

PIMA's 84th International Management Conference Promises Educational, Leadership Opportunities



PIMA's 84th International Management conference, June 29 – July 2, 2003 in New York City, promises to be a dynamic program. The event offers attendees a wealth of seminars, sessions, roundtables, panels and other forums designed to help increase operating profitability.

The agenda of this year's conference furthers PIMA's mission to provide members the opportunity to discuss current issues, develop vital management and leadership skills, and learn new and innovative ways to make their businesses more profitable in today's challenging market. 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 re-energized. Other items include PIMA's Awards Night and this year's Presidents Panel, with participation by several top executives: Russell T. Lewis (CEO, The New York Times Company), Pete Correll (CEO, Georgia Pacific Company), Steven B. Buckman (CEO, Buckman Laboratories International), Hans Mueller, CEO, Voith Paper Holding) and Jan Åström (CEO, SCA Tissue North America LLC).

For further information about conference events visit www.pimaweb.org, or call PIMA member services at 847/375-6860.



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Deadline Approaching for 2003 PIMA National Awards Program

One way that PIMA encourages management excellence in the pulp and paper industry is through its national awards program. Eight outstanding individuals will be honored during PIMA's 84th Annual International Management Conference, June 29-July 2, 2003 at the Hilton New York. The deadline for submitting nominations is **February 1, 2003**.

Eight awards are given by PIMA's Executive Committee:

- For senior executives: PIMA Executive of the Year
- For mill managers: PIMA Mill Manager of the Year
- For papermakers: The Brookshire Moore Superintendent of the Year
- For community service by a paper company employee: Ray H. Cross Community Service Award
- For service by a supplier: Thomas F. Sheerin, Sr. Service Award
- For service to a PIMA Division: Delano L. "Del" Boutin Division Service Award
- For service to a PIMA Professional Specialist Group: Kenneth H. Phillips Award
- For PIMA student members: Student of the Year Award

Any PIMA member or division can submit nominations to the awards committee, and more than one entry may be submitted. The Executive of the Year, Mill Manager of the Year, and Superintendent of the Year winners do not require PIMA membership; winners of all other awards must be PIMA members.

There are three steps to nominate someone for an award:

1. Complete nominating form.
2. Include a letter describing why your nominee is deserving of the honor.
3. Include additional seconding letters from associates and friends of the nominee.

Award winners and their nominators will be notified in writing immediately following the PIMA Executive Committee Meeting in March 2003. Award winners must attend the International Management Conference in New York. Additional information may be requested from the award winners.

Send nomination forms to PIMA, Attn: Awards, 4700 West Lake Ave., Glenview, IL 60025. Nomination forms are available at the PIMA Web site, www.pimaweb.org, or by calling PIMA at 847/375-6860.





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PIMA Division News: Fall Meetings Roundup

PIMA North Central, Dixie, Mid-Atlantic and Northeast Divisions held their fall conferences in September, and the PIMA Pacific Coast Division held its conference in November. PIMA President Ray Heuchling and Bob Morrison, Affiliate Chair, attended the Northeast and Dixie meetings where they discussed the new direction of PIMA. Heuchling announced PIMA's plans to respond to the changing industry. He asked attendees to help by recruiting new members and attending meetings at the national and divisional

Pacific Coast

*By Kimberly Newman, Process Engineer
SP Newsprint Co.*

This year's conference, held in November at The Resort at the Mountain in Welches, OR, featured the workshop "Implementing Corrective and Preventive Actions," designed to help managers improve their problem-solving approaches and techniques. The workshop helped participants develop skills in the technical investigation of root cause and corrective and preventive actions—in short, to identify relevant data and become efficient in problem solving in a strategic, timely manner.

The core course objectives were "to use Kepner-Tregoe Problem Analysis to analyze systems and procedures, identify what should be happening versus what actually is happening, and perform systematic, root-cause analysis to close the gap." The session taught participants how to methodically assess risks that might arise from implementing corrective action and to take preventive and contingent actions through:

Situation Appraisal—Assess the problem; list threats and opportunities; separate and clarify concerns; consider seriousness, urgency and growth; determine analysis needed.

Problem Analysis—State the problem, specify the "is" and "is not's," develop statements that explain how process deviations occur; evaluate possible causes; verify assumptions, observe, experiment or monitor; look for distinctions and changes.

