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# THE ISM ADVANTAGE

*Opportunities for Leadership*

April 2002

## Continuous Improvement, Continuous Rewards

Kaizen works in business and professional development as well. Volunteering provides just the opportunity to broaden and hone skills, page 6

## Now, includes ...

**Spotlight on ISM  
Groups and Forums, page 9**

**Spotlight**  
On ISM Groups and Forums

**Supplement to  
*Inside Supply Management*<sup>™</sup>**



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National Association of  
Purchasing Management





# BIG NEWS!

Please join ISM in congratulating the winners of our 2001 Member-Get-A-Member Campaign:



## AFFILIATE DRAWING

(to qualify, affiliates had to increase their membership by 15% or more)

affiliates that achieved the 15% growth goal:

NAPM—Alaska, Inc.  
NAPM—Augusta Area, Inc.  
NAPM—Bay Area, Inc.  
NAPM—Central Jersey, Inc.  
NAPM—Central Texas, Inc.  
NAPM—Delmarva, Inc.  
NAPM—Eastern Iowa, Inc.  
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NAPM—Sabine Neeches, Inc.  
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NAPM—Tenneva, Inc.  
NAPM—Toledo, Inc.  
NAPM—Utah, Inc.  
NAPM—Vermont, Inc.  
NAPM—West Georgia, Inc.  
NAPM—Wichita, Inc.



## INDIVIDUAL CHAMPION

(highest number of new recruits)

**Mark Kantor (Alpharetta, GA) — 83**

For his incredible efforts, Mark will receive a free trip to this year's ISM Annual International Supply Management Conference and Educational Exhibit in San Francisco.

## RUNNER-UP

**Sherry Rae Burke, C.P.M. — 76**



## AFFILIATE CHAMPION

(highest overall membership net increase)

**NAPM—Vermont, Inc. — 79%**

By nearly doubling its membership, NAPM—Vermont will receive a free ISM educational seminar of its choice.

## DRAWING WINNERS

NAPM—Southern Arizona, Inc. and NAPM—Utah, Inc.

*Congratulations to our 2001 Member-Get-A-Member champions, and a huge thank-you to everyone who participated in the campaign!*



**SIGN-UP SAFARI** — This year's Member-Get-A-Member Campaign is underway, with all-new individual rewards including ISM lapel pins and coffee mugs. To request additional recruitment materials, contact ISM at 800/888-6276 or 480/752-6276, extension 3111, or submit your request via e-mail to [rpalmer@ism.ws](mailto:rpalmer@ism.ws).



# THE ISM ADVANTAGE

*Opportunities for Leadership*

April 2002

Supplement to

## INSIDE SUPPLY MANAGEMENT™

Resources to Create Your Future

Published by the Institute for Supply Management, Inc.™

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Volunteering can help hone the supply management skills that you're looking to develop. Read about fellow practitioners who have built communication, leadership, relationship management, and project management skills (and more!) — all through volunteering. . . . . 2

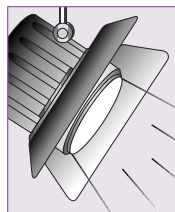
*By Lynn Mizel*



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## Sign Me Up!

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### *Preparing Purchasing and Supply Professionals for the Future*

The Institute for Supply Management™, established in 1915, is the world's leading educator of supply management professionals and is a valuable resource for decision makers in major markets, companies, and government. In May 2001 the membership of NAPM voted to change the association's name from the National Association of Purchasing Management to the Institute for Supply Management™ to reflect the increasing strategic and global significance of supply management. For further information, see the ISM Web site at [www.ism.ws](http://www.ism.ws).



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# YOU WANT 'EM? WE GOT 'EM!

## Get Your Red-Hot Supply Management Skills Right Here — As an ISM Volunteer!

Are you looking for ways to beef up your supply management skills? Do you see these skills as useful to other functions beyond supply management that encompass universal business issues?

If so, look no further than getting involved as a volunteer with the Institute for Supply Management™ and your local affiliate, or sector-specific Group or Forum.

Increasingly, supply managers are playing a larger role in their organizations, interacting with various departments or teams. These situations highlight the various skill sets of supply managers. No longer does an entry-level purchaser or buyer need to be pigeonholed or directed along one, and only one, career path. For example, a supply manager may cultivate relationship management skills and sales and marketing knowledge such that he or she might make a good fit for a sales position within the organization. This sales position might lead to a marketing management position, and so on. "Jobs, Skills, and Career Paths," an article that appeared in the November 2001 issue of *NAPM InfoEdge* (now known as *ISM InfoEdge*), states, "The trend among many organizations is to seek out well-rounded business people to fill upper management positions — people who have a variety of perspectives supported by a vast knowledge base."

What are some of these valuable supply management skills that make a sound basis for any career path? Several can be identified. All of these skills allow supply managers to improve their capabilities in key areas of leadership, and position them for greater and greater career growth:

- Communication
- Team leadership and team building
- Project management
- Relationship management
- Sales and marketing knowledge
- Personal organization and time management

*The ISM Advantage* went to several members to find out why volunteering can be so valuable for professional and career development. The range of responses varied, but the point is clear — volunteering on behalf of ISM provides terrific opportunities.

## Juggling Priorities: Personal Organization and Time Management



**By Ken E. Guiles, C.P.M., A.P.P.**  
*Worldwide Indirect Materials and Services,  
Eastman Chemical Company  
Kingsport, Tennessee*

The demands on people's time today are greater than ever. Juggling priorities among work, family, personal, and professional activities presents challenges that sometimes appear to be of insurmountable proportions. Many of us have heard the expression, "If you need a volunteer, ask the busiest person you know." Although that may seem like a strange suggestion, I believe you will find that the "busy" people are more often the ones who will say yes. Why? One reason is that, because of their active schedules and many commitments, they have highly developed personal organization and time management skills. Fortunately for us all, these are skills that can be learned, developed, and honed.

It is said that the simple act of making a "to do" list will increase your personal productivity by 25 percent. Volumes are available on this subject as well as related areas, but the reality is the more you are involved, the better you become at planning, scheduling, prioritizing, and executing. As an ISM volunteer, you share with your volunteer peers not only a commitment to personal and professional development but also an environment of team support and individual encouragement. The personal satisfaction of accomplishment is always exciting.

I became an active ISM volunteer over two decades ago at a time in my life when my plate was already overflowing. My small affiliate provided me the opportunity to become progressively involved during a time of great change in the affiliate's history. Excited about the profession and the organization, I soon found myself involved in district and national volunteer leadership capacities. These many challenges afforded me exposure to individuals, resources, and circumstances that have had a profound effect on my personal and professional development, particularly in the area of personal productivity.

Today's ISM volunteer leadership has at their disposal [from ISM] a broad range of skills development tools and programs [workshops] as well as unprecedented ISM staff support. The rewards

and return for your time invested in any ISM volunteer leadership activity are truly limited only by your desire to learn and grow. The skills you gain will continue to build and will serve you many times over in your personal and professional lives.

## Effective Communication is a Must



**By Paul A. Klingler**  
*Senior Procurement Analyst,  
Babcock & Wilcox  
Barberton, Ohio*

Communication heads the list of necessary skills for success. In the supply management arena, throughout our business and personal endeavors, and as an effective volunteer/leader in our local ISM affiliate, effective communication is a must!

As supply management professionals, we don't always understand each other in our working and volunteering environments because:

- We do not communicate (or we fail in communicating) our requirements in an effective manner, or
- We do not really understand (or we fail in understanding) what someone else is trying to convey to us.

Some of today's common tools to communicate are e-mail (most everybody's favorite), memos, telephone (included here is the convenience of cell phones), voice mail (we all receive and leave messages), fax, IM (instant messaging), verbally (face-to-face), and sticky notes (left on someone's desk). I'm sure you can add a few others. How about our ears, eyes, and body language? We use these as forms of communication, too.

As an analyst, I believe one way to develop these skills is through feedback, e.g., Are people replying to your requests correctly? Are you asking or following up with them to see if they understand? You can often tell by their responses if you were clear in the first place.

As former editor of our affiliate newsletter, it became evident and imperative (early on) to communicate clearly and effectively to our membership. Not everything is of interest to everyone; therefore, it was important to convey a variety of topics and interests to a vast majority of readers.

As Web site administrator for our ISM affiliate in Akron, I make sure our Web site contains content of interest to a vast majority. Additionally, information must be fresh, timely, and informative. This too is a form of communication!

My position and work environment have provided me with the opportunity to interface with a variety of users in purchasing and transportation, project management, accounting, and IT. As the liaison between these users and IT, I have learned, and continue to learn, the importance of good communication.

Remember: poor communication can damage current relationships — and prevent new ones.

## Project Management: Learning through the Unforeseen



**By Douglas R. Henninger, C.P.M.**  
*Purchasing Agent III, Denver Water  
Department  
Denver, Colorado*

For more than a decade, I have been volunteering for the Denver affiliate, mainly in the professional development area. Most of my efforts consist of some sort of project management in the planning and implementation of seminars.

Working behind the scenes to put on a successful professional development event requires advanced planning and the coordinated efforts of several people throughout the entire project.

It begins with choosing a topic and contracting with a facilitator. Arrangements are secured for a facility. The event is publicized and a registration process is established. Study materials are produced and food is ordered. A site coordinator is responsible during the seminar itself and handles the evaluations and payments. Many other details also need attention. With much assistance, I have been able to manage several dozen educational events (or projects) to successful completion for my affiliate.

I believe the greatest learning comes when things go wrong, or unforeseen circumstances arise. How we overcome the setbacks and glitches that plague any project is a measure of our professionalism. Believe me, there have been numerous challenges in my volunteer activities that have tested and ultimately enhanced my professional abilities. Through experience, I have learned that a professional is someone who, despite difficulties, makes everything run smoothly and, without complaint, makes his or her job seem simple.

## Relationship Management Leads to a Job Opportunity



**By Karen D. Troncalli**  
*Commodity Buyer, Drummond  
Company, Inc.  
Birmingham, Alabama*

I had been a member of ISM for a couple of years when I received a phone call from our affiliate president. He told me the vice president had accepted a job in another state and had resigned from the board of directors. He offered the position

to me and at the insistence of my mentor, also an ISM member, I accepted with much apprehension.

In a few short months, it was time for me, as the new vice president, to recruit board members for the following year. I called Chad Jones, director of purchasing for the Drummond Company, to request that he continue serving as trustee. During the course of the conversation, he mentioned that there might be a commodity buyer position coming up in his department.

Later that spring, he asked me to come in for an interview. Although approval for a new hire was not granted at that time, I continued to correspond with Mr. Jones even after he retired due to a serious health problem. ➤

### *"Communication is a key word in our lives today.*

*Serving on the board of the Central Florida affiliate has given me the opportunity to communicate on two levels: to other board members and to the ISM affiliate membership. Our success is based on how we deliver our vision to make changes for the future. If we have the ability to communicate in a positive manner, the benefits will be much greater.*

*"I've also discovered that my public speaking skills have improved, thanks to my affiliate volunteer involvement. One of the greatest fears for many of us is to speak in front of an audience. Facilitating our monthly meetings allows me to try different ways of communicating with our members. And, being forced into the spotlight has given me the drive to become a better speaker and communicator."*



**C.J. Fouts**  
*Purchasing/Facilities Implementation  
Manager  
Starwood Vacation Ownership  
Kissimmee, Florida*

After his departure, I contacted his assistant to gather some information for our affiliate member database and she immediately asked if I was still interested in the commodity buyer position. I said yes. She arranged an interview with Mr. Jones' successor and the other departmental staff members, and I was subsequently offered the position.

I was very grateful that I had the opportunity to announce my acceptance of the position and express my gratitude to Mr. Jones just days prior to his death in July 2000.

