



Calgary Chapter
Newsletter



April 2009

APICS Calgary Chapter Events

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April 2009 Plant Tour – Enerflex

Our Mission: Through innovation, technical excellence and expertise, our team provides world-class products and services to the global energy sector.

Our Vision: We are a values-led team which will be recognized as the global industry partner of choice by creating:

- A productive and safe work environment
- Employee pride
- Customer success
- Vendor loyalty
- Sector-leading returns for shareholders

When: April 17, 2009

Where: 4700 - 47 St SE, Calgary, AB

Time: 1:00 pm

Cost: Complimentary

RSVP: Jaydeep Balakrishnan, VP Events at vpevent@apics-calgary.org

NOTE: Tour is limited to 20 only. REGISTER NOW!!

April Professional Development Meeting

Effective Workforce Management in Turbulent Times: Collaborating with Human Resources

Presented by Keith Siva

As a manager that does not have an HR department to assist with changes to the workforce, this PDM will provide you with strategies and guidelines for managing a workforce in turbulent times. It will also provide you with a framework of what you can and can't do as well some alternatives that you might not normally consider.

When: April 29, 2009

Time: 6:00 pm (includes dinner)

Where: Greenwood Inn (3515 - 26 St NE, Calgary, AB)

Cost: \$45.00 Members; \$50.00 Non-Members; \$35.00 Students



APICS The Association for Operations Management is the global leader and premier source of the body of knowledge in operations management, including production, inventory, supply chain, materials management, purchasing, and logistics. Since 1957, individuals and companies have relied on APICS for its superior training, internationally recognized certifications, comprehensive resources, and worldwide network of accomplished industry professionals. To learn more about the APICS community, visit www.apics.org.

President's Update

Introduction of new board member

Back in January I received an email from what seemed to be an eager gentleman who expressed an interest in joining the board of directors for the Calgary Chapter of APICS. He was looking for an opportunity to volunteer with an organization where he could get involved and help make a difference.

The board invited Mr. Keith Siva to our February 27th board meeting and talked to him about the goals of the chapter and how he might be able to help. Keith was anxious to take on tasks and offered several ideas for how he could be an asset to the chapter. Shortly thereafter the board took a vote and elected Keith Siva to the position of Director at Large.

Keith moved to Alberta in 2005 and worked as a Human Resources Manager in Fort McMurray. He was a part of the first group in Fort McMurray to graduate from Wood Buffalo Future Leadership Program.

In 2008, Mr. Siva founded "One Stop HR Solutions" and went on to help new graduates from Ontario to find careers in Alberta.

Currently, Mr. Siva works as an HR Manager for a company called Terracon Geotechnique. Mr. Siva is committed to building an organization that remains strong, united, safe and a friendly place to work.

Mr. Siva has joined APICS to bring his expertise to members of APICS and promote APICS within other associations that he is a part of.

We are glad to have Keith aboard and look forward to great things from him in the future.

Sean Baker, President
sbaker@hoplog.com

APICS-CALGARY Chapter Newsletter

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This newsletter is the official publication of the Calgary Chapter of Region VIII APICS. It 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 typed or word-processed in Microsoft Word format. Send articles to Sean Baker. See directory on page 10 for phone/fax numbers and e-mail addresses.

Classified Advertising Rates

	Member	Non-Member
Full Page	\$250.00	\$400.00
Insert	\$500.00	\$750.00
1/2 Page	\$125.00	\$200.00
1/4 Page	\$ 75.00	\$100.00
Business Card	\$ 25.00	\$ 35.00

For non-camera ready ads, and for revisions to ads, a layout charge of \$25 per hour applies.

Regular advertisers receive discounts. Please call VP Communications (see directory on page 10).

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 Editor or Chapter Executive.

Membership Update April 2008

Welcome New Members!

