



THE BOTTOM LINE

HIGH PERFORMANCE BUSINESS ASSISTANCE

MAP Ranked #1 Nationally

Manufacturing Assistance Partnership (MAP) has been ranked the #1 University based center nationally by the Manufacturing Extension Partnership (MEP) which provides Federal funding for 59 centers throughout the US and Puerto Rico. MEP is a program of the Department of Commerce under the National Institute of Standards and Technology (NIST). Center performance and rankings are a result of an independent survey of clients served.

Support from the Nevada System of Higher Education and its institutions throughout the state have been instrumental in this success.

MAP is the Industrial Extension Program of the Nevada System of Higher Education.



Another **MAP** Success Story



Herb Trade Employees Become Seasoned Lean Manufacturing Practitioners

Herb Trade, headquartered in Reno Nevada, is the premier US resource for bulk buyers of NOP (National Organic Program) organic botanicals, spices, fruits, vegetables and mushrooms. Herb Trade's growth since 1998 is due to their strength in sourcing and processing services, making them a one-stop service for organic needs. They have developed an extensive network of suppliers and farmers from over thirty countries across five continents, allowing them to stay abreast of the constant changes in the marketplace and enabling them to supply the highest quality organic goods at the most competitive pricing.

Herb Trade serves as a "preparatory manufacturer," with cutting, grinding, sifting, blending and roasting capabilities to supply product to other manufacturers. Since moving to Reno from Newark, NJ in 2003 with five employees, Herb Trade has grown by over 70% and currently has 40 employees.

Responding to direction from their customer base, Herb Trade has continued to expand its product offerings and capabilities. The rapid addition of new equipment, new employees, and new customers with unique requirements were causing significant "growing pains." Owners Kevin Lindseth and Richard Mason wanted to ensure that this growth was managed cost-effectively, while maintaining stringent quality requirements. They were also concerned with maximizing production capacity and maintaining on-time delivery to their customers without the need for massive new capital investments.

Continued on page 2.

For more business success stories, past newsletters, upcoming classes and convention events visit our website.

www.mapnv.com

Or call MAP toll-free: 1-800-637-4634

Herb Trade Employees *cover story continued...*



MAP met with Kevin, Richard, John Collier (Plant Manager) and a number of employees to assess Herb Trade's situation. The assessment identified a number of challenges facing Herb Trade including:

1. Maintaining the ability to compete in the global marketplace;
2. Compliance with stringent quality requirements unique to the food processing industry;
3. Engaging and empowering all workers (irrespective of culture) to be responsible and involved in Herb Trade's continuous improvement process;
4. Establishing and standardizing work processes, goals, metrics and feedback system; and
5. Improving communication throughout the organization.

MAP recognized that a Department of Labor (DOL) Grant Program designed to assist the food processing industry in streamlining operations and remaining competitive, was ideally suited to address the challenges facing Herb Trade.

The DOL Grant Program was designed to help food processors implement continuous improvement, lean manufacturing techniques to improve their competitive position. Recognizing that Hispanic and Latino workers with limited English proficiency make up a large portion of the regional food processing industry work force, this program was unique in that a major component of the lean implementation focused on cultural diversity and communication issues.

MAP assembled a team including Marcel Schaerer, International Professional Development Services and Tom Fabrizio, Lean Manufacturing Tools to lead the phased cultural/lean transformation effort at Herb Trade.

Initial training/development efforts focused primarily on cultural aspects. Forty-nine Herb Trade employees participated in over 1,000 man-hours of training in Lean English Essentials (preparatory training in lean principles for employees with limited English proficiency), Anglo Culture, Hispanic Culture and Spanish for Supervisors training sessions, culminating in a series of Lean 101 Workshops.

As knowledge of lean principles and tools grew across the company and language/cultural barriers were removed, specific projects were initiated including value stream mapping, quick changeover, 5S, plant layout, work standards, training matrices and establishment of metrics.

After participating in the Lean English Essentials Training Program and follow-on Lean 101 Workshops, Herb Trade's employees began to critically examine their work methods and measure them against Lean standards. "Lean Thinking" became ingrained in the company culture.



