



February 2010

Upcoming Courses/Exams

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Don't miss your opportunity to enhance your career by upgrading your operational knowledge! Start your future today by working towards the internationally recognized CPIM designation that over 75,000 operations professionals already have.

Register for our CPIM courses offered through the University of Calgary's Continuing Education.

The following courses are now available and accepting registrations:

PDS 195-002 Strategic Management of Resources (Module 5)

When: Apr. 1 - May 27, 2010, Thursday,

Time: 6:00 pm - 9:00 pm

PDS 107 Certified Supply Chain Professional (CSCP) – POSTPONED Until Further Notice Due to Lack of Enrollment

Registration is available via the links provided above or on-line via [UCCE's web site](#) or by calling 403-220-4719 today!

Note: Although it is recommended that students complete Module 1 first before registering for the other Modules. The balance of the Modules can be completed in any sequence thereafter.

Register now for CPIM/CSCP Exams

The following CPIM Certification Exams are upcoming/available for registration and administered via the University of Calgary.

PDS199-005 Module 2 Master Planner of Resources Certification Exam

When: Scheduled for April 8th, 2010.

Where: University of Calgary

Time: 6:00 - 9:00 pm

[Click here to purchase exam.](#)

Contact Rose Kabue @ 403-220-4712 to register. Deadline is March 1, 2010

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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

Dear Members,

First, I and the rest of the APICS-CALGARY Chapter owe you an apology. As you have noticed, the Chapter has not been too active over the past 6 months for a variety of reasons but overall, due to the recession at hand.

Half of our board were dealing with the terrible down side of the recession and found themselves looking for a new job whereas the other half were slammed to the wall either covering the gaps left by those who unfortunately were let go/laid off/downsized, etc. or were in non-Oil & Gas industries that didn't feel the effects of the North American/Global recession.

This leads us to why I am writing this letter versus Sean Baker who was re-elected as your President back at the Annual General Meeting in June 2009. Sean unfortunately had to step down as President in late 2009 as his industry was one that didn't tank and the demand of his job was relentless. To that end, per our Chapter's By-laws, a motion was put forth and accepted by the remaining board members to reinstate our Past President which was I. We were able to convince Sean to stay on as a Director-At-Large as his input, energy, and commitment to APICS are traits we need to retain.

So to that end, I want to start off by assuring membership that we have turned around our listing Chapter and we are back to business. During this small period of inactivity, I am pleased to inform you that our educational activity remained strong, our membership held steady though we did dip a bit due to Corporate sponsored memberships declining as companies continue to invoke cost containment measures, and our board remained strong though in hibernation (we currently have 6 voting members and 7 Directors-At-Large – our biggest BOD ever!).

Stay tuned to our web site (www.apics-calgary.org) and your In-box as we will be announcing upcoming PDMs, Tours, Events, & Courses soon. All best in 2010!

*Kevin B. Falenda, C.E.T., CPIM, President
president@apics-calgary.org*

APICS-CALGARY Chapter Newsletter

Chapter Newsletter is published by:

APICS-CALGARY Chapter
P.O. Box 99022
3545 - 32 Ave NE
Calgary, AB, Canada T1Y 6M6

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 Kevin Falenda. See directory on last page 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 last page).

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

Welcome New Members!

Jesus Bravo
 Hanna Livak
 Nasily Castillo – Suncor Energy
 Gilbert Hagan – Suncor Energy
 Logan Naidoo
 LuoLuo Jiang – SealWeld Corporation

Current Membership Total:	105
Professional Members:	101
Academic Professional Members:	4

APICS MEMBERSHIP BENEFITS

APICS Dictionary, 12th edition Download

You can download your complimentary copy of the *APICS Dictionary*, 12th edition today to gain access to the terms and definitions you need to succeed in the operations management profession.

<http://www.apics.org/Resources/Downloads/apicsdictionary.htm>

APICS and the Supply Chain Council Collaborate to Enhance Member Benefits

APICS is pleased to announce an agreement between APICS and the Supply Chain Council (SCC) that will enhance benefits for the members of both associations.

SCC is the world's leading authority on supply chain methodology, diagnostics, and benchmarking based on the SCOR® standard. Its product offerings are a complement to APICS education and certification programs, which provide a foundation for the supply chain improvement activities that SCC promotes.