## Project Management Promotes Professional Growth



**By Kurt C. Keller**  
*Bradford, Pennsylvania*

When I was asked to serve as the program chair for the Twin Tiers affiliate eight years ago, my management skills were put to the test. I was charged with organizing six meetings with pre-dinner and after-dinner speakers, and two plant tours. The two months I was given to schedule an entire season of programs and print

the program announcements was a little short, but not impossible. By taking the project and breaking it down into three-week goals, I was able to get the speakers I wanted and topics that would satisfy affiliate members.

When you take on projects in a volunteer capacity, you may not have the same fears of failure or incompetence that may exist in a professional setting. You can be more open with others in gaining their support and advice.

The recognition for your efforts may only be on a piece of paper, but satisfaction comes from your colleagues, and their attendance and participation in affiliate functions that you helped create. Employers should recognize that active involvement in ISM helps to develop and enhance management skills so necessary for their employees.

## Sales and Marketing Go a Long Way



**By Mark E. Miller, C.P.M.**  
*Procurement Manager, Wicomico County Board of Education  
Salisbury, Maryland*

As supply management professionals, I think it's time that we migrate to a less comfortable position and obtain different types of training. We need to determine what adds the most value, and attempt to shed all low-value functions. I suggest

that we need to become a "marketer" of ideas, products, and services. We need to "sell" the departmental buyer on the importance of the function they are performing. We need to let them know how they are adding value. Where are you to get this type of training?

ISM has taught me the basic concepts of running a small business. I learned that the customers, not the provider, define value. I also learned that in order to market well, we must first know our customers' needs. Therefore, ask questions and listen carefully to the answers. I learned that volunteers and departmental buyers both want to know how they will benefit from the item (or process) being sold. If you don't satisfy the customers' needs (tasks, products, services), they won't "buy."

I often hear, "But my boss won't support my ISM volunteering." I suggest that you start a marketing campaign. First, recognize that the trip that takes the longest is the one that is not started. Then, sell management on the benefits of volunteering. As an ISM volunteer, you'll receive training in team building, marketing, strategic planning, volunteer management, and communication. Next, remind management that you will get to practice and hone skills at ISM's expense. You will get to practice consensus building. You will gain access to quality seminars that

your management might not be able to support or afford. And, of course, you get to adapt this training to your current employment. I find that most of the training I receive as an ISM volunteer is adaptable to my work, and has allowed me to advance my professional career. Of course, you will also get to meet other supply management professionals. Your company will benefit by your ability to network, and you might just have fun while you learn!

## Project Management: Dissect That Program, Please!



**By Denise C. Paczkowski, C.P.M.**  
*Contract Administrator, Crown International  
Elkhart, Indiana*

With the many varied tasks required to keep a local affiliate running, project management is crucial. My position as business manager for the Purchasing Management Association of South Bend, Inc. branches over secretarial, treasurer, and membership functions. A clear goal

and expectations for completion help to keep you organized and on the right path.

As many of us have professional and personal responsibilities that pull us in different directions, the volunteer function has a tendency to take a back seat. Project management allows us to "dissect" a program into pieces that can be delegated, but keeps the focus on a single person to monitor progress and completion. Keeping abreast of the pieces in a project and making certain that everything falls into place is a skill that I have been able to apply to my purchasing position as contract administrator for Crown International. The skills I have learned from my volunteer function have given me an edge over some of my peers and have added value for me in my job.

## Relationship Management and the "Business of People"



**By Karen L. Bishop, C.P.M.**  
*Director of Materials Management,  
Frankford Candy Company  
Philadelphia, Pennsylvania*

Since 1978, I have been a supply management professional, a member of the Purchasing Management Association of Philadelphia, Inc. since 1981, and a C.P.M. since 1983. That makes a total of 19 years with the Institute for Supply Management™.

I've learned a lot in my volunteer positions — how to be a leader, how to get things done in an efficient, organized manner, how to be detail oriented. The best trait of all was how to get along with different types of people.

Positive relationships have benefited me in every aspect of my life. My positions at work have been in management for the last 13 years, allowing me to advance quickly in the two companies I have worked for. Becoming partners with suppliers has been extremely successful. Successful partnerships keep us competitive.

On the local ISM level, I have been involved in many committees and won the coveted President's Award. I am currently president of the Philadelphia affiliate with over 900 members. Our attendance at dinner meetings is higher than ever and participation by volunteers is at an all-time high. Why? Our affiliate encourages involvement, shows people they matter, and helps members to network and get involved with short tasks.



## Leadership Leads to Team Building



**By Katherine S. Uchman**  
*Buyer, Campbell Soup Supply Company  
Sacramento, California*

Membership in ISM has provided me with many opportunities to enhance my career. I joined in November 1998, seeking the ever-popular networking opportunities. Several months later, I volunteered to work with our affiliate board of directors. I had ideas that I wanted to share with the

leaders. I felt the affiliate needed more training opportunities that were of value to its members, and felt the best way to share my thoughts with affiliate leadership was to join them.

Several volunteer opportunities have provided me with training that has helped me become a more accomplished and confident leader. I've been able to build an effective leadership team: a team that can provide valuable events and educational opportunities for our membership. I have also put these skills to use in the workplace by serving as a viable team member, gaining confidence in my decisionmaking, and interacting with team members and management.

Becoming an ISM volunteer is not just "giving your time" to help other members receive benefits. It can be a building block for your career. Volunteering is not just doing for others — it is "doing for yourself."

## Project Management Gets Everyone on Track



**By Ben R. Milam, C.P.M.**  
*Contracting Officer, State of Alaska Division  
of General Services  
Anchorage, Alaska*

When I first joined ISM in 1989, I thought "project management" related strictly to the management of a large construction contract. Over the years, I have come to realize it is much more than that. In fact, the "project" can be anything you want

it to be. In my profession, I am in the leasing business. That is what I do every day. When given the task of leasing a large

office complex with the associated problems of code compliance, zoning problems, compliance with the Americans with Disabilities Act, and other issues, it didn't take me long to realize I could not handle the project unless I broke it down into many small tasks and tackled each one independently.

When I accepted the position as professional development chair for our local ISM affiliate, it quickly became apparent that this volunteer job was a project as well. Daunted with the task of selecting nine dinner speakers and two seminar speakers per year, and ensuring they were on time with the proper materials, was more than any one person could handle. However, delegating duties to various affiliate volunteer team members and making them responsible has been a godsend. Many of these team members are new to the profession, but they are eager to learn.

As the team leader, I still look over shoulders; I still map out a plan, and still look for critical issues that need tweaking to stay on time. I get valuable leadership skills and team-building skills to use in my profession — our team members gain valuable experience and continued growth in their profession — and the affiliate gets quality speakers. It's a win-win for everyone.

## It's a Win-Win Situation

Aldous Huxley, the noted British author, once said, "There is only one corner of the universe you can be certain of improving, and that is your own self." Clearly, our ISM colleagues have put this philosophy into practice.

There's no question about it. Volunteering your time on behalf of ISM and fine-tuning valuable skills and talents add up to a win-win situation. Affiliates can offer a relevant array of programs, events, and services thanks to your volunteer efforts, and you get to focus on the skills necessary for professional and personal advancement. So, you want those skills? We got 'em here at ISM. ■

*By Lynn Mizel, ISM Affiliate Support.*

### *Here's how one member capitalized on his ISM volunteer experiences and landed a job promotion:*

*"I have been with Portland Valve Inc. for 16 years. I was originally hired as a receiver, serving in raw material control (cut off) and quality control as an inspector before being moved to purchasing at entry level seven years ago. Early on, I got hold of a book on purchasing management and decided to contact my local Maine affiliate. At about the time I became a member of ISM, the affiliate was looking for people to serve on their board of directors. I hit the ground running, served on the board for two years, and then accepted a position as vice president. Along the way, I obtained my C.P.M.*

*"NAPM—Maine, Inc. is small but diverse. To be a good leader, you must first be a good servant. By serving the membership, you get to know its needs, and therefore recognize what skills need to be sharpened. As affiliates struggle to get the right people to do the right stuff, we get to sharpen several skills through our volunteer activities, such as motivation, negotiation, persuasion, and effective communication.*

*"There's definitely career advancement out there if you develop the right skills. I'm the perfect example. My materials management supervisor noticed my involvement with ISM, my motivation to take classes through the local affiliate, and my pursuit of the C.P.M. I was promoted to purchasing manager because other candidates didn't take the same initiative as I did to succeed. **Volunteering for ISM adds to your bag of skills. You bring this bag to your job, and the bag keeps getting more full.**"*



**William T. Taylor, C.P.M.**  
*Purchasing Manager  
Portland Valve, Inc.  
South Portland, Maine*

# Seek Kaizen through ISM Volunteering

*The business concept of continuous improvement is just as advantageous when applied to personal development.*

In 1985, Masaaki Imai, with his book, *Kaizen, The Key to Japan's Competitive Success*, was the first person to introduce the concept of *kaizen* outside Japan. Since then, *kaizen* has become an extremely well-known and widely used philosophy in the corporate arena. Although widely applied in organizations throughout the world, we can also apply the concepts of *kaizen* in our professional and personal lives. Indeed, the concept of continuous improvement is the essence of personal and professional development.

What is *kaizen*? **Kaizen is a Japanese word** meaning gradual, orderly, continuous improvement. The *kaizen* business strategy involves everyone in an organization working together to make improvements.

**Kaizen is a culture** of sustained continuous improvement focusing on eliminating waste in all systems and processes of an organization, starting with the workplace.

**Kaizen is a strategy** that begins and ends with people. With *kaizen*, an involved leadership guides people to continuously improve their ability to meet expectations of high quality, low cost, and on-time delivery.

**Kaizen fits in perfectly** with getting involved in ISM volunteer tasks and activities as a way of achieving professional continuous improvement.

Have you thought about how *you* might achieve or apply *kaizen* on a professional or personal level, through either your ISM membership or ISM volunteer activities? Many of our ISM colleagues have. Here are their stories, as they share their "first-person perspectives" with *The ISM Advantage*.

## Kaizen through Team Participation



**Michael K. Broderick, C.P.M.**  
Corporate Purchasing  
and Supply Manager,  
American Skiing  
Company  
Bethel, Maine

Masaaki Imai's 1986 view of *kaizen* as an organizational discipline was deeply rooted in a Japanese culture that put group above individual. The blend of social traditions and quality improvement

tools from Deming and Juran ignited a pursuit for industrial excellence based on individual and collective responsibility. We must all be committed to using our capabilities to learn, to practice, to improve, and to overcome controllable imperfections in our practice and processes.

Regardless of the moral imperatives or social responsibility that might drive us to do our best, to pursue constant improvement, and to set new standards for our efforts, there are structural requirements that allow the *kaizen* process to work.

One of the key elements in *kaizen* is the active participation of all process contributors. From line workers to executive management, all members have responsibility to effect improvement. Since the improvement process is systemic, there has to be communication to allow for the coherent activity in the group.

As a business manager and volunteer leader, I have many opportunities to identify my teams' strengths and "practice" problem solving and goal setting and achievement on a daily basis. Simple, repetitive tasks (e.g., replenishing supplies,

## Imai offers several basic tips necessary to begin the journey of *kaizen* implementation.

1. **Discard conventional fixed ideas.** The very idea of *kaizen* is unconventional. Conventional, fixed ideas would suggest that it is not necessary to continue learning throughout our lives. However, in our new economy, the stakes are higher than ever.
2. **Think of how to do it, not why it cannot be done.** Focus on the outcome. Then, think about the ways the outcome can be accomplished.
3. **Do not make excuses.** Rather, start by questioning current practices. Again, focus on the outcome and then take action.
4. **Do not seek perfection.** Take action right away, even if it meets only 50 percent of the target. If we all waited for perfection, we'd still be reading by candlelight and riding horses to work.
5. **Correct mistakes right away.** Things happen. Accept it, and adjust accordingly. Acknowledge that a mistake happened — especially when it affects other people — and then correct it.
6. **Wisdom comes when faced with hardship.** Challenges can be undesirable, but they can also be tremendous learning opportunities.
7. **Ask "Why?" five times.** The question "Why?" is extremely powerful. It can serve to strengthen our conviction about something, or help us to discover that it may not be as important as we thought it was.
8. **Seek the wisdom of 10 people** rather than the knowledge of one. Much has been written about the power of group thinking. Whether it involves the opinions of one or two people, holding a meeting with others, or more formal brainstorming sessions, there is power in numbers. If you want to find out how to be successful at something, ask someone who has already done it. Better yet, gather several people who have already done it!



reviewing contracts, collecting dues) are primarily tactical, and we develop systems that work and tend to move on. Why not seize these opportunities to develop our team skills at working together and discovering each other's capabilities in honing a working process to a fluid process? Then, when our team gets together to rewrite the strategic plan, we will have working knowledge of and reasonable expectations of each other's strengths and the constraints on their contributions.

