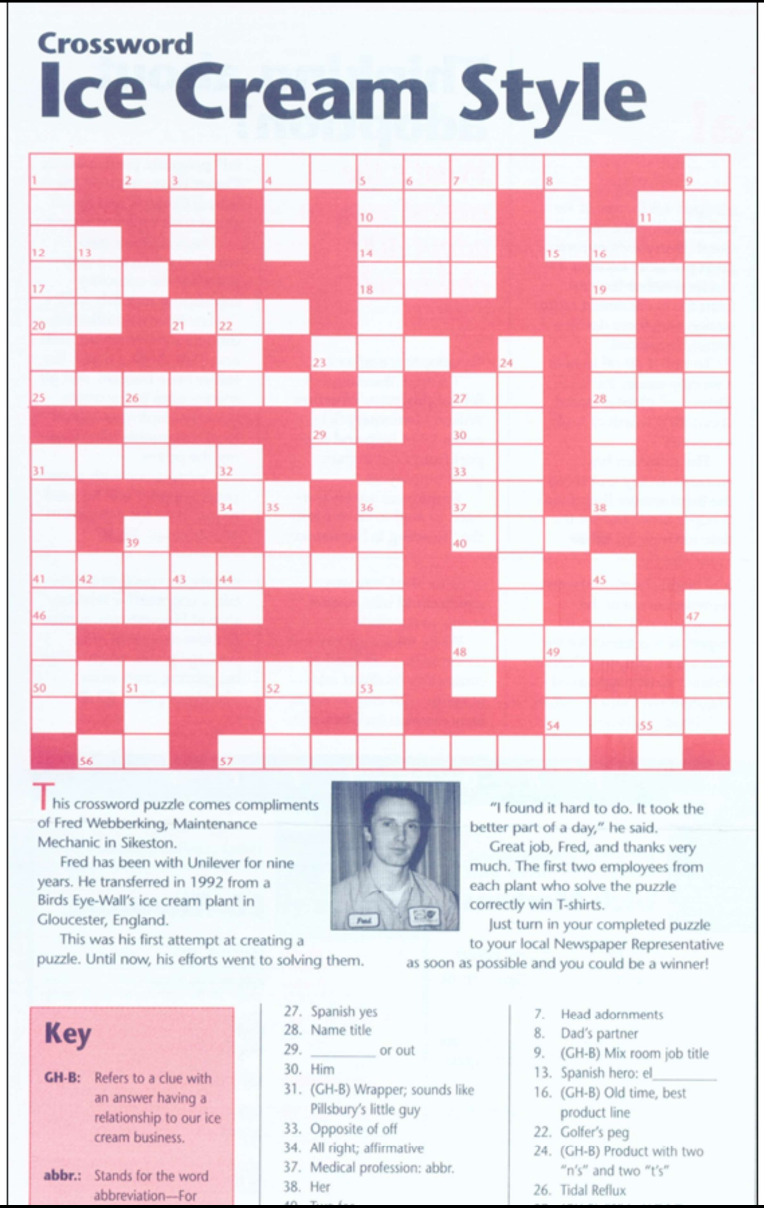


Crossword

Ice Cream Style

This crossword puzzle comes compliments of Fred Webberking, Maintenance Mechanic in Sikeston.

Fred has been with Unilever for nine years. He transferred in 1992 from a Birds Eye-Wall's ice cream plant in Gloucester, England.

This was his first attempt at creating a puzzle. Until now, his efforts went to solving them.

"I found it hard to do. It took the better part of a day," he said.

Great job, Fred, and thanks very much. The first two employees from each plant who solve the puzzle correctly win T-shirts.

Just turn in your completed puzzle to your local Newspaper Representative as soon as possible and you could be a winner!