Jeff Harriman
 Nathan Reitsema – Flexpipe Systems
 Kim Ng – Dow Chemical Company
 John Shijy – John Shijy Consultants Ltd.
 John Vivian
 Suna Tse-Doppler – Net Safety Monitoring Inc.
 Abdul Adil Mohammed – University of Calgary
 Bert MacDonald

Current Membership Total: **119**

Professional Members:	76
Corporate Voting Members:	38
Student Associate Members:	1
Academic Professional Members:	4
Corporate Associates (not included in total):	24

APICS MEMBERSHIP BENEFITS

APICS Announces New Membership Categories

On January 24, 2009, the APICS Board of Directors approved three new membership categories:

- Enterprise E-Professional Membership
- International E-Professional Membership
- Young Professional E-Membership

The new electronic professional membership categories provide APICS the opportunity to expand its membership base and meet the needs of more individuals. APICS plans to begin accepting e-professional membership applications in March, 2009.

The new e-professional membership categories are listed below.

Enterprise E-Professional Membership

Number of Enterprise Professional Members	Enterprise E-Professional Membership Dues Amount per Employee	APICS Corporate	Chapter Dues
5 to 24	Does Not Apply	Does Not Apply	Does Not Apply
25 or more	\$125	\$100	\$25

Category Description:

- Membership with voting privileges; may hold elected office and serve on committees
- Electronic communications of all membership benefits materials (i.e., magazine, membership card)

- Training, registration, and certification exams at member discounted rate
- Eligible for certification maintenance points
- Local chapter membership
- E-professional membership transferable to another employee

Purpose: The Enterprise E-Professional Membership type is available for companies with 25 or more fully paid members. As a benefit for organizations committed and engaged at this level, the enterprise e-professional membership creates a more affordable opportunity for companies to convert corporate associate employees to e-professional membership with associated benefits and privileges. The corporate associate membership category will not exist after March 31, 2009.

International E-Professional Membership

Dues Rate	Chapter/ Associate Allocation
\$125	Allocation to International Associate similar to Professional Membership at 50%, – if no IA in the region full dues amount remains with APICS.

Category Description:

- Non-voting
- Electronic communication of all membership benefits materials (i.e., magazine, membership card)
- Training and certification exams at membership discounts from participating representatives
- Eligible for Certification Maintenance points

Purpose: APICS' current professional membership rate is a limiting factor to joining APICS, especially in developing countries. This new membership type will be more affordable for international members in these regions. APICS previously offered an electronic membership that had no incentive for the international partners to participate in the promotion. This category will be introduced as a joint membership option, as well as a Member-at-Large option in the countries where we do not have a participating nonprofit International Associate.

Young Professional E-Membership

Dues Rate	Chapter Allocation
\$100	\$25 to Chapter

Category Description:

- Non-voting
- Electronic communication of all membership benefits materials (i.e., magazine, membership card)

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Membership Update April 2009

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- Training and certification exam registration at membership discounted rates
- Eligible for Certification Maintenance points

Purpose: This new membership type will establish an affordable transitional dues option for recent college graduates. Currently, APICS' professional membership rate is a limiting factor for recent graduates to join APICS at the professional level. The category is available only to individuals who have at least one full year of previous APICS student membership. Transition rate would be limited to a two-year period.

Registration Opens for APICS CSCP Computer-Based Testing

Registration is now open for the pilot computer-based APICS CSCP exam. Candidates who have already received "authorization to test" notices may register, even if they are already registered for the March 21 paper and pencil exam administration. APICS encourages eligible students to participate in this pilot exam, which is available in seven North American and three European cities. For more information, including the registration process, deadlines, and details about exam locations visit apics.org/Certification/CSCP/CBTPilot.htm.

- Candidates who have received approval to test but are not registered for an APICS CSCP exam.

Domestic exams may be scheduled March 15–April 18, 2009. Exams will be offered in the following cities

- Chicago, IL
- Newark, NJ
- Phoenix, AZ
- San Jose, CA
- Washington, DC
- Montreal, Quebec, Canada
- Mexico City, DF, Mexico

New APICS Student Member Benefit: APICS Exam Savings

Effective March 2, 2009, APICS is pleased to announce that new and current APICS student members are eligible for \$25 savings for each of the five CPIM exams. Student members may take advantage of this new member benefit and purchase an exam voucher using their \$25 savings by contacting APICS Customer Support at (800) 444-2742 or (773) 867-1777 M-F 8:00 am–5:00 pm CT. Please note that this voucher cannot be used on previously purchased APICS CPIM exams.

