

INSIDE ISM-PITTSBURGH

Institute for Supply Management—Pittsburgh

September 2009

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Optimizing Supply Management in Challenging Times with Mr. Ernest Gabbard; CPSM, C.P.M., CPCM

There have been few times in recent history when change has been so dramatic. This environment has presented some very significant and unique challenges. These changing and challenging times also present unique opportunities—for those Supply Managers who are prepared and who possess the right skills and abilities.

Ernest will provide some perspective on our current environment, and discuss the unique supply management challenges and opportunities which have been created by this environment. We will explore such questions as:

-What role can or should the Supply Management Professional play in the current and forecasted environment?

-How can the Supply Manager provide strategic value for his or her organization?

*How can we become indispensable?

-Do we possess the appropriate skills and abilities for the current environment?

*Are we prepared for tomorrow?

Join us for a timely and challenging discussion of a critical subject for the Supply Management Professional.

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

Optimizing Supply Management in Challenging Times

[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 with Dr. Soheila Lunney and Ms. Ruth Siegel; CPSM

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.

Dr. Soheila Lunney; President of Lunney Advisory Group has over 20 years of supply management and business experience involving both domestic and international activities. She previously worked at Bayer Corporation and EDMC and currently serves on the Board of Directors of ISM-Pittsburgh.

Ms. Ruth Siegel is a Consultant on the Spend Management Services Team at Ariba. Ruth has spent the last five years as a Sourcing Specialist. She has broad experience in sourcing commodities. Ruth received her Bachelor's Degree in Professional Studies and a Masters Degree in Leadership from Duquesne University. She currently serves on the Board of Directors of ISM-Pittsburgh.

Inside ISM-Pittsburgh

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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 "DEVELOPING YOUR CPSM STUDY AND TEST TAKING SKILLS"

OVERVIEW

Last month's column explained how to maximize the *CPSM Diagnostic Kit's* role in helping you study for the Certified Professional in Supply Management (CPSM) examinations. As the second part of a three part series this column focuses on developing your study and test taking skills. The final column in this series will identify three examination process levels and discusses their implications for study and test taking.

Study Skills. This section focuses on the basics of study and then provides guidance on time management as it relates to studying for the CPSM examinations.

The objectives of study are to develop an overview of the material to be learned, capture that material in your short-term memory and then move the material into your long-term memory, where it can be retrieved during the examination and beyond. These basics are referred to as S-Q-R-R-R-, or S, Q, R-cubed. The following summarizes these five steps.

S: SURVEY or scan the material to get an overview of the concepts to be learned. This gives you a "map" of the material to be studied. For example, an overview of CPSM Examination tells you that there are examinations, that each examination is organized into multiple categories and that each category is divided into tasks. The following paragraph summarizes this organization.

Examination 1, Foundation of Supply Management, is divided into six categories and 25 tasks. Examination 2, Effective Supply Management Performance, is divided into eight categories and 24 tasks. Finally, Examination 3, Leadership in Supply Management, is divided into three categories and 32 tasks. Notice that the CPSM Examination can be broken down into 81 relatively manageable tasks.

Q: QUESTION what are the main concepts? In the case of the CPSM examinations, studying the tasks within each of the three examinations provides a great deal of insight into the importance of the various concepts. Note that the number of questions per task varies. For example, the number of questions per task varies from four to ten. This suggests that a tasks with eight to ten questions are considered to be more important (in terms of study priorities) than tasks with only four or five questions.

R: READ and re-read is not the most efficient method of study for most students. Developing outlines, highlighting key concepts, underlining important points, and making notes in page margins all help you to focus on the main concepts and begin to move these concepts into long-term memory. Also, cross-referencing concepts and terminology that appears in more than one category or examination can increase your study efficiency.

R: RECITE and/or write down the information, depending on your learning style. This helps you to better move information into long-term memory, and then retrieve that material from long-term memory.

R: REVIEW the material. This phase of your study helps you practice and develop your skills at retrieving information from long-term memory. Taking and critiquing the examinations in the diagnostic kit is an excellent method of review.

TIME MANAGEMENT. This section provides guidance on when to study, where to study, and how to handle the rest of the world.

