the Memphis Hub where millions of packages are sorted nightly and sent to their final destination, all within a matter of minutes. Participants will also tour the Global Operations Control Center (GOCC), the epicenter of the FedEx commitment to being on time every time. Participants will also fly the same flight simulator used by FedEx pilots, doing take-offs and landings of the MD11.

The real opportunity begins on day two when Senior FedEx Executives will meet with participants to discuss:

- Quality Driven Management, the FedEx version of the TPS. Learn what FedEx means when they say: “People, Service, Profit,” why the order is important and how attention to this behavior drives success.
- Express Operations the FedEx version of Lean. This discussion will include an honest assessment of what happened when FedEx found its transformation adrift, and how they got it back on course. Recall that FedEx provides a service, not a product, yet has still found Lean critical to their success. Learn how and why.
- Managing in a Complex IT World. FedEx has come to realize how important real time information is to their business; from security, to driving business through their webpage, to tracking a shipment anywhere on the globe, to identifying emerging opportunities and avoiding threats. Learn about their IT strategy and where they see it leading.
- Global Selling will address the FedEx strategy behind selling their services throughout the world.

**MORE INFO:** <http://www.ame.org/events/fedex-benchmarking-tour>

**Sign Up Now! Call AME at 224.232.5980.**

### REFER A MEMBER

As an AME member you know that a strong community of professionals dedicated to enterprise excellence is at the core of our Association. But did you know that the best way to maximize your benefits within this network, is to expand it? When you serve as an AME ambassador, you not only help enhance the resources you need to excel in your career, you also help us make a stronger impact on our vital industry.

Learn more at <http://www.ame.org/refer-member>

## UPCOMING EVENTS

### LEAN CERTIFICATION: A PROFESSIONAL CREDENTIAL

May 1 | Webinar

#### WEBINAR DESCRIPTION

This webinar will provide an in-depth understanding of the Lean Certification process.

**MORE INFO:** <http://www.ame.org/events/lean-certification-professional-credential>

### IDEA SYSTEMS: HOW TO IMPLEMENT EMPLOYEE IDEAS

May 9 | Seneca, SC

#### WEBINAR DESCRIPTION

The workshop will include multiple learning stations that will provide practical guidance on how you solicit ideas for all employees, select and prioritize ideas to implement and include employees to participate in implementation.

#### Workshop sessions include:

- Idea system presentation and discussion
- Review of host site idea system
- Question and answer with idea system panel
- Learning stations that cover submission, prioritization, response and implementation of employee ideas
- Plant tour of engineered to order assembly and fabrication processes

#### HOST DESCRIPTION

**Schneider Electric** is the global specialist in energy management. As a global specialist in energy management with operations in more than 100 countries, Schneider Electric offers integrated solutions across multiple market segments. Focused on making energy safe, reliable, efficient, productive and green, the Group's 140,000 plus employees achieved sales of 24 billion euros in 2012, through an active commitment to help individuals and organizations make the most of their energy.

#### SPEAKER

**Kyle Hamm, VP Supply Chain Performance and Development**, has over 18 years experience in manufacturing and supply chain management. His previous experience includes plant manager, industrial strategy, continuous improvement director and oversight of global supply chains. The Peru, Indiana facility received the Assembly Magazine Best Plant Award in 2006 under his leadership.

**MORE INFO:** <http://www.ame.org/events/idea-systems-how-implement-employee-ideas>

**Sign Up Now! Call AME at 224.232.5980.**

## AME CORPORATE MEMBER BENEFITS

As a Corporate member all of your employees may attend AME events, including conferences and workshops at AME member rates. Five key contacts within your organization will become full AME members and receive the following:

- Access to the Benchmarking Community of Practice Query program and a website query library.
- Subscription to the award winning publication *Target* magazine and monthly online newsletter *Target Online*.
- Access to the website portal on AME.org for *Target* magazine and *Target Online* along with complete archives of both publications.
- Participate in monthly AME webinars for free.
- Online access to future benchmarking and lean assessment tools.