While our day-to-day lives do not present frequent breakthrough opportunities ("eureka" moments are rare), they are rich with potential in developing relationships, identifying each other's strengths, and improving communications. I have sought help from our affiliate leadership group on ISM issues and discovered skills, experience, and expertise that made solutions obvious. These moments did not develop through polling the officers, but from frequent contact that allowed their capabilities to be manifested in a nonthreatening environment (practice).

The involvement of former group officers and regional and national office holders has served as a rich source of mentoring for me. While many have decided that their current lives do not allow them daily involvement in affiliate management, the process of attending regional workshops, participating, and presenting at conferences with these accomplished members has allowed me to understand their strengths, not just their technical expertise. Having some common experience, in pursuit of common goals (the advancement of the profession), creates a much stronger bond than just "networking." It provides a basis for confident communications, knowing that they are coaches and respect my objectives, improving my firm's performance, my affiliate's performance when I call upon them for help, or just for encouragement.

We can undertake a daily exercise program to maintain our strength, endurance, and power, that is a maintenance discipline. In the same amount of time, by understanding our current capacity and getting help in setting the right targets, we can increase our performance, *kaizen*.

If I consider myself and my time and effort to be valuable, I can reasonably expect that my co-workers and my affiliate members and leaders feel the same way about themselves. Don't we owe it to each other to work together, which really does make the results of our collective efforts greater than the sum of our individual contributions?

## Continuous Education through ISM



**Brian G. Long, Ph.D., C.P.M.**  
President, MMI Inc.  
Kalamazoo, Michigan

In the spring of 1976, while I was teaching at Western Michigan University, I was informed that I would have a new class to teach in the fall entitled, "Purchasing Management." I felt uncomfortable

stepping into a new subject area without a sufficient professional "hands-on" foundation. I could have done what other college teachers temporarily assigned to classes do by just reading a couple of purchasing books and reciting parts of them to the unsuspecting students. However, I wanted to do much more.

Part of the Japanese concept of *kaizen* involves fully embracing a concept from all angles. Wisdom can be gained by seeking the advice of several people or mentors. Hence, my solution was to join the local affiliate of the Institute for Supply Management, and try to "immerse" myself in the profession. Given that I had three months before the semester began, I proceeded to visit several of my local affiliate members to see

how the job was done in the real world. With the help of books and magazines, the interviews allowed me to develop a full picture of what purchasing was really all about.

The incoming ISM affiliate president was so impressed with my diligence that he decided to appoint me the professional development chair, even though I was very short on experience. Although I was reluctant to accept the assignment, I later noted that these activities resulted in more personal development. Becoming professional development chair for our district a year later took me to yet another level.

The *kaizen* concept builds on success and strives for ever-higher levels. Like most volunteers, my job was never on the line, but my professional pride certainly was. Therefore, in my second year as professional development chair, I decided to go "outside the box" with a couple of pre-dinner programs aimed at promoting the C.P.M. program. Based on this success, I then offered the very first C.P.M. review seminars in the country in the summer of 1977.

Overall, it was not books, tapes, or seminars that took me to the professional level that I sought. It was truly my involvement and volunteer activities within ISM.

## Think Creatively!



**Carol L. Marks, C.P.M., A.P.P.**  
Director of Purchasing and Quality Systems, Industrial Distribution Group – Southern Division  
Charlotte, North Carolina

The number one basic tip for *kaizen* activities is to discard conventional fixed ideas in order to achieve continuous and lasting improvement, which demands

that everyone involved in work processes think and act creatively. Creative thinking is an integral component of successful organizations facing complex changes in today's environment. Businesses today must forego many traditional practices to become process-driven, since the answers to today's business questions will often originate on the production floor rather than in the front office.

Volunteering in ISM and the Carolinas-Virginia affiliate encourages me to think creatively; creative thought is a discipline that requires dedicated practice. Volunteering also provides an excellent venue for professional development through leadership responsibilities, executive seminars, and peer interaction. My work, my volunteer groups, and my personal life all benefit as a result.

The ISM Carolinas-Virginia affiliate and Charlotte Chapter boards of directors bring together diverse groups of management professionals with different agendas and talents. Our challenge, developing a team focused on common, defined goals and open-minded enough to think and act creatively, requires everyone's full participation and commitment. Meeting that challenge and establishing the foundation for continuing the process will produce *kaizen*.

Creative thinking happens when we reevaluate traditional job descriptions and committee assignments. Quick-win teams and strategic teams work together to address immediate and long-term issues. Individuals challenge themselves to "see" opportunities to add value to the organization. Creative thinking is moving to a sales mentality as we market the organization more effectively, a traditionally weak area for purchasing professionals.

Today's ISM member requires that the organization's value merit our ever-constrained resource — time. Discarding stagnant ideas to make room for creative, value-driven processes produces *kaizen* and ensures our continued success. ➤

## Evolution, Not a Revolution



**Barbara Burningham, C.P.M.**  
*Global Procurement Contractor, American Express*  
Salt Lake City, Utah

Having served in a number of volunteer assignments at the local, district, and national levels has indeed provided me with rare opportunities. There is no question that these

experiences were sometimes challenging, but the rewards far outweighed any negatives.

Perhaps one of the greatest benefits of participating in volunteer assignments has been the ability to diminish my fear of public speaking. Most of us are terrified to speak before an audience of any size. Standing before and speaking to a group of 2,500-plus people can be very intimidating. While there is always some fear and apprehension (and there should be some), at least now, the knees do not knock quite so loudly!

As in true *kaizen* fashion, I explored the positives of how to accomplish something, rather than dwell on the negatives of why it can't or shouldn't be done. Or, in the case of my public speaking experiences, I considered how to do it, rather than coming up with excuses as to why I could not do it. The optimistic, forward thinker knows that if the "why" is strong enough, the "how" will come.

Our company is rapidly rolling out e-enablement at our global locations. As more and more commodities are brought on board with this technology, employees tend to be negative to the process. However, having gone through a similar situation with our affiliate concerning some major changes with our newsletter, I was able to use the positive aspects of that experience with employers and colleagues.

The change in philosophy and existing culture was indeed an evolution and not a revolution. It required the affiliate taking risks, learning from our mistakes, making constant improvements, and most of all, listening to our members. Continuous improvement means just what it says — it is an ongoing process, and we must always be moving forward in this direction.

## Keep Asking Those Questions



**Charlene Ham, C.P.M., A.P.P.**  
*Warehouse Supervisor, Rusk Country Electric Cooperative, Inc.*  
Henderson, Texas

The concept of continuous improvement is nothing new to most of us; we just didn't know it had a name. Gradual and continuous process improvement happens unconsciously most of the time, such

as changes in our daily routine to accommodate changes in technology. However, if we understand the concept and apply the process purposefully, we can achieve goals and solve problems that might be viewed as impossible tasks.

Shortly after I became warehouse supervisor, I began questioning current methods and practices of materials management that were well established in our organization. I met with the warehousemen, drivers, and accounting personnel to understand why certain procedures were in place and how to improve the materials management function. Not surprisingly, there were many ideas and improvements suggested by these individuals that had long been suppressed. Once warehouse personnel realized their ideas and recommendations were encouraged and appreciated, *kaizen* became a reality. Tremendous improvements to our operations have occurred over a period of seven years without additional expense or closure. The positive response given to the suggestions and improvements from the warehouse "team" stimulates continuing improvement and therefore encourages a *kaizen* culture.

Each of us must be willing to continually improve ourselves. ISM training programs as well as volunteer activities have provided me with skills and resources I would not otherwise possess, such as public speaking and accepting leadership roles. Continual self-improvement provides us with confidence, knowledge, empowerment, and success in our personal and professional life.

## Change is Inevitable



**By Rodney W. Luft**  
*Purchasing Officer, New York State Office of General Services/Procurement Services Group*  
Albany, New York

The concept of continuous improvement can definitely be utilized in office and non-manufacturing environments — and even in your personal life. Ask how you can improve yourself, your

area of duties and responsibilities, and the organization for which you work. How can you become more productive and valuable to your employer, or achieve your career goals? How can you think "outside the box" and incorporate fresh new ideas? Try using a "common-sense" approach to solving issues or creating plans. Resolve how something can be done, instead of how it can't be done.

Take advantage of any career training opportunities your employer may offer, such as seminars, conferences, or classes. If nothing is available, request management to offer them and make them aware of the excellent benefits of having a trained, professional staff. Also, consider researching your local career placement or employment centers, colleges and universities, and professional organizations. Even if there is a fee, some employers offer to pay for it entirely, or may offer partial reimbursement. I am fortunate that my employer recognizes the benefits of continuous improvement and offers several training programs.

One of the most valuable means of achieving continuous improvement is through ISM locally and nationally. I have been active with NAPM—Eastern New York, Inc. for over eight years, and have served as affiliate president for the past two years. I certainly owe a great deal to my involvement with this excellent professional and educational organization. I have improved my knowledge and skills, thanks to the many available resources and training programs, such as regional workshops, Satellite Seminars, teleconferences, and educational dinner meetings. I've also taken advantage of the national research library and our association magazine. You can also achieve professional certifications (C.P.M./A.P.P.). Terrific networking opportunities have allowed me to meet many people including colleagues and members, some of whom I can truly call friends. My suggestion? Take an active role and support your local ISM affiliate. Volunteering your time will be mutually beneficial and rewarding.

Never think you have learned enough — because you haven't. Change is inevitable. Prepare for it by continuously improving your knowledge and skills. If not, you may find yourself falling behind and having difficulty catching up. Most importantly, maintain a positive attitude. This is essential for working and living in a healthy environment!

## Life is a Journey

What can we learn from our colleagues? *Kaizen* is a process of learning and growing, steadily and continually. There will always be ways to "tweak" elements of our life in order to improve them. If life is a journey, and not a destination, then practicing the philosophy of continuous improvement will help you make the most of that journey. Continue on your journey and volunteer. ■

*By Lynn Mizel, ISM Affiliate Support.*

# Spotlight



## On ISM Groups and Forums



### ASSOCIATION MANAGEMENT FORUM

#### ISM 2002 Conference

The Association Management Forum (AMF) will be sponsoring one workshop session at the ISM 87th Annual International Supply Management Conference and Educational Exhibit in San Francisco. Preston Leavitt, Ph.D., D.D.L., C.P.M., will present "I'm Their Leader — Which Way Did They Go?" on Wednesday, May 8, from 8:00 a.m. until 9:15 a.m. This session will focus on leadership and guidance. Through ideas and actions, leaders show the way to influence the behavior of others.

#### Upcoming News

We have recently developed a Web site for our Forum members. Please visit our Web site at [www.ism.ws/sites/associationmanagement](http://www.ism.ws/sites/associationmanagement). The Forum is also in the process of developing a newsletter for members. If you would be interested in working on any of the AMF committees, please contact Kathy Perna at 908/431-1100 or by e-mail at [kathy@napmnj.org](mailto:kathy@napmnj.org).

