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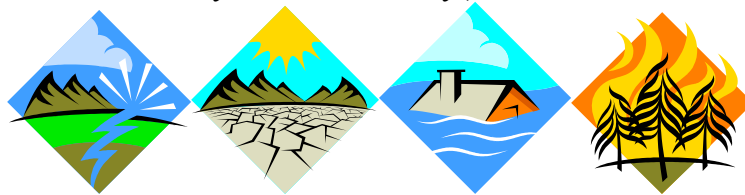
## Upcoming Events

### DC Metro Announces Another Value-added Service for Members!

Friday, June 8, 2007: Half-Day Interactive Workshop (first in a series)

### Vulnerability in Supply Chain Management—Where's Your Weakest Link?

By *Irvin S. Varkonyi, CSCP*



*Next question*, what are you going to do about it? Can you count on a business interruption insurance payoff after a natural disaster? Exactly how much should you invest in preparedness simulations and training? Could steps be taken to counteract terrorism or system wide computer crashes before they take place?

Do you even know which point is *really* the weakest link of your supply chain?

The purpose of this seminar is **not** to create a sense of alarm. It's to provide business leaders with proven methods to realistically assess damage cost tradeoffs (and recovery cycle times) as a result of unexpected supply chain disruptions. Participants in this interactive workshop will return to work ready to:

- Minimize risk by evaluating suppliers and transportation processes
- Create robust supply chain processes to protect business

continuity

- Increase resilience and elasticity at your network's weak points
- Balance lean principles with global operational risk

**Where:** George Mason University's Arlington campus (parking pass provided)

**When:** June 8, 2007 from 7:30 AM to Noon (breakfast & lunch provided)

*Please see next page for registration details*

<b>How Much:</b>	<b>Member Price</b>	<b>Nonmember Price</b>
Individuals	\$495	\$595
Teams of 2-5	\$395	\$495
Teams of 6 or more	\$295	\$395

**Presenter Biography:** Mr. Irvin Varkonyi, CSCP



Irvin Varkonyi is president of Supply Chain Operations Preparedness Education (SCOPE), a firm offering training and consulting in organizational preparedness for private and public sector organizations. He has three decades of experience in air transportation and logistics which he utilizes to teach and train undergraduates, graduate students and adult learners. Mr.

Varkonyi has spoken at numerous conferences including the American Society for Industrial Security, Council of Supply Chain Management Professionals and Eyefortransport Cargo Security. His articles have been published in Cargo Security

International, Journal of Commerce and the JJ Keller Homeland Security Newsletter. He holds adjunct professor positions at the American Public University System in Homeland Security, Transportation and Logistics and at George Mason University's School of Public Policy.

**Registration Deadline: May 25, 2007**

Please call Joni White **571 233-6858** to register.

Credit cards are happily accepted!

## DC Metro Chapter Courses

### APICS DC METRO CHAPTER #127 CHAPTER COURSE SCHEDULE

CONTACT [jwhitewadc@aol.com](mailto:jwhitewadc@aol.com) FOR MORE DETAILS.

updated 4/21/07 JHW

CHAPTER LOC CITY, STATE	PRO- GRAM	COURSE TITLE	INST NAME	COURSE DATES	QTY STU	HOST COMPANY
ROCKVILLE, VA	<b>CSCP</b>		DUDA/WHITE	4/19/07 - 6/21/07	4*	ARGUS LTD.
HERNDON, VA	<b>CSCP</b>		WHITE	9/6/07 - 11/29/07		GMU
CHANTILLY, VA	<b>CSCP</b>		PITCHFORD	10/1/07 - 11/26/07		QUEST
MANASSAS, VA	CPIM	BSCM	PITCHFORD	4/18/07 - 6/27/07	16*	BAE SYSTEMS
FREDERICK, MD	CPIM	BSCM	ROSS	May-June	10	SAIC
SHADY GROVE, PA	CPIM	MPR***	ROSS	+++7/5/07 - 8/30/07+++		GROVE #1
FAIRFAX, VA	CPIM	DSP***	WHITE	+++5/16/07 - 7/18/07+++		EXXONMOBIL
ALEXANDRIA, VA	CPIM	DSP	WHITE	+++9/5,6,7/07+++		APICS HQ
SHIPPENSBURG, PA	CPIM	ECO***	ROSS	+++3/20/07 - 5/22/07+++	12*	INGERSOLL-RAND
SHADY GROVE, PA	CPIM	ECO***	ROSS	+++4/9/07 - 6/28/07+++	23*	GROVE #2
SHIPPENSBURG, PA	CPIM	SMR***	ROSS	***7/17/07 - 9/18/07+++		INGERSOLL-RAND