### Corporate Membership Options

#### Site Membership

A site is defined as a single physical location or campus with multiple plants/facilities within a short distance from each other. **All employees** at your site can attend AME events at the AME member rate. A one year AME Corporate Site Membership is only \$1,000. Multi-year discounts are also available.

#### Enterprise Membership

An Enterprise includes all of the corporation's facilities within North America. Each facility can identify 5 employees to become full members in AME and **all employees** can attend AME events at the AME member rate. A one year AME Corporate Enterprise Membership is only \$5,000. Multi-year discounts are also available.

**For additional information or to join:** Contact Robert Carlson, AME Business Development Manager at 224-232-5980, ext. 227 or [rcarlson@ame.org](mailto:rcarlson@ame.org).



## AME WEBINAR SERIES

Each month world recognized speakers will be making 1-hour presentations representing a wide variety of topics. Authors, Shingo Prize recipients, and thought leaders in their respective areas form the line-up of presenters. Webinars are very modestly priced at \$25 for members, \$50 for non-members and free for corporate members. The webinar series is just one way that AME is trying to increase the value it delivers to its members, and better fulfill its mission of “Share-Learn-Grow”. So gather up some colleagues at your organization and register for a webinar today.

The upcoming line-up includes:

- 10 Financial Secrets of Truly Lean Companies: April 9
- A3 Reports: Beyond Documentation: May 15
- TWI 101 Overview: June 13

Go to <http://www.ame.org/webinars> for more details on these and other webinars scheduled through the end of the year.



### Five Benefits of Hosting a Regional Event

- 1 - As a host you can select the subject. Identify a “gap” in existing knowledge or Experience within your organization. AME will bring in a facilitator to teach the host participants as well as the other attendees.
- 2 - Hosting an application based event (e.g. a kaizen event) will provide the Host company with Tangible improvements in the selected area. Attendees from other companies will be valuable resources during the event to implement real change. AME will bring in a facilitator if required.
- 3 - Build your network of fellow Continuous Improvement and Operational Excellence professionals that will provide continued benefits long after the Event
- 4 - Receive suggestions for improvement from attendees after a tour of the Host facility
- 5 - Use the event as a “rallying point” for the organization to progress to the next level in Your quest for Operational Excellence, or to reinvigorate a stalled effort.

Value Stream Mapping, Lean Office, Pull Systems, TPM, TWI, Daily Visual Management – whatever the subject area - AME can help you close an Existing knowledge gap. Contact Southeast Program Director, Hank Czarnecki, email: [leanhank@auburn.edu](mailto:leanhank@auburn.edu) to discuss the possibility of holding an event at your facility..

## GAIN THE MOST FROM PLANT TOURS

### Master the Art of the Gemba Walk

Got a hankering to learn “up close and personal” about lean/continuous improvement? Accept an invitation for a plant visit through your local network, customers, suppliers, neighboring plants and other contacts, or participate in AME conference tours/regional events. Be prepared to listen and look with an open mind. Look for basics such as visual systems, suggested Brian Seelig, vice president of global manufacturing, Minteq in Bethlehem, PA. “The process should be readily visible and telling you a story,” Seelig said. Although repetitive manufacturing work flow differs from process plant flow the same visual signals can be seen -- whether the process is in sync with customer demand, equipment is running in an optimal condition or employees are engaged and actively connected to their internal and external customers.

Standard work is another hallmark of lean operations. Seelig recommended checking for readily-available work instructions (either on paper or digital). Are tools and regularly-used supplies in designated locations? How about 5S and cleanliness issues – do you encounter orderliness in work areas?

Effective communications boost high-performance capabilities. “Are there places for operators to leave messages for each other? They need to let others know about what they’ve been working on as well as any problems or challenges,” said Seelig. “If you time your visit so that you’re present during a shift huddle you will quickly discern whether High Performance Work Systems (HPWS) are part of the lean culture.”

