



January - February 2003

The PIMA Leader Letter

A Newsletter Published for PIMA Volunteer Leaders

Board of Directors Held Meeting in New York

The Board of Directors held their semi-annual meeting in NY, December 13th. The following is an executive summary of the meeting.

Financial Report

Bob Taylor, treasurer, gave an overview of PIMAs financial situation reviewing the November 30, 2002 Financial Statement. The Board has spent the past several months trying to understand the financial position of PIMA. The fiscal year runs July – June. As of December, PIMA is half way through the fiscal year.

The year-to-date income statement shows membership dues income of \$67,138, the budget is \$342,430. The executive committee has been working to reduce expenses, particularly cutting expenses related to the annual meeting. There is very little that can still be cut on the expense side. Opportunity is on the revenue side. There are four major areas of focus: Membership, Attendance at the Annual Conference, Attendance at the IT Conference, and Sponsorship for the Annual Conference.

2003 PIMA Annual Conferences

35th International Information Technology Conference

April 28-30, 2003

Vancouver, British Columbia, Canada

84th Annual International Management Conference

June 29-July 2, 2003

New York, NY

FY 2002-2003 Forecast

From now until the end of the fiscal year the forecast will be closely monitored. The forecast projects actual income and actual expense.

Bylaws Review

Ray Heuchling, Diane Murdock and Harry Seamans volunteered to be on a task force to rewrite the bylaws. The revised bylaws will be published in the *PIMA Post* and then voted on by the Board at the June Board meeting.

Included in the bylaws review, the Board will consider the terms of office whether they will coincide with a fiscal year that runs from January–December.

Committee Reports

Membership

PIMA has converted to an anniversary membership system. New members joining PIMA will have an anniversary renewal date. This will improve cash flow and allow members to receive a full year of member benefits. PIMA currently has about 2,500 members with a December 31 expiration date. Those are the members staff is in the process of getting renewals. As of Dec. 31, about half have renewed their 2003 membership.

Divisions

Phil Baker from the Northeast Division and Janis Hurter from the Southwest Division both attended the meeting and reported on their Divisional activity for the year.

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PIMA and TAPPI Leaders Meet

PIMA and TAPPI continue to explore ways in which the two sister associations can work together for the benefit of their respective memberships and the industry both organizations serve. Recently, PIMA President Ray Heuchling of Irving Paper Company and PIMA Affiliate Chair Bob Morrison of Voith met with the TAPPI Executive Committee led by TAPPI President Mike Wallace to discuss issues and opportunities for collaboration.

While maintaining the integrity and mission of the respective organizations, TAPPI and PIMA agreed to focus collective energies and attention on the following areas as representing the best potential for constructive, joint action:

- Continuing the collaborative effort on making *Solutions!* Magazine the pulp and paper industry's premier periodic publication.
- Encouraging PIMA Divisions and TAPPI Local Sections to work together in the creation of joint activities to enhance member value and eliminate program redundancy.
- Reviewing both organizations' support of student activities. Encouraging both PIMA Divisions and TAPPI Local Sections to maintain their commitment to their vital part of the paper industry's future.

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Wilkinson Named to the Board of Directors

Congratulations to Debra Wilkinson of Weyerhaeuser. Debra was recently named Director at Large for the PIMA Board of Directors.

Wilkinson started her career at Champion International after receiving a BS in Chemical Engineering from Auburn University. Since 1993

Congratulations!

Sally A. Crooks of MeadWestvaco, Richmond, VA is the lucky winner of the drawing for the free registration to PIMA's 2003 annual management conference, June 29-July 2, in New York City.

To encourage early membership renewal, PIMA ran a promotional campaign in November.

Thank you to all members who have renewed their dues for 2003. If you have not yet renewed your 2003 dues, please call member services at 847/375-6860 or you may renew online at www.pimaweb.org.



she has been working for Weyerhaeuser, currently in the position of Paper Machines Superintendent at the Pine Hill Mill.

Wilkinson is a member of TAPPI, many civic organizations, PTA member and officer, and she is past Chair of the Dixie Southern Division. Along with position at Weyerhaeuser and standing on the Board, she is Treasurer for the Dixie Southern Division.



Reach Your Target Audience!

Become a PIMA Sponsor

PIMA invites the paper and pulp industry to become a PIMA sponsor of the 84th Annual International Conference to be held June 29-July 2, 2003, New York Hilton & Towers, NY. Sponsorship is an excellent way for your organization to support management professionals in YOUR industry and to spotlight YOUR company.

