



TAKING STOCK



President's Message

Denise Becker, CPIM, President APICS (Vancouver Chapter)

Looking forward to an exciting and eventful new season!

Alan Dunn presented our first Professional Development Meeting of the season at Mayfair Lakes and the topic was Measuring Business Performance.

Alan is one of the most popular speakers we have had over the last number of years, and always has a unique perspective on a topic. His presentation focused on how metrics that are used to judge the performance of the company leaders, will dictate the overall performance of the company.

I would like to thank the Vancouver ASQ Chapter for joining us at our September meeting, and encourage them to check out our events throughout the year.

The board continues to plan for future speakers at the PDMs and are always making improvements to our web page. If there is more we can do, please send an email to any of us on the board. We are always interested in hearing from our members and provided a members survey at the September PDM. (We will do the same in October.) When we have the results tallied, we will publish them and then propose how we can continually provide value to our Vancouver Members.

The board and I are very excited with this season's events and we look forward to seeing you at our October PDM, which will be followed by a one-day workshop on Friday, October 27th!

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TAKING STOCK

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This newsletter is the official publication of the APICS Educational Society (Vancouver Chapter).

Taking Stock keeps members informed on topics of professional interest, upcoming programs, courses, seminars, meeting details, educational and career opportunities, and professional certification.

Submissions

Articles should be in Word for Windows RTF format. For details, send an email to: communications@apics-vancouver.org

Deadline Dates

The deadline date for submissions is usually one week prior to a professional development dinner meeting, but is subject to change.

Editorial Policies

Suitability for publication is at the Editor's discretion within the guidelines established by the Chapter Executive. The Editor reserves the right to edit copy for length. Articles may not be reprinted without written permission from the Chapter Executive.

ICBC, together with local police forces, and the provincial government have again designated October as Zero Crash Month. Remember to use your seat belts and drive carefully.



Advancing Productivity, Innovation and Competitive Success

APICS is an international, non-profit educational society made up of 70,000 managers and professionals from 20,000 companies who share manufacturing knowledge and expertise with one another. There are 3,500 Canadian APICS members, and of those, over 500 are from British Columbia.

APICS membership provides benefits such as high-quality publications, Special Industry Groups (SIGs), and the annual International Conference. Publications such as *APICS — The Performance Advantage and Production and Inventory Management Journal* contain leading edge technical articles by highly qualified authors. The *APICS Buyers Guide* is an invaluable tool for those interested in purchasing manufacturing software.

APICS Vision: APICS will focus in its core competency of production and inventory management, building on this core to develop related businesses as appropriate.

Vancouver Chapter Vision: We are the premier provider of professional development in operation management to maximize supply chain performance.

APICS Mission: APICS is the global leader and premier provider of information and services in production and inventory management and related areas to enable members, enterprises, and individuals to add value to their business performance.

Vancouver Chapter Mission: To enhance individual and business prosperity through continuous training, education, and networking. □



October PDM

LEAN 5S DUO Dinner Meeting

October Dinner Meeting

When

Thursday October 26, 2006

5:30 PM	Registration
6:30 PM	Dinner
8:00 PM	Program

Dinner will be served at 6:30 sharp — please arrange to arrive on time!

Where

**Mayfair Lakes
Golf & Country Club**
5460 No. 7 Road
Richmond, BC

See map on page 10

Cost

\$30	A PICS members
\$40	Non members
\$22	Student members

Reservations

Please make your reservations by
**4:30 pm, Tuesday
October 24, 2006**

Register

by emailing Amy at
programs@apics-vancouver.org or
by calling Nathalie at **804-639-4444**.

Payment Policy

Payment by cheque or cash at the door.
Register online and use your credit card. Online registration open until
4:30pm, Tuesday October 24, 2006.

Office Waste—The Next Lean Frontier

If you have never thought of the front end of your business—your office, as a prime area for lead-time, cost, and quality improvements—that time is now! Lean is a waste-elimination mindset that applies to sales and marketing, order entry, accounting, engineering, materials control, purchasing, and other front office functions providing many opportunities to identify and eliminate waste.