Is there an expectation for improvement built into the culture? Sometimes difficult to discern, it can be reflected in posted kaizen or improvement team reports and scheduled gemba walks by senior plant leadership. After you’ve visited the plant floor, head to the cafeteria and common areas; you should see performance metrics posted.

Seelig also watches for the “smile factor.” Do people smile and welcome you to their work area, explaining their day-to-day tasks? That’s an encouraging sign of engagement in contributing to continuous improvements, and in turn, supporting overall organizational goals.

Another point: When deciding which tours/events to attend, people often take a pass when the host site is not in their industry. “For example, what can a manufacturer learn from a hospital, or vice versa? Answer: a lot,” said Drew Locher of Change Management Associates. “So don’t make this mistake.”

*Lea Tonkin, editor, AME regional newsletters, is the president of Lea Tonkin Communications.*

***For plant tours and presentations designed to provide useful insights in high-performance organizations, register for the AME San Antonio 2013 Spring Conference April 15-18; check [ameSanAntonio.org](http://ameSanAntonio.org) for program and registration details.***



## MAKING “MADE IN AMERICA” A REALITY

Globalization and new technology have reduced the chances of earning a living wage without advanced skills or education, at the same time that the proportion who meet that standard is shrinking. By some estimates, 85 percent of jobs today are classified as “skilled.” There is a heightened demand for complex thinking, communication, and technical skills – making unskilled labor increasingly obsolete.

The educational system has not adapted to the changed priorities around the world—the critical need for more math, physics, engineering and technical knowledge and skills in economic development. This has caused the loss of jobs, while more emphasis on these subjects in China, India and other countries has made our competitors gain employment in manufacturing.

Advanced manufacturing has taken a leadership role in the economic recovery. Reshoring is an emerging trend; instead of “outsourcing” and taking work offshore, it seeks to employ more workers at home. An educated and skilled workforce is critical to the revitalization of advanced manufacturing and the reshoring initiative.

Parents, teachers, guidance councilors, and young people need to get educated about the rewarding and exciting careers in advanced manufacturing. They need to know what advanced manufacturing really looks like — not the dark, dirty outmoded factories of previous generations; today’s manufacturing plants are clean, safe, high-tech automated facilities staffed by well-educated workers operating sophisticated equipment and building complex devices. The U.S. Department of Commerce report “The Benefits of Manufacturing Jobs,” states that manufacturing workers have 17% total higher compensation than non-manufacturing workers.

The [Roadmap to Education Reform for Manufacturing](#) released by the National Association of Manufacturing (NAM), Manufacturing Institute (MI) is a comprehensive blueprint for education reform designed to develop and help recruit the 21st century talent critical for manufacturers to sustain and grow global competitiveness. The report lays out six principles for innovative reform, including moving to competency-based education; establishing and expanding industry-education partnerships; infusing technology in education; creating excitement for manufacturing careers; applying manufacturing principles like “lean” to reduce education costs; and, expanding successful youth development programs.

[Career Pathways](#) is an example of a successful youth program that reaches out to public schools and their students. This program encourages students to consider a career in manufacturing, and helps prepare them, by using the [Manufacturing Pathway Map](#). Career Pathways provides career readiness skills and more advanced knowledge of the same [science, technology, engineering and math](#) (STEM) skills needed for college or jobs in advance manufacturing. Having a highly skilled workforce is the lifeblood of any successful individual, company, industry, and the economy.

As school become more efficient at producing career ready individuals. The next step is provide the right skills training for careers in advanced manufacturing is the NAM-Endorsed [Manufacturing Skills Certification System](#) —a system of stackable credentials applicable to all sectors in the manufacturing industry. It confirms both technical and non-technical skills, assuring that an individual has both the “book smarts” and the “street smarts” to function in a high-paced manufacturing environment.

