

INSIDE ISM-PITTSBURGH

Institute for Supply Management—Pittsburgh

August 2009

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State of the Region Business Address & The Effect on Supply Management Professionals

ISM-Pittsburgh is pleased to kick off its 2009-2010 program year dinner meeting program with the following topic ; A State of the Region Business Address & The Ensuing Effects upon Supply Management's Role in Corporate America.

We hope that you will join us as we kick off our program theme; ISM-Pittsburgh & You ~ A Championship Team . What better way to celebrate a Super Bowl win, a Stanley Cup Championship and an affiliate working to bring its membership a championship year of professional development offerings than to embrace our City of Champions!

Register now using the Registration Form on Page 30 of this month's *Inside ISM-Pittsburgh*.

September 15, 2009 ISM-Pittsburgh Dinner Meeting

Date:	September 15, 2009
Place:	Sheraton Station Square Pittsburgh, PA
Forum Program:	4:30 p.m. – 5:30 p.m.
Networking:	5:30 p.m.— 6:00 p.m.
Dinner Program:	6:00 p.m.— 8:00 p.m.
ISM Member Cost:	\$25.00 w/ Advance Res.
Non Member Cost:	\$35.00
Student Cost:	\$15.00

Reservations can be made by using the reservation fax form located within Inside ISM Pittsburgh, or via our web site at: www.ism-pittsburgh.org or e-mail: paulamis@comcast.net

Forum Session

Mentoring to the Supply Management Professional

Dinner Meeting Program

State of the Region Business Address & The Effect on Supply Management Professionals

ISM-Pittsburgh September 2009 Slate of Events

**September 15, 2009
Dinner Meeting**

**September 18, 2009
One Day Seminar
Advanced Negotiation
Techniques & Contract
Management**

ISM-Pittsburgh & You ~ A Championship Team

The Board of Directors is pleased to announce the program theme for the 2009-2010 program year. We couldn't think of a better theme than one which builds upon the success of our City of Champions!

We are fortunate to have not one, but two championship teams which call Pittsburgh home. So, throughout the program year, you will see our professional offerings emphasizing the value of winning teams and successful relationships.

Our goal remains to bring you the best professional development opportunities available to supply management professionals. And, we will partner with the best available practitioners to bring you a winning professional development program year.

Join us this year as we celebrate professional achievement and the critical role relationships play in that success.

ISM-Pittsburgh & You ~ A Championship Team

Mentoring for the Supply Management Professional

ISM-Pittsburgh launched a Mentoring Program for supply management professionals last fall and we are pleased to offer a forum session, which addresses the value of mentoring in an individual's professional development.

This session will address the value of mentoring, the roles of mentors and mentees and how all individuals can manage the flexible time commitment required to establish a fulfilling mentoring relationship.

Join us for this first forum session of the 2009-2010 program year.

Inside ISM-Pittsburgh

Editor:

Lisa Romango, Executive Director

ISM-Pittsburgh

Tel: (412) 967-9104 Fax: (412) 967-9105

Email: lisaromango9104@comcast.net

Find us on the web at:

<http://www.ism-pittsburgh.org/newsletter.htm>

Inside ISM-Pittsburgh is the official publication of ISM-Pittsburgh and is published monthly.

If you wish to submit an article for publication, you may do so by contacting the editor. We reserve the right to edit and publish articles at our discretion.

The deadline to submit articles for the next edition is the 28th day of the month.

Mission Statement

To serve the education, certification, communication and networking needs of supply management professionals in the Greater Pittsburgh area. We will do this to enhance the supply management profession, its image and ethical standards to maximize membership value.

Call for Presentations for the 20th Annual North American Research & Teaching Symposium on Purchasing & Supply Management

The North American Research/Teaching Symposium on Purchasing and Supply Chain Management provides a unique forum for academicians and practitioners to share completed research, discuss future research programs and discuss instructional issues. This program serves to motivate involvement in rigorous and relevant research as well as supporting creation of collaborative research agendas and publications.

Prime objectives include encouraging increased interdisciplinary research in purchasing and supply management. The program includes addresses by senior business leaders, provocative panel discussions, presentations of competitively selected original research papers, sessions on instructional techniques and material, and scheduled time for informal discussion and collaboration.

Deadlines for Submissions

October 23, 2009: Papers, Proposals and Cases must be received for review and they will proceed through a blind review process. Email **Debbie Maciejewski, Research Manager, CAPS Research** dmaciejewski@capsresearch.org

December 21, 2009: Authors of accepted papers will be notified.

February 1, 2010: Deadline to submit final paper for inclusion in the Proceedings, which are published only on the Web. Email **Karin Spencer, Senior Associate, Institute** for Supply Management kspencer@ism.ws

How to submit your **Proceedings** paper:

E-mail the manuscript as an attachment to kspencer@ism.ws. Microsoft Word for Windows is the required format. To save file space, you may also use WinZip (see www.winzip.com for details).

A signed Author Agreement is required for all authors listed on the paper. The form can be found on the website at <http://www.ism.ws/files/Education/NARTSAuthorAgreement.pdf>.

You may wish to review current NARTS Proceedings online to see formatting. They are available at <http://www.ism.ws/go/?page=402>.

REMINDER ~ ISM-Pittsburgh Membership Dues Renewal Options for 2009

In this challenging economy, ISM-Pittsburgh would like to take a moment and review with our members, the options for membership renewal. Your membership is valued by the leadership of the affiliate and your professional development membership is more important today than ever before. If you have any questions on the options below, please contact Lisa Romango.

Regular Membership – includes membership with, and benefits from, both ISM and ISM-Pittsburgh. This category of membership is by far the most popular option, comprising 85% of ISM's total membership. Annual Rate: (\$210.00 + \$45.00 (one-time administrative fees). Administrative fees are not applicable to renewing members.

Associate Membership – includes membership with and benefits from the ISM-Pittsburgh affiliate, only. Annual rate: (\$100.00 + \$25.00 (one-time administrative fees). Administrative fees are not applicable to renewing members.

Direct Membership – includes membership with and benefits from ISM only. **No affiliate membership is included.** This category of membership is generally preferable for those that do not have a geographic affiliate nearby or a non-geographic affiliate within their industry or area of interest. Automatic membership renewal available. Annual Rate: (\$190.00 + \$20.00 (one time administrative fees). Administrative fees are not applicable to renewing members.

International Membership – essentially Regular Membership for those living/working outside the United States. This category of membership includes membership with, and benefits from, both ISM and your choice of one of a growing number of international affiliates including Canada, China, France, Mexico, South East Asia and more. Varies by country.

Certification News Forwarded from ISM

ISM introduces CPSM Exam and Bridge Exam Review courses that are designed to help supply management professionals prepare for their CPSM qualification. Course content covers a majority of topics within the CPSM; however, they are not all-inclusive. They are considered to be a supplement to a candidate's on-the-job and individual learning.