This collaboration brings together the two leading supply chain organizations to develop the knowledge of their members and deepen the skills sets of supply chain and operations management professionals across the globe.

Take advantage of new educational opportunities through the Supply Chain Council (SCC). As an APICS member, you receive

- member rates on SCC training classes and the SCOR Professional Certification. When registering, type in the code **APICSMBR** when asked for a discount code to obtain the member rate. Visit scorlabs.org/apics for a schedule of classes.
- access to the acclaimed SCORmark benchmarking program. SCORmark benchmarks your organization's supply chain based on SCOR metrics and enables you to measure how it rates in relation to other organizations. Type in the code **APICSMBR** when asked for a discount code to obtain the member rate. For more information about SCOR benchmarking, visit scorlabs.org/apics.

Unemployed Membership Extension Program

If you are an unemployed APICS member whose membership is coming up for renewal and you are actively seeking work within the production and inventory management field, you may apply for an extension of membership benefits through the Unemployed Membership Extension Program.

This program enables members seeking employment within the production and inventory management industry to extend their membership for six months free of charge*. If you meet this criterion and are interested in applying for an extension of membership benefits due to unemployment, download an application or contact APICS Customer Support.

*Note: Members may apply for this extension up to three times for coverage over an 18 month period. Members apply for the extension through their local chapter, which must approve the request and waive chapter dues. Members approved for this waiver will receive electronic membership for the duration of the waiver, which entitles you to electronic communication of all member benefit materials.

*Ashish Pawar, VP Membership
 pawarashish@gmail.com*

Education Portfolio Update

Dear Members,

Education has been a mixed bag recently. We have been able to offer classes for four of the five CPIM modules in the past year. At the same time we have had to cancel one CPIM course and the CSCP course because of low enrolment. I would urge people interested enrolling in CPIM or CSCP courses to do so early so that we do not have to cancel offerings. Further early enrolment also allows us to reducing logistics cost in ordering learning material. We also had good numbers in the two CPIM exams we offered in December.

It is our intention to offer each CPIM exam twice a year in a paper based format till APICS offers Computer Based Testing (CBT) in Calgary for the CPIM. We are hoping that CBT testing will be available in Calgary by the end of 2010. As you know CBT is available for the CSCP in Calgary. CBT makes taking exams much more convenient for candidates.

Please note that upcoming courses & certification exams are posted on our web site at www.apics-calgary.org or contact myself directly at the contact information below.

Additionally, we are always looking for instructors. If you are interested in becoming an instructor please let us know so that we can add you to our instructor list.

Yours truly,

Jaydeep Balakrishnan, Ph.D., VP Education
vpeduct@apics-calgary.org

Treasurer Portfolio Update

Despite the volatile economic climate throughout the last half of 2009, APICS Calgary has so far had a stable fiscal year. While the Chapter had a pullback in corporate sponsorships and advertising, this was offset by increased enrolment in CPIM courses at the U of C.

The financial position of the organization has strengthened significantly, with a 24% increase to cash & other assets versus this point in the prior year. The Chapter also has no payables or financial obligations. These two factors have established a position of great financial strength for future initiatives to promote the advantages of the APICS CPIM and CSCP designations.

Ryan Galloway, CMA, Treasurer
treasurer@apics-calgary.org

Communication Portfolio Update

Dear Members,

Hello to 2010! As you may have already noticed on our web site (www.apics-calgary.org), I am pleased to announce that your local APICS Chapter was awarded the Silver Award by APICS-HQ in recognition of our Chapter's adherence to the CBAR/CMS (Chapter Benchmarking & Recognition/Chapter Minimum Standards) criteria.



This set of standards is by no means fluff and would rival any corporate strategic planning process out there. More information on these standards is available at this link http://www.apics.org/NR/rdonlyres/C4A4CB69-E309-4E7F-BE8C-2E549DADC210/0/APICS_2008_2009_CBAR_Handbook.pdf.

Additionally, as you probably have noticed over the past few months, each month or so, we highlight a member company by showcasing the company on our home page. If you have yet to see your company showcased, send me an e-mail and we'll get them on. Right now the process of selecting the companies alternates alphabetically (i.e. A, Z, B, Y, C, X.....etc.).