The most immediate result of the application of "Lean Thinking" was a reduction in the average time required for a mill product changeover from 2.5 hours to 1 hour. The month following the Lean Workshops, the average production rate climbed from 54.5 lbs/man-hour to 71.1 lbs/man-hour, a 30% improvement. Twelve months later, the production rate had increased to 95 lbs/man-hour, almost double the rate before implementing Lean.

Employee retention improved, with many receiving promotions/wage increases as a result of increased productivity from application of their new knowledge and skills.

Coincident with the increases in productivity, significant improvements in product quality were realized as evidenced

We've been very pleased with MAP to date. Very patient, accommodating to our needs and time constraints. With MAP's assistance we were able to reduce our manufacturing costs by over 27%. Our customers have been very pleased to see our implementation of Lean, especially 5S, visual workplace and standardized work procedures.

— John Collier, Plant Manager, Herb Trade

by outstanding ratings on customer and regulatory agency compliance audits.

All the employees participated in designing/implementing/standardizing better work processes and they continue to look for ways to eliminate waste in the manufacturing process.

Herb Trade has been able to establish a common "lean culture" and building on their initial successes, and is looking forward to realizing continued improvements.

Take advantage of what many companies are already tapped into. For information about MAP, go to www.mapnv.com.



“Partner’s Corner”

Workplace Safety Initiatives: The Right One Can Do Wonders

By Scott Alquist, TMCC Safety Center Manager

Safety incentive programs can successfully foster safe behavior in businesses with ten to thousands of employees. But not all incentive programs are equal. Many factors contribute to both their success and their failure.

Before embarking on this type of program, there are three factors you must consider.

- Does management fully support a safety initiative? Management support is needed for success.
- Who will administer the program? With only one safety officer, don't plan on developing an initiative for more than 100 employees, unless you have more assistance from others or a safety committee or have purchased a canned incentive program.
- Will you design your own program or purchase a canned program?

If you are short on staff, canned programs are great as they can do everything for you. They can send you posters and fliers, game cards and everything you need to get your program going. The winners have a catalog or a Website to use to claim prizes. But you have to draw a line as whether or not you are going to halt the game after a loss-time accident. There has to be some risk vs. reward in this type of program.

Here are some factors to consider before embarking on a safety incentive program.

Evaluate an initiative to make sure it won't cause an under-reporting of accidents.

A company I know of in Santa Clara, California instituted “safety bingo”. Every day that passed without a loss-time accident, a number was drawn just as in bingo. The prizes ranged in value from a cash-in when someone got a regular bingo or a big prize for a full card. Some clear patterns emerged from this initiative: people were more likely to not report injuries for fear of not winning a big prize and when there was an accident, many employees got angry and took it upon themselves to find out who cancelled the game.

This program was counter-productive to the safe and healthy workplace that we all strive to provide to all employees. Employees going around and trying to find out who killed the safety game is fraught with issues as well.

Don't unwittingly reward unsafe employees.

Some programs will reward the entire area for not having any loss-time accidents for a quarter or another time period. A problem with this is that it rewards every employee regardless of their willingness to work safely. Not having an accident is not an indicator of an employee working safely. Employees work unsafely on a daily basis — most never get caught nor do they get involved in an accident. When co-workers see Jim-Bob getting a safety award when they know his unsafe habits, morale deflates and your employees will stop buying into your safety program as a whole.

Despite the pitfalls one may encounter with a safety initiative program, these programs can work if designed properly. A large amusement park in California instituted a Shining Star Card Program where all of the management — from the vice president

to a front-line supervisor — gave cards to employees in recognition of their safety habits, whether it was from picking up litter, to doing a task safely and so on. Once per quarter, the park management held an Employee Night where prizes were drawn based on the number of Shining Star cards individual employees earned.

This was a successful program because of the following:

- It was supported not only by top management at the park, but by the parent company as well. They were the ones paying with the prizes.
- Employees had to be observed doing something good or correct in order to get a Shining Star card. This eliminated rewarding unsafe employees.
- The peer pressure to do the right thing was huge. Employees saw their equals getting everything from CD players and movie tickets to a Hawaiian vacation for doing what they knew they should be doing anyway. This reinforced safety principles.
- This system wasn't based on everyone's involvement and did not foster ill-will toward fellow employees. Employees either worked safe and received recognition, or they worked unsafe and exposed themselves to injury or illness and possible discipline.