When to Study. If you have not studied recently, studying will be difficult and/or boring at first. As time goes by, and as you begin to recognize that you are learning new information, the level of boredom will decrease. It never disappears. Be aware of your best time of day to study. Consider using waiting time and other nonproductive times to study.

Where to Study. Find a regular study area where you will waste less time. Consider organizing your materials into a brief case, closet, shelf, or drawer where you can find them with a minimum of lost time. Find a study area where you will be alert and reasonably free from distractions. Some prefer a quiet location while others prefer background noise. Places that have been useful to others include libraries, the office, the bedroom, the basement, restaurants, parks, and laundries.

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

(Continued from Page 5)

How to Handle the Rest of the World. The following are some helpful hints that help you manage your time more effectively:

Pay attention to how you are using your time.

Make an agreement with your living mates about study time.

Get off the phone!

Learn to say "no" to other people when you study.

Hang a "Do Not Disturb" sign on your door.

Organize your study materials so that you can begin studying with a minimum of preparation.

Avoid noise distractions. Learn to tune your surroundings out.

Notice how others misuse your time.

Test Taking Skills. This section focuses on the basics of taking multiple-choice examinations and provides insights into stress management as it relates to study and test-taking.

IF YOU ARE WELL STUDIED you have the knowledge base to pass the CPSM examinations that you prepared for. Remember, you do not have to get all questions right. You only have to achieve a scaled score of 400 or better to pass a module. Examination of the diagnostic suggests that a raw score of 60% will yield a scaled score over 400. However, my advice is to study to achieve a scaled score of over 450 – 500. This provides a cushion in case your performance slips during the actual examination.

The majority of questions on the CPSM examinations will be "cake" questions that you will be able to answer IF YOU ARE WELL STUDIED. A typical four item multiple choice question will have one correct answer, one distractor (to catch those who are not well studied or misread the question), and two incorrect answers.

IF YOU ARE WELL STUDIED, three answers do not make sense, and the fourth answer is something you do not recognize choose the fourth answer. You used your knowledge base to eliminate the three wrong answers!

IF YOU ARE WELL STUDIED you will usually find that your first inclination is your best answer. Be careful about letting your self-doubts talk you out of the correct answer. Except when you have previously misread a question, you will change more correct answers to incorrect answers than incorrect answers to correct answers when you second guess yourself.

Stress Reducing Techniques. The following techniques can help you manage the stress that comes with taking the CPSM examinations. Some stress is normal (a lack of stress is called "boredom"). Stress is part of the "fight or flight" responses that result from challenges in our life. Without this response our ancestors would have become extinct thousands of years ago. Some suggestions for managing examination stress include:

Beware of "pre-test sabotage." Hurried question and answer sessions before beginning the examine can undermine your self-confidence. Don't do it.

Answer the easy questions and come back to the harder ones. This improves your performance and builds your self-confidence. You may also recall information as you answer the questions that you know. Answering the easy questions first also removes the time pressure that results from having dwelled too long on frustrating questions early in the examination.

Remember to practice any one of several relaxation techniques to reduce tension when studying and during the test. They are listed below and described in Exhibit 1.

deep breathing exercises

tense-relax techniques

mental imagery

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

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Exhibit 5
STRESS REDUCING TECHNIQUES

The three techniques described below can be used by nearly everyone at any time. It is easy to use these techniques so that you do not call attention to yourself when others are around. You may choose to use one of these relaxation techniques, or you may use them in combination. All of these techniques can be used in any body position including sitting, standing, or reclining. If you need additional training in these techniques most counselors, psychologists, and psychiatrists would be helpful sources of instruction.

Deep Breathing Exercises

Take a deep breath, hold it for several seconds, and then release it. You can repeat this technique as many times as necessary.

Tense-Relax Exercises

In this technique you tighten up selected muscles and then relax them. For example, make tight fists and then relax them, tighten your leg muscles and then relax them, tighten your arm muscles and then relax them. Each of these techniques can be repeated several times or they can be used in combination (fists for several cycles, then legs for several cycles, then arms for several cycles, etc.).

