

# Elsner Communication Newsletter

Volume 2, Issue 3

March 2021

# ELSNER™

— PURPOSE BUILT PRECISION —



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## A Message from the President/CEO

*Bert Elsner II*

Attitude versus Skill: I've talked about attitude several times in my monthly updates. That is because it has everything to do with our continued success. The Co-Founder of Southwest Airlines, Herb Kelleher, recently said this about their hiring methods "We draft (hire) great attitudes... We can change skill levels through training. We CAN'T change attitude." This speaks volumes and Elsner believes the same thing. If you are part of our team, your hiring manager saw that on top of having good skills, you have that spark of "we can do anything we set our minds to" attitude within you. Through the chaos of our tremendous growth over the last few years, we have found many shining stars in our existing employees as well as our newer additions. Unfortunately, others have self-selected themselves out of the organization because they didn't have the attitude that the obstacles they encounter here are opportunities to improve their skills and learn new ones.

You'll find at Elsner and in life outside of these walls, those of us who see obstacles as steppingstones, to larger success are the happiest and most rewarded folks (internally and monetarily). Thomas Edison once famously said "I did not fail. I just found 10,000 ways that won't work." This is certainly an exaggeration, but it separates the people who see the end goal and will keep trying until we figure out a way to achieve it, from those who give up for something easier. Change is a constant. The only way to improve is to keep changing and evolving our skills, processes and collaboration amongst our teams and our customers. We are truly unstoppable with the right attitude!

-Bert

# Safety Talk

## Proper Body Mechanics

Body mechanics describes the way you move during daily work activities. The positions that you put your body in on a jobsite can greatly increase your chance of incidents or injuries. Body mechanics play an important role in keeping you safe on a day-to-day basis.



The following are a list of frequent body movements and ways you can reduce your risk of injury:

### Bending

- Place your feet apart with one foot advanced, lower your body by flexing hip and knee joints and keeping your upright position, shift your body weight forward so that it rests on the advanced foot and on the ball of the rear foot, raise your body to standing position by extending the hip and knee joints while keeping your body aligned and balanced.
- If possible, move work area to a more suitable location.
- Make sure you have the right equipment before moving material.

### Twisting

- Try to keep your work area in the middle of your body.
- Have the right equipment for the job.

- If you need to change position from a ladder, move the ladder instead of twisting.
- Move your whole body instead of just twisting your upper torso.

### Standing

- Try to keep your work area in the middle of your body.
- Have the right equipment for the job.
- If you need to change position from a ladder, move the ladder instead of twisting.
- Move your whole body instead of just twisting your upper torso.

### Walking

- Keep your back straight.
- Keep your eyes on the walking path and things going on around you.

### When Lifting

- Keep your back straight.
- Bend from your hips and knees. Don't bend at the waist.
- Keep objects close to your body.
- Use mechanical lifting devices when possible. If objects weigh over 50lbs, two people are required.

### Reaching

- Try to move to a more accessible, better location before beginning work if you can.
- Use smooth, coordinated movements.
- Do not reach to use tools or move heavy materials.
- Avoid twisting, move your whole body.

### Pushing or Pulling

- Use your body weight to help push or pull objects.
- Keep your back straight.
- Lower your body to the height of the object. Do not bend at the waist.

When working around existing equipment or situations, take time to look at the best place to perform your work. Always look for the position that will put the least strain on your body.

Be sure to practice correct body mechanics during each workday. They allow you to reduce your risk of injury, to look more professional and to feel less fatigued.

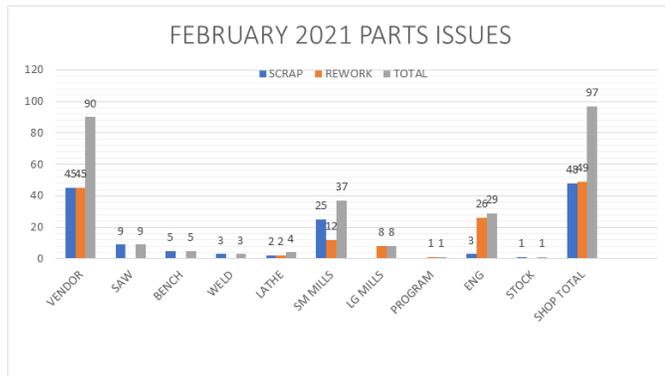
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## Quality Talk

Joe Despines

Welcome to March! Day light is longer and so seems the back log. Paying attention to detail is as important as ever and our quality must continue on an upward trajectory.

