

March 2006

<http://www.napmutah.org>

## Good News!

### March is Purchasing and Supply Management Month!

The Proclamation, declaring the month of March Purchasing Management Month, will be signed by Governor Jon M. Huntsman Jr. on March 9<sup>th</sup>, 2006 at the Governor's office.



Come join in the celebration and attend in the Workshops.

Where: Red Lion Hotel, 161 West 600 South, Salt Lake City, Utah.

Time: 1:00 P.M. to 7:00 P.M.

Cost: Free to NAPM-Utah Members, and \$25.00 for Non-Members.  
There will be Supplier booths and workshops for you to attend.

To sign up for the workshops or RSVP for the dinner, please go to [www.napmutah.org](http://www.napmutah.org)

1:00 to 2:10, Keynote Speaker Herb Shields - HCS Consulting  
**"The Qualities of a Successful Procurement Management"**

2:20 to 3:30, Session One

Track A: Inventory Management with Better Inventory Turns

Track B: Listening, A Supply Manager's Imperative

Track C: Microsoft Advanced Word

3:30 to 4:00, Break & Supplier Booth Visits

4:00 to 5:10, Session Two

Track A: Consider Total Supply Chain Process Costs - Understand Cost Breakdowns

Track B: About Customers: What Supply Management Professionals can Learn from Salespeople

Track C: Microsoft Advanced Excel

Track D: Effective Sourcing Through Supplier Audits

5:10 to 7:00, Networking, Dinner and Keynote Speaker: Chris Royal - Utah Economic Association,  
**"The State of Utah Economics"** Hope to see you all there!

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Affiliated with:



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## President's Message

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ISM has announced the title for their new certification program.

ISM has announced in their February news letter, the new title for their certification program which is Certified Professional Supply Management (CPSM). The new program CPSM will debut in 2008.

Susan Scott, C.P.M., A.P.P. , the committee chair, says, "that the committee believes that supply professionals will benefit from the CPSM qualifications because it will address multidimensional roles such as strategic sourcing, commodity management, logistics management, supplier relationship management and supplier diversity."

The CPSM exam will consist of three separate exams that cover a broad spectrum of supply management. In addition, candidates must hold a bachelor's degree and demonstrate a minimum of five years of professional supply management experience.

The ISM Board of Directors approved a bridging process to the CPSM for professionals with the C.P.M. designation. They must hold a bachelor's degree, and have five years of experience. There will be a bridge exam and covers the materials in the new CPSM exam. This exam is still under development at this time. The bridge exam will be available for use to the year 2014. SO if you have those qualifications, don't miss out of bridging over to their new designation.

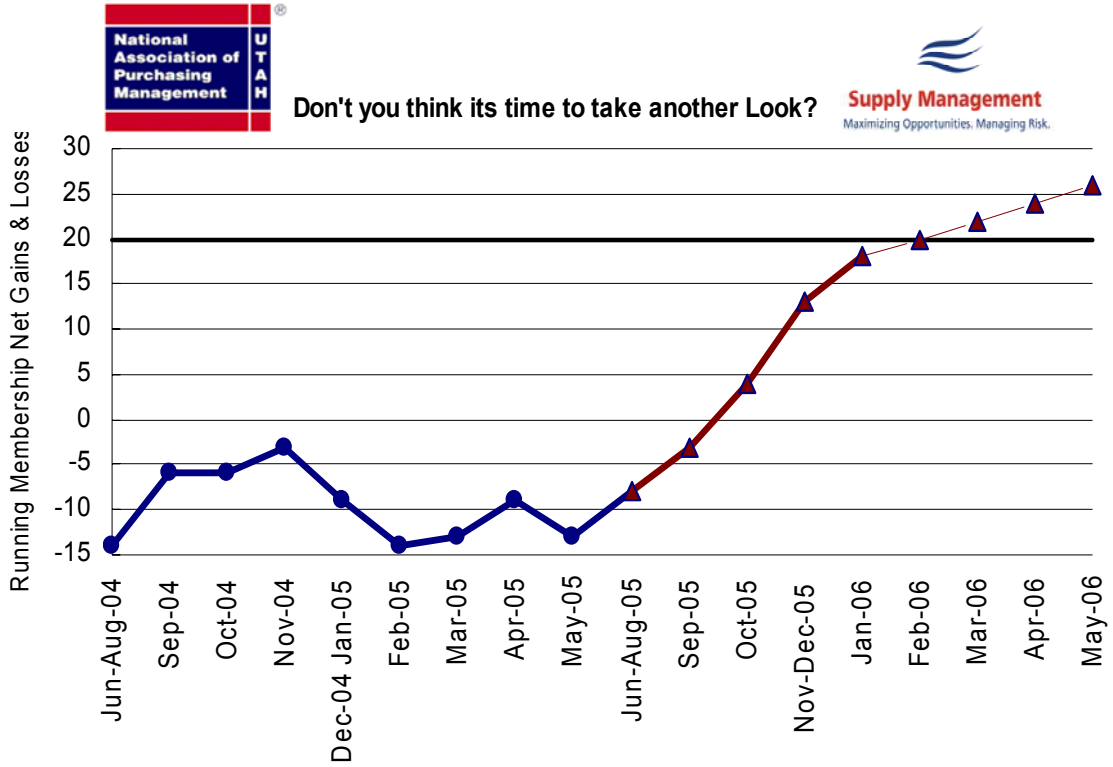
If you have more questions, you are welcome to visit their Web site for detailed information.