Businesses have spent a lot of their efforts on implementing Lean and 5S in their manufacturing processes but not in the office. Office waste can be defined in the same Lean terms as the factory, and provide significant opportunities to improve performance and productivity in your organization.

The benefits of office Lean are many and include improved lead times, reduced paperwork, increased productivity and quality, and improved communication and information flow.

We will discuss 5S workplace organization and housekeeping elements and demonstrate their roles as the foundation of Lean office. This includes taking the first step in the Lean office journey to get people involved, and taking ownership for identifying and eliminating waste in their work processes.

Meeting Facilitators:

Dennis Lord, CPIM—executive director of IMS Consulting is an internationally recognized practitioner, speaker, educator and consultant in operations and inventory management. He has been providing education and know-how in inventory management, Lean concepts, the 5S system and supply chain management for over 25 years to manufacturing and distribution companies in Canada, and internationally.

Sheree Jamieson, CPIM—training director of IMS Consulting brings 18+ years of experience leading and facilitating workshops within the college community, and as an independent consultant. Her sessions are well known as fun, energetic learning experiences that provide tools and skills that can be implemented immediately.

Program Schedule 2006–2007

We are pleased to announce that we will be holding our 2006/2007 dinner meetings at Mayfair Lakes again this season. Please note the following important dates on your calendar! Also note that program dates may sometimes be rescheduled or program topics changed due to the availability of speakers.

For the most up-to-date information on programs, watch for upcoming issues of our newsletter *Taking Stock*, or check out the webpage at the following link: www.apics-vancouver.org/dinner.html.



APICS Vancouver 2006/2007 Calendar of Events

	Date	Event	Speaker	Topic
Dinner Meeting Fees \$30 APICS members \$40 Non-members \$22 Students	Thursday October 26	PDM	Dennis Lord & Sheree Jamieson	Lean 5S Office Duo
	Friday October 27	Workshop	Dennis Lord & Sheree Jamieson	Lean 5S Office Duo
Workshop Fees \$199 APICS members \$299 Non-members Includes coffee breaks and lunch	Thursday November 16	PDM*	Hank Barr	Theory of Constraints
	Thursday January 18/07	PDM	TBA	Supply Chain
Dinner Meeting Location Mayfair Lakes Golf & Country Club 5460 No. 7 Road Richmond, BC	Thursday February 22/07	PDM	Dick Verbeek, CPIM, CIRM	Collaborative Supply Chain
	Friday February 23/07	Workshop	Dick Verbeek, CPIM, CIRM	Collaborative Supply Chain
	March, 2007	Tours	TBA	
	Thursday April 26/07	PDM/AGM	TBA	

* PDM Location changed to BCIT for this date only.

The Fraser Valley Chapter hold PDM's on the Wednesdays before ours – you can check out their dinner meetings information at the following link www.apics-fraservalley.org/dinner.html.

For more information and to register for APICS webinars, please visit the following link: www.apics.org/Education/Webinars/default.htm.

One-Day Workshop

How to use Lean to benefit your organization

FEATURING: A LEAN 5S DUO FOR THE OFFICE

Office Waste—The Next Lean Frontier

Organizations operate from day-to-day buried under a tangle of waste—mounting paper, endless meetings, unnecessary policies, confusing and conflicting goals, reports nobody reads, errors and rework consuming 70% to 95% of the effort in delivering products to customers.

Lean is about doing the most with the least; using less time, less inventory, less people, less space and less money. Time is money and therefore taking unnecessary or wasteful time out of processes, should lead directly to cost reductions. Taking wasteful time out of processes should also result in faster product supply and as a result improve customer service.

In this workshop we will discuss how to use the principles, concepts, and techniques of Lean Thinking and learn how to put Lean and 5-S into practice in your organization. You will learn to identify wastes throughout your whole organization and establish performance metrics, speed up workflow, and improve efficiency.