This month's quality numbers speak for themselves. We are going to have to tighten up a bit. I put all of the outside vendor parts in one category where I break Elsner parts down to department. By department it doesn't seem to be bad, but when you add them up, they are slightly higher than our vendors. Granted, we don't see our vendors scrap pile, and we probably don't want to, but nevertheless, let's work on lowering our numbers.



We have just purchased four new Starrett bore gages from 1/2" to 1-1/4". Two of the gages were in stock; one has a 4-week lead time; and one has a 10-week lead time. Currently, we have two bore gages out for repair. We have invested a lot of money in bore gages, and we want to make sure everyone is properly trained on their use and care, so we can all use and depend on them for years to come. To help ensure this, Derek and I will be conducting training on them in the next day or two. This month we have an addition to the Quality Department.

Paul Kaehler has joined the team as an inspector. Paul will be inspecting parts and helping me with the daily operations. Paul is also an Air Force Veteran. Thank you for your service!

## ASSEMBLY News

Ed Kline

### Assembly Floor Changes:

- Several improvements have been made to the ISI machine. The machine was running complete product yesterday. We have the new printer coming in around May.
- We have six G3 machines in process in the startup area. Three of these will be factory acceptance tested this week. We anticipate shipping them all in the next 2 weeks.
- The SFR-42 machine is complete and being videoed this week. The factory acceptance test is this week. It should also ship before the end of the month.

### Shipments:

- We have shipped one ENR-G3 this month. As mentioned above we should ship 4 other machines.

### Service Trips:

- We have completed many installs and service visit as usual. Thanks to the continued sacrifice of family time by our techs in this time.

### Assembly Support:

- We have many great ideas from the assembly support team in coordination with the stock room and others to come up with a plan to better organize our parts. We have been meeting to understand how to reduce the impact of late parts to assembly.

**The assembly team is building faster than we can supply them parts.**

**Great job to the whole team!**

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## CONTINUOUS IMPROVEMENT News

Andrew Trostle & Morgan Stonesifer

The ideas board is at a total of 97 ideas posted since it started in July!!! Some ideas have been process improvements that were completed within a day, while others were larger, ongoing projects. In reviewing these ideas, we're looking for team members from multiple departments to help tackle some open ideas. Touch base with the CI team if you still have an open idea or want to join a group to help us work on some! Our cost savings is at a projected amount of \$89,106.00. Every idea has brought a new opportunity for Elsner and helped improve our culture of continuous improvement.



Kristian Mann and Scott Decker will be starting ManTech's Lean Cert group March 24th!

**This month's gift cards winners are Mike Brown and Cody Klinedinst!**

## SUPPLY CHAIN News

Brandy Carlson

The supply chain department continues to be busy with getting caught up in all areas. We are making good

progress, but still have a way to go to get to where we want to be.

I'm going to simply continue my theme of updating the current status of our ongoing projects as that seems to be the easiest way to keep everyone up to date.

### Barcoding:

We have been printing labels when parts are received and that's definitely helped our efficiencies in the receiving department. I have spoken with Chris Maynard on the next steps to being able to issue parts to jobs using barcode scanning and that project will be underway soon.

### 100% Purchased Parts Delivered on Time to Work Centers:

A team has been created to tackle this task and we are meeting daily to achieve this goal. We have identified multiple contributors to why parts aren't delivered to work centers on time, and we are working diligently to resolve those contributing factors.

### Improved Turnaround Time from Receipt to Destination:

If you recall from my last update, we are working towards a 1-4-hour turnaround time from when a part is delivered to Elsner to when it's put away at its final location (stock, job, etc.). We are still working towards this goal and have some tweaking to do to get there.

### Improved Flow of Parts in Receiving:

Part of our improved turnaround time initiative is how parts flow throughout our area. You'll be seeing (if you haven't already noticed) some changes in the layout of the shipping and receiving area that will help us improve the way parts flow in and out of the department.

