

THE HORIZON

*“Inspiring Minds,
Shaping Lives”*
Tish Patel, President



Houston Chapter

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Company Coordinator Social on Page 7!

Visit us at:
www.APICS-Houston.org

“HOW TO GAIN AGREEMENT FOR OPS IMPROVEMENTS” SEMINAR, MAY 16



Many people complain that they cannot get their bosses to listen to their ideas for improvement.

This seminar will assist participants in understanding how people think about change and how to get them to support improvement ideas that make sense.

Go to www.APICS-Houston.com under **Events** to Register!

Read more on Page 5

HOW GOOGLE IS REINVENTING HR BY DR. JOHN SULLIVAN

No one in finance, supply chain, marketing, would ever propose a solution in their area without a plethora of charts, graphs, and data to support it, but HR is known to all too frequently rely instead on trust and relationships. People costs often approach 60 percent of corporate variable costs, so it makes sense to manage such a large cost item analytically.

Another major problem in HR is its traditional reliance on relationships. Relationships are the antithesis of analytical decision-making. The decision-making “currency” for most business decisions has long been data, but up until now, HR has relied on a different currency: that of building relationships. **Read more on Page 8**

“CONDUCTING A PHYSICAL INVENTORY & FOCUSED CYCLE COUNTING” SEMINAR, APR 12



Under the GAAP accounting standard, Inventory is considered to be an asset --but is it really that?

If Inventory is “short term” then it is an asset: far too often our inventory management system might more correctly be referred to by the acronym: F.I.S.H. First In---Still Here.

Come out and learn how to fix this problem.

Go to www.APICS-Houston.com under **Events** to Register!

More details on page 14

PRESIDENT'S MESSAGE



The Ground Hog predicted that we would have an early spring and indeed we are experiencing the beautiful weather which has dawned upon us. Enjoy every minute of it as I know that we will have a sultry summer. Speaking of sultry, we here at the APICS Houston chapter have been working hard to bring you the best that supply chain education has to

offer.

April PDM Speaker: Dr. Errol Wirasinghe

On April 18th, will have Dr. Wirasinghe will speak on the topic: Multi-Criteria Supply Chain Decisions: Dealing with Risk & Sensitivity.

Dr. Wirasinghe will talk about “The Problem” and “The Solution”. This is a presentation you will not want to miss! Please be sure to join us for this session and register on our website at www.APICS-Houston.org

Classes:

The Houston APICS Chapter Instructors strive to bring you the utmost quality of education in supply chain at your finger tips. Our Spring CSCP class starts on April 6th, early registration has ended, however, if you would like to sign up please do contact me. We also have our CPIM in a year classes which will continue through August. Our Fall 2013 CPIM classes are already on our website, please be sure to sign up early as classes fill up very quickly. More information can be found in this Horizon for both CSCP and CPIM. Please be sure to visit our website for more details at www.apics-houston.org. Keep your questions coming please, we are here to support you!

Six Packed Conference in Dallas, Texas—Update: For those of you who attended 6 Packed, we hope that it was a rewarding experience. As promised, please see some photos of our APICS Houston Chapter booth, CSCP representative from Holmes Corporation and photos of vendors that attended the conference.

Company Coordinator Social:

The company coordinator social will be held on April 25th, further information can be found in this Horizon. I look forward to meeting with all the company coordinators. More details on becoming a company coordinator can be found on page 7 of this Horizon.

Spring 2013 Seminar lineup:

May 16th: “How to Gain Agreement for Operations

Improvements” with Bill Lee as a speaker. Please be sure to sign up as early as possible on our website.

For further details you may contact our Director of Seminars—Mauricio Hernandez at Seminars@APICS-Houston.org

Plant Tour at the GE Oil and Gas—Hydril Plant:

We are in the process of working with GE Oil and Gas to set up a plant tour at their Hydril Plant. Please stay tuned for dates and times.

Job Bank:

Please do take advantage of our job bank located on our website. This site has an array of supply chain opportunities for those of you on seeking opportunities. If you have any questions, please be sure to contact me.

Bill Ridings CPIM Scholarship:

It is that time again where our board is planning our Top Management Night event on June 13th at the Hess Club. For the second year in a row we will give out the Bill Ridings scholarship for CPIM. This scholarship is made eligible to our members only. The selected member will be awarded the scholarship at our TMN event. Details on the scholarship requirements and the form can be found on the home page of our website. The deadline to apply is April 15th, 2013. Good Luck!

It is our pleasure to serve you and can say that there is no better team than the members of the APICS Houston Chapter, we working together bring you continuous improvements in ourselves and our companies. Join our family to network and come visit the best of supply chain knowledge “hotspot” - (The APICS Houston Chapter! Where we make the impossible - POSSIBLE!) And in closing, I would like to extend a special “Thank You” to the board, each one of them are very passionate about their roles. Please do keep the emails and calls coming as this enables us to set the bar even higher to bring the best of supply chain education and programs to your fingertips!

