



Utah Purchasing News

December 2001

<http://napmutah.org>

Monthly Happenings

ANNUAL CHRISTMAS SOCIAL

The National Association of Purchasing Management of Utah cordially invites you to join in a celebration of the 2001 Holidays Season, December 13, 2001. A buffet dinner will be held in the Old Mill Clubhouse on the Old Mill Golf Course, 6080 South Wasatch Boulevard in Salt Lake City, (Just off I-215).

This year we've selected a location with easy access, superb food and a great view. The evening of dining and entertainment will begin at 6:30 p.m.

There is no charge for members. Guest meals will cost \$25.00 each, payable at the door. Please, come join us for the festivities.

R.S.V.P. Requested Online or

To :

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From the President

David Finds Goliath's Strength

If you work for a small company, it can be frustrating to know how you can compete with the "Big Boys" in the market. We hear a lot about volume discounts when large orders are placed. What can the small guys do to compensate?

I came across an article from Packworld.com that explained how some small companies are able to combine their small orders together to achieve the volume discounts the larger companies get.

One of the main costs of producing packaging materials is the machine setup time. It doesn't matter if you are going to run five items or five million items; the setup cost is going to be divided over the number of items you run. This is where it makes the cost per item in a large run less than the cost of a small run.

With advances in technology and the expanded use of the Internet, buyers are able to combine their orders with those from other companies who are buying the same material. As more buyers place orders, the price goes down. At the same time, the supplier gains planning and production efficiencies.

If this concept is something that you feel may help you and your company, I encourage you to read the article at www.packworld.com for more information. The name of the article is Small orders + small orders = big orders.

I wish all of you continued success and a joyous holiday season.

Trent N. Baker, C.P.M.
NAPM-Utah President

CHANGE - A Comfortable Companion

Change is threatening. It's human nature to want to control your life and change threatens that sense of control. The greater the change expected, the greater the threat to controlling one's life and the greater the anxiety. Change represents all the dark and unknown space outside what many call their "comfort zone."

Years ago as a new Team Leader, I asked a member of the Team why they included certain language in the Terms and Conditions of a contract. "We include it in every contract", they said, insulted that I'd even ask. I'd hit a nerve. They didn't know nor could they explain why certain language was used. Further, the thought that there could possibly be a change coming just sent them into major stress. And, it showed. They became the antagonist to almost every new idea suggested over the next several months.

The comfort zone represents the status quo, the way everything exists now. It's a safe place, where one feels they have control. Change triggers a fear of the unknown for many people. That fear translates into resistance, which can take many forms ranging from ignoring the change to actively sabotaging it.

When people feel a loss of control – when they are forced out of their comfort zone – they exhibit a sequence of behaviors similar to those exhibited by individuals who have lost loved ones. It's called grieving. The first step to becoming more adaptable and resilient is to understand the five steps involved in the natural grieving process. They are:

DENIAL: In this first stage people ignore and avoid the change. They pretend nothing has changed.

They say things like: "I don't have the information or training I need to use it." "That doesn't apply to me; it's just for the new (or junior) people." "They can't be serious; wait a week or two and it'll all be changed back to the way we've always done it."

HOSTILITY: In the second stage, people are angry and upset. They blame management for the change and work against it. They say things like: "I'm not doing it that way; let's see them fire me." "This is unfair; they're cheating us." "Everybody should be treated equal. If they don't, I'm going to the union." "They're forcing me to quit and I'll sue."

NEGOTIATION: Here, people try to reduce the impact of change by finding ways to give the appearance of changing or only accepting parts of the change. You'll hear: "No one else is doing it, so why should I?" "I'll do this for some of my customers, but not all of them."

DEPRESSION: Eventually people realize that change is inevitable and become unhappy. They say things like: "I might as well quit; I can't do what they want." "Things around here are so bad since they started the new program." "At this rate we'll be closed soon."

ACCEPTANCE: Finally, people resign themselves to accepting the change and making the most of it. They accommodate themselves to the change. They say things like: "If they're not giving us any other choice, I'll have to use the new system." "I'm learning how to do it effectively." "I've been working on how to make this work for me."

Immediate Past President Note

University of Utah Purchasing Negotiations, Purchasing & Supply Management Certificate Program

I encourage all of you to make time in your schedule to attend the next University of Utah Professional Education course on "Purchasing Negotiations." This one-day course will be offered on Friday, December 14, 2001 from 8:00 a.m. – 5:00 p.m. at the Murray/Cedar Park U of U location. The cost for NAPM-UTAH members has been reduced to \$189 and is a great value for an 8-hour course! I understand from another source that the instructor is a very good speaker and will be enjoyed by those that attend.

