

APICS Region VIII

The Association for Operations Management

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Spring 2006



Message from our Region VP

Pam Somers, CPIM

Hello, Chapter Presidents!

We are busy planning for our spring Region Meeting, and I wanted to get the word out so you can start making plans for you and/or your chapter representatives to attend.

As some of you are already aware, the meeting has been re-scheduled from February to March 3rd and 4th, in Toronto, Ontario.

The meeting will begin on Friday afternoon (registration at 4:00), and will wrap up on Saturday, by 5:15pm. Each attendee should make his or her travel and hotel arrangements accordingly to be able to take in the whole event. Hotel Information is as follows:

Quality Suites Toronto Airport
262 Carlingview Dr.
Toronto, Ontario, Canada M9W 5G1
Phone (416) 674-8442 or 1-877-755-4900
Fax (416) 674-3088
Check In Time 15:00
Check Out Time 11:00

continued on page 2

INSIDE THIS ISSUE

- 1 Messages from Region VPs
- 1 Society News
- 6 Deborah Walker on Updating your Resume
- 7 Region Staff Roster

APICS Society News

APICS Webinars

[Putting Intelligence into Part Number Management](#)

February 15

[Achieve Cycle Time Reduction](#)

March 15

National Workshops

[Master Planning of Resources](#)

February 7-9, 2006

[Detailed Scheduling and Planning](#)

March 7-9, 2006

[Execution and Control of Operations](#)

April 11-13, 2006

Hot Topics

New! Contracts Management White Paper

Understanding and effectively mitigating contracts management risks is a proven means for organizations to deliver and sustain profitability. Download a new white paper, based on a revealing study by APICS and Protiviti, that examines contracts management practices across several industries.

Supply Chain Certification

APICS introduces the Certified Supply Chain Professional (CSCP) designation.

New! APICS Member Benefit

Visit APICS Learning Communities, the online gathering place for operations management professionals. Share your knowledge and discuss industry topics.

I am APICS

Find out why Membership Matters to Ashok Ramachandran, CPIM, APICS North Texas Chapter.

APICS Buyers' Guide

Find manufacturing and supply chain products and services in the APICS Buyers' Guide.

Enterprise Software Database

Looking for unbiased, comprehensive, usable information on enterprise software? Try this new evaluation tool provided for APICS members only.

continued on page 5

Costs:
King Suite
Single/Double rate: \$109 plus taxes
Triple: \$119 plus taxes
Quad: \$129 plus taxes

ROOMS WILL BE HELD UNTIL FEBRUARY 16th
...When making your reservation
please reference APICS for block rate

The agenda is packed-full of new and useful information for Chapter Volunteers, so I encourage each chapter to send as many representatives as they can. The agenda will include an interactive Chapter Presidents Forum, A Finance and Budgeting Workshop, an overview of the new Minimum Chapter Standards and C-BAR Programs, and a review of the new and *very* exciting CSCP Certification. We will be sending a more detailed agenda and more information about the meeting over the next few weeks.

As a reminder, each chapter is responsible for its own costs to attend region meetings. There are exceptions, which are outlined in the attached the region SOP regarding region meeting expense coverage. This document is also available on the Region VIII web site.

I will be sending out a request for confirmation of attendance soon. In the meantime, please book your hotel and travel arrangements.

If you have any questions or concerns, feel free to contact me. You can either e-mail me here, or call me at (905)689-2818.

I look forward to seeing everyone in March!

Pam Somers, CPIM



Message from our Executive VP
Mike Kovacs, CPIM

Mike provides an article supplied by Paul Politte and Associates on the adjacent column.