Key

GH-B: Refers to a clue with an answer having a relationship to our ice cream business.

abbr.: Stands for the word abbreviation—For

27. Spanish yes
28. Name title
29. _____ or out
30. Him
31. (GH-B) Wrapper; sounds like Pillsbury's little guy
33. Opposite of off
34. All right; affirmative
37. Medical profession: abbr.
38. Her

7. Head adornments
8. Dad's partner
9. (GH-B) Mix room job title
13. Spanish hero: el_____
16. (GH-B) Old time, best product line
22. Golfer's peg
24. (GH-B) Product with two "n's" and two "t's"
26. Tidal Reflux

One of my interests is working crossword puzzles. I had the idea to make my own, think up as many clues with answers relating to the ice cream industry then seek to have it published in the company that I was working for at the time newspaper and here's it is…

It doesn't show off my engineering talents, but rather that I take an active participation in company recreation events…

fitesa

Six Sigma$^{\sigma}$ Yellow Belt Training

Greenville Technical College

Six Sigma Yellow Belt

By:
Fred Webberking
(FMS Lead, Plant 1 Simpsonville, SC)

What comes to mind when you read the title of this article? A Fraternity or Sorority? Maybe Karate? In April I lead the first group of Fitesa employees to attend 4 days of Six Sigma Yellow Belt Training at Greenville Technical College at their state of the art **Center for Manufacturing Innovation** facility within the campus of Greenville's CU-ICAR (**Clemson University International Center for Automotive Research**).

Six Sigma? What is it?

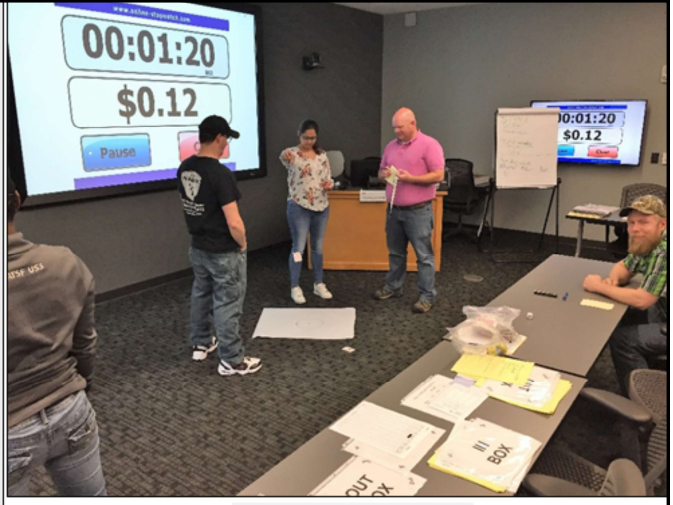
Very succinctly for the sake of this one-page article **Six Sigma** is a problem solving methodology developed at Motorola back in the 1980s. At its heart a tool set to reduce **variation** in a process supply chain. At Motorola they wanted to come up with a data driven, problem solving methodology using statistics and probability tools.

Center for Manufacturing Innovation

Engineers at Motorola came up with the problem solving steps of Define – Measure – Analyze – Improve – Control. This is abbreviated to DMAIC and is a spoken acronym like OHSA \d-may-ick\. Sigma in statistics refers to standard deviation. Six represents the + or - three standard deviation from a process mean.

Sigma is a rating of how well under control you have your process variation. If you can keep your process variation at + or - three standard deviations from its capability process mean you are operating at 99.99966% capability. Meaning your defect rate is only 3.4 (99.99966% of one million is 999.996.6 -1,000,000 = 3.4) per one million opportunities in whatever it is that you are making or doing, from making widgets to safety landing airplanes at an airport.

Six Sigma is typically written as 6$^{\sigma}$ The σ symbol is the lower case version of the eighteenth letter of the Greek alphabet.



I instigated a five (5) days Six Sigma Yellow Belt training course at The Center For Manufacturing Innovation facility at Greenville Technical College on the campus of CU-ICAR (Clemson University International Center for Automotive Research. I organized and facilitated the event, I did not teach it. The biggest training event that I ever organized was a three (3) days 5S training catering for thirty-six (36) people on my own – never again! This was for twenty (20) people and if you have never done something like this let me tell you – it's a challenge. You want have to prove yourself in any other way, believe me…

Challenging from every aspect; organization the dates and times, getting the money to pay for it; working with the education institution on the course curriculum, on site promotion campaign, selecting the people who should attend; working around work shift substitutions; making sure everyone knows where to go; establishing group norms. Putting in the work is worth it as you are elevating people to a new level of awareness in their daily work routine.

The training went very well, my group adhered to the group norms, everyone completed the training course and we all had fun while learning a new skill.

IDENTIFY AND WIN

Below are 6 snippets taken from the packaging display of a product that we make. Identify either the brand or the product of all 6 and win a GH-B T-shirt. Good luck...

A special bonus prize will be given to the first two contestents who successfully identify both the brand and the product.