Please sign up ASAP and support our partnership with the University of Utah Professional Education Program as we offer valuable courses towards a Purchasing Certificate.

Registration information is available on the front page of the NAPM-UTAH web site or contact Craig Michalak, U of U at 585-1455 or email to cmichalak@aoce.utah.edu

I plan to attend and hope to see many of you there!

Tracey K. Stevens, C.P.M., CPPB

**Immediate Past President
NAPM-UTAH**

tracey.stevens@ci.slc.ut.us

While some people bounce around among phases, or even skip one, most people need to go through each one before totally accepting and embracing a major change. The first two, denial and hostility, are the ones in which active resistance to change is most apparent. Some people get “stuck” in hostility, and repeatedly get angry each time change is required. Often they seek to sabotage the change effort, even trying to spread resistance among coworkers.

Adaptable and resilient people go through these phases quickly and often with little or no pain. They work through the change process without negative feelings about the company, department, management or themselves. They don't place blame. Those who haven't developed adaptability and resiliency often end up angry and depressed. Unfortunately, these are the feelings they bring to the next situation requiring change. Eventually, it becomes harder and harder for nonadaptive people to change. Let me suggest 5 steps that can increase resiliency when faced with change.

1. **GET THE FACTS ABOUT THE CHANGE AND UNDERSTAND WHAT THEY MEAN.** More than likely the rumor mill will let you know the change is coming long before a formal announcement is made. Yet, relying on a rumor to measure the possible impact of change is a pure waste of time. Also, keep your emotional assessment in check. Hold off reacting until you get enough accurate information to really understand the change being proposed. Much of the resistance to change comes from a misconception about what is being changed.

Once the facts have been collected, identify what the change will require in terms of new behaviors on your part. What's going to different? You

may find the change amounts to almost nothing. Find out if the change is permanent or mandatory. If it isn't mandatory, you have the option to change. If it isn't permanent, you need to decide if you can wait.

2. **ANALYZE BOTH THE PAIN AND THE GAIN YOU CAN EXPECT FROM THE CHANGE.** Begin your analysis by being clear about what you want. Once you have clearly identified your career goals, you need to identify the problems and benefits – the consequences – you can expect from not changing. Make a list of the specific payoffs or consequences. Next, analyze the payoffs or consequences of changing. Once again write down a specific list of the pain and gain. Compare the two lists and focus on how the change impacts your ability to achieve your goals.

Your decision should be clear at this point. It's going to hurt, but the gain is worth it. Or, changing isn't worth the pain or gain. Since both of these outcomes involve change, you'll probably go through the grieving process. If your decision is to leave the company, develop a plan to get out--and do it. Procrastinating (denial) and suffering (depression) will only make matters worse.

NAPM-UTAH MEMBERSHIP TOTAL: 527

As of November 8, 2001

NAPM MEMBERSHIP TOTAL: 45,604

As of September 1, 2001

Building a Powerful Profession: One Member at a Time.

Please see new members below...

NAPM-UTAH NEW MEMBERS, Welcome!

We'd like to welcome the new members of the NAPM:

Brooks Washburn,	Smith-MegaDiamond
Bailey Stephen,	Thiokol
Ellen S. Gosselin,	Envirocare
Gary C. Loosle,	Student at Weber State
Julie A. Milne Jone,	Envirocare
Mark Robbins,	L.D.S. Church
Jesse Gabaldon,	Lifetime Products
Merdene Wise,	Lifetime Products
Aaron Cameron,	Granite School District
Craig Calvert,	Granite School District
James Worthen,	Granite School District
Philip Johnson,	Granite School District
Matt Peterson,	Autoliv

3. **IF YOU'RE GOING TO GRIEVE, GET IT OUT AND OVER WITH.** Going through the grieving process is normal. For most people, skipping it will only lead to problems later on. Vent your feelings with someone who can listen. Don't expect them to convince you that the change is good for you or will be easy to accomplish. Their job is just to listen. Pick someone who isn't part of your company so a person's biases won't get in the way. Usually, venting to management is not a good idea.

Remember, the grieving process takes time, but you need to move through it. Be prepared to take two steps forward and one back. You will feel you're making progress and then something will come up and you'll be back to hostility or depression. Stay away from hostile and depressed co-workers. They reinforce each other's feelings and exaggerate the negatives of the change.