<http://www.ism.ws/Certification/NewSupplyMgmtQual.cfm>

*Patti Pittman C.P.M.*



### Vice President's Message



*Jeff Palmer, C.P.M.*

## **Board of Directors Member: Lynn Weight**

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### **A Few Thoughts about Communication**

The Webster's New World Dictionary offers a definition of Communication as "a giving or exchanging of information, signals, or messages by talk, gestures, writing, etc..." this seems simple enough.

Communication is something that we do each day, it is a major part of our job and yet it seems that such a simple thing can lead to misunderstandings, frustration, hurt feelings, anger, lost time or work that needs to be done over.

I have always been amazed when I bring a problem to someone. Before I have finished my first sentence they have heard, understood, formed a plan of action, given directions, and figuratively speaking "Left the Building", and all this is before I have explained the problem, and what I thought needed to be done.

Ask your self this question, how good am I at communication? Would the people we work with agree with our answer? Would our boss? Do we reciprocate that same level of communication and understanding with our boss, or those that we work with?

**THERE ARE A FEW POINTS TO CONSIDER AND WE SHOULD TAKE THE TIME TO MULL IT OVER BEFORE WE MOVE ON.**

#### **Preparation**

It is important for us to consider or size up, what we want to communicate in order for us to know [how much preparation is needed](#). Simple things may not require any preparation or time beyond just getting it in our mind who we are going to talk too, and how we will present our information. More important, complex issues may require very detailed planning before a presentation. If you need to sell your idea, you better put your thoughts together before you make your pitch. If what you are working on is important, you will benefit from someone that you consider to be a mentor, and have them review your presentation, and ask for their input.

#### **Audience**

It is important that you [know who you are going to address](#). You need to speak their language. If their language is money you need to know the dollars, and cents of what you are talking about. If they are technical you need to be prepared with facts, figures and data to justify your point. If they are driven by passion or emotion you better have some passion or emotion for your proposal. If your presentation is important you may have a mix of people and you will need to be prepared to address the concerns of each person.

### Timing

We need to consider timing when we have something important to say. You may have an idea pop into your head, and suddenly blurt it out, and just as quickly it dies. You may spend hours or days working on a problem, and then suddenly come up with the answer. You rush in and present your ideas only to have them dismissed. *We need to make sure that when we make our presentations to those for whom they are prepared for, that they are willing to take time to listen.*

### Presentation

*You only have one chance to make a good first impression.* If your subject is very important you may need to make a formal presentation such as a Power Point presentation with charts, graphs, pictures etc. It is important to present enough information to cover the idea but not with so much detail that it becomes boring. When you make your presentation you need to be positive, strong and committed to your plan. Say it as though you believe it. Be open to suggestions, comments and criticism. Be prepared to elaborate on specific details if asked.

