

Toledo



P O Box 2823, Tol



Toledo, Ohio 43606

Editor: Paula Taynor

[www.apicsToledo.org](http://www.apicsToledo.org)

Volume Number XLVIII

[Board@apicsToledo.org](mailto:Board@apicsToledo.org)

Issue 13 – Summer 2009

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**STOP PRESS !**

**BGSU STUDENT CHAPTER RECEIVES APICS GOLD AWARD  
FOR STUDENT CHAPTER MANAGEMENT**

**FOURTH YEAR IN SUCCESSION**

**CONGRATULATIONS FROM TOLEDO CHAPTER !**

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## *President's Message Summer 2009*

Let me start by welcoming our most recent new members, Andy Schlagheck and Julie Hurst.

Now as incoming president I would like to thank the members who attended our Annual Meeting to hear reports about the chapter status (presented by the President), Finance (presented by the Chairman), and Programs (presented by the President) then participating in the election of 2009 – 2010 Board of Directors.

Thanks also to Mike Bunge (VP Publicity) Matt Franchetti (VP Education), Sheryl Holbrook (VP Programs) Lance McKeown (VP Finance), and Brent Schlegel (Chairman) for their willingness to take their chapter membership to the next level, that of board member and being responsible for guiding the chapter over the next 12 months. I would also like to recognize Paula Taynor as Newsletter Editor and David Dinwoodie our Webmaster for their past contributions and continuation in their respective roles..

Erin Barranco (Student Liaison), Ryan Higgins (Membership) and Paula Taynor (Administration) all stepped down from their positions on board at the end of the year and I would like to thank them for their service and support.

When Brent Schlegel succeeded me as Chapter President in July 2008 I honestly did not expect to be stepping back into the role 12 months later. There are some positives with my re-election but there are some negatives, while it is good that the incoming president has prior board experience (and our Bylaws are structured to require the incoming president to have been a chapter board member) I do not believe it is always good that a previous incumbent steps back in so soon after stepping down.

Ideally a chapter board should continually evolve, new members joining each year, some existing members stepping up to more senior roles and the longer term members who had been filling these roles stepping down. If we don't have some turnover (albeit gradual and controlled) we run the risk of getting stuck in a rut because "this is what we have always done" and we don't come up with new ideas.

Now I would like to think that I am open to new ideas, I would like to think that I don't always follow the same path but I know there are others out there who will have different viewpoints and ideas based on their experiences and they may well be better than mine but if they don't make me or another board member aware then these ideas will never see the light of day. Brent, Lance, Sheryl, Matt and Mike are diligently thinking about their areas of responsibility and what they will be doing to help the chapter through the year.

As you may know we have 4 unfilled positions on the board, VPs of Administration, Membership and Student Liaison, and the Executive Vice President and if you are interested in finding out about these please get in touch with me at [president@apicsToledo.org](mailto:president@apicsToledo.org)

We are very mindful of the current economic situation and how it is affecting our members and our membership numbers, we have reduced the prices of our education classes, continue to offer free PDMs to unemployed members and as other changes are made we will make sure you hear about them. I would like to remind any



member who is unemployed that APICS will grant up to 3 membership extensions, each of 6 months, if you are unemployed when your membership is due for renewal.

Finally I have just submitted our input for the APICS Chapter Minimum Standards (CMS) and Chapter Benchmarking and Reporting (C-BAR) Programs, I am pleased to say we have met minimum standards, and if the assessor agrees with our C-BAR input we will be awarded Gold Standard for the 3<sup>rd</sup> year in succession. I'll let you know as soon as I receive the results.