Finally, check out our "Talent Pool" of available personnel for hire at <http://www.apics-calgary.org/Subpages/talent.htm>. If you would like to submit your resume/professional information for this section, or write an article for submission to our future newsletters, let me know. Cheers!

Yours truly,

Kevin B. Falenda, C.E.T., CPIM, VP Communications
vpcomm@apics-calgary.org

Experiments in Worker Productivity – Quality of Life

© S.T. Enns, 2009

In this article we will look at pioneering attempts to improve the worker productivity by enhancing living standards. More specifically, we examine the development of model villages to house company workers during the Industrial Revolution. In subsequent articles we will look at attempts to increase worker productivity through other types of experiments, such as designed work methods or enhanced factory environments.

During the early 19th century living conditions of the British working class deteriorated. The Inclosure Acts were in part responsible. Peasants lost their feudal rights to common grazing land and were often driven into towns and cities. Although Inclosure Acts were passed by Parliament going back to the 12th century, the majority were enacted between 1750 and 1860. It has been estimated that over 20% of land in England was enclosed, or fenced in, by the landed aristocracy during this period. Simultaneously the population was growing quickly. The result was that, even with rapid industrialization, a surplus of labour kept wages low. As well, the nature of households was transformed by factory work. Men were required to perform tedious work mandated by a rigid factory system. Furthermore, women and children entered the workforce of the silk and cotton mills, where their dexterity and submissiveness were valued.

Most businessmen did not see themselves as having responsibility for the education, health or living conditions of the workforce. Workers were basically considered "living machines." As well, the government provided almost nothing in terms of social programs and public works, such as water or sanitation. The Church also provided little help. Parishes did collect small amounts through property tax for disbursement to the needy but the level of support was very low. Eventually, the impoverishment of much of the population would lead to riots, the organization of labour and the development of government social programs. However, in the meantime a few industrialists took social reform upon themselves within their sphere of influence. This was not completely altruistic. As we shall see, progressive management made the link between worker quality of life and productivity and built some astoundingly successful companies.

Cotton and the Model Village

The idea of the factory village came about very close to the same time the first multi-story mills were being built in Britain. Richard Arkwright (1732-1792) and his partners, Jedediah Strutt (1734-1797) and Samuel Need (1718-1781), built their first mill to spin cotton at Cromford on the River Derwent in 1771. Housing was provided for workers from nearly the beginning. However, the purpose of these worker villages for Arkwright and others was primarily to ensure efficiency and discipline. Workers putting in long hours at the factory could be kept nearby and under control. The idea of the model village, much associated with Robert Owen and the New Lanark Mills, went beyond this by also considering worker quality of life issues.

Robert Owen (1771-1858) was born in Wales the same year the Cromford mill was built. Having seen potential in the emerging textile industry, he began his career in Manchester. Initially he became involved in a partnership building spinning mules but this ended by 1792. He then became a manager and eventually a partner in the Chorlton Twist Company of Manchester, which operated a large spinning factory. Through his activities with this company he met David Dale (1739-1806) of the New Lanark Mills in Scotland.

David Dale had initially become involved in setting up mills in Scotland with Richard Arkwright, the famous industrialist associated with the water frame technology that revolutionized spinning. While Dale, a Dissenter, was motivated in part by a desire to create employment for destitute peasants from the Scottish Highlands, Arkwright, who faced perpetual labour problems, was probably motivated by the desire to find a friendlier work force. Differing philosophies as well as the failure of Arkwright to secure full rights to the water frame patent he had applied for were probably reasons why the partnership soon ended. However, Dale had continued to expand.

In 1799 Owen married the daughter of David Dale and at the same time made arrangements, together with his Manchester partners, to buy out the four mills owned by Dale. He moved to New Lanark and from the start endeavoured to create a better type of working environment. His activities would lead to one of the great social experiments of industrialization. New Lanark Village, next to the mills, had already been constructed by Dale. Owen took Dale's progressive approach to another level, enhancing both the physical environment as well as the dignity of the working class. Within the factory he educated his work force, maintained clean factory conditions, discussed rules and regulations with employees and reinvested a percentage of profits in the community. This reinvestment involved funding a village school, improving shops and housing, planting trees and gardens, and paving streets. At the same time, he established rewards and punishments to discourage theft and drunkenness.