Experience the best of the best right here at the **THE APICS HOUSTON CHAPTER.**

Respectfully submitted,

Tish Patel

President, 2012-2013, APICS Houston Chapter

President@APICS-Houston.org

APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

April-13			
Date	Event	Speaker	Location
12-Apr	Lean Inventory Management	Bill Cure	Hess Club
18-Apr	PDM: Multi-Criteria Supply Chain Decisions: Dealing with Risk & Sensitivity	Dr. Errol Wirasingue	Hess Club
May-13			
Date	Event	Speaker	Location
23-May	PDM: To Be Defined	TBD	Hess Club
16-May	Seminar: How to Gain Agreement for Operations Improvements	William Lee	Hess Club
June-13			
Date	Event	Speaker	Location
21-June	Fearless Leadership & Managing Conflict Made Simple	Sonya Ware	Hess Club

For more information, go to www.APICS-Houston.org under **Events**

“PLANTING, HARVESTING AND YOUR FAIR SHARE”

When there is scarcity, we worry a lot about getting our fair share—what goes to him doesn't go to me. The harvest becomes fraught with danger and competition.

When we worry more about planting, though, sharing the harvest gets a lot less complex.

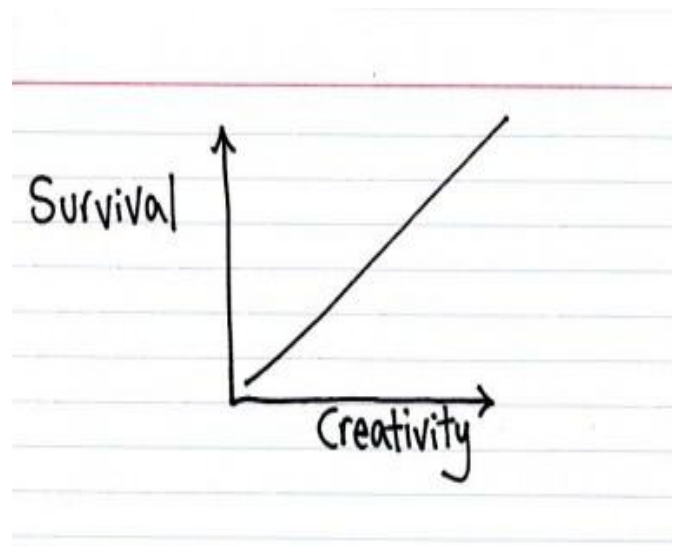
Plant enough seeds and the scarcity eases.

In fact, if you plant enough, you'll never have to think twice about the harvesting.

Seth Godin, Best selling author and speaker
<http://sethgodin.typepad.com/>

Reproduced with permission of Seth Godin

“DARWINIAN BUSINESS MODEL”



Courtesy of Jessica Hagy, www.ThisIsIndexed.com

APICS EDUCATION AND CERTIFICATION 2013 COURSE SCHEDULE

Certified Supply Chain Professional (CSCP)

Class	Schedule	Days	Time	Location	Early Reg Ends
Spring CSCP	Apr 6 to June 15	Saturday	8:00am to 12:00pm	Baker	22-Mar
Winter CSCP	Sep 3 to Dec 3	Tuesdays	6:00pm to 9:00pm	Baker	20-Aug

Certified in Production and Inventory Management (CPIM)

Class	Schedule	Days	Time	Location	Early Reg Ends
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CPIM in a Year (All Five Modules) - Save \$350 By Committing to All Five Modules

Fall CPIM in a Year	Sep 7 to July 12	Saturday	8:00am to 12:00pm	Baker	23-Aug
Class	Schedule	Days	Time	Location	Early Reg Ends

Winter and Spring 2013 Individual Classes

Strategic Mgmt of Resources	May 4 to June 1	Saturday	8:00am to 12:00pm	Baker	26-Apr
Detailed. Sched. & Planning	May 14 to June 11	Tue and Thu	6.00pm to 9.00pm	Norriseal	30-Apr

Fall 2013 Individual Classes

Execution & Control of Ops.	Aug 20 to Sep 19	Tue and Thu	6:00pm to 9:00pm	Norriseal	5-Aug
Basics of Supply Chain Mgmt	Sep 7 to Oct 12	Saturday	8:00am to 12:00pm	Baker	23-Aug
Strategic Mgmt of Resources	Oct 22 to Nov 14	Tue and Thu	6:00pm to 9:00pm	Norriseal	7-Oct
Master Planning of Resources	Nov 9 to Dec 14	Saturday	8:00am to 12:00pm	Baker	24-Oct

COURSE AND EVENTS LOCATIONS

Location	Address	City	State	Zip
Baker Hughes (Beltway 8 and 290 area)	9100 Emmott Road	Houston	TX	77040
Hess Club (Galleria area)	5430 Westheimer Road	Houston	TX	77056
Norriseal (Beltway 8 and West Little York area)	11122 West Little York	Houston	TX	77041
TSP (Northwest corner of 610 Loop)	3303 West 12th St	Houston	TX	77008

QUESTIONS ABOUT EDUCATION?

