

**Content**

**1 Message from the President**

**2 Schedule for Upcoming Events**

**2 Special Guest**

**2 Community Events**

**3 November Dinner Meeting**

**4 APICS International Conference Review**

**4 October event review**

**6 November One Day Workshop**

**6 BCIT Student Projects**

**7 Half Day Lean Workshop**

The APICS Fraser Valley Newsletter is published by  
**APICS Fraser Valley Chapter**  
 P.O. Box 1614  
 Aldergrove, B.C.  
 V4W 2V1  
[www.apics-fraservalley.org](http://www.apics-fraservalley.org)

**Contacts:**

**Richard Ranftl, CPIM**  
 (604) 767-4822  
[president@apics-fraservalley.org](mailto:president@apics-fraservalley.org)

**Jason Young**  
 (604)507-8509  
[vp@apics-fraservalley.org](mailto:vp@apics-fraservalley.org)

**James Damon, CPIM**  
 (778)773-8725  
[treasurer@apics-fraservalley.org](mailto:treasurer@apics-fraservalley.org)  
[education@apics-fraservalley.org](mailto:education@apics-fraservalley.org)

**Ryan Scott**  
[marketing@apics-fraservalley.org](mailto:marketing@apics-fraservalley.org)

**Iлона Pretorius**  
 (604)657-7751  
[communications@apics-fraservalley.org](mailto:communications@apics-fraservalley.org)

**Message from the President**

We had another great turnout for our October dinner meeting as Steve Jackson helped us bring the feuding “Hatfield’s and McCoy’s” of manufacturing (TOC and Lean) together. Steve profiled how the strengths of both philosophies can enable our organizations to achieve significant improvements in bottom line performance – TOC to provide the focus and Lean to provide the surgical techniques.

We hope to carry our strong momentum into November as, back by popular demand, we have Doris Bentley joining us. Those of you who attended our Annual General Meeting back in April will recall the excellent presentation that she gave on how to engage and retain the people that we have in our companies. She left many of us asking for more and will be back twice in November. She will be joining us at our monthly dinner meeting where her presentation will focus on hiring practices and then back a week later for a full one-day workshop to flesh out all of the tips she gave us back in April. The topic of how to hire, and then retain our human resources talent is near the top of all of the “hot issues” that many organizations are struggling with. If you are with one of those organizations – then November is the month for you. For more information about both of the upcoming sessions, please check out our Programs section of the newsletter or our web page. (Just a reminder, there is limited seating, so register early).

After our November event we take a break until January when we will have Bob Adams joining us to profile how to implement lean in a high mix / small volume world – which is where most of us live! We are planning the rest of our events for the season and will post them to our web page calendar as they are firmed up.

Each year every Chapter in APICS must submit a report to the main APICS headquarters to maintain their “rating” as a Chapter. APICS Society is trying to make sure that each chapter maintains a standard in educational offerings, professional development opportunities, participation in District events and that they are showing a high level of fiscal responsibility to their members. I am very pleased to announce that our July 2007 submission exceeded the standards set by APICS headquarters and that we have maintained our Chapter status for another year!

Richard Ranftl (CPIM)  
 President – APICS Fraser Valley Chapter



## Dinner Meetings and Workshops

We normally hold our meetings on Wednesday evenings, but do move this from time to time to accommodate the schedule of our guest speakers. The following events are “firm planned” more events will be added to the schedule as they are confirmed

### Scheduled Upcoming events:

Date	Event	Presentation	Speaker
Wednesday November 21	Dinner Meeting	The Magnetism Factor: Strategies for Attracting, Selecting, and Retaining Great People	Doris Bentley (CHRP)
November 23 <sup>rd</sup>	½ day workshop	Introduction to Lean Manufacturing	
Thursday November 29	Full Day Workshop	Love ‘Em or Lose ‘Em: Retaining and Engaging Key Talent	Doris Bentley (CHRP)
December (TBD)	½ day workshop	Lean Teams	
Wednesday January 23 <sup>rd</sup>	Dinner Meeting	Implementing Lean in a High-Mix / Low-Volume World	Bob Adams

From the last PDM



## Special Guest



Last year we started to award “Years of Service” Pins as a way to recognize the loyalty that long serving members have in APICS (and in our Chapter in particular). We were able to track down yet another long serving member at our October Dinner Meeting and were happy to present Darren Wilk of Thomson Technologies with his “15 Year” pin. Darren passed the 15 year mark in November 2006. Just a reminder to the rest of you out there who, as our guest speaker Steve likes to say, “are older than disco”, and have service pins coming to you, all you need to do is come to an event and we would be pleased to give you your pins (that would include: Ron with 20 years; Dave and Brett with 15 years, John and Radek with 10 years and Byron and Richard with 5 years – all of you have pins waiting for you). Hope to see you soon.