\*COURSE IN PROGRESS    \*\*\*RESTRICTED TO COMPANY EMPLOYEES    +++DAYTIME CLASSES

**Special Notice: Don't see a location near your office or home? Don't see the module you need on the schedule? Please let us know your needs--there's a good chance we can recruit a Host Site and make your course happen! Please email [education@apics-dc-metro.org](mailto:education@apics-dc-metro.org)**

**BSCM: BASICS OF SUPPLY CHAIN MANAGEMENT**  
**CPIM: CERTIFIED IN PRODUCTION & INVENTORY MGMT.**  
**CSCP: CERTIFIED SUPPLY CHAIN PROFESSIONAL**  
**DSP: DETAILED SCHEDULING & PLANNING**  
**ECO: EXECUTION & CONTROL OF OPERATIONS**  
**MPR: MASTER PLANNING OF RESOURCES**  
**SMR: STRATEGIC MANAGEMENT OF RESOURCES**

## Who's New?

**Welcome new APICS DC Metro Chapter members!**

[Kim Meyers](#)

APICS The Association for Operations Management

[Sylvester Smith](#)

BAE SYSTEMS

[Laura Locke](#)

Exxon Mobil

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## Pearls of Wisdom . . .

Each month we allocate space to publish articles our readers send in containing tips, tricks, useful information, and items of interest that would be beneficial to our readers. Have such an article you would like to contribute? If so, please send them in and we will be sure to publish for all to read, enjoy, and learn from. You can send them directly to the newsletter editor's email address at [newsletter@apics-dc-metro.org](mailto:newsletter@apics-dc-metro.org) . We look forward to hearing from you!

This month, we are pleased to print another quarterly column by John Allen. John has been a mentor and dear friend of DC Metro for several years. John recently really truly retired after several successful decades of consulting throughout the mid-Atlantic and for several overseas clients. We've asked John to "rant" about a few of the mystifying management behaviors he has witnessed. So in his own inimitable fashion, here's John Allen's second article. Enjoy!.

## Products within Product Families: How to Disaggregate

John Allen, CFPIM, CIRM  
Email: [AMSLTDJAGA@aol.com](mailto:AMSLTDJAGA@aol.com)

If you liked what I had to say about product families in February, then I think you'll like what I have to say about products **within** product families in this article. BUT, if you did NOT like the notes on product families, read no further, because for sure you will NOT like what I am going to say about disaggregating products from within product families.

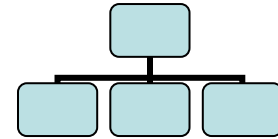
Soooooooooooooooooooo, with that said, let's break down products within a product family. Follow the steps below for success in this task. Please note my comment in point # 1 about Marketing vs. Production Product Families.

1. I will repeat this one last time. Embrace Product Family concepts from the February 2007 article. Proceed only if you have reduced your product families to less than 25, preferably under 15. Don't waste your time in the product details if you did not have the GUTS to do product family rationalization first. Questions or conflicts may come up regarding Marketing/Sales Product Families vs. Production Product Families. Allowing two versions of product families only adds complexity, confusion and more. I find it to be a "cop out" where sales/marketing



doesn't want to change and they dump the problem on "others". NO, you are not allowed to have multiple variations of the same product family. Period. End of conversation, as they say!!