Mental Imagery

In this technique you close your eyes and imagine that you have moved beyond the stressful situation that is causing a memory block. For example, you are having trouble recalling facts during the CPSM examination. You are well studied but cannot retrieve the information from long-term memory. Now, close your eyes and picture yourself completing the examination, leaving the testing site, enjoying the scenery as you approach your vehicle, getting into your vehicle, leaving the parking lot, and driving home. At this point you may have begun to relax from the test stress and the blocked information is emerging from long-term memory.

Test Taking Tips. This section focuses on some of the details of taking the CPSM examinations at a computerized testing center. The majority of testing is now done at these centers.

Examinations are designed so that you cannot "accidentally" begin or end the examination. There is a tutorial at the beginning. This tutorial requires you to answer several positive statements before the examination begins. There is a clock at the top of the screen that tells you how much time is remaining. When you have completed the examination you must answer several positive statements to leave the examination (except in the unlikely event that you run out of time).

The computerized examination has the capability for you to skip questions and mark questions for later review. You cannot inadvertently exit the examination without revisiting these questions.

If possible, take the time to visit the test location before taking the examination. Check out your route, traffic conditions when you are likely to be arriving and departing, the parking, and places to eat (if you are taking examinations before and after lunch).

Travel to the examination center so that you have some time before your appointment. Try not to arrive for the examination harried and frustrated because of unexpected delays due to traffic or in finding parking.

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

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Dress comfortably. Wear loose comfortable garments. Layer your cloths so that you can remove cloths, if the testing center is too warm, or put something on if it is too chilly. Remember that your feet can be too warm or too cold!

You may bring only a pencil (or pen) to the examination. Paper and a non-programmable calculator will be provided

After you complete the examination you will receive your score, a printout of your score, and a diagnostic of your performance on each task.

Get a good night's rest before the examination, do not over eat and drink before the examination, and remember that if you did well on the *Diagnostic Kit* you will probably do well on the examination.

Remember that many who have passed the examination are normal people like you. I believe that anyone competent enough to effectively perform a purchasing and supply management job has enough mental ability to study for and pass any of the CPSM examinations.

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

GOT IDEAS FOR FUTURE ISSUES OF "CERTIFICATION CORNER?" E-MAIL ME AT mam47@psu.edu OR SEE ME AT ANY MONTHLY MEETING.

Dr. Michael (Mike) A. McGinnis, C.P.M., CPSM
Associate Professor of Business
Penn State New Kensington
Phone: 724-334-6158, Email: mam47@psu.edu

August 2009 ISM Report on Business~ Manufacturing Excerpt

August 2009 Manufacturing ISM Report On Business®

PMI at 52.9 %

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 August, 2009.

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

(Tempe, Arizona) — Economic activity in the **manufacturing sector** expanded in August, following 18 consecutive months of contraction, and the **overall economy** grew for the fourth 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 year-and-a-half decline in manufacturing output has come to an end, as 11 of 18 manufacturing industries are reporting growth when comparing August to July. While this is certainly a positive occurrence, we have to keep in mind that it is the beginning of a new cycle and that all industries are not yet participating in the growth. The August index of 52.9 percent is the highest since June 2007. The 4 percentage point increase was driven by significant strength in the New Orders Index, which is up 9.6 points to 64.9 percent, the highest since December 2004. The growth appears sustainable in the short term, as inventories have been reduced for 40 consecutive months and supply chains will have to re-stock to meet this new demand."

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

- "Production is picking up as demand [for] orders is being accelerated." (Nonmetallic Mineral Products)
- "Demand from automotive manufacturers increasing thanks to 'Cash for Clunkers.'" (Fabricated Metal Products)
- "In addition to improved business come the complications of a supply chain drained of inventory." (Paper Products)
- "The sudden increase in customer demand, plus the low inventories held at services centers, is causing a shortage in the supply of raw steel." (Transportation Equipment)

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.

Buyers: Know Your Inventory Turnover Ratio! by Mr. Charles Dominick; SPSM

What Is Your Inventory Turnover Ratio?

The inventory turnover ratio indicates how well your organization is managing its purchased assets. Inventory turnover is the number of times that your inventory is replenished in a year. Low inventory turnover means that you are carrying too much inventory, thereby unnecessarily restricting your company's access to cash that it could be using to invest in profit-generating activities, pay its bills, or even stay in business!

