

## Presidents Message

AGM is coming soon, your time to vote!

This month's PDM is our Annual General Meeting. This meeting is very important because it is here where new things begin. We will be having 2 Board Member stepping down, and plenty of spots to fill. If you are interested in volunteering, here is your chance to support the chapter. If anyone out there is interested in a board position, please email me at [president@apics-fraservalley.org](mailto:president@apics-fraservalley.org) and I will get you the information regarding that position. Please come out and vote for your new board of director's!!

We will also be running our very first PDM workshop this month on April 22 at Newlands. This workshop will extend the topic of Theory of Constraints that is being presented by Steve Jackson at our PDM April 20. Steve is a past president of the Vancouver chapter and he was a participant in the second Jonah course ever given, going on to work with Eli for 6 years while the TOC applications to project management, distribution, supply chain, sales, and marketing were developed. Please don't miss out on this opportunity!

Also see this jam packed newsletter (our biggest ever!!) for other exciting news....

Warren Hurlen  
President, APICS Fraser Valley Chapter

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## News Summary

### **First Ever Plant Tour A Success!!**

A healthy sized group of some 36 people met at Vitrum Industries on March 16 for an informative and well lead plant tour. Details on **Page 2**.

### **Inventory Workshop Series Continues**

So far the feedback has been great from the first 3 workshops. The first of the final two topics – Cycle Counting runs April 1 with MRP/Bills Of Material to follow April 29. See **Page 3** for details.

### **Hot off the Press!! Next "Fast Track" CPIM**

**Workshops** to be held May 12-14 at BCIT. Heres a chance to get prepared to receive your CPIM this year. Details are still being finalized but you can see **Page 3** for details so far.

### **Annual General Meeting to be combined with April Dinner Meeting**

All members are strongly encouraged to attend in order to vote in the new board. As well we are still looking for people interested in joining the board. **Pages 4 and 6**.

### **Fraser Valley Chapter to host TOC Workshop in April**

Often in the past we've held workshops in conjunction with the Vancouver Chapter and members have had to drive to Richmond or Vancouver. This month we are holding a Workshop right here in the Fraser Valley. Help us make this a success, please see **Page 5** for details.

### **'How To' Workshops Running again at BCIT**

APICS is pleased to again be a co-sponsor with the BCIT Venture Development Centre in the presentation of the "How To" workshops which have been held at BCIT for the past fifteen years. These workshops have been very successful as they have helped to implement cost-effective solutions to operational problems to the people that have attended these workshops. please see **Page 7** for details.

# Tour Overview - Vitrum Industries Ltd. Langley, BC

Overview by Guy Walton



Vitrum's business is manufacturing of insulated, fabricated and tempered glass, for the commercial and residential markets.

Our tour started with Thomas Martini outlining the company's structure and flow of work and answering our questions about their industry. One aspect he explained was that they only receive their trucks of glass and raw materials on the weekends, so as to keep the focus on the manufacturing production lines during the week. This focus appears to have been key in creating their impressively short process time.

We were shown one of their three automated glass cutting lines, which are supplied glass from robotic glass loaders. These computer-controlled cutting machines are controlled by a unique software system designed in-house to specifically meet their needs. This provides a very low scrap rate that comes from the optimizing of the layout of the panes of glass that are cut. The software

positions each piece to cut and use virtually the entire glass sheet.

The in-house constraint is in the tempering furnace process line and, in true TOC fashion their overall scheduling revolves around this bottleneck. Here the glass is nearing completion at this station and as luck would have it, this is where the scrap rate increases due to the heating and cooling cycle that the glass undergoes. This equipment was not run 24/7, so they are able to handle peak demands and maintenance as required.



We were given a thorough view of many of the following processes which had specialized processes and equipment:

- Gas filling with Argon gas which is injected into the unit before it is sealed to increase the R-rating.
- Spacer bending machines that produce the spacer that is sandwiched between the glass panes.
- Equipment to inject silica into the spacers to provide resistance to fogging between the glass panes.
- A sealing applicator to apply a range of sealant on the outer edges.
- Laminating equipment to provide safety glass features.
- A painting cell that applied coatings of many colors over all or sections of the glass.
- Small to large screened patterns for artistic designs or logos, which get applied onto and baked into the glass for a permanent bond.
- A manual craftsman type area that caters to the custom shapes of less or greater than 90 degree corners, along with arcs and curves.