2. Explode Product Families into Products (end items, major assemblies/modules). Planning BOMs are a good way to document products within a product family. Products belong to one (and only one) product family.



Create a Planning BOM for each Product Family. Assign percentages to those few products which make up the top 80% of sales. For the remaining 20% of end items, just group them—don't try to assign percentages for trivial demand items.

3. Verify that the products agree with your commonality criteria for the product family (design, materials, process flow, cost, and market). If they don't meet these criteria, throw them out. NO EXCEPTIONS! Now that your products are defined correctly, the RATE (volume of the product family) establishes the resources required. The

of products product within the family is now a

## 80-20 Rule

MIX (variety in the family) product non-issue

as to resources required. MIX only adds complications when the range/variety within the product family exceeds reasonable volumes by end item. What is reasonable? The products making up the top 80% should be 15 or fewer end items, and those in the bottom 20% should not exceed 100 end items.

4. Now to Measure Performance. For Product Family, actual sales to targets (forecasts) of RATE (volume by product family) should be within +/- 5% (+/- 10% absolute maximum miss). For products, actual sales to targets for MIX (variety within product family) should focus on the top 80% of the volume (probably the top 5-15 end items) and hit these +/- 10% (+/- 20% absolute maximum miss). The trivial many end items in the MIX will take care of themselves if they fit within the product family commonality criteria. Remember, get rid of products that do not fit product family commonality criteria. Let me repeat this – get rid of products that do NOT meet the product family commonality criteria!! No rationalizing this point!!



To wrap up:

- Disaggregate only after you've successfully defined 8-14 product families
- Set demand forecast at the product family RATE, and measure performance against these targets
- Forecast MIX only for products making up 80% of the RATE (not more than 15)
- Delete end items that do NOT meet product family criteria (no exceptions!)

***Final point:*** the objective in this process is to have a clear and concise set of products for each product family. Manage your business by managing what passes into the company, through the company, and out of the company (on to the customer). Less confusion and clutter allows people to better manage what requires attention. More confusion and clutter dilutes valuable time and energy.

As Nike says, **Just Do It!!** This is a people problem, so PEOPLE, please fix it. I am not going to give you some “magic wand” or “blow smoke up you know where” to make you feel good and let you off the hook. Stand up and clean it up. Fix it or accept the added workload. AND, when management tells you to suck it up and accept the status quo, tell them to “stand up and fix it.” Also, if that’s what they tell you, update your resume and find a company who will actually let you do “the real job.” Developing skills to do jobs the wrong way is NOT developing at all. Bad skills are career ending. Good luck!

***Worth a Read...***

There is an excellent article on global logistics currently on the SupplyChainDigest website definitely worth a read called The 10 Keys to Global Logistics Excellence. This can be found at:

[http://www.scdigest.com/assets/Reps/SCDigest\\_Global\\_Logistics\\_Excellence.pdf](http://www.scdigest.com/assets/Reps/SCDigest_Global_Logistics_Excellence.pdf) .

While you are there, check out the other useful information at <http://www.scdigest.com> .

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## Book Reviews by Don Essex

### “Churchill’s Adaptive Enterprise – Lessons for Business Today” By Mark Kozak-Holland

May, 1940: France has just fallen to Germany, and Winston Churchill became Prime Minister of Great Britain. The majority of the British government and people were convinced of the hopelessness of the situation and were ready to sue for peace with Germany. Churchill, of course, had no thoughts of anything but victory. To achieve that, he had the monumental task of preparing his country for war.

“Churchill’s Adaptive Enterprise” uses the analogy of Britain’s preparations for war to describe how your company can become an “adaptive enterprise”, i.e., the ability to respond to changing market conditions and still satisfy their customers’ requirements. The only constant today is change; changing designs, requirements, customers, products. A company must be agile enough to respond to these changes and not lose the focus of their ultimate goals.