Workshop Objectives:

This workshop is designed to help participants:

- Understand the benefits of Lean thinking and develop a company strategy for implementation
- Learn to use Lean and 5S tools and techniques for the elimination of waste for the whole organization
- Experience a Kaizen event in action and see the value for their organization
- Identify if Kanban/Pull will be of benefit to their organization

Lean Fundamentals:

- Lean thinking process
- Objectives of Lean
- Key Lean Principles

- Value creation and waste
- The Seven deadly wastes
- Principles of Lean Office
- Identifying office waste
- Flow, lead time, inventory
- 10 things a Lean champion can do
- Transition to Lean road map
- Lean metrics

The Lean Toolbox:

- 5S Workplace organization
- Value Stream Mapping
- Quick Changeover
- Quality at the source
- Work cells
- Pull systems/Kanban
- Takt time
- Visual Controls
- Overall equipment effectiveness
- Kaizen and the Kaizen Blitz

For Each Tool We Will Discuss: What is it? How does it work? What benefit does it bring?

See Speaker Biographies

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Workshop Details

Date: Friday October 27, 2006

Schedule:

8:00am — Registration

8:30am to 4:00pm — Workshop

12:00 — Lunch

Location: Mayfair Lakes Golf & Country Club

Cost: \$199 APICS Members

\$299 Non-members

Includes lunch and coffee breaks

Continued from Page 5 - Workshop Presenters

Dennis Lord, CPIM and Sheree Jamieson, CPIM

Provide a team approach to support your Lean journey and work with you to implement realistic solutions that can be sustained in your organization.

Speaker Biographies

Dennis Lord , CPIM

Dennis Lord is an internationally known educator and management consultant with over 25 years of practical experience in inventory and supply chain management, Lean manufacturing, 5S, and Manufacturing Resource Planning (MRP/ERP).

He is Executive Director of Inventory Management Solutions, a firm he founded in 1985 with the mission to be the best at educating, training, motivating, and coaching people to improve their knowledge and skills in inventory management.

Dennis has been providing education and know-how for over 25 years to manufacturing and distribution companies by assisting them in achieving excellence in all aspects of inventory management in their supply chain in Canada, England, United States, Hungary, Romania, Trinidad and Guyana.

A graduate in business from the University of Toronto, Dennis is APICS certified in Production and Inventory Management (CPIM). He is a popular speaker at APICS professional development meetings on supply chain management issues and has presented at the APICS International Conference and APICS Small Manufacturing Symposium.

His volunteer activities with APICS (The Association for Operations Management) included holding the following positions: President of the APICS Toronto Chapter, Chair of APICS Small Manufacturing SIG (Specific Industry Group), VP Education for the APICS Peel Chapter, Director on the Board of The Operations Management Education and Research Institute of Canada (OMERIC) and APICS Region VIII VP of Marketing 2005.

Sheree Jamieson, CPIM

Sheree Jamieson brings 18+ years of experience leading and facilitating workshops within the college community, and as an independent consultant. Her sessions are well known as fun and energetic learning experiences that provide tools and skills that can be implemented immediately.

The Training Director for IMS Consulting/ Inventory Management Solutions based in Toronto Ontario, her responsibilities include client contact to assess training needs and preparation and delivery of education and training workshops. The Lead instructor for a number of college programs, she has developed, managed and presented programs and courses in Leadership Development and Problem Solving Skills.

Ms. Jamieson's education and certificates include: *APICS*—The Educational Society for Resource Management: Certified in Production and Inventory Management (CPIM); Ryerson Polytechnic University, Certificate, Teaching and Training Adults; Ontario Tourism Education Council, Certificate: SuperHost Leader Training; Georgian College, Certificate, Teaching and Training Adults.

Volunteer activities with APICS (The Association for Operations Management) included holding the following positions: President of the APICS Simcoe Chapter, Director on the Board of The Operations Management Education and Research Institute of Canada (OMERIC) and APICS Region VIII VP of Events 2005.