Potential Problem Analysis—Avoid reactive action, state the action, identify

levels as they affect change.

Heuchling emphasized that "it will take leaders, like all of you, and organizations like PIMA to pull this industry out of its current state." Heuchling said association efforts to create change include establishing industry partnerships and making it easier to attend conferences and divisional meetings. Attendees showed a positive, interested attitude at the fall meetings that focused on current issues as well as future plans for the paper and pulp industry.

potential problems/opportunities, identify likely causes, take preventative/promoting action, plan contingent/capitalizing action and set triggers

The conference encouraged participants to think systematically, make their thinking visible, look for the right questions instead of politically correct answers, and share a common business language. Kepner-Tregoe asserts that disciplined use of these systematic processes will help organizations extend the benefits of corrective actions and prevent future manufacturing upsets.

Mid-Atlantic

"A good networking opportunity—anchored by a strong, practical educational program," is how June 2003 Conference Social Committee Chair Don Moore (DuPont Co) summed up the 2002 PIMA Mid-Atlantic Division Meeting.

Held September 26-27, at the Eisenhower Inn and Conference Center in Gettysburg, PA, the meeting featured practical presentations from companies





inside and outside the industry. It also featured several networking opportunities, such as a tour of Gettysburg Battlefield, a mill tour of PH Glatfelter, and a lunch at the Lake Club.

Charles Merris, Chair of Mid-Atlantic and Engineering & Analytical Services Manager at Glatfelter, said attendees were "excited about the presentations and enthusiastic about the strength of the division." Presentations included the following:

Six Sigma Definition and Practical Application

Nick Rikas
Research Associate, Corporate New Product Development
Glatfelter

Paper Industry Dynamics and Implications on the Supply Chain

Foster Finley
Vice President
AT Kearney

Economic Outlook: The Market, The Dollar, The Recovery...Some Paper Mill Specifics

Dr. Robert Fry
DuPont Economist

Enterprise Resource Planning (ERP) Systems—What is their Value and Savings Achieved?

Industry Roundtable with Orlando Price, Hercules; Kevin Gerlach, Glatfelter; and Sonny Hathaway, SAP

Glatfelter's New Century Project (Pulp Mill Improvements)

Mark Keller
Project Manager
Glatfelter

Northeast

The 2002 Northeast Division Conference, held September 19-20 at the

Samoset Resort in Rockport, ME, featured presentations by respected industry professionals on various aspects of the paper and pulp industry.

- Robert DiStefano, Chairman of MRG, focused on making a business case for reliability centered maintenance programs.
- Jim McNutt, Paper Industry Consultant, offered a global perspective on the state of the industry.
- Michael J. Baer, President of Vescom Corporation discussed the pros and cons of outsourcing plant security.
- Jeff Matranga, PhD, Health Psych Maine, provided an excellent overview of issues surrounding workplace violence.
- Paul Wagner, of Advance Technology, Inc. presented Plant Access Control strategies.

A highlight of the weekend was an Executive Panel Session featuring Richard Arnold, Fraser Papers; John Donahue, SAPPI; Dana Pelletier, The Network Group; and John Williams, Maine Pulp and Paper Association. A summary of the panel's recommendations for ensuring long-term success included the following:

- Achieving a low-cost position in key markets
- Providing superior customer service by developing strong customer relationships
- Remaining flexible to customers needs and adaptable to change
- Continuing to promote innovation and product development
- Capitalizing in niche-specific products that command higher profit margins
- Reducing inventories while still servicing customers
- Cutting costs

The meeting's annual banquet and awards ceremony featured the presentation of PIMA scholarships to 11 regional recipients, two of them the son and daughter of Northeast PIMA members. In addition to the the new Gilman J. Berube Award (see page 4) a special award was presented to Ginny Baker, wife of Phil Baker, in recognition of her many years of service.

The ceremonial passing of the gavel, or in this case the fish, went from Northeast Chairman Joe Clark, Madison Paper, and Doug Moore, Cianbro Corp., to 2003

Chairman David Embley, Irving Pulp and Paper, and the first female Affiliate Chairperson, Caren Brown, tesatape North America.