### **MUCH CAN BE SAID ABOUT COMMUNICATING YOUR POINT OF VIEW, BUT FOR NOW LETS MOVE ON TO LISTENING.**

*“Listen or your tongue will make you deaf”* is a *Native American Proverb*. It illustrates that if you are talking you are not hearing what the other person is saying. If you do not hear, how can you understand? Are you listening to what is being said so that you can understand? *Or do you listen with the intent to reply?* Do you find yourself mentally caught up defending your point of view while the other person is talking? If you are defending your point of view you may be missing out on important information that the other person is trying to explain.

If you *listen with the intent to understand*, and not with the intent to reply, you are ready to learn. Learning will require that you meet the speaker on his level, and in his place. If you stop and think about what *being in the same place* implies; it means many things other than just being in the same room. If you are talking with a math professor you should be prepared to understand his language, his way of processing information, and his expectations of you. If you are talking with a poet you need to listen so that you can *feel* his meaning. If someone is trying to explain something to you, you need to be in the same place in order to understand him.

We all know the saying *“you have two ears and one mouth to remind you that you should listen twice as much as you talk”*, but do we practice it?

Stephen R. Covey’s Habit 5, Seek first to Understand Then to be Understood, The Habit of Mutual Understanding, provides many tools to help us listen and understand. Following are some points from Habit 5.

## TO COMMUNICATE EFFECTIVELY WITH ME, YOU MUST FIRST UNDERSTAND ME.

### TO DO THIS YOU MUST LEARN TO:

- **Diagnose before you prescribe**
  - If you go to an eye Doctor for a prescription you will want him to examine your vision first and then develop a prescription that works for your, rather than giving you a prescription that works for most of the people most of the time.
- - **Listen empathically**
    - If you are paying attention, you may see what is being said is not the root of the problem, but is intended to test the waters, and see if you are really interested before the root of the problem is exposed.
  - **Seek to be understood from the other's perspective**
    - If we paraphrase what we understand the problem to be in our words, and the other person agrees with our assessment, it is safe to assume that we understand.

### IF YOU DO THIS YOU WILL GAIN:

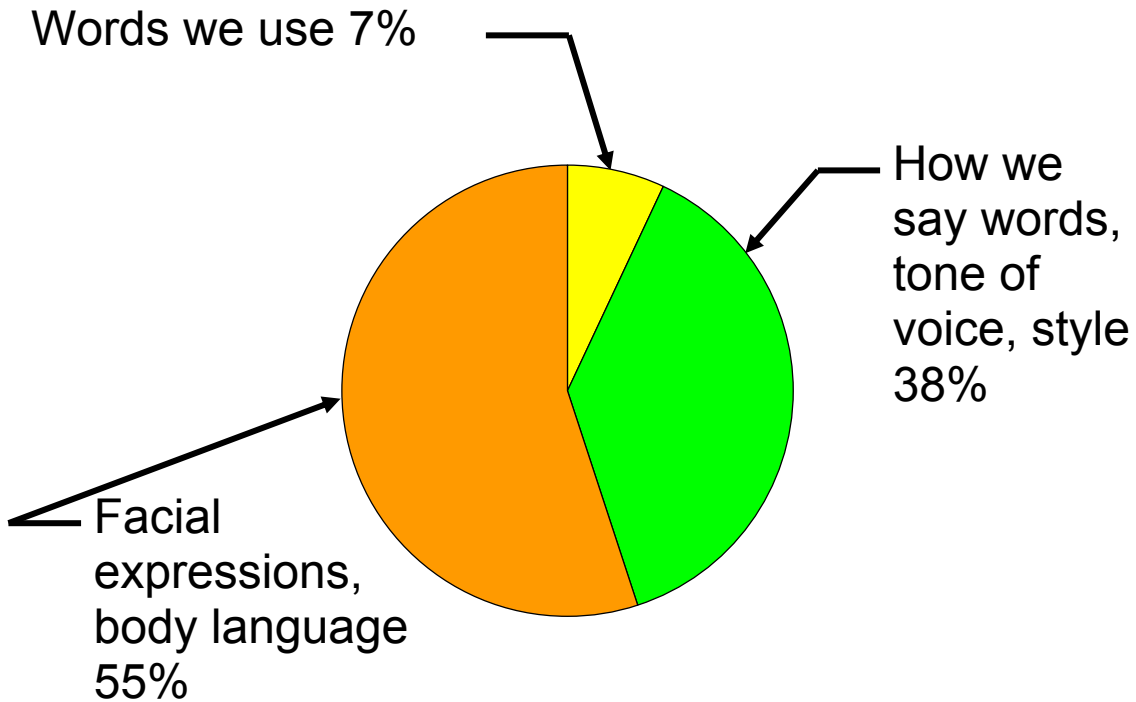
- Greater influence with others
- Solutions to complex problems
- Clarity on real issues
- Faster problem solving