The Association for Manufacturing Excellence ([AME](#)) has been leading an initiative for the [Revitalization of Manufacturing](#). This initiative is designed to help businesses become more competitive with students and workers being afforded the needed education and training to increase their lifelong learning skills. To learn more about how North American manufacturers are working together to make “Made in North America” an economic reality come to the [AME Spring Conference in San Antonio Texas](#) the 15 through the 18<sup>th</sup> of April.

Manufacturers and alliance partners have a plan that focuses on our schools, the workforce, businesses and policymakers to support increased economic growth. These actions can help increasing the number of career ready citizens for advanced manufacturing. These collective efforts will become the enablers of [a manufacturing renaissance](#) to provide the innovative talent and resources needed to lead the designing and building things in North America, again!

**Prepared by:** Glenn Marshall, Association for Manufacturing Excellence, is leading the initiative for “Manufacturing AS A Desirable Career Path”. Contact him at [marsh8279@aol.com](mailto:marsh8279@aol.com) or [www.ame.org](http://www.ame.org)

# AME **SAN ANTONIO** 2013 SPRING CONFERENCE

ON GROUPS OF 15 OR MORE  
**SAVE 15%**

REVITALIZATION OF **NORTH AMERICAN** MANUFACTURING  
**PEOPLE • PROCESSES • PARTNERS**

**Great companies are forged in the harshest of economic climates.** In spite of the most demanding conditions, they thrive on challenges. They've learned how to weather *tough winters* to enjoy robust revitalization when the *warmth of spring* arrives.



**North American manufacturers find themselves at a crossroad.** Will we strive for the revitalization and bold growth of manufacturing in North America? Or will North American manufacturing shrink in the global marketplace.

The AME **SAN ANTONIO** 2013 **Spring Conference** is focused on the Revitalization of North American Manufacturing.

To revitalize our industry we must learn how to achieve enterprise excellence through innovation around our people, processes and partners.

**Tour innovative locations** in the San Antonio area that showcases why North American manufacturing is competing and winning on the global stage, such as Johnson Controls, Toyota, Frito-Lay, Lancer, CFAN, Lockheed-Martin and M2 Global Technology.

Join us and hear from our **keynote speakers.** Six titans of industry will provide valuable insight into the issues facing North American manufacturers ability to compete and win.



**Harry Moser**  
Founder, Reshoring Initiative

**Drew Greenblatt**  
President,  
Marlin Steel



**Jerry Bussell**  
President, Bussell  
Lean Associates

**Kellie Johnson**  
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Enjoy **18 best practices practitioner-to-practitioner presentations.** Hear how others overcame their challenges, the failures they endured and revelations they discovered on their road to achieving and sustaining amazing productivity gains.

Take part in any of the **16 highly informative workshops.** All AME workshops are led by some of industry's leading consultants. Experts that share lean knowledge that you get to use with pride.

**The AME companion program** provides those traveling with their spouses and families the opportunity to enjoy the sights and sounds of San Antonio.

**Join Us!**

**April 15-18** at the **Marriott Riverwalk**,  
889 East Market Street,  
San Antonio, TX 78205

To **register** go to:

**ameSanAntonio.org**

or contact:

**Veronica Ceaser**

AME Conference Registrar  
tel: 224-232-5980, ext. 223 or  
email: vceaser@ame.org

**AME** Association  
for Manufacturing  
Excellence.

FIND THE TIME TO **SHARE • LEARN • GROW** IN SAN ANTONIO





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## AME MISSION

Inspire a commitment  
to Enterprise  
Excellence through  
Experiential Learning  
by bringing people  
together to Share,  
Learn and GROW.

## AME VISION

A Manufacturing  
Renaissance driven by  
People-Centric  
Leadership coupled  
with Enterprise  
Excellence.

## CORE VALUES

- Volunteerism
- Practitioner Focused
- Integrity & Trust
- Passion for Excellence
- Engaging & Welcoming