Do you have questions on how the Supply Chain Education Programs can:

- Improve your company's bottom line while improving customer satisfaction
- Enhance your career and make work more fun

Please contact

Chuck Connelly CFPIM, CSCP, CPA

VP of Education , APICS Houston Chapter

VPEducation@APICS-Houston.org or 713-256-7500

“HOW TO GAIN AGREEMENT FOR OPS IMPROVEMENTS” APICS HOUSTON CHAPTER SEMINAR, MAY 16



Many people complain that they cannot get their bosses to listen to their ideas for improvement. This seminar will assist participants in understanding how people think about change and how to get them to support improvement ideas that make sense.

What we really want to get is visible, sustainable implementation of our ideas. Someone once said that most projects fail – not because of a lack of good ideas but because of a failure to implement and sustain them. Companies have tried many of what we call “silver bullets” for improvement, such as:

- They downsize the work force, but the focus is on cutting headcount and not on changing the business processes;
- They have spent billions of dollars to automate the business, but the focus has been on the technology and not on the people applying the technology; and
- They have acquired other companies in attempts to build synergies; but the focus has been on integrating plants and not on integrating people.
- This seminar will include discussions on how participants can help their companies to build strong change imperatives, to develop a vision of what can be achieved, to put together a process for managing the improvement process, and to develop a commitment to making the improvements happen.

This seminar is based on many years of practical experience in a variety of companies and industries. We will include examples of how leading companies have achieved this.

Upon completion of this seminar, you should have expanded capability to:

- Integrate business imperatives into solid business cases
- Understand what senior managers seek in business proposals
- Build additional capability to provide your company with insights on the business and with meaningful suggestions for improvement.

Exercises will be included to enhance your hands-on learning experience.

Date, Time, and Location, Cost

Seminar will take place on May 16th, 2013 from 8:30 am to 5:00 pm, at the Hess Club. Light breakfast and lunch will be served. The cost of the seminar is \$300 USD for members and \$330 for non-members. **Late fees** start applying on May 2nd, 2013. Obtain 8 APICS certification points when attending this seminar

William B. Lee, Ph.D.

Global Manufacturing Educator and Consultant
wbleephd@gmail.com, 713-963-8339

WHAT WOULD YOU DO WITH A 13% RAISE? EARN THE APICS CPIM TO FIND OUT

According to the Operations Management Employment Outlook, APICS CPIM designees, on average, earn **13 percent more** than their counterparts. **Contact Chuck Connelly, VP of Education** VPEducation@APICS-Houston.org or 713-256-7500

CALL FOR CONTENT

Want to contribute content for our Horizon monthly Newsletter? We are looking for:

- Article(s) relevant to supply chain and operations, written by yourself or that you have permission to publish
- Any other ideas or suggestions about content to include in the newsletter, relevant to our members

Please contact **Santiago Velasquez**,
Editor@APICS-Houston.org

CALL FOR SPEAKERS

Do you want to propose a speaker for our Professional Development Meetings (PDMs)?

Although topics related to supply chain and operations management are preferred, recommended speakers could cover any kind of subject, as long as is relevant to the development of our members.

Please contact **Tish Patel, Houston Chapter President**,
President@APICS-Houston.org

CERTIFIED SUPPLY CHAIN PROFESSIONAL (CSCP) FOR 2013

The APICS CSCP designation is for professionals who are interested in increasing their knowledge and expertise in the field of global supply chain management. This program is ideal for individuals and organizations that are:

- Interested in more depth of knowledge and understanding in the areas of supplier and customer relations, international trade, the use of information technology to enable the supply chain, and physical logistics
- Facilitating operational and financial improvement both within and across supply chain functions
- Interested in increasing knowledge and expertise in the field of global supply chain management.
- Mastering the tools to effectively manage global supply chain activities that involve suppliers, plans, distributors and customers located around the world
- Implementing new or modifying their existing Enterprise Resources Planning (ERP) system(s)
- Desiring to create a common standard of understanding, vocabulary, best practices and frameworks within your company to address your supply chain challenges and seize opportunities
- Best practices in the day to day functions of supply chain professionals



The CSCP learning system includes:

- Approximately 1,000 pages of printed learning materials
- Interactive Web based study tools:
- Pre and Post tests
- Module specific tests
- Glossary, E-flashcards and Information Center

Candidates must apply for eligibility in order to register and take the exam. Eligibility requirements for the APICS CSCP designation are listed below. A candidate must pass just the ONE exam. Please consult www.APICS.org for additional information.