Not content with crossword puzzles, I went on to produce this identification teaser. My idea was to cut 1” inch by 1” inch snippets of packaging graphics of products from the company that I working for at the time, but cut them out in such a manner so as to make their immediate identification obscure. I Then entered it in the company newspaper for readers to solve which products they are.

All work and no play makes Fred a very dull boy…

9:00 am – 12:00 noon

Workshop 3 ***Sustaining Lean***

Scott Thompson, *Operations/Lean Systems Manager,* Freudenberg-NOK

To be Lean or not to be Lean, that is the question? Is the question that cut and dried, either you are or you are not? Can you be 50% Lean? If you believe in and are dedicated to continuous improvement, can you be 50% Lean and improve incrementally to 100%? Once you have completed your journey, how do you remain at the summit? Do you continuously improve? Do you read the latest book published by Productivity Press in search of the next big thing? Do you anxiously wait for an email from James Womack for insightful Lean hints?

Lean Systems must be as dynamic as the environment. Lean must be fun, exciting, challenging, and rewarding. Come see how Lean is as important to a manufacturing environment as the PC on your desktop. Could you imagine working without a computer? Could you imagine working without Lean Systems?

1:00 pm – 4:00 pm

Workshop 4 ***Mistake-Proofing – Aka Poka-Yoke***

Kirk Eaton, *Lean Deployment Manager,*
The Gillette Company – Duracell Division

Discover how the "Mistake-Proofing" processes (aka Poka-Yoke) can work within your facility to reduce defects and errors, and reduce variation, rework, and scrap in your process. This will be a fun and engaging session combining an overview of the mistake-proofing process in lecture format with a hands-on simulation (people working in teams) to create a poka-yoke for a process. This is a simulation you will be able to take away and use with your associates to reduce errors in your processes.

Mistake-Proofing is a process often used in the context of designing devices, typically simple and inexpensive, that prevent defects from being made or, if they are made, from moving to the next process. Mistake-Proofing can be used wherever something can go wrong. It is a technique, a tool that can be applied to any type of processes including manufacturing processes; service processes; office, administrative and transactional processes.

Mistake-Proofing will help people and equipment "do it right the first time." People and equipment will always be prone to making mistakes, and we can't prevent all mistakes. However, processes should help people do it right, not help them make mistakes. Through the mistake-proofing process we can make it easier to do the job right.

9:00 am – 4:00 pm

Workshop 5 ***Engaging the Workforce with TPM & 5S***

Fred Webberking, *Maintenance Engineer,* Alfmeier Corporation

What is TPM? TPM is company survival in a global market place. TPM is best defined by Seiichi Nakajima considered the father of TPM as "a plant improvement methodology which enables continuous and rapid improvement of the manufacturing process through the use of total employee involvement. The goal of TPM is to effect fundamental improvements within an organization by improving worker and machine utilization and effectiveness."

Machines and processes are designed, built, operated and maintained by people. If we are to become or remain leaders in our industries we must first improve human reliability through responsible leadership. Inspired by the culture of Japanese manufacturing organization, Fred Webberking presents his own powerful presentation of how North American industry leaders can improve their company's competitiveness by adopting TPM and 5s. The pursuit of manufacturing excellence is revealed as Fred creatively transfers the TPM and 5s philosophy into a step-by-step process towards a relentless, gradual, and a never ending will for continuous improvement to zero defects and zero machine breakdowns. Who will benefit from attending this workshop? Everyone… machine operators, maintenance technicians, design engineers, managers, supervisors and corporate vice presidents.

Pamphlet highlighting a full day 8 hours workshop that I conducted on TPM and 5S at the AME show at the palmetto expo center in Greenville, SC, 2005.

Fuel For Thought

Spring 2001

A Fast Start to 2001 for

"2001 has started fast and promises to get more hectic ier continues to grow with it's customers."

2 issues dominate press, radio and television coverage these days – Presidential pardons and the economic recession. Well, I am pleased to tell you that so far, during the first quarter of 2001 "bucked the trend" and exceeded the sales projections that formed the basis of our 2001 business plan. To be sure we are fortunate to have both a diver-

Within the Alfmeier world where are the winners and losers so far? The smiley faces go to the E53 and A163 FMS lines that continue to outperform expectations. The demand for new Japanese cars is also strong and is reflected in the AFCO venturi assemblies that end up on Honda and Mitsubishi vehicles. Sales of solenoid valves back to Germany were also surprisingly good while recess and door support demand remains steady. The disappointments so far have been the Chrysler products – RS valves and the Wrangler and Cherokee roll over valves – that have suffered from slow production at the vehicle plants. This will improve as the year goes on as dealers' unload the old Minivans that were stockpiled last year.