### Part Storage:

Ed and I continue to work on part storage in the expansion area weekly. We are meeting with Fastenal's LEAN team to get some guidance from them on how we can better organize our WIP parts and start to move some of the stock parts out to the

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expansion area for easier access to the assembly support team. My team is also working on cleaning up the stock room. They've made huge strides in getting the overflow contained, but again, there's huge leaps to still be made. We are going to be working on a Kaizen event to get our processes mapped out for inventory control.

**MRP Implementation:**

Last time I mistakenly said this was on the list of things to have complete by May 2021, but it's actually on the list for May 2022 completion. It still hasn't been started.

**Ordering to Stock Instead of to Job:**

This is still on the open agenda list and we are slowly starting to order parts to stock that have a low impact on our overall inventory costs.

**Hardware Stocking for Machine Centers:**

Jim F. and I are working on solutions to have small, low dollar, parts that are needed for installation purposes at the bench or in the weld shop, stocked in those areas and vendor managed. I have started discussions with Engineering and outside vendors to get the parts managed more effectively in house.

We have many more tasks on our plate are working very hard to keep them all in line with the end goal of better flow through in and out of our areas.



I want to again give a shout out to all of my team members that have been working so hard to make all of our areas better!

**ALL SHOP News**

*Charlie Slayton*

**Continuous Improvement Opportunities:**

Don't forget to share your ideas through the ideas board. Anything that needs to be improved needs to be submitted to the Ideas Program.



**Testing of "Shifts" in Epicor:**

We are testing some new shift definitions. These may look different from what you used to see, but once you are assigned to your shift, it will happen automatically in the MES system. The new shift numbers may not match what you used to see because we are renaming them as we go. Please ask your supervisor if you have any questions. Here is a brief list as example shifts:

Shift number	Description	Start time	End time	Lunch
1	MFG Hourly	5.5	15.25	TRUE
2	MFG Salary	6.5	16.25	TRUE
3	ENG Hourly	7	15.75	TRUE
4	ENG Salary	7	16.75	TRUE
5	ADM Hourly	6.5	15.25	TRUE
6	ADM Salary	8	17	TRUE
7	1-NL	5.5	14.5	FALSE
8	1-30lunch	5.5	14.5	TRUE

**Continued Growth:**

EEW is continuing to grow – please check the open positions with HR or on the bulletin board. Recommend friends or family if you know of anyone looking. Second shift has openings as well.



### New Technologies:

New tooling and fixtures are going to be tested for best applications. Please stop by and see them in action and ask questions. These tests will continue throughout the year.

## 52 Machines Currently on Order

ENR - G3	36
ENR- 1000	8
V-5	4
MPR	1
CR-3150	1
SFR	1
EW	1

ISI 1 is going through (IQ). This is the Customer and FDA qualifications for the production of medical devices. It is currently running at about 70% capacity for testing purposes.

ISI 2 will be in FAT in May – we will be holding it for a new printer installation at the customers' request.

Additional SRD machine orders will be coming soon!

## **MACHINE SHOP News**

*Jim Fuller*

The Machine Shop has just started up a Gemba walk this week. We start the walk at the large Boring Mill area at 8:30am. Then we cover the Lathe area, CNC Mill area and end at the Weld Shop. We cover each area with specific topics that include hot and current jobs, weekly goals, OEE (Overall Equipment Effectiveness), counter measures (daily challenges we face and action items we take to resolve these), general shop news, etc. If you are more curious and would like to know more and see how the Gemba walk works, please feel free to stop by and join us.

The purpose of a Gemba walk is in-person observation allows leaders to see the difference between what they assumed is happening and what is actually happening. It also gives them a chance to interact with the people

doing the job and see exactly where it is done, as opposed to imagining it from a far-away conference room. It's important to remember that a Gemba Walk is not to try to quickly implement a change on the spot, to find fault and call out employees on it or to disregard employee input. Getting that input is one of one of the main goals of a Gemba walk.

A Gemba Walk is a way to gather information through observation and interaction with workers. This is a tool that will help us all communicate and understand each area of the Machine Shop and gives us all a chance to interact and be strategic. Gemba comes from the Japanese word meaning "actual place." In Lean practices, the word Gemba refers to "the place where value is created."

