



**Abe Eshkenazi, CPA**  
Chief Executive Officer

**APICS – the Association for Operations Management**  
Chicago, Illinois

In 2007, APICS made the decision to relocate operations from Alexandria, Virginia, to Chicago, Illinois. First and foremost, this move had to be achieved at no expense to our customers, the Association members – no service breakdowns, business as usual.

Fred Demers joined our HR Team in August of that year, primarily responsible for detailed transition plan development and management. He was extremely effective in assessing and addressing the needs of employees, while meeting financial and corporate objectives. Fred took the time to understand and clarify for all sides the issues so that compromises could be reached and milestones could be met.

Relocation was announced to our staff and to our membership nine months in advance of the move date, which meant that programs had to be initiated to retain our people, reward contributions and support those who chose to move to Chicago. I'm happy to report that the transition plan was developed and effectively executed in less than six months.

Fred was instrumental in several key areas...

- ◆ Severance policy design
- ◆ Retention program design
- ◆ Management of our Career Center and go-between with our third-party outplacement partner
- ◆ Management of our Relocation process, including securing our third-party relocation partner
- ◆ Facilitation of our Employee Survey and Action process
- ◆ Acting HR Director as needed
- ◆ Member of our APICS Transition Team

Once we transitioned to Chicago, Fred continued to contribute in several ways as we developed our new organization – Intern Program design, 360 Degree Feedback Program design, job description development, and Recognition Program development.

In summary, although Fred was a consultant, he quickly became a trusted advisor for senior management and exceeded all our expectations. He readily accepted new assignments and challenges and worked extremely well with the team. Fred is an exceptional executive-level talent who has demonstrated his skills and competencies on many levels.

Sincerely,

Abe Eshkenazi, Chief Executive Officer  
APICS – The Association for Operations Management