## Community Calendar

As a new feature in our newsletter, we are introducing a Community Calendar. Often there are events taking place in our community that may be of interest to our members that “APICS Fraser Valley” is not officially involved with. Here is a list of local non-APICS events that you may be interested in:

Date	Event
Nov 21-22 Jan 9 - 10	Bob Adams Lean Management Skills APICS Members are eligible for CME discount rate <a href="http://www.hpsinc.ca">www.hpsinc.ca</a>
Nov 28 - 29	Steve Jackson Continuous Profit Growth <a href="http://www.synchronix.com/workshop">www.synchronix.com/workshop</a>
Dec. 5	Doris Bentley Engaging a Changing Workforce <a href="http://www.centrepoincareer.com">www.centrepoincareer.com</a>

**November Dinner Meeting**

**The Magnetism Factor**

*“Strategies for Attracting, Selecting and Retaining Great People”*

Presented by: Doris Bentley (CHRP)

Full employment, a booming economy, technological advances, unpredictable labour shortages, and a new breed of knowledge workers demand new rules, new tactics, and fresh approaches to attracting, selecting, and retaining top talent. It’s time to rethink how your business will plan for talent acquisition and retention over the long term. Developing continuous recruitment processes that identify and attract the best talent before you need it is the best strategy for ensuring your business has the right talent, at the right place, at the right time. And once you’ve found them, can you keep them? Finding, selecting, and keeping good people is always a challenge, and in today’s complex workplace, it’s even more important to get it right.

In this presentation we will cover:

- how to use your organization’s culture and ways of doing business to attract and select the right people
- how to successfully integrate new employees who’ll stay
- how to collaborate with employees and managers at all levels to create a satisfied and engaged workforce.

**Speaker Bio**

Doris Bentley is the Principal of Vancouver-based Centrepoint Career Management, a talent management consulting firm which provides consulting services and professional development programs in talent recruitment and retention, generational differences, and leadership development. She has completed graduate studies in organizational development and holds the CHRP (Certified Human Resources Professional) designation. For more information please visit [www.centrepointcareer.com](http://www.centrepointcareer.com).

**Event Detail**

The meeting will be held at Newlands Golf and Country Club, our usual location. Signs will be posted in the lobby to direct you to the correct room.

Date: Wednesday November 21<sup>st</sup>, 2007  
 Time: Registration / Cash Bar 5:30  
 Beef Bourginonne Buffet 6:15  
 Presentation 7:00

Place: Newlands Golf and Country Club  
 21025 48<sup>th</sup> Avenue, Langley

Cost: Members: \$30  
 Non Members \$40  
 Students: \$20

**Register:**

The website registration will send a pdf file of your registration. (<http://www.apics-fraservalley.org/content.php?id=75>) If you do not have a default e-mail system installed please contact our Director of Programs at [programs@apics-fraservalley.org](mailto:programs@apics-fraservalley.org). Please provide your Name, Company, Phone Number and membership category.

Please register by Monday November 19<sup>th</sup> to ensure that you have a reserved seat.

**How to get there?**



## APICS International Conference Review:

I attended the 2007 APICS conference on October 21-23. As this was the first APICS conference that I attended, I really did not know what to expect, but I was pleasantly surprised.

I attended numerous educational sessions with subject matter pertaining to ERP and lean manufacturing. As I am a Business Analyst and work closely with ERP systems, this was not completely foreign subject matter for me. However, one thing that I was reminded of that is often forgotten is when it comes to encountering problems with ERP systems, it is most often not the ERP system itself that is the problem, but the business processes behind the system. An ERP system is only as powerful as the quality and definition of the business processes behind the system.