*Submitted by Kathleen Perna,  
Forum Chair*



### ELECTRONIC COMMERCE GROUP

The Electronic Commerce Group (ECG) continues to grow and develop new ideas. In addition to our Web site at [www.e-commerceonline.org](http://www.e-commerceonline.org), we are planning an informal meeting on Sunday, May 5, 2002, at the 87th Annual International Supply Management Conference and Educational Exhibit in San Francisco. We are also sponsoring two sessions at the Conference, and are encouraging anyone interested in electronic commerce to attend.

We are now in the planning stage for the new year. At this time, we are soliciting ideas from members as well as nonmembers regarding activities that would be useful. If you have an idea or project for the ECG to consider, please forward your suggestions to [brian@mmii.org](mailto:brian@mmii.org).

*Submitted by Brian G. Long, Ph.D., C.P.M.,  
Group Chair*



### ELECTRONICS GROUP

The Electronics Group brought you two outstanding workshops at the 2001 Annual International Purchasing Conference in Orlando, Florida. The first workshop was "Global Outsourcing as a Strategic Initiative" presented by Dawn Moore, global systems manufacturing

outsourcing manager for Intel. Moore presented a clear understanding of the key drivers for outsourcing, and the pros and cons of different outsourcing models. This workshop showed the many factors that come into play as you pursue an outsourcing initiative. These include choosing the right strategy, selecting the right supplier, and aligning with the appropriate operational and e-business support models. On a scale of one to five, five being the highest, this workshop received an evaluation rating greater than four.

The second workshop sponsored by the ISM Electronics Group was "E-Procurement Solutions, Part III — Getting What You Want in the Deal" presented by Russ Boyd, C.P.M., with Perot Systems. Boyd presented the key elements of e-procurement contracts and the steps of preparing, negotiating, and executing a successful agreement. Participants also learned about key terms and conditions that are necessary in these types of agreements. On a scale of one to five, five being the highest, "E-Procurement Solutions — Getting What You Want in the Deal" received an evaluation rating greater than four.

In July, we held our annual board meeting and we are happy to announce that three additional new board members were voted in: Jeff Cooper from ABB Control Products; Richard Weissman from Weissman Training & Development; and Larry Wiklund from Intel.

At our annual board meeting, we also reviewed our mission and objective statements for the future. The refreshed versions are as follows:

#### ISM Electronics Group Mission Statement:

Electronics Group has the responsibility to provide leadership and education in the sourcing segment of the supply chain in technology-based industries.

#### ISM Electronics Group Objectives:

- Provide educational opportunities for source management professionals.
- Educate the sourcing management profession in industry trends and developments.
- Benchmark best practices and cost in technology applications/deployment in the source management profession.
- Assist ISM affiliates in the development of local electronic groups and program/events.
- Provide a forum for networking and sharing professional experiences.
- Provide an understanding or resource for global source management.

The Electronics Group is happy to say that we have grown our membership over this last year from 454 to 511 members. All members will be sent the second edition



of the Electronics Group Directory, printed and distributed during the first quarter of 2002. Each directory will include a Directory Information Update form. This form may be used to give us your feedback on the directory or share any ideas that you may have for future workshops.

The Electronics Group is looking forward to 2002 being a successful and rewarding year, and we look forward to hearing from you and working with you.

*Submitted by Peggy Lewis,  
Group Chair*



### ENVIRONMENTAL PURCHASING ISSUES AND SERVICES GROUP

The Environmental Purchasing Issues and Services Group is planning on presenting a seminar during the second half of 2002. In order to have an economical seminar as well as a super program, we are working on a survey of our members. The input of our members is vital and important in order to revive the Environmental Group. If you would like to provide your input, please e-mail me at [jackenglert@aol.com](mailto:jackenglert@aol.com) with your response. You may also fax me at 904/722-1941. If you need to contact me, you may call me at 800/840-1189.

*Submitted by Jack Englert,  
Group Chair*



### FEDERAL ACQUISITION AND SUB- CONTRACT MANAGEMENT GROUP

At the 1994 NAPM Annual International Purchasing Conference in Atlanta, I was asked to chair the Federal Acquisition and Subcontract Management Group (FASMG). Since then a lot has happened, both personally and professionally.

FASMG plans on using its funds to continue sponsoring programs such as the February 2001 FASMG Seminar in the Dallas area, the November 2001 FASMG Seminar in Los Angeles, and participation at the 2002 Southwest Purchasing Conference scheduled for October 9-12 in Fort Worth, Texas. Our Web site, [www.fasmg.org](http://www.fasmg.org), was established in 1998 as a substitute for a newsletter and is currently being visited approximately 900 times a month. My goal has been to respond to all posted questions within 48 hours of the posting. For the past several years, FASMG has been an active participant in the NAPM Annual International Purchasing Conferences, sponsoring an average of four workshops each year. FASMG has also published a membership directory with an update scheduled prior to the ISM 87th Annual International Supply Management Conference and Educational Exhibit in San Francisco in May 2002.

Among the discussion items at the ISM Groups and Forums Support Council meeting in January 2002 were term limits for the officers of the individual Groups and Forums. Having already been the chair for eight years, I propose to call for nomination and election of a new slate of officers (see our Web site for the current slate). Nominations may be posted at the Web site or by mail to my address shown on the Web site not later than April 30, 2002. Nominees must be members of FASMG. An election will be held in September 2002 from the nominees. The new slate of officers will take office at the ISM 88th Annual International Supply Management Conference and Educational Exhibit in 2003 in Nashville, Tennessee.

It is my intention to step down in 2003 regardless of the outcome of the nomination process (therefore, please do not nominate me). Please be aware that another topic for discussion at the January 2002 ISM Groups and Forums Support Council meeting was to dissolve or solicit new leadership for inactive Groups and Forums. The Council is serious about these issues. If you are interested in helping FASMG continue to offer the benefits you have come to expect, please participate in the nomination and election process.

Hoping to meet you in San Francisco. Please let me hear from you before then at [Alan@Gaudette-net.com](mailto:Alan@Gaudette-net.com).

*Submitted by Alan Gaudette,  
Group Chair*



### MAINTENANCE, REPAIRS, & OPERATIONS GROUP

Planning is underway, and may be complete when you read this, for the Fifth Annual MRO Group Conference. It is scheduled for November 19-22, 2002, in Chicago. Our last conference started on September 11, 2001, in Nashville, Tennessee. I can't say enough about our attendees. In spite of the tragic events of the day, they wanted the conference to continue, and continue it did. Several of our speakers were forced to cancel, since they were unable to get to the conference. A few of our speakers volunteered to present again on another topic in order to fill in the gaps. Special thanks to Dr. Lee Buddress of Portland State for his assistance in making the Fourth Annual Conference one to remember — in spite of the surrounding events.

Planning continues and the Fifth Annual MRO Group Conference is scheduled for November. Keep informed by checking our ISM MRO Group Web site at [www.ism.ws/sites/mro](http://www.ism.ws/sites/mro).

We have operated for a number of years under a Steering Committee organizational mode. This has been a very successful formula for growth and establishing a base for continued growth. However, it is time for a more standardized organization to provide for maintenance of current programs and to go forward to a bigger and better future. To this end, the Steering Committee hopes to approve a set of rules of management, along with succession planning, etc., this year. This will provide for continued service to our membership.

*Submitted by Joel L. Thomas,  
Group Chair*



### MATERIALS MANAGEMENT GROUP

The Materials Management Group (MMG) continues to grow and work to bring value to our fellow members of ISM. We have established a new Web site at [www.ism.ws/sites/materialmanagement/index.htm](http://www.ism.ws/sites/materialmanagement/index.htm). Watch this site for the latest news on this year's Materials Management Conference, possibly at Rochester, New York. Our Web site now makes it easier to ask the current board members of MMG questions. Simply click on the board member's name and a blank e-mail, already addressed to him or her, will appear. Please contact us with any questions you may have.

Be sure to check out the 87th Annual International Supply Management Conference and Educational Exhibit.

Speakers will be addressing items of interest to all of our membership involved in, or wanting to be involved in, materials management or supply chain management. Thank you for your interest and support of one of the largest of the Groups at ISM, Materials Management Group.

Submitted by **Anthony Noe, C.P.M., A.P.P.**,  
Group Chair



## MINORITY AND WOMEN'S BUSINESS DEVELOPMENT GROUP

**Mission Statement:** The mission of the ISM Minority and Women's Business Development Group (MWBDG) is to motivate, educate, and provide guidance to ISM members on minority/women's initiatives.

**MWBDG Handbook:** The MWBDG Board of Directors met October 29, 2001, in Atlanta, prior to the National Minority Supplier Development Council conference. Plans are underway to update the MWBDG handbook, incorporating the new ISM name and logo.

**New Board Member:** Joan Kerr, executive director, supplier diversity, SBC Communications, was welcomed as a new member of the board of directors at the October meeting.

**Speakers Available:** ISM affiliates and other Groups and Forums should keep in mind that most MWBDG board members are available to speak on issues revolving around diversity strategies — in particular, minority and women's business development. The board is made up of representatives from various industries, major corporations, educational institutions, and the media.

**Annual Conference Seminars:** The Education Committee has scheduled two sessions at the May 2002 ISM Annual Conference in San Francisco:

- **Supplier Engagement and E-Commerce Training:** Winning Combinations for Diverse Suppliers, Tuesday, May 7, 2:20 p.m. to 3:35 p.m., Code EK, Track 4
- **Supplier Diversity Initiatives:** The Business Case and Best Practices, Tuesday, May 7, 3:55 p.m. to 5:10 p.m., Code FE, Track 1

Submitted by **Ginger Conrad**,  
Group Public Relations Committee Chair



## PACIFIC & NORTHWEST FORUM

The Pacific & NorthWest Forum was established in 2001 to facilitate sharing educational opportunities, news, and information among Forum members and affiliates. The Forum Web site provides links to affiliate newsletters, Forum documents, and program information. Visit our Web site at [www.pnwforum.org](http://www.pnwforum.org).

Our first major task was posting a complete list of educational programs and seminars being offered by Forum affiliates in the Pacific-Northwest region. All members are encouraged to take advantage of the opportunities presented by attending programs when traveling in other areas. To access this list, visit our Web site at [www.pnwforum.org/events/program.htm](http://www.pnwforum.org/events/program.htm).

In July 2001, the Pacific & NorthWest Forum established the Sid Brown, C.P.M. Award of Excellence in honor of Sid Brown, C.P.M., an individual who has demonstrated continued excellence in support of the

purchasing and supply management profession. Information about this award is posted on our Web site at [www.pnwforum.org/award/award.htm](http://www.pnwforum.org/award/award.htm). Doug Johnson, C.P.M., was selected as the first recipient of the Sid Brown, C.P.M. Award in recognition of his outstanding contributions to the profession.

Presently, the Forum is conducting a logo design contest among Forum members.

To view the December 2001 Forum Newsletter online, visit our Web site at [www.pnwforum.org/news/01dec.htm](http://www.pnwforum.org/news/01dec.htm).

Submitted by **Mike Taylor, C.P.M.**,  
Group Chair



## RAIL INDUSTRY FORUM

The Rail Industry Forum holds two general membership meetings per year. The spring meeting is attached to the Annual Conference and will be held on May 5, 2002, at the San Francisco Hilton at the beginning of the 87th Annual International Supply Management Conference and Educational Exhibit. The fall meeting is held in connection with an industry event such as the Railway Supply Association meetings and exhibits or the annual Rail Industry Quality Conference.

These meetings cover the current status of the Forum including finances and upcoming events. Each subcommittee presents a report on their activities and requests for funding to cover future projects. These subcommittees include Information Systems, Packaging, Benchmarking, and Quality/Warranty. The Rail Industry Forum has been a leader in establishing industry and best practices for EDI transactions and establishing a low-cost alternative for suppliers to use EDI/e-commerce processes.

The Rail Industry Forum has also conducted benchmarking surveys approximately every two years to keep abreast of rail industry best practices within the railroad industry and across other industries.

