

MILWAUKEE ELECTRONICS NEWS

Q4 2023

About Milwaukee Electronics

Milwaukee Electronics designs and manufactures custom circuit board assemblies for the medical, transportation, military, logistics and a variety of other industries.

The Company operates over 180,000 square feet of manufacturing in Portland, Oregon; Milwaukee, Wisconsin; and Tecate, Mexico. In addition to EMS and product design and engineering services, it offers quick-turn prototyping and on-demand assembly through its Screaming Circuits business unit.

Elevating HR: New Director



Jennifer Montano
Jennifer Montano has joined Milwaukee Electronics as Director of Human Resources. Previously, she was a Senior Human Resources Manager with Benchmade Knife Company. She was earlier associated with Orchid Orthopedic Solutions and Three J's Distributing, Inc. in HR management and safety management roles. She will be based out of the Portland, OR facility.

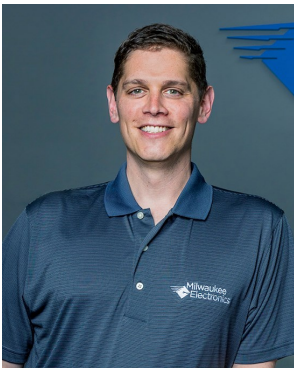
"We wanted to create a corporate HR

position to ensure that we were taking a uniform approach to HR management, workforce development and recruiting across our facilities. Jennifer has 16 years of experience managing HR in manufacturing and service environments, including experience with multi-facility operations. I think she'll be a significant asset in creating the uniform HR approach that maintains the family business culture we value," said Jered Stoehr, Milwaukee Electronics' CEO.

Jennifer received her Bachelor of Arts degree in business administration management and human resources management from Portland State University.

Focused on Operational Excellence in 2024

As we end 2023 and get ready to begin a new year, I think it is time to do some reflection as well as share our vision for next year. Our industry is coming out of



Jered Stoehr

one of the most challenging eras it has ever faced with record-setting component allocation, peaks and valleys in demand, inflation, and challenges in the labor market. We've navigated through some of those issues well and not done as well in other areas. Materi-

al still has areas of challenge, but is improving. Forecasts are more predictable. In short, while 2023 had surprises that continued to challenge our team, in 2024 we need to be back to playing our A game.

We've built a lot of that foundation this year, focusing more strongly on the core elements of Operational Excellence: embedding a formal Lean manufacturing/continuous improvement culture in all facilities, implementing a metric-driven goal focus to improve overall performance, hiring a corporate director of HR to drive company-wide vision in addressing HR challenges and continuing our leadership development efforts to ensure

we have good succession strategies in place for all critical roles.

Our customer satisfaction surveys showed we needed to improve in quoting, NPI, customer service and project status reporting. We are focusing specifically on improvement in those areas including looking at ways to streamline quoting and developing a standardized NPI process among all facilities. I am happy to say that our increased investments in Systems and IT over the last 3 years have laid the foundation for these improvements. We are also reviewing production capabilities such as functional test for potential improvements and specifically targeting re-

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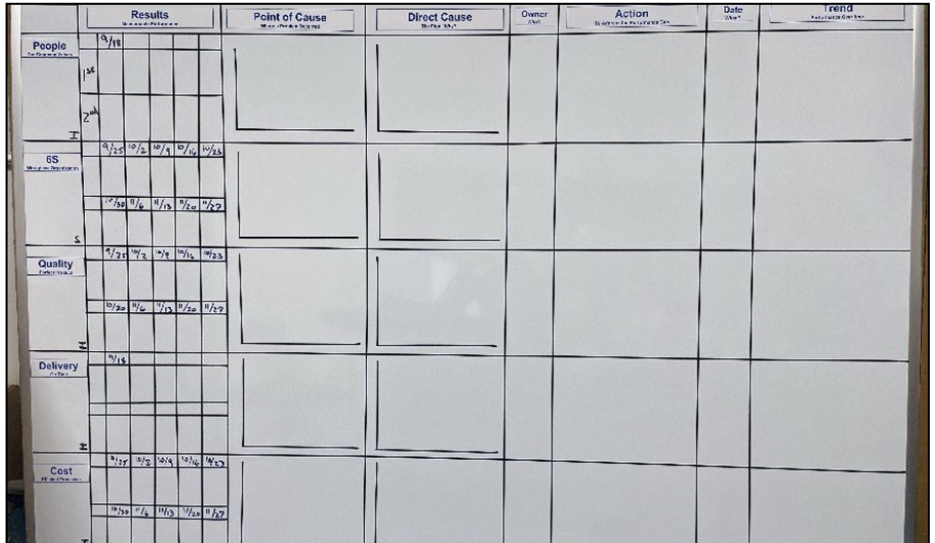
Continuous Improvement: It's in Our DNA

By Jeff Theys, MKE GM

Have you ever felt frustrated about solving a problem only to have it reappear another day? Perhaps the problem was never really solved or corrected, rather it was just contained. At Milwaukee Electronics we line up our problems or opportunities in a pareto (a bar graph that represents frequency and a line that measures cumulative total) and work to solve them one at a time.

