

THOSE SUPPORT *People*

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Disastrous Results

by Terry H. Floyd, Blanket Enterprises, Inc.

Emotional instability can lead to, or exacerbate, a crisis. So says Dr. Vali Hawkins Mitchell in "Emotional Continuity Management," her article in the latest issue of DRJ, the Disaster Recovery Journal (July, 2005). I read every word of every quarterly issue of this valuable magazine, learning about crisis management, terrorist threats, hurricanes and typhoons worldwide. Of course there are always lots of articles about the latest internet-based backup strategies and other technically comprehensive stories. But 'emotional terrorism' as a problem for IT folks? I never considered such an idea.

I'll quote a couple of relevant passages directly from her article to show that it's not easy for a small company to keep up with trends in the industry: "Employees today face the possibility of biological, nuclear, incendiary, chemical, explosive or electronic catastrophe while potentially working in the same cubicle with someone ready to commit suicide over personal issues at home." OK, we've all thought about that before, and it is an attention grabber.

Here's more: "High-demand emotions demonstrated by complicated work-place relationships, time-consuming divorce proceedings, addiction behaviors, violence, illness and death are common issues at work sites which people either manage well or do not manage well. Low-demand emotions demonstrated by annoyances, petty bickering, competition, prejudice, bias, minor

(See *Emotions at Work*, page 6)



Data Scrubbing

by Bill Langenbahn, Senior Sales Account Executive

I had the good fortune to spend my formative years growing up in a small Michigan town where everybody knew everybody else's business and we looked out for each other. One thing I remember from those times is that things you bought seemed to last forever. Oh, they broke, but when they did they were fixed and recommissioned.

The chief fixer in our small Michigan town was a chap named Chelly Plachta. I was told that his given name was Charles, but somewhere along the line it became Chelly, and Chelly was what everyone called him. I believed that his real name was Charles till one day I heard his very own mother call him Chelly. Chelly was older than I, he may have been a couple of

(See *Data Scrubbing*, page 4)

Trusted Advisor

What About CAMUS?

A little over a year ago (volume 10, Issue 2), I asked, "Who needs CAMUS?" My answer was that both MANMAN users and vendors of software and services need CAMUS. In that article I wrote, "The example I have always used for the best users group model is INTEREX, the global HP professional association." Oops.

Now, I've been elected to the CAMUS Board of Directors as the first Associate Member (vendor) to be allowed to participate at the highest level. The recent surprising demise of INTEREX contributed to my decision to run for the CAMUS Board (not that there was a huge field of candidates clamoring to volunteer). I don't want the end of CAMUS to be a big surprise and I want to help forestall that inevitability for as long as possible.

(See *Trusted Advisor*, page 5)

The Hidden Cost of System Outage

by Chuck Combs

Most companies spend money to insure themselves against fire, theft and injury. It's difficult, however, to pry money loose for business continuity and computer disaster recovery. Maybe this is because of how we service providers have defined 'computer disaster' as simply a list of possibilities: earthquakes, terrorist attacks, tornados, floods or black-outs. We don't write you a check when something bad happens like the insurance companies do.

Maybe it's easier to form a mental picture of a fire in your office than a disc failure and bad backup tapes. Perhaps we should redefine and narrow down what we mean by a computer disaster in terms of its business impact. A business disaster is not just about disc crashes and recoveries; it could also occur when your phone lines are down, or when there's a power outage during a storm, or when spam brings down your PC. Real disasters begin for us whenever outages impact your MANMAN operations. An information systems disaster happens any time your business is unable to access and utilize the data and systems it needs to operate. It is a minor subset of the generic term 'disaster' which implies widespread damage involving loss of life. It may impact other businesses in your area, but for our purposes, it is critical to your company.

Given the impact of a system interruption, it's important for companies to carefully define and implement plans that minimize risk. Unfortunately, many IT people find themselves challenged when asked to justify a disaster recovery budget. The truth is that only the CFO worries very much about this topic, but you can bet that the CEO and President will be extremely upset if MANMAN is ever unavailable for more than three days. What would happen if you couldn't run MANMAN and your other hp3000 applications for a whole week?