- APICS CPIM, CFPIM, or CIRM, and C.P.M. designations plus two years of related business experience, or
- Bachelor's degree or equivalent plus two years of related business experience, or

Class	Schedule	Days	Time	Location	Early Registration Ends
Spring CSCP	April 6 to June 15 *	Saturdays	8:00am to 12:00pm	Baker Hughes	3/22/13
Fall CSCP	Sep 3 to Dec 3 **	Tuesdays	6:00pm to 9:00pm	Baker Hughes	8/20/13

* No class on May 25 for Memorial Day Weekend

Class	Member Price		Non-Member Price	
	Early	Late	Early	Late
CSCP	\$1,850	\$1,950	\$2,050	\$2,150

**Contact Chuck Connelly CFPIM, CSCP, CPA,
VP of Education at VPEducation@APICS-Houston.org**

For more information on our programs or to register, please visit our website at www.APICS-Houston.org

NEW HOUSTON APICS CHAPTER MEMBERS

APICS Houston Chapter welcomes it's new chapter members:

New Members Information	
Type	Number
Professional Member	32
Academic Professional	3
Enterprise Professional (E)	4
Enterprise Professional	10
Young Professional (E)	6
Total	55

To view the detailed list of new members, go to www.APICS-Houston.org/recognition/default.aspx

CAREER CENTER JOB BANK UPDATE FOR FEBRUARY 2013

The APICS Houston Chapter is pleased to highlight the following new opportunities for our members.

- **Inventory Control Manager**, NOV Pressure Control Group
- **Logistics and Compliance Manager**, NOV Pressure Control Group
- **Demand Planner**, Gurwitch Products LLC
- **Purchaser** Downhole/Wireline company in the oil and gas industry

More information about job opportunities can be found at

www.APICS-Houston.org under **Job Board**.

If you have additional questions please contact:

Marisa McNevin, Director of Job Bank,
JobBank@APICS-Houston.org or 832-643-5415

COMPANY COORDINATOR SOCIAL EVENT

On Thursday, April 25 the Houston APICS Chapter will be hosting a Company Coordinator Social. This event is hosted by the chapter as a way to say thank you to our Company Coordinators for their efforts and to have a little fun. We also want to make it an hour where we can gather ideas on how we could better our chapter through this program. All Company Coordinators are invited to drop by during this time and enjoy a beverage and happy hour fare.

When: April 25, 2013 from 5:30 to 7:30 pm

Where: Pappadeaux Seafood Kitchen Hwy 290 at Hollister

For more information please send an email to CompanyCoordinators@apics-houston.org

Stop by for happy hour fare - and so we can thank you!

BILL RIDINGS SCHOLARSHIP!

As one of the Houston Chapter's most exciting instructors over the years, Bill Ridings taught over 1,000 students about Operations Management and the APICS Body of Knowledge, illustrating them with his own stories of plant management, auto racing, and music.

The APICS Houston Chapter is pleased to announce again the **Bill Ridings Scholarship**, a needs-based scholarship available to chapter members.

The winner of the scholarship will be able to attend complete CPIM program classes at not cost.

Deadline for submitting the [Scholarship Form](#) is **April 15**.

Please send to Scholarships@APICS-Houston.org. Good Luck!

THREE STEPS FOR WOMEN TO REENTER THE WORKFORCE

BY DEBORAH WALKER



It's not unusual for a woman to take an extended leave from her professional life. Returning to work, however, presents significant challenges.

If you are a woman struggling to get back to work read on to discover three tips to put you back on your career path.

For women, of the the toughest career challenge is returning to work after an extended break from professional life. There are many reasons for breaks in employment, for instance:

- * To care for young children
- * Assisting aging parents
- * To pursue a degree
- * Regaining personal health
- * Extended job search

Regardless of the reason each woman faces the same challenge: getting back into the workforce without taking a step backward professionally. To ease the transition, there are three job search strategies that can help optimize your re-employment results:

1. Design your resume around your transferable skills

The primary question asked by women returning to work is what to do about gaps in their resume.. That's the first and best question to ask. The answer is to identify the transferable skills you used while you were unemployed. Skills gained off the job translate into corporate assets that every potential employer values: event planning, problem solving, conflict resolution, and negotiation skills, to name a few. Think about your employment "gap" as the time you learned and sharpened transferable skills.

Many women spend a part of their employment sabbatical serving others in some sort of volunteer or pro bono capacity. For instance, serving on PTA or other youth group or church boards, neighborhood associations, or community sports functions. Any work performed with others toward a common goal allows opportunities to strengthen and exhibit skills needed on any job. Think of what you have accomplished in helping to cut costs, save time, increase participation or raise funds. You may be surprised how much you have achieved during your time away from your professional life.

2. Reconnect with your network

Extended unemployment leads to professional isolation. Those who are already employed have the advantage of learning about jobs through their professional association

peers and company grapevine.

If you have been "out of the loop" with your old professional network, it's time to reconnect. Look up former colleagues to let them know you are actively seeking opportunities for reemployment. This is no time to be shy. Ask their advice about whom to contact within their company that might be interested in your skills and experiences.