The CPSM Exam Review is designed as a review to help prepare supply professionals for taking the CPSM exams. Participants will gain an understanding of the CPSM program and of the breadth of content covered in each of the three CPSM exams:

Exam 1: Foundation of Supply Management
Exam 2: Effective Supply Management Performance
Exam 3: Leadership in Supply Management

The CPSM Bridge Exam Review is designed as a review for current C.P.M. holders as part of their preparation for taking the CPSM Bridge Exam. It is intended to enable candidates to assess the knowledge they have acquired through education and experience against the content areas covered by the CPSM Bridge Exam. It is not intended for those planning to take the full CPSM Exam.

Register at www.ism.ws, then Seminars or call 800/888-6276 or +1 480/752-6276, extension 401.

Institute for Supply Management, 2055 E. Centennial Circle, Tempe, AZ 85284

More Certification News from ISM

ISM continues to receive requests from individuals for additional time to complete the C.P.M. examination process. Due to the continued interest, ISM has extended the C.P.M. exam registration deadline.

C.P.M. exam registrations will be accepted through September 30, 2009. For those registering to take a specific C.P.M. exam for the first time, there are no exceptions to this deadline.

The only exception to the September 30, 2009 C.P.M. exam registration deadline: If an exam candidate fails a C.P.M. exam in 2009, he/she will be allowed to register to RETAKE THE EXAM MODULE FAILED.

All C.P.M. examinations must be completed by December 31, 2009. No exceptions.

There are no refunds for C.P.M. exam registrations made in 2009.

ISM strongly recommends candidates **schedule exam dates as soon as possible to avoid scheduling conflicts** at the testing centers, and to allow time to retake an exam module they failed if needed. **ISM cannot guarantee a space at testing centers.**

If you have any further questions regarding the C.P.M. program, please contact Kara in ISM Customer Service at 800/888-6276, extension 3072, or kbuckley@ism.ws.

**.Certification Corner authored by Dr. Michael McGinnis; CPSM, C.P.M., Associate Professor
The Pennsylvania State University**

This month's topic is "CPSM EXAMINATION QUESTION PROCESS LEVELS"

OVERVIEW

The last two columns focused on maximizing the *CPSM Diagnostic Kit's* role in helping you study for the Certified Professional in Supply Management (CPSM) examinations and developing your CPSM examination study and test taking skills. This column, the last of a three-part series, identifies three examination process levels and discusses their implications for study and test taking.

CPSM Examination Question Process Levels. Test designers assess the test-takers' knowledge using three question "process levels" that test different levels of subject mastery. Recall questions test grasp of the knowledge base, comprehension questions test the test taker's understanding of concepts, and application questions test the test taker's ability to apply their knowledge in a new situation.

These process levels provide a basis for developing examinations that assess the test taker's overall knowledge base (recall), his/her ability to apply that knowledge base in situations that require broad understanding (comprehension) and an ability to recognize situations (application) where the knowledge base can be effectively used.

EXAMPLES

The following background and sample questions were developed before I took CPSM Examination 3. This was to avoid revealing information from an examination that I have already taken.

Background. One topic discussed in the *CPSM Study Guide* for Examination 3 (see pages 63 & 64 and 77 & 78) is the phases of team building. These phases can be summarized as:

- forming (the team is organized, it receives its charge, and team members get to know one another),
- storming (team members challenge the goals of the team, develop cliques and rivalries, and begin to promote individual agendas),
- norming (the team members begin to focus on the team's goals and channel team efforts toward reaching those goals)
- performing (the team is now focused and working toward the goals, identifying alternatives, reaching decisions, and preparing a final report and/or presentation), and
- adjourning (identifying any needed follow-up and disbanding).

An example of a recall question might be:

Please place the following phases of team building in their proper order:

- I Adjourning
- II Norming
- III Performing
- IV Storming

IV, III, I, II

II, III, IV, I

III, II, IV, I

IV, II, III, I

**.Certification Corner authored by Dr. Michael McGinnis; CPSM, C.P.M., Associate Professor
The Pennsylvania State University**

Continued from Page 5

The correct answer is: d). The phases of team building are forming, storming (IV), norming (II), performing (III), and adjourning (I). The first phase “forming” was not included in the choices.

Study and Test Taking Suggestions: Recall questions test your recall of specific information. Here your understanding of the phases of team building, their order, and an ability to summarize each of these phases will serve you well. When faced with a recall question your ability to **know what comprises** the material, and **what does not comprise** the material is critical. For example, assume the question had asked you to “identify which of the following is not a phase team building” and then provided a list of norming, adjourning, validating, and performing. Here your knowledge would have (a) recognized that “validating” was not one of the phases, or (b) recognized that “norming,” “adjourning,” and “performing” were phases but “validating” was not. In either case you would have selected the correct response “validating”. Either approach would have enabled you to select the correct answer.

An example of a comprehension question might be:

Kelly Johnson has been asked to chair a standardization committee for surgical gloves used in a large hospital system. Since Kelly prefers to minimize the use of time and minimize conflict, the initial meeting has been scheduled to (a) orientate the team to the scope and goals of the project, (b) explain how the project will proceed from start to finish, and (c) provide each team member with his/her assignments. This approach will probably result in:

- Resistance to Kelly’s leadership style
- A smooth well working committee
- A minimum of conflict among the team members
- Buy-in by most team members

The correct answer is: a). The phases of team building are forming, storming, norming, performing, and adjourning. Kelly failed to provide the team with an opportunity to participate in the team’s organization and get to know each other (forming) and provide feedback on the committee’s mission and how it was going to proceed (storming). Kelly also did not solicit feedback on how the team would focus its efforts (norming) and work toward the team’s goals (performing). As a result the team will probably not work well together (answer b.), will continue to have conflict (answer c.), and not buy-in at the norming phase (answer d.).

Study and Test Taking Suggestions: Comprehension questions test your command of the material and your ability to apply your knowledge. Here **knowing** the five phases of team building, an **understanding** what compromises each of them, and being able to **identify them in a new situation** will enable you to choose the best response.

When faced with a comprehension question (a) first recognized the topic of the question (this is a team building question because Kelly been asked to chair a committee that has not been formed), then (b) recall your knowledge of the topic, then (c) read the question and think about what the answer might be, then (d) see if your choice is there – if so check the other choices to see if there is a better answer, then (e) make your selection. A second approach to this question is to recognize that there are steps missing and that question choices (b), (c), and (d) probably won’t happen. With this line of thought question choice (a) would be selected by default. This is not “guessing”. It is using your knowledge base to deduce the best answer.