Mr. Kozak-Holland goes through the process of defining the problem (whatever your company’s problem may be), the solution, designing the processes to achieve the solution, building, testing and analyzing the results, all using Churchill’s achievements of

organizing his government and country to help clarify and explain the efforts. A very interesting read.

By the way, for those of you who attended the PDM last month at which Mr Kozak-Holland spoke, his presentation represented only a small portion of what is covered in the book. The book is much more comprehensive in covering the entire Adaptive Enterprise subject.

(Don Essex, Inventory Manager, De La Rue Security Print is taking a hiatus from book reviews for the next two months as he takes the CSCP course. He will write about the classes in the next two newsletters. Remember that books may be borrowed for two weeks, first come, first served. Please write to [don.essex@us.delarue.com](mailto:don.essex@us.delarue.com).)

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## Interested in becoming a Board Member?

### ***APICS DC METRO CHAPTER #127 - BENEFITS LIST FOR BoD VOLUNTEERS*** ***Updated 8/23/06***

#### **Tangible Benefits:**

- Free*** Tuition and Exams (value of \$2,500 for Fund; \$2,250 for CPIM; \$1,050 for CSCP)
- Free*** TTT & LDI Development Workshops (value \$2000 each, plus travel expenses)
- Free*** Annual Transition Meeting Retreat with Family (average value \$300 per family)
- Four Region Meetings per year (***Free*** Family Weekend Getaways, valued at \$150 each)
- Free*** Leadership and Management Development Training (*priceless* value!)
- Free*** Food, Coffee, & Parking at BoD Meetings (value \$15-\$20 per meeting)

#### **Intangible Benefits:**

- Opportunity to run your own successful business
- Peer support from professional colleagues
- Network with different people & industries outside your own company
- Broaden your horizons by giving back to your community
- Self-esteem from holding a leadership position
- Certification Maintenance points
- Dream Team of volunteers!

Interested? Please feel free to contact any of the board members listed at the end of the newsletter who can get you more details.

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## Letter from the Editor

**Richard V. Frisby, CPIM PMP**



As they say...Time flies when you are having fun! This year has really flown by... even daylight savings time has come quicker than expected. As our lives get busier, it sure feels like there is less time to devote to increasing our individual value propositions. However, this is something we should really take a good look at as our value proposition is what makes us as asset to our business or employer.

As you plan ahead for things like vacation this year, also think about what you might do to increase your value proposition. Whether taking a class, earning another certification, networking at your local PDM, attending the international conference, etc. take some time to invest in yourself. This can only benefit you in the long run by increasing your personal value to any business. APICS DC Metro offers a variety of functions and classes during the year. One is bound to fit your schedule. Hope to see you at a future event!

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## Recent Local Job Openings

If your company is looking for talented and experienced operations management specialists to fill a position at your company, please forward the position(s) description to [newsletter@apics-dc-metro.org](mailto:newsletter@apics-dc-metro.org) and we will post it in the next newsletter! The following job postings are currently open:

**Company:** HGS  
**Job ID:** 2257  
**Position Title:** Intern - Production Planning  
**Location:** Rockville, MD  
**Employment Status:** Internship  
**Required Experience:** 0-2 years  
**Required Education:** High School Diploma or Equivalent  
**FLSA:** Not Indicated  
**Work Hours Per Week:** 40  
**Required Travel:** 0%  
**Relocation:** No

**Summary/Description:** We are currently seeking a highly motivated Summer Intern to assist in the Production Planning Department. Learning opportunities and responsibilities include various production planning process improvement projects as well as the working knowledge of an inventory control system and the associated documentation.

**Requirements:**

- HS Diploma
- Highly organized

- Knowledge or interest in Inventory control systems
- Experience in Microsoft Office

**Our Culture:** Dedicated to bringing new gene-based treatments and cures to patients who need them, Human Genome Sciences offers the opportunity to combine breakthrough science and business work in a fast-paced and fast-growing organization. HGS places no limits on the career opportunities that employees can pursue as the company realizes its goal of becoming an independent and global biopharmaceutical leader. Committed to supporting employees both professionally and personally, HGS offers tailored education, benefits and personal life support programs to help employees achieve their full potential.