You may be saying, "But I never had a network to begin with!" Well, it's never to late to build your network. Seek out one of the many associations for professional women in your area. There is no better place to meet new contacts who can help you in your job search than a women's networking event. Don't forget your college alumni—a rich source of potential career contacts. One thing hasn't changed, people get hired quicker through people they know and like.

3. Learn better interview skills

Interviewing is a skill that must be kept sharp. If you've been out of work for a year or more chances are your interview skills are rusty. Poor interview skills leads to lack of confidence. Nothing is less impressive in an interview than low self confidence.

Interview preparation that includes building a list of accomplishments is one of the best ways to restore confidence. Accomplishments are developed by identifying the major problems and challenges you have overcome, whether on the job or off. Accomplishment statements are valuable interview material, helping you prove your ability to meet prospective employers' challenges.

Transitioning back to work need not mean taking what you can get out of desperation. You've spent your time wisely, now translate that experience in terms employers see as potential value to their organization. Now get going!



Deborah Walker, Certified Career Management Coach

Contact at Deb@Alphaadvantage.com

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ELEVEN THINGS ORGANIZATIONS CAN LEARN FROM AIRPORTS

I realized that I don't dislike flying—I dislike airports. There are so many things we can learn from what they do wrong:

1. No one is in charge. The airport doesn't appear to have a CEO, and if it does, you never see her, hear about her or interact with her in any way. When the person at the top doesn't care, it filters down.

2. Problems persist because organizations defend their turf instead of embrace the problem. The TSA blames the facilities people, who blame someone else, and around and around. Only when the user's problem is the driver of behavior (as opposed to maintaining power or the status quo) things change.

3. The food is aimed squarely at the (disappearing) middle of the market. People who like steamed meat and bags of chips never have a problem finding something to eat at an airport. Apparently, profit-maximizing vendors haven't realized that we're all a lot weirder than we used to be.

5. Like colleges, airports see customers as powerless transients. Hey, you're going to be gone tomorrow, but they'll still be here.

6. By removing slack, airlines create failure. In order to increase profit, airlines work hard to get the maximum number of flights out of each plane, each day. As a result, there are no spares, no downtime and no resilience. By assuming that their customer base prefers to save money, not anxiety, they create an anxiety-filled system.

7. The TSA is ruled by superstition, not fact. They act without data and put on a quite serious but ultimately useless bit of theater. Ten years later, the theater is now becoming an entrenched status quo, one that gets ever worse.

8. The ad hoc is forbidden. Imagine an airplane employee bringing in an extension cord and a power strip to deal with

the daily occurrence of travelers hunched in the corner around a single outlet. Impossible. There is a bias toward permanent and improved, not quick and effective.

9. Everyone is treated the same. Effective organizations treat different people differently. While there's some window dressing at the edges (I'm thinking of slightly faster first class lines and slightly more convenient motorized cars for seniors), in general, airports insist that the one size they've chosen to offer fit all.

9. There are plenty of potential bad surprises, but no good ones. You can have a flight be cancelled, be strip searched or even go to the wrong airport. But all possibility for delight has been removed. It wouldn't take much to completely transform the experience from a chore to a delight.

10. They are sterile. Everyone who passes through leaves no trace, every morning starts anew. There are no connections between people, either fellow passengers or the staff. No one says, "welcome back," and that's honest, because no one feels particularly welcome.

11. No one is having any fun. Most people who work at airports have precisely the same demeanor as people who work at a cemetery. The system has become so industrialized that personal expression is apparently forbidden.

As we see at many organizations that end up like this, the airport mistakes its market domination for a you-have-no-choice monopoly (we do have a choice, we stay home). And in pursuit of reliable, predictable outcomes, these organizations dehumanize everything, pretending it will increase profits, when it actually does exactly the opposite.

Seth Godin, Best selling author and speaker

<http://sethgodin.typepad.com/>

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DISCOVER APICS MEMBERSHIP BENEFITS

The APICS Houston Chapter kindly invites you to become an APICS member, joining thousands of professionals world wide. By joining APICS, you obtain the following benefits:

- Access the extensive APICS body of knowledge—the most expert, current, and relevant education in operations and supply chain management.
- Connect to an impressive community of nearly 40,000 members around the globe—all committed to building excellence in operations management.

APICS offers a broad range of memberships:

- **Professional**
- **International e-membership**
- **Joint international**
- **Academic professional**

For more details, Contact

Tom Chambers, VP of Membership

VPMembership@APICS-Houston.org

6-PACKED CONFERENCE PHOTOS OF THIS EVENT

APICS Terra Grande District proudly hosted the 9th annual 6-Packed Supply Chain Conference in Dallas, Texas on February 28th and March 1st. 40 sessions were held by recognized supply chain leaders covering several topical areas and a special session was held focused on Lean and Six Sigma Tools. You can **download** the conference presentations [here](#). See photos of this event below.



