

PT/MO EXPRESS

Princeton Trenton Monmouth Ocean Chapter (www.apics-ptmo.org)

<<<< Check out our Chapter Website: www.apics-ptmo.org >>>>

February, 2003
Volume 6 Issue 6

Professional Development Meeting, February 19, 2003

What Can I Give

Vs

What's In It for Me

**Most employees and job candidates listen to WII-FM throughout their entire career...
And most employees never reach their potential.**

Presented by Gary Pizzuti

This session will discuss a practice new to some, ridiculous to others, yet common in most of the effective leaders of industry, commerce and finance. Not included for obvious reasons are politicians... who have mastered the art giving... albeit with someone else's money.

Research shows, and recent history supports, that regardless of an employee's performance or ability, he/she will seek a new position every four to five years, often within the same firm. Too often, with a myopic perspective, candidates are never given serious consideration... not for lack of ability... but lack of understanding **WHAT SPECIFICALLY** the hiring manager is seeking.

Assuming they know what technical and managerial skills are required, the employee / candidate fires off a litany of



outstanding qualifications and accomplishments... and wonders what went wrong???

Climbing the ladder of success naturally involves competition...

What do they know that we should know?

At the conclusion of the presentation a panel of experts will be available to field and answer questions and or comments

form the audience. The panel will include Gary Pezzuti, Gerry Narjarian, Rick Cathers, and Blair Williams. Come prepared with questions for these experts in their fields.

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Mid Atlantic Supply Chain and Resource Management Symposium

Brought to you by

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MID ATLANTIC CHAPTERS of APICS REGION IX

APRIL 9, 10, & 11, 2003

Sheraton, Atlantic City

President's Message: By Blair R. Williams, CFPIM, Jonah

I hope you had a fulfilling Holiday Season and are back happy and re-freshed. Your chapter started the year 2003 on a high note, conducting a seminar on 'Lean Thinking' on Jan 15th. We were privileged to have Mr Dale Dvorak, Senior VP of Operations of Shiseido and his senior staff, Mr Fred Katzman, General Manager of Nielsen Bainbridge and some of his managers and our very supportive Deptcor led by Dan Smith. The course went very well and the feedback had comments like, "Excellent session" and "Fast paced, exciting, entertaining. Definitely worth the time" Thank you all attendees. We will try to find a way of sharing this seminar with other companies, so if any of you are interested, please let me know

In February we start our regular program of having a Professional Development Meeting every 3rd Wednesday of the month. We also start our education sessions. Please sign up as soon as you can, because we have a minimum number requirement to run the courses. Remember if you are between jobs, or you teach, your education is on us (you pay for only the workshop book – about \$65.00) Check out our website at www.apics-ptmo.org for full details

Finally we have started to gain on membership. We need to grow more and look to you, our existing members, to talk about your chapter and the exciting programs it offers, to your colleagues and get them to join. I am available, at any time, to talk to



any potential member.

Please keep being involved in your chapter. Feedback is always welcome

Blair Williams
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About the Speaker:

Gary Pezzuti began his career in 1972 as a placement counselor. In 1981, with a partner, he formed **SUMMIT GROUP**, a firm specializing in "**contingency search**" and "**Interim Professionals**". He focused on the disciplines of supply chain management including purchasing, production/inventory control, materials management, manufacturing and production management, as well as the adjacent administrative and technical areas such as contract administration, manufacturing/industrial engineering, QA/QC and systems implementation.

In the past 30+ years, serving most of the manufacturing sector, Gary has weathered 4 economic recessions. During this time he has observed evolutionary changes in hiring procedures, and seen the emergence of numerous "magical marketing techniques". And while there are no magic pills, Gary has

assembled an extremely effective method of marketing candidates... addressing the individual needs and desires of the hiring authorities.

Gary Pezzuti has been a frequent speaker at numerous APICS, NAPM, and ASQ chapter meetings as well as community workshops, outplacement counseling, career planning retreats and will be presenting at Congress For Progress in April. In addition, Gary has been a member of the Northern New Jersey Chapter of APICS since 1981; serves as Treasurer for Central Jersey Chapter of APICS and Board Member for West Jersey Chapter of APICS. He also serves as Board President of Unity Church of NYC and Adjutant for the Military Order of the Purple Heart - Chapter 202.

Questions or comments can be directed to Gerry by phone at 609-497-6400 or by e-mail at najarian@remgrp.com

Back in September of last year we began this series of columns on lean manufacturing with a discussion of lean measurements. The phrase, “you get what you measure” is almost always a true statement. If you want to test this axiom, just try putting up a chart of a particular measurement statistic showing performance over time in a place in a place where plant people (particularly managers) are likely to see it. Questions will be asked and soon, behavior will begin to reflect the desired direction of the numbers. When the NYPD senior management began a program of measuring crime statistics by precinct (known in the NYPD as “COMSTAT”) and asked the commanders to explain the unfavorable trends, crime declined in the city. Similarly, corporate senior management measures activity, much of it, like overhead absorption, unrelated to lean manufacturing leading to non-lean results. So, for our second discussion of lean measurements, let's look at some more desirable lean metrics.