A key area we were shown, was the production control room near the center of the production floor, where the walls were colored with many charts and graphs to show trends, commitments and progress. Each morning begins here for the team leaders, who plan the scheduled work for the day. As for the inevitable bottlenecks, they have been diligent in cross training and have a 'SWAT team' ability to overcome them as they appear.

There was a lot to see and a lot was shown. Thanks for the opportunity to those involved, for the courtesy provided and to have allowed us the thorough glimpse inside of this interesting and efficient work environment.

*Thanks to Guy Walton from CREO for providing this summary. Guy was one of 36 who attended the tour.*

*Many, Many Thanks to a lot of folks at Vitrum (you know who you are) for putting on this really informative and impressive tour for the Fraser Valley Chapter. We look forward to bringing you more tours in the future.*

*Photos Courtesy of Vitrum Website at [www.vitrum.bc.ca](http://www.vitrum.bc.ca)*

## Education Update

### Fraser Valley Chapter Continues with Inventory Management Workshop Series

After some great feedback and good turnout from the first 3 workshops, APICS Fraser Valley Chapter is pleased to announce the remaining 2 Inventory Management Workshop series: Cycle Counting and Materials Requirements Planning and Bills of Materials.

**APICS Fraser Valley Chapter still has a few seats for the 4th workshop – Cycle Counting to be held Friday, April 1st. If you are interested, sign up now!**

These workshops are 4 hours in duration. Perfect for individuals looking for quick but effective training or as a brief introduction to the proven concepts contained in the APICS Body of Knowledge. The cost of these workshops are **\$99 members; \$150 non-members! (Payment by cheque or cash)**. APICS Fraser Valley Chapter will be offering the remaining 2 workshops on the following dates:

**4. Cycle Counting** – In this workshop, participants will learn how to implement and improve a cycle counting program and the real purpose of cycle counting: finding and fixing the causes of inventory errors. This workshop is for stockroom or warehouse supervisors and personnel.

**Date: Friday, April 1<sup>st</sup>, 2005, 8:30am-1:00pm, location: Newlands Golf and Country Club, Langley BC**

**Instructor: Mary Moravec**

**Deadline for registration: Wednesday, March 30th 4:30pm.**

**5. Material Requirements Planning & Bills of Materials** - This workshop examines how to effectively use a materials requirements planning (MRP) system. Participants will develop an understanding of how bills of materials are structured and how MRP calculates net requirements.

**Date: Friday, April 29th, 2005, 8:30am-1:00pm, location: Newlands Golf and Country Club, Langley BC**

**Instructor: Denise Becker**

**Deadline for registration: Wednesday, April 27<sup>th</sup> 4:30pm.**

Those participants who have attended **all 5 workshops** will receive a certificate of completion from Fraser Valley chapter.

Participant guides are included. For registration or any additional questions, please contact our education director at [education@apics-fraservalley.org](mailto:education@apics-fraservalley.org). Sign up today!

If your company is interested in conducting any of the workshops in-house, please contact our Education Director.

### NEW!! Next Round of CPIM “Fast Track” Workshops to be Held in May

CPIM fast Track workshop is a 3-day comprehensive, high-level overview of the CPIM body of knowledge, preparing participants for certification examination. It will be held for 3 days (Friday through Sunday). It will be quick paced and interactive and will cover key aspects of all 5 current CPIM modules:

- Basics of Supply Chain
- Master Planning of Resources
- Detail scheduling and Planning
- Execution and Control of Operations
- Strategic Management of Resources

Dates: May 12,13,14

Location: BCIT Downtown Vancouver Campus

Price: \$1,295 (includes two instructors, books and study aids, lunch and snacks)

**Registration:** Through BCIT APIC 1170 CPIM certification exam preparation workshop. Information should be posted at [www.bcit.ca](http://www.bcit.ca) in the near future. Please contact Jose at [education@apics-vancouver.org](mailto:education@apics-vancouver.org) for any additional questions.

# Theory of Constraints

## 20 years since *The Goal* ... and the slaughter (of sacred cows) continues!

### A preview of presentation by Steve Jackson

In the late 80's and early 90's, 12 years after the TOC was introduced to North America, despite the book *The Goal* being a best-seller and Dr. Eli Goldratt being the biggest "draw" at APICS conventions, there was not one mention of the TOC technology in the APICS dictionary or certification curriculum. 15 years ago, APICS Board members tore "White Papers" from the hands of Goldratt employees and stomped on them, at an APICS convention. And the President of APICS, speaking to hundreds of APICS members, referred to Dr Eli Goldratt as a "misguided mathematician."