*Bruce Brechin, CPIM, CSCP*

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### *Executive Vice President's Message*

This position is open. Please contact Bruce or Brent if you are interested

[position description](#)

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### Answers to June Newsletter CPIM Quiz

*Unfortunately we had no all correct answers to the June Quiz, better luck this time.*

**Q1) (BSCM)** Which of the following is used to manage queues and lead times?

**D. input/output control**

**Q2) (MPR)** In designing a forecasting system, which of the following is the primary consideration?

**B. The purpose of the forecast must be adequately defined.**

**Q3) (DSP)** Objectives of the total capacity requirements planning process include all of the following **EXCEPT**

**D. determination of the materials needed to make the products in the master production schedule**

**Q4) (ECO)** If a job shop automates its tool-changing process to reduce setup times, the change will result in an increase in which of the following?

**A. annual number of shop orders**

**Q5) (SMR)** Enhanced productivity of the workforce results from which of the following?

I. Elimination of complex process flows

II. Reorganization of people and equipment to match product flow

III. Specialization of worker assignments

**A. I and II only**



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## *VP Programming Message Summer 2009*

We have a great calendar of events planned for the coming 2009-2010 year. In addition to the regular Professional Development Meetings, there are three plant tours scheduled. Also slated are joint meetings with ASQ and ISM, and joint meetings with the Student Chapters at BGSU and UT. Watch for our Calendar of Events in upcoming issues.

I'm looking forward to serving as your VP of Programs in 2009-2010. If you have any suggestions for chapter events, including speakers, topics, and venues, please share them with me.

Sheryl Holbrook, CPIM, C.P.M.

### *Warm welcome to Sheryl!*

#### ***A strange thing ....***

On Saturday June 27<sup>th</sup> the Board of Directors held the second annual recognition dinner to thank board members, instructors and key members for their support of the chapter during the preceding 12 months.



The photograph above was taken after our dinner, at the time it was taken it comprised a chapter president, 2 past presidents, a chapter chairman and a past chairman, now some 3 weeks later the same photo has a chapter president, 3 past presidents, a chairman and 2 past chairman, yet the participants remain the same, strange how the passage of time changes things.



*VP of Membership*  
Membership Matters – Summer 2009

In June I wrote that we had seen a drop in membership numbers and I was trying to understand why there was a drop of around 16 in the chapter as I was unable to find 16 lapsed members using the APICS reporting system. Well unfortunately APICS weren't able to identify any error in their system and I have to accept that the lower number is correct, APICS says our chapter membership now stands at 130, of whom 3 are Academic Members and 127 are Professional or Enterprise Members. We also have a combined total of 72 student members from BGSU and UT.

APICS has revised its membership categories since 2007, the Corporate Membership was replaced by Enterprise Membership and the Corporate Associate Membership (no membership fee) was discontinued.

I decided to do a little backtracking, I had a chapter membership report from December 2007 and I downloaded a report today (July 13<sup>th</sup>) and compared the 2 sets of numbers and it was very interesting.

Here is the breakdown for the 3 member types over the 2 periods

	December 2007	July 2009
Academic Members	2	3
Corporate / Enterprise Members	35	24
Professional Members	112	103
<b>Total</b>	<b>149</b>	<b>130</b>

However when I got into the detail (and the devil is in the detail) it was worse than the numbers above appear, for example only 8 of the Dec 2007 Corporate Members and only 67 Professional / Academic Members were still in APICS Toledo 18 months later so we have lost 50% of the December 2007 membership in just over eighteen months though we gained 56 new members to offset this. I know the July 2009 numbers are missing a couple of members who have recently renewed their membership though it was after their renewal date and they have dropped off the list temporarily but that is only a slight gain.

Clearly the board hasn't been as active in following up on membership changes as we should have been and despite the lack of a VP Membership I will make this one of our objectives for the year.

*Bruce Brechin CPIM, CSCP*

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## *V.P. Publicity Message Summer 2009*

Along with my fellow board members, I am very excited to get started on another APICS program year. I always hate to see summer go but look forward to what the new program year has to offer. There are many exciting promotional opportunities for our chapter. Some bullet points that we would like to explore in the promotional area include:

- Expand our relationship with the Toledo Business Journal – Sanford Lubin and his team are wonderful to work with and are very supportive of our organization.