One of the New Lanark Cotton Mills

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Experiments in Worker Productivity

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One particularly significant area of reform was the treatment of child workers. At this time up to two thirds of employees in spinning mills were children. One adult could manage multiple machines but children were useful in performing tasks around the complex machines, such as tying broken threads, due to their small size and dexterity. Mills like those belonging to Arkwright employed children starting at five or six years old and seldom would employ people over 40. Working hours would often exceed 12 hours per day, six days per week. Owen raised the minimum working age from six to ten in his factories, with younger children being placed in school. As well, he consciously hired orphans, which came to make up about a quarter of his 2,000 person workforce. This was at a time when the British population of orphans was very high due to poverty, with parents dying or simply turning children out on the streets.

These reforms not only improved quality of life but also increased productivity. However, Owen still felt constrained by his partners as to what he could achieve. British investors often had a mentality of "harvesting" companies and thus 80 to 90 percent of earnings were commonly paid out in dividends. In 1813 Owen successfully convinced more like-minded investors to buy out the existing ones. One of these was Jeremy Bentham (1748-1832), the great Utilitarian, whose basic philosophy was one of achieving the most happiness for the greatest number of people. He was also the brother to Samuel Bentham (1757-1831), who was instrumental in establishing the famous Portsmouth pulley-block making facility. Another investor was William Allen (1770-1843), a well-known Quaker scientist whose family had made a fortune in manufacturing silk. After this reorganization Owen became more aggressive about reforming his factory and its working conditions. In 1816 he opened a school, called the Institute for the Formation of Character. Its primary purpose was to provide formal education for children aged six to ten. However, it was also the first school to offer evening education for the adult working class. As well, it was the first to offer pre-school infant care.

On a broader level, Owen campaigned continuously for improved worker conditions generally. A Factory Act in 1802 had legislated minimum work ages and maximum hours but it was ineffective due to a complete lack of inspection and enforcement. Owen was instrumental in pushing legislation resulting in the Factory Act of 1819. This limited the employment of children to those nine years old and over. It also limited the working hours for children 16 and under to 12 hours per day and six days per week. This was greater than the 10 hours per day Owen sought but still an improvement. Enforcement however was still deficient since the magistrates responsible for overseeing the laws were themselves often mill owners, like Richard Arkwright. This was not rectified until the Factory Act of 1833.

Generally, Owen remained disappointed with the lack of acceptance of his ideas for social reform in Britain and began to look to America to implement his visions. In 1825 he purchased an existing town in Indiana, started by a German religious communal group, and renamed it New Harmony. This was to be a new utopian community. Here he envisioned developing an industrial centre where all members would share in the profits and responsibilities. Various Owen family members moved to

America to assist in the project but it failed within three years due to friction within the community.

Following the collapse of New Harmony, which had also absorbed most of his wealth, Owen continued to push broader causes within Britain. In 1834 he helped trigger a mass labour movement in which various unions merged to form the Grand National Consolidated Trades Union. The purpose was to help its membership, which exceeded 500,000, gain better wages and working conditions. While Owen pushed for cooperation between management and workers, this proved ineffective. There was heavy resistance by companies and government, as well as adversarial attitudes within the broader union. Internal conflict quickly led to its demise as well.

Chocolate and the Model Village

Perhaps the most progressive industry in terms of linking worker productivity with quality of life and social reform was British chocolate manufacturing, dominated by Quakers. Chocolate was originally a bitter drink consumed by natives in parts of the Americas. In the 1500s it was brought to Spain and from there it spread to Italy and then the rest of Europe. However, it was not widely consumed until the addition of sugar around the latter half of the 17th century. Chocolate, as well as coffee and tea, houses emerged at this time, along with a growing middle class.