The Rail Industry Forum seeks members from any railroad or railroad supplier who are involved in the materials management field. We have an endowment for educational grants at two universities and gave individual grants to three other universities in furtherance of the educational opportunities in the field of supply chain and materials management.

Please use the Group/Forum membership enrollment form or contact our Forum chair, Mike Legg, at [mlegg@up.com](mailto:mlegg@up.com).

Submitted by **Michael Legg**,  
Forum Chair



## SERVICES GROUP

### Mission of Services Group:

The Services Group was created to promote best practices and networking for purchasing and supply management professionals who either are in services industries or buy services. There are more than 300 professionals in the Services Group.

### Services Conference:

On December 6-7, 2001, ISM and the Services Group co-sponsored the second annual Services Conference, in Scottsdale, Arizona. The 2001 Services Conference

featured a wide array of speakers, whose topics included:

- Best Practices in Services Purchasing
- A Perspective on the Role and Scope of E-Sourcing and the State of the E-Sourcing Marketplace
- Effective Sourcing Strategies for Construction and Facilities Management Services
- Payment — The Missing Link in B2B E-Purchasing
- HR Solutions in a Contingency Workforce
- E-Procurement and Strategic Sourcing for the Services Industry
- Developing a World-Class Supply Management Organization
- Implementing E-Procurement on a Large Scale in a Dynamic Corporation

The third annual Services Conference has been scheduled for December 5-6, 2002, in Scottsdale, Arizona. For more details on the 2002 Services Conference, check with the Services Group's Web site at [www.napmservicesgroup.org](http://www.napmservicesgroup.org).

The Leadership Council of the Services Group is recommending several workshop sessions for its members to participate in at the 2002 Annual International Supply Management Conference and Educational Exhibit. The list of workshop sessions is available on our Web site at [www.napmservicesgroup.org](http://www.napmservicesgroup.org).

#### New Services Group Members:

Anyone wishing to join the Services Group can do so by contacting either John Marquardt ([jtmarquardt1@home.com](mailto:jtmarquardt1@home.com)) or Peter O'Reilly ([drpor@aol.com](mailto:drpor@aol.com)).

*Submitted by Peter O'Reilly, C.P.M., A.P.P.,  
Group Chair*



#### STEEL BUYERS FORUM

The Steel Buyers Forum (SBF) provides its members the opportunity to discuss and exchange information and knowledge on a cooperative basis, useful to buyers of steel. The SBF also serves as a resource to ISM for information regarding the steel industry.

ISM members interested in learning more about the SBF, membership requirements, how to join, or simply how to use its links to related steel sites are invited to browse our Web site, [www.napmsbf.org](http://www.napmsbf.org).

The Steel Buyers Forum affords its members an opportunity to network and obtain access to the latest industry information. One of the most useful products of the Steel Buyers Forum is its monthly economic survey, which is completed and compiled by its members and is available to ISM members on the Steel Buyers Forum Web site, [www.napmsbf.org](http://www.napmsbf.org). Members are also invited to access our industry links and make suggestions as to how the SBF can further assist the ISM steel buyers.

The SBF is planning a new activity for the Annual International Supply Management Conference this May. We will be hosting the Steel Room. The Steel Room is a place for steel people to meet, network, and discuss industry issues. We also expect to present a noted industry economic speaker to address the Steel Room on the outlook for steel. Please check our Web site for location and times for the Steel Room and more information on our presenter as we get closer to May.

*Submitted by Al Bandman,  
Forum Chair*



#### UTILITY PURCHASING MANAGEMENT GROUP FORUM

##### Another View of September 11

Since 1924, the major annual event of the Utility Purchasing Management Group (UPMG) has been our conference of utility and supplier executives. The 2001 conference theme was "2001 — A Purchasing Odyssey," where odyssey is defined as (1) a long journey or voyage usually marked by many changes of fortune and (2) an intellectual quest. This was a fitting theme describing both the past and future of our Group. The conference in Orlando, Florida, was scheduled to begin with a reception on Sunday night, September 9, and end the evening of September 11. Tuesday, September 11, was planned to be our most productive day with a full slate of outstanding speakers and an afternoon interactive session. We are all familiar with the tragic events of September 11, and each of us has a story of how we first learned of the horror and how it affected us personally. This is a story of how our conference of several hundred people reacted and some of the stories of which we became aware.

Shortly after the north tower of the World Trade Center was struck by the first plane, the conference program chairman was notified about the "accident" and plans were made to announce this event at the conclusion of the current ongoing presentation. Within what now seems like moments, the conference leaders were asked to exit to the foyer to view a TV that had been set up. With so many replays of the sickening images of the second plane hitting the south tower, it is hard to recall if this was seen live or after the event but regardless, one view was enough to convince anyone that the conference, into which so much work and effort was devoted, no longer mattered. The speaker on stage was interrupted in mid-sentence and people were asked to go to the foyer to see for themselves what was happening. Shortly thereafter, with the conference totally abandoned, the large screens on each side of the stage were utilized as giant televisions to project network news programs.

Attention focused on how to get home. Rental cars were suddenly prized possessions. In most cases, though contracts called for car return at the conclusion of the conference, possession was considered the law. A quick informal survey of who had cars and where they were headed resulted in long-distance car pools and some new and enduring friendships. For those who remained in Orlando waiting for air travel to resume, the Orlando Marriott World Center was very accommodating and even reduced the rate from the already discounted conference rate.

We found that our best means of communication was via the Internet. In fact, the governing body of UPMG met very briefly on the afternoon of 9/11, and agreed to hold the annual post-conference meeting electronically. Additionally, we posted conference presentations (both the ones given and the ones canceled) on our Web site at [www.upmg.com](http://www.upmg.com). We also used e-mail to track the travels of conference attendees, and reports indicated that all were able to safely return home within a week.

UPMG is now planning the 2002 conference, which will be held September 15-17, 2002, at the Aladdin Hotel in Las Vegas. All those in leadership roles of



utility supply chains (both buyers and sellers) should make plans to attend this conference. The latest details and registration information can be found on the Internet at [www.upmg.com](http://www.upmg.com). UPMG conferences seek to expand the strategic perspective of supply chain operations. We hope to build on that goal in Las Vegas and we hope to see you there.

Submitted by **John Gillman**,  
Forum Chair



## WOMEN IN LEADERSHIP GROUP

### Women in Leadership Group Prepares for Conference Event

The Women in Leadership Group (WLG) will be sponsoring two great topics at the upcoming ISM Annual International Supply Management Conference and Educational Exhibit: one during the regularly scheduled workshop sessions on Tuesday, and the other a special luncheon workshop for WLG members.

The first program is entitled "Success with Ease — How to Find Fulfillment in a Fast-Paced World." This program will show participants (both men and women!) how to have more ease and balance in their lives. This invigorating program shares with the participants skills and structures to easily achieve results while enjoying their pursuit. Everyone will leave knowing how to create more support, enjoy more vitality, and have more fun while increasing productivity. This should be a highly interactive workshop!

The second program is something we are really excited about! Based on the results from our Group membership survey, coaching and mentoring was listed

as one of the top concerns of women in the supply management/procurement field. Our Tuesday luncheon session will be a hands-on workshop where members can get real experience coaching and mentoring others. The speaker will review the "Eight Aspects of Management" and help each attendee determine their "center of power" and "challenge area." Through the use of partnering, you will have the opportunity to practice coaching others in areas of your strength, while receiving coaching from others in your area of weakness. The value taken away by participants will be an understanding of how to coach and the real benefits received from coaching. In addition, this will be a great opportunity to network with others!

The presenter for both sessions is Caterina Rando, an international speaker, business success coach, and writer. Rando is known for her interactive, high-energy, and high-content programs. She is the author of *Power Thinking* and is featured as a success expert in three leading business books: *Get Clients Now!*, *The 11 Commandments of Wildly Successful Women*, and the *NAFE Guide to Starting Your Own Business*. Check out the WLG Web site at [www.ism.ws/sites/wlg](http://www.ism.ws/sites/wlg) for articles written by Rando!

If you are interested in attending our luncheon session, please RSVP to Linda Lundquist at [lundquistlindak@johnndeere.com](mailto:lundquistlindak@johnndeere.com) or by phone at 309/765-4134. Hope to see you in San Francisco!

Submitted by **Bethany Heinrich, C.P.M.**,  
Group Chair

## GROUP AND FORUM CHAIRS

### Forums

#### Association Management Forum

Kathleen Perna  
Executive Director  
NAPM—New Jersey, Inc.  
Phone: 908/431-1100  
Fax: 908/431-1122  
E-Mail: [kathy@napmnj.org](mailto:kathy@napmnj.org)

#### New York/New Jersey Forum

Lawrence J. Clark, C.P.M.  
Phone: 315/331-6927  
E-Mail: [lmclark@flare.net](mailto:lmclark@flare.net)

#### Pacific & NorthWest Forum

Michael Taylor, C.P.M.  
Acquisition Specialist  
Flour Hanford  
Phone: 509/376-6483  
Fax: 509/376-7384  
E-Mail: [michael\\_l.\\_taylor@rl.gov](mailto:michael_l._taylor@rl.gov)

#### Petroleum Industries Buyers Forum

Anthony Smith  
Senior Purchasing Agent  
Anadarko Petroleum Corporation  
Phone: 281/863-2615  
Fax: 281/539-4017  
E-Mail: [anthony\\_smith@anadarko.com](mailto:anthony_smith@anadarko.com)

#### Pharmaceutical Forum

William Stirling  
Director of Purchasing  
Bristol Myers Squibb  
Phone: 609/818-3726  
Fax: 609/818-6056  
E-Mail: [william.stirling@bms.com](mailto:william.stirling@bms.com)

#### Rail Industry Forum

Michael L. Legg  
General Director,  
Process and Quality  
Union Pacific Railroad Company

Phone: 402/271-3352  
Fax: 402/271-3245  
E-Mail: [mllegg@up.com](mailto:mllegg@up.com)

#### Southwest Supply Chain Forum

Eddie Burton, C.P.M., A.P.P.  
Purchasing Manager  
GEA Rainey Corporation  
Phone: 918/266-9208  
Fax: 918/266-6096  
E-Mail: [eburton@gearainey.com](mailto:eburton@gearainey.com)

#### Steel Buyers Forum

A.M. Bandman  
Purchasing Manager  
LTV-Copperweld, Tubular Products  
Phone: 419/342-1214  
Fax: 419/342-1283  
E-Mail: [abandman@ltv-copperweld.com](mailto:abandman@ltv-copperweld.com)

#### Tri-State Purchasing Forum

Howard Baxter, C.P.M., A.P.P.  
Phone: 614/276-0455  
E-Mail: [hbaxter@nwsu.com](mailto:hbaxter@nwsu.com)

#### Utility Purchasing Management Group Forum

John Gillman  
Executive Director/  
Corporate Services  
Progress Energy Service Company  
Phone: 919/612-3582  
Fax: 919/546-6750  
E-Mail: [john.gillman@pgnmail.com](mailto:john.gillman@pgnmail.com)

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## GROUP AND FORUM CHAIRS

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### Groups

#### Chemical Group

Robert Brochu  
Purchasing Manager  
National Starch &  
Chemical Co.  
Phone: 908/685-6507  
Fax: 908/685-6969  
E-Mail: robert.brochu@  
nstarch.com

#### Eastern Purchasing and Supply Management Group

Mark Miller, C.P.M.  
Procurement Manager  
Wicomico Co. Board of  
Education  
Phone: 410/677-4571  
Fax: 410/677-4489  
E-Mail: Memiller@wcboe.org

#### Educational, Institutional, and Governmental Purchasers Group

Sandra Schmitzer, C.P.M.,  
A.P.P.  
Phone: 303/447-1438  
E-Mail: Sandra48@aol.com

#### Electronic Commerce Group

Brian Long, Ph.D., C.P.M.  
President  
Marketing and Management  
Institute  
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Fax: 616/353-8350  
E-Mail: brian@mmii.org