Dixie

"A leadership challenge: Balancing Fundamentals with New Technology" was the theme of the 2002 Dixie PIMA Conference, held late September at the Kingston Resort in Myrtle Beach, SC.

The conference began with an exciting keynote address given by Erskin "Erk" Russell, the award-winning football coach of the Georgia Southern Eagles. Following sessions focused on fundamentals in energy management, water conservation, safety, and process reliability. Weyerhaeuser presented a challenging report on a winder fatality that changed the corporation's view of safety at all their winders.

One new meeting feature was a well-received technology showcase where companies presented new technology solutions for industry problems. The following companies participated: Vooner FlogGard Vacuum Pumps; The Pump Company, Inc.; Albany International; Weavexx; Metso Automation; GE Toshiba Automation Systems; Kelmar Industries; Eka Chemicals, Inc.; J & L Fiber Services, Inc.; and New Logic Research, Inc. The Couch Pit University also sponsored a roundtable discussion offering proven solutions to papermaking problems.

Social functions included the Sales Society Dinner and Dance and the Awards Dinner and Dance. The weekend ended with a golf tournament on the greens in beautiful Myrtle Beach.

The Dixie Division invites you to take advantage of its next meeting, scheduled for September 10-12, 2003, at Point Clear, AL.

North Central

The North Central Division Sporting Clays/5-Stand Competition took place September 24, in Navarino, WI. The meeting attracted 64 people—a 50% increase from last year—70% of whom were mill managers. The division looks forward to holding this event again next year. 🌲



Gilman J. Berube

The Gilman J. Berube Award


*By Caren Brown, Territory Manager
tesatape North America*

Members of PIMA's Connecticut Valley/Northeast Division have created an award to recognize the dedicated professionals who attend our annual meetings, operate booths at our trade shows, provide guest speakers for our sessions, and encourage their employees to join PIMA.

We chose as our role model Gil Berube, manager of Reliability Maintenance at Nexfor Fraser Papers in Madawaska, ME. Gil coordinates our trade shows, served as past chairperson, and will be a chair again in the future. He chairs our Maintenance subcommittee, participates at the national level on the Engineering and Maintenance subcommittee, and received the Ken Phillips Award a few years ago.

We recently presented Gil a plaque announcing the award in his name, then presented the real award to its first recipient, Charlie Swan, owner of Industrial Packing, Inc., in Bucksport, ME. Charlie, also co-owner of New England Braiding Company in Manchester, NH, has gained many friends over the years through his affiliation with Northeast PIMA. "Knowing the award is named after my friend Gil makes it mean that much more to me," Swan said.

The award's inscription reads: "In recognition of the continuing support and efforts of the members of the Northeast PIMA. Thank you for the demonstrated commitment to assuring our success and longevity."

Northeast PIMA is pleased to serve a region that returns the gesture. Such loyalty has created a desire among members to acknowledge a partnership based on this commitment. They are proud to offer the Gilman J. Berube Award and look forward to honoring deserving members in the years to come. 

PIMA Presidential Award of Merit

The following PIMA members are individuals recommended by the National PIMA President as having provided outstanding service to their division.