Member Benefit Spotlight: Aberdeen Research Publications

Members have access to the latest research findings on enterprise resources planning, supply chain and manufacturing in free reports provided by Aberdeen Research, included with APICS membership. Special reports like the ones listed below are free for a limited time. Members may access the Aberdeen Archive at any time.

The following reports can be downloaded

- **ERP in Complex Manufacturing: Improving Collaboration and Visibility – Free until February 27!**

Best-in-class complex manufacturers are creating a collaborative environment to integrate functionality to produce quality, speed and agility.

- **The Secret SaaS: On-Demand Supply Chain**

Software as a Service (SaaS) is a key deployment mechanism that has the potential to provide companies an approach that minimizes total cost of ownership (TCO), but the key question is – does SaaS enable companies to realize the business ROI?

- **Making Integrated Business Planning Pay Off: Bridging Supply, Demand, and Finance**

Aberdeen's June 2008 research on sales and operations planning (S&OP) processes at more than 300 companies revealed that best-in-class companies were twice as likely to have their financial goals aligned with their supply chains. Integrated business planning (IBP) is the process that enables this alignment.

- **Compliance and Traceability in Real-Time: Accelerating the Speed of Business**

This report will show how this executive focus is enabling best-in-class manufacturers to transform their businesses and improve both product quality and customer satisfaction by implementing enterprise wide compliance and traceability through quality and manufacturing systems.

To read more, visit apics.org/membership.

*Ashish Pawar, CSCP, VP, Membership
vpmember@apics-calgary.org*

Tracking Inventory: The Development of Counting, Recording and Updating

© S.T. Enns

The idea of counting was largely driven by the desire of ancient civilizations to keep track of inventory – stuff like sheep. Recording helped eliminate the need for recounts in case of memory loss. Updating, using even simple arithmetic, kept the records current in the event of a trade – something like exchanging a sheep for two “bushels” of wheat. It’s basically what we still do, although we’ve made it look different over time – arguably either simpler or more complicated.

The Sumerians Start Recording Inventory

Around 2400 BC the Sumerians of Mesopotamia, between the Tigris and Euphrates Rivers in what is now Iraq, developed a numbering system using symbols. This was roughly the same time at which Sumeria began trading with the Egyptian and Indus Valley civilizations. There were two unique aspects to their numbering system. First, the symbols were wedge-shaped characters, known as cuneiform, imprinted on wet clay tablets using a reed stylus. These tablets were then baked in the sun to harden, creating a permanent record. Second, this was a base-60, or sexagesimal, numbering system. The selection of this base has been attributed to their astronomers, who noticed there were roughly 360 days (6×60) in a year and that 60 was easily divisible by many smaller numbers.

The Babylonians, who resided in Mesopotamia sometime after the Sumerians, also used a sexagesimal numbering system and cuneiform symbols. Their numbering system was derived from the Sumerians but was a place-value, or positional, system. In other words the position of a symbol in a string indicated its value. They did not have a symbol for zero but did use a space to designate a positional shift. This development occurred somewhere around the 19th century BC and made numbers much easier to manipulate than the Egyptian, or later Greek and Roman systems. The Babylonians may have been able to add and subtract using an abacus device. However, complex computation was beyond their scope due to the complexities of the base-60 system and the use of cuneiform characters.

Vestiges of the sexagesimal system remain with us to this day. One common example is the use of 360 degrees in a circle. Another is the use of 60 minutes in an hour.

The Greeks Count to Ten

Other cultures developed base-10 systems. It was natural for people to start counting by using their ten fingers. Formal base-10 counting systems simply evolved from this activity. The Egyptians were one civilization that developed such a system early on. Hieroglyphs, or picture symbols, were used to represent numbers.

The Greeks also developed a base-10 system. Around 400 BC the original symbols were replaced by Greek letters. The Greek system

influenced the Etruscans, who were early inhabitants of what became Rome. The Etruscan system in turn influenced the Romans, who continued using letters. None of these systems were directly positional and none had a symbol for zero. Manipulation of numbers was very difficult for the average person in all of these systems.