So, how do you calculate your inventory turnover ratio? Well, there are actually a couple of ways. Inventory turnover can be for a single item or for overall inventory.

Here's the formula for a single item:

$$\text{ITR} = \text{US} / [(\text{BI} + \text{EI}) / 2]$$

Where,

ITR = Inventory turnover ratio

US = Units sold in last 12 months

BI = Beginning inventory (the number of units in stock at the beginning of the 12-month period)

EI = Ending inventory (the number of units in stock at the end of the 12-month period)

When calculating the inventory turnover ratio for the overall inventory, you need some financial numbers. Here's the formula for overall inventory:

$$\text{ITR} = \text{YCIS} / [(\text{BIV} + \text{EIV}) / 2]$$

Where,

ITR = Inventory turnover ratio

YCIS = Your cost of inventory sold in last 12 months

BIV = Beginning inventory value (the total value of inventory at the beginning of the 12-month period)

EIV = Ending inventory value (the total value of inventory at the end of the 12-month period)

Reprinted from the August 24, 2009 issue of PurchTips authored by Mr. Charles Dominick; President, NextLevel Purchasing, Inc.

Next Level Purchasing, Inc.

P.O. Box 1360

Moon Township, PA 15108

USA

Fifth Annual ISM R. Gene Richter Awards for Leadership & Innovation

Announcement and Call for Entries

Fifth Annual ISM R. Gene Richter Awards for Leadership and Innovation in Supply Management

Sponsored by ISM

To Supply Management Executives and Professionals

The number and quality of applications received by ISM for the ISM R. Gene Richter Awards for Leadership and Innovation in Supply Management in past years has been impressive. It is clear that the supply profession continues to grow in importance and sophistication, thereby making contributions to the overall success of the organization.

Because of the critical role of supply management, businesses survive and thrive only when each supply chain is carefully and creatively managed. Foremost in the profession are individuals and organizations that embrace leadership and creativity to manage complexity and risk. This fifth annual announcement and call for entries will build on the strong showing of previous years and provide examples of innovation and leadership that can be used throughout the profession to enhance performance, reduce expenses, increase profit and ensure increased revenue.

A group of well-known supply management executives and academics set policy and direction for the awards with a vision to "create a prestigious supply management awards program to recognize leadership and innovation in supply management and further the understanding and importance of supply management to business success."

- Identify and share leadership and innovation in supply management practice within supply management departments
- Provide recognition to supply management departments receiving awards
- Promote supply management as a strategic contributor to the organization
- Enhance the profession in the eyes of senior management
- Demonstrate leadership and innovation practice through conferences, ISM publications, case studies and other media

Direct questions to Terri Tracey, CAE, Vice President, at 800/888-6276 or 480/752-6276, extension 3071.

Supply Management Key Term of the Day

ABATEMENT

Alleviation, suppression, mitigation, or termination.

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www.NextLevelPurchasing.com/impact

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ISM-Pittsburgh Welcomes Our Newest Members

Regular Membership

Benjamin Aggers	Purchasing Agent, Auma Actuators, Inc.
David Hildreth	Vice President of Technology Development, A3IM Inc.
Terri Twardy	Strategic Sourcing Specialist, Consol Energy, Inc.
Lauren Waldorf	Senior Buyer, DelMonte, Inc.

Academic Membership

Travis R. Bissett	Student, West Virginia University
Brittany Galaski	Student, Saint Vincent College
Christina L. Sereday	Student, Penn State University

ISM New Member Orientation

New Member Orientation

This is a great opportunity for new members to participate in ISM's Web seminar, "What's In It for Me?" a member orientation program, scheduled for October 15, 2009, 1 p.m. EDT (10 a.m. PDT.). This one-hour program introduces new and current members to the basics of ISM including free online resources and professional development opportunities.

If you have specific questions you'd like us to address, please send your questions to askism@ism.ws and we will include your suggestions in the presentation (as time allows.)

Non members who are interested in joining ISM are also invited to acquaint themselves with our member benefits. Register now on the ISM Web site at www.ism.ws.



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: Dr. Soheila Lunney; President Lunney Advisory Group and Ms. Ruth Seigel; Commodity Specialist, Ariba, Inc.