PIMA has always contributed to the strength of the paper and pulp industry by improving its management skills and providing a way for its members to address important issues.

Your company's support, can help insure that PIMA will continue to provide the educational opportunities for your management staff in these challenging times.

SUPPORT AN EVENT

Awards Recognition Dinner	\$10,000
Keynote Speaker	\$ 7,500
Luncheon	\$ 6,000
Educational Sessions	\$ 3,000
Presidents Dinner	\$ 3,000
Breakfast	\$ 2,500
Refreshment Breaks	\$ 2,000
Coffee Breaks	\$ 1,500

All events are partial sponsorship. Companies seeking exclusive support should contact Patrick Filippelli for details at pfilippelli@amctec.com.

PIMAs Annual Management Conference is not only recognized as the premier resource for pulp and paper leaders it also acknowledges top contributors to the industry. The National Awards Program recognizes professional excellence and distinguished service with the following:

- PIMA's Executive of the Year
- Mill Manager of the Year
- The Brookshire Moore Superintendent of the Year
- Ray H. Cross Community Service Award
- Thomas F. Sheerin, Sr. Service Award
- Delano L. "Del" Boutin Division Service Award
- Student of the Year Award

To nominate someone for an award, contact Pam Oddi at poddi@amctec.com or by phone at 847/375-4863.

Corporate Sponsors will be recognized through:

The PIMA Website

The *PIMA Post*

Solutions! Magazine

2003 Conference Program Book

2003 Conference Dailies

Signage onsite at the event and the registration area

Benefits of Sponsorship

- Support YOUR industry
- Active involvement
- Position your company as a leader in ongoing education and training
- Enhance your visibility

Your PIMA sponsorship does more than raise your company's profile. It also helps PIMA sponsor future events and programs where members can share information, which contributes to our industry's continued success. PIMA has been building management excellence since 1919 when forty superintendents gathered in Wisconsin to exchange ideas. Today is YOUR opportunity to give back to an association that has given so much to the pulp and paper industry.



PIMA IT Conference

Stay Connected. Deliver Value.

PIMA's 34th Annual IT Conference will be held April 27-30, 2003 in Vancouver, British Columbia, Canada. The Conference Planning Committee led by Bruce Swanson, Boise Cascade and Mark Korby, Greycon have planned a terrific program kicked off with George Harad, CEO and Chairman of the Board, Boise Cascade as the Keynote Speaker. Mr. Harad will be addressing Technology at Boise.

Other exciting General Sessions include:

- *Measurement of IT Value* (a European Perspective), presented by Lorenzo Anzola, CIO, Cartiere Burgo, Torinese, Italy
- *The Microsoft Roadmap* - an update by Microsoft on the latest technology
- *A Global Economic Outlook for the Forest Products Industry*, presented by Craig Campbell, Partner, Global Forest and Paper Products, PricewaterhouseCoopers
- *Technology's Value from an Operations/Business Perspective*, an Internal Customer Panel of Mill and Division Managers. Speakers include Brett Robinson, General Manager, Intercon Pulp, Canfor Corp; Terry Ward, Mill Manager, Boise Wallula and Rick Maksymetz, VP & Mill Manager, Weyerhaeuser-Kamloops
- Closing Sessions will be the *CIO Panel* addressing Security (disaster recovery, business recovery initiative); Strategy (controlling costs); E-mail Policies; and Relationships with Telecom Vendors. Confirmed speakers include Tom Ped, CIO Weyerhaeuser; Jim Burdis, CP & CIO, Smurfit-Stone Container Corporation and Chris Scalet, SR. VP & CIO, International Paper

The Conference will offer 24 Technology Showcases and 24 Breakout Sessions in the following tracks:

- Supply Chain
- Technology
- Management
- Cost Management

Mill Tour

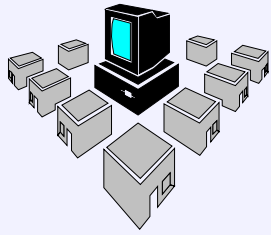
Built in 1908, Howe Sound Pulp and Paper is British Columbia's oldest mill. Howe Sound has been equally owned by Vancouver-based Canfor Corporation and Tokyo-based Oji Paper Company since 1988. After completing a four-year modernization and expansion program in 1991, Howe Sound is Canada's most modern mill and a leader in product quality and environmental performance. The 600 skilled employees produce 350,000 tons of Kraft Pulp and 200,000 tons of newsprint a year. The tour is scheduled for Sunday, April 27, 2003. A bus will leave the Fairmont Hotel Vancouver at 9:00 am and return by 4:00 pm.