What's new for the future? In February, Alfmeier participated in

Page 5

Ernest about Safety

Our goal, as always, is to reduce the risk of injuries and increase employee safety awareness. To date, a couple of programs have been implemented to help us reach these goals. First, to encourage zero lost time accidents for 2001, the Safety Committee introduced a "hoagie day." will provide lunch for everyone if we succeed. To promote the "hoagie day," a hoagie poster is on display on the safety board in the Canteen. Each month that we succeed, a portion of the hoagie is colored in to show how close we are to reaching our goal.

Secondly, the Safety Committee, thanks to Bill Porter's contribution, introduced a "safety buddy." The safety buddy is the little skeleton in attire in the canteen. If we have an injury in the facility, the safety buddy will be marked appropriately to show the injury. The purpose is to encourage us to think about what caused the injury and what we need to do to avoid another injury. The Committee decided he needed a name and introduced a contest. Everyone was given the opportunity to submit a name to win a new flatbed scanner. Thirty-four names were submitted, and the Executive Committee chose "Earnest" as our safety buddy's name. Fred Webberking was the winner and stated that he chose Earnest after the famous author Earnest Hemingway who was apparently very accident-prone. He actually survived two plane crashes within a very short period of time! One other program that will be implemented this year is a quarterly OSHA audit. The Safety Committee will be conducting these audits to show our progress on compliance and to identify what areas need improvement. These audits are based on what OSHA would actually be looking for if they were to audit our facility. After we have addressed many of the basic issues, the Safety Committee will consider requesting a voluntary OSHA inspection to be sure that we are in compliance.

Submitted by

My name in print again for a company safety awareness campaign with my coming up for a name for our safety dummy - a standing upright mannequin dressed up in company attire. Each time their was a lost time accident we would put a marker pin in the dummy to show were all the injuries were populating. I came up with the name Ernest as in Ernest Hemingway - one of my heroes - as he had a very accident prone life, once surviving two consecutive planes crashes within days of one another.

Again, it doesn't show off my engineer talents, but rather that I get involved in other company affairs of doing business and safety should be everyone's business…

Fuel For Thought

Winter 2002

Response to September 11th

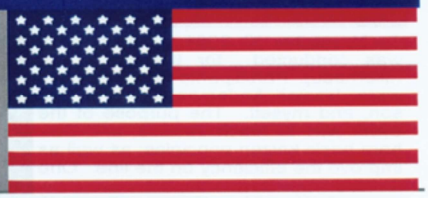
On October 22, 2001, during a quarterly roundtable meeting, presented American Red Cross representative, with a check for $10,000.00 to aid in the New York Disaster Relief Fund. The donation amount was contributed by Corporation and employees. For every dollar donated by an Alfmeier employee, Alfmeier Corporation and each donated two dollars for a total company match of four dollars for every one dollar donated by employees.

In addition to supporting the relief efforts, Alfmeier Prazision has aimed to establish and support a foundation dedicated to improving cultural relationships and education. The purpose of the foundation will be to support global exchange and education programs for younger generations to encourage exposure and tolerance of people of different cultures.

Alfmeier will donate a specific percentage of each years profits to support this foundation and will also accept donations from anyone who believes in it's mission.

Submitted By

CORPORATION



Really just standing in as an model for a 911 remembrance photo-op…

Fred Webberking

The Kaizen Kings

Each team member presented visual summaries of continuous improvement activities for which he was responsible. The activities covered a wide range of improvements including scrap reduction, downtime reduction, changeover time reduction, FTQ improvement, and new employee hiring test criteria. Each technician is expected to document, calculate improvement impacts, and present at least two improvement activities per year. Great job team!