Today, APICS embraces the TOC, and there have been "Jonahs" on the Board of Directors for many years, but two things haven't changed. The TOC continues to challenge conventional thinking – even *modern* conventional thinking – in every application. And conventional thinking continues to be ... well, conventional!

*The Goal* focuses on the TOC application to production, and the heart of the book is the cause-and-effect connection between a handful of cherished management beliefs, policies and measurements (cost accounting, margins, efficiencies) and the poor performance of many manufacturing businesses.

Today, despite the decades of TOC, Just-In-Time and now the bigger-picture Lean, the very same beliefs, policies and measurements that crippled company performance 27 years ago are still causing the same type of performance problems in the majority of manufacturing businesses!

In this presentation we'll start by examining the single Core Problem that contributes to virtually every performance problem in a manufacturing business, and how it leads inevitably to problems such as too-long lead times, poor on-time delivery, and too much expediting. Then we'll examine the sacred cows ... management beliefs, policies, and measurements ... that continue to embed performance problems.

Knowing the problem is a start ... but what about the solution? In the same way that a single Core Problem can cause so many performance headaches, eliminating it offers tremendous potential for improvement in many areas. We'll show how the slaughter of the Core Problem opens the door for the scheduling and shop floor technique known as Drum-Buffer-Rope, and the benefits that fall out of an implementation ... reduced lead time, reduced inventory, improved due-date performance, and a 20% to 40% increase in whole-plant productivity.

### About Our Speaker

**Steve Jackson** has a 22-year history with APICS, including several years on the board of the Ottawa and Vancouver Chapters, and 2 years as Vancouver Chapter President (the therapy continues). In 1988 Steve was invited to be one of Dr. Eli Goldratt's first Certified Associates and he was a participant in the second Jonah course ever given, going on to work with Eli for 6 years while the TOC applications to project management, distribution, supply chain, sales, and marketing were developed. He was also a member of the international team that helped develop the TOC Thinking Processes, and taught many Jonah Courses on behalf of the Goldratt Institute. Today Steve is TOC-ICO certified in every TOC application, and had the pleasure of working with Eli Goldratt again in 2004 in Eli's new venture, the "Viable Vision" program. With his partner Rod Gelhorn, Steve is a principal in the Vancouver-based consulting firm Synchronix Technologies, Inc.

### Please see Page 6 for AGM and Dinner Meeting Details

*Also see next page for details of a more detailed Workshop on the same topic*

## Upcoming PDM / Events

[Please see the website](#) for the latest events calendar. The current version is also copied below.

Date	Event	Presentation	Speaker
Wed, April 20, 2005	Dinner Meeting/AGM	Theory of Constraints	Steve Jackson
Fri, April 22, 2005	Workshop	Theory of Constraints	Steve Jackson
Thurs. Jun 16, 2005	Special Event	AES (Vancouver) 25th Anniversary	More info coming soon

Events will resume in September after the Summer Break



## April Workshop Summary

### The Theory of Constraints Production Approach: A Blueprint for Massive Improvement in 90-days

#### A preview of workshop to be presented by Steve Jackson

For many manufacturers with sales in the \$1MM to \$20MM range, the TOC Production approach (as depicted in Eli Goldratt's book *The Goal*) can genuinely be switched-on within 90 days of project start-up. Almost-immediate results typically include a 20% (or greater) increase in throughput along with improved on-time delivery, reduced lead times (by 50% or more), and the draining of unnecessary inventory. In fact, some TOC users record major performance boosts within days of the project starting ... weeks before the Drum-Buffer-Rope mechanism is switched-on. And a 150-day time frame will accommodate the majority of manufacturers with sales under \$100MM ... if the company's commitment is more than lip service. Even better: this can all be done in a way that capitalizes on any in-house investment in Lean or Six Sigma or ERP (while not requiring any).

The TOC achieves such fast, direct results through a focus on two areas:

1. The belief systems, policies, procedures, and especially measurements that *guarantee* that lead times will be too long, expediting will be the "norm," on-time delivery poor (or obtained only at a high cost), inventories too high, shop floor priorities constantly shifting, difficulties in responding to urgent customer demands ... and similar headaches.
2. A simple production scheduling and shop floor control technique, Drum-Buffer-Rope, that does not require accurate data everywhere, a sophisticated computer system, process mapping, or shop floor reorganizations.