PIMA would like to thank the current Exhibitors

(as of January 1, 2003)

Aim Software Systems
CyberShift
Greycon
Honeywell
Indus International, Inc.
Inexcon Technologies
Manugistics Group, Inc.
Matrix, Inc.
MOPS Systems
OSI Soft
Panther Systems, Inc.
Quality Engineered Systems, Ltd.
Resonance Software, Inc.
RTM Norden Inc.
TietoEnator MAJIQ
Wrapmation, Inc.

Mark your calendars for Vancouver 2003!



PIMA and CPBIS Online Training Opportunities

Registrations for the PIMA/CPBIS Online Learning have picked up the last two weeks. Twenty-six people registered for the first session, held January 8th. A practice run of the first session was held for approximately 10 people in late December. The session went well, received excellent reviews, and served to better familiarize the presenters and moderators with the Centra platform.

This first session was on Root Cause Analysis Failure. The module demonstrated that reliability covers a lot of activities such as preventive maintenance, predictive maintenance, planning & scheduling etc. It showed that the strength of the individual reliability components becomes exponential when fully supported by the management.

Root cause analysis covered the process of doing RCA. Many believe that root cause analysis is complete when the component is replaced and the physical characteristics of the failure are identified. The failure analysis does not become root cause analysis until the organizational system roots are exposed and a system problem is resolved. The process includes preserving data, ordering the team, analyzing the data using a fault tree and verification, writing a report that sells recommendations, and tracking the results.

The second session, scheduled for January 22, is on Preventive Maintenance. Preventive Maintenance is one of the least understood areas of maintenance management.

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First Online Training Program Receives Rave Reviews

“WOW! What a great training event!”

Dave Lee

Manager Nos. 3&4 Paper Machines

Nexfor Fraser Papers

“I am happy to report that our experience with the Web Cast RCM Training was extremely positive. We had 22 attendees, Machine Supers, Planners, Maint. Supers, Engineers, and Prod. Managers. We followed the training with an impromptu brain storming session on how to reenergize our root cause analysis activities. In half an hour we agreed on measurable activities to include as part of our Weekly Uptime mtgs. All who participated were truly impressed with the live-interactive format and especially with the thought that went into the scheduling of the sessions. (non-shutdown days, lunch hour, lunch was provided, every other Wednesday, etc.) A training survey was handed out with very positive remarks.

“Great job PIMA for delivering such a technically sound program totally free of any technical problems.

“Interest in ‘The New PIMA’ was very high as participants were able to easily recognize the value of the organization.

“We will pass out membership applications at the next session. Through programs like this one, PIMA is providing value to the mills! There were 30 sites participating, hopefully they all shared similar experiences.

“Looking forward to providing an update at our next meeting. The next session is Jan. 22nd, hopefully we can get more NE sites enrolled.”

Thanks,

Dave Lee

Tel. (207) 728-8598

davelee@madawaska.fraserpapers.com

2003 Division Calendar



APRIL

April 2-3

Northeast Division Spring Meeting in conjunction with Maine – New Hampshire TAPPI
Black Bear Inn
Orono, ME

April 8

North Central's Spring Meeting:
Turning Dimes into Dollars
Baymont Motel
Waupaca, WI
Registration 7:15 - 8:00 AM
Meeting 8:00 - 5:00
Social time 5:00 - 6:30 Cash Bar
Cost \$55.00
Contact: Guy Martinek Guymartinek@jjplank.com

MAY

May 16

Southwestern Division Golf Tournament and Banquet
Sunol Valley Golf Course
Sunol, CA
Division Chair: Russ Chitwood at 408-496-5083 or
Tournament Coordinator: Rocky Hawrysz at 209-239-7976

May 22

Connecticut Valley Annual Golf Tournament
Oak Ridge Golf Course
Feeding Hills, MA

JUNE

June 6

NE PIMA Annual Golf Tournament
Fox Ridge Golf Course
Auburn, ME

SEPTEMBER

September 10-13, 2003

Dixie Fall Meeting
Grand Hotel Marriott
Resort, Golf Club and Spa
Point Clear, AL 36564-0639
Phone: 251/928-9201
Fax: 251/928-1149

September 18-20, 2003

Fall Meeting in conjunction with Connecticut Valley PIMA

****Dates, locations and times are subject to change.

Please contact the Division Contact listed or PIMA at 847/375-6860 or info@pima-online.org for more information.