How this works:

- Collect several data points in areas such as people, safety, quality, delivery, & cost.
- Measure our performance of this data (actual) to the targets we set as our goals.
 - The difference between the target and actual is our gap.
- Point of cause
 - From the gap we first look at where did the problem occurred (point of cause).
 - This directs us where to start our problem solving.
- Direct cause
 - From the gap we also look at the



	Results	Point of Cause	Direct Cause	Owner	Action	Date	Trend
People	9/16						
GS	9/16, 10/16, 10/16, 10/16, 10/16						
Quality	10/16, 10/16, 10/16, 10/16, 10/16						
Delivery	10/16						
Cost	10/16, 10/16, 10/16, 10/16, 10/16						

MKE tracks improvement project status using whiteboards.

- first why
 - This directs us to the root cause
- Hypothesis
 - "If we do this action, then it will close the gap by this much"
 - This challenges us to work on the biggest opportunities first
- Action
 - Owner – Action – Due Date
 - This assigns "just do it" actions to

prevent the problem from occurring again and improving the method of how we detect it from occurring

- Huddle meetings
 - Daily meetings where the work center leader presents the results of the board to the team and provides clear communication on what the resources of people and time will focus on.

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Leadership/EDP Teams Focused on Strategic Goals

In Oct., Milwaukee Electronics' Leadership Team and Executive Development Program (EDP) participants held an offsite meeting in Portland, OR which included a factory tour, forecast review and Screaming Circuits sales and operations review.

The teams also reviewed annual goals, and looked at high level initiatives and financial goals for 2024. They also developed specific action plans for operational improvements.



The teams met offsite for discussions after touring the Portland, OR facility.

Tecate, Mexico Facility Celebrates 20th Anniversary

On Dec. 5th, Milwaukee Electronics's Tecate, Mexico facility celebrated its 20th anniversary. The event included food and t-shirts featuring a Milwaukee Electronics Tecate 20th anniversary logo. CEO Jered Stoehr, President and CFO Rick McClain and VP Operations Justin Moulton attended the event. VP of Administration—Mexico Operations Letty Pourhashemi and Tecate General Manager Pirouz Pourhashemi were congratulated on the work they've done in building the operation and were welcomed into the Milwaukee Electronics family as employees. Employees who had been with the company 20 years were presented with a Milwaukee Electronics logo jacket and a recognition certificate. The ceremony ended with a "taquiza" or tacos for everyone.



Above left: (L-R) Tecate General Manager Pirouz Pourhashemi, VP of Administration—Mexico Operation Letty Pourhashemi, President & CFO Rick McClain and CEO Jered Stoehr. Having played a founding role in Tecate, Pirouz and Letty are also celebrating their 20th anniversary as part of the Milwaukee Electronics team!

Above right: the Tecate facility.

Right: 20 Year Service Anniversary team members were presented with certificates and jackets, plus posed with management for a celebratory photo.

Screaming Circuits Celebrates 20th Anniversary

On Oct. 25th, the team at Screaming Circuits got together to celebrate the business unit's 20th anniversary.

There was plenty of food, including a cake and cupcakes in Screaming Circuit colors.

As part of the festivities, a \$500 check was presented to the robotics program at North Marion High School to purchase parts and apparel for the three teams in the program.



Following the check presentation to the North Marion High School Robotics program, the program's representatives posed for a photo. (L-R) Sherie Moran, CTE/Robotics Teacher; Isabella Mon, Class of 2022; Milwaukee Electronics CEO Jered Stoehr; Shawn Ostrander, Class of 2023; and DeAnn Jenness, Principal.

DNA

- Gemba walks
 - Weekly meetings where office leadership joins production leadership to have the work center leadership present the metric board and then go & see the good, bad, and ugly for processes
 - The purpose is to provide clear understanding to all leadership on opportunities in production
- Work Center leadership may use orange marker when writing certain actions. This means they are pulling the “help chain” and need help outside the work center to solve a problem.
- Town Hall meeting
 - Monthly meetings where site leadership (GM) shares with all employees with updates on metrics, key changes in the business, and provide opportunity for employees to share feedback or questions.

2024

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sources at operational areas needing improvement.

We are also tightening belts in 2024, having our team focus on working smarter to reduce unnecessary costs wherever possible. That said, the EMS business is a partnership and we need to continue to work together addressing unplanned forecast changes or inflation-driven cost increases.

I’m already seeing internal improvements

within our facilities as our initiatives are implemented. In 2024, we’ll be expanding implementation of Lean manufacturing principles and showing visible operational performance improvement as the result of the initiatives I’ve already outlined.

This time of year, we also reflect on the value of relationships. In the last two months, we’ve celebrated 20 year anniversaries in Screaming Circuits and our Tecate, Mexico facilities. Those are sig-

nificant milestones were made possible by hard working teams and the support of our customers. I’m thankful for the accomplishments of our entire team this year and the support we’ve gotten from customers and suppliers. I’d like to wish everyone a joyous holiday season and a happy and healthy New Year.

Jered Stoehr
CEO

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