

DISPATCH



Monthly Newsletter of the West Jersey Chapter

The West Jersey Chapter of APICS is a 501(c) 3 non-profit organization dedicated to the continuing education of supply chain management professionals.

Editor – Peter DeCarolis

Volume 25, No. 5

February, 2007

APICS Professional Development Meeting Thursday February 15, 2007

**RFID, What is it and How is it?
An APICS-CSCMP-IIE joint event**

Our Guest Speakers:

Matthew Sawtelle, Director of Consumer Customer Service, Church & Dwight

Chris Lemmond, Director of Strategy and Innovation, GS1 US, the parent organization of EPCglobal

The West Jersey Chapter of APICS (the Association for Operations Management), CSCMP (Council of Supply Chain Management Professional) NJ Roundtable and Metro NJ chapter of the IIE (Institute for Industrial Engineers) have joined forces to present an event on Thursday, Feb 15 on the topic of RFID. Radio Frequency Identification, or RFID, will not go away as the U.S. Military and big box retailers, such as Wal-Mart, are demanding it more. If you are mandated to implement RFID in future, are in the researching stage of implementing RFID, or simply want to know more about RFID, this will be a very educational event. Even if you are implementing or have implemented RFID, please do join us and share your experience with us.

About Matt Sawtelle:

Matthew Sawtelle is the Director of Consumer Customer Service for Church & Dwight, Inc. at its headquarters in Princeton, NJ. His background has been in the consumer goods industry (food, household cleaners and personal care), holding key positions in Engineering, Manufacturing and Supply Chain for various consumer businesses. He currently heads the company's RFID / EPC implementation. Matthew is a graduate of Clarkson University with a degree in Mechanical Engineering.

About Chris Lemmond:

Chris Lemmond is Director of Strategy and Innovation at GS1 US, the parent organization of EPCglobal, and works in Lawrenceville, New Jersey. At EPCglobal, Chris led Wal-Mart, P&G, Kimberly-Clark, Ahold and other companies in the formation of the EPC community action group that defines requirements for the EPCglobal system. Chris has held brand management positions at Church & Dwight and Carter-Wallace and was a strategy and supply chain consultant at PWC consulting. Chris is a graduate of Colgate University and holds an MBA in Operations and Finance from NYU.

**Program Cost: \$35 pre-register, \$40 at the door
non-member \$40 pre-register \$45 at the door**

5:30-6:00pm Registration and networking

6:00-6:15pm Introduction by APICS, CSCMP, and NJ IIE

6:15-6:25pm What is RFID: an introduction, by Chris Lemmond, Q&A

6:25-6:30pm Passing out of various RFID tags for look and feel

6:30-7:10pm How is RFID: researching and testing for implementation, by Matt Sawtelle, Q&A

7:10-7:20pm Closing by APICS president

7:20-8:30pm Dinner

PRESIDENT'S MESSAGE

Pete DeCarolis
President



The holidays are over and we all return to our daily routine. Central and West Jersey Chapters co-chaired the December PDM or Holiday Party on December 7 of last year. I had a good time, and those I spoke with said they enjoyed the night. Mike Ford gave an informative and fun presentation and gave us all something to think about.

The new year is here and so we move on and learn from the old. In order that we might better learn our lessons we'll be sending out a member survey to ask what we did right and what we did that could be better. For this to be effective, you need to participate; so put your thinking caps on and be as candid as you like. Truth sometimes hurts, but it's the only way to know what needs to be done.

The new year holds promise for us and offers some very exciting PDM meetings and other possible events.

We started the year with a presentation entitled "Inventory Optimization" presented by Dr. Stas Grishin of Terra Technology on January 18. In February we follow with Matthew Sawtelle and Chris Lemmond's "RFID: what is it, how is it and where will it go". This will be a joint meeting with CSCMP and the IIE as co-sponsors.

In March we'll have David Paino of Maskell Inc. on Lean Accounting in a joint meeting with IMA. April will be "Lean Manufacturing" with Joe Aiello, one of the most popular speakers in APICS. And in May we'll have a joint meeting with Central Jersey on S&OP by Pat Bettini, a senior partner from Oliver White America's.