Improving Communication Among Divisions

In late October, PIMA National began monthly conference calls with the Division leaders to improve communications and assist the Divisions in membership growth and leadership recruitment. Below is a brief summary of the December conference call and a calendar of upcoming 2003 conference call dates.

Membership Drive

Of the current membership base of 2,564, to date only 1,200 have renewed. The Board is requesting the Divisions assist in making personal phone calls to each non-renewed member in their division. The division representatives agreed to take on this initiative and complete the calls by early February.

Open Positions

Several Divisions have some openings for leadership opportunities:

- Northeast – All positions filled.
- Southwest – In progress, doesn't feel help from national is needed.
- New York/Canadian – 1st, 2nd and 3rd Vice Chair, Affiliate Vice Chair, and Secretary.
- North Central – Two Vice Chairs, two people are currently being pursued.

It was recommended to send representatives to area colleges to recruit Board members right out of college. Could also invite the Chairs of student chapters to attend board meetings.

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Monthly Conference Call Schedule

Division conference calls will be held the 3rd Thursday of each month at 2 pm Central time. Below is a schedule of calls.

January 16, 2003	July 17, 2003
February 20, 2003	August 21, 2003
March 20, 2003	September 18, 2003
April 17, 2003	October 16, 2003
May 22, 2003	November 20, 2003
June 19, 2003	December 18, 2003

PIMA Headquarters

4700 W. Lake Avenue, Glenview, IL 60025

To call staff directly, dial 847-375, then the four digit extension listed below.

Jim Weir

Executive Vice President

Ext. 4828, Email: jweir@amctec.com

Julie Weldon

Senior Manager

Ext. 4872, Email: jweldon@amctec.com

Joe Agnew

Editor

Ext. 4826, jagnew@amctec.com

Betsy Bischof

Marketing Manager

Ext. 3677, Email: bbischof@amctec.com

Patrick Filippelli

Advertising/Sales Manager

Ext. 4754, Email: pfilippelli@amctec.com

Rosalind Fountain

Staff Accountant

Ext. 4816, Email: rfountain@amctec.com

Linda Gordon

Division Manager

(913) 696-1063, Email lgordon@amctec.com

Louise Miller, MA

Director of Education

Ext. 4854, Email: lmiller@amctec.com

Pam Oddi

Administrative Assistant

Ext. 4863, Email: poddi@amctec.com

Vanessa Trzmiel

Meetings Manager

Ext. 4857, Email: vvtrzmiel@amctec.com

Sarah Walsh

Administrative Assistant

Ext. 4831, Email: swalsh@amctec.com

Cathy Wilcox

Member Services Representative

Ext. 4793, Email: cwilcox@amctec.com

Board of Directors Meeting

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Education/Training

Diane Murdock reported the five online training sessions beginning in January are a value-added benefit for PIMA members. The price is a per site price of \$200. A site can bring in 20 people for that price. These programs are not just for mills. They are for anyone working in production. They are conceptually about how to run a business, applying logic thinking. All individuals in the room will get a certificate along with a PIMA membership application. Divisions could have their own roundtable discussion after they have logged off. This would be an additional charge to the participant determined by the Division.

In addition to the online training, CPBIS and PIMA will be putting on a Paper Industry Continuing Education Course in March. PIMA and CPBIS members get a 15% discount.

Other Business

Future appointments to the Board should come from the Nominating Committee. The Board recommended Willis Potts, Ben Thorp, Tom Curry, and Janis Hurter as the Nominating Committee, appointing Tom Curry as the Nominating Chair.

Next Meetings

The Executive Committee will meet March 14, in New York. The Board of Directors will meet Sunday, June 29, 2003, in New York at the Conference.

PIMA /TAPPI Leaders

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- Confirmed their respective commitments to the Paper Summit Exhibition and meeting. (The next Paper Summit is scheduled for May 3-6, 2004 in Atlanta, Georgia, USA.)
- Both associations highlighted their continued vigilance on antitrust compliance.

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Improving Communication Among Divisions

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Survey Results

Staff surveyed the Divisions to get an idea of their interest in participating on monthly conference calls as well as what their needs are for services that National can provide.