The Hindus Figure out a Better Numbering System

The use of a base-10 numbering system in India goes back to at least the time of Ashoka (304-232 BC), the great Mauryan emperor. However, the development of a place-value system may not have occurred until the time of the Gupta Empire, which lasted from the early 4th to the late 6th century. This was a period of prosperity and importance for India, when both Rome and China were in decline. Science flourished and state control gave way to private free enterprise. Textile production, in particular, flourished. By this time the Indian Hindus had also developed the concept of zero to control position. It was represented by a dot and allowed number sequences to go infinitely positive or negative. At the end of the 6th century Hun invasions caused many of the trade systems to collapse. However there was still some advancement in Indian mathematics. Brahmagupta (598-668) was the first to recognize that zero was not only important as a place-holder but that it was also important as a number itself, representing nothingness.

From India the Hindu numbering system spread to Persia, which by the 9th century had the most advanced centers of learning in the world. In 476 the Western Roman Empire had collapsed, leaving the Byzantines in Constantinople as the rulers of the Eastern Roman Empire. In 529, the emperor Justinian had shut down the Greek academy of culture and philosophy in Athens. This was the onset of the medieval period in Europe, when little scientific or technological advancement took place. Many scholars fled east in the decades following, taking numerous scholarly Greek works with them. One of these scholars, a Nestorian monk named Servus Sebokht who lived along the upper Euphrates, left evidence that he was aware of the Hindu numeral system as early as 662. This was around the time of the Arab conquest of Persia and the arrival of Islam.

In 750 the Umayyad Dynasty, based in Damascus, fell and was replaced by the Abbasid Dynasty (750-1268) based in Baghdad. This was the start of what is considered to be the Islamic golden age. Persian, Indian and Greek texts were accumulated and new discoveries added. Bagdad became an intellectual centre and one of the world’s richest cities. Many of the Greek and other works survived only because the manuscripts were collected or translated here.

Among the scholars was the famous Persian mathematician al-Khwarizmi (780-850), the discoverer of algebra. During examination of Hindu manuscripts al-Khwarizmi encountered the symbol for nothingness and recognized its significance. Following this, around 825,

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he wrote "Arithmetic," which dealt with the Hindu numbering system. Latin translations of Al-Kharizmi's work on the base-10, place-value system came into being in the West during the 12th century. The system there became known as the Arabic numbering system.

Another important scholar was al-Uqlidisi (920-980), who wrote a book on the Hindu positional system around 952. He demonstrated methods of calculation that could be carried out using a pen and paper. It appears that most calculations to this point were done using a dust board, similar to a horizontal blackboard. Symbols on the dust surface were erased or replaced as computations proceeded. Al-Uqlidisi also first showed the use of what later became decimal fractions, although these were rediscovered in the 15th century by al-Kashi. Al-Kashi (1390-1450) worked in Samarkand, the famous city along the Silk Road in what is now Uzbekistan. At this time Samarkand was ruled by Ulugh Beg, a great promoter of science and a grandson of Timur the Great.

While the Arabic numbering system, based on the Hindu system, has become well known globally, it should be noted that the transition to this system was anything but smooth. In the Islamic world there was also a finger-based computing system that required no symbols, widely used by merchants. As well, a base-60 system continued to be in use for a long time, especially among astronomers. Symbols used in these number systems also varied a great deal depending on time and location. Some of the earlier symbols were derived from tally markings and many others used letters. Symbol forms and even orientation varied. Neither did they use only 9 symbols for digits consistently. Even at the time of al-Uqlidisi all 28 letters of the Arabic alphabet were used. Letters beyond the first 9 were used to designate 10, 20, 30, ..., 100, 200, ..., 1000. This effectively eliminated the need for zero in numbers up to 1000. Large numbers were seldom encountered, other than by astronomers.

The Jews get Numbers Working in Europe

In 70 AD Jerusalem and its citizens were crushed by the Romans. They subsequently migrated to other parts of the Roman Empire and were generally treated well, often having special privileges, until the triumph of Christianity in the 4th century. The collapse of the Western Roman Empire left a tangle of squabbling Germanic states. With the onset of feudalism, cities and towns were abandoned, agricultural productivity declined and decay set in.