Dinner Meeting Program: Optimizing Supply Management in Challenging Times

Dinner Speaker: Mr. Ernest Gabbard; Director Strategic Sourcing, Allegheny Technologies, Inc.

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 on Page 16)

Continued from Page 15

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 Health and Risk Analysis

Forum Speaker: Mr. Ron Summerhill; CPSM, Manager Latrobe Specialty Steel

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

Nine Signs of an Unhealthy Workplace by Dr. Alan Zimmerman

"When you discover you are riding a dead horse, the best strategy is to dismount."
Comanche Indian wisdom

What Dr. Zimmerman Has To Say About This:

Some years ago, when my daughter was about six years of age, she answered the phone. Someone was calling, saying they had an important message for Dr. Zimmerman. With her most polite manner, she responded, "I'm sorry. You have the wrong number."

When she later told me about the call, she was so proud of herself ... for handling the call like an adult. Of course, I had to praise her for that, but I also had to gently explain that I was Dr. Zimmerman.

She looked confused. She never saw me wear a white lab coat and never saw a stethoscope around my neck. So I explained that kind of doctor helps you when your body gets sick. I was the kind of doctor that helps companies get better.

I'm not sure she understood my point, but that's what I do. I help organizations -- and the people in those organizations -- become more vibrant, healthy, positive, and productive.

And in my 25 years of professional speaking, I've never seen a time when these skills are more needed than right now. Challenges in the economy and the frantic pace of change are causing more stress, dysfunction, and negativity than most people can handle or want to handle.

So today, I encourage you to read my list of "The Sickly 9's." See how many of these things are happening in your workplace. And if you see 3 or more of these things taking place in your organization, you're probably not very happy at work. And your workplace is in need of renewal and rejuvenation.

1. Frequent complaints

Coworkers trash-talk their company, their team mates, their leaders, products, and customers. They tell their coworkers in the company ... and they tell their friends, relatives, and acquaintances outside the company ... how bad things are. And they do over and over again.

2. Overwhelmed feelings

No matter how hard you work or how fast you work, you never even come close to getting everything done. It just seems like you've always got too much work and too little time. So you're forced to make one of two unhealthy choices: to either let some work go or let some work get done more poorly than you would like.

3. Nonappreciation

In many organizations, the number one job complaint is ... "You can do a hundred things right and not hear a darn thing about it. You do one thing wrong and they're right on your back."

And that, of course, is one of the worst possible ways to manage or motivate a workforce. Employees at all levels need to know that other people have noticed their good work and have commented on it. Without verbalized appreciation, feelings of "what's the point" and "why bother" start to take over.

Eric Harvey and Steven Ventura talk about the need for appreciation and recognition by going inside the employee's head. As they say in their book, "Walk Awhile In My Shoes," the average employee thinks something like this: "I've been known to say, 'I don't want any pats on the back -- just put it my check.' Well, don't believe it. It's a crock! Regardless of how I may act, I do care a great deal what you and others think of me and what I do. Recognition is important to me. That's why I wear award pins, belt buckles, and the like; that's why I display trophies in my home; that's why I hang certificates on my wall."

"Believe it or not, I'm looking for more from this job than just a paycheck. There's got to be more, 'cause I'm sure not gonna get rich on what I make! What do I want? I want to feel good about myself and the work I do; I want to feel like I really am an important part of this organization. And I tend to gauge my self-worth by others' perceptions. I often see myself through your eyes."

"I don't expect you to see me as a top-notch performer all the time. But I do expect to be periodically recognized when I either go above and beyond the call of duty or just maintain good, solid performance over a long period of time. And the more you recognize my good work, the more good work I want to do. It's funny the way that works. I think it's all part of human nature."

(Continued on Page 18)

Nine Signs of an Unhealthy Workplace by Dr. Alan Zimmerman

(Continued from Page 17)

4. Disengagement

That's what you call it when your body is at work but your mind isn't. Your original gung-ho commitment to the organization has slipped away. So you're spending more and more time daydreaming at work ... escaping to such activities as personal phone calls, the Internet, the coffee room, the rest room, or a host of other non-job related activities.

Of course, your disengagement was probably caused by several things. Your organization may have gone through a huge amount of change but didn't give you any training to cope with the change. So you feel less confident of your abilities. Or the disengagement may have come about because your organization never bothered to learn your strengths or tap into your strengths.