It was agreed to continue scheduling the calls for the third Thursday of each month. As time goes on, and the length of the agenda diminishes, it may be appropriate to go to bimonthly or quarterly calls. If the Division chair is not available, chairs are encouraged to ask an Affiliate Chair to participate.

Future Agenda Items

Membership should be an ongoing agenda item, with updates from each Division. Then one additional topic each time, covering the following suggested topics:

- Conferences
- Relationship between National and Division
- Attendance at conference
- Misc. questions answered

Division Handbook

Staff is in the process of revising the Division Handbook. Based on the survey results, meeting planning and logistics will be covered. Training/online training was also recommended.

National's Services

Staff will distribute a list of available services for Divisions, with descriptions, costs and an order form. Divisions can expect to see this by early February.

Sarah Walsh and Linda Gordon will be the main contacts for the Divisions.

Staff requested that Divisions provide information on board meetings, conferences, and workshops for inclusion in *Solutions!* Magazine. The information should be provided to Sarah Walsh by the 3rd of each

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Improving Communication Among Divisions

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month. The publication typically comes out six weeks later.

Division Meeting

Participants on the call expressed interest in holding a half-day Division meeting if it could be held in conjunction with another scheduled function such as the PIMA National Conference. The Sunday preceding the conference in New York was recommended. It will be important to frame the meeting as an opportunity for professional growth - how to get organizations to work well.

Updates

New York/Canadian – Executive Board meeting scheduled for January 10th in Ottawa. They have set up a scholarship through ESF Syracuse Pulp and Paper School. Setting up the scholarship through the school has eliminated the internal effort required in the past.

Northeast – Executive Board meeting scheduled for January 17th. Spring membership meeting is planned to be held in Orono, ME, cosponsored with TAPPI. It will be held prior to the annual joint meeting of the University of Maine Foundation, and the Maine Pulp and Paper Association, April 2-3. The Division meeting will be April 3-4.

Southwestern – \$34,800 in treasury. Each year they award a \$1,000 scholarship to a PIMA member. Their Fall meeting was held in October, which was a mill tour followed by a dinner. No spring meeting planned yet, possibly one on maintenance. A cruise and golf tournament are scheduled for May 16-17, 2003.

North Central – Spring meeting scheduled for April 8th, *Turning Dimes into Dollars* – how to maximize cost savings. Most of their income comes from non-conference events. Spring golf outing and Fall trap shooting events have been successful. They work closely

with the Lake States TAPPI, holding a joint meeting every other year with a trade fair. They have been working with TAPPI, trying to figure out how both organizations can survive. Suggestions have been to shorten the events and take them closer to the mill, promoting options such as round tables and web casts.

Divisions clearly need to show the value of attendance, promote the results of the training. Kepner-Tregoe has been very popular with several of the divisions.

Online Training Opportunities

Continued from page 5.

This presentation will show the problems associated with using either of these two methods and also will present a third option. That of a structured framework for the creation of maintenance routines based on the requirements of the users of the equipment in its operational context. (RCM2).

This module will also dispel the myth that there are only three styles of maintenance - preventive, corrective and predictive. And will introduce the concept of the fourth style of maintenance - detective.

Other Scheduled Sessions:

Predictive Maintenance

February 5, 2003 - 11:00 am EST

Planning & Scheduling

February 19, 2003 - 11:00 am EST

CMMS

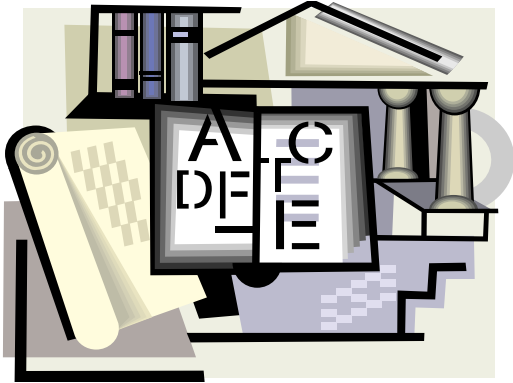
March 5, 2003 - 11:00 am EST

The rate for each session is \$200 for PIMA members and \$400 for non-members. For more information, visit www.pimaweb.org or www.paperstudies.org, or call one of the numbers below:

PIMA: 847-375-6860

CPBIS: 404-894-1488

Help Support a Student at the Annual Conference



One of the premier functions undertaken by PIMA each year is having students attend the National Conference in June.