This workshop will cover:

- The core problem that contributes to *every* production performance problem.
- The Drum-Buffer-Rope mechanism; including the differences between DBR, conventional scheduling, conventional finite scheduling, and JIT/kanban.
- The elements of a business case that managers can use to make an informed decision on the usefulness of a DBR implementation.
- The changes in policies, procedures, measurements and behaviors to make DBR work. (some VERY sacred cows are led to slaughter; be warned).
- Predictable but avoidable negative side effects of the changes to policies, procedures, measurements and behaviors, and the Thinking Process mechanism that pre-empts them.
- How to use the TOC Thinking Process known as the Prerequisite Tree to surface all the obstacles in advance and plan all the major elements of a successful implementation.
- The Blueprint to successfully implement Drum-Buffer-Rope.
- How TOC can capitalize on any investment in Six Sigma and Lean; and how to avoid this being perceived as a threat by technology "champions."
- Beyond DBR: how to obtain continuous sales growth and process improvement.

Throughout, we will use examples drawn from experience to illustrate the points.

#### **Workshop Details**

**Date and Time:** Friday, April 22, 8 AM to 4 PM, light lunch will be served

**Location:** Newlands Golf and Country Club, 21025 48th Ave, Langley, BC (map next page)

This Workshop will be held in the Executive Board Room

**Cost:** \$149 Members, \$249 Non Members

**To Register:** Please send an email to [education@apics-fraservalley.org](mailto:education@apics-fraservalley.org), include your APICS Member ID if you are a member, your company and how many will be attending.

**Registration Deadline:** Monday, April 18

## Annual General Meeting - Call For Nominations

As APICS in the Fraser Valley progresses through our second year, several of our board members will not be seeking re-election this upcoming term, after serving two years on the board. As a result we will be actively looking for new nominations to the board in order to continue providing service to the Fraser Valley.

According to our Bylaws, in order to carry on the basic functions of the board we require a minimum of;

- President
- Vice President
- Secretary
- Treasurer



In addition to this we need to fill Portfolio Director positions in the following areas;

- Director of Education
- Director of Programs
- Director of Marketing and Membership
- Director of Communications

Members should have received an AGM package in their inbox. If you haven't received the package please contact [communications@apics-fraservalley.org](mailto:communications@apics-fraservalley.org). This package outlines the Chapter's accomplishments, financial position and procedures for the upcoming Annual General Meeting. All Members are asked to at least attend the AGM if they can. This AGM will be held in conjunction with our April Dinner Meeting (details on Page 4). There is no charge for members to attend just the AGM. If you attend the Dinner and Guest Speaker the usual costs apply.



### April 2005 PDM / AGM Information

The meeting will be held in our usual room at Newlands. It will be held in the **Fairmont Room** upstairs. There will be signs posted.

<b>Date:</b>	Wed April 20, 2005
<b>Time:</b>	Registration/ Cash Bar 5:30 PM
	Dinner 6:00 PM
	<b>AGM 7:00 PM</b>
	Speaker 7:30 PM
<b>Place:</b>	Newlands Golf and Country Club 21025 48 <sup>th</sup> Avenue, Langley, B.C.

<b>Cost:</b>	Members	\$30
	Non Members	\$40
	Students	\$20

**Register:**

You can [register online](#) on our website for this event or contact our Director of Programs, Warren Hurlen (contact info on the website).

**Ask not what your board can do for you. Ask what you can do for your board....**

On Behalf of the APICS Fraser Valley Board

Steve Smith  
Executive VP and Director of Communications

## **June BCIT “How To” Workshops**

Once again APICS Fraser Valley is pleased to be a co-sponsor with the BCIT Venture Development Center in the presentation of the “How To” workshops which are held each June on the BCIT Burnaby campus. These workshops have been offered for the last fifteen years. Hundreds of satisfied participants have been able to implement cost-effective solutions to their operational problems.