4. **MASTER THE NEW BEHAVIORS AND KNOWLEDGE REQUIRED BY THE CHANGE.** Accept the fact that change requires you to "unlearn" old ways of doing things and to learn new ones. *This is the key to adapting to change.* The sooner you can acquire the new skills and knowledge you need to master the change, the sooner you will conquer your fear of it. In addition, your confidence and sense of control will be strengthened.

Get out of your normal environment so you can experiment with the change and learn how it works in a setting that's free from normal workplace pressures and interruptions. Play with the new processes and experiment with them to gain a total understanding of what they entail. This requires an investment in time and energy. Don't rely on your company to teach you what you need to know. Take the initiative to learn it on your own. If you know of other agents who are moving along the change process as you are, you may want to meet as a group. This can facilitate the learning process.

5. **DEVELOP A TRANSITION PLAN AND STICK TO IT.** Develop specific steps required to make the change a part of your normal operation. Lay out time frames you feel are needed to accomplish each step and a dead-line for each step. It takes time to change, but make sure your plan seeks to accomplish the change as quickly as possible.

This plan has to be your own. Some companies will provide a transition plan as part of their change process. Don't accept the company's plan until you have developed your own. As you begin to adapt to the change, develop benchmarks so you can tell how and where you're making progress.

Resilient people have some specific attitudes toward themselves and change that are important to cultivate in order to adapt quickly. Resilient people take responsibility for adapting to change. They don't rely on others to make the change work for them. They are very confident of their abilities and see change as a challenge. They treat change as an opportunity to test themselves.

Adaptive and resilient people always look for a better way of doing things. They like to experiment and to try new ways of doing things. Recognizing there is no "one best way" of doing anything, they realize what works today may not work tomorrow. Adaptive and resilient people

tend not to be satisfied with average performance or effectiveness. They're always looking for an edge, an improvement that increases their performance. Finally, they evaluate how well things work, comparing what they had before with what they have now. This perspective helps them see change as a positive way to improve.

Continuous change is a fact of life; it's a constant companion. With these concepts in mind, change can become a comfortable companion. The next change is probably right around the corner. Learn from your experiences with change so you can become more adaptable in the future. Recognize you can develop resiliency and learn how to adapt to change more effectively.

Jim Phillips, C.P.M., A.P.P
Vice President
NAPM-Utah

VOLUNTEER POSITIONS AVAILABLE

If you are looking for a great challenge while gaining leadership experience with various types of affiliate management responsibilities within a professional association, we are looking for you! NAPM-UTAH currently has a volunteer position available as an editor. Please contact Karl Harward at (801)483-6832.

ECONOMIC CORNER

MOUNTAIN STATES LEADING ECONOMIC INDICATOR SHOWS SLIGHT IMPROVEMENT FOR OCTOBER

OMAHA, Neb. – The Mountain States economy showed some improvement according to the October Business Conditions Survey of purchasing managers and business leaders in the three-state region.

The overall index, a leading economic indicator for the three state region, increased to 51.3 from September's 47.1. This is the first time the reading has risen above the growth neutral level of 50.0 since July of 2001. October's prices paid index of 51.5, relatively unchanged from September's 51.2, indicates that inflationary pressures in the region remain very tame. Absent any more terrorist actions, I expect to see these positives show up in the form of positive employment growth in the first quarter of next year," states Goss.

"Despite the rise in the overall index, employment numbers indicate that firms are continuing to reduce their workforces through layoffs and attrition. The October new jobs or employment index increased to 43.2 from September's very weak 39.3. On the other hand, October new orders rose to 55.8 while October production stood at a relatively strong 53.3," Creighton University Economics professor Ernie Goss said today.

"While export orders improved to 44.4 from September's very weak 38.7, the high value of the dollar and the global economic slowdown continue restrain exports. Firm's with a high percentage of foreign sales have experienced particularly weak economic conditions for most of 2001," reports Goss.

"Despite increases in new orders and production, confidence among purchasing managers and business leaders in the three-state region remains low with an October reading of 43.9, down from 47.6 in September" said Goss, who holds the Jack A. MacAllister Chair in Regional Economics.

Goss conducts a monthly survey of purchasing managers and business leaders in three states to produce leading economic indicators of the Mountain States economy. The survey is supported by a grant from Wells Fargo Bank of Nebraska and by purchasing management associations in those states.

The National Association of Purchasing Management began to formally survey its membership to gauge business conditions in 1931. Goss uses the same methodology as the national survey. The overall index ranges between 0 and 100. An index greater than 50 indicates expansionary economic conditions in the months ahead.

The individual Mountain States overall indices for July were 47.5 in Colorado, 49.3 in Utah and 67.5 in Wyoming. Here are the individual purchasing management index figures for each state included in the survey and a brief analysis of the index:

Utah: "Business leaders and purchasing managers in Utah reported less economic weakness for October than for September. The Utah Business Conditions Index rose to 49.3 from September's weak 41.7. While this does not indicate that an economic upturn is around the corner, it does indicate that the economy has likely bottomed out. Solid October new orders of 53.8, and production of 51.3 offset weak employment of 39.1. Economic improvements for October were focused primarily in the state's non-durable goods manufacturing sector. Utah's durable goods manufacturers, as in past months, indicated that sales, orders and production continue along a negative growth path," reports Goss.

NAPM-UTAH SPOTLIGHTS

DAVE SECRIST earned his C.P.M. this past April, after successfully completing C.P.M. Modules I-IV, and after receiving his A.P.P. in February. Dave has been with Salt Lake City Corporation for 14 months as a Contract Development Specialist. For 20 years prior to that, he held various positions with Williams Field Services Company and Northwest Pipeline Corporation where he negotiated and administered contracts to gather, process, transport and/or purchase natural gas (both as a service provider and as a service receiver). Dave joined NAPM-Utah after starting at Salt Lake City Corporation in September 2000 and pursued C.P.M. certification as a means of moving quickly up the learning curve for his new position. Dave enjoys jogging, reading, and listening to jazz and blues. Dave is also the photographer for NAPM-Utah. Congratulations to Dave for completing his C.P.M.!!



REBECCA HIGGS has been with Lifetime Products for 13 years during which she has been a Production Supervisor, Production Manager, and Inventory Control Manager. She has been in Purchasing for the past 5 years. She earned her A.P.P. last year and just passed her last NAPM Purchasing test and will be applying for the C.P.M. She serves on the Board of Directors for NAPM-Utah. She has a 14-year-old son, Austin, and enjoys fitness in her spare time. Congratulations to Rebecca for completing her A.P.P. and C.P.M.!!

NAPM's Certified Purchasing Manager Program NAPM established the [Certified Purchasing Manager \(C.P.M.\)](#) program on June 1, 1974. The establishment of the program identified procurement as a professional function with high educational standards and measures of ability and performance. Among the academic and the business communities, it has earned the recognition of, and respect for, purchasing as a key management team member.

NAPM's Accredited Purchasing Practitioner Program A.P.P. stands for [Accredited Purchasing Practitioner](#). This program, established by NAPM in 1995, is designed to serve entry-level buyers who are primarily engaged in the tactical and operational side of purchasing. The A.P.P. is also designed to serve persons who work outside of an organization's purchasing/materials management department, but nevertheless have definite procurement responsibilities.

If you would like additional information about the Certified Purchasing Manager or the Accredited Purchasing Practitioner programs, please call (800) 888-6276, extension 401 or write to: NAPM [Attn: Customer Service](#), 2055 E. Centennial Circle, P.O. Box 22160, Tempe, AZ 85285-2160

EDITOR'S NOTE:

If you know someone that you would like to spotlight in your office and is a member of NAPM-UTAH, please send one paragraph with educational accomplishments, certification accomplishments, and note any work related [Purchasing] accomplishments that you are aware of and send them as an attachment to karl.harward@ci.sl.c.ut.us or by snail mail to: Salt Lake City Corporation, Department of Public Utilities, 1530 S. West Temple Street, SLC, UT 84115. Cutoff date for the January's newsletter will be December 18, 2001.

Karl Harward
Communications Chair
NAPM-Utah



December Social RSVP

December 13th, 2001

Attention: Jim Phillips, C.P.M.
Vice-President, NAPM-Utah

Please R.S.V.P. no later than 3:00 p.m. on Monday, December 10th.

Company _____

Member(s) Attending:

Guests (\$25.00):

R.S.V.P. by any of the following;

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E-Mail: jphillip@dot.state.ut.us

Fax: (801) 965-4073

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Mail: Jim Phillips, C.P.M.
UDOT
4501 S. 2700 W.
Salt Lake City, UT 84114



NAPM-Utah

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