So, should your company determine that a safety incentive program is something you want to explore, please consider it carefully. Weigh the pros and the cons, look at implementation costs, look at the ongoing expenses and look to your employees — they really can be your best barometer as to whether this type of program will have the effect you are seeking. Safety initiatives are not a one-size fits all cure, in fact, to bring the desired results takes careful planning, monitoring and reinforcement. And always remember that your employees are looking to their supervisors, managers and even the company owner as their example and that all the incentives in world cannot convince an employee to work safely if they are not led by example!



Scott Alquist is the manager of the TMCC Safety Center and is the program manager for all safety,

OSHA and regulatory compliance courses for TMCC Workforce Development and Continuing Education Division.

Scott may be reached at salquist@tmcc.edu.



[Above photo, left to right] At the February 25 kickoff event: Jeff Leake of Henderson Development, NDA Director Somer Hollingsworth, UNLV President Dr. David Ashley, MAP Business Manager Terry Culp and MAP Project Manager Rich Maiorana



[Above photo, left to right] At the March 1st exhibitor event: MAP Project Manager Jeff Englehart, MAP Project Manager Rich Maiorana, Mayor Oscar Goodman and MAP Business Manager Terry Culp.

e-week SUCCESS!

MAP was featured at the e-week kickoff events both in Las Vegas (February 25 - Palace Station) and Reno (March 10 - TMCC). Guest speakers at the events included Nevada Secretary of State Ross Miller, UNLV President David Ashley, UNR President Dr. Milton Glick, TMCC President Dr. Delores Sanford, NDA President Somer Hollingsworth, NNDA Executive Director Ron Weisinger, EDAWN CEO Chuck Alvey, NCET Director David Archer and Peggy Proestos of North Las Vegas Development. The Nevada Center for Entrepreneurship and Technology (NCET) organized and coordinated e-week with the national e-week initiative where entrepreneurs have an opportunity to connect with many of the resources available that can assist their success. On Saturday, March 1st in Las Vegas and March 15 in Reno, over 65 of these valuable resources throughout Nevada exhibited and were available to any entrepreneur interested in assistance of all types i.e. marketing, sales, websites, production, purchasing, management etc. Mayor Oscar Goodman opened the event in Las Vegas with a ribbon cutting ceremony and strong support of the event. Sparks Mayor Geno Martini opened the event in Reno with a ribbon cutting as well. David Archer of NCET estimated a combined attendance of over 1500 people at these 2 events. For more information on MAP visit our web site at www.mapnv.com.

Training To Lead — Skills For Success!

MAP is now offering a recently proven approach to solving complex problems with diverse groups. MAP has partnered with the talented, certified, professional facilitators, Ruth Urban of Urban Group and Carla Sanda of Consensus by Design to share and teach high demand business leadership skills for success in today's intensely competitive commercial sector.

This unique opportunity will provide you with

- A core set of leadership skills and techniques to be a more effective leader
- Understanding a facilitator's role as a valuable neutral party
- Essential tools and techniques to conduct superior meetings
- An understanding of the facilitator's decision-making options
- Focused strategies addressing conflict and encouraging positive behaviors
- Strategies for maintaining peak team performance through all phases of team development (a.k.a., Forming, Storming, Norming, Performing)

This high demand two-day seminar will be held at Desert Research Institute, 755 E. Flamingo Rd., Las Vegas from 8:00 a.m. - 5:00 p.m. on June 11 and 12 for \$599 ... includes lunch and refreshments. For more information and registration go to www.mapnv.com or contact Rich Maiorana 702-651-4495, rmaiorana@mapnv.com or Lorraine O'Neill 702-651-4360, loneill@mapnv.com.





SOUTHERN NEVADA FOCUS COURSES

Facility Operator Certification For Utility Systems

This series of courses can lead to facility operator certification. One day courses include continental breakfast (begins at 7:00 a.m.), lunch, refreshments and free parking. Each course begins at 7:30 a.m. and concludes at 4:00 p.m. and is held at the UNLV Stan Fulton International Gaming Institute, 801 E. Flamingo Road, Las Vegas, Nevada. NSHE awards 0.7 CEU and 7 PDH per course with certificate. Discounts may apply. Register online at www.nvfocus.com, and select the Southern Nevada link.