Submitted by _____

RV03

RV03
KAIZEN RESULTS SUMMARY

BEFORE KAIZEN WHERE WE WERE...	AFTER KAIZEN ...WHERE WE ARE NOW	KEY POINTS
 Insert check below table where oil and contaminates can cause malfunctions	 New color sensor and trigger sensor above table for insert check	Cycle Time=22.8 sec 96.9 % Reduction per month for Float Sensor Downtime Increase 3800 Parts/Month Increase 59.6 Parts/Shift

Total pieces lost = 3860 pieces \ month

OLD

DOWNTIME (MINUTES)			
Machine No	Apr-03	May-3	40% of Jun-03
RV03-0010	548	611	35
RV03-0020	607	591	95
RV03-0050	361	515	157
Total	1516	1717	287

Total Downtime = 3520 minutes

Average Downtime per month = 1466 minutes

Total pieces lost = 60 pieces \ month

NEW

DOWNTIME (MINUTES)			
Machine No	60% of Jun-03	Jul-3	60% of Aug-03
RV03-0010	5	15	0
RV03-0020	20	5	0
RV03-0050	5	0	0
Total	30	20	0

Total Downtime = 50 minutes

Average Downtime per month = 23 minutes

JP05

JP05 KAIZEN RESULTS SUMMARY

BEFORE KAIZEN WHERE WE WERE...	AFTER KAIZEN ...WHERE WE ARE NOW	KEY POINTS
		1 No tooling change 2 Improved seal life span
1. Cycle Time =38.2 seconds per piece 2. Change over = 5 min 3. Change seal = 15 min daily	Cycle Time = 38.2 seconds per piece Change over =0 Change seal = 5 min monthly	Ergonomics No tooling change over Down Time Savings 3,690 Cost Saving $10,925

OLD DOWN TIME

	MIN	PARTS	COST
YEARLY			
DAILY	15	23.5	$44.52
YEARLY TOTAL	3750	5875	$11,103

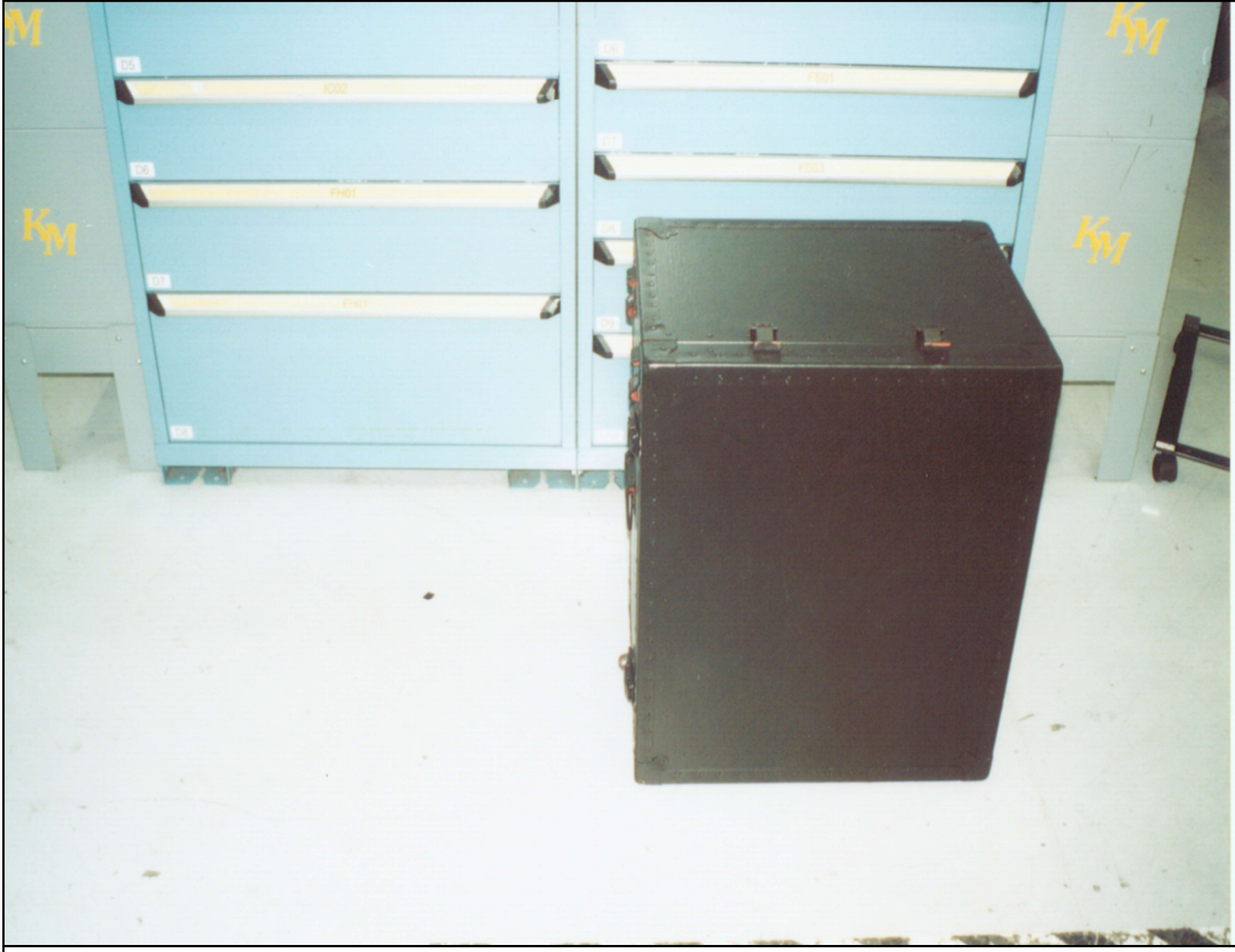
NEW DOWN TIME

	MIN	PARTS	COST
YEARLY			
MONTHLY	5	7.8	$14.84
YEARLY TOTAL	60	94	$178

Part of all our MBOs was completing, testing and giving a show ‘n’ tell for at least 2 kaizen events a year and my involvement as maintenance manager.

This is a picture of my training field boxes. This is my lean show-on-road which I keep all my own designed and made training models, apparatuses, audio-visual aids and documents. An interesting point is that the bottom section is actually a Vietnam era military field desk complete with attachment table and camping style fold out chair. I bought it on e-bay and spray painted it black to match to top section which is a machinist's toolbox.

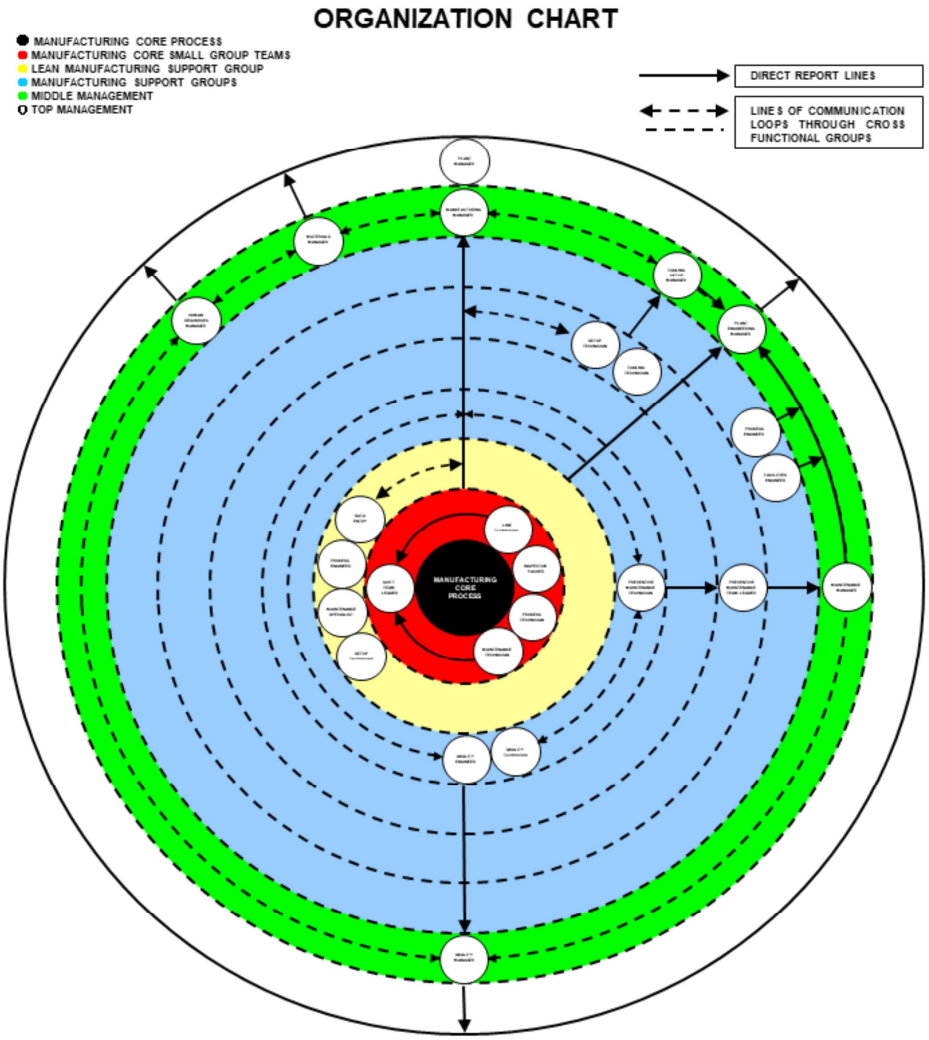
All conveniently boxes away into a compact unit - works great, love it…



Field training box in the closed up, boxed up ready to haul condition…

Field training box opened up and set up ready to enthrall condition…

Yours truly conducting motor alignment on a 100 hp air compressor. This procedure needs to be done in the correct sequence and with proper diligence in order to achieve a TDR of .002”. I think I’m showing my age here as this is all done now with laser alignment technology…



After my orientation period with a former employer I was asked for a report on my observations during my orientation which involved me spending a week working in each department. One thing that was very much in evidence was the current state of the work systems model. It had many departmental functional silos and wide area management and I witnessed the squabbles and finger pointing inherent in these systems.

I explained that if the company was to launch a lean journey the current organization of resources would make that transition to become a lean enterprise an administrative impossibility. I was asked to come up with a future state lean organization chart. I'm not one to be a master of the obvious and just say what's wrong with things without bringing to the table proposed solutions or countermeasures.

I've never done a lean organization chart before, but I knew how it should be and I began not with the top, but at the manufacturing core process or gemba - Japanese term meaning where work is done and where truth can be found - and worked my way out and what you see is the result.

This doesn't mean to say that other departments in an organization like purchasing, shipping and receiving are not important, but gemba is the revenue generating portion of the business and what's why I made it the epicenter in my chart. This is my own design, I don't think you will not see an organization chart like this anywhere else in the world.

As it turned out hundred of miles away at the same time, like minded corporate executives where drawing their own lean organization chart and eventually the lines in the division of labor where leaned out. My chart was never the officially adopted organizational chart, I guess it looked too much like a dartboard…

You may need to blow this up a bit to see it better…

Access and location to information… As I was developing standard work with a previous employer I knew that standards are not worth the material they're printed on if people don't adhere to them. Part of having standards adhered to is having those who need to following them have a part in the developmental process of creating them.

Also important is having point of use, ready at hand, line of sight to those documents. If you can afford to have everyone walking around with handheld computers that can access a computer mainframe where those standards reside, more power to you.

The cheaper and more reliable - no batteries required - approach are these catalog stands which I used as information centers to house standard work uncontrolled released documents onto the shop floor…

Each production line had one of these information stands.

Lean Jeopardy? Whatever will they think of next… This is actually Dean Davidson, President of The Adopt Lean Group and my friend and lean teacher's idea for an ice breaker and warm up exercise. I put together the MS PowerPoint graphics, hyperlinks, sound bites and word art, I'll let Dean come up with the Q and As.

He said that I should be the Alex Trebek game master, but I think he would do a better job of it than me as he's always been very good at asking the right questions… We first played the game as the last order of business at a meeting of The Manufacturers Group held at the Greenville, South Carolina chamber of commerce. We split the attendees into 3 teams, Dean asked the questions, I worked the computer and kept score and we all had a lot of fun with it …

I want to have PowerPoint kept track of the team's scores, but that's going to take some database code programming, so I'm going to have to do some studying up on that one…

Yours truly running a 5 Whys Tops (Team Oriented Problem Solving) workshop. Back to basics with this one, no probability and statistics esotericism. Keeping it simple and easy. The intent is to firmly and permanently embed the word 'Why' into the attendees' problem solving vocabulary.

I mix in a few exercises designed to get people working in team oriented problem solving. I split the attendees into two teams and have them conduct an investigation into real problems using the 5 Whys method. Albeit a heuristic technique, 5 Whys is a simple yet powerful start for problem solving beginners

Effective problem solving events are the synergistic result of a team of people working together using a structured approach…

Yours truly again running a 5S workshop.

Adopt a highway with some of my work colleagues… Summer 2015

Making Strides Against Breast Cancer charity walk with some of my former work colleagues… Chilly October 2016.

MAKING STRIDES
Against Breast Cancer®

American Cancer Society®