#### Electronics Group

Peggy Lewis  
Sr. Global Supply Chain  
Manager  
Interlogix, Inc.  
Phone: 503/691-7525  
Fax: 503/691-7377  
E-Mail: peggy.lewis@  
interlogixinc.com

#### Environmental Purchasing Issues and Services Group

John (Jack) Englert  
Phone: 904/491-0489  
Fax: 904/491-0491  
E-Mail: jackenglert@aol.com

#### Federal Acquisition and Subcontract Management Group

Alan Gaudette  
Manager, Contract  
Administration  
Link Div L-3 Com  
Phone: 480/988-9773,  
ext. 447  
Fax: 480/988-9803  
E-Mail: Alan@Gaudette-  
net.com

#### Global Purchasing and Supply Management Resources Group

Jon Ricker, C.P.M., A.P.P.  
Supply Chain Leader  
Enerpac  
Phone: 920/623-7234  
E-Mail: jon.ricker@  
enerpac.com

#### Internet Communication Group

Bob Bonnell, C.P.M.  
Phone: 940/381-0510  
E-Mail: bcbonnell@  
home.com

#### Logistics and Transportation Group

Vacant

#### Maintenance, Repairs, and Operations Group

Joel L. Thomas  
President  
Leadership Resources  
Phone: 501/527-9062  
Fax: 501/527-9063  
E-Mail: joelthom@aol.com

#### Materials Management Group

Anthony Noe, C.P.M., A.P.P.  
Phone: 972/429-4276  
E-Mail: scpro@att.net

#### Medical Industry Group

Lindy Dillingham  
Director of Materials  
Management  
Texas Children's Hospital  
Phone: 832/824-2147  
Fax: 832/825-2157  
E-Mail: ldillingha@  
texaschildrenshospital.org

#### Minority and Women's Business Development Group

Betty Banks  
Director, Supplier Diversity

Telcordia Technologies, Inc.  
Phone: 973/829-4223  
Fax: 973/829-4838  
E-Mail: ebanks1@  
telcordia.com

#### Northeast Supply Management Group

Kenneth P. Levy, C.P.M.  
Phone: 860/872-2022  
Fax: 860/571-3980  
E-Mail: kenlevy@msn.com

#### Services Group

Peter O'Reilly, C.P.M., A.P.P.  
Phone: 516/334-5138  
E-Mail: drpor@aol.com

#### Southeastern Professional Procurement Group

Tom (John) Middleton,  
C.P.M., A.P.P.  
Vice President/Director of  
Purchasing  
Bank of Louisville  
Phone: 502/562-5497  
Fax: 502/562-7984  
E-Mail: tom\_middleton@  
MADPI.com

#### Women in Leadership Group

Beth Heinrich, C.P.M.  
Process Manager  
Motorola Semiconductor  
Phone: 480/413-7085  
Fax: 480/413-4016  
E-Mail: beth.heinrich@  
motorola.com

For a complete listing of Group and Forum officers, visit the ISM Home Page ([www.ism.ws](http://www.ism.ws)); move cursor to Members Only; on foldout menu, select Association Governance — you'll need your ISM ID number — click on National Officers Directory, scroll down to Groups or Forums.

### To access an ISM Group or Forum Web site:

1. Go to **www.ism.ws**
2. Move cursor to **Members Only**
3. On foldout menu, select **Affiliates, Groups & Forums**
4. Select **Affiliate/Group/Forum Web Sites**
5. Select **ISM Group and Forum Web Sites**
6. Then click on the **Group** or **Forum** of your choice

### To access the Discussion Forums:

1. Go to **www.ism.ws**
2. Move cursor to **Members Only**
3. On foldout menu, select **Discussion Forum**
4. Select **Enter Member Forum Area**
5. Scroll down and choose the **Discussion** of your choice

Consider the benefits of belonging to one of ISM's Special Interest Groups or Forums. Complete the attached form and return it to ISM. You will be added to the membership roster of the Group or Forum indicated on your enrollment form.

## About ISM's Special Interest Groups and Forums

### GROUPS:

ISM Groups are composed of members with common interests for education and networking in various topics. Group membership is open to all ISM Regular members.

#### **Chemical Group**

Purchasers of chemicals, drugs, pharmaceuticals, and allied products companies.

#### **Eastern Purchasing and Supply Management Group**

Exists to educate, develop, and advance the purchasing and supply management profession in the following areas, including but not limited to Pennsylvania, Maryland, Delaware, Virginia, North Carolina, South Carolina, and the District of Columbia.

#### **Educational, Institutional, and Governmental Purchasers Group**

Purchasers for education and other types of institutions.

#### **Electronic Commerce Group**

Composed of members who have interest in all types of purchasing on the Internet.

#### **Electronics Group**

Procurement professionals for OEMs, suppliers, and distributors of high-tech products and services. This Group provides market- and commodity-based educational and networking opportunities.

#### **Environmental Purchasing Issues and Services Group**

Offers "cradle-to-grave" methodologies as well as opportunities to learn, develop, and exchange ideas on staying abreast of the ever-changing environmental issues.

#### **Federal Acquisition and Subcontract Management Group**

Network on governmental control of the procurement and subcontract management process and your influence on its dominance.

#### **Global Purchasing and Supply Management Resources Group**

Composed of members who have the responsibility for the purchasing of global products and services.

#### **Internet Communication Group**

Represents those members of ISM having responsibility and/or interest in maintaining ISM Web sites or communicating on the Internet.

#### **Logistics and Transportation Group**

Composed of members throughout the United States who have responsibility for buying transportation or logistics services.

#### **Maintenance, Repairs, and Operations Group**

Purchasers and others involved in the procurement of indirect materials and MRO supplies versus the raw materials directly contained in the finished product.

#### **Materials Management Group**

Promotes the proper utilization of the management of materials and services in the corporate structure through training, education, and professional promotion.

#### **Medical Industry Group**

Purchasing and supply management for hospitals and similar institutions; purchasing managers and buyers for manufacturers and distributors of healthcare products and services.

#### **Minority and Women's Business Development Group**

To educate and offer guidance regarding development and/or implementation of meaningful minority purchasing programs providing business opportunities for minority-owned firms.

#### **Northeast Supply Management Group**

Composed of members who have an interest in the interchange of ideas and knowledge that are specific to industries and commodities within the Northeast United States.

#### **Services Group**

Promotes a focus on providing "best practices" information to its members who are in service industries or who buy services.

#### **Southeastern Professional Procurement Group**

Composed of members who have interest in the interchange of ideas and knowledge that are specific to industries and commodities within the Southeastern United States.

#### **Women in Leadership Group**

Provides an opportunity to educate members and organizations on how to better develop and advance women within the supply management profession.

### FORUMS:

ISM Forums are composed of members who purchase in a specific sector, and come together for the sole purpose of exchanging information and ideas about purchasing in that specific sector. Forum membership is limited.

#### **Association Management Forum**

Represents those members of ISM who are involved, either as employees or volunteers, with the management of their affiliate.

#### **New York/New Jersey Forum**

Represents members of ISM who are members of affiliates in New York and New Jersey.

#### **Pacific & NorthWest Forum**

To provide the opportunity to educate, network, discuss, and exchange information and knowledge on a cooperative basis, for members of ISM having responsibilities for or an interest in supply chain management, sourcing, and purchasing (in the Pacific Rim or Northwest).

#### **Petroleum Industries Buyers Forum**

Purchasers for refining companies and petroleum product producers.

#### **Pharmaceutical Forum**

Composed of members having responsibility for purchasing within the research-based pharmaceutical and biotech industry.

#### **Rail Industry Forum**

Purchasing and supply management people working within the North American rail industry.

#### **Southwest Supply Chain Forum**

Represents those affiliate members of ISM in the area encompassing Kansas, Louisiana, New Mexico, Oklahoma, and Texas and is committed to provide the highest level of educational development opportunities to every purchasing and supply management professional in this geographic area.

#### **Steel Buyers Forum**

Purchasers who work with the steel industry, steel buyers, and local steel buyers' groups to promote a better understanding of the steel buying function.

#### **Tri-State Purchasing Forum**

Represents those affiliate members of ISM in the area encompassing Ohio, Pennsylvania, and West Virginia and is committed to provide the highest level of educational development opportunities to every purchasing and supply management professional in this geographic area.

#### **Utility Purchasing Management Group**

Officers, managers, and employees of gas and electric utilities who are directly involved in purchasing or supply management.



## ISM National Group/Forum Enrollment Form

*Groups and Forums offer their members the opportunity to promote the interchange of ideas and discussion of mutual challenges in their special area of interest.*

*To become a member of a national Group or Forum, "X" the one that best represents your industry.*

### GROUPS

ISM Groups are composed of members with common interests for education and networking in various topics. Group membership is open to all ISM Regular members.

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Chemical  | <input type="checkbox"/> Federal Acquisition and Subcontract Management    | <input type="checkbox"/> Medical Industry                          |
| <input type="checkbox"/> Eastern Purchasing and Supply Management                | <input type="checkbox"/> Global Purchasing and Supply Management Resources | <input type="checkbox"/> Minority and Women's Business Development |
| <input type="checkbox"/> Educational, Institutional, and Governmental Purchasers | <input type="checkbox"/> Internet Communication                            | <input type="checkbox"/> Northeast Supply Management               |
| <input type="checkbox"/> Electronic Commerce                                     | <input type="checkbox"/> Logistics and Transportation                      | <input type="checkbox"/> Services                                  |
| <input type="checkbox"/> Electronics   | <input type="checkbox"/> Maintenance, Repairs, and Operations              | <input type="checkbox"/> Southeastern Professional Procurement     |
| <input type="checkbox"/> Environmental Purchasing Issues and Services            | <input type="checkbox"/> Materials Management                              | <input type="checkbox"/> Women in Leadership                       |

### FORUMS

ISM Forums are composed of members who purchase in a specific sector, and come together for the sole purpose of exchanging information and ideas about purchasing in that specific sector. Forum membership is limited.

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Association Management      | <input type="checkbox"/> Pharmaceutical         | <input type="checkbox"/> Steel Buyers                        |
| <input type="checkbox"/> New York/New Jersey         | <input type="checkbox"/> Rail Industry          | <input type="checkbox"/> Tri-State Purchasing                |
| <input type="checkbox"/> Pacific & NorthWest         | <input type="checkbox"/> Southwest Supply Chain | <input type="checkbox"/> Utility Purchasing Management Group |
| <input type="checkbox"/> Petroleum Industries Buyers |   |  |

After submitting this form, your name will be added to the appropriate Group/Forum membership roster.

Your ISM ID Number: \_\_\_\_\_ Dr. \_\_\_\_ Mr. \_\_\_\_ Mrs. \_\_\_\_ Ms. \_\_\_\_ Miss \_\_\_\_

First Name: \_\_\_\_\_ M.I.: \_\_\_\_\_ Last Name: \_\_\_\_\_

Organization Name: \_\_\_\_\_ Title: \_\_\_\_\_

Mailing Address: Business \_\_\_\_\_ Home \_\_\_\_\_ C.P.M. \_\_\_\_\_ A.P.P. \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP Code (+ four): \_\_\_\_\_ - \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

**ONLINE ENROLLMENTS:** Visit [www.ism.ws](http://www.ism.ws); move cursor to **Members Only**; on foldout menu, select **Affiliates, Groups & Forums** — you'll need your ISM ID number — click on **Group/Forum Enrollment Form**.

**MAIL OR FAX TO:** ISM Affiliate Support, P.O. Box 22160, Tempe, AZ 85285-2160

**FAX:** 480/752-7890

# Sign Me Up!

## Leadership Opportunities at ISM

As the previous articles have indicated, the Institute for Supply Management™ (ISM) offers many opportunities for you to develop and enhance your skills and talents in order to become more competitive in today's corporate world. Those opportunities are available at the affiliate and national levels. Within the affiliate, and national boards and committees, opportunities to network with other supply management professionals become a regular aspect of your volunteer work in ISM. Lack of time? You can become involved in these activities without assuming the entire position.

The following information will help you to understand ISM's volunteer positions and, most importantly, the time commitment involved. Although positions in the 179 affiliates may vary, the following are typical positions where leadership opportunities are available.

## AFFILIATE-LEVEL OPPORTUNITIES

POSITION	QUALIFICATIONS	SELECTION PROCESS	RESPONSIBILITIES	TIME COMMITMENT
Member of the Affiliate Board of Directors	<ul style="list-style-type: none"><li>• Regular member of ISM.</li></ul>	<ul style="list-style-type: none"><li>• Elected for a one- to two-year term.</li></ul>	<ul style="list-style-type: none"><li>• Board members have general charge, management, and control of the affairs, funds, and properties of the affiliate.</li><li>• Has authority to take action in the matters of policy and procedure which would be the most beneficial in promoting the interests and welfare of the affiliate as well as reviewing, modifying, and changing all or part of any affiliate policy.</li></ul>	<ul style="list-style-type: none"><li>• Eight to 12 affiliate board meetings per year.</li><li>• Other subcommittee commitments.</li><li>• One summer workshop.</li></ul>
Affiliate President	<ul style="list-style-type: none"><li>• Regular member of ISM.</li></ul>	<ul style="list-style-type: none"><li>• Elected for a one-year term.</li></ul>	<ul style="list-style-type: none"><li>• Develops, distributes, and implements the affiliate strategic plan which includes vision and mission statements and measurable goals and objectives with board and committee members.</li><li>• Presides over scheduled and special meetings.</li><li>• Oversees the fiscal and administrative management of the affiliate.</li></ul>	<ul style="list-style-type: none"><li>• Eight to 12 affiliate board meetings per year.</li><li>• Eight to 12 general membership meetings per year.</li><li>• Miscellaneous meetings with committees.</li><li>• One summer workshop.</li></ul>
Affiliate First or Second Vice President	<ul style="list-style-type: none"><li>• Regular member of ISM.</li></ul>	<ul style="list-style-type: none"><li>• Elected for a one-year term.</li></ul>	<ul style="list-style-type: none"><li>• Assists the president in carrying out the objectives of the affiliate.</li><li>• Assumes the duties of the president when the president is unable to perform the duties.</li><li>• Oversees the activities of the directors and the committees as assigned by the president.</li><li>• Prepares for the position of president through observing the operations of the affiliate.</li></ul>	<ul style="list-style-type: none"><li>• Eight to 12 affiliate board meetings per year.</li><li>• Eight to 12 general membership meetings per year.</li><li>• Miscellaneous subcommittee meetings.</li><li>• One summer workshop.</li></ul>

# AFFILIATE-LEVEL OPPORTUNITIES

POSITION	QUALIFICATIONS	SELECTION PROCESS	RESPONSIBILITIES	TIME COMMITMENT
Affiliate Secretary	<ul style="list-style-type: none"> <li>Regular member of ISM.</li> </ul>	<ul style="list-style-type: none"> <li>Elected for a one- to two-year term.</li> </ul>	<ul style="list-style-type: none"> <li>Prepares all minutes for the affiliate's board meetings.</li> <li>Maintains all corporate and membership records, legal documents, and filings.</li> <li>Distributes or informs the affiliate members of all notices concerning any meeting or matters of the organization required by law or the affiliate bylaws.</li> </ul>	<ul style="list-style-type: none"> <li>Eight to 12 affiliate board meetings per year.</li> <li>Eight to 12 general membership meetings per year.</li> <li>Time each month to write and distribute minutes.</li> <li>Writes other correspondence as needed.</li> <li>One summer workshop.</li> </ul>
Affiliate Treasurer	<ul style="list-style-type: none"> <li>Regular member of ISM.</li> </ul>	<ul style="list-style-type: none"> <li>Elected for a one-year term.</li> </ul>	<ul style="list-style-type: none"> <li>Collects dues and other monies and issues payment.</li> <li>Maintains accurate books and records for the affiliate.</li> <li>Prepares budget with help from the board.</li> <li>Plans a yearly audit.</li> </ul>	<ul style="list-style-type: none"> <li>Eight to 12 affiliate board meetings per year.</li> <li>Eight to 12 general membership meetings per year.</li> <li>Time each month to pay bills, deposit checks, and balance accounts.</li> <li>Facilitates yearly review of the books.</li> <li>One summer workshop.</li> </ul>

## AFFILIATE COMMITTEE CHAIRS

Each affiliate has formed committees to best serve the needs of that affiliate. Affiliate committees may include, but are not limited to, Communication, Education, and Marketing. The chairperson must be an ISM Regular member and will be appointed to a one-, two-, or three-year term. Below is a list of responsibilities that will fall under the jurisdiction of one of the affiliate committee chairs. To verify which committee chair position is responsible for the duties you are interested in, contact your affiliate president through the ISM Web site ([www.ism.ws](http://www.ism.ws)). Go to the Members Only area under Affiliates, Groups, and Forums. You may also contact ISM Affiliate Support staff at 800/888-6276 or 480/752-6276, extension 3062, or by e-mail at [lmizel@ism.ws](mailto:lmizel@ism.ws).

## RESPONSIBILITIES

- Assists affiliate president in recruiting committee or team members.
- Provides an orientation for new members.
- Monitors attendance, membership renewals, and works on retention programs.
- Assists in the development of the affiliate marketing plan.
- Plans activities with committee or team members that would increase affiliate membership.
- Coordinates membership drive with committee or team.
- Sends membership reports to ISM Headquarters via ISM Web site.
- Provides programs and activities that expand the knowledge and professional qualifications of the affiliate and others in the supply management field.
- Creates and develops programs that help affiliate members to obtain either the C.P.M. or A.P.P.
- Works with local colleges or universities to develop and maintain courses in supply management.
- Develops and maintains a program of activities that keeps the public informed of the affiliate's activities and the members' important achievements.
- Develops media kit or relationships with the media.
- Prepares news releases for the affiliate's achievements and activities.
- Works with student organizations to enhance supply management as a possible career choice.
- Helps to develop the affiliate newsletter.
- Works with colleges and universities to provide international supply management classes.
- Develops specific educational program activities for the year for the affiliate.
- Serves as an informational source to facilitate the exchange of information on global supply management issues for companies that import and export goods.

## TIME COMMITMENT

- May attend eight to 12 board meetings per year, depending on affiliate.
- Eight to 12 general membership meetings per year.
- Eight to 12 committee or team meetings per year.
- Time to follow up on projects with committee or team members.
- One summer workshop.



## AFFILIATE COMMITTEE MEMBERSHIP

If committee chair is not your speed, you can be a member of a committee or team. The term of office is usually from one to three years based on the particular committee or team. Many affiliates organize teams to fulfill the various functions they need to complete. The time commitment could vary from a few hours per month to something more intense depending on your level of involvement.

Other short-term volunteer opportunities may exist at the affiliate level, such as conducting a roundtable discussion on a supply management topic or assisting a committee or team on a specific project. The idea behind these short-term volunteer opportunities is to use the talent pool available in the membership. This serves as a good testing ground if you're not sure you want to commit to longer-term volunteer projects until you're comfortable with some of these short-term positions.

If you are interested in becoming an affiliate officer or committee member, you can contact your affiliate president through the ISM Web site ([www.ism.ws](http://www.ism.ws)). Go to the Members Only area, then Affiliate Support, then scroll down and select Volunteer Help Database. You may also contact ISM Affiliate Support staff at 800/888-6276 or 480/752-6276, extension 3062, or by e-mail at [lmizel@ism.ws](mailto:lmizel@ism.ws).

## NATIONAL-LEVEL OPPORTUNITIES

In order to select individuals to national positions, ISM policy has set procedures for selection. The ISM chair and CEO will work with appropriate committee chairs to determine finite committee requirements in terms of people needed, qualities and capabilities needed, diversity issues, and other pertinent issues. Standing committee vacancies will be publicized. Individuals may indicate their interest in a position by contacting the ISM secretary at ISM Headquarters. The chair and CEO, working with the leadership, will then develop a candidate for each open position. The list will be brought to the Executive Committee and the chair's recommendations will be submitted to the ISM Board of Directors for ratification.

POSITION	QUALIFICATIONS	SELECTION PROCESS	RESPONSIBILITIES	TIME COMMITMENT
Board of Directors (BOD)	<ul style="list-style-type: none"> <li>Fifteen directors, one of whom shall serve as chair; CEO, secretary, and treasurer are ex officio. Secretary and treasurer do not have voting rights. (At least seven elected directors must be ISM members.)</li> </ul>	<ul style="list-style-type: none"> <li>Nominating Committee will prepare a slate for ratification by the membership.</li> <li>The Board will elect its own chair from among its members (excluding the ex officio directors).</li> </ul>	<ul style="list-style-type: none"> <li>Oversight and control of the affairs, funds, and properties of ISM.</li> <li>Overall strategic direction of the organization.</li> <li>Take action in matters of policy and procedure.</li> <li>Exercise fiscal responsibility for the organization.</li> <li>Appoint the CEO of ISM and review the management performance of the CEO.</li> <li>Appoint Board committees (Executive, Finance, and Nominating).</li> <li>Appoint other committees including, but not limited to, the Permanent Conference Committee, Certification Committee, and Ethics Committee.</li> <li>Ratify membership on the ASC and the GFSC.</li> <li>Appoint other ad hoc committees as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Four-year term.</li> <li>Chair will serve two-year term.</li> </ul>
Executive Committee	<ul style="list-style-type: none"> <li>Eight members: Board of Directors chair, plus two additional Board members, three from the ASC, one from the GFSC, plus CEO.</li> <li>The chair and the CEO are ex officio voting members.</li> </ul>	<ul style="list-style-type: none"> <li>Board members appointed by Board chair.</li> <li>ASC representatives recommended by the ASC.</li> <li>GFSC representative recommended by the GFSC.</li> <li>The Board chair will serve as the chair of the Executive Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Make decisions about operational issues.</li> <li>Advise ISM on policy.</li> <li>Surface issues of strategic importance to ISM.</li> <li>Serve as key communication link throughout the organization, keeping various ISM entities and individuals informed and up-to-date.</li> <li>Coordinate the overall governance process.</li> <li>Act on behalf of the Board between regular Board meetings within areas of defined policy.</li> <li>Investigate, analyze, research, report, and make recommendations on topics assigned to it by the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>One-year term.</li> <li>Three meetings per year, or as necessary.</li> </ul>
Affiliate Support Council (ASC)	<ul style="list-style-type: none"> <li>Current Regular member of ISM.</li> <li>Held affiliate officer position as defined in policy within the last five years.</li> <li>District officers are eligible for a period of five years (through May 2006) as defined in the transition <i>Bylaws</i>.</li> <li>Nine members: one from each region, with the balance at-large, plus CEO who is ex officio voting member, with a minimum of two each from large, medium, and small affiliates.</li> </ul>	<ul style="list-style-type: none"> <li>Vacancies will be publicized in <i>Inside Supply Management</i><sup>®</sup>, <i>NewsLine</i>, and on the ISM Web site.</li> <li>Interested individuals should indicate their interest.</li> <li>Ad hoc nominating committee comprised of five members of the ASC will present its slate to the ASC.</li> <li>ASC will approve the candidates; this slate will be presented to the Board of Directors for ratification.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a mechanism for affiliates to work together to articulate their common needs, address their common concerns, and define their role in ISM.</li> <li>Make decisions about management and operational issues relating to affiliates.</li> <li>Advise ISM on policy related to affiliates.</li> <li>Provide input and direction in the development of regional training programs.</li> <li>Serve as the voice of affiliate members in ISM, ensuring that the needs of affiliates are recognized and considered by ISM.</li> <li>Bring issues of interest to affiliates to the attention of the Executive Committee.</li> <li>Bring the affiliate perspective to national deliberations through representation on the Executive Committee and Nominating Committee.</li> <li>Ratify ad hoc committee appointments made by the ASC chair.</li> </ul>	<ul style="list-style-type: none"> <li>Two-year term.</li> <li>Two meetings per year.</li> </ul>