News about valuable upcoming workshops

The Vancouver chapter is happy to have started our fall education activities on the right foot. During September, we initiated another successful term at BCIT's Burnaby Campus with more than 100 students enrolled in our 2-week instructor-led CPIM modules. We are also excited about the 4-hour workshop series, which is currently being offered from September to December of 2006. These individual courses provide fundamental training and are a great opportunity for students to learn about various topics on Inventory Control and Lean Manufacturing.

These specialized workshops are affordable and ideal for students who want to continue their operations management education, but sometimes find it difficult to find the time to commit pursuing an APICS certification. This is a great opportunity to access the APICS body of Knowledge. Please register now by contacting our office. We would also appreciate if you can spread the word among your companies, and pass this information along to a

teammate who may be interested, and/or post the details on your bulletin boards.

The APICS Vancouver chapter is convinced about the value of these types of courses and is committed to continue offering flexible education opportunities in the upcoming seasons in the Lower-Mainland. If your company is interested in conducting an in-house course for a group of employees or hosting an open workshop series during 2007 please do not hesitate to contact us since this can be a great way to satisfy training needs and obtain high quality education at a discounted price. If you have any questions or are interested in more information regarding our education offerings, please contact our chapter.

Learning never ends!

Alexander Ralph
Director of Education
APICS-Vancouver Chapter
education@apics-vancouver.org



Workshops on offer from October to December, 2006

Inventory Control

Time: Thursdays 17:30-21:30 Hrs.

Location: Container West
Building B, 11580 Mitchell Road
Richmond, B.C. V6V 1T7

Instructor: Denise Becker

Distribution Inventory Management (October 16, 2006)

This workshop focuses on the distribution network model and its objectives, activities, and distribution inventory management decisions and includes interactive exercises to present the fundamental concepts associated with the distribution environment. It is appropriate for management, sales, purchasing, forecasting, materials management, operations personnel, shipping/receiving, and any

other supply chain function tangent to the distribution activity.

Material Requirements Planning and Bills of Material (November 9, 2006)

To effectively use a material requirements planning (MRP) system, it is essential to understand how bills of material (BOMs) are structured and how MRP calculates requirements. This course includes instruction and exercises so students can practice these important concepts. From structuring simple BOMs to creating phantom bills, modular bills, and super bills, the participant will learn many ways to use BOMs, how to calculate material requirements, and some common action/exception messages that MRP systems frequently include.

Physical Inventory (November 23, 2006)

This workshop will discuss what works and what doesn't as the participant learns the essential preparation steps and activities to perform in

Workshops on offer cont'd.

advance. These activities include everything from cleanup and sorting to working with auditors. The best physical inventories require the best, most thorough, preparation. The participant will also learn how to keep the physical inventory under control once it starts. From tracking of tags, to weigh scales and facility maps, and to handling recounts, this course guides the way.

Lean Manufacturing

Time: Saturdays 8:30-12:30 Hrs.

Location: Q-Imaging
4190 Still Creek Drive - Suite 110
Burnaby, B.C. V5C 6C6

Instructor: William Kendall

Lean Scheduling (October 28, 2006)

This workshop covers the essential tools for lean scheduling. After discussing the relationships with MRP II, APS, and factory physics, the workshop describes six building blocks and eight lean scheduling methods including Kanban, Heijunka, and mixed-model production.

Process Improvement and Quality in Lean Manufacturing (November 18, 2006)

Improvement and quality are at the heart of lean. This workshop discusses the PDCA and DMAIC (six sigma) frameworks and the concepts of kaizen, root cause problem solving, the visual factory, the seven tools of quality, and blitz approaches. An improvement framework and sustainability of improvement are discussed.



Standard Work (December 2, 2006)

This workshop documents the steps of implementing standard work—a tool to determine maximum performance with minimum waste, though the best combination of operator and machine. Standard work helps eliminate variability from the process, functions as a diagnostic device, and exposes problems to facilitate problem solving.