One student from each of the PIMA Student Chapters come to a setting where they can interact with the paper industry professionals in both formal sessions and in an informal atmosphere to learn more about the industry. This also gives the attendees an opportunity to interact with students from other schools, to share common interests, establish peer contacts and learn about the industry from different regional perspectives. Past summits have been highly successful and attendees have enthusiastically endorsed them and want the summits to continue. Last year, 114 students from 10 Paper Schools attended.

PIMA invites a representative, usually the Student Chapter President, from each of the paper schools to attend the National Conference. In addition to attending all of the functions of the conference, the students have their own session, which they plan and is devoted to the needs of the students and their school chapters. This has been a very well received endeavor and the attendees have taken many valuable ideas back to their schools.

The paper industry has become highly technical and will become increasingly more so regarding products, mill and plant design, process design and control,

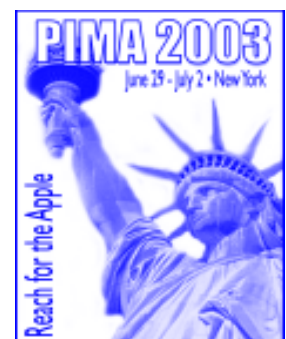
environment, raw materials, etc. These technologies will require people with excellent managerial skills to implement them in our plants and mills. The students at the paper schools are a major source of these professionals. They are the future leaders of the industry and attendance at the National Conference is an integral part of their educational process.

This activity is a major undertaking and their success has been largely a result of the industry's sponsorship. Your financial aid and sponsorship allows a student to attend this conference.

We are hoping that you will be able to help sponsor this activity. We are asking for a financial donation of \$2,000.00 for the National Conference. However, we would be pleased with any contribution you might offer.

To recognize your generous donation your company name will be placed on the website, *Solutions! For People, Processes and Paper* (the joint TAPPI/PIMA publication), the proceedings book, signage at the conference and your company name will be mentioned at the Opening Breakfast. If your company is able to give a donation of \$2,000 we also ask that you tell us what school you would like to sponsor and if you or anyone from your company will be attending the Conference. If so, we will ask you or another representative to sit with the student at the Opening Breakfast and spend some time with that student.

For information contact Sarah Walsh at swalsh@amctec.com or by telephone at 847/375-4831.



Reach for the Apple in New York!

PIMA's 84th Annual International Management Conference

*June 29-July 2, 2003
New York Hilton, NY, NY*

PIMA's conference promises educational as well as leadership opportunities, with seminars, sessions roundtables, panels and other forums designed to help increase operating profitability. Highlights include a papermaker's roundtable (an interactive discussion of current paper industry challenges); a mill manager's panel (featuring insights from industry leaders); and a keynote address by Chief John A. "Jay" Jonas, a 22-year FDNY veteran who will share how his department has rebuilt, reorganized and reenergized. Other items include PIMA's Awards Night and this year's Presidents Panel, with participation by several top executives: Russell T. Lewis (CEO, New York Times), Steven B. Buckman (CEO, Buckman Laboratories International), Hans Mueller, CEO, Voith Paper Hoding) and Jan Astrom (CEO, SCA Tissue North America LLC).

For further information visit www.pimaweb.org, or call PIMA at 847/375-6860.



Thank You Sponsors

PIMA would like to thank the following sponsors for their support of the 84th Annual International Management Conference

Platinum Level Hospitality Sponsor

**Hercules Pulp and
Paper Division**

Silver Level Hospitality Sponsor

ONDEO Nalco Paper Services

Bronze Level Hospitality Sponsor

**The Fiber Resource Group
Körber PaperLink North America**

PIMA /TAPPI Leaders

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PIMA President Ray Heuchling stated that "I'm delighted that our organizations are continuing to meet on a regular, routine basis to explore new and innovative ways to serve all members of the pulp and paper industry."

TAPPI is the leading technical association for the worldwide pulp, paper, and converting industry. TAPPI provides its members rapid access to: the largest international group of technically experienced

people in the industry; the most comprehensive collection of reliable technical information and knowledge in the industry; and the highest quality products and services created to meet the needs of people who solve technical problems in the industry.

PIMA, is the premier association for management professionals in the pulp and paper industry. The association's mission is to contribute to the strength of the international pulp and paper community by providing the means for our members to address relevant industry issues and to develop their management and leadership skills.