Connecticut Valley Division/Northeast Division

Dave Wnuck, N.E. Pulp & Paper Manager

ChemTreat Inc., Chesire, CT

William Robinson, III, Production Manager

Hisco Inc., West Hartford, CT

Dixie

Michael Connell, Sales Engineer

Appleton Wire/Albany Intl, Spanish Fort, AL

Nicki Slusser, Vice President/Operations Manager

International Paper, Cantonment, FL

Robert Lacey, Regional Sales Manager

J&L Fiber Services, Lufkin, TX

New York/Canadian

Roger Mallette, Vice President, Sales

Raiso Chemicals, Burlington, ON Canada

Ron Pote, President

BYO Solutions, Inc., Ticonderoga, NY

Thomas Wright, President

TechSpray, LLC, Lake George, NY

Guy DuBois, Project Specialist

Buckman Laboratories of Canada, Vaudreuil, Quebec

North Central

William J. Frawley, Midwest Sales Representative

Pacific Saw and Knife, Appleton, WI

Nathalja M. Hendrickson, Technical Service Manager

Potlatch Corporation, Brainerd, MN

John Summerson, North Central Regional Manager

Albany International/Appleton Wire, Appleton, WI

Pacific Coast

Michael Goodwin, Project Engineer

Boise Paper Solutions, Wallula, WA

Calendar of Events

April 8, 2003

North Central Division Spring Meeting

Baymont Motel

Waupaca, WI

Contact: Guy Martinek,

guymartinek@jjplank.com

April 27-30, 2003

PIMA Information Technology International Conference

The Fairmont Hotel Vancouver

Vancouver, BC

Contact: PIMA, 847/375-

6860, Fax 877/527-5973,

www.pimaweb.org

June 29-July 2, 2003

PIMA Annual Meeting

Hilton New York

New York, NY

Contact: PIMA, 847/375-

6860, Fax 877/527-5973,

www.pimaweb.org

Thank-you, Sponsors!

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

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The Fiber Resource Group

Körber PaperLink North America

What's New with PIMA Member Services

The past year has been a time of great change for the pulp and paper industry—and for PIMA as an organization. PIMA remains committed to offering the best in customer service to its members.

The following changes have affected all members:

1. Membership Directory/Buyers Guide is now online

—The *PIMA Membership Directory* and *Buyers Guide* are now online at www.pimaweb.org. The PIMA Membership Directory is in the “members only” section of the Web site, while the *Buyers Guide* is available to all visitors. The membership database is updated continually to ensure that members have the most current information. The active member directory is the first step in other online member services in the works, including real-time conference registration and the ability for members to update their own information.

The online *Buyers Guide* expands the market for companies that have purchased listings. By discontinuing publication of the printed *Membership Directory/Buyers Guide*, PIMA was able to cut approximately \$30,000 from its budget while providing better service.

2. A switch from calendar to anniversary system for annual dues payment

—Implementation of the anniversary system for dues means that members will receive a full year of benefits, starting in the month when dues payment is received. For example, a new member who joins when registering for the annual conference—dues payment received April 15, 2003—will have an expiration date of April 30, 2004. (Previously, all dues were for the period of January 1

through December 31.) Members who paid their 2003 dues by December 31, 2002 will continue to have a December 31st expiration date. However, members who renew late will have a different expiration date.

Advantages of the anniversary system are as follows:

- Members who pay dues at any time during the year will get a full 12-month's worth of benefits
- Elimination of extra bookkeeping required for half-year dues for members joining after June 30th
- Assist PIMA with its cash flow by more evenly distributing dues income throughout the year
- Distribute staff workload for processing membership renewals more evenly throughout the year.

Membership invoices will be sent according to the following schedule:

1st notice—90 days prior to expiration date;

2nd notice—60 days prior to expiration date;

3rd (final) notice—30 days prior to expiration date.

3. Membership Cards/Member Profiles

—After dues payment is received and processed, renewing members are mailed an acknowledgment letter with a membership card and a member profile. The purpose of the member profile is to verify that PIMA has correct member information in its database, and it is also required for the BPA audit of *Solutions!* magazine circulation. Help us keep the PIMA member database up-to-date by promptly returning your member profile. 🌲



Weir Named PIMA Executive VP

Jim Weir is the new Executive Vice President of PIMA. Jim is joining a terrific team and brings significant experience in turning around challenging situations. The PIMA Executive Committee is confident that the new direction in staff leadership will help move PIMA in the direction we need to go. Please welcome Jim to the PIMA team.

PIMA and CPBIS Training Opportunities

PIMA and the Center for Paper Business and Industry Studies (CPBIS) are jointly offering online training that will be presented beginning with the *Manufacturing and Reliability* series on January 8, 2003.

There will be five sessions in this series, one presented every other week on Wednesdays. The subject matter for the first series of sessions is:

Predictive Maintenance

February 5, 2003—11 am EST

Planning & Scheduling

February 19, 2003—11 am EST

CMMS

March 5, 2003—11 am EST

The rate for each session is \$200 for PIMA members, \$400 for non-members. For more detail about these programs, please visit www.pimaweb.org or www.paperstudies.org, or call: PIMA: 847/375-68602; CPBIS: 404/894-1488

RENEW TODAY

...and keep your member benefits coming in 2003!

Visit www.pimaweb.org or contact Member Services at 847/375-6860

DON'T MISS OUT!