- Expand our web presence – This will be the year we get listed on DMOZ.org.

- Leverage our relationships with the Toledo and Maumee Chambers of Commerce.

- Continue our focus on press release distribution.

- Seek alternative forms of publicity to reach out to those in our community in most need of our organization.

What can you do to help? Be part of the APICS community on Facebook at [www.apics.org/facebook](http://www.apics.org/facebook). Join more than 5,000 peers from around the world on LinkedIn at [www.apics.org/linkedin](http://www.apics.org/linkedin). Our own chapter even has a LinkedIn group. Search APICS Toledo as a group on LinkedIn and join. And don't forget to view and share APICS related videos on YouTube at [www.apics.org/youtube](http://www.apics.org/youtube). We are all looking forward to the year ahead and the opportunities it will offer.

Have you ever considered offering your Logistics knowledge for a good cause? APICS and the American Logistics Aid Network (ALAN) have developed a partnership to help ALAN connect disaster relief organizations with the supply chain resources they need. Through this alliance, APICS members, chapters, and districts will provide expertise to disaster relief organizations. Get involved at [www.apics.org/membership/alan\\_partnership](http://www.apics.org/membership/alan_partnership).

*Mike Bunge, CPIM, CSCPT* [To Index](#)

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### **Summer Job-Search Strategies by Deborah Walker**

The following article was submitted by  
Deborah Walker, Career Coach  
[Deb@AlphaAdvantage.com](mailto:Deb@AlphaAdvantage.com)  
888-828-0814  
[www.AlphaAdvantage.com](http://www.AlphaAdvantage.com)

It's easy to lose career focus during the summer months. Kids home from school, warm sunny weather and household projects tend to distract job seekers. Additionally, the interview process often gets disrupted while employers accommodate multiple vacation schedules. These interruptions become an easy excuse to put a job search on hold until September. Don't give in to the temptation to take the summer off. Your summer sabbatical will add months to your job search. Increased competition in September means a smaller margin of error in interview performance. Keep your job-search momentum throughout the summer to avoid frustration in the fall.

Here are three tips to keep your job search moving forward.



**1. Stay on track.**

Keep a schedule of weekly job-search activities that include networking for leads. Summer is a great time for increased social activities, which can quite naturally lead to discussions about your search. Additionally, tap into your on line social network to find people who know people within your targeted companies who may be able to introduce you to hiring managers. Don't over look the potential help of others in uncovering job leads.

Don't let your project "to-do" list take precedence over your job search activities. Yes, Summer is a great time to build a deck, paint a kitchen or landscape your yard, but don't allow your projects to keep you from moving forward toward a new job. Take care of your job-search goals first, then use all those extra day-light hours to fix up your nest.

**2. Don't get impatient.**

It's easy to let job-search activities slide when interviews get delayed, rescheduled or canceled. It's best to accept that hiring stalls are a natural summer phenomenon. Use your extra time to research targeted companies in greater depth. The insider information you pick up may give you the extra "leg up" in the interview to win out your competition. Remember, even though the hiring process seems slower during summer companies still interview and make offers June through August.

**3. Keep your interview skills sharp.**

The normal tendency in summer is to neglect critical interviewing skills. The idea is "once interviews start back up I'll pull out that book and get ready." Bad idea. Don't get caught off guard. Start perfecting your interview skills BEFORE your next interview is scheduled. Minimally you should be able to:

- \* State your strengths and weaknesses
- \* Give reasons for short job durations
- \* Sell your transferable skills
- \* Give examples of your accomplishments

Remember, these are just the minimum issues you should be able to handle in an interview. Every job seeker has their own list of questions they hope they don't get asked. You must identify the questions that make you squirm and be ready with great answers.

Following these tips will help you maintain your job search momentum during the busy Summer months. Remember, work on your job search, then work on your tan. Build your interview skills then build the deck. You'll be way ahead of the September crowd and months ahead in landing your next job.

~~~~~

Deborah Walker, CCMC is a career coach helping job seekers compete in the toughest job markets. Her clients gain top performing skills in resume writing, interview preparation and salary negotiation. Learn more about Deborah Walker, Career Coach at:

<http://www.AlphaAdvantage.com>

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## *Chairman's View Summer 2009*

We are in the middle of summer already. In a little over a month, we will be kicking off the 2009-2010 APICS year beginning with a September plant tour and the BSCM (Basics of Supply Chain Management) CPIM review class. As you saw in the previous parts of the newsletter, the board has worked hard this summer to bring an interesting series of program and education offerings to Toledo.

As all of you know, we are in the midst of the worst economic recession since the Great Depression. Everyone is pressed for time and money. Your APICS board of directors is no different. We have several board of directors seats open. We are very thankful to have two new members this year – Lance MacKeown and Sheryl Holbrook – but we also lost two board members so there was no net gain. One year ago, Mike Wheatley ended his last term on the board. He had been a board member for over ten years serving in almost every seat during that time. Bruce is chapter president again after already serving three years as president. He has been on the board for eight years now. I am now starting my fourth and final year on the board. Without some new people joining the board, we are running the risk of having a board without a chairman, president or executive vice president in a year or two.

The Toledo chapter strives to add value to your membership by offering many quality education and program offerings. We also give out a large amount of money in scholarships and donations every year. We can only continue to do these things if we have new people volunteering to be on the board. We have many wonderful ideas but only a few volunteers. Have you considered joining the APICS Toledo board of directors??????

***Brent Schlegel, CPIM, CSCP***

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## *Education Report Summer 2009* Education Planning 2009 – 2010

Our recent education survey showed respondents were interested in CPIM classes, CPIM Refresher Classes and CSCP class.

We are working to create an offering to satisfy the projected demand and are planning the following classes.

### CPIM – Certified in Planning and Inventory Management

Late September or early October we would start another CPIM series with the first module, *Basics of Supply Chain Management*.

In January / February we would begin the second module, *Master Planning of Resources*, and in April we would move to the third module, *Detailed Scheduling and Planning*.

The final modules *Execution & Control of Operations* and *Strategic Management of Resources* would be part of the 2010 – 2011 program.

Classes are nominally 3 hours long, one evening per week for 9 or 10 weeks.

### CPIM Refresher Classes

These are planned as one day sessions, our target audience is individuals who have taken classes but did not complete certification, they now want to take the exam and feel a need for structured revision.

Refresher classes are also ideal for members who hold the CPIM certification but need maintenance points for recertification.

Recertification is required every 5 years and needs 75 points; a refresher class would give 8 points.

Class format would be one full Saturday, 8:00 AM to 5:00 PM, or 2 half day Saturdays, 9:00 – 1:00 PM.

We plan to schedule one class for each of the 5 modules between September 2009 and June 2010.

### CSCP – Certified Supply Chain Professional

This would be the first chapter class for this program, there are 4 modules and the class would probably run over 12 evenings, 3 hours per evening, starting in late October and finishing in early February.

The class will be scheduled to enable participants to complete all the material with ample time for revision before a Certification Exam; we expect there will be an exam in March 2010 though APICS has not formally announced this yet.

### Class Prerequisite

While we want to run these classes there are some prerequisites and the most important is the number of participants. We are going to set a minimum number of 6 for each of our classes and if we do not get sufficient registrations we will cancel the class.

Now you will probably ask why we need a minimum and there is one main reason, APICS classes are designed to be interactive and if there are only a few participants the exchanges and discussion become limited and diminishes the learning experience.

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Responses from the survey showed the demand is there, so please don't delay when you see the class notices and register right away.

### Seminar

We are considering holding a half day or one day seminar in Spring 2010 on a topic of interest to those in the Operations Management or Supply Chain fields, this seminar would be open to chapter members and non-members.

Obviously there are many topics we could cover, Lean Manufacturing, Inventory Controls, Sales & Operations Planning, etc.

We would be interested in hearing what you think might be a suitable subject, e-mail your suggestions to [education@apicstoledo.org](mailto:education@apicstoledo.org)

We'll let you know the suggestions we receive and perhaps we'll hold a vote in late November or early December to select the one that is of most interest.

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### *VP Student Liaison*

This position is open. Please contact Bruce or Brent if you are interested

### **APICS Student Chapters**

No Submission in time for this issue.



### **University of Toledo**

No Submission in time for this issue.

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### *VP of Finance Report*

This position is open. Please contact Bruce or Brent if you are interested

[position description](#)

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### **Test Your CPIM Knowledge – Summer 2009**

Chapter polo shirts for the first 3 (non-instructor) members submitting correct answers to  
[president@apicsToledo.org](mailto:president@apicsToledo.org)

**Which of the following combinations is best suited for developing customer promise dates in the make-to-order environment?**

- A. forward scheduling and infinite loading
- B. forward scheduling and finite loading
- C. backward scheduling and infinite loading
- D. backward scheduling and finite loading

**When the number of a company's distribution centers serving a geographical area increases but the level of customer service remains the same, the result is generally**

- A. an increase in transportation costs
- B. an increase in delivery lead times
- C. a decrease in the company's investment in real property
- D. a decrease in aggregate inventory levels

**Which of the following capacity management techniques would be most effective for reducing delivery lead time in a make-to-order production operation using Just-in-Time (JIT) methods?**

- A. measuring and controlling work cell utilization
- B. releasing and controlling orders using kanban
- C. providing detailed schedules of shop floor operations
- D. on-line tracking of work-in-process inventories

**If it is assumed that material, labor, and overhead costs remain constant and that purchased and raw materials are available, what is the effect on inventory dollars of a reduction in the planned and actual shop lead times on manufactured parts?**

- A. Inventory dollars decrease.
- B. Inventory dollars increase.
- C. Inventory dollars do not change.
- D. The effect on inventory dollars cannot be predicted

**Increased producibility is best achieved by doing which of the following?**

- A. implementing flexible manufacturing systems
- B. using expert systems
- C. simplifying design
- D. using computer-aided design



**Midwest Atlantic District**  
***Delaware, Maryland, New Jersey, Ohio, Pennsylvania, Virginia, West Virginia***

**Mid Atlantic District Meeting – June 2009**

June 12<sup>th</sup> and I was on my way from Toledo to Richmond, VA, for the MAD meeting, I flew from Toledo to Richmond via Detroit. When travelling I usually check flights originating in Toledo because of the convenience, the airport is only 15 minutes from my house and there are rarely more than one or two people in front at the check-in or security. Flying from Toledo may mean a couple of hours wait at Detroit but that often balances out when taking the drive to Detroit and parking into consideration – that's the end of my "Support Toledo Airport" commercial.

Friday evening we had one item on the agenda, "Chapter Braggs". A representative from each of the chapters present tells the others of any special things they have been doing, anything that helped their chapter and may help another chapter, it's really an opportunity for us to learn from each other. All chapters are facing the problems of low attendance at PDMs, some chapters hold combined meetings with other organizations, one chapter has replaced its meetings with plant tours, Toledo is in the middle, we have stand-alone PDMs, joint PDMs and plant tours.

An idea we might try is publicizing our PDM and education schedule on the back of our PDM receipts, Sheryl Holbrook, our new VP Programs, is hard at work lining up tours and speakers and as you will see elsewhere in the newsletter we also have our education program under construction.

After Chapter Braggs we adjourned for the evening hospitality, an opportunity to chat informally with other attendees, of course the main event was the final game of the Red Wings – Penguins Stanley cup series and I think this has to be the quietest hospitality session I have attended.

On Saturday morning Jane Pearson, APICS Director of Marketing and Professional Development, provided us with an update on the state of APICS, and unfortunately APICS is not recession proof. APICS expects a \$372 K deficit for 2009, membership has dropped to 38 K and the board has set priorities for 2010 – 2012. Staff will be concentrating on service indicators, membership retention and member recruitment using the new member categories, Enterprise Members, Young Professional e-Membership and International Professional e-Membership.

Jane also covered the electronic social networking, Facebook, Linked In and You Tube, APICS is present in each of these, just go to [www.APICS.org/facebook](http://www.APICS.org/facebook) or [www.APICS.org/LinkedIn](http://www.APICS.org/LinkedIn) or [www.APICS.org/youtube](http://www.APICS.org/youtube)

On the education front APICS is continuing to review its educational material, the Detailed Scheduling & Planning and Strategic Management of Materials modules of CPIM are being rewritten and should be available in October.

After this we had a choice of sessions,

- Finance and Tricks of the Trade
- Chapter Minimum Standards and Chapter Benchmarking
- Education Tricks of the Trade

I attended the Education session which provided a forum for discussing all of APICS offerings, ways to market classes and a general discussion.

This was followed by a second set of sessions

- New Chapter Presidents and Tricks of The Trade
- Repeat of Chapter Minimum Standards and Chapter Benchmarking
- Continuation of the Education discussion

As I am not a new president, have been involved with the chapter CMS and C-BAR submissions and see education as a prime product for the chapter I stayed on Education.

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After the morning sessions we adjourned for lunch during which we had the opportunity to buy raffle tickets in aid of the 2009 E&R Foundation Scholars Program at the International Conference, before the raffle took place I was please to present Jim Chisholm, E&R Foundation Board Member, with a check for \$2200 from the chapter, this will be used to sponsor 1 student from BGSU and 1 from UT.

The raffle raised just over \$500 and with over 150 prizes everyone who bought tickets went away with at least one item.

After lunch we started with the APICS Product and Development Update, Jane Pearson reviewed the chapter support / incentive package, an example of this would be rebates to a chapter for job postings on the APICS Career Center, she discussed how chapters can better serve their customers through joint marketing, and leveraging corporate projects and resources. She reminded attendees of the need to make e-mail subject lines clear and concise, when writing an e-mail think of bullet points not paragraphs. Chapters using electronic mailing lists need to provide a physical mailing address and should manage their unsubscribe requests.

My final session was "PDMs from the Speaker's Viewpoint", this covered all the things a speaker might need or should be told or asked before they even get to the meeting. Examples might be setting up hotel accommodation, confirmation of the equipment they need. While these might seem obvious our speaker, Mike Ford, had some horror stories of seminars where he had been presenting but the preparation by the sponsor group was lacking.

Having traveled to Richmond and to Harrisburg earlier in the year it is a relief to know that the October meeting will be closer to home in Cleveland and the February 2010 meeting will be in Toledo.

***Bruce Brechin CPIM, CSCP***

### Wood County Fair

August 4th thru August 10th





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## *Webmaster for summer 2009*

### New Items

- **Looking for job postings to post on the website**  
 Please email [board@apicstoledo.org](mailto:board@apicstoledo.org)
- **Looking for website assistance**  
*for college credit / by contract / by project: email webmaster for more info*
- Added front page news items
- Newsletters added <http://www.apicstoledo.org/news>

### Updates

- Updated membership
  - Backed up website
- Complete update log here:* <http://www.apicstoledo.org/updates.txt>

### Website Statistics for period 06/26/2009-07/26/2009

#### Visitors Overview

|                             |                                 |                                     |
|-----------------------------|---------------------------------|-------------------------------------|
| 144 visits<br><i>up 29%</i> | 300 page views<br><i>up 28%</i> | 92 unique visitors<br><i>up 16%</i> |
|-----------------------------|---------------------------------|-------------------------------------|

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#### Top Landing Pages

| Page        | Hits |
|-------------|------|
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| CSCP        | 9    |
| About APICS | 1    |

*David Dinwoodie, Toledo APICS Webmaster*