FOCUS TRACK I

Tuesday April 15, 2008 - Commissioning and Operation to Code

- Code Interpretation – UMC, IBC/UBC, NEC, UPC and ADA
- Understanding Theory Behind Fire and Life Safety Codes

- Code Requirements for Indoor Air Quality – ASHRAE
- Fundamentals of Design _ Electrical, Mechanical, and Plumbing **Systems**

Tuesday May 20, 2008 Energy conservation

- Energy Conservation Measures that work for you
- Identifying Common Energy Waste
- Water Efficiency for Building Operations
- Compressed Air Systems

Tuesday June 17, 2008 - Innovative Management Principles

- Identifying What Motivates People – Behavioral Modification
- Managing for Energy Efficiency – Eliminating Wasteful Practices
- Project Management Systems – Software that works
- Project Scheduling Fundamentals

Tuesday July 22, 2008 - LEED and Green Building Concepts

- Design goals and Project Objectives
- Integrating Concepts into Projects
- Alternative Energy Sources
- Passive Energy Conservation Measures – Thermal Envelope Systems

Tuesday August 19, 2008 - Project Economics

- Cost Benefits Analysis
- Life Cycle Costing – Energy Assessments
- Value Beyond the Building
- Investments/return on Investments (ROI)

FOCUS TRACK II

Thursday April 17, 2008: Operations and Maintenance

- Preventive Maintenance – Operations, Education, and Training
- Thinking Beyond Your Specialty – Extending Equipment Life
- Building Support for Your Cause – Increasing Awareness

- Emergency Power Operations and Stand-By Generation
- ##### **Thursday May 22, 2008: Building Quality Into Your Systems**

- Continuous Quality Improvement – Ongoing Evaluations

- Inspections and Standard Practices That Work for You
- Functional Testing – Developing a Deficiency List
- Safety in the Workplace – Your Primary Consideration

Thursday June 19, 2008: Building Commissioning and Stewardship - Formerly Capstone Course.

- Stewardship – Sustaining the Effort
- How to Commission a Building
- Thinking Out of the Box

Thursday July 24, 2008 Electrical Systems – Part I

- Basic Applied Electrical Theory – Ac and DC
- Electrical Distribution – Primary and Secondary
- Lighting Fundamentals
- Efficient Lighting and Controls

Thursday August 21, 2008 Electrical Systems – Part II

- Electrical Control Circuits
- Motor Theory/Selection Start up
- Electrical Motors-Variable Speed
- Low Voltage Systems Telecom/Sec

Thursday September 18, 2008 HVAC - Part I

- Central Plant Boilers, Chillers, Coolers Air Handlers – Constant & VAV
- Hydronics Systems, pumps, & Treatments
- TAB – Air & Water Systems

Thursday October 16, 2008 HVAC - Part II

- HVAC Systems & Controls-Elect.
- Ventilation
- Indoor Air Quality (IAQ)
- Housekeeping & Cleanliness

Thursday November 20, 2008 Energy Management Systems (ECMS)

- Why EMS – What it can do for you
- Data Visualization – Optimizing EMS Capabilities

- Energy Management – Optimizing Utility Rate Structure
- Computerized Maintenance Management Systems (CMMS)

Just In Time

By Max Gregorich

The “Change Wagon” Set in Motion



The “Change Wagon” driven by foreign and domestic competition has not only arrived ... but is now, without conscience, running over all those that refuse to jump aboard.

There is technology, however, that can level the playing field. As a matter of fact, there are some companies now exporting to the very countries they feared would put them out of business. How is this possible? Well, it turns out, contrary to “foreign” myth, legend and rumor, Americans are extremely creative. Some readers already know that Deming, an American, was responsible for the Toyota manufacturing system. Of course, at the time, U.S. businesses thought they were invincible ... and paid little attention.

Management and manufacturing systems have been created and have evolved over the decades. We now have the tools to compete, head to head, on the global playing field. But you must be paying attention. It used to be that a little quality went a long way. Not anymore. Quality is now taken for granted. If you can’t deliver quality ... you’re toast. Today: better, faster cheaper is the mantra. Can’t keep up? Toast again!

Yes, running a business has changed dramatically over the past few years. Staying *in* business has become tougher and tougher. This column will investigate and discuss technologies that will convince you to not only jump aboard the change wagon, but perhaps even to drive it.

Next installment: The New Philosophy. (Integrating new ideas, technologies with management and workforce. How to change the company paradigm with minimal collateral damage).

Questions? Need help? Call 702-895-4998. It’s a direct line to the author.

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Max Gregorich is a *Project Manager* for the Management Assistance Partnership (MAP).

MAP Lean Manufacturing Programs That Work!

NORTHERN NEVADA - LEAN MANUFACTURING WORKSHOPS

LEAN SERIES 101 (One day)

Location: 5270 Neil Road, Reno, NV 89502

July 17, October 16 - 7:45 a.m. - 4:30 p.m.

Fee: \$299.00 includes lunch and materials. Registration includes lunch and materials. Register online at www.mapnv.com. For more information, call Jeff Lawrence at 800-637-4634 or 775-856-5315.

SOUTHERN NEVADA - LEAN MANUFACTURING WORKSHOPS

LEAN SERIES 101 (One day)

Location: CSN SAHARA WEST CAMPUS,
2409 Las Verdes Street, Las Vegas NV 89102

September 10, November 5 - 8:30 a.m. - 5:00 p.m.

Fee: \$299.00 includes materials, resource guide, continental breakfast and lunch. Register online at www.mapnv.com. Discounts available for multiple attendees. For more information call Mary Arbutina at (702) 592-4569 or Lorraine O'Neill (702) 651-4360

Are you interested in becoming more profitable?

The purpose of Lean Manufacturing is to strengthen manufacturing firms by helping to reduce material waste, time and processes. Some manufacturers who embraced Lean Manufacturing systems experienced: productivity improvements, reduction in work-in-progress, increase of space utilization, improved quality and reduction in lead times.

Reinvent PROFIT MAKING OPPORTUNITIES. Salvage lost profits that already exist in your company through this popular

“hands on” simulated Workshop. World Class companies use these LEAN MANUFACTURING principles to gain a competitive edge and higher profit.

**** LEAN OFFICE WORKSHOPS****

SOUTHERN NEVADA (one day) LEAN SERIES

Location: CSN SAHARA WEST CAMPUS,
2409 Las Verdes Street, Las Vegas NV 89102

May 7 - 8:30 a.m. - 5:00 p.m.

Fee: \$299 per person includes training materials & lunch. Come early for a complimentary continental breakfast! The full-day Lean Office Training workshop involves a mix of classroom style learning with an interactive live simulation. Learn LEAN techniques, hands on Value Stream Mapping and implementation to eliminate waste and capture more profits.

Who should attend:

- All Top and Middle Management ... without fail
- Manufacturing Support Services
- Design and Engineering
- Distribution and Logistics
- Financial and Information Technology

Register online at www.mapnv.com (event #NV0000231EV). Discounts available for multiple attendees. For more information, call Mary Arbutina at (702) 592-4569 or Lorraine O'Neill (702) 651-4360.

Leadership Training Schedule

MAY 29

Finance for Non-Financial Managers

Presented by Jim Kaczynski

JUNE 26

Business Writing

Presented by Jo-Anne Lancellotti
\$299 per person includes training materials and lunch.

Discounts available for multiple attendees.
9:00a.m. to 4:00p.m.

Held at CSN Summerlin High Tech Center
333 S. Pavilion Center Drive,
Las Vegas NV 89144

Adjacent to Palo Verde High School
Contact Lou Lamatrice: (702) 651-4737
or Lorraine O'Neill (702) 651-4360
lamatrice@mapnv.com loncill@mapnv.com

Register online at: www.mapnv.com.



**Complimentary
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at 702.895.4998**





MAP provides business and technical assistance to improve Nevada industries' profitability.

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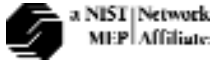
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The Industrial Extension Program of the
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High Performance Business Assistance

**For Small and Medium Sized Manufacturers,
Construction and Mining Companies.**

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800-637-4634

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