In 1828 Casparus van Houten (1770-1858), a Dutchman, patented an inexpensive method for removing much of the fat from cacao beans using a hydraulic press. The resulting compressed "cake" could then be pulverized to powder. This soluble powder made it a lot easier to make chocolate drinks. It also made chocolate bars possible. J. S. Fry and Sons are credited with producing the first chocolate bar suitable for mass marketing in 1847. It was made by mixing cocoa powder and sugar, followed by re-mixing with cocoa butter. The Fry family of Bristol, who were Quakers, had been in the chocolate business since about 1760 and were likely the largest British producer of chocolate in the mid 19th century.

In Switzerland, Henri Nestle (1814-1890) had invented and started marketing powdered milk for infants in 1867. This inspired Daniel Peter (1836-1919), a friend, to develop the first milk chocolate bar, introduced in 1875. Industrialization of chocolate manufacturing happened around the same time. Franz Stollwerck (1815-1876) and his sons, operating in Cologne, were among the leaders and influenced the British chocolate industry. Stollwerck was already a successful merchant with a chain of pastry shops and restaurants before entering the chocolate business in the 1860s. Commercial and technical success meant that by 1890 his sons had built a business with about 2,000 employees.

This background is relevant to the development of two other chocolate companies that would become famous for their products, as well as their treatment of workers. Cadbury had its start in 1824 when John Cadbury (1801-1889), another Quaker, opened a shop in Birmingham to sell chocolate and other things. This business expanded into chocolate

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manufacturing. In 1879 his sons George (1839-1922) and Richard (1835-1899) opened a new factory on 14 acres of what had been agricultural land south of Birmingham. In 1893 George Cadbury purchased an additional 120 acres near the works and built a model village at his own expense, the purpose being to alleviate worker's cramped living conditions. This village was named Bournville. Cadbury stipulated that 10% of the property was to be parks or other open space. By 1900 this village had 313 cottages on 330 acres. In addition, the Cadburys pioneered pension schemes, joint works committees and medical services. As well, they supported sports, education and social rights. The company proved very successful and by 1900 Cadbury had over 2,600 employees.

The other company was Rowntree. In 1869 Joseph Rowntree (1836-1925), also a Quaker, left the family grocery business and joined a brother, Henry Isaac (1837-1883), who had a chocolate factory with about 30 employees. Henry Isaac had acquired this factory from the Tuke family of York. The Tukes were also Quakers and themselves socially progressive in opening schools and even a mental hospital. When his brother died, Joseph took over ownership. Joseph Rowntree was a social reformer, intent on improving the quality of life for workers. In 1901 he bought 150 acres of agricultural land in York and built a model village named New Earswick. Worker cottages were each built on 1/12 acre. A school, hall and surgery were also built. By 1900 the company had over 4,000 employees.

Soap and the Model Village

The other model village of note was Port Sunlight, associated with Lever Brothers Company. In 1884 it was founded by William Heseth Lever (1851-1925) and James Darcy Lever (1854-1910), based on a new soap formulation. Initially they had other manufacturers make the soap but in 1886 they leased a small soap factory in Warrington, England.

The key to their unique product was a switch to using glycerin and vegetable oil instead of tallow as a soap ingredient. This soap lathered well and packaged nicely. The Levers branded the product "Sunlight", which they stamped into every soap bar. Their product, marketing and advertising strengths lead to rapid growth. Within three years they had increased production from 20 to 450 tons per week, an increase of over 2000%.

In 1888 they started building a new facility at a place they named Port Sunlight, near the northern extreme of the border between Wales and England. Between 1888 and 1914 they also built a model village adjoining the factory to accommodate workers. By 1914 this village had 800 houses with gardens, schools, a hospital, swimming pool and church. Each block of houses was designed by a different architect and each house was unique. Nearly 30 different architects were involved in this project at one time or another. William H. Lever, the main force behind the firm, also introduced welfare, education and entertainment programs. As well, he introduced shorter work hours and benefit and welfare schemes. He did not support profit sharing but did subscribe to "prosperity sharing" through provision of communal facilities that would support a healthy and contented work force.