One of the most interesting and entertaining educational sessions that I attended was “Ten Principles of Operations Management” as presented by Steven Melnyk and Randall Scafer. I won’t list all ten principles; however I will mention that they spoke about managing change and the challenges the come with it. The Principle of Change is one that states that an Operations Manager must manage for stability in the short term and change in the long term. A very important point!

Finally, a resounding theme that I found throughout many of the sessions was that of accountability. We must remember that this means not only holding others accountable for their actions, but oneself accountable as well. Managers and employees that recognize the necessity of accountability bring together aligned values that allow a company a much greater chance of success.

I would urge anyone that has an interest and the opportunity to attend one of these conferences to do so. Although not every session will have you on the edge of your seat, most presenters are well spoken and keep the audience engaged. If you are unable to attend the conference, at the very least, try to obtain a copy of the recorded sessions in an mp3 format. Almost everyone can glean some valuable information from these recordings.

**Grant Clarke**  
Business Analyst  
Freybe Gourmet Foods Ltd.

## October Event Summary

Bringing TOC and Lean Together  
Presented by: Steve Jackson (CFPIM)

On Wednesday October 24<sup>th</sup> our chapter had the honor of having a PDM presentation by Steve Jackson.



Steve Jackson is one of only a hand full of people, in the lower mainland, holding the esteemed CFPIM designation from APICS. He is Past President of the Vancouver APICS Chapter, and has been a TOC expert since 1988

Steve drew our attention to the following points before going into the presentation:

- Lean and Six Sigma are well known allies. TOC and Six Sigma are allies. TOC and Lean have conflicts and synergies. The goal is to identify the synergies and make the most out of them.
- TOC is trying to explicitly maximize the Net Profit and ROI of a for-profit company. The perfect value stream is a means to an end, not an end in itself.
- Steve went on to review a case study with us on the 2 year experiment done at a large American business that applied different improvement methodologies to their plants. Allowing the plants to implement the method they were supporting. 11 of the plants were allowed to implement Six Sigma; 4 plants applied Lean. 6 plants implemented TLS.

TLS is where you follow the TOC five step strategies and then follow this with Lean and Six Sigma. At the end of the 2 years the improvements were calculated and 89% of the improvements came from the 6 plants that had implemented TLS.

The plants that did TOC and Lean and Six Sigma did have 15 times more improvement than the plants using Lean stand alone. These same plants had 23 times more improvement than the plants using Six Sigma alone. The conclusion on this is that it is worth dealing with the conflict between these “mind sets” to get these results.

TOC focuses on making more money now and in the future. The emphasis is on identifying company specific constraints and addressing them – there is no master list of 100 steps to get to the final destination.

Steve suggests that we should always when we review our processes concentrate on Eliminating Waste and drew our attention the 5 Focusing Steps.

- 1) Identify the constraints
- 2) Decide how to exploit the constraint.
- 3) Subordinate everything else to the decisions made in point 2
- 4) Elevate the constraint
- 5) Repeat steps one to four

Next he drew our attention to how we could exploit a resource constraint. (Following the “don’t waste a drop methodology”.) Stagger Breaks; only make what is needed; keep on schedule; fast change over’s; never starve a constraint. Always make sure the staff are well trained – Steve’s example of a local manufacturing entity losing out on close to \$360 thousand a year in production due to the fact that the operating staff did not all have the same level of training on the equipment. Spending some money on training would make a big positive impact on the bottom line here.



. Managers can focus without TOC, but where they focus when they understand TOC is different. One way to gradually get into this is to allow material to be released only in the right quantities to support the DRUM, this allows the constraint always to have a buffer of work that has to be processed – at non constraints stations start the work when it arrives and work at a good but safe speed. It is OK to have idle time at non constraint stations. Once the plant is supplying the constraint and ensuring it is working at maximum efficiency; that is the time to start implementing the Lean Teams to concentrate on the Wastes of Over Production; High Inventory; and Waiting – as DBR is a pull mechanism it cuts down on work in process inventory.

In closing Steve asked if we foresaw that there will be peace in our time. He pointed out the Line Balancing is a profit and performance killer and that Target Costing is a profit killer. BUT he feels confident that a solid understanding of TOC and Lean will make the resolution of these a non-issue. Steve reminded us that we needed to keep our eye on the big picture – get the product out of the door to the customer.

Steve took a number of questions from the audience at the end of the session.