June is still being worked on and we'll keep you posted.

We grew our membership to 234 at the end of January and I welcome the new members listed on page 5 to our group.

Education will continue on track for the balance of the year. All 5 CPIM classes are offered in the first 6 months of this year. Classes began in January and further sessions will continue as follows.

Basics of Supply Chain Management – Tuesday evenings from 3/27 to 5/15 - Ron Dolan Instructor.

Detailed Scheduling & Planning - Wednesday evenings from 4/4 to 5/23 – Terri Juszynski Instructor.

Strategic Management of Operations – Monday evenings from 4/1 to 6/4 – Ralph Fariello – Instructor.

If you need further information please check out our website at www.apics-westjersey.org or contact our VP of Education.

Are you aware that you can earn certification maintenance points by being involved in the CSCP program? A total of 50 points can be awarded for achieving this certification.

I look forward to greeting you at the February PDM to see what just where RFID is headed.

Thursday January 18th at the Hanover Manor in East Hanover. See you there.

Pete

Get involved. Join your Board of Directors

"Holding High Achievers"

By Joseph Hunt Senior Partner of JB Hunt Executive Search

"The art of choosing men is not nearly so difficult as the art of enabling those one has chosen to attain their full worth." - Napoleon Bonaparte

High achievers probably represent fewer than five percent of the workforce, but they provide most of the energy that fuels corporate growth.

Maximizing their talents is a challenge for management even in the best of times, but it is particularly difficult now.

Traditional opportunities for advancement have diminished, the number of available slots reduced. The wave of mergers and acquisitions created redundant positions, many of which have been eliminated. At the same time, the highly competitive business climate and a rebounding economy place a premium on cost reduction and downsizing.

In fact, smaller may be better-and more efficient-but this is little consolation to the high potential, high achievers whose careers are apparently stalled because their employers can't give them the chance to grow. Under such circumstances, what can executives do to keep their high potential, high achievers motivated?

Actually, the management of high potential people should begin during the hiring process, before they are on the job. Managers should make it a point not to hire candidates who are clearly over-qualified. Candidates should be told the truth about their jobs and the immediate tasks to be performed. They get frustrated when they feel they are being unfairly held back or that they are not getting the opportunities promised to them.

Creating Program Objectives

Some organizations-Procter & Gamble, PepsiCo, Johnson & Johnson, Kraft, Merck and Eli Lilly, for example-have created career management programs for their high achievers. No two programs are exactly alike, but these programs have similar objectives:

Identify high potential/high achievers, not just the top performers in the division;

Involve line management actively in running the program, with corporate staff in a supportive role;

Develop "doers" (not learners) who can be held accountable for results;

Encourage line managers to make positions available for developmental moves;

Provide special training, both internal and external, and funding if necessary;

Make special task force positions available;

Train the supervisors of high potential/high achievers.

Companies with career management programs have reaped the benefits. Unfortunately, they are in the distinct minority.

Identifying Achievers

High achievers are difficult to identify. Many companies mistakenly assume that they will reveal themselves through performance. This approach doesn't work well because it fails to take into account the bureaucratic variables in a large organization. For example, some supervisors may try to "hide" high achievers and keep them in their department by giving them less than outstanding performance reviews.

Others may proudly claim a large number, *cont'd next page...*

High Achievers... even if there is only one or two who truly meet the criteria.

Other companies make the mistake of forcing all employee appraisals into some variety of a bell curve, which requires that a fixed number of people receive top grades. Inevitably, either some non-deserving employees will be pushed into the highest grade or deserving executives will be forced beneath it. In any event, this system does not guarantee that those in the top rank will be the high achievers.

Management must take an active role in identifying high achievers. Administrative profiles are often a good place to start: individuals rated "exceptional" in performance and "highly promotable with potential" are likely candidates for the fast track. Interviews with department heads will provide further identification. Comments to look for include "goal oriented," "risk-taker," "good interpersonal skills," and "a leader." They describe potential high achievers.

Providing Feedback

High achievers seek constant feedback in a variety of ways, and they get frustrated when promotions, assignments, or even access to higher management doesn't happen according to their timetable. The same holds true if the tasks involved in their job don't measure up to their expectations.

