



Over Four Decades of Industry-led
Collaborative Research

CAM-I SUMMER MEETING

2021

June 7 - 8 Virtual

Talent Management and Today's Business Operations

CAM-I Vision:
***To be recognized as a premier
collaborative forum for innovative,
leading edge management solutions
that create lasting value.***

Invitation from the President of CAM-I

You are formally invited to the Consortium for Advanced Management International (CAM-I) Summer Meeting, June 7 - 8, 2021.

The theme of the meeting is **Talent Management and Today's Business Operations**

Meeting details:

- The General Session with 3 guest presentations will take place on Tuesday 8th June. The log in details to the meeting will be sent to all registrants two weeks before the meeting.
- The Members Forum will follow the General Session on Tuesday 8th June (this is by invitation to members only)
- Awareness Training - How to Evaluate and Improve Organizational Performance will follow the General Session on Tuesday 8th June. Non-members \$250.00 per participant.
- The Special Interest Group meetings will take place on Monday 7th June and for the remainder of Tuesday 8th June after the Members Forum. The log in details will be sent to registrants one week before the meeting by the Special Interest Group leaders.

Our quarterly meetings are the primary vehicle to further CAM-I's mission – To serve as a collaborative forum of thought leaders who develop practical and effective management tools, techniques and methods to advance the way organizations manage costs, processes and performance.

Attendees will receive CPE credits credit hours for the meeting.

Meeting evaluations will be sent out to all registrants via Survey Monkey.

Click To Register For "CAM-I Summer 2021 Meeting"

On Registration -

- Tuesday Morning Session
This option is pre-selected for your convenience.
- Special Interest Groups
When selecting options for registering you can select one or two **Interest Group** in which you plan to participate.
- Awareness Training
How to Evaluate and Improve Organizational Performance
Non-members \$250.00 per participant.
- CAM-I Orientation
Please select if you have not attended a CAM-I meeting previously.

If you have any questions about our programs, please contact me anytime at ashok@cam-i.org or at (512) 296-6872. I look forward to connecting with you in June!



Ashok Vadgama
President, CAM-I

Agenda

MONDAY, June 7, 2021

ALL CENTRAL TIMES

10:00 AM - 11:00 AM CAM-I Orientation
Please attend if you have not attended a CAM-I meeting previously.

INTEREST GROUP SESSIONS

10:00 AM - 4:30PM Value, Cost and Profitability Management
Contact – Bob Misch bob.misch@cbh.com

3:00 PM - 5:00 PM Integrated Risk and Value Management
Contact – Sean Catanese Sean.Catanese@kingcounty.gov

10:00 AM - 4:30 PM Supply Chain Management (Monday Only)
Contact – Jim Holman jim.holman@cbh.com

8:00 AM - 12:30 PM Improving Efficiency/Effectiveness in the Finance Function
Contact - Rob Young Rob.Young252@mod.gov.uk,
Sonya Ball, sonya.ball112@mod.gov.uk, Kelvin P Marner, kelvin.p.marner@boeing.com

TUESDAY, June 8, 2021

ALL CENTRAL TIMES

9:00 AM Welcome
Chauntelle Hellner, Deputy Director Business Resource Center, King County,
CAM-I Industry Chair
Ashok Vadgama, CAM-I President

9:20 AM "Tracking the Quality of Inventory"
Mr. Greg Marshall, COO of the Microbial Solutions Division of Charles River Laboratories

10:15 AM "Talent Management in Army Acquisition"
Mr. Craig A. Spisak - Director, United States Army Acquisition Support Center and Director,
Acquisition Career Management

11:15 AM "Supporting the Mission Through Business Process Reform"
Mr. Tom Harker, Secretary of the Navy (Acting)

12:00 PM Members Forum by Invitation only

AWARENESS TRAINING

1:30 PM - 4:30 PM How to Evaluate and Improve Organizational Performance

INTEREST GROUP SESSIONS

1:30 PM - 4:30 PM Value, Cost and Profitability Management
Contact – Bob Misch bob.misch@cbh.com

Registration

Register today at www.cam-i.org and click on “Meetings” at the top of the page.

On Registration -

- **Tuesday Morning Session**

This option is pre-selected for your convenience.

- **Special Interest Groups**

When selecting options for registering please make sure to select one (1) **Interest Group** in which you plan to participate.

- **Awareness Training**

How to Evaluate and Improve Organizational Performance
Non-members \$250.00 per participant.

- **CAM-I Orientation**

Please select if you have not attended a CAM-I meeting previously.