POSITION	QUALIFICATIONS	SELECTION PROCESS	RESPONSIBILITIES	TIME COMMITMENT
Groups and Forums Support Council (GFSC)	<ul style="list-style-type: none"> <li>• Chair of ISM Group or Forum.</li> <li>• Nine members: chosen from among the chairs of the Groups and Forums, plus CEO who is an ex officio voting member.</li> </ul>	<ul style="list-style-type: none"> <li>• Vacancies will be publicized in <i>Inside Supply Management</i>™, <i>NewsLine</i>, and on the ISM Web site.</li> <li>• Interested individuals should indicate their interest.</li> <li>• Ad hoc nominating committee comprised of five members of the GFSC appointed by the chair will present its slate to the GFSC.</li> <li>• GFSC will approve the candidates; this slate will be presented to the Board of Directors for ratification.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a mechanism for Groups and Forums to work together to articulate their common needs, address their concerns, and define their role in ISM.</li> <li>• Make decisions about management and operational issues related to Groups and Forums.</li> <li>• Advise ISM on policy related to Groups and Forums.</li> <li>• Coordinate Group and Forum activities.</li> <li>• Serve as the voice of Group and Forum members in ISM to ensure that the needs of Groups and Forums are recognized and considered by ISM.</li> <li>• Bring issues of interest to affiliates to the attention of the Executive Committee.</li> <li>• Bring their perspective to national deliberations through representation on the Executive Committee and Nominating Committee.</li> <li>• Ratify ad hoc committee appointments made by the GFSC chair.</li> </ul>	<ul style="list-style-type: none"> <li>• Two-year terms.</li> <li>• Two meetings per year, or as needed.</li> </ul>
ISM Commissions	<ul style="list-style-type: none"> <li>• Will vary depending on character of commission.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed as need arises.</li> </ul>	<ul style="list-style-type: none"> <li>• Address issues of importance to the profession.</li> </ul>	<ul style="list-style-type: none"> <li>• As needed to complete assigned task.</li> </ul>
Nominating Committee	<ul style="list-style-type: none"> <li>• Nine members including four members of the Board of Directors appointed by the Board chair (one of whom is appointed as chair), the chair of the ASC plus two additional ASC members appointed by the ASC chair, the chair of the GFSC, plus CEO who is an ex officio voting member.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed yearly.</li> <li>• Four Board members will be appointed by the chair of the Board of Directors.</li> <li>• Two ASC members will be appointed by the ASC chair.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and select new Board members to replace individuals whose terms have ended, based on criteria set forth by the Board and the needs of the ISM Strategic Plan.</li> <li>• Communicate the nominating process to the membership.</li> <li>• Submit the slate to the membership for ratification.</li> </ul>	<ul style="list-style-type: none"> <li>• One-year term.</li> <li>• May need to meet one time per year.</li> <li>• Teleconferences, as needed.</li> <li>• Electronic communication.</li> </ul>
Finance Committee	<ul style="list-style-type: none"> <li>• Five members of which four are members of the Board of Directors appointed by the Board chair, plus treasurer who is an ex officio voting member.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed by the chair of the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the financial activities and condition of ISM.</li> <li>• Establish and maintain a long-term financial plan and strategy that ensures financial stability and financial growth.</li> <li>• Determine compensation of CEO.</li> <li>• Develop a balanced performance management program to assess the performance of the CEO.</li> <li>• Review national dues on a yearly basis relative to need and make recommendations to the Board of Directors.</li> <li>• Review the budgets and budget forecasts in relation to the goals set forth in the Strategic Plan.</li> <li>• Develop a strategy for all permanent reserve and surplus funds.</li> <li>• Review, with the CEO, agreements, contracts, documents, and other instruments in excess of \$100,000 on behalf of ISM. Select the independent auditor, in conjunction with the CEO and treasurer, and make a recommendation to the Board of Directors; hold pre- and post-audit meetings to discuss forthcoming audit plans and subsequent formal and informal auditor recommendations; and report results to the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Two-year term.</li> <li>• Minimum of two meetings per year.</li> </ul>

POSITION	QUALIFICATIONS	SELECTION PROCESS	RESPONSIBILITIES	TIME COMMITMENT
Ad Hoc Committees	<ul style="list-style-type: none"> <li>• Will vary depending on the character of committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed as need arises.</li> </ul>	<ul style="list-style-type: none"> <li>• As assigned to accomplish the association's work.</li> </ul>	<ul style="list-style-type: none"> <li>• As needed to complete assigned task.</li> </ul>
Leadership Training Workshops Planning Committees	<ul style="list-style-type: none"> <li>• 12 members from each region.</li> </ul>	<ul style="list-style-type: none"> <li>• Vacancies will be publicized in <i>Inside Supply Management</i><sup>™</sup>, <i>NewsLine</i>, and on the ISM Web site.</li> <li>• Interested individuals should indicate their interest.</li> <li>• Planning committees will choose their own successors based on nominations solicited.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Regional Leadership Training Workshop agenda.</li> <li>• Determine session topics and presenters.</li> </ul>	<ul style="list-style-type: none"> <li>• Three-year term.</li> <li>• Attend Summer Workshop.</li> <li>• Attend one planning meeting.</li> <li>• Teleconferences and electronic communication as necessary.</li> </ul>
Certification Committee	<ul style="list-style-type: none"> <li>• Member of ISM, National Association of Educational Buyers (NAEB), or California Association of Public Purchasing Officers (CAPPO).</li> <li>• Eight members will hold a current C.P.M. designation or appropriate professional designation.</li> <li>• One committee member will have an A.P.P. accreditation only.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed by the Board chair.</li> <li>• Approved by the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide ongoing review of the C.P.M. and A.P.P. programs to guarantee continued appropriateness and integrity.</li> <li>• Address policy issues as they occur.</li> </ul>	<ul style="list-style-type: none"> <li>• Member: five-year term.</li> <li>• Chair: three years, plus one year as chair-elect.</li> <li>• Two meetings per year plus teleconferences.</li> <li>• Various subcommittee assignments.</li> </ul>
Diversity Committee	<ul style="list-style-type: none"> <li>• Chair and five to eight members of ISM representing the diverse membership within ISM including, but not limited to, representation from ethnic groups, gender classes, creed, economic classes, age, sexual orientation, national origin, disability, number of years in the profession, and occupational stature.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed by the Board chair.</li> <li>• Approved by the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate ISM efforts in promoting member participation, encouraging diversity, providing affiliate support, and developing and increasing the number of volunteers for leadership.</li> <li>• Solicit, review, and publicize best practices in promoting diversity.</li> <li>• Identify barriers to participation within the association.</li> <li>• Execute changing strategies.</li> <li>• Educate ISM leadership about diversity issues and areas of concern.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair: three years plus one year as chair-elect.</li> <li>• Members: three years.</li> </ul>



POSITION	QUALIFICATIONS	SELECTION PROCESS	RESPONSIBILITIES	TIME COMMITMENT
Educational Resources Committee	<ul style="list-style-type: none"> <li>• Regular member of ISM.</li> <li>• Senior academicians who have teaching and research credentials from centers of academic excellence.</li> <li>• Senior academicians or practitioners with research and teaching credentials from international sources.</li> <li>• Senior academicians from community colleges with programs supporting the supply management field.</li> <li>• One or two practitioners with special interest and vision for education in the field.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed by the Board chair.</li> <li>• Approved by the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate efforts in enhancing the stature of supply management in colleges and universities.</li> <li>• Support the educational and research mission of ISM.</li> <li>• Support the demand for entry-level positions in the supply management profession.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair: three years plus one year as chair-elect.</li> <li>• Members: three years.</li> <li>• Two committee meetings per year.</li> <li>• Various teleconferences and subcommittee assignments.</li> </ul>
Permanent Conference Committee	<ul style="list-style-type: none"> <li>• Regular member of ISM.</li> <li>• Current Board chair and CEO of ISM (ex officio nonvoting members).</li> <li>• Current general Conference chair.</li> <li>• One leadership person of the current year Conference.</li> <li>• Next general Conference chair.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed by the Board chair.</li> <li>• Approved by the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the management and operation of the Annual International Purchasing Conference and Educational Exhibit.</li> <li>• Review and file all Conference invitations from affiliated associations and cities, inspect hotel sites, and make future recommendations of Conference sites to the Board of Directors.</li> <li>• Appoint general Conference chair and calls for presenters.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair: three years plus one year as chair-elect.</li> <li>• Members: two-, three-, or five-year term depending on position.</li> <li>• Two meetings per year.</li> </ul>
Ethical Standards Committee	<ul style="list-style-type: none"> <li>• Regular member of ISM.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed by the Board chair.</li> <li>• Approved by the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide ethical guidelines, leadership, and resources to ISM, its affiliates, supply management professionals, and the enterprises for which they work.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair: three years plus one year as chair-elect.</li> <li>• Members: three years.</li> <li>• Two meetings per year.</li> </ul>
CAPS Research Board of Trustees	<ul style="list-style-type: none"> <li>• Substantial experience in senior supply management.</li> <li>• Does not need to be an ISM member.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed for a two-year term.</li> </ul>	<ul style="list-style-type: none"> <li>• Define CAPS' overall research guidelines and objectives and written policies under which CAPS operates. Plan fundraising objectives and activities.</li> <li>• Help to determine research projects for financial grants to individuals or institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Two meetings per year.</li> <li>• Teleconferences as needed.</li> </ul>

## GROUPS AND FORUMS

Volunteer positions are available within ISM Groups and Forums. National Groups are composed of individuals with common interests for education and net-working in various topics. National Forums are composed of individuals who purchase in a specific sector, and come together for the sole purpose of exchanging information and ideas about purchasing in the specific sector.

Leadership positions are held by ISM Regular members and are elected by the respective Group or Forum membership. Contact ISM Affiliate Support, 800/888-6276 or 480/752-6276, extension 3032, e-mail [nengelsen@ism.ws](mailto:nengelsen@ism.ws), or visit the ISM Web site at [www.ism.ws](http://www.ism.ws) to inquire about these volunteer opportunities.

# LEADERSHIP OPPORTUNITIES AT ISM

**S**o now you know the volunteer structure of ISM. As the list reveals, a variety of volunteer opportunities exist within ISM for you to enhance your management skills, marketability, and self-confidence, and increase your networking opportunities. ISM needs your time, energy, enthusiasm, and expertise in order to ensure a quality organization.

**Sign up today!** A variety of methods are provided to make it easy for you to sign up.

- Use the VolHelp area of the ISM Web site, [www.ism.ws](http://www.ism.ws), enter Affiliate Support through the Members Only area, then select Volunteer Help Database.
- Contact the officers of your local affiliate. For a current listing and contact information, go to the ISM Web site, [www.ism.ws](http://www.ism.ws), select About ISM, then go to Contact ISM and select Affiliate Officers' Directory.
- Contact the officers of an ISM Group or Forum. For a current listing and contact information, go to the ISM Web site, [www.ism.ws](http://www.ism.ws), select About ISM, then National Officers' Directory, and scroll down to the appropriate Group or Forum.
- Contact ISM Affiliate Support at 800/888-6276 or 480/752-6276, extension 3062, or by e-mail at [lmizel@ism.ws](mailto:lmizel@ism.ws).

**ISM Headquarters provides training materials for the positions, so call ISM Affiliate Support at 800/888-6276 or 480/752-6276, extension 3062, or e-mail [lmizel@ism.ws](mailto:lmizel@ism.ws) today and get involved for the opportunity of a lifetime!**

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