Interested Candidates should apply on line at [www.hgsi.com](http://www.hgsi.com)

**Company:** HGS  
**Job ID:** 2268  
**Position Title:** Logistics Analyst II  
**Location:** Rockville, MD  
**Employment Status:** Full-Time Regular  
**Required Experience:** 2-5 years  
**Required Education:** High School Diploma or Equivalent  
**FLSA:** Non-Exempt (Hourly)  
**Work Hours Per Week:** 40

**Summary/Description:** As a Logistics Analyst within the Production Planning group, your responsibilities include but are not limited to the following job duties:

- Track Cell Bank, Bulk Drug Substance, and Final Drug Product inventories.
- Collect, track, and route all completed Manufacturing Batch records between Manufacturing and Quality Assurance.
- Confirm and enter process order material lot numbers into SAP to ensure lot traceability.
- Address and resolve issues that arise from confirmation of materials in SAP
- Update and assist Logistic personnel on training needs and Training department to changes in requirements for Logistics.
- Assist with monitoring the closure of deviations and corrective actions in Trackwise.
- Analyze transactions of Manufacturing to post as Metrics on a monthly basis.
- Present Trending and analysis of the Trends to departments involved.
- Manage and implement process improvement projects.
- Other duties as assigned.

This prospective candidate will assist in the Production Planning Department You will assist in various production planning process improvement projects as well as the working knowledge of an inventory control system and the associated documentation.

**Requirements:**

- High School Diploma
- 2-5 years of relevant work experience

- Highly organized and detail oriented.
- Must have ability to work effectively in a team atmosphere.
- Strong verbal and written skills.
- Must have Microsoft Access, Excel, Power Point, and Word Experience.
- Must have ability to resolve problems in a timely manner.
- Experience with Good Manufacturing Practices, Standard Operating Procedures, and SAP or an inventory control program are a plus.

**Our Culture:**

Dedicated to bringing new gene-based treatments and cures to patients who need them, Human Genome sciences offers the opportunity to combine breakthrough science and business work in a fast-paced and fast-growing organization. HGS places no limits on the career opportunities that employees can pursue as the company realizes its goal of becoming an independent and global biopharmaceutical leader. Committed to supporting employees both professionally and personally, HGS offers tailored education, benefits and personal life support programs to help employees achieve their full potential.

Interested Candidates should apply on line at [www.hgsi.com](http://www.hgsi.com)



**Senior Production Planner/Scheduler**

**Location:** Dulles, VA

**Req #:** A07-034

**Job Description/Essential Functions:**

Develop and maintain detailed production plans and material requirements lists, in accordance with the Master Production Schedule. Coordinate departments to achieve optimum utilization of facilities in meeting production schedules. Provide input to management regarding problems and solutions involving shortages, design changes and backlogs.

**Required Qualifications:**

BS or equivalent experience and four years of related experience is required.

*To respond to this job opening, go to [www.orbital.com/careers](http://www.orbital.com/careers) and search for the Req#.*



**Manager, Supply Chain**

**Location:** Dulles

**Req #:** A07-123

**Grade:** 24

**Recruiter:** Mark Aschenbach

**Job Description/Essential Functions:**

This position will help develop and communicate supply chain guidelines, policies, and procedures. Lead process, productivity, and cost reduction initiatives, both internally and externally. Drive supply chain automation via enhancement of existing tools. Define and implement systems and procedures to ensure least cost logistics objectives. Responsible for development and roll-out of monthly supply chain scorecard and metrics analysis. Participate in cross-functional teams' assessment and improvement of existing systems pertaining to Supply Chain Management.

**Required Qualifications:**

BS or equivalent experience and seven years of related experience is required.

*To respond to this job opening, go to [www.orbital.com/careers](http://www.orbital.com/careers) and search for the Req#.*

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----- **DC Metro Board of Directors** -----

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