Be sure to block out the time on your calendar, you may do so by opening the email with the ICS file from CAM-I upon registration.

- **ICS Calendar File**

The email that you receive after registering has a ICS calendar file that can be used to update your calendar.

If you need help understanding the calendar file attached CAM-I has a [Calendar ICS Help Page](#).

Contact Info

CAM-I, Consortium for Advanced Management International

Ashok Vadgama

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General Information

CPE Credits

NASBA
NATIONAL REGISTRY
OF CPE SPONSORS

Participants in this program will earn 1 CPE credit for every hour they are in attendance. The 2 day program qualifies for a maximum of 16 CPE credits.

Course Level: Basic to intermediate

Program Level/Prerequisite Knowledge: Participants should have a basic knowledge of cost, process, and/or performance management.

Preparation: No advanced preparation is required.

All Study is Group-Live

Learning Objectives and Program Description: Descriptions and learning objectives for individual general session presentations and interest groups can be found in the next section of this document.

CAM-I is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.



Sponsor ID# 103282

Contact Information

For more information about this program or for any questions regarding administrative policies such as cancellations, please contact CAM-I office at 512-617-6428.

Code of Conduct

As CAM-I members we:

- Value and nurture the ideas and viewpoints of others.
- Value and leverage the diversity that others bring.
- Respect the time, contributions, confidence, and rights of others.
- During meetings, we suspend the specific interest of our own organization in favor of promoting the general welfare of CAM-I members.
- Conduct ourselves during CAM-I meetings in an uplifting, reputable manner.
- Are learning and growing individually and collectively.
- Respect the collaborative environment and commitment not to market or procure during the meetings.
- First time guests are invited to the meeting. Guests will not receive any post meeting output from the working groups as that material belongs to the members. When guests participate in these groups, we would like guests to make Interest Group Leaders aware if there is anything that we should not quote upon their input in these meetings on our post meeting notes to members.

Dress Code

All scheduled meeting and evening events are business casual.

Upcoming Meetings

- June 7 - 8 2021, Virtual, Talent Management and Today's Business Operations
- August 9 - 10 2021, Ministry of Defense, Abbey Wood, Bristol, UK
- September 13 - 15 2021, Alexandria, Virginia
- October 11 - 12 2021, United Kingdom
- December 6 - 8 2021, Seattle, Washington
- February 7 - 8 2022, United Kingdom
- March 7 - 9 2022, Alexandria, Virginia

CAM-I General Session Presentations

“Tracking the Quality of Inventory”

Mr. Greg Marshall, COO of the Microbial Solutions Division of Charles River Laboratories

Inventory is an asset that should be leveraged to help companies achieve their strategic objectives. But too often inventory targets are set based on financially driven working capital goals rather than considering what could be competing objectives like supply chain costs, business continuity and customer service.

Instead inventory target setting should begin with defining how inventory should be deployed to help achieve business objectives. Once the inventory strategies are defined and targets are set a mechanism is needed to compare current inventory to those targets in a consistent, actionable way. Charles River developed a business analytics tool referred to as QM, (Quality of Inventory Mix) to monitor inventory health by continually comparing each finished sku on-hand balance to bucketed targets, giving each sku a QM score. The aggregated scores enable visualization of trends and assessment of how well the inventory is meeting the business goals within a control chart framework. Root cause analysis and corrective actions are taken when inventory mix trends outside of control limits.

Charles River Microbial Solutions manufactures products to enable customers to safely release their manufactured products, many of which are related to the vaccine or treatments for COVID-19. The pandemic brought an unprecedented spike in demand for Charles River’s products. Throughout the last year the QM tool has been essential to maintaining the right mix of inventory to meet dramatic fluctuations and sustained increases in demand.

Learning Objectives

- Important considerations in setting inventory strategy
- Determining the best stage to hold inventory (finished goods, WIP or raw materials)
- Assessing demand variability and risk
- Establish Quality inventory goals
- Tracking and trending Quality of Inventory Mix

Speaking Tuesday June 8, at 9:20 a.m.

“Talent Management in Army Acquisition”

Mr. Craig A. Spisak - Director, United States Army Acquisition Support Center and Director, Acquisition Career Management

Discuss how the Army and specifically the Army Acquisition workforce has focused their talent management efforts on People First with an emphasis on improving the leadership culture, reducing “scrap learning,” improving the tools in leaders “kit bags,” and partnering with industry and universities to expand the technical and leadership acumen of the workforce.

Learning Objectives

- Back to Basics
- How We Prepare Leaders For Our Most Critical Positions
- Education, Schooling, and Training

Speaking Tuesday June 8, at 10:15 a.m.

CAM-I General Session Presentations Continued

“Supporting the Mission Through Business Process Reform”

Mr. Tom Harker, Secretary of the Navy (Acting)

This session will discuss how the Department of the Navy has employed auditing and business process reform to strengthen every aspect of the mission of the Navy and Marine Corps, from asset availability to acquisitions to cyber resilience.

Learning Objectives

- Operationalizing audit findings
- Generating efficiency and effectiveness across large organizations
- Adapting business systems for future challenges

Speaking Tuesday June 8, at 11:15 a.m.

CAM-I Awareness Training

How to Evaluate and Improve Organizational Performance using CAM-I's Performance Management Framework

The constant demand for improved strategy execution, even more relevant in today's business environment, has led to an increase in expectation around the management and improvement of organizational performance. Recognizing these challenges, research conducted by CAM-I's Performance Management Interest Group led to the development of a standardized and integrated Performance Management Framework (PMF) applicable to both private and public sector organizations.

This interactive workshop introduces a proven methodology for implementing a Performance Management Framework in your organization within a 2-day timeframe.

What is it?

- A 3 hour on-line workshop demonstrating the use of the PMF methodology
- Advanced reading - Application Guide and Case Study for use in the workshop

Who should attend?

- Cross functional senior managers responsible for monitoring and improving their organization's performance

What is the value to your organization?

- Learn how your organization can determine:
 - WHAT initiatives to focus on to improve performance
 - WHERE to best deploy scarce resources
 - HOW to measure improvement to validate success

Workshop Agenda

- Learn the Performance Management Framework methodology
 - Organizational Readiness
 - Business Capability Maturity
 - Improvement Techniques
 - Performance Measures
 - Focused Initiatives
- Follow the implementation steps using the application guide and case study
- Review application tips from real implementations
- Discuss the applicability of PMF in your organization

Workshop Leader

- Performance Management Interest Group Leaders:
 - Derek Sandison, Landmark Decisions Inc.
 - Chauntelle Hellner, King County

CPE Credits

- 4 hours of CPE credits are awarded for completing the advanced reading and attending the workshop

Course Fee

- The workshop fee for non CAM-I members is US\$250 per participant

CAM-I Projects

Value, Cost and Profitability Management

Strategic Cost and Profitability Value Management Roadmap – Over the years CAM-I has contributed significantly to the field of Cost, Process and Performance Management. This group is using existing the CAM-I body of knowledge to further innovate the application of traditional cost models by putting more emphasis on additional stakeholders beyond the shareholder. Specific targets of study include costing methodologies such as Activity Based Costing and Target Costing, and the CAM-I's capacity models. The objective of this research is to expand current thinking in order to help organizations understand and quantify their impact on employees, society, the environment, as well as customers.

Defining Value for Services - Value Analysis is an optimization methodology of aligning resources (cost) in proportion to the relative importance of Customer Functional Requirements. Value Analysis historically has been applied to manufacturing. However, it is equally effective for service industries and general process improvement. Services can present nuanced challenges in quantifying the processes performed and the associated importance to the customer. The group will continue to expand pilots of value analysis for services including developing standards approaches and methods for measuring value.

Understand and Demonstrate the Value of Business Enabling Functions - The group's objective is to assist member organizations to understand and quantify the value business support functions bring to organizations. A principle-based Value framework has been designed for functions who want to understand how internal stakeholders view value and to help improve a function's ability to deliver value. The principle-based framework has 9 value principles which enable member organizations to consistently define the value business support functions bring to an organization. The framework allows cost and value trade-offs to be quantified.

Future Focus

The interest group plans to continuously review methodologies and recent work to ensure relevance to organizations in light of the rapid changes that are occurring across industries today. By focusing on understanding additional stakeholders and their importance to an organization, along with a redefinition of value, we are re-aligning existing CAM-I methodologies and models to help organizations deliver sustainable stakeholder value.

An additional focus for this group is evaluating how Industry 4.0 impacts CAM-I's body of knowledge. CAM-I understands the importance of Industry 4.0, and as a first step in contributing to industry 4.0 learning and body of knowledge, we will focus on linking CAM-I's existing Target Costing methodologies to Industry 4.0.

Learning Objectives:

After participating in this interest group, you will:

- Understand the key values and principles that business support functions need to embrace in order to demonstrate value to their stakeholders.
- Understand the alignments between cost management and stakeholder value.
- Learn how to identify existing capabilities and gaps in quantifying value for service organizations.
- Recognize the value business enabling functions bring to an organization and thereby facilitate appropriate cost / value trade-offs.
- Discover how to create a value maturity approach and roadmap that can be scaled and customized for your organization.
- Understand how Target Costing is impacted by, and can support, organizations as they mature into an Industry 4.0 era.

Chair: Bob Misch, Phone (703) 548-8346 or bob.misch@cbh.com

Co-Chair: Carmel Call (206) 240-1617 or carmel.call@kingcounty.gov

CAM-I Projects Continued

Integrated Risk and Value Management

To be in business is to face a constant stream of potential risks that can disrupt daily activity and put the future of the organization in jeopardy. However, what if the organization were able to assess their potential risks for enterprise value? Robust organizations know how to take on measured risks that boost returns to stakeholders. If handled properly, it may even be possible to increase stakeholders' perceived value when taking on incremental risk. The goal of the Integrated Risk and Value Management interest group at CAM-I is to explore this risk-value continuum, modifying existing thought and proactively to enable organizations to maximize value by optimizing risk.

Learning Objectives:

After participating in this interest group you will:

- Understand the evolution of risk management utilizing the CAM-I IRVM philosophy
- Understand the strategic nature of integrating risk and value management for the betterment of the organization
- Be able to engage incremental risk in your home organization in a way that delivers enterprise value

Chair: Sean Catanese, Phone (314) 378-9611 or Sean.Catanese@kingcounty.gov.

CAM-I Projects Continued

Improving Efficiency/Effectiveness in the Finance Function

Organisations are being continuously challenged by customers, shareholders, governing bodies and internal business partners to develop and implement new ways of working that improve effectiveness and productivity to maximise value creation. National Governments, Defence and Commercial customers have never been more challenged with budget constraints as a result of the Global pandemic therefore its an imperative for organisations to develop more agile, less bureaucratic processes and revised ways of working.

Project Purpose - To examine methods of benefit realisation and embedding a culture of effectiveness through sharing and collaborating with CAM-I members and extended Industry and Academic partners.

Learning Objectives

Improvement and leading practice recommendations for:

- Project Academic Research – what does the theory say and how has it evolved over time?

- Review automation/elimination of processes to remove non-value add activity

- Review business partnering models to understand how to extract the most value from this.

- Undertake a SWOT analysis

- Undertake case studies and identify best practice.

Chairs –

Sonya Ball, Phone 011-44-030 679 37727 or Sonya.Ball112@mod.gov.uk

Kelvin Marner, Phone 011-44-1935 383678 or Kelvin.P.Marner@boeing.com

Rob Young, Phone 011-44-7826 510552 or Rob.Young252@mod.gov.uk

CAM-I Projects Continued

Supply Chain Management

Multiple shifts in the world of supply chain, transportation, and logistics pose challenges to the leaders of supply chain in the private and public sectors. By utilizing the latest technological solutions together with other physical and digital assets to redesign logistics practices, supply chains can adjust better to the fast-paced, highly competitive, omnichannel business environment. The increasing outsourcing practices, off-shoring, product versatility, supply chain security, and substantial interdependence throughout the supply chain further accentuate the importance of dealing with risks, resiliency, sustainability in the supply chain. Modern logistics practices focus on the circular supply chain concept, involving previously used products as raw materials. This "reverse logistics" can improve sustainability and resiliency when managed well and the potential to be a cash and resource-consuming quagmire when managed poorly.

How well are global supply chains able to withstand disruptive events?

Digitization of the supply chain featured prominently in the ongoing automation of Industry 4.0 improves the speed, dynamics, and resiliency of the supply chain operations, leading to an improved ability to respond to customer demands and ultimately higher delivered value. By embracing digitalization, organizations can drive up resiliency and sustainability efforts and reduce operating costs of the supply chain.

Learning Objectives:

After participating in this interest group, you will:

- Understand how organizational responses to global disruptive events have introduced new methodology and approaches to anticipate and react to future interruptions in the global supply chain.
- Study how organizations create a supply chain that can provide goods and services while maintaining and improving sustainability goals and objectives.
- Appreciate how to design supply chains that can cope with the policy environment's fluid nature and how policy changes offer new constraints and new opportunities.
- Learn how new potential global alliances and trade agreements can provide increased opportunities for supply chain resiliency and mitigating risks.
- Study how the integrated, automated, and digital "Smart Factory" of Industry 4.0 can help organizations respond and recover from global changes more effectively.
- Know how increased cybersecurity breaches the global supply chain and the increased digital interconnectedness has led to increased risk of cyber threats and outcomes.

Chair: Jim Holman, Phone (404) 733-9611 or jim.holman@cbh.com