We all need to learn how to diagnose before we prescribe. Most people don't take the necessary time, and effort to properly diagnose the symptoms before prescribing solutions. We immediately assume that we understand someone else's condition, and quickly offer advice.

Our Responses are **AUTOBIOGRAPHICAL** meaning they are based on our experience, and our learning biases.

- One of the biggest obstacles in interpersonal communication is our tendency to respond autobiographically, meaning from our own frame of reference.
- We advise, probe, interpret, and evaluate others' messages based on our own experiences and motives.

WHEN WE COMMUNICATE FACE TO FACE ABOUT OUR LIKES AND DISLIKES, OUR BODY LANGUAGE, TONE OF VOICE, AND FEELINGS COMMUNICATE MORE LOUDLY THAN THE WORDS WE USE.



Source: Mehrabian, Albert. *Silent Messages*.

**ELEMENTS OF EMPATHIC LISTENING**

Empathic listening starts **with real, not pretend, interest**. Empathic listening is reflecting back what the other person is saying. It is important that you reflect back what is being said, and not ask leading questions or make judgmental statements. If you reflect back what you are sensing in the other person, it will help them know that you are listening and that you care. This will help them to feel free to talk and explore with you the things that are bothering them.

Dr. Covey provides a list of **empathetic adjectives** that you can use and he shows how to put them together in a reflective or empathic sentence. For example you may say to the person that you are trying to understand **“YOU FEEL, confused ABOUT the way she reacted to your comment.”** These types of statements do not take control of the conversation they are not judgmental, but they do let the other person know that you are listening and understanding. They are free to

continue to talk about how they feel about something. It draws out of them the real or inner problem.

**YOU FEEL** – {Angry, frustrated, excited, sad, irritated, ignored, misunderstood, happy, nervous, hesitant, embarrassed, foolish, upset, discouraged, stifled, disrespected, emotional, confused, speechless, unsure, enthusiastic} – **ABOUT** – {Content, topic, or meaning of what is being said}

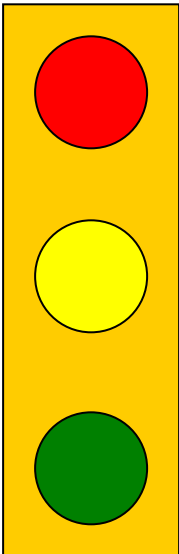
**Helpful Language to Get You Started**

- As I get it, you feel... embarrassed about...
- So as you see it... he was angry about ...
- You seem... nervous about...
- You must have felt... speechless that he...
- You sound... upset about what he was trying to do.
- What I'm hearing is... that you feel unsure about where you stand...
- I'm not sure I'm with you, but... you seem very discouraged about...
- Your feeling now is... they just don't understand...

**TIPS:**

1. Focus on the speaker, not on your "correct" response to the speaker.
2. If you get stuck, just repeat what the speaker says. If you are sincerely trying to understand, you won't be perceived as being manipulative.
3. **Don't be afraid of silence.** Sometimes just listening and saying nothing is the best way to get to the heart of an issue.

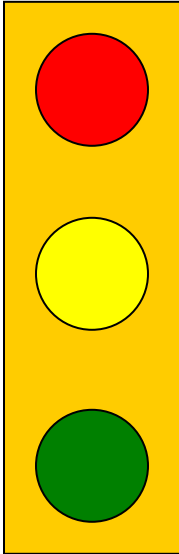
**WE NEED TO WATCH THE SIGNS WHEN WE COMMUNICATE:**



**RED**

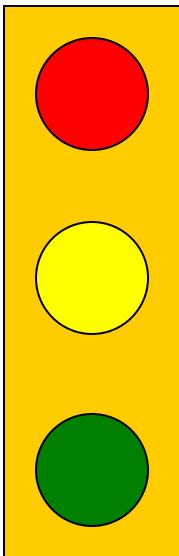
**Stop talking and listen empathically when:**

- There is high emotion.
- You must get to the heart of an issue.
- You feel you don't understand.