People of Jewish faith had mostly been laborers and shopkeepers. However as the new feudal lords progressively demanded more military manpower and the Church demanded more tithes, Jews found it harder to fit in. Many moved into trade, where they could exercise more independence. The collapse of the Roman market infrastructure meant new opportunities for wholesale trade, including commodities. As well, the feudal lords knew little about finance and economics and required people with business skills to help administer their estates. This was another area in which Jews chose to specialize. With time they became almost the only ones who still understood bookkeeping, an art almost lost after the fall of the Roman Empire.

Another area in which the Jews developed a specialization was money lending. Banks of various forms had existed under the Babylonians, Greeks and Romans but had disappeared after the fall of the Roman Empire. However merchants, nobles, churchmen and others often suffered liquidity problems. Church doctrine on usury prevented charging interest so there was limited lending between Christians. Nevertheless, many parties were more than willing to deal with Jewish lenders. As well, their business skills helped in executing transactions.

Up until they became more involved in trade, business and money lending, the Jewish population was not considered a separate community for the most part. Exceptions occurred in places like Spain where the Visigoth rulers attempted to either convert or drive them from the country. When the Muslims invaded under Tariq Ibn Ziyad in 711 the Jews experienced a more tolerant regime. The extent of the Muslim controlled lands now opened the opportunity to travel as far as the Middle East and Mesopotamia.

The Muslim connections resulted in the Arabic numbering system being introduced to Spain. Pope Sylvester II (946-1003), an advocate of science, was exposed to Arabic numerals and tried to promote their use within the Church, with limited success. In 1146 Abraham Ibn Ezra, a Jewish rabbi born in Spain but travelling through Italy, wrote the first explanation of the base-10, positional system in Europe. This used place notation and a figure for zero. However it took the first letters of the Hebrew alphabet for digits 1 through 9.

Jewish merchants were more than likely the ones who introduced arithmetic techniques to business across non-Muslim Europe. The Arabic numerals allowed calculations to be done on paper for the first time, rather than relying on counting boards or an abacus. The idea of being able to line numbers up according to thousands, hundreds, tens or ones was a revolutionary development. Long series of numbers could be easily handled through addition, subtraction, multiplication or division. The column format also allowed new record keeping and financial techniques to be introduced.

The Catholic Church opposed use of Arabic numerals as heathen devices until well into the 15th century. Since Christian merchants in medieval Europe were not permitted to use them, Jewish merchants had a near-monopoly and great competitive advantage.

The Italians Advance Inventory Management

Beginning in the 8th century the Byzantine rulers in Constantinople began forbidding their Greek merchants to trade abroad in an attempt to keep certain goods, like arms and timber for ships, out of Muslim hands. This policy allowed the Italian city-states to move in and by the end of the 11th century they were threatening to dominate Mediterranean trade, especially for goods coming through Egypt from the Indian Ocean. In the 13th century they began to move into banking, replacing Jewish moneylenders to some extent. Around mid-century they started minting gold coins, such as the famous 'florin'.

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By the 14th century cities like Genoa, Florence and Venice were already important trading and banking centers. Various financial instruments, like bills of exchange and international letters of exchange, were already in use. This facilitated purchasing goods without direct cash outlay involving large amounts of silver or gold coinage. By the 15th century the time value of money was becoming better appreciated and methods of calculating interest were developed. As well, the concept of pricing based on cost was in use, including methods of allocating overhead costs. Furthermore, maritime insurance and fractional ownership, such as the purchase of shares in a ship, had been developed.

All of this required a lot of records and Italians rose to the forefront in bookkeeping. The practice of using black ink to reflect profits and red ink to reflect losses began at this time. More importantly, double-entry bookkeeping to balance credits and debits, track foreign trade and detect errors was already in use by at least a few establishments in the 14th century. However, the first written descriptions did not occur until the 15th century. In 1458 a merchant named Benedetto Cotrugli described the system. In 1494 a monk named Luca Pacioli gave a much more extensive explanation and also had his work printed. This helped greatly with the dissemination of double-entry bookkeeping ideas.

Much activity related to keeping track of money in trading and other accounts. However bookkeeping also related to keeping records of physical material being traded or of inventory used in textile or other production processes. For example, the Venice arsenal developed a long history of inventory management to control use of materials going into galley construction.