An example of an application question might be:

Pat Jones, Senior Manager for Supply Management at QRS, Inc., has been assigned to lead a product development team that will include early supplier involvement (ESI) with three key suppliers. Other team members include Chris, Senior Marketing Manager; Fran, Senior Engineering Manager; Sandy, Senior Product Development Manager; Cary, Area Financial Analyst; and Max, Senior Production Planner. The team has received its assignment to (a) work with

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**.Certification Corner authored by Dr. Michael McGinnis; CPSM, C.P.M., Associate Professor
The Pennsylvania State University**

Continued from Page 6

three specific suppliers, (b) develop a major revision to the JBX, which is a moderate sales volume steady selling product, (c) complete concept identification, final design, arrange for tooling and production, and (d) have the product ready to launch in ten months.

In the first two meetings the team re-acquainted themselves with each other, Pat reviewed the assignment, responsibilities were divided up among the team members, and a time line was established for the completion of the project on time. The third meeting was a fiasco. Fran, Max, and Sandy complained that the deadline would not allow enough time for thorough development, testing, and production start-up. Chris argued that ten months was too long if QRS was to get an edge on the competition. Cary questioned whether the preliminary cost estimates were realistic. From the following which is the BEST course of action for Pat to pursue?

- Report to upper management that the revision to JBX is not feasible.
- Proceed with a follow-up meeting to address and resolve team member concerns.
- Set strict rules regarding how the team will proceed in the next meeting.
- Recognize that this team is likely to be dysfunctional and consult with higher management for guidance.

The correct answer is: b). The phases of team building are forming, storming, norming, performing, and adjourning. In the first two meetings the forming phase was satisfied. The team is now in the storming phase. In future meetings the group is likely resolve its conflicts and focus on how to achieve its goals, what has to be done, and how tasks will be approached (the norming phase). Subsequent meetings will focus on moving toward completion of the project (performing), and, later, move towards wrapping-up and closing out the project (adjourning). Reporting to management that the project is not feasible (a) will not move the project forward, setting strict rules (c) is unlikely to resolve the conflicts, and seeking guidance from higher management (d) should only be sought if further meetings are unable to move the team into the norming phase.

Study and Test Taking Suggestions: Application questions are designed to see if you can apply your knowledge to a new situation.

These questions might be considered as “vague” when the test taker has memorized information without understanding how it might be applied in a unique situation. As your study program progresses begin to think about variations of the topics and how you might apply them to current situations that you have experienced or observed in your current job, previous jobs, or other team situations.

Application questions require that you (a) recognize the context – in this case team building, then (b) recall the phases of team building and what they mean, then (c) once you have read the question be able to focus its theme – here the second paragraph describes the forming that occurred in the first two meeting and then discussed the storming that took place in the third meeting, then (d) recognize that the conflict is a normal part of storming. Once you have realized that the team is in the storming phase you can now think about the choices. By now you may have realized that the conflicts in the storming phase need to be addressed before moving to the “norming” phase.

Conclusion. The above examples illustrate how those pursuing the CPSM might prepare their study strategies to (a) develop an understanding of the material, (b) develop subtleties in their understanding, and (c) give thought how the material might be applied in new situations.

I hope you have found these perspectives helpful to understanding some of the types of examination questions that you might encounter in the three CPSM examinations; and how your study strategies might prepare you for a wide range of question types.

QUESTIONS ON CERTIFICATION? CHECK THE INSTITUTE FOR SUPPLY MANAGEMENT WEBSITE AT www.ism.ws THEN CLICK ON “PROFESSIONAL CREDENTIALS.”

April 2009 ISM Report on Business~ Manufacturing Excerpt

August 2009 Manufacturing ISM Report On Business®

PMI at 48.9 %

DO NOT CONFUSE THIS NATIONAL REPORT with the various regional purchasing reports released across the country. The national report's information reflects the entire United States, while the regional reports contain primarily regional data from their local vicinities. Also, the information in the regional reports is not used in calculating the results of the national report. The information compiled in this report is for the month of July, 2009.

New Orders and Production Growing
Employment and Inventories Contracting
Supplier Deliveries Slower

(Tempe, Arizona) – Economic activity in the **manufacturing sector** failed to grow in July for the 18th consecutive month, while the **overall economy** grew for the third consecutive month, say the nation's supply executives in the latest **Manufacturing ISM Report On Business®**.

The report was issued today by Norbert J. Ore, CPSM, C.P.M., chair of the Institute for Supply Management™ Manufacturing Business Survey Committee. "The decline in manufacturing was slower in July when compared to June, as the more leading components of the PMI – the New Orders and Production Indexes – rose significantly above 50 percent, thus setting an expectation for future growth in the sector. The Employment and Inventories Indexes are still contracting, but the rate is slowing and they are moving in the right direction. It is also worth noting that the New Export Orders Index shows growth following nine consecutive months of decline, suggesting that the global economy is recovering. Overall, it would be difficult to convince many manufacturers that we are on the brink of recovery, but the data suggests that we will see growth in the third quarter if the trends continue."

Six of the 18 manufacturing industries reported growth in July. These industries – listed in order – are: Nonmetallic Mineral Products; Paper Products; Printing & Related Support Activities; Electrical Equipment, Appliances & Components; Transportation Equipment; and Chemical Products. The 10 industries reporting contraction in July – listed in order – are: Machinery; Plastics & Rubber Products; Wood Products; Textile Mills; Miscellaneous Manufacturing; Furniture & Related Products; Computer & Electronic Products; Food, Beverage & Tobacco Products; Fabricated Metal Products; and Primary Metals.

- "[There is concern about] overall health of strategic suppliers – continue to see new suppliers filing Chapter 7 or 11, posing significant risk to supply chain." (Machinery)
- "We believe our inventories are now at the bottom of this cycle, driving stronger demand for raw materials." (Paper Products)
- "While our aftermarket business has improved slightly, we are still awaiting an increase in OEM demand." (Transportation Equipment)
- "No stimulus for manufacturing." (Fabricated Metal Products)

ISM-Pittsburgh is Now "Linkedin"

ISM-Pittsburgh is pleased to announce that we are now "Linkedin".

We have established a group on Linkedin, so all members are encouraged to sign onto Linkedin (www.linkedin.com) and click on Groups. Linkedin is an excellent way to network with supply management colleagues and establish an ever expanding professional network.

Negotiating Rebates: Best Practices with Mr. Charles Dominick; SPSM

Should Negotiating Rebates Be A Priority?

Some procurement professionals like to demonstrate that they've negotiated concessions on every last term in order to impress their management. Obviously, being tenacious and effective is indeed admirable. But there are pros and cons to negotiating rebates.

There are a few reasons I have preferred to have the rebates factored into a lower price rather than waiting until the end of the year to capture them. First, there's always a risk that the rebates won't be paid or remembered. Second, there's a risk that the price will be inflated in order to cover a rebate to be paid later. That can make it easier for internal customers to find that "deal that's better than Procurement gets" - never good politically! Third, there is the time value of money and corporate cash flow improvement initiatives that make money more attractive to have now rather than later.