Experimental Results for the Model Village

These villages were all associated with progressive individuals running successful companies. Both the companies and the villages were inclined toward longevity. New Lanark Mills passed into the control of the Walker family in 1827, by which time Richard Owen had lost interest in its day-to-day operations. The cotton mills, about 50 kilometres southeast of Glasgow, continued operations until 1968. New Lanark Village along with the mills is now a World Heritage Site. The Cadbury's company merged with J. S. Fry and Sons in 1919 and then in 1969 it merged again with Schweppes to form Cadbury Schweppes. Bournville Village continues to exist as a residential area of Birmingham. It is administered by the Bournville Village Trust, originally set up by George Cadbury in 1900. The Rowntree Company merged with Mackintosh, the large London toffee manufacturer, in 1969. Then in 1988 Rowntree Mackintosh was acquired by Nestle. New Earswick continues as a parish within the city of York. It is administered by the Joseph Rowntree Housing Trust, established in 1968. Lever Brothers merged with the Dutch Margarine Union in 1930 to form Unilever. Port Sunlight Village is now part of the borough of Wirral and has been a Conservation Area since 1978. It has been suggested as a World Heritage Site as well.

But did these model villages actually achieve the objectives of the founders, the companies and the workforce? It is fairly safe to say that they enhanced the companies and the quality of life of the workers. They were built at a time when discontent over industrialization was often very high, as evidenced when Lancashire mobs destroyed Arkwright's Chorley Mill in 1789. However, labour relations at New Lanark, Cadbury, Rowntree and Lever Brothers all remained very good. From labour's perspective the only downside was that these companies all took a very paternalistic approach to the type of behaviour acceptable within their model villages.

With respect to fulfilling the founder's objectives, the answer is more vague. Robert Owen no doubt had the broadest objectives. He felt strongly that enlightened management and government were needed for reform and that organized religion was incapable of filling the needs of the working class. While New Lanark Village was successful at a company level, it did not have the influence he desired to act as a catalyst for broader reform. In the case of George Cadbury and Joseph Rowntree, it would seem they were driven by a combination of doing what was both good for the company and beneficial for society. As Quakers, improving the life of workers as well as acting as philanthropists was consistent with their beliefs. The ability to influence sobriety and discipline in the workforce through control of village administration also helped maintain a Protestant work ethic. William H. Lever always maintained that he acted only for business reasons, although his workers' well-being and happiness were also important. In addition, he had a great personal ambition to create, given his tremendous passion for beautiful architecture and gardens. Port Sunlight Village allowed him to exercise his creative influence while at the same time benefiting the company and the workforce.

Upcoming Courses/Exams

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PDS199-006 Module 5 Strategic Management of Resources Certification Exam

When: Scheduled for June 8, 2010.
Where: University of Calgary
Time: 6:00 - 9:00 pm

[Click here to purchase exam.](#)

Contact Rose Kabue @ 403-220-4712 to register. Deadline is April 23, 2010

NOTE: All students need to complete and submit the "[Chapter Group Testing 2009 Candidate Fact Sheet](#)" to APICS-CALGARY Chapter via mail or scan & e-mail to vpeduct@apics-calgary.org.

Note the following CPIM Certification Exams are upcoming/available for registration and administered via APICS-CALGARY Chapter.

Module 3 Detailed Scheduling & Planning Certification Exam

When: Scheduled for April 13, 2010
Where: TBA
Time: 6:00 - 9:00 pm

[Click here to purchase exam.](#)

Deadline is March 1, 2010

Module 1 Basics of Supply Chain Management Certification Exam

When: Scheduled for June 10, 2010
Where: TBA
Time: 6:00 - 9:00 pm

[Click here to purchase exam.](#)

Deadline is April 23, 2010

Module 4 Execution & Control of Operations Certification Exam

When: Scheduled for June 15, 2010
Where: TBA
Time: 6:00 - 9:00 pm

[Click here to purchase exam.](#)

Deadline is April 23, 2010

NOTE: All students need to complete and submit the "[Chapter Group Testing 2009 Candidate Fact Sheet](#)" to APICS-CALGARY Chapter via mail or scan & e-mail to vpeduct@apics-calgary.org.

IMPORTANT NOTE ABOUT REGISTERING FOR THE CSCP EXAM – if you want to take the CSCP exam in Calgary, you will have to do it using Computer Based Testing (CBT) and will have to register on-line at www.pearsonvue.com/apics/.