Whatever the case, it's kind of like the boss who yelled at his tardy, disengaged employee. The boss yelled, "You should have been here at 8:00!" To which the employee replied, "Really? What happened at 8:00?"

5. Distance

Somehow or other, the coworkers don't connect. They may not like each other, so they treat each other with disdain at worst and tolerance at best. Or they may not trust each other because of some misstep in the past that has never been acknowledged, rectified, or forgiven.

After a while, this becomes a two-way street. Coworkers don't give much support and encouragement to others, and they don't receive much support and encouragement from others. It's pretty much every man for himself.

6. Belittled change

In this kind of work environment, the innovators get put down. When they bring up a new idea or suggest a better way of doing something, they get teased, criticized, attacked, or laughed at. So the innovators soon learn that "getting-by performance" is safer than being an advocate for change and continuous improvement.

7. Hoarded information

This is a sick little game that goes back to childhood. I'm sure you remember it ... when some other kid taunted you by saying, "I know something you don't." It didn't feel good. You felt left out and somewhat powerless.

Well the same thing happens today in many work environments. Some people withhold information from others because they know that knowledge is power. And they only share their information when it suits their purposes.

In fact, many employees believe their managers know a lot more about the business than they're telling. And many managers take the parental, "they don't need to know" approach when it comes to company information. It's a set-up for conflict.

No matter how you rationalize it, don't "protect" each other from so-called bad news. In a healthy work environment, everyone is treated like an adult. And even though adults don't like to hear bad news, it's better than being left in the dark and assuming the worst.

8. Selfish priorities

Instead of putting "customers first" or "quality first," some employees live by the "me first" motto. They're always asking "what's in it for me" before they extend themselves. So they meet their coworkers' or customers' needs when they feel like it ... rather than when it is needed. They try to look busy when they're not. And they give out rewards and recognition on the basis of selfish political gain.

And finally, in unhealthy work situations, you'll notice too many ...

9. No-win situations

Harvey and Ventura describe these as situations ... that no matter what you do ... you're wrong. You get punished.

Inside the employee's head, they say there's a dialogue that goes something like this: "The plain fact is that there are times when I do what I'm supposed to do, and BOOM, I get nailed for it."

(Continued on Page 19)

Nine Signs of an Unhealthy Workplace by Dr. Alan Zimmerman

(Continued from Page 18)

"Sometimes you suggest I do things like 'show more initiative instead of waiting to be told everything.' So I give it a try. I take the bull by the horns. But it turns out bad. What happens? You get on my case for not checking with you first! BOOM, I lose."

"Then there are times when I get punished for good performance. I bust my tail and do a good job handling rough tasks or problems, while some of my peers are goofing off or doing just enough to get by. So what happens the next time there's a tough job? I get stuck with it. BOOM, I lose again. And, if I happen to screw up that next tough job? You guessed it: BOOM!"

If employees experience too many of these no-win situations, they'll stop trying to win. And then BOOM, everybody loses.

As I mentioned above, if you're seeing 3 or more of these behaviors at work, you need to do something about it ... because every one of these behaviors is costing you a great deal of time, money, and energy. It's time to take a serious look at my program on "Staying Up In A Down World: Keys To A Positive Work Environment." Go to <http://srv.ezinedirector.net/?n=3129367&s=30119039> for more information.

Action:

Ask everyone in your department to look at this list of "The Sickly 9's" and ask them to point out the 3 they see most often.

Reprinted from the August 25, 2009 issue of Dr.Zimmerman's on-line newsletter.

Make it a great week!
Dr. Alan Zimmerman

Traffic Alert & Changes in Parking at the Station Square Parking Lots

We want to remind our members that traffic patterns in and out of the city may be altered due to preparations for the G-20 Summit. If possible, allow extra travel time into the city.

Please note that there is no longer a parking lot attendant working at The Sheraton Station Square Parking Lot. There are two pay stations located in the lobby of the garage. Please pay before returning to your car.

Thank you!!

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 First 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- quested			

(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

Do You Lead or Manage Your Team, Job and Life? By Ms. Nancy Stampahar

Hello!