The workshop offerings have been expanded this year to include workshops on:

Materials Management:

- Inventory Management
- Manufacturing Planning and Scheduling
- High Performance Manufacturing

Process Improvement:

- 5S's of Workplace Organization
- Teamwork
- Continuous Improvement
- Process Mapping
- Introduction to Six Sigma
- Project Management
- Microsoft Project
- Introduction to Experimental Design
- Industrial Problem Solving

People Skills

- The Challenges of Leadership
- Getting Along Together
- Performance and Accountability
- Cultivating Initiative & Motivating Staff
- Managing Through Coaching
- Insights for Personal Effectiveness

Whether you are in the manufacturing, distribution, retail, service, not-for-profit or public sectors, these workshops will provide your people with the tools they need to improve productivity. The workshops are designed for the practitioner – the one who actually makes it happen. The workshops identify where improvements can take place and how to actually implement them. The workshop format is highly interactive, combining lectures, group discussions, case studies and “hands-on” activities.

For more information and for the full workshop schedule, please check back on our website at [www.apics-fraservalley.org](http://www.apics-fraservalley.org) we should be adding a registration and info link soon.

### **Contact Us**

**Mailing Address:** APICS Fraser Valley Chapter, PO Box 1614, Aldergrove, B.C. V4W 2V1

*For the latest contact details please visit our website at [www.apics-fraservalley.org](http://www.apics-fraservalley.org)*

## Whats Happening in Vancouver?

This month Vancouver's Dinner Meeting will be on a Tuesday with a Workshop to follow on Wednesday. We are letting you know this in case you may want to attend both Dinner Meetings on very different topics.

### **PDM Topic for April - What do you mean participation?**

In Summary: What have been the traditional barriers that have gotten in the way of participation and how can we simply remove them.

Date: **Tuesday, April 19, 2005**

Please see Vancouver's website to register or get additional details – [www.apics-vancouver.org/dinner.shtml](http://www.apics-vancouver.org/dinner.shtml)

### **Workshop Topic for April - The Idea Generator - Putting Quick and Easy Kaizen to Work?**

In Summary: Toyota has two pillars for their success - Lean, the elimination of non-value adding wastes, and respect for people.

Respect for people is Jidoka empowering all employees to stop working when they detect a quality or other problem, involving people in team activities and Quick and Easy Kaizen - getting lots and lots of ideas from all employees

Quick and Easy Kaizen is a very simple method used probably by every major Japanese company and many American companies to sustain continuous improvement. The fundamental idea is that the worker who does the job is the expert in what they do and that they can, if asked, participate in solving problems. In the past, management very rarely asks the workers for their improvement ideas - the management structure has traditionally been top down with supervision being responsible for solving problems and workers told to "just do your work." When workers are empowered to take greater responsibility amazing things can and do happen....

Date: **Wednesday, April 20, 2005**

Please see Vancouver's website to register or get additional details – [www.apics-vancouver.org/dinner.shtml](http://www.apics-vancouver.org/dinner.shtml)

### **Presenters' Bio**



**Norman Bodek** is president of PCS Press, a publishing, training, and consulting company. He discovered and published the works of : Dr. Shigeo Shingo and Taiichi Ohno, the inventors of the Toyota Production System. He introduced the west to Kaizen Blitz, SMED, TPM, Poka-Yoke, Visual Factory, Hoshin, and QFD and other methodologies. In 1988 he initiated the Shingo Prize for Manufacturing Excellence with Professor Vern Buehler at Utah State University.

Most recently he co-authored a book with Bunji Tozawa titled The Idea Generator - Quick and Easy Kaizen. Through newsletters, books and 50 industrial study missions to Japan Norman discovered, had translated and popularized many of the Japanese quality tools, techniques, and technologies that transformed American industry in the mid 1980's and 1990's.

Norman has been a frequent instructor and speaker for organizations including the American Management Association, President Reagan's Productivity Conference, Institute of Industrial Engineers, American Society for Quality, as well as at hundreds of conferences, seminars, and in plant training events. In 1988 he initiated the Shingo Prize for Manufacturing Excellence with Professor Vern Buehler.

Norman, holds a BA from New York University, has written numerous articles and editorials on manufacturing, productivity, quality, and customer service.

**APICS Vancouver is celebrating their 25<sup>th</sup> Anniversary, A Major Event is Planned!!**

**June 16, 2005 at the Vancouver Trade and Convention Center**

Advance Registration for APICS Members is now open. Don't delay as THIS EVENT WILL SELL OUT VERY FAST!!

For More Info visit this link <http://www.apics-vancouver.org/pdf/25th.pdf>