**YELLOW**

- Slow down.
- Watch and be ready to listen empathically.
- Are your questions empathic and reflective?
- Questions that are not empathic and reflective will take control of the conversation.



**GREEN**

**Go forward and seek to be understood when:**

- The issue is clear and **mutually understood**.
- The conversation is casual and unemotional.
- You're asked to give counsel or advice.

**It Is Important That We Have The Courage To Speak Our Thoughts.**

**It Is Equally Important That We Have The Courtesy To Listen To Understand.**

**We will not always agree.** It is important that we all have respect for the other person, and that we try to understand his needs or wants to the best of our ability. **LISTENING** is the bigger half of **COMMUNICATION**.

**Board of Directors Member: Susan Fowler**

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Several years ago my employer made a decision that all buyers should become C.P.M. certified with in 8 months. It was not a choice, do it or find another job. Many buyers looked for new employment.

When that happened the employer relented and said OK we won't fire you if you don't do it, but we really want you to comply. I remember Rick McGurk coming for a one day seminar about module 1. I was so stressed, by noon I found a restroom and "lost my breakfast". I never thought I could do it. But I did. It took one year. The most important thing Rick told us was to write our own questions. I took that to heart. If the test was to include 80 questions, I wrote 160. I believe there was 4 or 5 who actually earned the C.P.M. Several others started but did not finish. Of those, I was the only one who never failed a test. I accredit that to writing questions. So today I share with you 5 questions I wrote for Module 3. I hope that they can be helpful to you. If you are interested, I will be glad to send you a copy. They are all hand written and about 25 pages per module. Answers are found on last page of this newsletter.

Susan Fowler C.P.M.

1) Match the description to the factors influencing a make or buy decisions.

- a. Availability of a stable and trained work force.
- b. An organization that chooses to make a product must face the hazards of business and changing economic conditions.
- c. Is the organization's desire to be involved in the business activity in question?
- d. Once the commitment to make a product has been made, an element of inflexibility is introduced into the procurement process.

**1. Long term Supply implications      3. Labor and organizational constraints**

**2. Strategic factors                      4. Risk**

2) Which questions should be ask in a privatization / outsourcing decision?

- a. How much will be saved in direct & indirect costs?
- b. Is there any intellectual property issues?
- c. What type of supplier relationship is needed?
- d. Is the process or function part of the organization's core capabilities?

**1. I & III    2. I & IV    3. III & IV    4. All of the above**

3) In a break even analysis, what factor determines when a company begins to make a profit?

**A- Volume      B- Date      C- Standard Cost      D- Outside contractors**

4) Rental payments on leased assets are NOT usually tax deductible.

**A- True      B- False**

5- Match the 5 product life cycle stages to the part purchasing plays in each.

a. Purchaser seeks to balance the chances of product failure with need for adequate materials to be available if the product succeeds in the marketplace

b. Purchaser continues to look for lower cost sources, may have to deal with recovery of equipment & inventory- may begin to use sub contractors as assets are reassigned to new products

c. Purchaser's goal is to reduce lead times, reduce costs and insure continuity of supply

d. Purchasing seeks flexibility, is involved in supplier selection, product design, component selection, prompt delivery of materials for R&D, standardization, product re-design to reduce potential supply problems

e. Insure continuity of supply may look at developing additional sources of supply and begin negotiating lower prices

**1. Pre commercialization      2. Introduction      3. Growth      4. Maturity      5. Decline**

ANNA, PLEASE PUT ANSWERS ON LAST PAGE OF NEWSLETTER!!

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**Central Utah Branch Coordinator: Susan Maass**

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Hello NAPM-Utah Members,

It's been **my pleasure** to meet with you each month at our lunch meetings, as well as some of the dinner meetings in SLC. I enjoy the opportunity to see and talk with you all, although briefly, and in a great professional atmosphere.

We've had **great speakers** with presentations that have given us a boost of knowledge, and enthusiasm for our chosen profession.