U.S. President and General Dwight D. Eisenhower said, "Leadership is the art of getting someone to do something you want done because he wants to do it." Even during these times of "doing more with less" do your team members take initiative and complete tasks before being asked? When you delegate work, do team members embrace or resist your requests? Do you work in a job that you want to do or does it just pay the bills? And finally, are you living your life feeling fulfilled, balanced and happy? While there may be extenuating circumstances that can keep you from working your ideal job or living the life you always dreamed, you do have choices about how you lead your team, lead your career and lead your life. Teams can be empowered. Jobs can be fulfilling. Lives can be happy. You will need to be both a leader and a manager of your team, job and life.

Leadership is about "directing", "empowering" and "bringing change". Leaders produce vision and develop strategies. Management is about "planning", "controlling", "reacting". Managers produce plans and complete tasks. Leaders are not born: they are made. You can develop the skills and ability to lead others, yourself and the directions you want your work and life to take. You must want to be a leader to be a leader. If you want to be a leader, you must create your vision and define how you expect your team to perform and what you want from your career and your life.

Knowing who you are and what you want out of life; knowing what success means to you; knowing what your goals are; and knowing that you are going to achieve those goals regardless of what other people say, think or do is the essence of personal leadership.

Personal leadership also means "accountability". It means that you have decided to embrace the talents that are unique to you and will develop them further to reach your potential and goals. You are committed to learning and growing. Once you have decided what you want, you must consciously and actively establish your strategies to achieve your vision. You perceive problems as challenges, failures as setbacks for great comebacks and each day, life becomes exciting, challenging and rewarding. You possess the kind of self-confidence that insures the successful outcome of any goal you set for yourself. You are free, in control and simply happy with your team, work and life.

To you taking the lead,

Nancy Stampahar

"Nancy Stampahar, founder of Silver Lining Solutions®, is an author, consultant, speaker and trainer. Her business provides professional development training and keynote speaking services. Please visit: www.silverliningsolutions.com."

**~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 ~ Discover the Benefits of a Socially Responsible Organization

Discover the Benefits of a Socially Responsible Organization

(TEMPE, Ariz.) September 4, 2009 — Discover the benefits of a socially responsible organization when you attend the Sustainability and Social Responsibility Conference, November 5-6, 2009 at the [Marriott Inn and Conference Center UMUC](#) in Adelphi, Maryland. Presented by [Institute for Supply Management™ \(ISM\)](#), this one-and-a-half day program offers supply management professionals an unprecedented opportunity to hear from leading multinational companies that have already implemented successful sustainability and social responsibility programs. Don't miss this unique opportunity to learn firsthand from the industry's thought-leaders. One hundred percent of attendees at last year's inaugural conference noted that they would recommend this program.

Sustainability and Social Responsibility Conference Highlights

Scheduled keynotes, general sessions and panel discussions feature cream of the crop presenters from major multinational companies:

- Cathy A. Rodgers, IBM Vice President, Global Business Development, IBM Global Services
- P. John LaPorta, Service Area Leader, Global Business Services, Sustainable Procurement Americas, IBM Global Business Services
- DeLynne Ano, Director, Supplier Diversity & Sustainability, The Walt Disney Company
- Regina O. Edwards, J.D., Director, Supply Chain Compliance, MeadWestvaco
- Drew Schramm, Sr. Vice President, Global Supply & Logistics, Herman Miller, Inc
- Geoffrey D. Geist, Manager, Global Responsibility, Strategy and Communications, Gap Inc.
- Michael A. Levine, Shareholder, Epstein, Becker & Green, PC
- Yalmaz Siddiqui, Director, Environmental Strategy, Office Depot
- Marga Blom, Manager, Energy Management Group, Royal Dutch KPN Telecom
- Robert W. Kuhn, President, Kuhn Associates Management Advisors LLC

REGISTRATION

Registration fee is \$795 (USD) for ISM members and \$995 (USD) for nonmembers. Team discounts and student rates are available. To register to attend the conference, go to <http://www.ism.ws> and select the conference [Register Now!](#) link under Upcoming Events.

PRE-CONFERENCE

In addition to the Sustainability and Social Responsibility Conference, ISM will hold a pre-conference seminar on November 3-4, 2009 titled "Finance for the Supply Management Professional." Pre-conference fees are \$1,295 (USD) for ISM members and \$1,595 (USD) for nonmembers. Attend both programs and save \$200 off the registration fee for the complete package.