Thank you to all PIMA members who have renewed their dues for 2003. **Sally A. Crooks of MeadWestvaco** in Richmond, VA is the lucky winner of free registration to PIMA's 2003 annual management conference, June 29-July 2, 2003 in New York City. Congratulations, Sally: We look forward to seeing you in the Big Apple.

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Reach for the Apple



PIMA Classified Recruitment Ads on Web Site

PIMA's Web site, PIMAweb.org, receives thousands of hits each month. PIMA web can assist companies and individuals seeking to fill positions in the pulp and paper industry by offering direct appeal, targeted to industry professionals. Recruitment ads will be updated on the 1st and 15th of each month, providing timely notice of employment opportunities.

Employment recruitment ads also appear, for no extra charge, in *the PIMA Post*, the quarterly newsletter distributed to 2,600 PIMA members.

For more information and rates, please contact Patrick Filippelli: pfilippelli@amctec.com

Classified

Team Leader—Paper Mill

Fox River Paper Company, at Ripon, California Mill, has opening for a Manufacturing Team Leader. Supervises paper mill and stock preparation shift operations. Qualifications: Four-year degree in pulp and paper and seven years experience desired. Mail resume to HR, Fox River Paper Company, 942 South Stockton Ave., Ripon, CA 95366.

Boise Cascade CEO to Keynote PIMA IT Conference in Vancouver



George Harad

The PIMA Conference Planning Committee has planned a terrific program to kick off PIMA's 34th Annual IT Conference, April 27-30, 2003, in Vancouver, British Columbia, Canada.

Keynote speaker for the four day meeting is George Harad, CEO and chairman, Boise Cascade Corp., who will address technological changes at his company.

Harad joined Boise in 1971 as administrative assistant; he was elected chairman of the board and chief executive officer in April 1995. He currently serves as director of the American Forest & Paper Association; as director of the board of governors and the executive committee of the National Council for Air and Stream Improvement, Inc.; as trustee of The Nature Conservancy of Idaho; and as a member of the Idaho Business Council. Harad has also worked with other community, educational and professional organizations.

Other exciting IT conference general

sessions are as follows:

- 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

In addition to a mill tour of Howe Sound Pulp and Paper Ltd., the conference will feature 24 breakout Sessions in the following tracks:

- Supply Chain
- Technology
- Management
- Cost Management

Also offered will be 24 Technology Showcases. Those scheduled to exhibit as of January 1, 2003 include the following:

Greycon
Honeywell
Matrix, Inc.
Inexcon Technologies
Panther Systems, Inc.
RTM Norden Inc.
Quality Engineered Systems LTD.
MOPS Systems
TietoEnator MAJIQ
OSIsoft
AIM Software Systems
Wrapmation Inc.
Resonance Software, Inc.
Indus International, Inc.
Manugistics Group, Inc.
CyberShift, Inc.

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April 27–30, 2003 • Fairmont Hotel Vancouver • Vancouver, BC Canada

Plan on joining PIMA for the 35th Annual Information Technology International Conference, held this year in Vancouver, BC.

Don't Miss...

- State of the art industry technology introductions
- State of the industry outlook
- Technology showcases highlighting companies' newest products
- Benchmarking with industry peers
- Beautiful Vancouver, BC—A great international city

And much more!

We look forward to seeing you in Vancouver!



Stay in the Loop...



Read the PIMA Post!

We hope you enjoy receiving PIMA's quarterly newsletter. In order to make this publication useful, we need your input. Please e-mail (bbischof@amctec.com) or fax (888/240-7626) your suggestions for news and other information you feel should be featured in future issues.

While you're doing that, we'd also like to hear your thoughts on the other benefits that PIMA can provide its members. Thanks for your support. Watch for your next issue in Spring 2003!

Members: Time is Running Out!

Renew your PIMA membership in 2003 and keep all your member benefits:

- **Network** with peers and industry leaders
- Get **discounts** on conferences, seminars and other events
- Read **publications** with the latest news and issues
- Participate in **specialist groups** targeting specific concerns
- ...and much more!

Go to www.pimaweb.org to renew
or contact PIMA Member Services at 847/375-6860

KEEP THOSE BENEFITS COMING!



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