## **SALES News**

*Jay Roth*

### March Sales:

Although we did not log any new full machine sales since the last report, we have booked a significant value in 'Change Orders'. We have added options to a few ENR orders, with the most significant being five Auto-Splicers to the booked ENR-G3-48 orders. With the increased speed that the G3 offers, auto-splicing (keeping the machine from stopping to change master rolls of material) is becoming more and more of a necessity. We have decided to partner with Butler Automatic for these initial sales (now 6 total, with one previously sold with another ENR-G3) and will review these opportunities closely as we move ahead.

Overall sales activity remains very active with continued quotes and discussions around canister wipes. We are taking advantage of the SFR-42-2 build by offering 'virtual' demonstrations to new filtration prospects. We continue to look forward to other markets (mainly filtration and medical) as we maintain our strong position in rolled wipes.

The next machine sale will put us over our 2021 fiscal year projection for orders booked.

We shipped two more ENR-Series machines.

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Don Lehr and Liz Forbes were chosen to shoot down the ducks.

Liz hit the proper duck on her first shot.



Don...well, he needs more time on the range!

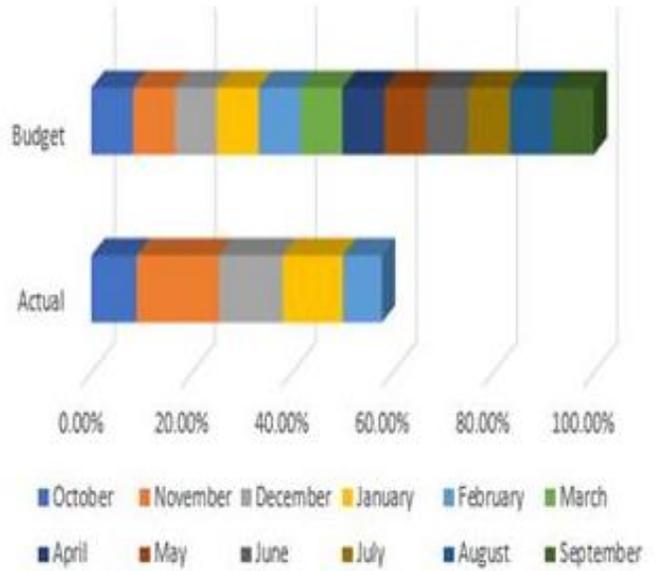


**Customer Service:**

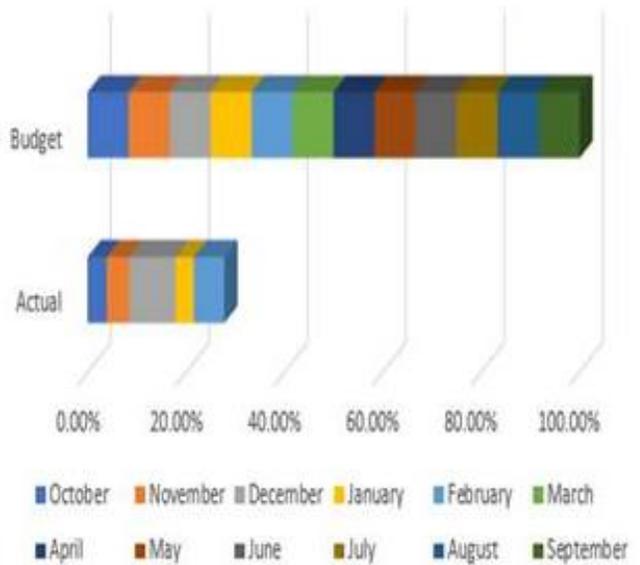
Our Customer Service (including PACO) sales had a slightly below target month. However, the strong start to the year keeps us ahead of pace for our 2020-2021 overall goals. We will soon begin a greater marketing

initiative for the PACO part sales now that Randy and Adam have become comfortable with those parts and services.

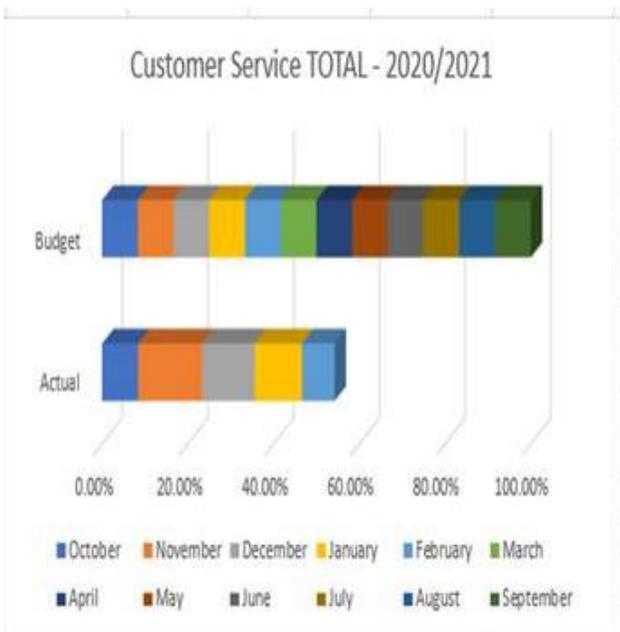
ELSNER Part Sales - 2020/2021



PACO - 2020/2021



Scheduling of service visits also remains very active.



**9 service trips were coordinated to sites in Mexico, California, Michigan, Pennsylvania, South Carolina, Missouri and New Jersey.**

A total of 84 days were spent working at customer sites.

**ETC News**

*Dan Schmidt*

I'd like to start my first Elsner Tech Center monthly update by saying hello and thank you to everyone. Since coming on board Christmas week, it's been a brisk pace in getting to know as many of the friendly Elsner folks as possible while learning the people, products, processes and systems at the ETC. My gratitude to everyone for the kindness you've shown in helping me feel part of the Elsner family.

For those who are new to Elsner Engineering Works, the ETC is a unique part of the company that provides various converting services (big rolls to consumer rolls) to existing and new customers. Our primary service consists of providing converting runs of various rolled products to customers who may be new to the industry or who have product testing or overflow needs. If you haven't been to the ETC, stop by to see what we do.

**News & Notes:**

- We recently welcomed shift leads for 2nd and 3rd shifts to our family and soon hope to be running full day production.
- In February we had an R&D gentleman in the ETC (from a new customer) to view an ENR-G3 material production run trial.
- Last week we received a new machine, the SW-30 poster machine, and hope to be using it soon.
- This week we will be conducting another material production run test – this time while live streaming to the customer.
- We just had a new A/C unit installed to help keep us cool while our machines are humming away this summer.
- Our new ENR-G3 machine should be getting some work scheduled this month with more looming around the corner.

**February Production Stats:**

V4: 158,886 rolls  
 ENR-G3: 26,776 rolls  
 Total: 185,662 rolls (29% greater than January)

**Lifetime Production Stats:**

5,414,224 rolls (Since mid-2018)

**Engineering News**

*Scott Chappell*

**March Updates:**

- Engineering is currently working on updating processes and procedures to address the concerns of our customers more effectively.
- The first Rockwell G3 conversion is nearly complete. This was a significant project, and the team did a great job making this a success.
- The SFR project is nearing completion. The controls in this project were updated to replace older technology, and this was the first time that we provided a machine with multiple glue systems to make it easier for our customer.
- We are working towards being able to provide a turnkey solution for a complete production line for nonwovens.

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## HR Corner

Lynneah Smith

### Employee Updates:

- Tyler Darragh, Assembler, started 3/1/21
- Jeremy Bernardi, Assembler, started 3/1/21
- Erin Kaliszak, HR Intern, started 3/1/21
- Mark Dunlock, 2<sup>nd</sup> shift ETC Lead, started 3/8/21
- Julie Petry, Supply Chain Associate, started 3/8/21
- Paul Kaehler, QA Inspector, started 3/15/21
- Juan Rosas, 3<sup>rd</sup> shift ETC Lead, started 3/15/21
- Chad Conrad, Assembler, promoted 3/22/21
- Mike Golden, Assembler, promoted 3/22/21
- Sam Richardson, Buyer, promoted 3/22/21
- Robert Kurtz, 2<sup>nd</sup> shift Manual Mill Machinist, starting 3/22/21
- Troy Hemming, Saw Operator, starting 3/22/21
- Brendan Corkum, Assembly Support, starting 3/29/21



### Recruiting Updates:

#### DAY SHIFT:

- Sales Engineer (1)
- Service Technician (5)
- Machinist Apprentice (1)
- Supply Chain Associate (1)
- Electrical Designer (1)
- Mechanical Engineer (2)
- Assembly Support (2)
- Quality Assurance Inspector (1)
- IT Intern (1)
- CNC Programmer (1)

#### EVENING SHIFT:

- CNC Lathe Machinist (1)
- CNC Mill Machinist (3)



### Smoking/Tobacco Policy:

Tobacco use is prohibited on Company property and in Company vehicles. This policy extends to vaping as well. Tobacco use is only permitted in personal vehicles.

**Employees are not permitted to leave the premises to use tobacco during working hours;** doing so will result in disciplinary action up to and including termination. You may smoke in your personal vehicle before work, after work, or during your lunch break. You may not go out to your personal vehicle during any paid break throughout the day.

New Styles  
Available

An advertisement for an 'Elsner Gear Sale'. It features a collection of clothing items including a blue hoodie, a teal polo shirt, a blue long-sleeve shirt, and a peach-colored long-sleeve shirt, all with 'ELSNER' branding. A large, semi-transparent pink circle with the text 'Elsner Gear SALE' is overlaid on the items. Below the items is a green banner with the text 'Coming in April!'. At the bottom of the advertisement, it says 'Details will be posted on the bulletin boards and sent out by email closer to April.' and 'Contact Tiffanie Danner with any questions.' The entire advertisement is framed by a green border.

MARCH 2021

# HAPPY BIRTHDAY

DENNIS CORNBOWER - MARCH 12TH  
 DAN DANNER - MARCH 14TH  
 MIKE BROWN - MARCH 15TH  
 BOBBY ROTH - MARCH 17TH  
 LYN DANNER - MARCH 23RD  
 RANDY MARTZ - MARCH 24TH  
 CRISSY STAMBAUGH - MARCH 25TH  
 ANGIE KLUNK - MARCH 26TH  
 NIKKI WALLACE - MARCH 30TH  
 LEO SCHACHLE - MARCH 31ST



# mark your calendar!

Please mark your calendars for these upcoming Elsner events. More information to follow:

### April

- Friday, April 2<sup>nd</sup>- Closed for Good Friday
- Friday, April 30<sup>th</sup>- Last day of Scale Down Challenge

**MARCH 2021**

## Employment ANNIVERSARIES

ANDY SHEELY- 26 YEARS  
 DEB UTZ- 10 YEARS  
 JOHN MATHY - 7 YEARS  
 TRAVIS WALKER - 6 YEARS  
 MIKE LYNCH- 5 YEARS  
 ALEX BAXTER- 3 YEARS  
 JACK BROWN- 3 YEARS  
 PAUL KYLE- 3 YEARS  
 TODD ANTHONY - 2 YEARS  
 MATT FETZER - 2 YEARS

**THANK YOU FOR YOUR CONTINUED SUPPORT TO ELSNER!**

We will be CLOSED in observance of

# Good Friday

FRIDAY | APRIL 2, 2021



Have a safe & happy holiday!

We will reopen normal hours on Monday | April 5, 2021

## THIS MONTH IN THE QUESTION BOX

**Q1: Why do we have to pick a 30- or 45-minute lunch?**

**A1:** Many people prefer to take a shorter lunch or no lunch at all, so they can get their hours and spend more time outside of work. A 45-minute lunch on a 9-hour day results in being here for a total of 9 hours and 45 minutes. Many people would prefer to not take lunch and only be committed to the 9-hour straight day. Our system allows us the flexibility of setting up different shifts for different people but does not allow people to go back and forth between those shifts.

Currently, we are offering employees the option to pick a 30- or 45- minute lunch but not the option to switch back and forth between the two. You must choose one or the other for consistency purposes particularly as it relates to monitoring timecards and MES. When you take a 30-minute lunch instead of a 45-minute lunch, it alters the start or end time of your shift which becomes difficult to monitor in the system for 60+ people. We continue to have instances of people forgetting to clock in/out of ADP or MES which requires your supervisor or payroll to have to manually alter your time. We cannot allow increased flexibility until we can consistently track timecards without error each day and find an alternative in the system.



**Questions regarding the  
information in this  
newsletter?**

**Contact Lynneah for  
assistance.**