Sales and Operations Planning (S&OP) Process

Meetings, Inputs/Outputs, Participants and Key Success Factors

S&OP is the foundation process used to manage supply and demand in a company. When executed to best in class standards it ensures objectives are met for profit, customer service and inventory. It is also the process to manage the continuous improvement activities and priorities in a business. There are six regular business meetings in the standard S&OP process – a Daily Scheduling, a Weekly Scheduling and 4 monthly meetings; Demand review, Supply review, Pre-S&OP and S&OP. These process meetings are not independent, disconnected events, but rather an integrated, interactive process involving all levels of management and every process and department in a company. These process meetings are built around a key concept – defined authority levels and escalation processes for changing schedules, using capacity, using inventory, managing customer service and managing continuous improvement activities. These meetings are scheduled one year in advance. They are supported by formal, approved business policies and procedures clearly defining roles, accountabilities and performance metrics.

The Daily Scheduling meeting is held every morning and attended by front line operations and customer service staff. The meeting also includes representation from support areas such as the Warehouse, Quality, Planning and Maintenance. The chair of the meeting is eventually rotated but during initial implementation is generally chaired by the Master Scheduler. Primary inputs are production dispatch lists and customer orders. Outputs of the meeting are as follows:

- 1) Past due schedules are rescheduled to a future, achievable date
- 2) Schedules for the next several days (generally 3 - 7, but company dependant) are reviewed for achievability and rescheduled if required, after mitigation plans have been fully exhausted.
- 3) Agreed actions to support achievement of schedules and customer commitments are documented
- 4) Decisions or recommendations outside the team authority level are formally documented for escalation to management.
- 5) A Continuous Improvement database is populated with applicable reason codes for performance variances.

The Weekly Scheduling meeting is a mid-management meeting generally held on Thursday afternoon. It is chaired by the Supply Manager and is attended by the managers of the staff from the daily meeting. The inputs to the meeting are:

- 1) Business performance metrics from the previous week
- 2) Root causes and proposed corrective actions
- 3) A proposed daily finite schedule for next week
- 4) A proposed capacity and materials plan for the finite scheduling horizon; generally 13 weeks

The outputs of the meeting are as follows:

- 1) An agreed and achievable action plan to address root causes of performance variances
- 2) An agreed and achievable detailed finite schedule for next week
- 3) An agreed and achievable capacity and materials plan for the finite scheduling horizon
- 4) Documented decisions, actions and escalations for issues outside authority levels

The remaining four S&OP process meetings occur on a monthly cycle and are senior and executive management led.

The first meeting in the monthly process is the Demand review meeting. It is generally held by business day 5 of the month and chaired by the senior manager accountable for the forecast. Participants are forecasters and the master scheduler. The future forecast (minimum 18 months) in dollars and units is updated and validated as realistic and achievable. If the new plan does not meet business goals, alternatives and recommendations are documented for escalation to S&OP. Variances to performance metric results from last month are reviewed for root cause and corrective action. If performance is outside predetermined standards, recommendations on corrective actions are documented for escalation to the S&OP meeting. Additional agenda topics would also include for example; new product schedules, forecast assumptions, upsides/downsides. There are formal measures and set objectives for metrics on forecast accuracy and forecast bias. Out of this meeting the revised forecast is updated in the system.

The Supply review meeting is held by day 10 of the month and chaired by the senior materials manager. Operations and support management and the demand manager are regular attendees. The master scheduling process has evaluated the new forecast against the previous supply side plans and assumptions. The key input to the meeting is

recommendations on requirements to meet the new forecast. The outputs of this meeting are validated and agreed supply plans and assumptions that support delivering product to satisfy the new forecast. Performance metrics from last month below target are reviewed for root cause and corrective action. Action plans and assumptions are updated as required and, identical to the demand process, performance variances for escalation to S&OP are identified. A standard agenda would include topics such as updating/revalidating capacity standards and shutdown planning.

The Pre-S&OP meeting is held by day 15 and generally chaired by the senior operations executive. Senior operations and commercial management attend. Issues that could not be resolved out of Demand and Supply are reviewed and agreements made on the alternatives and recommendations that will be escalated to the S&OP. As in Demand and Supply meetings, root causes and continuous improvement priorities are validated.