Reid Garrett, Tish Patel, Houston Chapter



North Texas Chapter



CSCP Stand



Pack Size Demanded Packaging



Info Software Solutions

APICS Houston Presents

CPIM in a Year - Fall 2013

Register at:
www.APICS-Houston.org

Dates:
Saturdays
See schedule below

Times:
8:00am to 12:00pm

Location:
Baker Hughes
9100 Emmott Road
Houston, TX 77040

Pricing
Members:

- Early: \$2,050
- Late: \$2,200

Non-Members:

- Early: \$2,250
- Late: \$2,400

Does NOT include testing fees.

Contacts:
Chuck Connelly
CFPIM, CSCP and CPA
Chuck.Connelly@gmail.com



Save MONEY by signing up for All 5 CPIM Modules

Start in September 2013 & Finish in July 2014



Since 1973, the CPIM program has educated more than 75,000 manufacturing professionals on essential terminology, concepts, and strategies related to demand management, procurement and supplier planning, material requirements planning, capacity requirements planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.

APICS CPIM PROGRAM BENEFITS

- Increase your functional knowledge of production & inventory management.
- Improve efficiency of your organization’s supply chain.
- Streamline operations through accurate forecasting.
- Predict outcomes more accurately.
- Maximize ROI on systems and technologies.
- Increase profitability by optimizing your organization’s inventory investment.
- Enhance your credibility among peers, employers, and customers

PROGRAM SCHEDULE

	Start	End	No Class	Test
Basics of Supply Chain Management	09/07/13	10/12/13		
Master Planning of Resources	11/09/13	12/14/13	11/28/13	
Detailed Scheduling and Planning	01/25/14	03/01/14		
Execution and Control of Operations	04/05/14	05/03/14		
Strategic Management of Resources	06/07/14	7/12/14	7/5/14	

Students should schedule exams between classes.

HOW GOOGLE USES PEOPLE ANALYTICS TO COMPLETELY REINVENT HR — DR. JOHN SULLIVAN

A new kind of people management

The extraordinary marketplace success of Google (and Apple, which is No. 1 on the list) is beginning to force many business leaders to take notice and to come to the realization that there is now a new path to corporate greatness.

“New path” firms dominate by producing continuous innovation. And executives are beginning to learn that continuous innovation cannot occur until a firm makes a strategic shift toward a focus on great people management.

A strategic focus on people management is necessary because innovations come from people, and you simply can't maximize innovations unless you are capable of recruiting and retaining innovators. And even then, you must provide them with great managers and an environment that supports innovation.

Unfortunately, making that transition to an innovative firm is problematic because almost every current HR function operates under 20th century principles of past practices, efficiency, risk avoidance, legal compliance, and hunch-based people management decisions. If you want serial innovation, you will need to reinvent traditional HR and the processes that drive innovation.

Shifting to data-based people management

The basic premise of the “people analytics” approach is that accurate people management decisions are the most important and impactful decisions that a firm can make. You simply can't produce superior business results unless your managers are making accurate people management decisions.

Many do argue that product R&D, marketing, or resource allocation decisions are instead the most impactful decisions. However, each one of those business decisions is made by an employee. If you hire and retain mostly mediocre people and you provide them with little data, you can only assume that they will make mediocre decisions in each of these important business areas, as well as in people management decisions. No one in finance, supply chain, marketing, etc. would ever propose a solution in their area without a plethora of charts, graphs, and data to support it, but HR is known to all too frequently rely instead on trust and relationships. People costs often approach 60 percent of corporate variable costs, so it makes sense to manage such a large cost item analytically.

Another major problem in HR is its traditional reliance on relationships. Relationships are the antithesis of analytical decision-making. The decision-making “currency” for most business decisions has long been data, but up until now, HR has relied on a different currency: that of building relationships.

In direct contrast, Google's success has to be attributed in large part to the fact that it is the world's only data-driven HR function. Google's business success should convince executives at any firm that wants to grow dramatically that they must at least consider adopting the data and analytically based model used

by Google. Its approach has resulted in Google producing amazing workforce productivity results that few can match (on average, each employee generates nearly \$1 million in revenue and \$200,000 in profit each year).

How does the Google approach reinvent HR?

HR at Google is dramatically different from the hundreds of other HR functions that I have researched and worked with. To start with, at Google it's not called human resources; instead, the function is called “people operations.” The VP and HR leader Laszlo Bock has justifiably learned to demand data-based decisions everywhere.

People management decisions at Google are guided by the powerful “people analytics team.” Two key quotes from the team highlight their goals:

- *“All people decisions at Google are based on data and analytics.”*
- *The goal is to ... “bring the same level of rigor to people decisions that we do to engineering decisions.”*

Google is replacing the 20th century subjective decision-making approach in HR. Although it calls its approach “people analytics,” it can alternatively be called “data-based decision-making,” “algorithm based decision-making,” or “fact or evidence-based decision-making.”