However, there are times when negotiating rebates is appropriate. One such time is when you lack a reliable quantity forecast. In one situation with a prior employer, we had a reliable forecast for a large quantity of goods in one category (Category A) but weren't sure how many (if any) purchases of a second category (Category B) we would make from the same supplier.

Of course, I negotiated a low, low price for Category A. Then I negotiated a volume-based rebate on Category B that allowed us to take advantage of discounts if we deserved them without committing to a quantity that we couldn't guarantee. This was a win for the supplier as well, because we didn't require them to honor a price based on a volume that we didn't end up meeting.

So, for example, if we ended up buying 0-10, we got a 0% rebate. If we ended up buying 11-20, we got a 1% rebate. If we ended up buying 21-30, we got a 2% rebate, and so on.

A final, important note on rebates: It is important for rebates to be distributed to the end users' cost centers, not the "general fund" or Procurement's budget (unless that's how top management wants it). Rebates distributed outside of the end users' cost centers can cause internal customers to feel that their budgets are being stolen from and will cause them to distrust Procurement.

Reprinted from the July 14, 2009 issue of PurchTips authored by Mr. Charles Dominick; SPSM; President Next Level Purchasing

P.O. Box 1360
Moon Township, PA
15108
US

ISM Continues to Provide Diversity Resources

Maintaining a diverse supplier base and a diverse workforce are key components to attracting the best suppliers and employees while ensuring business success in today's business world. For the past several years, the ISM Board of Directors has maintained a commitment to diversity, stating "for the Institute, diversity is valuing and respecting individual strengths, viewpoints and contributions. Diversity is a positive asset for the organization's growth and success. ISM values and embraces diversity in the membership."

The *ISM Principles of Sustainability and Social Responsibility* include two principles that address diversity:

The first of these is **Diversity and Inclusiveness – Supply Base**. Supply base diversity and inclusiveness arise from efforts to engage different categories of suppliers in sourcing processes and decisions. In this context, ISM encourages organizations to: (a) Provide socially diverse suppliers the opportunity to participate in sourcing opportunities; (b) Promote inclusion of diverse suppliers in the organization's supplier development and mentoring programs; and (c) Ensure long-term program sustainability through the application of forward-thinking concepts beyond price.

The second principle covers **Diversity and Inclusiveness – Workforce**. Workforce diversity and inclusiveness arise from efforts to attract and retain a workforce that represents the varied backgrounds of the customer and community in which the organization operates. In this context, ISM encourages organizations to: (a) Drive employee diversity within the organization; and (b) Proactively promote diverse employment practices throughout the supply chain.

Resources and links to information related to both of these principles are located on the ISM Web Site (www.ism.ws). From the Home Page, select Ethics and Social Responsibility, then select Principles of Sustainability and Social Responsibility, and then at the top of the page select either [Diversity and Inclusiveness – Supply Base](#) or [Diversity and Inclusiveness – Workforce](#).

Make plans now to attend a Diversity Supplier Show sponsored by The University of Pittsburgh Office of Disadvantaged Business Enterprise (DBE) Development and Office of Research. See additional details on Page 31 of *Inside ISM-Pittsburgh*.

Supply Management Key Term of the Day

DECISION TREE

A decision making tool that maps alternative courses of action and their consequences. Its components include decision forks, outcome forks, outcome probabilities, outcome rewards and expected values.

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ISM-Pittsburgh Welcomes Our Newest Members

Regular Membership

- Kerri Beatty Sourcing Manager, GMAC Mortgage
 PO Box 969, Horsham, PA 19044

- Susan M. Bux, C.P.M. Global Commodities Sourcing Manager, MSA

- Amy Crossman Sourcing Specialist, Westinghouse Electric
 4350 Northern Pike, Monroeville, PA 15146

- Bryan G. Eagle Global Commodity Manager, Alcoa, Inc.
 201 Isabella Street, Pittsburgh, PA 15212

- David Lewis Procurement Specialist, Lennox International
 2140 Lake Park Blvd., Richardson, TX 75080

- Edward K. Perlowitz, C.P.M. Sourcing Specialist, Westinghouse Energy Center
 4350 Northern Pike, Monroeville, PA 15146

- Andrew Voigt Sourcing Specialist, Westinghouse Electric
 4350 Northern Pike, Monroeville, PA 15146

Academic Membership

- Robert Sroufe Murrin Chair of Global Competitiveness, Duquesne University
 Rockwell Hall, 600 Forbes Avenue, Pittsburgh, PA 15282



2009-2010 ISM-Pittsburgh Slate of Events

Dinner Meetings: Third Tuesday of Each Month (September – May)

Plant Tour: October 20, 2009

Supply Management Month: March 16, 2010

Golf Classic: June 21, 2010

Dinner Meeting Location: Sheraton Station Square, Pittsburgh, PA

September 15, 2009

Forum Program: Mentoring to the Supply Management Professional

Forum Speaker: To Be Determined

Dinner Meeting Program: The State of the Region Business Address

Dinner Speaker: A representative from County Government

September 18, 2009

One Day Seminar

Advanced Negotiation Techniques and Contract Management

Instructor: Dr. Soheila Lunney; President, Lunney Advisory Group

October 9, 2009

One Day Seminar

Advanced Market Analysis

Instructor: Mr. David Hargraves; C.P.M., Director Strategic Sourcing, UPMC

October 20, 2009

Plant Tour: Giant Eagle Warehouse Facility

October 22, 2009

Satellite Seminar

Navigating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

November 13, 2009

One Day Seminar

Supply Management Best Practices Generating Value and Revenue

Instructor: Dr. Soheila Lunney; President Lunney Advisory Group

November 17, 2009

Forum Program 1: Advanced Excel Applications

Forum Speaker: Mr. Tom Arborgast; Commodity Manager, Ariba, Inc.

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Forum Program 2: CPSM Exam Review

Forum Speaker: Dr. Michael McGinnis; Associate Professor, The Pennsylvania State University– New Kensington

Dinner Meeting Program: Introduction to ISM-Pittsburgh’s New Website & Leveraging the Web ~ Advanced Search Techniques for Supply Market Analysis ~ Finding the Best Information FAST!

Dinner Speaker: Mr. Keith Giuliani; President Savvior Technology Solutions with Ms. Erin Getty; Savvior Technology Solutions & Mr. David Hargraves; Director Strategic Sourcing, UPMC

December 15, 2009

Forum Program: Business Class: Etiquette Essentials for Success at Work

Forum Speaker: To Be Determined

Dinner Meeting Program: The Secrets of Great Leadership

Dinner Speaker: Ms. Kathi Jobkar; C.P.M., Manager Strategic Sourcing, Allegheny Technologies, Inc.

January 19, 2010

Forum Program: SmartReader Strategies ~ Teaching Professionals How to Get What They Need from The Business Times

Forum Speaker: Mr. Timothy Sullivan; The Pittsburgh Business Times

Dinner Meeting Program: Advanced Negotiations for the Supply Management Professional

Dinner Speaker: Mr. Robi Bendorf; President, Bendorf & Associates

February 5, 2010

One Day Seminar

Certified Professional in Supply Management Examination Review Course

Instructor: Dr. Michael McGinnis; Associate Professor, The Penn State University–New Kensington

February 11, 2010

Satellite Seminar

Topic TBD

February 16, 2010

Forum Program: Negotiating Without Bloodshed”

Forum Speaker: To Be Determined

Dinner Meeting Program: Ethical Leadership

Dinner Speaker: Mr. Bruce Bickel; Senior Vice President & Managing Director Private Foundation Management Services, PNC

March 16, 2010

Supply Management Month

All-Day Seminar

April 8, 2010

Half Day Seminar

Preventing & Negotiating After Back Door Selling

Instructor: Dr. Soheila Lunney; President, Lunney Advisory Group

Continued from Page 14

April 20, 2010

Forum Program 1: How to Build a Corporate Sustainability Program and Gain Employee Buy-In

Forum Speaker: Mr. Jerry Swart; Managing Director Environment; FedEx Ground

Forum Program 2: CPSM Exam Review

Forum Speaker: Dr. Michael McGinnis; Associate Professor, The Pennsylvania State University- New Kensington

Dinner Meeting Program: Supply Management's Role in Sustainability

Dinner Speaker: Ms. Diane Ramos; Adjunct Professor & Assistant Director, MBA-Sustainability Program & Dr. Robert Sroufe; Industrial Ecologist, John F. Donahue Graduate School of Business

April 22, 2010

Satellite Seminar

Topic TBD

April 25 - 28, 2010

ISM International Conference

San Diego, CA

May 13, 2010

One Day Seminar

Procurement & Contract Writing for the Supply Management Professional

Instructor: Mr. Ernest Gabbard; JD, C.P.M. , Director Strategic Sourcing, Allegheny Technologies, Inc.

May 18, 2010

Forum Program: Supplier Partnerships Best Practices

Forum Speaker: Dr. Soheila Lunney; President, Lunney Advisory Group

Dinner Meeting Program: Developing Competencies and Managing Your Workforce in Difficult Economic Times

Dinner Speaker: Ms. Lois Bradley; CEO & President, The Bradley Partnerships, Inc.

June 21, 2010

Golf Classic

What's All This Talk About Accountability by Dr. Alan Zimmerman

"Hold yourself responsible for a higher standard than anybody else expects of you. Never excuse yourself."

Henry Ward Beecher

What Dr. Zimmerman Has To Say About This:

Every leader seems to want more "accountability ... ownership ... and ... taking responsibility" in his/her organization. And I don't blame them. We can no longer afford to keep employees on the payroll who aren't somewhat self-motivated and self-managing.

Unfortunately, most leaders don't have a clear definition of accountability ... let alone the employees they lead. So let me tell you WHAT it is and HOW to get it.

1. WHAT is accountability?

After all, you can't expect anyone to be accountable if they don't know what it is. According to Scott Anderson and Chip Kudrle, in their book, "Attributes of Top Performers," accountability, in its simplest form is ...

****Accepting total responsibility for results.**

Accountable people accept praise and thanks when their results are worthy of praise. But, more importantly, they don't blame other people or outside forces when their results are less than desirable. They don't blame their companies, their products, bosses, customers, or territories when things don't go well. And they don't blame the economy.

People with high levels of accountability do not rely on excuses. They live by the motto, "If it is to be, it is up to me." Short, sweet, and tough.

Of course, accountable people do more than hold themselves to a high standard. They are constantly ...

*****Investing in their own continuing education.**

They know they can't do more if they're not learning more. So they seek out whatever education they need to accomplish their personal and professional goals. As Anderson and Kudrle point out, "They don't wait for their company to invest in them."

Somehow or other, accountable people know they can't face a prospective future employer ... during a job interview ... and say, "Well, it's not my fault I can't do the things you're asking. My previous company never sent me to any courses that taught me those skills."

No, no, no! Accountable people do what they have to do to learn what they need to learn. As Albert Gray puts it, "Successful people have the habit of doing things failures won't." They make personal investments and sacrifices for their career.

Now you may be thinking these two things ... accepting total responsibility for results AND investing in their own continuing education ... are all well and good. But ...

Continued on Page 17

What's All This Talk About Accountability by Dr. Alan Zimmerman

Continued from Page 16

2. HOW do you get accountability?

If I had eight hours, if you were in my program on "Peak Performance: Motivating The Best In Others," I could give you a complete answer. However, in the three minutes that I have, let me suggest you do the following.

***Believe in your people.

As the famed physician Sir William Osler said years ago, most patients will get well because of their faith in their doctor. And in a similar sense, most employees will become more accountable if they know their leader believes in them.

Author Richard Beckhard notes, "Truly effective leaders in the years ahead will have a belief in the capacity of individuals to grow."

So if you're a leader of any sort, you might ask yourself, "How strongly do your people feel your belief in them?" The stronger they feel it, the more accountable they will become.

***Lead by example.

That's the way Michael Eisner transformed the Walt Disney Company. He led by example. He exemplified accountability that everyone else eventually emulated.

When Eisner took over as Chairman and CEO in 1984, Disney was a company of family movies and a profitable theme park. Since that time Eisner has created a massive multi-billion dollar empire with blockbuster movies, the ownership of several TV channels and networks, not to mention a host of movie studios, cruise ships, and theme parks across the world.

Eisner maintains that in good times and bad, he creates a culture of accountability by 1) being an example, 2) being there, 3) being a nudge, and 4) being an idea generator. And he says the first one ... leading by example ... is the most important. He wants everyone to perform what he calls "practical magic." In other words, he wants everyone to provide exciting ideas but be subject to hardheaded questioning. And "everyone" includes himself.

Could the same thing be said of you? That you lead by example? That you exemplify accountability at all times in all circumstances? That when people walk in your office they know they are entering a "No-Blame Zone?"

Beyond that, if you want your people to be more accountable, you need to ...

***Encourage continuing education.

Even though accountable people will seek out the education they need, whether or not their company provides it, smart companies keep on encouraging their people to grow. And they keep on training their people ... in good times and bad. Their motto is "Train. Train. Train."

Vince Poscente, the owner of several companies, even takes this education premise a step further. He says, "I trust the individual knows what areas he or she needs to work on. I offer to pay half of the cost of a course or educational opportunity. The individual thinks twice before requesting a course since his money is at stake too. Plus, when an employee invests his own money,

Continued on Page 18

What's All This Talk About Accountability by Dr. Alan Zimmerman

Continued from Page 17

he naturally has an increased commitment in gaining something from the educational experience."

And then ...

***Give some room and feedback.

Tell your people to go out there and see what they can accomplish. As Poscente tells his employees, "If you hang yourself, together we'll figure out what went wrong." He wants his people to know they have enough rope to discover new opportunities for the organization.

And as he says, "Truth be known, most of the time, what an employee does is not exactly how I would have done it. Yet, the return on investment of my overall trust is a more loyal, happy, involved, and accountable employee."

Finally, for today's purposes, to encourage greater accountability, you should ...

***Establish some accountability mechanisms.

Set up some simple systems that encourage and reward accountability. Anderson and Kudrle recommend journaling. In other words, get your employees to record everything they do and the results they get. It can be a huge wake-up call that can turn people around. In one diet study, for example, those who wrote down what they ate were twice as likely to stick to their diet.

You could even set up accountability teams. It's the secret behind the Weight Watchers program. Those who attend the meetings regularly lose 50% more weight than other members.

So set up some teams of two or more people who check in with one another. Quite simply, if people know they have to report the results they're getting, they get better results.

In today's challenging marketplace, we no longer have room for employees who do just enough to get by, and we no longer have time for employees who blame everybody else for their lack of results. We need leaders and employees who believe in accountability ... who take responsibility ... and get the job done. And these are a few tips to get you moving in that direction.

Action:

Establish at least one accountability mechanism for yourself this week.

Reprinted from Dr. Allan Zimmerman's Tuesday Tips, printed on Wednesday, July 22, 2009

ISM-PITTSBURGH OFFERS NEW PROFESSIONAL DEVELOPMENT AWARD

In these difficult economic times, individuals may be challenged to devote their own personal financial resources to efforts to become certified. As a professional development organization whose mission is education focused, the board of directors of ISM-Pittsburgh is pleased to offer a new professional development award to ISM-Pittsburgh members in good standing.

The award will be given for the achievement of a C.P.M. or CPSM certification. A maximum of five awards will be available in 2009 and granted on a first come basis. A copy of the specific criteria for the award is available upon request by contacting Ms. Paula Massey at paulamis@comcast.net. In addition, specific award questions may be directed to Mr. George Bissett; ISM-Pittsburgh Second Vice President at georgebissett@consolenergy.com

A completed application, original receipts and a copy of proof of certification may be mailed to Ms. Paula Massey, 208 Woodview Drive, Beaver, PA 15009 or faxed to 724-508-0218.

Why wait to become certified? Do it Now! The Certification Cost Reimbursement Form is included on Page 20 of this month's newsletter. So, begin now to pursue your dream of becoming a certified supply management professional.

This program is in addition to the ISM-Pittsburgh Scholarship Campaign, which will again award scholarships to the most highly deserving candidates.

Welcome to Our Newest Platinum Sponsor

The Xerox logo is displayed in a large, bold, red, sans-serif font, centered within a white rectangular box.

Application for Certification Cost Reimbursement

Institute For Supply Management - Pittsburgh

Request for Certification Cost Reimbursement

Name _____ Member number _____

Do you have a company sponsored educational reimbursement plan? _____

If so, what percent of your educational costs are eligible for reimbursement? _____

years membership _____ # meetings attended in last 12 months _____

Employer _____ Supervisor _____

Employer address _____

Certification Achieved: _____ Date: _____

Expenses

Date	To Whom	Description	Amount
Total amount re- requested			

(Maximum awarded will be amount requested or \$750.00 whichever is less)
 Number of awards is limited to 5 for 2009 and will be available on a first come basis

I certify that the information provided above is accurate to the best of my knowledge

Signature: _____ Date: _____

Please attach original receipts and copy of proof of certification to this form

ISM -Pittsburgh Thanks its 2009 Golf Classic Sponsors & Participants

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Thank You and See you Next Year
June 21, 2010

**~SEMINAR & WORKSHOP
OFFERINGS FOR
PROCUREMENT PROFESSIONALS~**

ISM-Pittsburgh Sponsored All -Day Seminars

Date: September 18, 2009
Seminar: Negotiation Techniques & Contract Management

Instructed by: Dr. Soheila Lunney

Location: Ariba Headquarters

ISM Member Cost: \$450

Non Member Cost: \$550

Date: October 9, 2009

Seminar: Advanced Competitive Market Analysis

Instructed by: Mr. David Hargraves

Location: Ariba Headquarters

ISM Member Cost: TBD

Non Member Cost: TBD

Date: November 13, 2009

Seminar: Supply Management Best Practices Generating Value and Revenue

Instructed by: Dr. Soheila Lunney

Location: Ariba Headquarters

ISM Member Cost: \$450

Non Member Cost: \$550

Date: February 5, 2010

Seminar: Certified Professional in Supply Management Examination Review Course

Instructed by: Dr. Michael McGinnis

Location: Ariba Headquarters

ISM Member Cost: \$325

Non Member Cost: \$375

Date: March 16, 2010

Supply Management Month

Seminar: TBD

Instructed by:

Location: Sheraton Station Square

ISM Member Cost: No Cost

Non Member Cost: \$280 (includes free 14 month membership in ISM-Pittsburgh)

Date: April 8, 2010

Seminar: Preventing & Negotiating After Back Door Selling

Time: 8:00 a.m.—12:00 p.m.

Instructed by: Dr. Soheila Lunney

Location: Ariba Headquarters

ISM Member Cost:

Non Member Cost:

Date: May 13, 2010

Seminar: Contract Law & Contract Writing for the Supply Management Professional

Instructed by: Mr. Ernest Gabbard

Location: Ariba Headquarters

ISM Member Cost: \$450

Non Member Cost: \$550

ISM-Pittsburgh Satellite Seminars:

Date: October 22, 2009

Topic: Navigating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

- Satellite Seminars will be held at Allegheny Energy's Offices located at 800 Cabin Hill Drive in Greensburg, PA.
- To register for each ISM-Pittsburgh Sponsored Seminar, contact Paula Massey; ISM-Pittsburgh at 724-508-0200 or fax registration to 724-508-0218. Non members may attend at a cost of \$25.00.

ISM Press Release ~ ISM APPROVES Web-Based Master's Degree Program**First ISM Approved Master's Degree Program is Underway**

(TEMPE, Ariz.) March 6, 2008 — Supply management professionals from across the country have begun a Web-based master's degree program offered by the University of San Diego and approved by Institute for Supply Management™ (ISM). Starting in February 2008, the ISM Approved Master of Science in Supply Chain Management (MS-SCM) is available to supply management professionals currently working in the field. The program is offered online and requires 26 months for completion. Online interactions enable professionals to study from anywhere in the world and are supplemented with face-to-face sessions conducted three times a year at the University of San Diego campus.

"This is the first graduate-level education program to receive ISM approval," says ISM CEO Paul Novak, C.P.M. "ISM's mission to lead supply management drives us to partner with enterprises and organizations that have similar goals of helping supply management professionals build lifelong personal and professional networks."

USD's collaboration with ISM, announced last fall, has propelled the MS-SCM program into high gear. "The impact of ISM approval on our specialized master's degree was immediately evident," says Simon Croom, Ph.D., executive director of USD's Supply Chain Management Institute. "Many candidates who inquired, applied and enrolled in our February cohort expressed a high regard for the added credibility ISM approval brings to their learning experience."

The 36-unit program is delivered in two phases. Students who complete Phase I of the program will achieve a Graduate Certificate in Supply Chain Management (GC-SCM). Students have the option of completing Phase I only or matriculating into Phase II to complete the MS-SCM.

The target enrollment date for the next cohort is May 16, 2008, with the program starting July 16, 2008. Enrollment requirements for the MS-SCM can be found on the University of San Diego School of Business Administration Web site at www.sandiego.edu/msscm.

Institute for Supply Management

As the first and largest supply management institute in the world, the mission of Institute for Supply Management™ (ISM) is to lead supply management. By executing and extending its mission through education, research, standards of excellence, influence building and information dissemination — including the renowned monthly ISM Report On Business® — ISM continues to extend the global impact of supply management. ISM is proud to recognize professional excellence in supply management with awards such as the ISM R. Gene Richter Awards for Leadership and Innovation in Supply Management and the J. Shipman Gold Medal Award. ISM's membership base includes more than 40,000 supply management professionals in 75 countries. Supply management professionals are responsible for trillions of dollars in the purchases of products and services annually. ISM is a member of the International Federation of Purchasing and Supply Management (IFPSM).

University of San Diego

The Supply Chain Management Institute is committed to helping organizations achieve world-class supply chain performance by focusing on the development of strategies and techniques in integrated supply, operations, logistics, and strategic account management. The Institute concentrates on three areas: world-class education, collaborative relationships and applied research. The School of Business Administration is committed to developing socially responsible leaders and improving global business practice through innovative, personalized education and applied research.

The University of San Diego is a Catholic institution of higher learning chartered in 1949; the school enrolls approximately 7,500 students and is known for its commitment to teaching, the liberal arts, the formation of values and community service. The inauguration of the Joan B. Kroc School of Peace Studies brings the University's total number of schools and colleges to six. Other academic divisions include the College of Arts and Sciences and the schools of Business Administration, Education, Law and Nursing and Health Sciences.

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ISM-Pittsburgh Resume Distribution Service

In support of our mission, ISM-Pittsburgh offers resume distribution services to its members in good standing. If you are currently unemployed, underemployed or just seeking a change in employment, contact Ms. Paula Massey; ISM-Pittsburgh Secretary & Treasurer at paulamis@comcast.net.

ISM-Pittsburgh will place your personnel summary and resume information on file. When potential employers or recruiters contact the affiliate regarding open positions, your information will be shared with them.

Contact Paula today for additional details on this member benefit.

Special Offer for Pittsburgh ISM Members

Speaking with One Voice Program

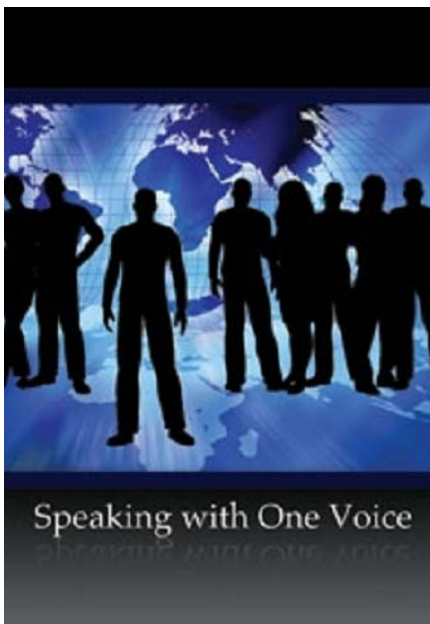
Are you frustrated with suppliers who do “end runs” around your sourcing teams?

Do you wish senior management would stop talking with suppliers, or at least ask you for input on what to say?

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Speaking with One Voice is a key success factor in strategic sourcing. Use Greybeard Advisors’ *Speaking with One Voice* program to create the necessary internal awareness and discipline throughout your company.

Greybeard Advisors LLC originally created this proprietary program for its training and consulting clients. Featuring narrated vignettes, the program has proved to be very effective in creating the necessary internal awareness and buy-in. The program is now available on DVD for corporate licensing to qualified end users.



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Go to the Greybeard Advisors website, and click on the Resources navigation bar.

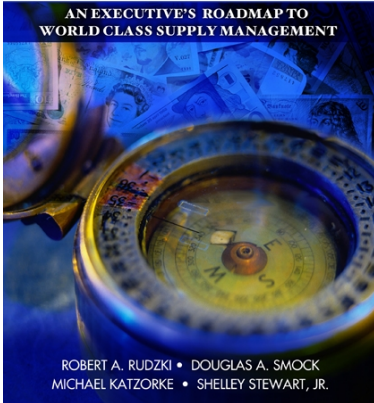
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STRAIGHT TO THE BOTTOM LINE™

AN EXECUTIVE'S ROADMAP TO
WORLD CLASS SUPPLY MANAGEMENT



ISM-Pittsburgh Book Review

Straight to the Bottom Line®

"Straight to the Bottom Line is the definitive work on procurement/supply base management. Every CEO, CFO, CPO and their boards who are interested in increasing shareholder value need to read this and then make it required reading for their management and procurement teams."

– Dick Conrad, Senior VP, Global Operations Supply Chain, Hewlett-Packard

Book Description:

During the past 20 years, the procurement and supply chain profession has radically evolved. Once a tactical and back-office function, it is now a strategic business opportunity that can be fundamental to the success of any organization. A few leading companies have achieved an enormous competitive advantage and outstanding bottom-line performance by incorporating a procurement and supply chain strategy into their core corporate strategy. Why haven't more companies seized this same opportunity? The reason is very simple: a lack of understanding at the senior executive level. Virtually all books on procurement and supply chain have been written for the day-to-day practitioner. Now, there is a book to explain this opportunity to all corporate executives, and also illustrate the leadership role the senior executive needs to play.

Straight to the Bottom Line will enable organizations to turn the enormous top-line and bottom-line potential of supply chain and procurement into reality. This is a book not just for procurement leaders, but for senior management as well.

The book's lead author is Bob Rudzki, President of Greybeard Advisors LLC (a Gold Sponsor), and former SVP and CPO of Bayer Corp.

Order Straight to the Bottom Line® through the ISM Pittsburgh website, and we earn a commission!

September 15, 2009
ISM-Pittsburgh Dinner Meeting
FAX Reservation Form

REMINDER

Credit Cards Will No Longer Be Accepted At The Door

Please fax your completed dinner reservation form to ISM-Pittsburgh at (724) 508-0218, or go to <http://www.ism-pittsburgh.org> for on-line reservations. **You may pay your dinner reservation in advance by including credit card information and faxing the reservation form to the secure fax number listed below.** Please register early. Dinner count is confirmed on the Thursday prior to the meeting.

Amount due:

Student: \$15.00

Member with Advance Reservation: \$25.00

Non-Member Reservation: \$35.00

Please remember if you make a reservation and do not cancel, ISM-Pittsburgh is charged for the price of the dinner. **Therefore, effective September, 2004, if you make a reservation and do not attend the dinner meeting you will be billed for the price of the dinner.** To cancel dinner reservations, you must call (724) 508-0200 no later than noon on the Monday prior to the Tuesday dinner.

*Advance Reservations must be received prior to 12:00 p.m. on the Thursday prior to the event.

Date of Dinner: _____

Name: _____

(As you wish it to appear on name badge)

Company: _____

Phone Number _____

Fax Number: _____

E-Mail: _____

Guest(s): _____

Credit Card Info: _____

Expiration Date: _____

I Will Attend:

Forum Only _____

Dinner Only _____

Forum & Dinner Reservation _____

** Vegetarian Dinner Requested _____

Vegetarian Dinners must be noted on the Registration Form and Requested in Advance

Are you attending your first ISM-Pittsburgh Dinner Meeting? Yes _____ No _____

PLEASE FAX REGISTRATION TO : (724) 508-0218

ISM-Pittsburgh Offers an Exceptional One Day Program

Negotiation Techniques & Contract Management *Instructed by Dr. Soheila Lunney*

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

TOPIC: Negotiation Techniques & Contract Management

DATE: September 18, 2009

LOCATION: Ariba Headquarters

REGISTRATION: 8:00 a.m..

SEMINAR: 8:30 a.m. to 4:00 p.m.

LENGTH : Seven hours

ISM MEMBER SEMINAR COST: \$450.00*

NON MEMBER SEMINAR COST: \$550.00*

*** Attendees May Register for This Seminar and the November 13, 2009 Seminar
and
Receive A 10% Discount on the Cost of Both Seminars**

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

Continuing Education Hours will be Awarded

Cancellation Policy: If for any circumstance you are unable to attend, a full refund will be issued up to two weeks before the seminar date. Cancellation within one week of the seminar will yield a 50% refund. A minimum of ten registrants is required or ISM-Pittsburgh reserves the right to postpone the seminar.

ISM-Pittsburgh Offers an Exceptional One Day Program

Advanced Competitive Market Analysis Instructed by Mr. David Hargraves

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

TOPIC: Advanced Competitive Market Analysis

DATE: October 9, 2009

LOCATION: Ariba Headquarters

REGISTRATION: 8:00 a.m..

SEMINAR: 8:30 a.m. to 4:00 p.m.

LENGTH : Seven hours

ISM MEMBER SEMINAR COST: \$325.00

NON MEMBER SEMINAR COST: \$375.00

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

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**ISM-Pittsburgh Sponsored
Satellite Seminar**

***Navigating the Numbers: A Supply Managers' Guide to Defining & Applying
Economic & Financial Concepts***

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

TOPIC: Negotiating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

DATE: October 22, 2009

LOCATION: Allegheny Energy's Offices ~ 800 Cabin Hill Drive ~ Greensburg, PA

SEMINAR: 10:00 a.m. to 2:00 p.m.

LENGTH : Four hours

ISM MEMBER SEMINAR COST: FREE

NON MEMBER SEMINAR COST: \$25.00

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

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ISM-Pittsburgh Offers an Exceptional One Day Program

Supply Management Best Practices Generating Value & Revenue Instructed by Dr. Soheila Lunney

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

TOPIC: Supply Management Best Practices Generating Value & Revenue

DATE: November 13, 2009

LOCATION: Ariba Headquarters

REGISTRATION: 8:00 a.m..

SEMINAR: 8:30 a.m. to 4:00 p.m.

LENGTH : Seven hours

ISM MEMBER SEMINAR COST: \$450.00

NON MEMBER SEMINAR COST: \$550.00

*** Attendees May Register for This Seminar and the November 13, 2009 Seminar
and
Receive A 10% Discount on the Cost of Both Seminars**

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

Continuing Education Hours will be Awarded

Cancellation Policy: If for any circumstance you are unable to attend, a full refund will be issued up to two weeks before the seminar date. Cancellation within one week of the seminar will yield a 50% refund. A minimum of ten registrants is required or ISM-Pittsburgh reserves the right to postpone the seminar.

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<p>Renee Galloway, Ph. D., C.P.M. University of Pittsburgh 4200 Fifth Avenue Pittsburgh, PA 15260 PHONE: 412-624-5261 – FAX: 412-624-9339 E-MAIL: rgalloway@bc.pitt.edu</p>	<p>TERESA (TERRI) L. COLLINS E-MAIL: terric221@yahoo.com</p>
<p>Ruth Siegel, CPSM ARIBA, Inc. 210 Sixth Avenue PITTSBURGH, PA 15222 PHONE: 412-297-8825 E-MAIL: rsiegel@ariba.com</p>	<p>NICOLE COSTELLO, FEDEX GROUND 1000 FEDEX DRIVE MOON TOWNSHIP, PA 15108 PHONE: 412-859-2885 – FAX: 412-859-5676 E-MAIL: ncostello@fedex.com</p>
<p>JAMES H. GOLDEN, C.P.M. SIEMENS ENERGY & AUTOMATION - MTD 501 TECHNOLOGY DRIVE, SOUTHPOINTE INDUSTRIAL CANONSBURG, PA 15301 PHONE: (724) 514-8070– FAX: (724) 514-8069 E-MAIL: james.golden@siemens.com</p>	<p>SOHEILA R. LUNNEY; Ph. D. Lunney Advisory Group Cell: 412-722-2619 EMAIL: soheilalunney@comcast.net</p>
<p>KENNETH G. MICIRE, C.P.M. 507 KNOLL COURT WEXFORD, PA 15090 Cell: 412-508-9481 EMAIL: pmicire@zoominternet.net</p>	<p>DIANNA J. SROKA, C.P.M. ADAMS MANUFACTURING CORPORATION 109 WEST PARK ROAD, PO BOX 1 PORTERSVILLE, PA 16051 PHONE: 724-368-8837, ext. 105 FAX: 724-368-9357 EMAIL; dsroka@adamsmfg.com</p>
<p>RON SUMMERHIL; CPSM, C.P.M. LATROBE SPECIALTY STEEL 2626 LIGONIER STREET, LATROBE, PA 15650 PHONE: 724-532-6584 – FAX: 724-532-6346 EMAIL: ron.summerhill@latrobesteel.com</p>	<p>Jamie Alderman, CPSM Westinghouse Corporation 4350 Northern Pike Monroeville, PA 15146 PHONE: 412-374- 4923 FAX: : 412-374-4750 E-MAIL: aldermjn@westinghouse.com</p>