To prevent frustration, managers must assess and communicate the realities of the work situation. In this active counseling role, they can:

Advise about the hazards of the track that is "too fast."

Point out the performance and behavior characteristics that lead to true success in the organization.

Help define the next milestone in a career path. This is the thread that ties the individual to the organization.

Enriching Jobs

Today's leaner corporate structure cannot always support the promotions or new assignments that meet the expectations of many high achievers. How then can we maintain their enthusiasm and productivity?

One solution is to make a current assignment more challenging. With the greater challenge necessarily comes increased responsibility. This approach may require a change in managing values in the organization. Managers must look at each position as an opportunity for people to grow-as well as to perform tasks.

Proponents of work redesign and job enrichment believe that both individual and corporate needs are met by this approach. Skills improve along with knowledge of the organization. It is a particularly appropriate vehicle for high achievers, whose high degree of motivation can carry them to success in challenging assignments that could daunt or overwhelm a marginal performer or plateaued worker.

Rotating Jobs

Historically, job rotation has been another approach to stimulating and satisfying high potential/high achievers. It is not nearly as viable an option in large companies today due to organizational realities like downsizing and cost cutting. In small firms, few opportunities ever existed.

When job rotation is possible, managers must take care to provide suitable opportunities within the organization while avoiding the mistake of pushing impatient candidates up the corporate ladder too quickly. Some promising people have been moved so fast, so often, that they haven't had time to polish their skills, gain the experience, or *Cont'd this page ...*

High Achievers... develop the behavior that leads to long-term success.

The solution lies in an approach similar to what Eli Lilly & Co. terms "quality movement." Management must determine what the employee should learn from a particular assignment and make sure that the term of the assignment is long enough for the employee to do so. Lateral movement within the company is fine-a marketing person can certainly benefit from a stint in manufacturing-as long as the employee can develop a broad range of experience.

A caveat: some high achievers practice job rotation between different companies. If a prospective employee has a resume with a number of different positions in different organizations, the manager may be at risk in hiring, no matter how attractive the candidate.

Special Assignments and Training

Even though cost-cutting companies have eliminated many management development programs, there are other initiatives that can be used to energize high achievers. A developmental assignment, tailored to the needs of the individual, is one example. Such an assignment would place a high achiever on a corporate task force or committee dealing with a special project or issue. For instance, assignment to a task force evaluating corporate expansion opportunities could help improve a person's problem solving, influencing, and negotiating skills.

Companies that are developing new products and/or markets-or even buying new businesses-may provide achievers with opportunities that meet their needs. For example, some can be satisfied by assignment to the team charged with responsibility for the new venture. As a rule, senior managers should seriously consider high achievers when staffing these operations.

Assignments outside the organization should also be considered. "On loan" support to a local government, for example, can provide experience not available in the working environment and also help strengthen a company's relationship with the community.

High achievers may need specific training. For some, it may be in areas related to self-awareness, such as training in sensitivity, interactive skills, or team-building. Others may benefit from job-related training, such as instruction in problem solving or computer-assisted decision making. Having a senior executive act as a mentor is another strategy that has been used to help high achievers adapt to an organization and grow with it. To make this form of behavior modeling work best, there must be good chemistry between the mentor and the achiever from the outset.

Monitoring the program

Once the program is in progress, monitoring its effect on the high achievers and the organization is crucial. For example, has the individualized attention caused resentment among co-workers? Is the fast-track individual becoming a learner rather than a doer?

There is no established, uniform way to maximize development of high potential/high achievers. Managers must tailor their strategies to the needs and characteristics of the individual. They must carefully weigh their organization's culture, climate, and values, because the career development program must relate to the company's interpersonal style and business traditions. *Continued next page...*

High Achievers... Any program for high potentials must be based on an acute understanding and acceptance of the individual and commitment to his or her development. Managers should realize that these people must be observed more closely than their colleagues and take the time to do so. Development must be a "real" experience for high potential/high achievers, preferably relating to operations. Managers should avoid assigning people to artificially created jobs or token projects that create a learning experience at the expense of a "doing" experience.