S&OP is generally held in the last week of the month and is chaired by the CEO and attended by all Executives. In most environments the Supply and Demand Managers will attend most of the meeting to provide the background analysis and recommendations. Alternatives and recommendations from lower level meetings are reviewed and approved. Any decision that could not be made in other meetings is made here. Commitments on actions made in previous S&OP meetings are validated as having been achieved – people are held accountable. The S&OP team is accountable to re-calibrate, approve and re-communicate a realistic and achievable demand, supply and continuous improvement plan. The output of the meeting is a plan that will meet profit and customer commitments.

Implementing and sustaining a robust S&OP process requires alignment across a company. If the CEO delegates the chairing of the S&OP meeting the overall process is guaranteed to fail. To realize the full benefits of the process a company should be operating on a Class A platform of business processes. That does not mean you have to be Class A to start...it's actually the first process you would start in a Class A implementation project.

Leo Quilty is based in Toronto and is aligned with Paul Politte and Associates. Paul was one of the contributing authors to the Oliver Wight 3rd edition Class A checklist. They specialize in the global implementation, operation and improvement of MRP

II, Sales and Operations Planning, Forecasting and Demand Management, Supply Management and Distribution Resource Planning. Their clients include some of the most prominent manufacturing and distribution companies in the chemical process, pharmaceutical and consumer goods industry. Among them are Dow, Rohm and Haas, GlaxoSmithKline, sanofi pasteur, Apotex, Gillette, Warner Lambert, Zeneca and E.I. Dupont.

leoquilty@rogers.com 905-846-9298
pfpolitte@aol.com 239-437-5691



Message from our VP Officer Development and Education

Paul Howatt, CPIM

I tried to piece together and condense some CSCP information without going into too much detail. Come to the Spring Region meeting for the expanded version.

Certified Supply Chain Professional (CSCP)

APICS brings you the first comprehensive educational program designed for operations and supply chain management professionals, the APICS Certified Supply Chain Professional (CSCP). The APICS CSCP program takes a broad view of the field, extending beyond internal operations to encompass all the steps throughout the supply chain—from the supplier, through the company, to the end consumer—and how to effectively manage these activities to maximize a company's value chain. The program provides professionals with the skill set necessary to understand and manage the integration and coordination of activities within today's increasingly complex supply chains. Individuals will learn how to design and develop a supply chain strategy that aligns with corporate strategy; understand how to manage supplier and customer relationships; recognize how logistics, technology, and data can enhance performance; and discover how to achieve the seamless integration of all processes to meet customer needs, reduce costs, and increase profits.

Benefits of CSCP

Through the CSCP program, you will

- Learn to boost productivity, collaboration, and innovation

- Discover how to positively affect lead times, inventory, productivity, and bottom-line profitability
- Gain the knowledge to effectively and efficiently manage supply chain activities when you have suppliers, plants, distributors, and customers around the world
- Gain greater confidence, and peer and industry recognition
- Enjoy the potential for career advancement and increased earnings.

Is CSCP Right for You?

The CSCP designation is for professionals in operations and supply chain management. This designation is ideal for you if you are

- Interested in more depth of knowledge and understanding in the areas of supplier and customer relations, international trade, the use of information technology to enable the supply chain, and physical logistics
- A professional who is consulting or teaching supply chain functions
- Working with enterprise resources planning (ERP) systems

CSCP will help you advance your career while giving you the foundation to improve your company's competitive position and profitability.

Becoming a CSCP Candidate

To be eligible for the CSCP exam, a candidate must meet one of the following criteria:

- Bachelor's degree or equivalent plus two years of related business experience
- CPIM, CFPIM, CIRM, or C.P.M. designation plus two years of related business experience
- Five years of related business experience

For the latest information about the CSCP exam, application and registration processes, and testing locations and dates visit www.apics.org/CSCP

APICS CSCP Learning System

The APICS CSCP program provides you with the knowledge and skills demanded of supply chain leaders. To help you prepare for the CSCP exam, APICS has developed the CSCP Learning System, a comprehensive course based on the CSCP body of knowledge. The learning system is organized into four learning modules:

continued on page 5

Module 1 - Supply Chain Management Fundamentals

Module 2 - Building Competitive Operations, Planning, and Logistics

Module 3 - Managing Customer and Supplier Relationships

Module 4 - Using Information Technology to Enable Supply Chain Management

The CSCP Learning System is a comprehensive professional development and exam preparation program. It combines print materials with interactive online tools to deliver a customized learning experience.