The location for the local testing site is:

Failsafe Canada Inc.
400, 534 - 17th Avenue SW
Calgary, AB
Ph: (403) 313-6789
E-mail: contact@failsafecanada.com

Additional information can be obtained at <http://www.apics.org/Certification/CSCP/domestic.htm>.
No paper exams will be offered.

For assistance, room information, or upcoming exam schedules/additional information, please contact:

Jaydeep Balakrishnan
VP Education
APICS-CALGARY Chapter
E-mail: vpeduct@apics-calgary.org

IFRS Has Arrived!

Peter G. Heck, CMA

If you haven't heard of it by now, you will very shortly. The International Financial Reporting Standards (IFRS) have been the talk of the accounting world for the past three years, and they have finally arrived in Canada. These new standards have been created to harmonize accounting and provide consistency between countries with the intention of making it easier for business to be conducted internationally. They will allow for capital from investors and banks to flow more smoothly.



IFRS reporting requirements have kicked off in Canada and the U.S. as of January 1, 2010 (other countries include China, Japan, India and South Korea). These countries are currently behind the world standards, compared to the nearly 100 countries who have already converted their accounting practices to comply with the IFRS. 2005 saw most of Europe,

Australia and New Zealand convert, and by 2011 the International Accounting Standards Council expects more than 150 countries to be fully compliant.

In Canada, January 1, 2011 will be the official changeover date – financial departments will be required to create statements for both GAAP and IFRS in tandem. Failure to comply could result in the company being de-listed from the public stock exchange.

For now, IFRS is only required for Publicly Accountable Entities (PAE). Entities that are not required to convert to IFRS are those that do not hold or intend to hold stock in the public market, Not-for-Profit (NPO) organizations, and Public sector entities. These companies have two options: they can either choose to adopt IFRS, they can adopt the new Private Business GAAP.

It is imperative that accounting and financial groups have a thorough understanding of the technical differences between IFRS and GAAP requirements. One important difference between GAAP and IFRS is the expense reporting on income statements: IFRS requires that expenses are classified by nature or by function, whereas GAAP allows for a mixture of both. Another difference is the valuation of property, plant and equipment: under IFRS, large assets will need to be broken down into components and a value determined for depreciation, whereas GAAP allows for the entire asset to be depreciated as a whole.

Conversion to IFRS will not be easy, as IFRS will affect the entire operations of a company. Businesses should be prepared for the significant impact it will have on their resources, both in time and

capital. They will face increasing costs in internal human resources, external advisors, legal counsel and information technology. In addition, the tax considerations that IFRS creates are complex, and IFRS can have impact on existing contracts with vendors, supplies, and customers.

A great amount of time must be dedicated towards the conversion. Finance teams and other affected groups need to be educated and trained to conform. Many courses, seminars and online webinars have been scheduled in the upcoming months by accounting firms, various accounting designations, and other external consultants. The associated increase of costs will be difficult for corporations to swallow especially after just recently going through a cost cutting period. It is essential that companies have access to capital in order to be prepared for this.

There are, however, ways to minimize the costs. Careful planning and strong project management are essential. There must be support from the leadership of the organization and a detailed plan should be mapped out focusing on the impacted resources, costs and detailed deadlines. By careful planning, training, understanding and implementation, the company can avoid a rushed (and more costly) approach.

But even with all the headaches associated, there will also be benefits available as a result of the conversion. It will be advantageous for those companies that are trying to improve their global position – having consistent standards will make it easier for other companies to conduct business and make informed decisions. The conversion will also give companies an opportunity to review their business process, contracts and transaction structure for inefficiencies.

The changeover date of January 1, 2011 will approach very quickly and companies need to be ready. The obvious desired implementation for companies is to make the required changes with as little disruption as possible. Lessons learned from the 2005 conversion in Europe and Australia were that efforts were often underestimated, late starts resulted in escalated costs, and the reporting for IFRS was not easily reached.

A wealth of information is available on the internet and should be utilized. Resources such as AICPA's (www.ifrs.com), the CICA website (www.cica.ca), and all the large public accounting firms have detailed information regarding numerous topics and discussions. Being proactive is essential – if your company hasn't started already, it may be in for a bit of a shock.



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.

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