Machine uptime as a percentage of SCHEDULED uptime. In a previous column, we said that plant balance often called for “idling” machines to keep the plant running at the demand rate rather than the rated or capacity rate. In measurement terms, that means comparing actual uptime (or the reciprocal, downtime) to *scheduled* uptime as opposed to total time. Machine uptime calculated in this manner encourages running machines at the demand rate only and reflects how well scheduling is done and the effectiveness of the plant maintenance program.

Dollar value of material purchases obtained from “certified” suppliers. Here's a good one for those who want to do lean purchasing and measure progress toward modern procurement. The essence of lean purchasing is using suppliers who are “certified” as to quality, delivery reliability, short lead times, small quantities and accurate quantities. Having certified vendors keeps us from having to inspect incoming material, expedite late shipments and the

like.

Labor productivity. This metric is calculated as labor time per piece and is intended to measure the effectiveness of plant balancing and cross training programs. When you balance your plant to the demand rate and have a mobile (i.e., cross trained) labor force there will be less people in the plant and higher throughput resulting in less time per piece produced. The key with this measurement is to calculate it at a high level of aggregation; i.e., at the department level or even the plant level. If you measure labor productivity at too low a level, say the line level, then line supervisors will think they are being incentivized to run their line as much as possible to get the divisor in the equation up.

First time quality. It's easy to get quality by reworking bad product. The trick is get it right the first time. Measuring first time quality forces the behavior in the shop that results in getting work done right the first time. There are two behaviors that will result from this measurement: self-inspection in the cell/work center and work standardization. The latter of these is to be desired, but, when work standardization is accomplished, self-inspection is less important. Work standardization insures a consistent process that results in consistent quality. So, measure first time quality as the number of usable parts transferred out of the cell as a percentage of total cell production.

A final note on measurements. Always show trends in the numbers you are presenting as measurements. A number standing alone tells the reader almost nothing about what is being measured. The objective in measurement is to show progress toward either a goal or generally that the slope of the line is going in the right direction (e.g., first time quality should be sloping up and shortage incidents should be sloping down).

Membership Corner

Director of Membership: Bob Franzblau

Due to some identified problems with the Membership database at APICS Headquarters, we were not given any new Membership data updates to work with prior to this newsletter. However, we have been told that the problems will be fixed and data updates will be forthcoming. Look on the Chapter website for the updates to our membership listings to find our *newest* members who have either transferred into our chapter, became reinstated or have recently joined APICS for the first time:

Various members of the PTMO Chapter Board of Directors (BOD) might be contacting you to welcome you aboard and offer to be your APICS mentor. Our only intention is to help you get the most out of APICS by telling you about some of the benefits and offering some friendly advice. Please participate in upcoming Chapter events to be exposed to APICS education, meet other members and develop an APICS camaraderie.

I want to continue to urge members to provide APICS National with updated membership information which later gets forwarded to us (your local chapter). For those that have recently changed jobs you especially want to update your profile to be sure APICS becomes informed of your new employer and your new work contact information. Please see me for APICS provided forms (prepaid postage) to update your contact information. Keeping your records up to date will help APICS and the PTMO chapter to serve you better and will ensure that you receive all the benefits of membership. You can also update your profile at the APICS National website: www.apics.org/ (go to Members only/ Log In/ Member info./ Member profile)

I am sorry to report that the participation in the PTMO membership campaign continues to be poor to mostly (*and honestly*) non-existent. The positive side of this negative news is that anyone that signs up a new member into the PTMO APICS chapter and turns in the application to any board member or to me, has an *excellent chance* of winning the **\$50 raffle** at the Chapter Meeting in February and a very very good chance of winning the \$150 raffle in April. I have plenty of recruiting type materials including applications, APICS pamphlets highlighting the benefits, etc. (See the next page for more **Membership campaign details**).



This campaign is to try to further increase the number

of new members and enable existing members to benefit from their recruiting efforts. The real thrust of the campaign is to benefit all of us in the end by creating a more active and vibrant chapter. This helps everyone through increased participation at chapter events which promotes more positive dialogue and exchange.

Below is a summary of the incentives for the PTMO chapter Membership campaign:

PTMO Member-Get-A-Member Program

Refer one new member and be eligible for the *remaining* upcoming

January Seminar Feedback

The Speakers for the Seminar were Blair Williams, CFPIM, Jonah and Dave Hollinger, CPIM. We used our standard feedback form. 14 forms were filled out. The Subject received a 9.00 rating, while the speakers received 9.07 for Knowledge and 8.86 for Effectiveness, the Meeting Facilities received 8.71 and the Food and Refreshments received 8.21. 7 respondents were Members 7 were Guests. 3 heard of the Seminar through the Newsletter, 6 from Coworkers and 4 through Company coordinators. For future subjects the vote breakdown is as follows: Basic P&IM – 1, Advanced P&IM – 0, MRP – 2, JIT – 3, MPS – 3, Inventory Management – 6, Capacity – 4, CIRM – 0, Distribution – 0, Lean – 3.

Comments:

- Fast paced, Exciting, Entertaining, definitely worth the time
- Excellent session, Thanks Blair & Dave
- Interesting game & topic

Don't be the Weak Link!

Use APICS to strengthen your skills and add to your tool box of skills.

Come to the Professional Development Meetings, Enroll in the Certification Classes, Attend Congress For Progress.

Make yourself the **Go To Person** in your company.