**YOU are an important part** of our organization. YOU add value to NAPM-Utah by sharing your work experience with other Buyers, by offering support just by being a part of the group, and by offering to help out in small and large ways.

Since **March is Purchasing month** in Utah, I encourage you to help promote our declaration by attending the March 9<sup>th</sup> half-day workshop in SLC, which is advertised on our website and also in the brochure you should have received in the mail. If you're a member in the **Central Utah area**, and have not received the brochure or flyer, please send me an email @ [smaass@smith.com](mailto:smaass@smith.com) and I will email a copy to you.

I encourage you to **volunteer** for an Office, Chair, or Board of Directors position for the 2006-2007 year. We'll have our elections at the April lunch and dinner meetings.

It is **rewarding** to get involved in NAPM-Utah, as it provides education in the field of Procurement, expands your network of professional contacts, and helps others to do the same for themselves.

**Thank you** for your support and involvement in NAPM-Utah!



Sincerely,  
Susan Maass, A.P.P.  
Central Utah Branch Coordinator



**Minutes**  
**NAPM-Utah Dinner Meeting**  
**January 12, 2006 at the Red Lion Hotel**  
**5:36 PM to 7:00 PM**

President Patti Pittman called the meeting to order.

Patti welcomed all new members and visitors.

Time turned over to Tracey Stevens:

- Presentation from the Council of Supply Chain Management organization on February 24, 2006.
  - o Brent Johnson will be speaking.
  - o Held at the Embassy Suites. Flyers are on the tables.

Time turned over to Cheryl Ransom for the following announcements:

- Good News Minute:
  - o Dan Darrington, Triumph Gear Sys., received his C.P.M.
  - o Julia Tumanuvao, Wencor West, Inc. received her A.P.P.
- Must register for A.P.P. by February 28, 2006
- The elections are coming up...looking for volunteers.
  - o Can receive recertification hours.
  - o Contact Cheryl, Bert Holfeltz, or John Carpenter.
- Module 4 review on March 23, 2006 at the University of Utah.

Time turned over to Ron Peterson:

- Scholarship offered this year for \$500.00.
  - o Applications due March 15, 2006
  - o Applications on the web site.

Time turned over to Steven Cherecwich:

- New brochure is out
- March 9<sup>th</sup>, Purchasing & Supply Management Month.
  - o Start at 1:00 PM key note speaker then four breakout sessions. Brochure has all the information.
  - o Suppliers will have booths and will join us for dinner.

Time turned over to President Patti Pittman:

- Candidates needed for the Gordon Burt Affleck award.
- Take flyers on Purchasing and Supply Management Month.

Jeff Palmer led the members in the Pledge of Allegiance.

Steven Cherecwich introduced the speaker, Mark Brown A.P.P, C.P.M., presenting "MRO Buying: Easy as ABC". Mark has been involved in purchasing for nearly twenty years. He started as a purchasing agent procuring spare parts in support of the Minuteman missile system. He later went to work at Morton (later the company changed its name to Autoliv) as an MRO buyer. He has been an adjunct professor at Weber State University where he taught classes for the C.P.M. and A.P.P. certification. He has also written several articles for Purchasing Today (now called Inside Supply Management).

Steven Cherecwich thanked Mark and presented him with a Certificate of Appreciation.

Patti Pittman also thanked Mark. She then asked for a nomination to accept last month's minutes. Dean Pope, Granite School District made a motion to accept. Greg Maynard, Salt Lake City School District, seconded the motion. Meeting adjourned.

**NAPM-Utah County  
Central Utah Branch  
Wed. Lunch Meeting  
2/08/2006  
12:00 at Ruby River in Provo**

Susan Maass welcomed everyone.

- Recognition of officers present: Past President Tom Short, Julia Tumanuvao – Badge Coordinator (please leave badges on each table) Dominique Bird – Press Release
- Several papers are on the tables. Please notice the speaker evaluation papers to fill out after the listening to the speaker.
- Please note, if you have not received a New Member Certificate, please fill out the form on the front table.
- Recognized and welcomed the visitors and new members: Linda and Jerry Kump, Jorge A., Moroni C., Randy Reeves – MATC, Steve Glende – Speaker, and Mathew M.

Announcements: Julia Tumanuvao received her A.P.P., presented the certificate to her.