Joseph Hunt, Senior Partner
J.B. Hunt Executive Search, LLC

APICS Webinars

The convenience and flexibility of APICS Webinars enable organizations to educate a large number of employees at once, reduce travel expenses, and maintain consistent levels of productivity by eliminating time out of the office. Each 60-minute APICS Webinar features an educational discussion, case studies, and a Q&A session. All you need to participate is an Internet connection and a telephone. As an added benefit, registrants of each APICS Webinar receive a CD-ROM of the presentation after the event.

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CAREER CORNER

The **West Jersey Chapter** of APICS provides as a service to its members information on new positions.

If you are interested in any of these opportunities please send your resume electronically to Vice President Employment at employment@apics-westjersey.org.

To advertise a job opening, please send position overview to Vice President Employment at employment@apics-westjersey.org.

Central Jersey Chapter

Contact Thomas Raimondi, Director of Employment for open positions at www.apics-cjer.org

Northern New Jersey Chapter

Contact Donna Gioffre, Employment Chairperson for more info. Or check the web at www.apicsnonj.org...Good hunting.

3 Job Search Problems Solved

By Kevin Donlin, Author of "[51 Ways to Find a Job Fast](#)"

Here are 3 problems that job seekers are experiencing -- and my suggested solutions. Will you find your problem solved here?

Problem #1: How can I find an "inside" contact at a company to send a resume to when applying for jobs? It would help to personalize communications between the job seeker and the employer.

Solution: When responding to a job posting, do whatever it takes to find out who the decision maker is. To get the names of these hiring authorities, try your personal network first, and Web-based tools second.

Remember this rule: Computers don't hire. Only people can hire. So any information about an employer you can gather from people you know (or the people they know) is of value. Go through your email address book for names, or use a resource like [LinkedIn.com](http://www.linkedin.com) to connect with more people.

Problem #2: How can I locate unadvertised job leads? I want to get beyond the recruiter to someone who cares.

Solution: Spend more time talking to people who already care about you. Start with your family.

Right now, the job opening you want is out there -- between somebody's ears. Your task is to get into the minds of as many people as possible, until your qualifications match an employer's needs. That's how you get hired. And that's what networking is all about.

Now, if you're at all average, you probably think you've told "everyone" in your family about your job search. But have you, really? Have you:

Written down the name of every single relative you have, aged 18 to 108?

Shown that list to your family to make sure you didn't forget anyone?

Contacted everyone on that list to tell them exactly what type of job you seek, the company you'd like to work for and the city where you want to work?

Asked each relative for the names of at least 3 people who know of potential employment leads or who might know of them?

Thanked everyone you spoke to for their time?

Repeated this process every 30 days until hired?

OK. What about relatives who live far away? Should you spend time calling them for job leads? Well, you have friends in other states, right? Your relatives do, too. All it takes is one contact at one company and you'll be hired. So stop making excuses and start making phone calls.

In the end, you can't depend on a recruiter, the government or the Internet to come rescue you -- they don't care about you. Your family does. Start talking to them about your job search today.

Problem #3: How can I find model answers to the most common interview questions? And how should I conduct myself at the interview?

Solution: Try The Interview Center at [Monster.com](http://www.monster.com). There you'll find tips for answering dozens of the most common questions, with advice on how to handle behavioral interviews, as well as virtual interviews that let you practice online.

However ... once you know what you *continued next page...*

3 Job Search Problems... want to say, there's no substitute for practicing your interview skills with another live human (we're back to the importance of people again!) Because there's more to interviewing than words. You also communicate by your tone of voice, vocabulary, posture, wardrobe, food stuck in your teeth, etc. So you absolutely must get feedback on these areas from people you trust. And mock interviews are the way to do it. [Kevin Donlin](#) is President of Guaranteed Resumes and author of "51 Ways to Find a Job Fast -- Guaranteed."