To build a case for investing in disaster recovery, you first need to understand the true cost of downtime in terms of people and productivity, equipment and data. Extended loss of employee productivity can affect your business in many ways such as:

- Reduced cash flow due to late invoices
- Lost sales orders
- Double or triple production time
- Not meeting contractual agreements
- Negative impact on customer service
- Missed delivery dates
- Idle employees

Department heads could assist in identifying elements of the business that would be directly affected by an outage and assist in estimating that cost such as:

- Impact based on the number of hours of downtime (Cost at five minutes, five hours, five days, five weeks, etc.)
- Estimate on labor expenses to resolve the outage

Productivity Impact +
Revenue Impact =
Downtime Cost Estimate

There is more than one way to calculate the impact on system downtime, but one of the simpler approaches is: Productivity Impact + Revenue Impact = Downtime Cost Estimate.

Productivity impact can be calculated on the basis of the average employee salary or rate multiplied by the number of business hours the users would be impacted if denied access to systems and data multiplied by the percentage of their time spent working at their workstation. Revenue impact can be calculated on the basis of the average monthly gross revenue for the critical application multiplied by the number of business hours that the application loss is affecting order backlog, shipping, receiving, designing, manufacturing, invoicing, and applying cash. These are then added together to achieve the estimated cost of downtime.

When presenting a business case to management, be sure to let them know that it's almost impossible to estimate the true cost of a system outage. It's hard to gauge the business impact of missed opportunities, employee dissatisfaction, and customer satisfaction. *Simply recognize that downtime will cost your business more than a disaster recovery/business continuity plan.* Remember that a true disaster often happens after the interruption occurs, during and right after the recovery. (see Disaster, page 4)

The Basic Work Order – Splitting Work Orders

by Rob Gentry, President, tSGi

This is the last article in my continuing series focusing on Work Order Basics. I will be addressing the process of splitting a Work Order with command MGTR330. As usual, you can reference this information in the Planning and Shop Floor sections of Volume I in the HP and DEC versions of the user manuals.

Many situations arise on the shop floor as one balances the demand and the supply functions associated with manufacturing. A customer changes the quantity ordered on a sales order or a vendor fails to deliver raw material on time or in the correct quantity. Maybe someone in top management promises something in a shorter delivery time than normal, requiring Production Control to “rob Peter to pay Paul.” Perhaps you need to do some serious rework to a few of a Work Order’s assemblies and want to capture the details, variances and costs. These are but a few of the opportunities to split a Work Order that is already on the shop floor.

MANMAN provides a command that allows you to do just that. The MGTR330, Split a Work Order command allows you to separate one Work Order into two: the original and a completely new and independent Work Order. This command works well but most users should be cautioned to understand its processes thoroughly as it is not as intuitive as is usually the case with transaction commands.

Some basic assumptions must be identified first. This command will not work unless you are tracking Work Orders, COMIN variable 23 set to 1. It will not work with PROJECTS. All quantities completed to stock and those scrapped will stay with the original Work Order, no exceptions. The process assumes that the quantities have been moved through the operations in sequential order. Should a sequence have been skipped, a negative quantity will be generated to the operation in the new Work Order.

Now we begin. The original Work Order number is prompted for. If you are using TRACKER, associated Lot Number, expiration date and descriptions are also prompted.

The new Work Order number is next. If TRACKER is used, associated information is again prompted. The Work Order assembly part number is now requested. This defaults to the same assembly number that is on the original Work Order. The user also has the option to override this and enter a new part number.


The new Work Order quantity is next. This cannot exceed the “quantity remaining to be completed” on the original Work Order. The Work Order account number is now entered. It defaults to the same account as the original WO.

The user is next asked if they want the actual labor to be split. If so, the material and labor is proportionally distributed to the two Work Orders based on the quantity completed in each operation. This is recorded in the Transaction Logs with two entries per sequence. The first entry credits the original Work Order and debits the WIP-to-WIP account. The second entry credits the WIP-to-WIP account and debits the new Work Order. Material and overhead work in the same manner, thereby costing the new Work Order in accordance with the quantity completed of each operation.

After all operation sequences are processed, the user then has the option to CREATE the Work Order. A ‘yes’ response does just that. A ‘no’ response returns to the WORK ORDER prompt and all entered data is lost.

The new Work Order is now ready to be processed as any regularly created Work Order. It can be de-kitted, altered with MGTR350 or MGTR360 (especially if a new assembly part number was selected), or re-scheduled for a later date to correlate with late components.

The most important item to understand is that the program assumes all operations are completed in sequence. Out of sequence processing will generate negative values and create a real mess to correct. The cost accounting issues are also a challenge. Cost accounting Variance Analysis is difficult enough sometimes, with unusual Residuals and such. But when splitting a Work Order, it can get even more difficult. So try to make the original Work Order as clean as possible before performing the split. Expect variances anyway.

The intricacies of the accounting side of this transaction are defined in the user’s manual for the MGTR330 command. This document also defines exactly how the labor split calculation works and gives examples. It is recommended 



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you review these in order to get a full understanding of the process.

The intent of this article is to remind you of the power of this command and to warn you about how complicated it can be if not done correctly. Be very careful with powerful commands like TR330.

If you have any questions concerning this article, contact Rob Gentry at **800-798-9862**. ❖

Disaster

(continued from page 2)

The Support Group, inc. offers a range of disaster recovery services from a boilerplate planning process to onsite consulting services to off-site back-up systems. We can work with you to develop a disaster recovery plan to get you running again as quickly as possible. We can work with your third-party hardware provider to insure MANMAN will always be available. (If you still use Hewlett Packard, it's time to start thinking about alternatives—we partner with several of the good ones.) Call **800-798-9862** today to take advantage of a limited special pricing offer on services to protect your business from events that can impact your data and mission-critical operations. ❖

Data Scrubbing

(continued from page 1)

years older or maybe ten years older, but Chelly was memorable because he could, and did, fix anything that could break. Chelly, it was said, could fix anything from a broken heart to the break of day. From watches to washing machines, he fixed them all. Most frequently for me he fixed bikes, B-B guns and lawn mowers.

Chelly did not make house calls. Anything that you wanted fixed, you had to bring in to Chelly. I remember asking him how he got so smart and so able to fix anything. Chelly shared his secret with me: "Most things thet (*sic*) people bring me ain't really broke, they are just full of years of crud and need a good cleaning, so thet's what I do."

I have to admit that until I ran into Terry Floyd and the Support Group, I thought that Chelly's secret remedy only worked on things mechanical. Since coming here, I've been introduced to a technique

similar to Chelly's that is done on software, especially data. It's called "Data Scrubbing." It amounts to looking into your data repository, (IMAGE Databases) and eliminating all of the redundant, incorrect and unused data. The result is a smaller database that is more responsive.

As an example, I looked in the ACT database, which we use for Customer Relationship Management, and I counted 474 entries associated with a client's "Title." I don't know, but I bet we could get by just fine with about 50 titles from which to choose. The first one that I would eliminate is "?", then there is cfo and CFO and C.F.O. and Chief Financial Officer which we could reduce to one. The results would be that ACT would run faster and require less memory, and searches would yield better results. Then when we convert from ACT to IFS (Sue keeps saying, "As soon as I find time...") it will be much simpler.

All of the extraneous data that we are lugging around makes our data dirty, and the more extraneous stuff there is, the dirtier the data. The longer you have been using your system, the dirtier your data can be expected to be. Some of our customers' MANMAN systems have been operating for 20 years, and in that period of time may have developed a lot of dirt. Your data is probably in need of a good scrubbing.

In addition to improving the operation of your MANMAN software now, data scrubbing will save you time and money if and when you undertake migration to a replacement system. If you don't scrub your data when you migrate, you will burden the new system with a lot of useless data and cause delays during the data migration. You know the old saying, "Garbage in, Garbage out." The result of a good "Data Scrubbing" is a leaner database and more efficient operation with MANMAN (or any software). We have software tools that look for typical data elements and whole records that probably do not need to be there, and then request that you make judgment calls as to the worth of old and redundant data entries. It would be worth your time to look into this.

The process is not as costly as you might think. If it is time for a MANMAN tune-up at your company, give us a call at **800-798-9862**. We will take you through the process of determining what it will cost and what type of improvement you can expect. Unlike Chelly, we make house calls! ❖

Trusted Advisor

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Don't think it can't happen to CAMUS, just like INTEREX. From all outward signs, INTEREX seemed healthy. The rumored reason that INTEREX declared bankruptcy was the need to place deposits with hotels, convention centers, caterers, etc. for the annual HP World Conference. HP (like SSA) had thrown its support behind a "company-sponsored" event in New Orleans in September (one month after the INTEREX HP World

Conference that had been planned years in advance). Many third-party vendors and HP customers decided to go to New Orleans rather than support INTEREX and HP World. Result: End of INTEREX.

Since both HP and SSA have attempted to kill their independent users groups (and one succeeded rather quickly), the lessons of INTEREX are particularly relevant to CAMUS now. CAMUS quickly stepped up and changed their policies to be able to host the defunct INTEREX MANMAN-L listserver. If you are a MANMAN user and are not on the CAMUS MANMAN listserver, you are really missing out on a valuable service provided free-of-charge to all interested parties worldwide. INTEREX provided it free of charge also, and look what happened to them.

CAMUS costs \$450 per year for Regular corporate members and \$550 for Associates. That seems like a small amount to pay for staying in constant contact with 500 other people interested in the success of MANMAN and MK. Even if half of them are vendors (which I am not confirming—I have never seen the list of listserve members for either INTEREX or CAMUS), there are also hundreds of experienced practitioners ready to help each other. That's the spirit of CAMUS as well as its motto. Paying these annual dues keeps an organization dedicated to independent support alive for one more year, a cause more urgent than you might realize. If you are going to stay on MANMAN or MK for more than a year, you need to take the time to send a check to CAMUS soon.

The best way to support CAMUS and all MANMAN users is to register for the Annual Conference, which will be held in Chicago on October 24 and 25 at the

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O'Hare Hyatt. I've talked to several customers who have thought about going to the SSA Global Client Forum in Orlando in September instead. There won't be much mention of MANMAN or MK at that conference. Whether you and your upper management want to discuss migration from MANMAN or how to keep MANMAN running for another three to five years, there will be no better "forum" for that discussion than the CAMUS Conference in Chicago the end of October. Early-bird registration for 2 days at CAMUS will be \$250—a bargain that is insignificant compared to your valuable

time. But, the contacts you make at this conference and the unfiltered facts (or at least alternatives you hear about) will save your company money in the next few years.

Let's face it: the MANMAN user base is slowly dwindling and will likely be too small to support a healthy organization like CAMUS within the next five years. It's not necessarily your very last chance to

attend a nationwide MANMAN and MK user conference, but it might be. Come on, let's all get together at least one more time and talk about what's best for our companies in an open meeting. Even those of you who are already in the process of leaving MANMAN should attend.

About 6 months ago I wrote my Trusted Advisor column entitled "Same As IT Ever Was" (volume 11, Issue 2). I'll end with a quote from that article: "Like the timid but defiant independence of a baby learning to walk (taking its first frightened steps then stabilizing, stumbling and getting back up), the hp3000 community has established its own independence in the last year. Perhaps it's more like a teenager leaving home a bit before maturity as "Mama hp" watches and hopes her child will not stray too far. Either way, we are out of the nest and flying on our own now. Whether we as a MANMAN community are even stronger by the end of 2006 when hp completely weans us for good remains to be seen, but the way things have been going, I won't be surprised if we are."

If you, the users of MANMAN, don't support CAMUS now, then this will be another dream we let slip away. Call me if you need help with cost justification or help convincing your management 🖱

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that investing your time in attending the 2005 CAMUS Conference in October has value.

—Terry H. Floyd, Chairman and President,
Blanket Enterprises

Emotions at Work

(continued from page 1)

power struggles, health variables, politics and the daily grind take up mental space as well as emotional space.”

The author then focuses on “emotional terrorists” who use fear to destabilize the workplace, disrupting the activities of co-workers. Because DRJ is evangelizing Business Continuity Planning for Disaster Recovery, using a phrase like ‘emotional continuity planning’ relays a lot of information in a short phrase. It means policies, procedures, practice drills, multiple resources, and management tools as well as upper management backing.

The final point of the article is this: it has not occurred to many technical managers that since emotions are always going to come into play and distressed people are going to require management on a regular on-going basis, it is their job to acquire the skills necessary to deal with this problem. I think any real-world manager, especially an IT or Engineering manager in a manufacturing environment, knows quite a bit about these issues.

The potential causes of a crisis that can debilitate your company are myriad. Most of the mid-sized companies I’ve worked with do not have a Business Continuity plan. Most of you are probably struggling (or at least losing a few winks of sleep) trying to assure that you can recover your MANMAN systems in case of a disc failure. As the article I’ve cited shows, there’s a whole lot more to Disaster Recovery and Business Continuity than Backups and Restores and RAID arrays. That’s the obvious, inexpensive, and easy part. I highly recommend the Disaster Recovery Journal as a way to stay in touch with the business and human aspects of your responsibilities to your country, your community, your company, and your family. If, like me, you will really take 5 or 10 hours reading this one magazine, you’ll find that in a few years, you have a better understanding of the world we live in and the bad things that happen to good people whether or not they are prepared. ♦

A Novel, Bulletproof, and Idiotic Way to Resolve FORTRAN File AOP Problems

by John Malcosky, Oak Systems, Inc.

John Malcosky is an independent consultant who can figure out just about anything in MPE Applications software (and he knows VB, .NET, Oracle and lots of other use - less trivia). Contact him at jmalcosky@supgrp.com if you ever have trouble figuring out how to solve some tricky problem. This article presents a typical “Malcoskyism.” Catching the brute force irony (elegance, it’s not) of his FORTRAN code below requires only an understanding of the audacity of the first statement at label 100.—Terry

Ever had problems coming up with the correct FORTRAN AOP that would allow you to do what you want with a file when you’re accessing it in traffic? I was recently faced with a situation where a file I needed to update was regularly being held by a process whose FOPEN access option I had no way of knowing, except for the “EXCLUSIVE ACCESS” error message I got every time I tried to open it when the other process was running. OK, you sit down and start making little marks on paper simulating 16 bits whilst looking back and forth at the FOPEN pages in the MPE Intrinsics Manual. Access type? Multirecord? Dynamic Locking? Then you add up the binary positions you’ve picked and give it a try. Sometimes the magic works, sometimes it doesn’t. Anyway, I eventually settled on the following, which works, if anything will.

```
100 DO AOP=1,32767
    FNUM=FOPEN(FILE_NAME,FOPT,AOPT)
    IF(ESONUM .LE. 0)GOTO 100
    PRINT *,AOP," GOT AN OPEN"
!
    L=MREAD(FNUM,REC,WORDS)
    IF(L.EQ.0) GOTO 100
    PRINT *,AOP," GOT A READ"
!
    CALL MUPDATE(FNUM,REC,WORDS)
    IF(GOOD.EQ.0)THEN
        PRINT *,AOP," GOT AN UPDATE"
        GOTO 999
    ENDIF
ENDDO
!
PRINT *, "Oops, Nothing Works"
!
999 STOP
END
```

Once again, I’m not particularly proud of this one, but it works.

asp4edi's EDiX™ and Pervasive Business Integrator for MANMAN

Michael Bui of Meade Instruments Corporation in Irvine, CA is the first MANMAN IT manager to be responsible for overseeing the implementation and use of our new Pervasive Business Integrator™-enabled EDiX™ application. asp4edi, inc. has combined aspects of EDiX™, which we've been installing and supporting exclusively at MANMAN sites for almost 15 years, with the modern Business Process Modeling development environment, XML, and SOA technologies inherent to Business Integrator™. Mr. Bui selected this new technology because "we want to begin to phase in modern tools for this EDI project that will work with MANMAN now but allow us to move to a new system and keep at least 60% of our investment in business-to-business integration."

Mike Anderson, IT Manger for Therma-Wave in Fremont, CA chose EDiX™ several years before asp4edi offered the new Pervasive Software capabilities. When it came time to add new capabilities to his EDiX™ interface between MANMAN and his CRM applications, we used XML rather than flat files so his staff could start using new technology on a stable in-house process. According to Mike, "EDiX™ runs like we expect it to day in and day out."

John Munns, IT Manager for Span America says, "Terry's group responds to our customers' quirky specifications for our OMAR transaction EDI interfaces. Every customer seems to require something that is special or a little different from the next customer but this has never been a problem for the EDiX™ guys. Their EDI experience and MANMAN knowledge lets them handle any situation. "

Kerry Gilligan, EDI Analyst for G&W Labs: "EDiX™ is flexible enough to handle differences between our trading partners. Our customers expect many data points not found in the standard OMAR, but asp4edi finds a way to do it for us, without modifying OMAR databases. Terry's team was able to help us interface EDI purchase orders, invoices, and advanced shipping notices when OMAR could not handle it alone. His support team is top notch!"

Ken Anderson at Lowrance Electronics in Tulsa, Oklahoma manages an IT team supporting a very modified version of MANMAN/hp. Lowrance has been modifying MANMAN since 1981 and has taken it far beyond the standard version available out of the box. Says Ken about how he decided to completely out-source all EDI development and processing, "Our EDI was an even bigger challenge than most and we thought asp4edi's experience with MANMAN mods was a distinct advantage."

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