The easy-to-use course is self-directed but can be combined with curriculum delivered through live instruction (starting in March 2006) for those who prefer a classroom approach to learning.

Upon successful completion of the CSCP Learning System, you will earn 30 certification maintenance points toward maintaining your CPIM or CFPIM credentials.

To find out more, or to try a *** FREE DEMO ***, visit www.apics.org/CSCP.



*Message from our VP
Marketing & Communications*

Axel Dietz, CPIM

I looked back over my accomplishments over the last year as VP of Communications and in reality didn't accomplish that much. I had high aspirations in launching a national web site infrastructure and ended up with a regional web site in with the very same distress symptoms that I was lobbying the chapters for support to change. The web site is an important communications tool if managed properly. However it must always appear fresh in appearance and contain useful information. Instead it became static in appearance and the content didn't change that much. In our environment, using volunteer staff and limited funds, we can't rely on web site publishing skills, custom tools, and traditional service providers. It's highly desirable to de-centralize these responsibilities, with highly transferable functionality

and basic utility. Perhaps the region web site's demise won't far off.

At the upcoming spring Region Meeting Pam will be discussing an alternative chapter communications tool hosted by society, the APICS Learning Communities. It's possible that these tools are all that's required by Region to effectively communicate to our chapter staff. You'll be the judge.

This year the Communications portfolio merged portfolio's with Marketing. You'll remember Dennis Lord and Sheree Jamieson's valiant efforts in launching a "made in Canada" marketing campaign. The financial commitment required to launch such a campaign created a rift with our chapter community. Many simply didn't have the funds to support it. This year our Marketing efforts will support society's plans with no initiatives planned to diversify our efforts. However I'm open to your opinions.

I ended the year last year by attending a chapter meeting for the Peel chapter and I must say I was impressed with the attendance and enthusiasm of the chapter staff and it's members. Roshni Captain certainly has a dedicated staff.

As a corporate member of the Toronto chapter I attended their January Honda Plant tour in Alliston. I toured their facility shortly after it opened nearly 20 years ago. Today the plant has multiple manufacturing facilities and produces a car every 63 seconds. It's just phenomenal to see the automation in this facility and to see cars being built with only 13 hours of direct labour.

I look forward to meeting some of you next March and feel free to drop me an email with any suggestions you may have for the newsletter or other communications and marketing interests.

Axel Dietz

Marketing Tool Kits

[APICS Branding Tool Kit](#)

To help your chapter transition to the new APICS brand, the materials that you will need have been assembled here in a Branding Tool Kit. New Logos and usage guidelines, the Web Template, PowerPoint presentations, a press release, newsletter article, boilerplate copy, the APICS Value Proposition and fact sheets.



Deborah Walker,
CCMC
Certified Career
Management Coach

Is It Time To Update Your Resume?

The motto “Be prepared,” isn’t just great advice for Boy Scouts; it’s also great career advice. You never know when the perfect career opportunity will present itself. If a recruiter called you today with your dream job, would you be prepared to send out an up-to-date resume right away?

There are four critical times to update your resume:

- At least once a year
- Any time your career focus changes
- When you anticipate layoffs with your company
- When you begin to feel dissatisfied with your current position

1) Update your resume every year.

This is where many people fall short. When that recruiter calls with the perfect job, you may suddenly find your resume is years out of date, and you’ll have to scramble to catch up.

Keep your resume current by including your best accomplishments each year. Don’t count on your memory to recall everything you achieved in years past! You are likely to overlook critical achievements and contributions. If you need assistance, a resume coach may be able to help you through the process with some targeted questions on your most recent jobs.