HOTEL ACCOMMODATIONS

Conference attendees can benefit from early-bird ISM discounted room rate of \$149 plus tax per night through October 12, 2009. The [Marriott Inn and Conference Center UMUC](#) in Adelphi, Maryland was named the country's first environmentally friendly hotel and conference center. The hotel has received its LEED certification from the US Green Building Council.

EXHIBITING/SPONSORSHIPS

For [information on exhibiting/sponsorships](#), contact Trish True or Kathy Braase at ttrue@ism.ws or kbraase@ism.ws or call 480-752-6276, extension 3086 or 3061.

As the 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 a not-for-profit membership association serving more than 40,000 supply management professionals in 75 countries. ISM offers credentialing to professionals around the world with the Certified Professional in Supply Management® (CPSM®) qualification. ISM is a member of the International Federation of Purchasing and Supply Management (IFPSM).

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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

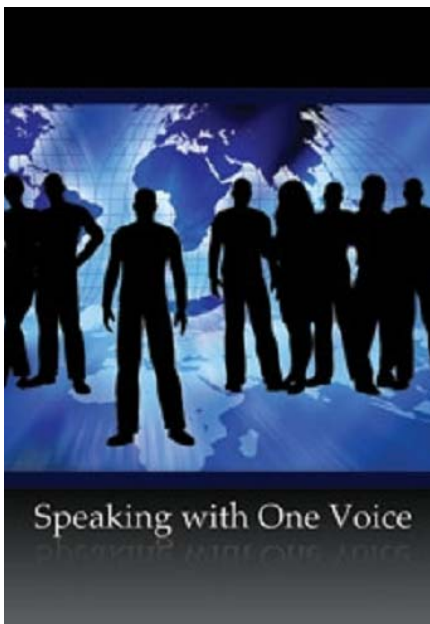
Are you frustrated with suppliers who do “end runs” around your sourcing teams?

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

Does your supplier always seem to know more about what is happening at your company than you do?

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.



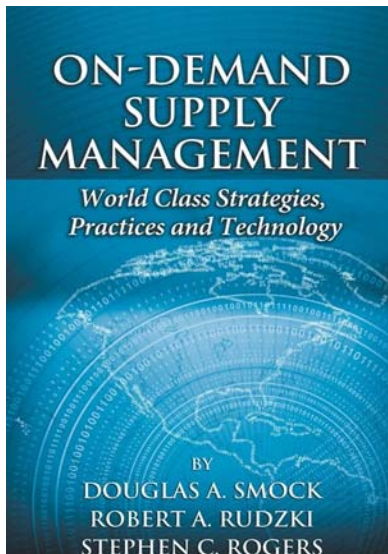
To learn more or to order:

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

Or use this direct URL:

<http://www.greybeardadvisors.com/resources.htm>

To qualify for the ISM – Pittsburgh pricing (\$ 1,200 for a perpetual corporate license), use this PROMOTION CODE: **PittsISM2007**



ISM-Pittsburgh Book Review

Understanding the Enabling Role of Technology

Thought Leadership and Best Practices in Procurement and Supply Chain Management...

"Finally... a great book on how to successfully implement today's leading-edge procurement technology. *On-Demand Supply Management* is full of rich information and fresh new industry examples. It's a powerful guide that all procurement, IT and finance professionals will want to read."

– R. Gregg Brandyberry, VP Procurement, Global Systems and Operations, GlaxoSmith-Kline

"If you are a CPO, CFO or CIO, *On-Demand Supply Management* is a must read. It presents technology... that will separate the best from everyone else."

- Brad Holcomb, SVP and Chief Procurement Officer, Dairy Group, Dean Foods Company

"*On-Demand Supply Management* nicely combines purchasing best practices with new technology solutions... a great resource for purchasing professionals."

– Roberto Magana, Manager, Global Business Services Purchases, Procter and Gamble

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

Order Straight to the Bottom Line® through the ISM Pittsburgh website (www.ism-pittsburgh.org), 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

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 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

Continuing Education Hours will be Awarded

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

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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**

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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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