**West Jersey APICS Wants YOU!
for it's
Corporate Strategic Advisors Program**



Your Career and APICS: A Zero-Defect Effort

**By Daniel E. Wohl, CPIM
VP Employment, APICS West Jersey**

According to *Purchasing Magazine*, "average compensation of professionals with the APICS CPIM designation is \$97,100; for those not certified, it is \$77,200." Were that the only reason to make APICS a part of your career development and human resource opportunities. In accordance with our mission to give operations management professionals "the competitive advantage," the West Jersey chapter provides free of charge to its members a referral service for those seeking employment and staffing. Companies and recruiters seeking experienced individuals may submit a sketch of positions available including title, location, salary, certifications and experience required, and main responsibilities in 25 words or less. If possible, please send in Excel format to vpstudentchapt@apics-westjersey.org. Anyone in the job market may submit a resume in MS-Word format to the same address. In addition, the APICS Society has access to postings and resumes across the continent at www.apics.org/resources/careercenter.htm. So see what we can do for you. You'll be glad you did!

Professional Development Meetings At A Glance

2/15/07-	<i>RFID Demonstration and Case Study</i>	-Matt Sawtelle & Chris Lemmond	-Joint Meeting w/IEE & CSCMP
3/15/07-	<i>Lean Accounting</i>		-David Paino (Maskell Assoc.) -Joint meeting with IMA
4/19/07-	<i>Lean Manufacturing</i>		-Joe Aiello
5/17/07-	<i>Supply Chain</i>		-Pat Bettini (Oliver White Partner)-
6/21/07-	<i>TBD</i>		-Bill Nickle-

Our Professional Development Meetings are held at the Hanover Manor in East Hanover. Check our web site for more information at www.apics-westjersey.org

Be prepared for the February PDM with the following glossary.

Active tag An RFID tag that contains a battery and a transmitter to send information to an RFID reader, rather than reflecting a signal back to the reader from a tag (as a passive tag does).

Agile reader. An RFID reader that can read tags operating at different frequencies or different communication protocols.

Air interface protocol The standards that govern how RFID tags and readers communicate.

Anti-collision. Anti-collision algorithms are used to collect data from multiple RFID tags at the same time from the same RFID reader without interference.

Auto-ID Center. The original non-profit organization that helped develop RFID system technology. This work is now continued by EPCglobal.

Backscatter. The communication method between a passive RFID tag and a reader. An RF signal sent by a reader is reflected back to the reader from the tag, which is modulated to transmit data.

Beacon. An active or semi-passive RFID tag that is programmed to wake up and broadcast a signal at pre-set intervals. *Continued next page...*

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**"You have reached the Call-in-Sick Hotline.
To recommend your permanent replacement, press 1.
For unemployment information, press 2.
To beg for your job back, press 3."**

Glossary... **Commissioning.** Writing data to an RFID tag for the first time. This can happen at the factory or later using a smart label printer.

Concentrator. A device used to gather data from multiple RFID readers at the same time.

Contactless smart card. A credit card or buyer card that contains an RFID chip to transmit information without having to be swiped through a reader.

EPCglobal. The organization set up to commercialize RFID technology, which has taken over this task from the Auto-ID Center.

Far-field communication. An RFID tag that is located one full wavelength away from an RFID reader.

Inductive coupling. A RFID reader antenna and a tag antenna each have a coil, which together form a magnetic field. The RFID tag draws electrical energy from this field, which powers its microchip. The microchip then changes the electrical characteristics of the tag antenna. These changes are sensed up by the reader antenna and converted into a serial number for the RFID tag.

Inlet. A "blank" RFID tag that is usually part of a smart label. Smart label printers are used to write data to the RFID at the same time printing bar code data on the label. Also called an inlay.

Interrogator. Another name for an RFID reader.

License plate. A simple RFID system that only tracks RFID tag serial numbers and no other information.

Middleware: In the context of an RFID system, refers to software that is used to filter RFID data and pass on useful information to enterprise software applications for further processing.

Near-field communication. An RFID tag that is within a full wavelength of an RFID reader.

Passive tag. An RFID tag without a power source or transmitter. Radio waves from an RFID reader are collected from the RFID tag antenna, which powers up the microchip in the tag. The tag is then able to send back information stored in the chip to the reader.