- Did you receive a yellow card in the mail? If not, we need current names and addresses for mailings. Please make sure they are current in the forms on the front tables.
- Satellite Seminar tomorrow, 2/09/06, sign-ups still being taken
- Remember March is Purchasing month, we have the last years Declaration signed by Gov. Huntsman, if you would like to review it.
- We encourage all to come to Salt Lake City for the ½ day workshop:

Susan turned the time over to Tom Short.

Tom was representing the Scholarship Committee. If you know a student that needs a scholarship, download the application from the website, submit it by 3/15/06, candidate will be chosen in April and will be presented the scholarship.

Susan introduced the speaker:

We have invited Steve Glende to give us his presentation on “Profile of a Utah Buyer.” Steve is the Executive Director of Materials and Production at USANA Health Services in SLC. He holds a B.S. in Electrical Engineering, and a M.B.A. from the University of Utah. He has taught classes on financial analysis, budgeting, and procurement techniques. He has also led negotiation teams as a seller, and as a buyer in contracts valued at hundreds of millions of dollars.

Susan thanked Steve Glende, and presented him with a Certificate of Appreciation.

Come join us in March for Purchasing Month. We will be trying something different this year and will be skipping the March lunch to encourage all to go to SLC for the workshop and dinner.

**Answers:**

**1. DCAB 2.D 3.A 4. B 5.BEDAC**



*Purchasing / Supply Management Month Meetings*

4 separate learning tracks, 2 keynote speakers, and supplier booth visits.

**Keynote Speaker, (1:00-2:10)**

Herb Shields, HCS Consulting, "What are the Qualities of a Successful Procurement Manager"

**Session One (2:20 - 3:30)**

*Track A: "Inventory Management  
with Better Inventory Turns"  
(Herb Shields, HCS Consulting)*

*Track B: "Listening: A Supply Managers Imperative"  
(Jim Phillips)*

*Track C: "Microsoft Advanced Word"  
(Steve Cherecwich)*

**Refreshment Break (3:30 - 4:00)**

*Supplier booth visits and networking*

**Session Two (4:00 - 5:10)**

*Track A: "Before Going Global Consider Total Supply Chain Process Costs - Understand Cost  
Breakdowns"  
(Herb Shields, HCS Consulting)*

*Track B: "About Customers: What Supply Management Professionals can Learn from  
Salespeople"  
(Jim Phillips)*

*Track C: "Microsoft Advanced Excel"  
(Steve Cherecwich)*



*Track D: "Effective Sourcing Through Supplier Audits" (Glen Putnam)*

*Networking (5:10-5:30)*

*Announcements & Dinner (5:30-6:00)*

**Keynote Speaker (6:00-7:00)**

Keynote Speaker: Chris Roybal, Utah Economic Association

 **Reminder!** These meetings location   
is the **Red Lion Hotel, 161 West 600 South.**



# RSVP

**For March 9, 2006 meeting**  
**Attention: Steven Cherecwich**  
**Pro-D Chair**  
**NAPM-Utah**

Please R.S.V.P. no later than 3:00 p.m. on **Friday, March 3, 2006.**

**Company** \_\_\_\_\_

Name(s) Attending	Member	Guest	Pro-D Workshop (4:30)	Dinner (5:30)
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please remember that the association currently pays for the meal at one monthly meeting for Regular and Lifetime Members. In order to spend our association dues wisely, we rely on your RSVP to provide an accurate meal count to the hotel.  
 (For Guest registrations, please check web for details).

**RSVP by any of the following:**

**Online:** <http://www.napmutah.org>  
**E-Mail:** [napm@us.usana.com](mailto:napm@us.usana.com)  
**Fax:** (801)954-7566  
**Phone:** (801)954-7989

**Mail:** Steven Cherecwich  
 USANA Health Services  
 3838 W. Parkway Blvd  
 Salt Lake City, Utah 84120

**MISSION**

NAPM-Utah serves as a center of excellence in the development of supply management.

**VISION**

The National Association of Purchasing Management-Utah will be recognized as a center of excellence in establishing, and promoting best-in-class professional standards of competency, ethics, education, and certification for its members. We value and seek a diverse membership, and there are no barriers to full participation in the association.

**Officers****2005-2006**

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**Board of Directors****2005-2006**

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