2. Update your resume when your career focus changes.

If you want to change your career path, then you also need to change your resume. There are several ways to shift the focus away from your current job and toward your new career.

By focusing on the skills that will be useful in your new career, you can position yourself as a stronger candidate for the job. Highlight those transferable skills in your new resume, bringing them front and center.

In addition to highlighting your transferable skills, shift

your list of accomplishments to support those skills. Accomplishment statements give credibility to transferable skills and prove your ability to cross industry or occupational lines. Well-crafted accomplishments make a big difference in whether you win the interview or are passed over.

Finally, be sure you understand your audience. As you shift career focus, it is critical to understand the hiring motives of your target market. Use your resume as an effective selling tool by correctly anticipating the recruiter’s “wish list” for great job candidates.

3. Update your resume when you anticipate layoffs within your company.

A harsh reality of today’s economy is the need for corporate downsizing. Layoffs and losses are becoming more and more common. But you can prepare for any worst-case scenario by keeping your resume up-to-date.

Don’t make the mistake of being overly optimistic. It’s safer to assume that you are on the “out” list. Most people who get caught unexpectedly in a layoff thought they were indispensable to their employers. You might be important or well-liked, but remember that the bottom line always has a louder voice than you do. Get your resume ready as soon as you see any indications that downsizing is on the way.

Don’t mistake company loyalty for a fear of change. Often employees would rather take their chances with a potential layoff than make proactive steps toward finding a new job. Once they’re laid off, it’s already too late. Remember, as a candidate, you are always more marketable while still employed. Avoid this trap and start your job search early with self-marketing tools (resume and cover letter) that are up-to-date and top quality.

4. Update your resume when you are dissatisfied with your current position.

Job dissatisfaction leads to feelings of frustration, worthlessness, and often hopelessness. But there is no reason to stay in a job you hate. Being prepared with an updated resume can help you feel better in your current job. When you have a really terrible day at work, you can respond to job opportunities that same evening with confidence in your up-to-the-minute resume. Taking proactive steps toward a new career will give you back your optimism and self worth.

continued on page 7

If it's time for you to update your resume, first decide whether your resume requires a simple update or a complete rewrite. If you have been using the same resume format throughout your career, it's possible that you have outgrown the old look. What your resume promoted ten years ago may not be appropriate or significant for your career choices today. And if you've simply been "tacking on" to your old resume, it may start to resemble a house with too many additions, with little sense or direction.

A professional resume critique can help you decide exactly what you need to move forward. A well-written resume can make an incredible difference in:

- The length of time it takes to make your

career move

- The quality of your next position
- The income potential of your next position

Your resume is your best sales tool in finding a new job, and it deserves the investment of your time and commitment. With a little extra effort now, you'll be prepared for anything that comes your way—and be well on the path to your next great job.

Deborah Walker, CCMC

Career Coach ~ Resume Writer

Find more job-search tips and resume samples at:

www.AlphaAdvantage.com

Email: Deb@AlphaAdvantage.com

Region VIII Staff of APICS

Position	Incumbent	Email	Phone / Fax
Region Vice-President	Pam Somers, CPIM	pamneric@cogeco.ca	905.689.2818
Executive VP	Michael Kovacs	mkovacs@bellnet.ca	519.564.2326
VP Officer Development & Education	Paul Howatt, CPIM	pdownatt@mccain.ca	506.392.3106
VP Marketing & Communications	Axel Dietz, CPIM	axel.dietz@apics.ca	416.667.2282
VP Chapter Support	Yvonne Ewing	ims@inventorytraining.com	705.728.7141 x251
Acting Web Master	Troy Woudwyk	troyw@rogers.com	905.579.7847
Region Office Admin	Marilyn Ryder	mryder@singlesourcemanagement.com	Ph: 800.567.8207 Fax: 416.862.0315 3 Church St. Suite 604 Toronto, ON. M5E 1M2

The Region VIII Web site is located at <http://www.apics8.org>

Region VIII APICS Learning Communities <http://www.apics.org/Resources/LearningCommunities>