The one area where the Italians were slow to catch on was in the use of Arabic numerals. Although Italian merchants began significant use in the 13th century there was resistance to a complete switch away from Roman numerals. As late as 1299 the Florentine banker's guild prohibited members from keeping accounts in Arabic numerals. Rather they required members to write out accounts using words as opposed to symbols. It was not until the late 15th century that the use of Roman numerals had almost disappeared from Italian account books. It was also about this time that the form of number symbols was standardized. The advent of printing greatly helped in motivating this.

The Dutch take Efficiency Global

By around 1600 European countries along the Atlantic coast had moved into trade and scientific leadership. One major contributor was a Belgian by the name of Simon Stevin (1548-1620). Stevin was very versatile, writing on commerce, mechanics, navigation and astronomy, among other things. In 1582 he created a Table of Interest Rates, which allowed looking up discounts and annuities, as well as rules for computing simple and compound interest rates. Until this time bankers had guarded their tables as proprietary information, much as merchants guarded maps showing trade routes. These tables now brought information on interest calculations into the public domain.

More importantly, in 1585 Stevin wrote a small book called "The Tenth" that introduced the ideas behind what would become the decimal system to the West. Despite, the earlier work of al-Uqlidisi and al-Kashi, parts of whole units in Europe were still treated as fractions and these were hard to deal with and manipulate. Stevin's insight was to treat all fractional units as integers but then change the underlying units to be 1/10, 1/100, etc. In this way both the integer and fractional amounts could be treated as multiples of the smaller units. This system could be used equally well for measurements in currency, trade or science. In all cases computations were simplified. However, Stevin did not invent the decimal point but rather used a more complicated system of notation. This was left to John Napier (1550-1617), the inventor of logarithms. The decimal point assimilated the whole fractional system into the Arabic positional scheme long used with integer numbers.

The commercial revolution pioneered in the Italian city-states was extended to Amsterdam and by 1600 the Dutch had become leaders. Institutions to manage risk and speed transactions were developed. This included better insurance, stock issue and bookkeeping systems. Tradesmen and manufacturers, in addition to financial and commercial interests, benefitted. The impact also became global. Efficiency was a key concern for the Dutch East India Company, for example. Jan Pieterszoon Coen (1587-1629), who had learned double-entry bookkeeping from the Italians before coming to the Indies, was largely responsible for introducing the most advanced techniques.

The Machine Takes Over by Counting to Two

Today very little computation related to inventory, or anything else, is done using base-10 numbers. Computers have become prevalent. While user inputs and outputs continue to be read and recorded as base-10 numbers, computation uses base-2, or binary, numerals. The reason is that these are conducive to using on-off switches. Binary values were long known in many societies but it was Gottfried Leibniz (1646-1716) who first documented how to manipulate numbers using the modern binary system. In 1847 and 1854 George Boole (1815-1864) published works on expressing logical statements using binary numerals. This became known as Boolean algebra. It was used mostly for symbolic logic in fields like philosophy. Then in 1938 Claude Shannon (1916-2001) put it all together to form the basis for machine computation. In his Master's thesis he recognized that the TRUE and FALSE statements in Boolean logic could be used to represent the functions of switches in electric circuits. This had a tremendous impact on reducing the complexity of computing machines. Rather than dealing with decimal systems, as attempted by Charles Babbage (1791-1871) and others, the binary system could now be used. In 1940 George Stibbitz (1904-1995) at Bell Labs constructed the first computer based on a binary system. It used Boolean algebra and relays to set the digits. Relays were soon replaced by the vacuum tube, transistor and integrated circuit.

(Contact the author at enns@ucalgary.ca if you'd like references on this topic.)

The APICS Basics of Supply Chain Management is at the core of the APICS CPIM program and serves as a building block for operations management professionals' education.

We would like to extend two complimentary opportunities to attend an APICS Webinar on the theory of constraints (TOC) to participants in your chapter's Basics of Supply Chain Management workshops.

Please share the information and registration links below with APICS Basics workshops participants. Registrants for this APICS Webinar will also receive a complimentary link to the presentation and recording to review after the presentation.

