

THE PORTAL

VOLUME XXXVII

The Journal of the Household Goods Forwarders Association of America, Inc.

JANUARY/FEBRUARY 2005

Negotiating the Career Maze

• Finding Happiness at Work

• Networking and Mentoring

• Getting a Promotion

• Avoiding Dead-End Mistakes

• Landing a Raise

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About our cover: *The people who now sit in the manager's chair or the head office started out much closer to the bottom of the ladder. How can you negotiate your own "Career Maze"? Coverage begins on page 5. (Cover art by Stephanie Sutherland, Glennan Graphics)*

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By Terry R. Head
HHGFAA President

A Few Tricks to the Maze

I'll bet nine out of ten people you know in the removals and storage business didn't know they were going to make this industry their choice for a career. Probably, that one person who would answer "yes" grew up in, or had connections with, a family-run business and their future was preordained by family ties or wishes.

Also, I don't know of many people working in this industry who mapped out their academic studies with a focus on forwarding and shipping. It's only been in the last decade or so that colleges and universities have begun structuring curriculums aimed toward specific areas in the field of transportation. I still don't know of a school anywhere with a major in "moving and storage" or "household goods forwarding."

Nonetheless, presumably we all proudly consider ourselves engaged in an industry that presents great employment opportunities. You can better take advantage of these opportunities if you know some of the tricks of finding your way through the maze of career development. I don't profess to know all the tricks, but I know what has been beneficial for me and others as we have progressed in our careers by navigating our own mazes.

Allow me to share a few of those tricks, not just for our younger members but also for owners and managers who should position themselves as career coaches for their staffs.

- **Start with a realistic goal.** Recognize that not everyone is going to be a CEO or president, but understand that there are plenty of other positions that can be just as challenging and rewarding.
- **Identify yourself as desiring a career path.** Let your coworkers and managers know right up front that you are interested in not just a job but a career in this industry. Many bright younger people get overlooked when companies make the mistake of failing to look inside their own ranks for the future leaders and managers.
- **Never be afraid to change directions or take several paths.** As you progress in your career, be willing to take small steps, big steps, and side steps. Remember the end goal, but recognize that there might be more than one path to get there; sometimes you might have to turn around or take a step backward to move ahead.
- **Read, learn and observe.** Expose yourself to as much information as possible about all aspects of the shipping, warehousing, and relocation industry. Make sure you're on your company's internal distribution list for publications. Periodically visit the various association Web sites, as well as those of government agencies, ocean and air carriers, your competitors, etc. Perform Internet searches on the Web and develop a list of favorite reference sites. Having access to information is self-empowering.
- **Find a mentor.** Affiliate yourself with someone who is experienced in the industry. This person doesn't have to be within your company or even your country. Network at local events and conferences and make people aware of your interests. You would be surprised how many experienced professionals in this industry would love to share the knowledge gained through their personal experiences.

I'll leave you with one more important thought for everyone to consider when thinking about career development: Few people get promoted or hired until they have displayed the potential and shown a willingness to move up. And not many people get promoted unless they have helped train or find their replacement. ■

ABOUT THIS ISSUE

Career development is more than a game of “musical chairs” — moving from one company to another or laterally within your own firm. Setting your sights on taking your job to the level you want it to go can help you earn more money and achieve satisfaction and real happiness in what you do—if you organize your efforts and lay the proper groundwork to achieve your goals.

This issue of **The Portal** explores myriad facets of your life at work and how you can elevate it and improve it. No matter what your position is at your company, we think you’ll find advice you can use, and tips you can put to work right away to enhance your effectiveness and professional experience.

For managers and owners, **The Portal** introduces a new column, Executive Suite (see page 28). This feature offers perspectives and nuts-and-bolts suggestions to help you become a better manager, one who nurtures employees to and inspires them to become happier and more productive.

What lies ahead for you in 2005? The new year promises many challenges, especially for companies in areas affected by recent natural disasters and political upheaval. Here’s hoping it also offers you many opportunities to grow and develop, and that you will thrive both personally and professionally in the months ahead.

CAREER DEVELOPMENT

The Top Seven Traits That Lead to Success

Kate Lorenz, Editor, CareerBuilder.com

What does it take to become successful? How can you become accomplished in business today? Would you believe that a 17-year-old has the answer?

High schooler Douglas Barry asked more than 150 top executives, “What does it take to become a CEO?” The result: sincere, heartfelt and personal responses from some of the most accomplished and influential business leaders today. Barry collected the letters in *Wisdom for a Young CEO* (Running Press).

Despite the varied backgrounds of those CEOs, an insightful and inspirational pattern emerged. Barry found there’s no secret ingredient to success and there’s no prerequisite. You don’t need wealth; you don’t need to be a great student. It just takes a dream, the desire and some common characteristics.

Whether you are just getting your foot in the door or have spent several years climbing the corporate ladder, Barry says there are seven attributes needed to succeed.

Passion: Do what you love; love what you do.

“The people who have the greatest chance of being successful are those who work hard and are excited about what they are doing. There is no substitute for energy and enthusiasm,” says Jacques Nasser of Ford Motor Company. If you follow your passion, success, whether material or abstract, will be an added bonus to doing what you love.

Respect: Make people your priority

Leaders agree it’s all about the people. You’re only as good as those who work for you. A great CEO listens to others, feels their concerns, delegates authority, and nurtures the company’s talent, writes Barry. Respect is a two-way street — give respect and you will earn it. “Always treat people with dignity and respect, particularly those who work for you,” advises Merck and Company’s Raymond Gilmartin. “Not only is this appropriate behavior — if you follow this principle, you will attract and retain talented people, which you will find is essential to your success.”

Vision: Clearly communicate the future

“One of the key qualities that any CEO (or successful person) needs is a willingness to stretch yourself and go after goals that others think are too visionary, too hard, or too ambitious to accomplish,” says Richard McGinn of Lucent Technologies. Leaders don’t have to be visionaries, writes Barry, but they do have to have vision. In order to accomplish something, you need to know how you are going to go about doing it. A good leader sets a definite course of action with a vision that is attainable and inspiring.

Humanity: It’s not just about the paycheck

Successful people need to have compassion. “The bottom line about success in life isn’t about whether you are financially successful, but whether you have given of yourself in some way to help others less fortunate than you and to serve your community and your country,” says P. Anthony Ridder, CEO of Knight Ridder. You should have a desire to make your community a better place and to live and embrace diversity and bigger ideas. You should work so that others, not just you, are happy, inspired and productive.

Curiosity: Look, listen, learn

Learn for learning’s sake, not just to make grades and to win academic honors. By doing this even those students who aren’t at the head of the class can go far. Learning takes place everywhere, not just in the classroom, and if you ignore this, you’ll be missing out. Continue pushing the limits, climbing to new heights and acquiring new knowledge. Try everything and don’t be afraid to fail. “The more you know, the better equipped you will be to tackle all the obstacles you meet on your way to reaching your objectives,” says Ivan Seidenberg of Bell Atlantic Corporation.

Integrity: Honesty above all, to all

“Live each day as if your actions would be the headlines the next day in your local newspaper,” advises Jon A. Boscia, CEO of Lincoln Financial Group. Personal integrity and ethics reflect not just on the leader, but the company as a whole. Making integrity a priority is crucial to the bottom line. Lying is never acceptable. If you’re dishonest, then dishonesty becomes your mode of thinking.

Pragmatism: Know what you don't know

Be humble. Concentrate on the things that matter most and get better. Don't take yourself too seriously and learn to laugh at yourself. You need to have failures and learn from them. A leader needs to be humble and confident — confidence shows you believe in what you're doing and humility lets you recognize other ideas and opinions. "An important mark of a good leader [is] to know you don't know it all and never will," says Anne M. Mulcahy of Xerox Corporation.

SOURCE: CareerBuilder.com.

Wise Words from the Great Peter F. Drucker

When I was 13, I had an inspiring teacher of religion who who one day went right through the class of boys asking each one, "What do you want to be remembered for?" None of us, of course, could give an answer. So, he chuckled and said, "I didn't expect you to be able to answer it. But if you still can't answer it by the time you're 50, you will have wasted your life."

I'm always asking that question: "What do you want to be remembered for?" It is a question that induces you to renew yourself, because it pushes you to see yourself as a different person — the person you can become. If you are fortunate, someone with moral authority will ask you that question early enough in your life so that you will continue to ask it s you go through life.

What do YOU want to be remembered for?

SOURCE: BottomLineSecrets.com

Nine Ways to Raise Your Profile at Work

From CareerBuilder.com

Have you been passed over for a raise or promotion yet again? Does your boss keep referring to you as “Harry,” even though your name is Larry? Are you the only name consistently left off the happy hour invitation e-mails? Does security stop you regularly when you try to walk into your office? If so, it’s time for you to raise your profile in the office. Not sure how to get noticed? Here are nine ways to make sure your boss and coworkers finally start paying attention to your talents.

- 1. Find a mentor.** Asking a senior member of your organization to mentor you is a great way to push your name out among the executives, and can help you learn valuable information about your field and company. If possible, find a mentor who is not in your department. This will enable you to get to know people you do not work with on a daily basis.
- 2. Learn how to “do lunch.”** Many successful professionals have learned that going out to lunch with colleagues is a great way to network and build professional relationships. You don’t have to know someone well to ask them to lunch. Just make a list of a few people in your office who are in interesting positions and let them know you would like to get to know them better. Go the extra step and pick up the bill. They won’t pass up a free lunch and you’ll gain a new contact.
- 3. Volunteer for new projects.** Sometimes the best way to get noticed is by doing a little extra. While volunteering for extra projects might cut into your free time, it will show your superiors that you are motivated and enthusiastic about the company. Better yet, volunteer for a project that no one else wants. This will cause the head honchos to sit up and take notice.
- 4. Put in your philanthropic time.** Many executives have pet volunteer projects that they care about. Find out which causes are important to your company’s managers and get involved. Volunteering for nonprofit causes is a great way to get to know colleagues outside the workplace and a way to give back to your community.
- 5. Be a social butterfly.** Yes, you’re probably tired at the end of a busy workweek, but try to make it to an occasional happy hour or stop in at the company picnic for a while. This gives you the opportunity to meet others in the workplace in a less guarded, more relaxed environment and let your personality shine. But be careful not to overindulge!
- 6. Learn a new trick.** Is your company developing a Website but lacking people with Internet-savvy? Does your organization have a shortage of graphic designers? Why not turn yourself into the resident expert? Buy a book or take a class to learn a skill that will bring value to your company. Then make sure others know just what you can do. Pretty soon, you’ll be the new “go-to” guy or gal.
- 7. Keep up with developments in your field.** One of the best ways to get noticed is by demonstrating that you are an asset to the company. Make it a point to learn all you can about your industry and the competition, and use your knowledge in the workplace. Copy an article about a competitor and pass it around to upper management (with a memo from you, of course). Make a suggestion about implementing a new technology that you have read about in a trade journal. Attend a professional association meeting, and make sure others there know your name.
- 8. Branch out.** Many professionals are extremely sheltered in the workplace, especially in big companies. Sure, you know everyone in your department, but what about the other areas of the company? Try to get to know one new person outside your department each week. Introduce yourself in the cafeteria and ask what he or she is working on. Your newfound friends will probably be flattered that you are interested in their work.
- 9. Speak up.** Do you get tongue-tied in your meetings? Do you have a lot of great ideas but lack the courage to raise them? Take a chance and speak your mind. Suggest new ways to improve the bottom line. Ask questions in meetings. Give your opinion about the business. While you may miss the mark from time to time, you will at least be known as someone who cares enough to take a chance.

Job Hunting? Find a Partner

Going it alone to find a job is tough, even with the support of your family and friends. *Solution:* Partner with another individual in the midst of a job search, so that you can support one another and not feel that you are so isolated. Even better, try to partner with someone in the same or a similar industry and profession to yours, thereby increasing the chances that each of you will find a great new opportunity, even if you find it for each other. When you partner, you accomplish numerous things.

- **You have someone to whom you are accountable.** If you've told your partner that you were going to make 10 new contacts this week, then you'd better do so. Don't let your partner down; you don't want to be let down.
- **You have someone with whom to share the experience.** Job searches have ups and downs. Sharing the roller-coaster ride will significantly reduce your stress and frustration.
- **You can help each other solve problems and overcome obstacles.** When you talk about difficult experiences, work issues, and other things impeding the success of your search, you and your partner can significantly reduce the impact of those items.
- **You can share job leads.** With two of you working on similar campaigns, you both can find close to twice the number of leads and opportunities.
- **You can split the research.** Researching job leads, organizational contact information, recruiter names, and more can be time-consuming. Splitting the task with a partner will significantly reduce the amount of time each of you has to devote to this effort and double the amount of your research findings.
- **You can provide referrals.** Perhaps you interview for a position and, whether your decision or the organization's, there just isn't a match. Pass this opportunity along to your partner; perhaps it's right for him or her.

SOURCE: Executive Update

Based on *101 Ways to Recession-Proof Your Career* (McGraw-Hill, 2002) by Wendy S. Enelow, CPRW, JCTC, CCM. Enelow is the founder and president of the Career Masters Institute, a training and development association for career professionals worldwide. She can be reached at wendyenlow@cminstitute.com

What Should I Do with My Life? Discover Your True Calling

CareerBuilder.com

Ever find yourself wondering if you've found your passion in life? Are you truly content in your career and your life, or have you just settled because you've hit a few stumbling blocks and have convinced yourself that you don't have the time or money to pursue what you really want to do?

Po Bronson, author of *The New York Times* bestseller *What Should I Do with My Life?*, explored this ultimate question with a diverse group of people, young and old, each sharing how they successfully found their true calling. How did they do it? They courageously pushed their fears aside and dared to be honest with themselves in pursuit of their passion. Most of the 900 people he interviewed were searching for “a place where they can be content, grow roots a little, and make an impact.”

Here are five points to ponder from Bronson's book to help you figure out your path in life:

1. From your fears come misconceptions.

The uncertainty of exploring your passion can lead to irrational fears and unlikely conclusions. Many are afraid that pursuing their passion will put them in the poorhouse. Others fear that the path to their true calling may lead them in some irreversible direction or limit their future options. Bronson observes, “Often we burn 70 percent of our emotional energy on what we fear might happen (90 percent of which won't happen).” These psychological stumbling blocks are most often overblown, worst-case scenarios that keep people from finding themselves. He adds, “What I found is that, if you take care of these obstacles, you create an environment where the truth is invited into your life.” Get rid of the fear factor and pursue your dreams.

2. Don't wait for clarity.

Many people wait and hope that their calling will come to them in the form of an epiphany. Don't wait for a “big moment” or a sign. Sometimes the obstacle isn't that you don't know what makes you happy; rather, it's hard to imagine that what you love could be a profession. It's possible to bring these two worlds together with a little hustle, training and determination. Having an epiphany is great, but so often they tell you something you already know in your heart.

3. If you aren't happy, don't stay.

Bronson's book is filled with stories of real life examples of people who left jobs that compromised their values, consumed far too much of their lives, were no longer interesting, or created feelings of constant fatigue or insomnia. They were doctors, lawyers and investment bankers who left the jobs that were dragging them down and have found happiness as a massage therapist, bakery owner, or catfish farmer. It's not selfish to deny what will make you happy. Life will evolve naturally if you listen to your inner self and pursue what you truly enjoy.

4. Experience speaks for itself.

Real wisdom is found in experience, yet people too often ignore the strong message of their experience. They fail to embrace their experience because they believed their calling was to be figured out intellectually. If you have no idea where to start, there's some insight waiting for you in the experiences you've already had.

For some that may mean changing sides like the oil company geologist who was morally troubled by his environmental clean-up work. He took a county government job to fight the very same company he used to work for. For others it means finding a career in doing what they love more than anything. Bronson shares a story of a college grad who had held 16 jobs in 8 years. His true passion was golf and he really wanted to use his love of the sport to help others play better. He had even designed a golf swing trainer and putter grip. With a little nudge and using his sales experience, he took a job selling golf equipment and has already pitched his ideas to the United States Golf Association (USGA) and demonstrated his grip prototype at a couple of golf expos.

5. Never give up.

It's okay and even normal to take many years before pursuing or discovering your calling. It's possible to have more than one purpose in life, and you can do them together or sequentially. It really doesn't matter as long as you are focused and pursuing them versus chasing other unimportant things like a job title that will impress people you don't really care about, a top-paying job that is uninspiring or a dream that is someone else's (your parents', your spouse's) and not your own.

Po Bronson's book, *What Should I Do with My Life?*, chronicles inspirational true stories of people who have found the most meaningful answers to that great question. He is the author of two other books and has written articles for *The New York Times Magazine* and *The Wall Street Journal*.

Things to Do if You Think You'll Be Outsourced

Kate Lorenz, Editor, CareerBuilder.com

It seems outsourcing is on everyone's mind these days. Forrester Research estimates that US employers will move about 3.3 million service jobs and \$136 billion in wages overseas in the next 15 years, up from \$4 billion in 2000. In addition, Gartner Inc. estimates that 10% of computer services and software jobs will be moved overseas by the end of this year, and that 25% of IT jobs held in developed companies today will be moved to emerging markets, such as India, by 2010.

Experts, analysts and business professionals have divided opinions on outsourcing and the long- and short-term effects this trend will have on America. Those opposed to outsourcing feel that sending jobs overseas — while millions of Americans are left without work — is extremely damaging to an already-downtrodden economy.

The AFL-CIO's Executive Council recently issued a statement opposing this business trend. "American corporations have a moral obligation to create and to keep good jobs in America. We support raising living standards around the world, but we steadfastly reject and resist any notion that improving living standards elsewhere requires sacrificing good jobs and living standards for American workers and their families."

Other organizations, however, believe that outsourcing helps the United States compete more effectively in a global economy. The Information Technology Association of America funded a report on outsourcing and its impact on the US economy. The organization says it found that the outsourcing of computer software and service jobs increases the number of US jobs, raises wages for American workers, and has an overall positive effect on the American economy. The report states, "The cost savings and use of offshore resources lower inflation, increase productivity and lower interest rates. This boosts business and consumer spending and increases economic activity."

Regardless of whether outsourcing will positively or negatively affect the United States in the long run, this trend is touching scores of American employees who have found their jobs eliminated. Those who work in manufacturing, IT, telecommunications, engineering and call center positions are most vulnerable to job elimination. Other industries affected include architecture, accounting and financial services, insurance and health care.

So just what can you do if you think your job is in danger? While you might not be able to turn the tide, there are some steps you can take.

- 1. Understand the issue and how it plays a role in your industry.** The best defense in any situation is a good offense, and the more aware you are, the better equipped you will be to protect yourself. If you're still deciding on a career, try to get into a field or position that requires more person-to-person interaction, rather than strictly data entry or other high-tech, low-touch jobs that can be completed remotely.
- 2. Seek out opportunities brought about by outsourcing.** If your company is planning to outsource, it may need employees to take on roles such as remote employee management or training. Look for opportunities to move to another department and/or play a role in the transition.
- 3. Ask questions.** The last thing you want is to be blindsided by your company's decision to eliminate your position. If you hear rumors in your company, talk to your supervisor or upper management to see if there is any truth to them. The more you learn, the more prepared you will be to plan for your future.
- 4. Make yourself more marketable.** In high-tech industries, education and expertise are the most valuable commodities. Investigate and take courses or look into additional training opportunities you can take advantage of that will make indispensable.
- 5. Use this as an opportunity to make a change you have always wanted.** If your job is on the line and there is nothing you can do to alter the situation, use it to make a change for the better. Is there something you have always wanted to try but felt tied down by your job? Can you take time off and do work that is more carefree, even if it pays less? Have you wanted to do something more meaningful with your career? You might be able to turn a negative situation into a positive opportunity.

Like it or not, outsourcing is here to stay, and many people will be touched by this trend in some way in the next few years. If your job does fall within the "danger" category, take action now and make sure the phenomenon doesn't catch you off guard.

Unhappy at Work? Ask Yourself These 7 Questions

By Heather Mundell, CPC

You're sitting in another agonizing meeting and glancing at your watch. "I can't believe what a waste of time this is," you say to yourself. "I've got five phone calls to return and probably 25 new e-mails in my inbox. Guess I'm staying late again. I just wish I cared more about what I'm doing here anyway."

If you notice that your complaints about work are becoming frequent and serious enough that you're questioning your willingness to stay, here are seven essential questions to ask before deciding whether to leave your position. Answering these questions is the first step in taking charge of your own career.

1. What do you enjoy and what don't you enjoy about your job?

This is a basic yet essential exercise. On a sheet of paper create two columns. In the first list all of the aspects about your job that you enjoy. In the second, detail your complaints. Be honest and specific. Now compare the two lists and notice any patterns. How meaningful are your likes and what are the impacts of your dislikes?

2. How long have you felt the way you do?

Every organization experiences good times and rough times. Are you hating your job because it's budget time or review time? Are you in a good phase only because sales are up in the summer? Have you been complaining for two solid years? Get some perspective about your overall satisfaction level.

3. How does your job align with your strengths and your values?

People are usually happiest when they are encouraged to play to their strengths and values. Make a list of your strengths and values and consider them in light of your current job and organization. How well does your job fit you? Are you an extroverted leader in a job involving a lot of data analysis? Are you committed to a particular cause and work for an organization whose mission runs counter to your ideals?

4. What is your job costing you?

Even those of us in lucrative positions face some degree of "opportunity cost" in their lives. Others face real emotional suffering. How mild or severe is the cost of remaining in your current position? Be honest about the impact your job has on your health and sense of well-being.

5. Will this job get you where you want to go?

You need to have a clear vision before making a dramatic decision about your current position. What would you love to be doing 1, 5 and 10 years from now? How will this job get you there? Is this job a natural stepping stone or a dead end?

6. How is your boss supporting you?

Your boss's skill as a manager is a critical factor to your job satisfaction and success. She can give you challenging assignments and assist your career progression. Or she can ignore you, dump unappealing projects on you or undermine you. If your boss is intolerable, it may be time to move on. Fighting to have your boss removed or waiting for your boss to change or get fired are rarely successful tactics.

7. What's keeping you where you are?

Now it's time to be brutally honest. What are your primary motivating factors for working in this position? Perhaps you've made lifestyle choices that depend on your salary level. Maybe you spent many years and thousands of dollars obtaining an advanced degree to get where you are. Maybe you have convinced yourself that there is no better job out there. What are you committed to in your life? How does your job support those commitments?

Take some time to analyze your work experience in light of your answers to these seven questions. By noticing your desires and honoring your aspirations, you can achieve more clarity about what you want and what is in your way. With clarity, you can transform your vision into a plan for action.

If you still feel stuck, consider hiring a professional coach. A coach can help you clarify your vision, remove obstacles, create an action plan and follow it. With coaching, you can more readily take charge of your career and move closer to achieving your dreams.

Starting Over After a Job Loss

Branden McGuire, a local route delivery driver for a major soft drink bottler, was working more than 50 hours a week at his job when the bottom fell out. His company had posted substantial losses in the previous quarter and they were cutting their workforce. Although Branden wasn't to blame, he was one of 50 drivers who lost their jobs. "The worst part was that I had no indication of any trouble and wasn't prepared," said Branden. So how did he survive this all-too-common situation? "I immediately called all of my friends and family members to let them know that I had lost my job and needed their help to find contacts in my field. I stopped by the library and pulled copies of local newspapers from the last few weeks and wrote down the names of potential employers. I also logged onto several job sites on the Internet. It was amazing how many companies were looking for drivers." Although it may be difficult to look on the bright side when you are laid off, Branden ended up landing a job that had better hours and wasn't as physically demanding as his previous job.

The important thing to keep in mind when an unexpected job loss occurs is not to panic. Panic prevents you from thinking clearly and could ultimately lead you down the wrong path. So how do you get on the right road heading in the right direction?

Experts agree that you should take advantage of the opportunity at hand and re-evaluate your life goals and values. Have you always dreamed of a certain job but your life situation prevented you from pursuing it? Do you have any special talents or hobbies that could help you land your dream job? The time to consider all of these opportunities is now!

That's exactly what happened to Donna Meyer, a former legal secretary at a major Chicago law firm. After losing her high-paying administrative job in her classy downtown office, Donna took the time to re-evaluate her life and decided that she wanted a more rewarding career — one with greater purpose. She applied for a job as a caregiver assisting the elderly. What she lost in salary, she has more than made up for in quality of life benefits. Now that Donna isn't working downtown, which required a three-hour commute, she can attend her daughter's school functions. "You couldn't pay me enough to go back to my old lifestyle. Sure, I had nice clothes and more money to spend, but what I have now money can't buy. I'm home nearly every night for dinner and I'm available to volunteer at my daughter's school occasionally. I love working with the elderly and enabling them to continue living independently. The pace of my life is different, and I couldn't be happier."

Once you've nailed down a general direction for your career, you'll need to begin putting together a resume. Stop by your local library to find books that contain step-by-step instructions for building a resume or check out the variety of Web sites that contain resume advice, like CareerBuilder.com. Or, there are individuals you can hire that will write a resume for you. Be prepared, these services can vary greatly in price. It's also a good idea to write several paragraphs that you can include in your cover letters that will accompany your resume. If you haven't looked for a job in a while, things have changed! It is a major no-no to mail out a resume without an accompanying cover letter. And not just any cover letter. It must be a targeted cover letter that makes a personal connection with the reader.

Michelle Peterson became unemployed when her company filed bankruptcy and was acquired by an out-of-state company. "After 15 years with this company, I felt completely unprepared to begin a search for a new job. I took it slow. I spent about 3 weeks building my resume and then had everyone I knew critique it. I drafted the body of several cover letters so that when an opportunity arose, I didn't have to start from scratch. I began logging on to online job search sites and learned how to apply for jobs online. I started talking to people I encountered everywhere about their jobs and any possible openings in my field. On a daily basis I had to remind myself that I wasn't stalking people—I was simply talking to them about their jobs. I bought a great interview outfit so that I was prepared once invitations to interview started coming in and I prepared answers to the most commonly asked interview questions. I also took some time each day to do something I enjoyed. I took walks with friends and never missed a day going to the bus stop with my son. All of these are luxuries I didn't have when I was employed full time. Perhaps the most important thing I did when I lost my job was to stay fresh in my field by taking on some contract work. Although I haven't landed a job yet, I am hopeful that my efforts will soon pay off."

When asked how employees can deal with the feelings of uncertainty that are common after a job loss, one Human Resources director said, "When was the last time you heard one of your former colleagues say that their new job was a complete disaster? The truth is, it usually doesn't happen. With every new job you land, you become a little more educated about the process. After a few serious interviews, you've learned how to research companies to find out how they've been performing and their financial outlook. Most importantly, you've learned to ask the right questions during an interview to ensure a good fit."

If it's your time to start over don't despair, when one door closes, another almost always opens.

SOURCE: CareerBuilder.com

25 Signs You're About to Be Fired

An Excerpt from We Got Fired! by Harvey Mackay

In *We Got Fired!... And It's the Best Thing That Ever Happened to Us*, the best and the brightest — including Larry King, Billie Jean King, Muhammed Ali and Lou Holtz — tell how they bounced back from being shown the door. Harvey Mackay, one of the world's bestselling motivational and business authors, tells you why getting fired might be your greatest opportunity — and does so using stories and interviews from people you might never guess had been handed pink slips.

Mackay is the author of four *New York Times* best sellers, including *Swim With the Sharks* and *Dig Your Well Before You're Thirsty*. His books have sold more than 10 million copies worldwide. The nationally syndicated columnist and sought-after speaker's Website (www.mackay.com/) provides more information. In this pre-publication excerpt from his book, Mackay details the 25 signs that might mean your job is on the line... so that you'll be able to bounce back as quickly as possible in your own career.

1. You're no longer invited to meetings you were always invited to.
2. One of your subordinates is now being invited to attend meetings that he was never invited to before...and you didn't do the inviting.
3. Your boss is seen having lunch or dinner at a restaurant with a manager from a competitor who is about on your career level
4. You are relocated to a new office space, which is more distant from the power base of your department.
5. You are asked to accept a transfer to a remote area, where the prospect of achieving anything for the company is limited.
6. Your operational duties are cut back and you are given assignments that are less urgent or "more strategic" in nature.
7. Your reporting relationship is changed to a more junior manager.
8. Your reporting relationship is changed to a manager with a reputation for taking tough actions — especially difficult personnel decisions.
9. Your boss reduces the frequency or length of regular meetings with you.
10. Your regular performance review is postponed...or suddenly rescheduled and made urgent.
11. When you have one-on-one meetings with your boss, your statements — particularly ones that are controversial or emotional — are repeated back to you, as if your boss wants to note something for the record.
12. Your boss has a sudden interest in tracking the timing-and-action calendar for projects you have been given-sop that your performance can be clearly documented.
13. Your boss sends you carefully worded written communication about performance shortfalls, when the same message would usually have been given to you orally.
14. Your boss steps in and makes difficult decisions on your behalf, especially ones that you have been postponing for some time.
15. For lunch or for after-hours socialization, your circle of peers in other departments suddenly and unexpectedly shrinks.
16. A committee is formed to restructure the company or your department, and you are not a member of it.
17. Your visibility with the press or as a spokesperson to industry groups is cut back.
18. Your prominence in photos in the internal house organ or other company publications is reduced.
19. Your boss has a sudden, unexplained interest in the names and numbers in your Rolodex or computer.
20. Someone in the human resources department meets with you to "tidy up" your personnel records.
21. You lose your status as a mentor or trainer for new managers coming into your department.
22. Your income is frozen with the argument that you have reached the peak in your compensation range.
23. You are no longer copied on important e-mails, memos, and reports-especially those that could be significant to competitors.
24. You are no longer recommended to attend personal training and development programs, especially those outside the company.
25. Your boss suddenly wants to meet with you away from the office for a chance to have a leisurely discussion.

10 Tips for Choosing an SCM Graduate Program

By Deborah Catalano Ruriani

An increasing number of companies now expect their top executives to understand supply chain management. To feed this need, many universities have added supply chain education programs to their curriculums.

For some executives, a professional certification program is all they need, but for many, a full-fledged graduate degree program is appropriate. And executives now have numerous programs to choose from.

Terri Herod, managing director for Georgia Tech's Executive Master's in International Logistics, offers these 10 tips — based on input from supply chain professionals — for selecting a graduate program.

- 1. Decide what you want.** If you are new to logistics, or are taking on new responsibilities, a quick, 2- to 5-day program, or a short-term professional certification may be all you need. These programs offer in-depth coverage of a specific supply chain topic. For professionals who seek 18- to 24-month programs in logistics, a good variety offering traditional master's or science degrees are available.
- 2. Make sure the program format fits your schedule.** Working full-time and pursuing a graduate degree can be challenging. Be sure to find a program that accommodates your busy schedule. Some programs let you take classes on weekends, or within intensive, week-long residence sessions. Don't let geography limit your options. By including a combination of classroom, distance learning, and group projects, a master's degree program can help you mitigate any interruptions to your work and home life.
- 3. Determine how an executive master's degree will advance your career.** Your executive education should directly benefit your career (for example, garnering an increase in salary, or a move into management upon graduation). If you have your sights set on a particular career path, be sure this degree will help you achieve your objectives. Check with your company's human resources department to determine how a master's degree will affect your internal career opportunities. Invest your time in a program that will be a business and personal differentiator.
- 4. Choose a top-ranked school with a good reputation.** Learn from the best. What gets noticed on your resume is a top-ranked university with a good reputation in the field. Check out the quality of the school and its instructors; these team members will greatly shape your experience.
- 5. Review the curriculum.** Look for a well-rounded curriculum that fits your long-term career objectives. The curriculum should target the executive level, and provide you with the knowledge and tools for better decision-making. Choose a program that allows you to master a globally extended supply chain, and translate it into a financial and/or business context.
- 6. Ensure relevance to the real world and your job.** Make sure the program extends beyond the discussion of theories, and requires the application of strategies and principles that can quickly affect real-life organizations. Your executive master's program should combine classroom and real-world corporate interaction that will help make business decisions. Beyond the rigors of analytical solutions, the program should give you exposure to executives at other companies, have ample group projects, utilize case studies, and allow you to bring real-world problems from the marketplace into the classroom.
- 7. Examine the class makeup.** Networking and learning from your peers is an often overlooked but valuable component of your executive education experience. Look for a program whose participants have at least 5 years' experience, and are preferably higher-level executives.
- 8. Interview alumni.** The program's alumni are the best source for finding out what your executive experience will be like. Not only will this give you firsthand information, it will also offer additional insight into the class participants. Ask the program director if you can talk to a few alumni members. Speak with someone who comes from your industry, and someone in an unrelated industry. This provides the best opportunity to ask the tough questions and get unbiased answers.
- 9. See if other opportunities to collaborate with the university exist.** Universities can be a great resource for you and your company. Not only can you recruit interns and employees, but you can also sponsor faculty guest lecturers at your company, and participate in research projects and executive level forums. Do you come across business strategies or issues that need in-depth analysis? You can often utilize university students to build models and employ analytical tools to solve these problems. Find out how the university you will attend collaborates with its business partners.

- 10. Examine the strength of the alumni network.** After you graduate, the alumni network enables you to stay connected to other ambitious, resourceful industry professionals. As new business challenges arise in your career, you don't have to reinvent the wheel; you can call on these resources for input and insights to help you out. Be sure the university has a strong program that allows you to continue learning from your alumni network.
- SOURCE: Inbound Logistics*

What's Better than a \$5,000 Raise?

Which would you rather have: A \$5,000 raise, or more time off from work? It's the classic question every employee ponders at one time or another: Is time or money more important to you? The heated debate has raged for years, but for the first time, our greed for money seems to be abating.

When asked this question in a poll by compensation specialist Salary.com, nearly 40% of 4,600 full-time workers said they would choose more time off from work over a \$5,000 annual pay hike. This is remarkable because it's an almost 20% jump from just 3 years ago when Salary.com asked the same question, and it represents a significant shift in employee thinking, say ZDNet and The Associated Press.

"This new survey shows a continued growth of the trend among workers to change their priorities from work first to more personal concerns," said Tim Driver, senior vice president of consumer products at Salary.com. "Workers are saying they need a break from the stresses caused by increasing hours, reduced staff, and the push for more productivity. From these survey results, we can also conclude that a new generation of workers has priorities that differ significantly from those who preceded them."

It's not your imagination. You really are working more hours than you used to. Since the late 1970s, average work hours have increased, according to the Families and Work Institute. But the long hours many put in during the 1990s boom times didn't pay off when significant numbers were laid off after the bust, and that experience may have changed the priorities of employees' yearning for money versus time.

Employers need to pay attention. As the baby boomers grow older and retire in the coming years, many companies could face new productivity pressures and labor shortages. Bill Coleman, senior vice president of compensation at Salary.com says, "This, combined with the changing work priorities of employees, will put pressure on employers to offer more flexibility."

Survey Finds 75% of Employees Looking for New Jobs

Seventy-five percent of all employees are looking for new employment opportunities, according to the 2004 *U.S. Job Recovery and Retention Survey* released by the Society for Human Resource Management and CareerJournal.com. The Society for Human Resource Management (SHRM), headquartered in Alexandria, Va., is the world's largest association devoted to human resource management. The career site of *The Wall Street Journal*, CareerJournal.com is targeted to executives, managers and professionals. Thirty-eight percent of the human resource professionals surveyed said they have noticed an increase in turnover since the beginning of 2004. The top three reasons employees say they are looking to leave their current positions, according to the survey, are better compensation elsewhere, better career opportunities, and dissatisfaction with opportunities at a current job.

www.shrm.org/press/CMS_010465.asp#P-4_0

The Dilemma of Passion vs. Pay

Everyone wants to feel passion about their job, but passion and pay do not always go hand in hand, and often they are inversely related. The trick for many of us is to figure out how to balance the love of our life with the food on our table.

Bill Hewett is the bass player for the Boston-based band the Modeles, but he does not consider himself a big risk taker when it comes to making a living. So he knew he was in trouble when the City of Cambridge banned fire from street performances. Before that, he had been making \$500 in a weekend juggling flaming rings.

“It wasn’t easy work,” he says. “I’d have to stake out my spot at 8 a.m. even though I didn’t start juggling until 6 p.m. I used to let other performers have my spot until my show began. The best juggling spot was a place a few jugglers have held for forever, and if you don’t get a big enough crowd, they hassle you for wasting their space. So my spot was at the Out of Town Newsstand.”

After the fire ban, his income fell and he had to supplement it by working at a grocery store. But when the juggling season ended in the fall, the salary of a bagger didn’t cut it. So he took a computer job at the New England Foundation for the Arts. Bill didn’t really have all the skills the company needed, but the company didn’t have the money to pay for the skills they needed, so it worked out well for everyone.

Barbara Reinhold, a psychologist and the head of the Career and Executive Development Program at Smith College, encounters people with the passion-pay dilemma at all levels of the workforce.

“There’s no escaping the need to do what you love as part of your paid or unpaid work,” she says. “But like so much of life, the secret is in the timing.”

Reinhold recommends that people make money first and then follow their dreams, “as long as you’ve been careful not to grow your tastes with your income. Many people spend and spend to try to forget that the lucrative work they’re doing doesn’t really fit them. This usually results in a bad case of the golden handcuffs.

“Young people who make a deal with themselves about eventually going where their hearts would lead them and live frugally can have a much easier time of it than those who forget the frugality, or those who don’t develop the skills and discipline required to make money until later in life.”

As to the possibility of postponing his dreams of being a musician, Bill says he can’t imagine not making music. “I’d do it anyway,” he says, “for myself. So I want to see where I can take it.” But it’s clear that his dream has limits.

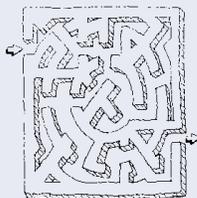
He makes \$34,000 a year as a computer guy, and I ask him if he’d leave the job if he could make \$40,000 a year touring with his band. He says no. He is certain he could make a lot more money as a computer technician in the future. And he sees it as a job he could keep his whole life, and grow with.

He sees the creativity required to solve computer problems as similar to the creativity involved in music. And he is more skeptical of life on the road: “I couldn’t live off that \$40,000 a year for more than a few years. Right now, I don’t worry about food, but sometimes I worry about strings for my bass.”

It is no small feat to get a band member in Boston to talk to a career columnist. A bass player explained that it would be death to her image to talk about her job to the press. And Bill himself cited a friend who has actually worked for years as a consultant to save a truckload of money and is now spending six months focusing on his band. “Don’t mention his band, though. He’d be embarrassed if people knew he owned a condo.”

Meanwhile, the Modeles continue to make headway in the hyper-competitive world of almost-breaking bands. Bill is a modest guy. When I ask him how he knows his band isn’t a dud, he says, “When we play in upstate New York, people get excited to see us.”

Of course, the music industry is not known for signing a band to a label after hearing them in Utica, but one guitar player (who said his band is gaining traction in the underground and therefore cannot be mentioned in an above-ground career column) reports that the Modeles are well-liked by people who have jobs.



Quotable Quotes for the Career-Minded

“Attitude — not aptitude — determines your altitude.”

—Zig Ziglar



“Destiny is not a matter of chance, it is a matter of choice.”

—Anonymous

Advice for Successful Job Seekers

By Tom Morris

When going through a major transition, it is helpful to seek the advice of others who have recently walked the same path, especially when the transition is to a new job. Two human resources executives who recently went through just a transition offer the following words of wisdom.

- **Network.** Never underestimate the range and effectiveness of networking; it will get you to the interview door.
- **Let others help.** People truly want to assist you, so allow them to do so. Keep them informed and do not hesitate to ask for opinions, leads, or introductions. You will be surprised how often someone knows someone else who can possibly help you.
- **Keep a positive attitude.** The need for a good attitude cannot be overstated. It is often tough to keep up the smiles and happy face, but a positive attitude is noticed by others, including those with whom you network and interview.
- **Planning and persistence.** Have a purpose for what you're doing. Don't just use a scatter-shot approach. Develop a plan, follow it, and be persistent.
- **Keep your personal time.** During the transition, do take some time for yourself to recharge. The time spent with family is great, and most of us do not take time out for fun and family. But get up every morning and get at the job of finding a job.

Tom Morris, president of Morris Associates (www.morrisdc.com), is certified internationally as a Career Management Fellow.

SOURCE: Executive Update

How to Land a Raise

Waiting for a pay bump is self-defeating. What boss wants to reward a person who won't take the initiative? When you do go in, be clear and concise without ruffling feathers, says Peter B. Stark, author of *The Only Negotiating Guide You'll Ever Need*. He also suggests:

- **Role-play.** You know what the boss will say, so practice your responses. If he tells you "It's not in the budget," ask how you can be considered when finances improve. If he tells you to wait for your next review, set a firm date.
- **Do your homework.** As for the wrong raise and you could lose credibility and cash. Research the salaries of other people in your position. Industry associations can be a great source, says Stark. And be specific about how you saved and earned the company money.
- **Get hired.** "Go out and get another job offer that pays more," Stark says. "And don't try to bluff, because if you do and your boss calls your bluff, you're never going to be in a situation to seek a competitive wage." Companies often reevaluate the bottom line to keep an employee out of a competitor's camp.
- **Think long-term.** "I recommend asking people in advance what you need to do to earn a raise this year," Stark says. On new projects, ask the boss what a great job would look like, so "you can get input up front."

—SOURCE: Men's Health

Be Careful! Instinctive Behaviors May Lead to Stinky Results!

By Dr. Jim Lundy

When filling a vacancy, many of us eagerly seek out qualified candidates and then strive to convince them that they should join our team. And it's quite likely that each interested candidate will be at least as eager to convince us that he or she is our best choice to successfully fill our needs. So we wind up with a member of an organization and a prospective member both trying to pitch the virtues, as seen by each of them, of the potential wisdom of combining their futures.

Not surprisingly, this is a very common scenario! We find each of the parties wanting to convince—or sell—the other party on the potential benefits that will accrue to them from the joining of forces. But the primary goal of the parties should be to explore carefully the possibility that they are a good match for each other.

Instinctively, the person or group exploring the hiring of an apparently qualified candidate may expediently plunge into the pitching mode without, in a principled way, more professionally, carefully, and completely calibrating the candidate's strengths and limitations. In other words, those eager to fill an opening can prematurely shift out of an exploratory mode into a selling mode.

And what about the natural tendencies of a candidate interested in being given an offer to join the organization? Again, and way too frequently, the candidate may slip into a pitching mode. After all, he or she wants to make sure the prospective employer is fully aware of—and appreciates—all the candidate's virtues.

Wow! What a pair of conditions that predictably can lead to hiring mistakes—and even catastrophes! Why? Because overly optimistic or inadequately coached people instinctively jump into behaviors yielding decisions destined to stink! And, when hiring decisions prove to have been wrong, both parties lose! The organization will have wasted time and expenses, and quite likely, will have negatively impacted morale. And, of course, the candidate will have had a negative experience to add to his or her résumé.

So... how do we, as employers or job seekers, control our instincts, improve our situations, and brighten our futures? Let's explore two basic guidelines.

First, let's clarify our objectives. As employers, our focus must first be on evaluating candidates to the best of our abilities. We can't learn much about a candidate if we do most of the talking. All we will learn, really, is whether or not the candidate is a patient listener.

For a candidate, the basic goal during an interview should be to leave the interviewer with positive feelings. And the best way to achieve this goal is to pay attention to the interviewer. Ask about the organization, its future, and the challenges and opportunities ahead. The fact is people feel good about people who listen to them!

The second guideline consists of the finest sales-training program in the world per word—and it's only four words long! You know that pitch artists turn you off. Why? Because by their behaviors they are showing that they don't care about providing you with products or services of value. They don't bother to learn about your interests or needs. They only want your money!

In order to provide customer delight the most effective sales people practice consultative selling. They talk only fifteen to twenty percent of the time. In fact, they have learned that the magical four-word approach to selling is to ask questions and listen.

So, as a candidate for a position, the best way to sell yourself is to ask about the company, its challenges and opportunities, and the ways in which they feel you might be most helpful. Help them to see you as a source of help. Let them see that you think beyond yourself, and that you would enjoy being a helpful teammate.

Similarly, the best way for an employer to impress a candidate is to conduct a pleasant but probing interview. Yes, we're back to the idea of asking questions and listening! Only toward the end of the interview (and if you remain interested in the candidate) should you discuss the opportunity that is available. To do so earlier risks wasting time on a candidate you eventually will reject. It also would provide the candidate clues as to how to slant his or her answers to your questions. And, not so incidentally, the better the candidate's work ethic and professionalism, the more he or she will be impressed (and sold) by an outstandingly professional interview.

You've probably heard the adage that you can pick lemons off of trees, but you have to dig for diamonds. Whether you are an employer screening candidates or a candidate seeking employment, it will be worth your while to dig in a principled way for what can be a jewel of a relationship! Develop the discipline—and take the time—to ask questions and listen.

Dr. Jim Lundy, a consultant for Albert Moving & Storage, is the founding director of the Center for Management and Leadership Development at Midwestern State University in Wichita Falls, TX. The author of three internationally published books, including Lead, Follow, or Get Out of the Way, he can be reached at 940-696-7044.

Leaving Your Job? Do It With Class

By John Eckberg, The Cincinnati Enquirer

If the economy is on the way to becoming a job-generating rebound, many companies are preparing for a stream of departures.

But experts caution there is a wrong way and a right way to quit. Most companies remember workers not for why they left — but how they left. And workers should be mindful of how they might need past employers later in their career.

“Very often people who’ve done things that are particularly unprofessional or out of the box, they become like urban legends,” said Allison Dubbs, director of public relations for Freedman, Gibson & White, a Cincinnati marketing communications company.

“People from other companies hear about them. Some industries, regardless of what market you are in, the word gets out.”

When a worker uses a company as a steppingstone and leaves the “stone” a little wet but still stable, the employer usually understands. But if the worker’s departure is messy or sudden, companies are less likely to forget or forgive.

Justin R. Beck, marketing director for Rippe & Kingston, a Cincinnati accounting and systems consulting firm, has worked for firms where employees are ushered out the door minutes after they give notice.

Other companies expect workers to hang around for at least two weeks to break in their replacements and alert clients that a new staffer will be assigned to accounts.

“When it’s a sales type role or an external position, it’s important to at least give the company time to recover,” Beck said. “If you don’t, there will be a black cloud over you for the rest of your life — at least in that company’s eye.”

Workers who are headed to a new job should prepare themselves for a swirl of emotions between the time they decide to leave and the time they actually do leave, said Benjy Weisenburgh, executive recruiter/information technology with Messina Management Systems.

They are accustomed to being in a subservient role to a boss, and by quitting they will feel they are challenging authority.

“In reality, during a resignation you are on a peer level with your manager as you are stating that you will no longer work for him or her,” Weisenburgh said.

Departing employees need to realize they are in an emotionally vulnerable state when they leave. Most counter-offers — which, incidentally, Weisenburgh says should be rejected out of hand — come 4 days before the departure date.

“That is when anxiety is very high and second thoughts can creep into reasoning,” he said.

If the departing worker has taken at least three personal items home each day in the previous week, his workplace will seem bleaker and as a result, the worker is less likely to be attached to the space.

It’s much easier to leave a sterile cubicle than a workstation where photos of loved ones, trinkets from travel or homilies are posted.

Messina Management Systems gives clients a few key tips on leaving:

- Always give at least two weeks’ notice.
- Resign as soon as you have accepted a new position.
- Do not give in to unrealistic requests by your soon-to-be old boss.
- Try to finish big projects.
- Talk with co-workers about what they need to know after you leave.

The toughest point of any resignation is actually resigning, experts say.

“We’ve seen people turn down jobs because they have a fear of resigning,” said Weisenburgh. “We tell them that loyalty goes up from the worker to the company. It doesn’t often go down. A manager is there for the sake of the manager. An employee is there for the sake of the manager, too.”

Everything in Moderation

By Dr. Tom McDonald

Want to get more recognition in business? How about agreeing to be on a panel, either at a company meeting or an association conference? By volunteering, you position yourself as someone who has something to say and is willing to say it. But if you want even more attention, be the moderator. It's no cakewalk, but here are four steps to help you — and your panel — have a real impact on your audience.

- 1. Think “ensemble.”** Today's best moderators do much more than just introduce the topic and keep the presenters in order. They function as directors, creating a stimulating environment, engaging the actors, and stage-managing the experience. They don't let panelists become “talking heads” who make individual speeches one after the other. They get everyone on the panel involved, jumping in when they agree or disagree, so that the show becomes not individual presenters but the ensemble.
- 2. Prepare the finalists.** Well before the actual event, make sure the panelists know they don't have to make speeches, because this is a discussion among peers. Give them the general topics to be covered but not specific questions. And encourage them not to wait for you to bring them into the discussion — they're there because they have something important to say, so they shouldn't be afraid to jump into the mix a bit.
- 3. Master the segue.** Good moderators know how to range over different topics and move easily between panelists. It's OK to keep a notepad handy with a series of sample of segues on it like “John, you just heard Mary say ... Does this square with your experience?” Or, “Several of you seem to agree that ... Does anyone have a different view?” Or, “Alex, give us the real lowdown on ...” If someone is monopolizing the discussion, segue with, “Phil, that's a great point. Let me ask Tony if he's on the same page.”
- 4. Involve the audience.** This is probably the biggest development in panel discussions nowadays. Of course, you spend time initially with just the panel, but you should bring in the rest of the house sooner rather than later. Ordinary people's perspectives are almost always interesting and helpful. In order to facilitate the discussion, place yourself between the panel and the audience, so you can work the room the way TV talk show hosts do. Be prepared, though — to effectively unleash this torrent, you need to be both a top cop AND a skilled diplomat.

To really stand out in business, get on a panel. Better yet, lead one. Follow these suggestions and you'll make a real scene at your next meeting.

San Diego-based psychologist Tom McDonald's Website is www.drтомmcdonald.com.

Memo to Job-Seekers: Lose the Clichés!

Half of all job hunters use one or more inexplicit phrases or clichés to describe their workplace skills and experience on their resumes, according to a study by ResumeDoctor.com of 160,000 diverse resumes collected to examine skills cited by job seekers.

“Many job seekers fail to realize that phrases like ‘team player’ and ‘problem solver’ have become vague clichés,” explains Brad Fredericks, a partner at ResumeDoctor. “On your resume, you actually need to state what team you played for and which problems you solved.” The most common vague phrases revealed by the survey are “communication skills,” “team player,” “organizational skills,” “interpersonal skills,” “driven,” “detail-oriented,” “results-oriented,” “self-motivated,” “problem solver,” and “highly motivated.”

Chris Shoulet, of Top Dog Recruiting Inc., agrees that these terms should be deleted, noting, “These phrases are fluff in a resume. What a hiring manager wants to see is quantitative information. What does this candidate bring to the table? What is his or her track record? ... ‘Show, don't tell’ what you've accomplished. Rather than saying, ‘Results-oriented professional,’ why not say, ‘Number-one sales rep for 2000, 2001, 2002, and 2003.’”

SOURCE: GWSAE

7 Ways to Build Great Relationships

By Kevin Decker

The importance of relationships is a recurring theme in business publications. I can personally testify to the importance of developing relationships with your customers and trading partners, and have outlined seven ways to build great ones.

1. **Set expectations for success.** Focus on the tasks you need to accomplish for a successful relationship with your customers.
2. **Realize that partnerships and joint ventures matter.** Build alliances with other individuals and companies to expand the impact of your marketing message and draw new clients.
3. **Stay in touch.** It's often said that it takes seven to 10 impressions before a buyer will notice your message and possibly make a purchase. Use technology to leverage your efforts with Web pages, e-mail lists, and joint venture advertising.
4. **Develop an advocate mentality.** Advocates not only talk positively about your business, they also are able to clearly articulate your message and the benefits you provide.
5. **Know that personal relationships affect business relationships.** Many business people find that their professional lives are affected by dating, marriage, children, parents, and other family issues. Learning relationship skills at work can have a positive impact on your bottom line.
6. **Take time to celebrate success.** It's amazing how many people blow through personal and professional successes without stopping to realize the impact of their efforts. Celebrating your successes gives you time to honor yourself, your employees, and your partners.
7. **Show appreciation.** Sharing how much you appreciate your customers, co-workers and advocates creates deep and lasting bonds in your relationships. These things rarely take much time, and the return on your investment can be considerable.

Creating great relationships is extremely important in both your personal and professional life. The seven techniques outlined above don't take a lot of knowledge, time, or effort. They do take a personal commitment to be successful at home and at work.

As businesswoman Alice Foote MacDouglass once said, "In business, you get what you want by giving other people what they want."

Kevin Decker is a speaker, author, and relationship coach based in Northern Virginia.

Being Your Best Possible Self

Eliminating so-called "tolerations" — small behaviors and annoyances that get in the way of your "being your best possible self" — can result in an almost instant improvement in the quality of your life," write Scott Blanchard and Madeleine Homan in their new book *Leverage Your Best, Ditch the Rest: The Coaching Secrets Top Executives Depend On* (William Morrow/HarperCollinsPublishers, 2004). They urge readers to list 25 tolerations that sap your energy — computer glitches, dead batteries in stuff, a missing button on a favorite jacket, the misplaced account number for overnight mail. Then "triage" and organize them, designating which ones you can eliminate on your own, ask someone else to handle, or pay someone else to do. "The biggest favor you can do for yourself is to start a toleration fund and begin budgeting five percent of your income to take care of the small stuff," like maintenance costs, write the authors. Creating an action plan and setting aside specific time to follow through, such as after work once a month, "prevents your being distracted from what is really important" and boosts your mood immediately.

First Impressions Count

By Ellie Grossman

Annoying verbal habits undermine effective communication and make you seem less intelligent than you are. Here's how to avoid four common verbal mistakes.

Misunderstood words

Penultimate doesn't mean the very best—it means next to last. *Enervating* doesn't mean providing energy—it means drawing energy away. *Inflammable* means something *can* catch fire, not that it can't.

Even if you know the meaning of such words, the person with whom you are speaking might not. When tricky words are used in print, it's possible for the reader to pick up the meaning from the content. During a conversation, you risk losing your listener. The safest course is to avoid confusing words entirely.

Space fillers

Many speakers litter conversations with meaningless sounds, such as *ummm*, *errr*, or *uhhh*, or unnecessary words and phrases, such as *like*, *okay*, *so*, and *you know*.

Verbal space fillers often are used by people who feel the need to speak but haven't yet decided what to say. Although they may not be aware of it, they fear that leaving a silence will make them appear uninterested, unprepared, or stupid.

Equally annoying is the habit of starting sentences with words or phrases such as *well*, *to be honest*, *frankly*, *basically*, *in any event*, *ultimately*, or *honestly*.

Ask a friend to monitor your speech, or carry a tape recorder and play back your conversations. If you think you have a problem ...

- **Pause to take a deep breath** and collect your thoughts before speaking. This helps the brain keep up with the mouth, reducing filler. Also, keep your mouth closed when you're not speaking.
- **Rehearse important conversations.** Consider what questions you're likely to be asked in an upcoming meeting or social setting and practice your responses.
- **Ask a friend or coworker to give you a signal** whenever you use your verbal crutch. The signal should be something unobtrusive, such as a raised finger.
- **Place notes with the troubling filler on the refrigerator, computer monitor, anywhere you look regularly.** The more the filler language is in your consciousness, the easier it will be to recognize and stop it.

\$10 words

Using big words can confuse your listeners, make you appear pretentious, or make you look foolish if you're misusing them.

If you're using big words to feel superior, stop—no one's impressed. If you simply have trouble tailoring your vocabulary to match your situation, watch for facial or verbal signs of confusion in your listeners. Furrowed brows, glassy eyes, or confused grins could be signals that you need to be clearer.

Trailing off

If you fail to finish your thoughts, listeners will think you lack conviction. This also is true if you end with a questioning tone in your voice, as if you don't quite believe yourself. Even your good ideas won't be persuasive.

Have faith that your opinions are valid. Arm yourself with a few concrete facts on a subject likely to be raised so that you can be certain you have something accurate and useful to say. You also can end statements with simple questions, such as, "What do you think?" This takes the burden of speaking off you before you start to ramble.

Ellie Grossman is a New York-based linguistics consultant who conducts grammar seminars for corporate executives. Website: www.thegrammarguru.com.

5 Keys to a Better Vocal Impression

When you're with a client or in a large-group setting, how you speak is just as important as what you say. Here are some tips to help you make a better vocal impression:

- **Speak slowly.** When people get nervous they tend to talk faster. Slowing down your speech can make you easier to understand.
- **Enunciate each syllable.** Some people tend to let their words run together or trail off at the end. Long words can be particularly challenging to enunciate. Make a conscious effort to sound out each individual syllable in an effort to improve clarity and diction.
- **Open your throat.** Another nervous reaction speakers sometimes have to fight against is the closing off of their throat. An open throat allows better vocal projection. So does breathing from the diaphragm.
- **Practice saying tongue-twisters.** "She sells seashells by the seashore" is one commonly used tongue-twister. "Unique New York" is another. Again, pay close attention to each individual sound, and try not to let the words run together.
- **Videotape yourself giving a speech.** Then study the tape. Note speed, diction, and vocal fluctuations. Look for idiosyncrasies in the way you talk.

Next Time in THE PORTAL:

A Special Focus
on
CHINA



See page 34 for details on
how you can contribute to
this important issue!

Career Development from Outside the Box

By Michael Gilbert, YP-35 Chairman

The topic of career development is a major theme within the demographic of young professionals within our industry. The tagline for YP-35 is “Leadership Through Innovation.” Innovation can be seen in development of new software systems, business models that cater to increased efficiency, new services and additional revenue streams.

The first thought that comes to mind for the topic of career development is to identify your goal and objective, design a strategy and begin implementation. It is well known that education and work experience are important to anyone seeking leadership positions within an organization. Another important part of career development is to look at the characteristics of those who seek promotion by thinking “outside the box” and the businesses that encourage innovation and creativity.

Successful businesses and business owners support those within their organization who offer ideas outside of the box. These businesses allow for the development of new ideas and openly reward those who work to increase efficiency and revenue streams. Successful businesses allow open communication between management and employees. Great ideas often come from less “industry ingrained” individuals, who are usually the younger members of an organization. Young professionals are very likely to see inefficiency and question the process. They not only question the process, but also calculate risk in order to stay competitive and efficient in our high-tech data management world.

For the career-minded, understanding the cost of innovation to the business and the willingness of management to support your ideas is essential. It is important to organize your thoughts with a plan of implementation and estimated cost if possible. Be flexible to criticism and the advice of the seasoned veteran while not losing your determination and drive to succeed. Most great inventions are products of many failures by people who believe in their ideas, are willing to take risks and are persistent in working toward their goal. In the words of Charles Mingus, “Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that’s creativity.”

7 Career Tips to Help You Thrive in 2005!

- 1. Sort e-mail fast:** Use the folders or file system built into your e-mail program instead of keeping lots of e-mails in your inbox. If you already have a large amount of e-mail to deal with, learn to use the “sort” feature in your e-mail program to your advantage.
- 2. Just do it:** Get in the habit of re-filing things after you use them instead of setting them down and creating a pile. For easy access to pending paperwork, create a small desktop file, organized by project, with “expiration” dates on each folder to let you know when to file it or throw it away.
- 3. Eliminate Post-it clutter:** Tape down Post-its around your monitor to keep important information close at hand, and keep only a few so that they don’t create a visual distraction. If you hang Post-its to remind you to do things, consider getting used to the task pad, to-do’s, or calendar in your PIM program instead.
- 4. Leave work when you leave the office:** To feel more “finished” when you leave the office, organize your thoughts for the upcoming day. Whether in a computer program or on a physical pad of paper, keep a list of priorities. Make sure you update the list, then close the pad or program before you leave the office.
- 5. Keep things visible:** It’s great to keep things looking neat, but if it’s too easy to hide a mess, the mess will just grow. Consider more visible options, such as a set of file folder trays, and desktop organizers to keep things close at hand and well sorted.
- 6. Mail clutter:** Incoming mail is one of the largest sources of clutter. Toss junk mail immediately, before it has the chance to hit your desk. Keep catalogs or flyers that look interesting by storing them in a single place (such as a small basket or tray) to make them available for browsing when you’re ready — and clean it out often!
- 7. Everyone helps:** Make organizational maintenance everyone’s responsibility. Create — and enforce — the rule that if someone gets something out to use, that person is responsible for putting it back.

Coming Up in the Next Issue of The Portal ...



The March/April 2005 issue of THE PORTAL will focus on

“China: Land of Challenges and Opportunities.”

It's no secret that China is emerging as a powerful trading partner and consumer of the world's products and services. Its booming economy and evolving political structure will make it a force to be reckoned with — and courted — for decades to come.

Articles appearing in this issue will examine the way China has opened its doors to the world; the outlook for airfreight companies, ocean carriers, and freight forwarders doing business in China; the trade picture; logistical challenges; and more.

If your company is based in China, you are invited to provide a profile of your business that will be featured in the March/April issue of **The Portal**. A complete profile will include the following:

- A brief history of your company
- A summary of your services and products
- Information about your business mix (corporate, residential, etc.)
- Any special challenges that you must address successfully in order to compete effectively
- A discussion of what your company does better than most others—in other words, why do your customers keep coming back to you?

We welcome your submission, which need not be long or even in article format. Photos relating to the article you send are also welcome. They may be prints or in digital format (preferably high-resolution .JPG on a CD-ROM — **not e-mailed**). **Send your submission by March 20, 2005**, to

Bel Carrington
Household Goods Forwarders Association of America, Inc.
2320 Mill Road, Suite 102
Alexandria, VA 22314

Or e-mail your text submission to bel.carrington@hhgfaa.org

NOTE: All articles are subject to editing for clarity, length, and syntax.

THE PORTAL

The Most Widely Read Journal of the
Household Goods Industry

Survey Says Consumer Confidence Mixed, Job Security Top Concern

European consumers are generally pessimistic about the economic outlook for the next 12 months, people in the Asia-Pacific region are optimistic, and Americans fall somewhere in between, according to a recent AC Nielsen global survey of consumer confidence.

In addition, across the globe, concerns about the economy, job security, and health generally outweigh worries about terrorism or war, the survey found.

Conversely, 48% of Americans and 40% of Europeans believe their economies deteriorated over the past 6 months. When gauging improvement in the next 12 months, however, 43% of Americans are optimistic, compared to just 31% of Europeans.

Among the top 10 countries reporting optimistic outlooks for the next 12 months, the first eight are from the Asia-Pacific area followed by the United States and Norway.

The report singles out China and India, where high growth levels are expected, as places to watch over the next 12 months.

When asked about their top concern, consumers choose job security, with a global average of 22%; the economy, 21%; and health, 15%; 10% select terrorism, and just 3% cite war as the top concern.

But the responses on terrorism and war vary according to region. While 18% of Americans and 13% of Europeans say terrorism is their biggest worry, just 7% of people in the Asia-Pacific region cite it as their main concern; 9% of Americans are most concerned about war, compared to just 3% in Europe, and 2% in the Asia-Pacific Countries.

SOURCE: Inbound Logistics

Hiring How-to: Find a Logistics Problem-Solver

By Harry Joiner, Searchlogix

Executives and recruiters in the supply chain industry spend a lot of time interviewing prospective employees. And while many logistics candidates look good on paper, their resumes don't always reveal the level of problem-solving skills they possess.

Companies need to hire logistics problem-solvers — people who can walk into an operation and help make its problems disappear.

It is management's job to bring these people into the organization. Finding problem-solvers by making the right hiring decisions is crucial for keeping your supply chain on track. But is it easier said than done? Not if you know what to look for.

A shared philosophy

Every management team aims to improve shareholder equity returns, and this can be accomplished only through revenue growth, efficiency improvements, and capital optimization.

Make sure you know which of these strategies is of the greatest importance to your company, and be prepared to recruit from firms that share your supply chain philosophy, even if they're not in your industry.

For example, if your company's strategy is to grow sales through constant new product introductions, it might make more sense to recruit from Merck or Honda than from Wal-Mart.

Job candidates may have enjoyed successful careers within their industry, but their logistics philosophies may not match up with your company's.

A logistics executive's supply chain philosophy is no small matter, and it can tangibly affect how that executive meshes with your company's internal accounting, information technology, manufacturing, marketing, sales, and other departments. It can also significantly affect their relationships with your company's customers, outsourcing partners, and vendors.

Once you have decided which target companies share your supply chain philosophy, decide specifically what problem(s) you want a new employee to solve in the first 90, 180, and 360 days.

Having a clear picture of what type of candidate — and what logistics philosophy — best serves your company's needs puts you in a better position to find the right problem-solver during an interview.

The seven-step approach

When solving problems — whether in “real life” or in a job interview — it is important to follow a logical process. Indeed, most business problems are not solved because people don’t clearly define the problem.

A good way to gauge the strength of candidates’ problem-solving abilities is to walk them through the following seven-step framework, while they describe a specific problem they solved in their last job. It is crucial to look for applicants who demonstrate an ability to do these seven things.

1. **Define the problem** by including both a cause and an effect. This is the time to infer whether or not candidates can think holistically about your company’s supply chain, and to assess whether they have a push or a pull orientation toward supply chain management.
2. **Define the objectives.** Ask candidates to explain their desired outcome. What did they want to achieve as a result of solving the problem?
3. **Generate alternatives.** Evaluate the alternative plans each candidate generated. How many alternatives did they come up with? Did the quality or the alternatives vary greatly? Was there a significant difference in the hard and soft costs associated with each idea? This is helpful for assessing the candidates’ creativity and resourcefulness as problem solvers.
4. **Develop an action plan.** Usually, for an action plan to be effective, several steps must be taken over a period of time. Have candidates recap their action plans, and evaluate how detailed the plans were. Did they specify who did what and by what dates? Detailed problem-solvers are more effective than generalists.
5. **Troubleshoot.** Give candidates the opportunity to recap worst-case scenarios. What could have gone wrong in their plan? What might the side effects have been? How did they ensure the plan’s effectiveness? Were there any unintended consequences?
6. **Communicate.** Getting information to the right people is key to making any action plan a success. Have candidates discuss which individuals or groups affected the success of their action plan. Do they explain who was affected by it and who needed to be informed? How did they communicate with relevant parties? The most effective executives are those who can communicate clearly.
7. **Implement.** Have the candidate explain who carried out the plan and monitored its implementation. Who was accountable for each part of the solution? What were the consequences for failure to meet the plan? As a manager, will the candidate be hard on the issues and soft on the people?

Predicting the future

Looking at how candidates have solved problems in the past gives you a good idea of how they will solve problems in the future. Knowing what type of problem-solver candidates are helps you evaluate what type of impact they will have on your company.

During the interview, think in terms of the quality, consistency, and costs of candidates’ solutions. You must get them to be specific about their problem-solving experiences. Minimize the chances of being duped by having candidates recap in vivid detail exactly what happened in a given situation.

Think as a child would: Ask “Why?” or “How?” to everything candidates say. If you don’t challenge them during the interview process, you may pay a steep price later.

SOURCE: Inbound Logistics

Adaptability Is Key to Success

Eighty-eight percent of surveyed CEOs in 40 countries rank flexibility, speed, and adaptability to change as the major traits needed by organizations that want to stay competitive, according to a new study by The Conference Board. The *CEO Challenge 2004* report also found that transferring knowledge, ideas, and practices within an organization is a top priority. “CEOs were adamant in suggesting that adaptability and innovation continue to be the keys to sustainable advantage,” noted Research Director Linda Barrington of The Conference Board. “This will be all the more so as the world sees emerging markets climbing up the ladder of skill specialization at an unprecedented speed.”

US Issues New Mileage Rates

The Internal Revenue Service released the optional standard mileage rates to use for 2005 in computing the deductible costs of operating an automobile for business, charitable, medical, or moving expense purposes.

Beginning January 1, 2005, the standard mileage rates for the use of a car (including vans, pickups or panel trucks) will be:

- 40.5 cents a mile for all business miles driven, up from 37.5 cents a mile in 2004;
- 15 cents a mile when computing deductible medical or moving expenses, up from 14 cents a mile in 2004; and
- 14 cents a mile when giving services to a charitable organization.

The standard mileage rates for business, medical, and moving purposes are based on an annual study of the fixed and variable costs of operating an automobile. An independent contractor, Runzheimer International, conducted the study for the IRS.

A taxpayer may not use the business standard mileage rate for a vehicle after using any depreciation method under the Modified Accelerated Cost Recovery System (MACRS), after claiming a Section 179 deduction for that vehicle, for any vehicle used for hire, or for more than four vehicles used simultaneously. Revenue Procedure 2004-64 (www.irs.gov/pub/irs-drop/rp-04-64.pdf) contains additional information on these standard mileage rates.

Lead Like a Yogi Moves

By Amanda Long

When it comes to being flexible, executives shouldn't save all their stretching for that power yoga class at the gym.

Flexibility and adaptability to change are the major keys to staying competitive, most CEOs say, according to a study released in late November by The Conference Board.

The Conference Board's *CEO Challenge 2004* report reveals that 88% of the 540 global business leaders interviewed designate speed, flexibility, and adaptability as a top priority. For 42%, it's the issue of "greatest concern."

While "knowledge management" might sound like stiff corporate-speak, being able to transfer ideas and practices within the company is a top priority for two-thirds of CEOs in the United States and almost 90% in Asia. (Next time someone asks why you keep such extensive files, point to this piece of news.)

"Developing an agile, adaptable workforce that embraces change and aligns itself quickly will be tomorrow's competitive differentiator," says Carl Steffen, vice president of PeopleSoft Human Capital Management.

PeopleSoft and senior-level executive-search firm Heidrick and Struggles cosponsored the survey. So, breathe in, exhale, and don't forget to stretch.

SOURCE: Business Smarts

New EU Legislation

Two new EU directives that apply to all 25 EU member states prohibit discrimination on racial or ethnic origin, age, disability, religion or belief, and sexual orientation (gender discrimination is covered in older legislation). They had to be incorporated into national law by member states before the end of 2003, although on age and disability, member states are allowed an additional 3 years to bring their legal systems into line.

The new rules apply to all private and public sector employers, and will require organizations to review their employment practices to ensure they are not discriminating directly or indirectly, in such areas as recruitment procedures, selection criteria, pay and promotions, dismissals, or access to vocational training.

More information on the EU's anti-discrimination policy can be found at http://europa.eu.int/comm/employment_social/fundamental_rights/index_en.htm

Quotable Quote for the Career-Minded

"Remember, no one can make you feel inferior without your consent."

—Eleanor Roosevelt

In Praise of Micromanaging

By Anne Fisher

Are you managing enough? Over the past couple of decades, “micromanagement” — defined by *The American Heritage Dictionary* as managing “with great or excessive control or attention to detail” — has fallen out of favor. Bruce Tulgan, founder and president of Rainmaker Thinking, a Connecticut-based consulting and training firm, thinks it’s high time to bring it back.

When the “nice guy” manager came into fashion, says Tulgan, “bosses started being afraid to act like bosses. But when we ask employees what they want from the people above them, the first thing they mention is never a raise. It’s always more coaching, more guidance, clearer goals, more constructive criticism, and more recognition for achievements.”

The star performers in any organization always want a certain degree of autonomy and flexibility, of course. But Tulgan says that “The only managers who succeed in giving their best people flexibility are those managers who are highly engaged and hands-on and demand strict accountability for results. So who are the real ‘nice guy’ managers?”

Have we gotten so leery of micro that we’ve stopped managing altogether? Maybe so. In an effort to figure out how bosses interact with their underlings, Tulgan and his team of coaches have conducted in-depth interviews with hundreds of managers over the past couple of years. They found an “epidemic of undermanagement,” he says.

In terms of the five management basics — clear statements of what’s expected of each employee, explicit and measurable goals and deadlines, detailed evaluation of each person’s work, clear feedback, and rewards fairly meted out — it seems hardly anyone is consistently stepping up to the plate. Only 10% of managers provide their direct reports with all five of the basics at least once a week. Only 25% do so at least once a month. And about a third of managers, it seems, fail to get around to the basics even once a year.

So what? Well, without regular attention to these matters, things can go off the rails pretty fast. “Neglecting the five management ‘musts’ means you’re not in a position to anticipate problems, so you spend all your time putting out fires,” Tulgan says. “You can’t delegate, so you end up needlessly tangled in the details. This is why, when people tell me they don’t have time to cover all five basics consistently, I tell them they don’t have time not to.”

With the job market finally coming out of its coma, this could be a good time to pay more attention to your employees. “You have to retain your high performers one day at a time, one person at a time. Look for the needle in the haystack that is the thing that person wants, and make sure he or she doesn’t feel the need to go elsewhere to get it,” Tulgan suggests. “Only hands-on, results-driven managers are able to do this” — and, by happy coincidence, to give their own careers a boost as well.

SOURCE: *Fortune*

Employee Support Reduces Stress

Employees who are committed to their companies are less likely to be absent from work than those who have little or no commitment. But a perfect record of attendance is no indication of an employee’s well-being. To address this issue, some companies — like software developer SAP — are introducing additional employee support.

SAP has no problem with absenteeism at its German offices, which employ 12,500 people with an average of 34 years, 86% of whom have further education qualifications. However, the company recognizes that its employees are often under stress in the workplace from a variety of factors, such as the need to change teams and tasks quickly, short response times, complex tasks, heavy workloads, and performance expectations.

If the stress is constant, problems may occur. While the early signs are well-documented (inability to switch off, sleep disturbances, increase in bad habits, such as use of caffeine, alcohol and nicotine, and reduction in output), sufferers rarely seek help at this stage.

To support its German employees and prevent stress-related illnesses, SAP offers a number of programs and facilities, including:

- flexible working hours and telecommuting
- compensatory time off
- salary conversion into time credits
- sabbaticals
- relaxation and recreation areas
- sports and fitness programs
- childcare facilities
- internal and external psychological counseling

Information about these programs and facilities is on SAP’s intranet on a page devoted to health and diversity. According to the company, the page is one of the most frequently accessed by employees.

One of the results of SAP’s employee support is above-average employee satisfaction when compared with other software companies.

SOURCE: *The Conference Board*

Tactics of Great Mentors

By Barton Goldsmith, PhD

Unlike strategic plans, tactics are processes you can immediately put to use. The key is not just implementing ideas, but doing so in a way that achieves positive results in the short term. Here are a few tactics used by great mentors in some very successful companies.

The truth about motivation

Motivation is a word you've heard for years. The trouble is that we keep coming up with superficial "incentives" that can make team members feel insulted or cheapened. Nothing you can give a person (short of a yacht) will motivate them as much as recognition and support from their supervisors and peers.

Tactics like "Employee of the Month" don't work because you create one winner and dozens of losers. Making sure that everyone shares in "the win" creates a team out of a staff. That is the definition of *esprit de corps*.

As companies grow, team members can suffer, because attention can be diverted from individual efforts. A good mentor/manager believes in publicly recognizing the contributions of the entire team by celebrating large and small successes, and by making the effort to nudge team members into positions that require them to become leaders.

If the team members know that their mentors and managers support them, they'll have the gumption to take risks, try new ideas, and experiment. These are behaviors that help companies grow.

Self-evaluations

People know how well they are doing, and what they are not doing well. Typically, mentors are more concerned with telling their charges how to do better rather than asking them what they think they are doing right. In an honest relationship, both parties should be able to express their feelings about their progress. A team member who truly wants to grow will be able to objectively assess his performance.

There are several self-evaluation questions that can help mentors start a positive dialogue and make the self-evaluation process more effective than a typical performance review. These questions will be great fuel for helping both mentor and team member understand how progress is being made and what course corrections are necessary. It also opens the door for some serious career mentoring. Most important, it will help both people discover the skills that need to be developed in order to achieve mutual goals.

Don't take away their problems

When things get busy and hectic, and a team member comes to you with a problem that you can clearly see the answer to, it is tempting to solve it for them. But this is not mentoring. By solving their problems you take away their opportunity to become educated and their ability to solve problems for themselves. People learn best when they face new challenges; in addition, they gain the skills to solve other, more difficult problems.

Using the tactics

Understanding and utilizing these tactics will help you mentor your team members to become more effective and to become leaders and mentors themselves. These are the tactics that will make your mentoring process an exciting part of your company culture. In addition, your team members will be inspired to reach new levels of performance; this is the essence of mentoring.

SOURCE: Successful Meetings Magazine

Free Evaluation Tool

For a free copy of self-evaluation questions, send an e-mail with "Self-Evaluation" in the subject line to Barton@BartonGoldsmith.com. The questions, and suggestions for implementing the process, will be forwarded to you.

Combatting Office Politics

Employees asked about what their bosses could do to communicate more effectively responded most commonly with “Stand up for staff when needed,” according to a poll by a staffing firm.

“Nipping office politics in the bud” ranked second with 24%, followed by “talking less and listening more” (22%) and encouraging people to take breaks (11%).

The best employees want someone who will be their advocate, according to the poll. Suggestions for better communications by managers include these:

- Stop fueling the rumor mill.
- Hold all employees to the same performance standards.
- Observe and listen during meetings.
- Be accessible.
- Ask questions and engage in one-to-one, impromptu discussions so you can pick up indications of political issues before they escalate.

Avoiding Networking Burnout

By Diane Darling

It's a part of every executive's job—networking. It happens everywhere, be it the holiday party, a board meeting, or a conference. Yet for many senior executives, it can be exhausting. Many of those at the top would rather be home reading a book, though that's not really an option.

There are ways to avoid networking burnout for senior executives. Here are a few tips.

- ▶ **Identify rising stars.** Identify at least one rising star who you feel is an authentic company ambassador. Bring that person with you to a variety of events and watch him or her in action. When the time comes and you need to be elsewhere, the organization will not feel slighted when someone else is in attendance. You will feel confident with the company representative.
- ▶ **Develop your personal “whether” report.** This will be unique to you and will help you determine whether or not to attend. Here are criteria to consider:
 - Will your competition be there?
 - Is there an opportunity for you to have a visible role, such as speaking?
 - Who are the attendees — i.e., what level, which industry?
 - How much does it cost? I worked with a CEO who would attend only events that cost more than \$100.
 - How much travel time will be involved?
- ▶ **Do some advance networking.** Send a note to a few people who you think will be interesting to meet. Introduce yourself and offer to make introductions for them. You are already building the relationship.
- ▶ **Get involved.** Identify two or three organizations that you would like to volunteer for — perhaps serving on a board or committee.
- ▶ **Learn how to gracefully enter and exit conversations.** I frequently see a senior executive cornered with no hope of a comfortable exit. Use your body language to keep yourself from being physically boxed in. In addition, use your conversation skills to greet people, introduce them to each other, and get the dialogue rolling. Leverage your role as a board member or committee chair to tactfully extract yourself from a conversation that no longer requires your participation.
- ▶ **Create a signal if you need help.** Find a signal that you can let someone else know means you need to be interrupted.
- ▶ **Practice.** Networking takes practice. Start a conversation on the second to the last stop of your train. You have only one stop before you have to exit. The more you practice, the less burnout you will feel.

Diane Darling is the author of The Networking Survival Guide and the founder and CEO of Effective Networking (www.effecivenetworking.com).

SOURCE: Executive Update

Worker Dissatisfaction

A Gallup survey of German employees, published in October 2004, shows only 13% of those surveyed were fully engaged with their organizations (that is, they have high emotional attachment to their workplace). A further 69% were not engaged and 18% were actively disengaged. Here's the breakdown by country:

	France ¹	Germany ²	UK ³	US ⁴	Singapore ¹
Engaged	12%	13%	19%	29%	6%
Not engaged	57%	69%	61%	54%	77%
Disengaged	31%	18%	20%	17%	17%

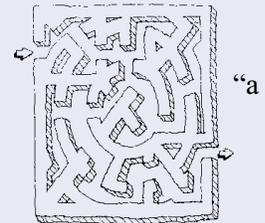
Survey data from ¹September 2003, ²April-June 2004, ³October 2003, ⁴April 2004. SOURCE: The Gallup Organization surveys.

One of the consequences of worker disengagement is its impact on corporate profitability and performance. Gallup estimates that people who are not engaged cost a company EU6,500 per employee per year in lower productivity, while the figure for those who are actively disengaged is EU11,500 per employee per year.

The recent survey in Germany also found that disengaged employees are less loyal, more stressed, less satisfied with their personal life, and have less fun at work. To improve employee engagement, organizations should consider their communications and the extent of their corporate hierarchies. According to Gallup, these are two major differences between firms' proportions of motivated employees. Those with more active communications have more engaged workers, as do those with fewer levels of hierarchy.

The Power of Handshaking

For *Peak Performance Worldwide*, sales consultant Robert Brown and protocol expert Dorothea Johnson guide you through first-rate handshake”:



1. **Understand your attitude** (think positively, relax, and focus only on the current meeting).
2. **Prepare your message** (know the message you want to send before you shake hands and visualize the outcome).
3. **Develop your sense of touch.** With practice your hand can become a sensitive transmitter and receptor; practice the “formula for handshaking success” (engage, pause, observe, and remember).

The duo also explain global handshaking protocol, as well as analyze 12 handshake types and how they might help you deal effectively with business or personal contacts. “A proper handshake should engage a person’s full hand,” write the authors. “The hand should be flat enough so your palms are touching, with the web between your thumb and index finger touching your partner’s web. This puts your hand in the position to give and receive messages. Your grip should be firm but not crushing. The pause is the key ingredient of a successful handshake. By pausing at the natural conclusion of the handshake, you express sincerity and openness. ... Minute muscle movements reveal your partner’s emotional state, and in pausing, you will be able to detect them. ... If you remember what you’ve observed, you can begin acting upon that information.”

Student Educational Employment Program Pays Off for SDDC

*By Mitch Chandran
Public Affairs, SDDC Headquarters*

They're young, they're excited about working and they're making a positive difference as students employed by the Military Surface Deployment and Distribution Command through the Student Educational Employment Program.

Temporary and part-time student employees with SDDC offer additional skills and talents to the many missions the command performs with the possibility of being converted to a full-time Federal employee after graduation.

The program has two components. One component is the Student Temporary Employment allowing a Federal agency to hire students temporarily. One example is a high school student performing office administrative duty during summer.

The other component is the Student Career Experience offering part-time positions throughout the year to students having a direct relationship between their field of study and their position with SDDC. An example is a college student majoring in law and working part time as an intern in the Staff Judge Advocate office.

Cathy Cherney, lead human resource specialist with SDDC, started her Federal career under a student program about 30 years ago. She also manages the Student Educational Employment Program for the command.

"The Student Career Experience component is a great start for a college student who is also ready to enter the workforce," said Cherney.

She said there is also an appointing authority to convert part-time students in this component to full-time employees into an authorized position without competition when they graduate.

"As one example, we had a student pursuing an undergraduate degree in business working in our acquisition office," said Cherney. "When she graduated she became a full-time Federal employee with us."

That student, Deonna Murrell, is now a contract specialist for the Transportation Information Management and Terminal Services Division in the SDDC Contracting Center.

Murrell started as a temporary employee with SDDC while in high school about 5 years ago. When she attended college her employment status converted to part-time under the Student Career Experience component until she graduated. She started her full-time Federal career in June after receiving her bachelor of business administration degree.

"Now, I'm literally working on million-dollar contracts on behalf of SDDC," said Murrell. "I feel good because I have more responsibility now than before as a temporary or part-time employee."

"I consider Deonna an asset," said Jackie Woodson, chief of Transportation Information Management and Terminal Services Division in the SDDC Contracting Center. "As a student, she started out doing simple things in the office. If we had any special projects, we could give them to her and she would get them done when we needed them."

Murrell's current goals are to complete all three levels of certification required by her job series, work to acquire a master's degree in contract management and advance as a Federal employee in her field.

Cherney cites several advantages associated with this program: "When you come out of school you go through that whole process of trying to find a job. Under the Student Career Experience Program, a job is already lined up. You have all the benefits of being a Federal employee. We have comparable pay, excellent benefits and a good retirement."

Cherney recommends that if a student is interested in working as a Federal employee for SDDC, or any other Federal agency, he or she first touch base with the school guidance counselor. Federal agencies work with both the counselor and students to see if the program is right for the student and the organization.

She also advises current students in the program to find someone in or near their office who they and others think are successful and benchmark from this person. Take time to have a professional appearance, act professionally and, just as important, be committed to the program.

White to Direct HHGFAA Govt., Military Affairs

HHGFAA recently hired Charles “Chuck” White to fill the newly created position of Director of Government and Military Relations, effective Jan. 1, 2005.

White will serve as the primary contact between HHGFAA and its members and US military and federal agencies such as DoD–SDDC, Department of State, and General Services Administration with whom HHGFAA members solicit and conduct business. White will also coordinate with other HHGFAA staff in monitoring and liaising with US government entities (such as Transportation Security Agency, Customs and Border Protection, FDA, USDA, FMC, Maritime Administration and US Coast Guard) that have enforcement or regulatory authority over the moving, relocation, and shipping industries.

White, who has over 10 years of moving experience, was most recently employed as the director of sales with Executive Moving Systems in Woodbridge, Va. He has extensive practical and operational experience with many of the federal agencies his new position will involve.

For the past 4 years he has served on the HHGFAA Executive Committee as the Associate Member Representative At-Large, which has provided him a great understanding of the workings of the Association and a familiarity with the HHGFAA staff.



Chuck White

IN MEMORIAM

John Randt

John Randt, of the SCCD Command Affairs Office, lost his battle with colon cancer on Dec. 14.

HHGFAA President Terry Head informed the Association’s Executive Committee of Mr. Randt’s death, noting, “Many of you may not know or remember meeting John, but he actually had quite a positive impact on the relationship between HHGFAA and SDDC.

“John headed up the Command Affairs Office, which publishes the SDDC *TRANSLOG* magazine. He had interviewed many of our members during various SDDC symposiums and workshops. John was active in the local NDTA chapter. He was also a regular contributor of SDDC stories and photos for the HHGFAA *Portal* magazine.

“On a more personal note,” Head added, “John was one of my ‘go-to guys’ at SDDC-HQ whenever I needed to know what was going on behind the scenes or get advance notice on forthcoming initiatives. Several years ago John was personally instrumental in arranging a very important meeting between General Montero and myself. Had John not taken that action, I doubt that I would have had the relationship with ‘Monty’ that subsequently developed to everyone’s benefit.”

Mr. Randt was a regular visitor to the HHGFAA offices and always came in with a smile, even while he was waging his fight for health and life.

“People frequently use the term ‘partnering,’ and John is one of the few whose words and actions actually fit the definition,” Head recalled.

White House Plans Shutdown of GPS During National Crisis

President Bush has ordered plans for temporarily disabling the network of global positioning satellites during a national crisis, the Associated Press reported.

Any shutdown inside the United States would come under only the most remarkable circumstances, a Bush administration official told AP. GPS is used by many trucking and transportation firms to track vehicles and shipments.

The military increasingly uses GPS technology to move troops across large areas and direct bombs and missiles, AP said. Any government-ordered shutdown or jamming of the GPS satellites would be done in ways to limit disruptions to navigation and related systems outside the affected area, the White House said.

SOURCE: Transport Topics

WCO Approves Plan to Tighten Cargo Security

The Department of Homeland Security (DHS) said that the World Customs Organization (WCO) had endorsed a plan, based upon principles designed by the US Customs and Border Protection, that could standardize how cargo is secured and moved worldwide.

The WCO represents 164 Customs administrations from around the world and accounts for 99% of all global trade, DHS said in a statement.

Although each of WCO's member nations must decide individually whether to adopt the standards, a recent 22-0 vote by committee members makes the widespread adoption of the standards likely, the *Wall Street Journal* reported.

"The action taken today by the WCO will not only build a system that enhances the flow of legitimate trade, but it builds a global security system — growing all economies, strengthening international partnerships, and securing the world against terrorism," Customs Commissioner Robert Bonner said in a statement.

The plan calls for countries to develop advanced information on shipments, set up targeting systems to identify high-risk containers and arrange for security searches at foreign ports.

DHS said WCO's policy committee also endorsed creation of an agency to help poor and developing countries to meet the security standards.

SOURCE: Transport Topics

UAE to Join Container Security Initiative

The United Arab Emirates agreed to become the 21st member country, and the first Arab nation, in the Container Security Initiative, the 3-year-old anti-terror program of the US Customs and Border Protection Bureau. Under the agreement, Customs will post inspectors to the Port of Dubai to help local officials screen US-bound cargo before it is loaded onto ships. Dubai, No. 11 on *The Journal of Commerce's* list of 2003's Top 50 Global Container Ports, is a major transshipment port for the Gulf Region. It handled 5.15 million TEUs in 2003, up 22% from 2002. There are currently 32 ports active in the CSI, including ports in North America, Europe, Asia, and Africa.

SOURCE: The Journal of Commerce

TWIC Might Branch Out

Possible Impact of a Transportation Worker Identification Card on the HHG Industry

By Boris A. Populoh, Director of Programs and Education

It is almost impossible to get away from the deluge of television news reports and newspaper articles talking about transportation security and the vital improvements that need to be made across the board. Unfortunately, there appears to be somewhat of a disconnect between lawmakers who want to “secure” global transport and the realities that accompany implementation. In many respects, security technologies still represent wishful thinking in that they might or might not work in the real world environment. Be it fact, fiction, or wishful thinking, many advanced security technologies still have some maturing to do before they become technically viable and economically feasible.

However, one technology that is likely to have a significant impact relatively soon is the implementation of individually verifiable identification cards for transportation employees who work at or may need access to ports, airports, and military installations. Commonly referred to as Biometric Verification ID Cards, these cards will function only in conjunction with biometric data of the legal holder of the card. In other words, if your iris or your fingerprint doesn't match the information on your card, you're not getting in.

That certainly sounds great, but let's face it—most household goods movers spend little, if anything, on checking into the true background of potential employees. As an industry, we definitely lag behind the proverbial bell-shaped curve when it comes to security and technology. Who can blame us? In the past the relatively low risk of theft, the primary security concern pre-9/11, didn't justify significant investment in technology aimed at increasing corporate security. However, what would you do if you had to implement a biometric identification card system for some or your entire workforce within 90 days? Would you know where to go, how much it would cost, or how long it would take? Programs such as the Transportation Worker Identification Card (TWIC), which is fostered by the Transportation Security Administration (TSA) and the Department of Homeland Security (DHS), are currently used in large-scale pilot programs. A 7-month pilot program involving some 200,000 transportation workers at 34 sites in six states began in November 2004 and is scheduled to run through May 2005.

Considering the possible implication of TWIC on the household goods industry is enough to give any industry executive or manager some sleepless nights. So what can be done to minimize the impact of potentially costly legislative mandates over time? The simple answer is that you should be prepared for the possibility of a mandatory transportation worker ID card. To be able to comply with such a request, our industry must change the way we approach the issue of security.

A significant percentage of companies involved in international transportation, including household goods movers and forwarders, view increased security costs as an additional burden to doing business, a strain on an already small profit margin. However, consider approaching the issue of corporate security with a different mind set. Instead of viewing increased security requirements as an unfunded mandate, approach it as an opportunity that can help your company operate more efficiently, and become more competitive. Although new security technologies and procedures will add cost initially, increased operational efficiency, better communication, a more reliable workforce, less employee turnover, and likely benefits resulting from reduced theft and damage are auxiliary benefits that could result from phased security initiatives.

What we are advocating in this article is a measured approach to issues relating to physical and personal security and how possible legislation may require you to implement specific programs and guidelines. It is critical that you familiarize yourself and key employees with current security products being offered, as well as legislation that may affect your day-to-day business operations. In my personal opinion, TWIC or programs like it are likely to become a reality. One only needs to look to the European Union, where a national identification card is common place for each of its 300 million citizens.

NCSC Goes Global

Angela Greiling Keane, TrafficWorld

With government security officials saying they want to “push out the borders” of cargo screening, the National Cargo Security Council itself is moving beyond US borders.

The Annapolis, Md.-based council says it is changing its name to the International Cargo Security Council and broadening its reach by starting a European chapter based in Brussels. The council plans to start other international chapters in other parts of the Americas and in Asia.

The 33-year-old private organization was created by Congress and began as a Department of Transportation entity. It spun off into a private group more than 20 years ago. Its members are cargo security professionals who in the past dealt largely with cargo theft but now also focus on anti-terror efforts.

While eclipsed in the public eye, cargo theft remains a major challenge to the freight transportation industry with up to \$20 billion in losses to the US economy per year, according to the council.

ICSC Chairman David A. Jones, the vice president for corporate loss prevention and security for Tommy Hilfiger, said one goal of the European outreach is to communicate US cargo security regulations that reach around the globe. The European Union is also working on its own set of cargo security regulations.

Editor’s note: *HHGFAA is a participating member of the National Cargo Security Council.*

Congress Moves to Add 600 Consular Officers

By David McGlinchey

The State Department has been authorized to increase the size of its consular workforce by 600 officers to boost staffing levels at embassies around the world.

The 2004 Intelligence Reform and Terrorism Prevention Act (www.govexec.com/pdfs/intelreform2004.pdf), approved last week by Congress, grants State Department officials the power to increase the workforce by 150 officers for four consecutive years - fiscal 2006 through fiscal 2009.

Consular officers are responsible for granting travel, student and immigrant visas and screening potential visitors to the United States. The State Department employs 1,081 consular officers, 350 of which joined the department after 9/11. Officers are stationed in 160 embassies and 80 consulates across the globe.

In the aftermath of the terrorist attacks, the department's consular services received sharp criticism. State Department observers and employees have said that consular officers continue to be burdened with extremely heavy workloads.

The move also might be designed to help support stricter controls on immigration security. The legislation limits the use of foreign employees in reviewing visa applications, and all immigrant and non-immigrant visa applications must now "be reviewed and adjudicated by a consular officer."

State Department officials said the agency could not comment on the intelligence bill because it is authorization legislation. Until a spending bill is passed, the official said, the State Department would not discuss the issue.

The agency also declined to provide information on the number of consular officers who would have been added between fiscal 2006 and fiscal 2009, in the absence of the intelligence reform bill.

Outside observers, however, praised the legislation and said it would improve homeland security efforts by strengthening the consular workforce.

"Obviously we welcome these proposed increases; the war on terror is placing stress on these officers, and overall stress," said a statement from the American Foreign Service Association (AFSA). "More people can be put into key posts."

The Partnership for Public Service said it was important to ensure that the correct personnel are hired for the positions.

"The reforms in this legislation are just the starter's pistol, not the winner's tape. The real work begins now," said Max Stier, president of the partnership. "Secretary [Colin] Powell understands this, and during his tenure at State, he was personally committed to people management...government will need similarly strong leadership to make sure we're getting the people who can do the job."

AFSA also had a cautious note to add to their support of the legislation. "We hope Congress will embed these personnel additions," the AFSA statement said. "We hope that personnel increases like this can be sustained year after year on a long-term basis."

This document is located at www.govexec.com/dailyfed/1204/121604d1.htm

US Flyers Get New Bankruptcy Protection

You've probably heard about the Intelligence Reform and Terrorism Prevention Act of 2004, which was signed into law by President Bush on Dec. 17 and seeks to dramatically overhaul the country's intelligence community. But you may not know that a provision in the act would protect American air travelers by providing a "right to alternate carriage" in the event that bankrupt domestic airlines suspend service.

The legislation states that air passengers holding tickets from a bankrupt airline for a particular route must be provided transportation on a space-available basis from any airline serving that route within 60 days after the bankrupt airline cancels service. Additionally, the maximum fee that any airline can charge for providing standby transportation must not exceed \$25, each way.

The act's protections expire on Nov. 19, 2005, and do not address airline loyalty programs or other potential liabilities.

Tampa Adds Freighter

A South American market that used to rely on Miami-based air cargo operators is getting more freighters of its own.

Colombia-based Tampa Cargo will take delivery of two 767-200 special freighters early this year as it reaches out to new regional markets. The deliveries will give Tampa a fleet of four 767-200s, two DC8-71s, and a leased DC-10.

The airline said the expanded capacity will go to new destinations such as Santiago. The carrier also received approval by the US Department of Transportation in December to operate all cargo service between Colombia and Miami through Peru and Ecuador.

Tampa Cargo, which specializes in hauling flowers and other perishables, said it has become a member of the Cool Chain Association and the online cargo booking service Global Freight Exchange.

SOURCE: TrafficWorld

DOT Offers 20-Year Plan for Modernizing Air Transit System

By Kathy Gambrell, CongressDaily

The Transportation Department recently unveiled its 20-year road map for modernizing the nation's air transportation system, aiming to make it more secure and built on quieter, cleaner technologies.

"After a long downturn in the demand for air transportation, travelers are returning to the system in large numbers. We must be prepared to accommodate this growing demand in the years ahead. Failure to do so will result in costly travel delays throughout the system," Transportation Secretary Norman Mineta wrote in the report (www.jpdo.aero/site_content/index.html).

President Bush last year signed into law the Federal Aviation Administration's \$60 billion reauthorization bill, the so-called Vision 100 — Century of Aviation Reauthorization Act. It called for the administration to deliver to Congress its plan for modernizing US air transportation by 2025. The plan was written by the Homeland Security, Commerce and Defense departments, FAA, NASA and the White House Office of Science and Technology Policy.

The plan says the demand for air transportation is outpacing the ability to increase capacity in airports and calls for development of an airport infrastructure to meet those demands. It calls for an effective "curb-to-curb" security system that will not impede mobility or civil liberties. It also recommends developing environmental safeguards that allow sustained aviation growth.

The plan calls for establishing an air traffic system with flexible spacing and sequencing of aircraft on the ground and in the air and the use of new equipment and procedures to tap underused airspace, airports and runways.

The Aerospace Industries Association of America, which represents military and civilian aircraft manufacturers, says it supports the report's recommendations on the overhaul of the air traffic control system.

"We must move vigorously to build this new system," said AIA President John Douglass.

Briefs

The Washington Air Cargo Association has donated \$1,000 to the Tidal Wave Relief Fund by making a donation to the Salvation Army, reports WACA President Bill Green.

Talent Management Ranked Top 5 Priority in 2005

Providing reward programs that attract, motivate and help retain employees ranks among the top five priorities for employers in 2005, according to a new survey conducted by Deloitte Consulting LLP's Human Capital division and the International Society of Certified Employee Benefit Specialists (ISCEBS). More than half of the nearly 350 employee benefit specialists surveyed in the United States said that consideration of how employee reward programs affect workforce talent will be a priority this year—the first time attraction and retention considerations have been rated this high in the 11-year history of the Top Five Total Rewards Priorities Survey.



Career Development

It's not always what you know, but whom you know. Networking and showing your peers that you know what you're doing and demonstrating that you can do a good job can get you up the ladder, particularly in this business—and sometimes better than a fancy piece of paper saying you have a degree in some irrelevant subject.

Unlike the case of accountants or lawyers, in the moving industry a good percentage of jobs are offered to those people you already know and are not advertised at all. Many people thrive in a career they came upon by chance.

Although you want to take advantage of unexpected opportunities, the better you understand what piques your interest, the better prepared you will be to chart the direction you want to head and enter a career of your choice.

YP-35 can be a good place to begin developing your career, as it enables you to meet others in the same industry, make new friends, exchange views and ideas. