

AME/APQC Benchmarking CoP Virtual Networking Event December 12, 2012

Pathway to a Manufacturing Renaissance
Current Challenges

Bill Baker, AME/APQC Benchmarking CoP

Fred Bentsen, APQC

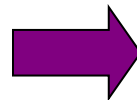
Jennifer McClain, Newport News Shipbuilding

Glenn Marshall, AME/APQC Benchmarking CoP



Housekeeping

- All lines are muted.
- You can submit questions/comments at any time. We will address all questions during the Q&A session at the end of today's presentation.

A screenshot of a web-based 'Question and Answer' interface. The window has a title bar that says 'Question and Answer' with a close button (X) on the right. Below the title bar is a text area labeled 'Question and Answer Log'. Below that is a text input field with the placeholder text 'Enter a question for the staff:'. At the bottom of the input field is a 'Send' button.

- Links to the recording and slides will be made available to all attendees via e-mail.
- Follow-up survey to provide more feedback.

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Session Agenda

10:00 a.m. Welcome/Housekeeping

10:05 CoP Business

10:10 Benchmarking Presentation

10:45 Open Q&A

11:00 Adjourn

2012 Benchmarking CoP Calendar

Month	Session	Presenter
February	Trends in Reinvesting in US Manufacturing 2010 (replay)	Harry Moser
March	Latest Best Practices in Supplier Category Management	KPMG/APQC
April	Sustainable Process Improvements	Mick Wilz
April	Role of KM in Growing US Manufacturing (Face-to-Face)	Various
May	Daman Products Company, Inc.'s Continuous Improvement Journey	Larry Davis
June	Report out from April face-to-face session on Growing US Manufacturing	CoP Steering Committee
July	The Latest Trends in Reinvesting in US Manufacturing	Harry Moser
September	The Boeing Min/Max Story	Brian D. Laughlin
October	The Boeing Company	Dayde McLaughlin
October	Using Knowledge Management Strategies to Address Skills Gaps Today and in the Future (Face-to-Face)	Benchmarking CoP
November	Pathway to a Manufacturing Renaissance Current Challenges	Bill Baker Carolyn Talasek Jennifer McClain Glenn Marshall
December	Pathway to a Manufacturing Renaissance Current Challenges (encore)	(same)

Send your topic or presenter recommendations via the Q&A tab or email at rwebb@apqc.org.

AME Events (www.ame.org)

- 12/13 Chicago, Illinois
 - The Symbiotic Relationship Between Lean and Root Cause
- 12/13 Ft. Lauderdale, Florida
 - Art Byrne - Turning Healthcare Around Using Lean Tools
- 12/17 - 12/18 Collegeville, Pennsylvania
 - 2 Day TPM 101 Training Session
- 01/17 Aston, Pennsylvania
 - Toyota Kata: 1-day Workshop
- 01/21 Bloomfield, Connecticut
 - Member Appreciation Reception - Connecticut
- 01/23 Webinar
 - Driving Business Improvement with Digital Signage
- 01/29 Lean People Development
- 01/31 Braintree, Massachusetts
 - Member Appreciation Reception - Massachusetts

APQC Activities

<http://www.apqc.org/events>

➤ Webinars

■ January

- APQC Orientation
- APQC Member Orientation (Professional Services)
- APQC Knowledge Management Community of Practice
- APQC Finance Community of Practice
- APQC Human Capital Management (HR) Community of Practice
- APQC Business Excellence Community of Practice

➤ Open Benchmarking Activities

■ Open Innovation: Enhancing Idea Generation Through Collaboration

- <http://www.apqc.org/best-practice-studies>

Benchmarking Presentation Pathway to a Manufacturing Renaissance Current Challenges

Bill Baker

Fred Bentsen

Jennifer McClain

Glenn Marshall

All lines are muted. Please send your questions via chat to the Organizer. We'll cover them at the end of this session.



We WILL send out a link to the recording of the event in the coming days.

Pathway to Manufacturing Leadership

Current Challenges

Bill Baker

AME

Steering Team



Challenges Facing North American Manufacturers

▪ **Only 38 percent** of 12th graders read at grade level.

• **67 percent** of all US fourth graders scored "below proficient"

• School dropout rate is about **1.3 million** a year



What schools are doing to become efficient at graduating career ready citizens ?

Best Practices

82 % of manufacturers have a shortage of skilled workers

2.7 million skilled workers likely to leave the labor force over the next **10 years**



What manufacturers are doing to recruit , develop, and retain a skilled workforce ?

Best Practices

75% of products consumed are produced at home

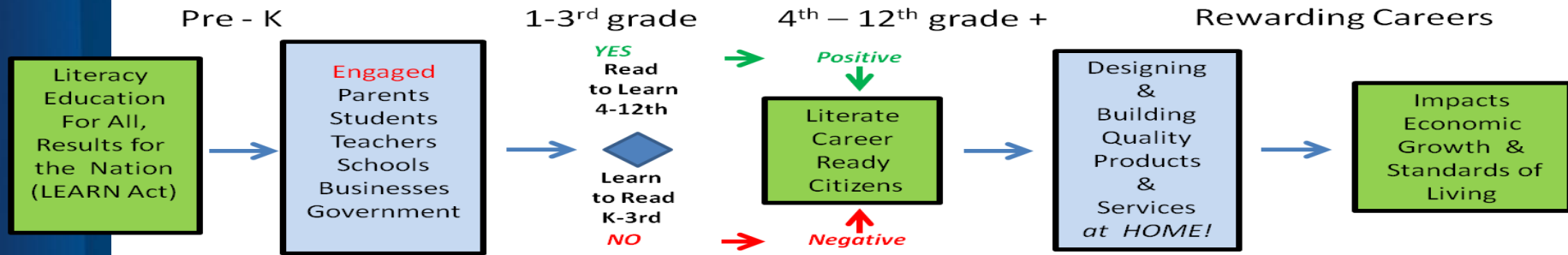
Smart actions by business leaders, educators, and policy makers could raise it to **95%**



What manufacturers are doing to learn how to become more competitive at home ?

Best Practices

AME Manufacturing Leadership Pathway



Enablers for Producing & Sustaining Career Ready Citizens

Literate Nation
LEARN Act

APQC North Star Program ----->

Manufacturing is Cool ----->
Career Pathways
STEM Skills

Manufacturing Skills Certification System
Virginia Values Veterans Certification Program

AME Revitalization of Manufacturing

- Reshoring Initiative
- LEAN Events/Conference
- Champions Club
- Consortia

Life Long Learning For Individuals & Organizations

LEAN Certification
Award for Excellence
Six Sigma Certification
MB National Quality Award



APQC's North Star Program

Fred Bentsen

APQC Education

The New Normal for Education in America

*I am here to talk today about what has been called the **New Normal**. For the next several years, preschool, K–12, and postsecondary educators will face the challenge of doing more with less.*

—Arne Duncan, U.S. Secretary of Education
November 17, 2010

APQC Education:

Mission: Transform Education

- Education Group created in 1998 – focus on Process Management and Benchmarking
- Help school systems understand how to apply Process Management to their work

The Achilles Heel

Inputs

- Payroll
- Expenses
- Equipment
- Facilities

Processes

- Assess Student Achievement
- Recruit Teachers
- Manage Info. Technology

Outcomes

- Test Results
- Achievement Gap
- AYP
- Graduation Rates

**You cannot change outcomes
without changing the processes
that lead to those outcomes!**



North Star Project

The 70 members of the APQC Education North Star Community have saved in excess of \$110M on completed projects!

North Star Project



Districts are using APQC's Process & Performance Management to:

- Redesign inefficient processes
- Eliminate waste and redundancies
- Use cross-functional process methodologies to break down functional silos

All Processes Lead to Student Achievement

PROCESSES TO CREATE AND SUSTAIN

Transportation
Attendance Tracking

Student Has to Be in School

Professional Development
Hiring and Succession Planning
Evaluations and Assessments
Utilizing Substitutes

Teacher in Class

Design Curriculum
Curriculum Implementation
Text Book Selection and Ordering

Aligned Curriculum

Course Design
Technology
Creativity
Professional Development

Instruction

Physical Education
Playground Design
Food Services
Counseling Services
Library and Research Practices
Nurse-Health Services

Nourished-
Food, Mind, Body and Spirit

Safety and Security Practices
Maintain Equipment and Grounds
Administrative Activities
Building or Renovating Schools

Building an Environment

Student Achievement

Process Management
Performance Management
North Star
Empowerment & Capacity
Efficiency & Effectiveness

[DESIRED OUTCOME]

More information?

Fred Bentsen – fbentsen@apqc.org

www.apqceducation.org

Follow us on Twitter



@APQCEducation

Career Pathways at Newport News Shipbuilding

Jennifer C McClain

Manager, Career Pathways



Career Pathways Making Manufacturing COOL!



Awareness

- Self-awareness: individual uniqueness
- Connection between school and the world of work



Exploration

- Relationship between strengths/interest and courses, achievement, and career choices
- Career readiness skills, e.g., initiative, teamwork, problem-solving, work ethic, self-presentation



Preparation towards Opportunities

- Linkage between ethical behavior and the workplace
- Career Planning and workplace opportunities

Career Pathways Initiatives – HOW?

Career Pathways expose students to grade-appropriate career development experiences.

Internships

Internships allow students to apply their career specific knowledge and skills through placement in an organization for a predetermined period of time. Internships may be paid or unpaid.

Job Shadowing

Through job shadowing, students learn by walking through the work day as a “shadow” to a skilled worker. Job shadowing is a temporary, unpaid exposure to the workplace in the student’s Career Pathway of interest.

Speakers Bureau/ Career Fair

Speakers Bureau members are informed professionals who give engaging presentations at schools to increase students’ understanding of careers. When schools hold Career Fairs, students may contact professionals in the community for information or resources.

Work-Site Opportunity

Work-site opportunities are broadly defined as experiences that expose students to the world of work in a particular Career Pathway. Examples include field trip participation, observing, and volunteering.

Business School Career Pathways Partnership

A middle school and a business formally agree to work together on projects and activities that enhance the quality of education, while developing essential Career Readiness skills.

Club/Activity Sponsor

Club/activity sponsors meet with students on a regular basis to provide exposure to a particular Career Pathway or to develop career skills. Examples include a Medical Professionals Club or a Financial Literacy Course.

Career Pathways at Newport News

AME APQC Benchmarking Community of Practice Findings 2012

Glenn Marshall
Steering Team
Newport News Shipbuilding



A Manufacturing Renaissance

Community of Practice Findings

- **Companies & learning organizations help schools and colleges produce literate career ready citizens.**
 - Join with local schools and advisory boards
 - North Star Program
 - Define curriculums for careers in manufacturing to meet current and future demands
 - Career Pathways Initiatives
 - STEM (Science, Technology, Engineering, Mathematics) Skills
 - Reach out to parents, students, veterans, teachers, and guidance counselors by increasing the awareness of:
 - Manufacturing is COOL!
 - Reaching students through their learning mediums – social media
 - Making manufacturing fun and exciting – by learning about designing and building things
 - Schools Career Fairs - 9th grade – its never to early
 - Manufacturing is a life long professional career that pays well
 - Veteran Friendly Employers
 - Exchange programs – for educators and manufacturers shadowing and internship programs
- **Policymakers & business leaders endorse the LEARN Act (Literacy Education for ALL, Results for the Nation).**
 - [LEARN Act](#) needs to be passed in Congress and then deployed in all 50 States
- **Schools, colleges, & businesses support the certification of teachers of reading and STEM skills.**
 - Certified teachers of Reading
 - Certified teachers of STEM Skills

Question and Answer?

Thank You for Attending!

- Feel free to forward questions or recommended topics to schandler@ame.org
rwebb@apqc.org