Phantom read. When a RFID reader reports the presence of a tag that doesn't exist.

RFID reader. A device used to communicate with RFID tags. The reader has one or more antennas, which emit radio waves and receive signals back from the tag. The reader is also sometimes called an interrogator because it "interrogates" the tag.

RFID tag. A microchip attached to an antenna in a package. An RFID tag contains a unique serial number at a minimum, but commonly contain other information about a product. RFID tags can be passive, semi-passive or active.

Semi-passive tags. Similar to active RFID tags, but the battery is used only to run the RFID chip - not to broadcast a signal to a reader.

Slap and ship. Placing an RFID tag on a case or pallet just before it is shipped from a supplier. Used to meet a retailer's requirements.

Smart label A bar-code label that contains an RFID tag.

Transponder. A radio-frequency transmitter-receiver combo. Another term for a RFID tag.

Write-once, read-many (WORM): A RFID tag that can be written to (changed) only once by a reader. Afterward, the tag can only be read.

Tracing and Tracking with RFID

Reprinted from APICS e-News Vol. 7 #2

Radio frequency identification (RFID) technology is the stuff of claims and counterclaims. Wal-Mart and the Department of Defense are demanding RFID compliance from their suppliers. But varying standards and high tag costs get in the way. RFID promises superior end-to-end supply chain product tracking. But liquid-based product, product near metal structures, and multiple products being read simultaneously present significant technical challenges to the RFID tag manufacturers.

The size of an RFID tag is largely determined by the size of its antenna. When a passive RFID tag is swept with radio frequency energy, its antenna captures some of this energy that is converted into a brief burst of power for the tag's microprocessor chip. The chip transmits an identification code back through the antenna to be picked up by a local receiver. The received code is then used to access a server file that can hold a large and changing amount of information about the RFID-tagged item.

This is fundamentally different from a bar code label where the label must be physically large enough to hold all of the desired information in bar code. In the January 16 edition of *APICS e-News*, Wally Klatch, CPIM, provided a bar code perspective on some key considerations beyond the issue of label or tag size. Among the criteria for evaluating the use of RFID versus bar code are:

Standards. RFID standards are under development and somewhat dynamic.

Placement. An RFID tag can be read without a visual connection.

Reliability. A number of factors affect RFID tag read rates including metals or liquids near the tag, "middle carton" placement of an RFID tag on a pallet, and so forth.

Compatibility. Some suppliers are being mandated by customers to implement RFID independent of the internal value for the company.

Privacy. Privacy issues have been raised related to RFID tags that remain on the product after it has been purchased.

Cost. The cost of an RFID tag with its antenna and microprocessor chip is more expensive than a paper label with a bar code in ink.

Counterfeiting. RFID is a more effective tool against product counterfeiting because the RFID tag can be imbedded within the product and cannot be changed.

Scanning Complexity. RFID has the capability of reading multiple tags simultaneously, across a distance of up to 90 feet, and with great flexibility as to the exact physical relationship between the reader and the tag.

While RFID tags are very useful for tracking the flow of material throughout the network from a distance, the more interesting application of RFID lies in the tracing of high-value product, for example, pharmaceuticals. How would you know whether or not the drugs inventoried on your pharmacist's shelf are counterfeit? This is a big problem in an era when patent protection is expiring, medical insurance is paying for less, and the market is being flooded with inexpensive generics and fake product. Because the product file is kept on a secure server, successive readings of an RFID tag can be used to document the exact *continued next page...*

Tracing... path and time/date stamp of product flow from the manufacturer through distribution to the retail pharmacy. Counterfeit product introduced midstream is not able to access the server to connect the path from manufacturer to retailer. The retailer can always interrogate the product file to trace back the origin of each individual bottle of pills. Just as the coming of television threatened to overpower radio, some may think the coming of RFID signals the end of bar code. But each technology has its place based on cost, tag, label size, and application.

—William T. Walker, CFPIM, CIRM, CSCP, author of Supply Chain Architecture: A Blueprint for Networking Material, Information, and Cash, *can be reached via e-mail at billwalker@primeisp.net.*

Came across an old Frank Talk article and thought you might be interested in seeing it again. It dates back to November of 2005 and still is appropriate.

Frank Talk
by Don Frank

Many years ago, while working as an engineer in a small power supply company, I was charged with writing the company's Quality Assurance Plan and gaining approval from the local Government Quality Control people. We had just received a large (for us) contract to provide power supplies for the Hawk missile system and the contract required that we demonstrate our ability to inspect the product properly and keep all the necessary (sic) records. Since this was not part of my regular function, I had to research the Government specifications and look at other Quality Assurance Plans to get a feel for the scope of my project.

I wrote a draft of the QAP, bounced it against some QA folk from other companies in the area and had a good feeling that I was on the right track. I got all our procedures updated, made sure that all the test equipment was properly calibrated and all the people trained in following the procedures. I was ready for the Government QC audit.

The big day finally arrived and the Government Inspector came to examine our plant and pass judgment on our plan. He proceeded to take a quick look at all our carefully prepared documentation and then, to my surprise, asked to see our machine shop. I was puzzled by this request, since we did little or no machining, but did a great deal of metal bending, punching and drilling to fabricate the brackets, panels, chassis assemblies and cabinets for our products. We did have a tiny machine shop. It was used primarily to make jigs and fixtures for our manufacturing processes. As soon as the inspector walked into the area, he thundered, "Where are your Jo Blocks?" We didn't have any and I wouldn't know what they looked like if we did. We failed the inspection and were told, in no uncertain terms, that we had better understand what Jo Blocks are and have a valid, serialized set in place before he returned to re-inspect our facility.

My first chore was to find out what Jo Blocks were. Luckily, we had a sister company which made toy typewriters. They had many punch presses and other machine tools and an old German tool and die maker who ran the shop. He explained to me that Jo Blocks were really Johansson Blocks, named after a 19th century Swede who tackled the problem of producing the numerous close tolerance gages needed for rifle manufacture. They are a set of precision, standard size, stainless steel measuring blocks used to calibrate

micrometers, feeler gauges and other tools needed for precision machining. They were capable of calibrating tools to better than ± 0.0004 of an inch.

With my requirement to hold tolerances to a maximum of 1/16 of an inch, I had no need for Jo Blocks. However, in the interest of getting through the critical inspection of our facility, I went out and bought a set. When the inspector came in again, I proudly showed him my Jo Blocks and was able to tell him of their history and function. We passed the inspection. The Jo Blocks, in their beautiful felt-lined wooden case ended up as a rather large and expensive paper weight in my office

What did I learn from this experience that happened over 50 years ago? Perhaps the most important lesson is that all of us, not just this inspector, tend to evaluate our environment based on that which we are familiar and comfortable. Whether our comfort level has any relationship to the quality of the enterprise often takes a back seat to our fear of admitting that we do not know all the answers.

Each of us tends to reach back for our Jo Blocks when we are asked to demonstrate our knowledge in areas where we really are not competent. If we are to become effective managers of our own activities and of other people, we must store away our Jo Blocks, develop real expertise and learn how to reach out to those around us who can provide the knowledge and expertise we don't have. If we hide behind our Jo Blocks, we will never acquire the skills and team spirit that the future demands of us.

MEMBERSHIP NEWS

We began February with a membership of 234. If you would like to recommend growth, please contact either Debbie Genader at dgenader@apics-westjersey.org or Pete DeCarolis at pdecarolis@apics-westjersey.org.

WELCOME NEW MEMBERS

Yonggang Lian Robert Gregory Victorio Arabe
Daniel Moore Stacie Strang

Celebrate APICSveraries

Raymond Mei	27	James Gerard	21
Jeff Simmons	19	William Smith	15
Wayne Weisenbach	9	Richard Messler	8
Jeffrey Roberts	8	Robert Houston	6
Beth Kaniewski	3	Alan Kronstadt	3
Johnna Sucha	3	David Buell	1

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MID ATLANTIC CHAPTERS of APICS
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Includes dinner on the Spirit of Philadelphia
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Success is how high you bounce when you hit bottom. -
General George Patton



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RFID – What & How?

Matthew Sawtelle & Chris Lemmond presenting