Top 10 reasons for Google's people analytics approach

The people analytics team reports directly to the VP and it has a representative in each major HR function. It produces many products, including employee surveys that are not anonymous, and dashboards. It also attempts to identify insightful correlations and to provide recommended actions. The goal is to substitute data and metrics for the use of opinions.

Almost everyone has by now heard about Google's free food, 20% time, and wide range of fun activities but realize that each of these was implemented and are maintained based on data. Many of Google's people analytics approaches are so unusual and powerful, I can only describe them as “breathtaking.”

Below I have listed my “Top 10” of Google's past and current people management practices to highlight its data-driven approach:

1. Leadership characteristics and the role of managers – Its project oxygen” research analyzed reams of internal data and determined that great managers are essential for top performance and retention. It further identified the eight characteristics of great leaders. The data proved that rather than superior technical knowledge, periodic one-on-one coaching which included expressing interest in the employee and frequent personalized feedback ranked as the No. 1 key to being a successful leader. Managers are rated twice a year by their employees on their performance on the eight factors.

HOW GOOGLE USES PEOPLE ANALYTICS TO COMPLETELY REINVENT HR — (CONTD)

2. The PiLab — Google's PiLab is a unique subgroup that no other firm has. It conducts applied experiments within Google to determine the most effective approaches for managing people and maintaining a productive environment (including the type of reward that makes employees the happiest).

The lab even improved employee health by reducing the calorie intake of its employees at their eating facilities by relying on scientific data and experiments (by simply reducing the size of the plates).

3. A retention algorithm — Google developed a mathematical algorithm to proactively and successfully predict which employees are most likely to become a retention problem. This approach allows management to act before it's too late and it further allows retention solutions to be personalized.

4. Predictive modeling — People management is forward looking at Google. As a result, it develops predictive models and use "what if" analysis to continually improve their forecasts of upcoming people management problems and opportunities. It also uses analytics to produce more effective workforce planning, which is essential in a rapidly growing and changing firm.

5. Improving diversity — Unlike most firms, analytics are used at Google to solve diversity problems. As a result, the people analytics team conducted analysis to identify the root causes of weak diversity recruiting, retention, and promotions (especially among women engineers). The results that it produced in hiring, retention, and promotion were dramatic and measurable.

6. An effective hiring algorithm — One of the few firms to approach recruiting scientifically, Google developed an algorithm for predicting which candidates had the highest probability of succeeding after they are hired. Its research also determined that little value was added beyond four interviews, dramatically shortening time to hire.

Google is also unique in its strategic approach to hiring because its hiring decisions are made by a group in order to prevent individual hiring managers from hiring people for their own short-term needs. Under "Project Janus," it developed an algorithm for each large job family that analyzed rejected resumes to identify any top candidates who they might have missed. They found that they had only a 1.5% miss rate, and as a result they hired some of the revisited candidates.

7. Calculating the value of top performers — Google executives have calculated the performance differential

between an exceptional technologist and an average one (as much as 300 times higher). Proving the value of top performers convinces executives to provide the resources necessary to hire, retain, and develop extraordinary talent.

Google's best-kept secret is that people operations professionals make the best "business case" of any firm in any industry, which is the primary reason why they receive such extraordinary executive support.

8. Workplace design drives collaboration — Google has an extraordinary focus on increasing collaboration between employees from different functions. It has found that increased innovation comes from a combination of three factors: discovery (i.e. learning), collaboration, and fun.

It consciously designs its workplaces to maximize learning, fun, and collaboration (it even tracks the time spent by employees in the café lines to maximize collaboration). Managing "fun" may seem superfluous to some, but the data indicates that it is a major factor in attraction, retention, and collaboration.

9. Increasing discovery and learning — Rather than focusing on traditional classroom learning, the emphasis is on hands-on learning (the vast majority of people learn through on the job learning). Google has increased discovery and learning through project rotations, learning from failures, and even through inviting people like Al Gore and Lady Gaga to speak to their employees.

Clearly self-directed continuous learning and the ability to adapt are key employee competencies at Google.

10. It doesn't dictate; it convinces with data — The final key to Google's people analytics team's success occurs not during the analysis phase, but instead when it present its final proposals to executives and managers. Rather than demanding or forcing managers to accept its approach, it instead acts as internal consultants and influences people to change based on the powerful data and the action recommendations that they present. Because its audiences are highly analytical (as most executives are), it uses data to change preset opinions and to influence.

Dr. John Sullivan is a well-known teacher, author, and HR thought leader. He is a frequent speaker and advisor to Fortune 500 and Silicon Valley firms.

Contact him at johns@sfsu.edu

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CONDUCTING A PHYSICAL INVENTORY & FOCUSED CYCLE COUNTING — SEMINAR, APRIL 12



Under the GAAP accounting standard, Inventory is considered to be an asset -- but is it really that?

If Inventory is "short term" then it is an asset: far too often our inventory management system might more correctly be referred to by the acronym: F.I.S.H. First In—Still Here.