Suggested reading – The Goal by Eliyahu Goldratt



For those of you interested in a copy of Steve’s presentation, please check our web site at (<http://www.apics-fraservalley.org/content.php?id=85>).

**Membership Update**

As of November 3, 2007 our chapter has 67 Current Members. This breaks down to:

- Professional Members: 39
- Corporate Voting: 28
- Current Membership: 67

*Corporate Associates: 17 (not included in total)*

**November One-Day Workshop: Love ‘Em or Lose ‘Em:**

“Retaining and Engaging Key Talent”

Presented by: Doris Bentley (CHRP)

A new talent war is upon us....and spreading. With every employee who walks out the door costing their organization up to 200% of their annual salary to replace, retention is one of the most important issues facing businesses today. And with so many surveys reporting that employees are unhappy and not working up to their full potential, engagement becomes a second serious and costly issue.

Furthermore, talent shortages in all sectors of the economy have organizations everywhere asking, where have all the workers gone? The sheer number of baby boomers who will become eligible for retirement between now and 2015, coupled with the much smaller pool of younger workers who can take their place, make attracting, retaining, and engaging key talent a critical business issue.

**Workshop Overview:**

This six-hour, flexible, and engaging workshop shows managers the influence and impact they have in retaining and engaging their talent. The learning experience reinforces the criticality of employee engagement, helps managers identify their own talent at risk, and provides an opportunity for them to assess their strengths and skills as talent-focused managers. Throughout the learning experience, managers are introduced to 26 practical, low-cost or no-cost strategies they can implement immediately. Upon participation in skill building activities, managers walk away with an action based engagement plan for three members of their team

Workshop materials include an extensive “tool box” that attendees will take back to work with them.

The workshop will show how to establish a new mindset about the role of leaders and managers in the war for talent. You’ll acquire practical tips for building a talent-focused culture, along with retention strategies that will work for any manager anywhere.

Date: Thursday November 29, 2007  
 Time: Registration 8:00 am  
 Workshop 8:30 – 4:00

Place: Newlands Golf and Country Club  
 21025 48<sup>th</sup> Avenue, Langley

How to get there



Cost: Members: \$270  
 Non Members \$370  
 Includes lunch and coffee breaks

**Register:**

You can *register on line* via our web site (<http://www.apics-fraservalley.org/content.php?id=88>) or contact our Director of Programs at [programs@apics-fraservalley.org](mailto:programs@apics-fraservalley.org).

Please register by Wednesday Nov 21<sup>st</sup> as there is an extensive attendee toolkit that needs to be prepared for each attendee to take away with them.

**BCIT Student Projects**

Each Spring the BCIT Operations Management students who are in their final term of study participate in industry sponsored process improvement projects. These projects run from mid-March to mid-May and offer the students a chance to learn in an actual work environment while offering the host organization the benefit of highly skilled consultation in an area that needs improvement. If your organization is interested in hosting a student project, or would like to find out more about how this process works, please contact one of these BCIT Operations Management Instructors:

Chuck Spong 604-451-6746  
 Terry Johnston 604-451-6749

## 1/2 Day Lean Workshop Series

### November Workshop

The first of seven Lean workshops will be held November 23<sup>rd</sup> at Fastik Label in Port Kells (Surrey). The remaining six modules will be scheduled in the early part of 2008.

Introduction to Lean Manufacturing - This workshop presents procedures companies use to identify and eliminate waste to become lean. It also covers a variety of tools that are used and covers such topics as the transparent workplace, lean process improvement, lean product development, Just-in-Time, controlling processes, and continuous improvement.

For registration e-mail [education@apics-fraservalley.org](mailto:education@apics-fraservalley.org)

The 7 workshops to be offered (in order of schedule):

- Introduction to Lean Manufacturing
- Lean Teams, Lean Design & Accounting
- Lean Mapping
- 5's (Sort, Set In Order, Shine, Standardize & Sustain)
- Process Improvement & Quality in Lean Manufacturing
- Lean Scheduling
- Standard Work

We are once again looking for hosting facilities, as well as any interested instructors that feel they would live to share some intimate knowledge in any of the specific workshop areas.

For more information, or if you are interested in hosting/instructing please e-mail [education@apics-fraservalley.org](mailto:education@apics-fraservalley.org)



Who will get the door prize in November?