Lean Teams, Lean Design, and Accounting (December 16, 2006)

This workshop covers these three related areas. Lean team types, leadership, skills, and anchor draggers are discussed. Lean design covers concurrent design, value engineering, QFD, and FMEA.

Workshop Series 2006

- 4 hour instructor-led workshops
 - Individual and flexible courses
- Chose the topics of your interest—enrolment to the whole series not mandatory
- Experienced faculty with many years of industry exposure
 - Cost: APICS Member \$75 (Non Member \$85)
 - Each workshop includes a participant guide.
 - Payment can be made by cash or cheque directly to the instructor, during the day of the workshop
 - To register please contact the APICS Vancouver office at **604-435-9530**

September PDM in Review PRESENTED BY: MR. ALAN DUNN

BUSINESS PERFORMANCE MEASUREMENTS— ALIGNING STRATEGY, METRICS & COMPENSATION

Fact: 50-75% of employees do not understand how they create or add value to the company.

Performance measurements must be functional to aid in the achievement of goals and must be aligned throughout all levels of the organization. Starting at the aggregate level, the performance measurements must be in a form that gauges the economic value from the shareholders perspective. The result will then be used to shape and guide behaviours from the top down.

The aggregate metrics must then be translated into the functional and operational language of the various layers of the organization to facilitate a thorough understanding of the goals. By creating goals and measurements based on the objectives of a business, then translating them into goals for each function or department, the appropriate actions necessary to stay on track will become clear.

The alignment of performance metrics is critical to a company's success—if there is no alignment then the goal may open for interpretation. By aligning the metrics throughout the company there will be little room for interpretation and unity will develop between each function and department.

To fully exploit the usefulness of metrics, Senior Management is encouraged to develop a *dashboard* of key metrics that can be easily and routinely managed. This *dashboard* serves as a summary of information showing whether or not the company's functional and operational performances are in alignment. The *dashboard* is a tool the manager can use to quickly see where the business stands. Information can then be passed on the responsible functions to help to guide and shape their behaviours to help stay in line with the goals.

“Metrics are not necessarily designed to answer questions... they can also provide you information necessary to make RELEVANT questions inescapable!”

The achievement oriented reward system has become the expectation of employees—this where you get the desired behaviours if there is consistent and fair reward. So if a company wants to develop and implement a successful measurement system, they must build an evaluation and reward system based on metrics. The rewards must link the outcome of behaviours to the metrics, which, if positive, will have had increased the economic value delivered to the shareholders.

The result—shareholders will get the performance they expect, managers know where to lead employees, employees know how to act, and the reward for meeting the metric is known ahead of time.

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APICS Online

For current information on APICS activities, interesting articles, and an interactive search function, visit the APICS website at www.apics.org

For information on BCIT courses, dinner meetings, workshops, back issues of the *Taking Stock* newsletter, and contact information for members of the Vancouver chapter Board of Directors, visit the APICS Vancouver chapter website at www.apics-vancouver.org

APICS Society Hotlines

Call APICS headquarters for information on buying books, courses, conference registration, certification, change of address, membership records:

Customer Service Telephone

(Toll-free): 1-800-444-2742

Telephone: 1-703-354-8851

FAX: 1-703-354-8106

Membership Records

FAX: 1-703-354-8612

Map to Mayfair Lakes Golf & Country Club

Dinner Meeting Location

Mayfair Lakes
Golf & Country Club

5460 No. 7 Road
Richmond, BC

Dinner Meeting Fees

\$30 APICS members
\$40 Non-members
\$22 Students

Workshop Fees

\$199 APICS members
\$299 Non-members

Includes coffee breaks and lunch



2006 APICS International Conference and Exposition



Membership

Numbers for October

Current Membership Total	216
Professional Members	113
Corporate Voting Members	84
Student Associate Members	19

*Corporate Associates
(Not Included in Total: 161)*