APICS Webinar: Understanding the Theory of Constraints and How to Make it Work for You

Nicholas Testa Jr., CFPIM, CIRM, CSCP, Jonah, Chief Executive Officer, Acuity Consulting Inc.

Two sessions to choose from

April 2, 2009, 11:00 a.m. - noon CT | Register now
 April 3, 2009, at 1:00 - 2:00 p.m. CT | Register now

Make sure your understanding of the theory of constraints (TOC) isn't a constraint to your success. Participate in this live APICS Webinar to gain knowledge that will help you apply the basic principles of TOC, define the typical constraints, and understand how to communicate about TOC. Participants will have the opportunity to explore how to:

- Explain the importance of managing the constraint to maximize system throughput
- Describe the four-basic types of logical product flows in the materials transformation process (V, A, T, and I)
- Explain the difference between a bottleneck and a capacity-constrained resource and between an internal and external constraint
- List the criteria for the strategic placement of stock buffers
- Explain the five focusing steps
- Describe the relationship between theory of constraints and the critical chain

About the Presenter

In his role as founder and chief executive officer of Acuity Consulting Inc., Testa helps clients repair and improve underperforming enterprise resources planning and supply chain management systems. In various senior-level operations roles, he has led the application of the theory of constraints, six sigma, and lean.

Additionally, Testa has consulted and led consulting teams that enable clients to improve performance and profits while cutting costs and operating expenses.

In 2006, Testa served as president and chair of the APICS Board of Directors. He has also served as chair of the APICS International Conference Committee and has held a variety of roles within APICS on the international, national and chapter levels.

Testa holds a bachelor's degree from The University of Santa Clara and a master of business administration from The University of Southern California. Additionally, Testa holds the APICS Certified Fellow in Production and Inventory Management (CFPIM), APICS Certified in Integrated Resource Management (CIRM), APICS Certified Supply Chain Professional (CSCP), Certificate in Production and Inventory Control, and Jonah designations.

Financial Update

Although the Calgary market is facing a challenging time, the APICS Calgary Chapter is not quite feeling the effects of the downturn. In the first seven months to start the fiscal 2009 year the Chapter has grown its revenues by over 35% in comparison with the same period prior year. Although overall income has declined it can mainly be attributed to the marketing of the organization. The entire board has been very active in promoting the Chapter by attending district meetings in various cities, hosting more social functions, tours and professional development meetings/informative sessions

for its current and potential members. All these activities and many other initiatives have directly added value into the organization.

With the current board in place, the Calgary Chapter will continue its momentum throughout 2009 and into 2010. The new and innovative ideas will generate the necessary funds, making Calgary one of the more lucrative chapters in Canada.

*Peter G. Heck, CMA, Treasurer
 treasurer@apics-calgary.org*



BOARD OF DIRECTORS CONTACT LIST

Membership Fact Sheet

APICS is the global leader and premier source of the body of knowledge in operations management, including production, inventory, supply chain, materials management, purchasing, and logistics. Since 1957, individuals and companies have relied on APICS for its superior training, internationally recognized certifications, comprehensive resources, and worldwide network of accomplished industry professionals.

The APICS membership community of 270 local APICS chapters and 33 International Associates supports nearly 60,000 members in 20,000 manufacturing and service industry companies worldwide. By joining APICS, professionals keep up-to-date on industry best practices, new technologies, and techniques and gain access to exclusive members-only resources, networking, and cost savings on educational materials. Employers who endorse APICS membership for their employees create a more capable, knowledgeable, and productive workforce.

Membership in the APICS community provides

- Unmatched education and training to improve job performance, achieve career success, and contribute to bottom-line profitability
- World-renowned APICS certifications that validate knowledge and enhance earning potential
- Award-winning publications and resources to gain a competitive advantage through industry knowledge
- An international APICS community to draw on the expertise of professionals in the field of operations management
- Local chapter networks that provide opportunities to develop leadership skills through APICS chapter participation.

Board of Directors

President	Sean Baker Transportation Supervisor, Hopewell Distributions Services Inc. sbaker@hoplog.com Phone: (403) 542-8066
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