Come out and learn how to fix this problem.

When?

April 12th, Friday. First seminar (Conducting a Physical Inventory) from 8:00 am to Noon. Second seminar (Focused Cycle Counting) from 1 pm to 5 pm.

Where?

Hess Club - 5430 Westheimer Rd, Houston, TX 77056.

How much?

The cost of each seminar is \$170. Attend both for \$300. Early registration ends on March 29th 2013. Non-member pricing applies.

Who?

Bill Cure, CPFIM, CIRM, PMP, CSCP, CSM, APICS Master Instructor.

Bill has over 30 years of ERP/MRP/II/JIT/TQM SCM consulting and management experience and currently heads his own consulting company which specializes in helping companies to implement Lean/TQM/6 Sigma systems

How to register?

Go to www.APICS-Houston.com under **Events** to Register!

Contact Mauricio Hernandez,

Director of Seminars

Seminars@Apics-Houston.org

FEARLESS LEADERSHIP & MANAGING CONFLICT MADE SIMPLE — SEMINAR, JUNE 21



This workshop will help you understand and begin to embrace your pitfalls, strengths and blind spots as a leader and to understand how conflict occurs when the emphasis is on the differences between people

After attending this seminar, this will be the key takeaways :

- Book, assessments, material, hand outs
- Understand your personal leadership style, including strengths and blind-spots
- Understand the underlying blockers that get in the way of success
- Have a simple plan to develop their leadership
- Explore their personal conflict avoidance style
- Be exposed to tools to help navigate conflict
- Practice conflict management techniques

When?

June 21st 8:30 - 5:00

Where?

Hess Club - 5430 Westheimer Rd, Houston, TX 77056.

How Much?

Half Day: \$175

Full Day: \$300

Who?

Sonya Ware Sonya Ware is the owner of Blue Beagle Consulting, a coaching firm that partners with its clients to help them live their gifts and the truth of their being. Mrs. Ware extensive background includes regional and global leadership roles in Fortune 500 companies.

How to register?

Go to www.APICS-Houston.com under **Events** to Register!

Contact Mauricio Hernandez, Director of Seminars

Seminars@Apics-Houston.org

The APICS Houston Chapter has an online presence through social networks. **Please join us!**

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APICS HOUSTON CHAPTER

BOARD OF DIRECTORS 2012 – 2013

The Houston APICS Chapter Board is a dedicated team of people that work to provide relevant events and services to chapter members. Your **feedback is essential** for continuous improvement, so please contact us with comments, suggestions and improvement ideas.

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If you want to get involved with the Houston APICS Chapter, please **contact your company coordinator**. You can also **contact our President or board members** for assistance. Thank you for your support.

LIST OF COMPANY COORDINATORS

Below, a list of the company coordinators that are currently working with the APICS Houston Chapter. Please contact your **local company coordinator** for more information about Chapter services and events.

Company Coordinator	Company	Company Coordinator	Company
Chris Agner	National Oilwell Varco - Westchase	Ken Jamison	Weatherford - Gulf Bank
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www.APICS-Houston.org

MULTI-CRITERIA SUPPLY CHAIN DECISIONS — HOUSTON CHAPTER PDM, APRIL 18



The Problem:

Whether it is planning or procurement, most professionals in the field of Supply Chain rely on common-sense and gut-feel. Some others try to develop a simple matrix, with judgment-based criteria weighting. Our studies have shown that both are prone to serious errors.

The massive information overload, choice overload, and human limitations, has created a problem for decision-makers. Poorly defined objectives, uncertainty of information and conflicting global objectives, multiple criteria & candidates, further complicate the decision-making process.

The Solution:

We present a seven-step approach – based on the Analytic Hierarchy process, considering criteria and candidates, to deal with multi-criteria decisions. Additionally, we guide the user on how to use a sophisticated approach for dealing with single criterion decisions, in the presence of uncertain data.

Imagine a hunter, shooting at a target! No doubt, he is likely to have a few misses. Now, if he were to mount and use a “scope” on his gun, would he not have a better hit-rate?

Now, in addition to the “scope”, what if we were to give him a “tripod” on which he could rest his gun, to steady it? Is it not obvious that his-rate is likely to increase significantly?

The “seven-step holistic approach” to decision-making is the equivalent of the “scope & tripod”, which gives the decision-maker the support/anchor he needs to make the better, defensible decision. It is time to add a new dimension to supply chain professional’s tool-kit – an analytical approach to decision-making.

When? April 18th at 5:30

Where? Hess Club - 5430 Westheimer Rd, Houston, TX 77056.

How Much? The cost of the PDM is \$25.00 for Members \$30.00 for Non-Members and \$10 for Students

Who? Dr. Wirasinghe is the author of the books: “The Art of Making Decisions” and “The Decision-Making Handbook”

For more information, go to www.APICS-Houston.org under Events.

Please Register Now!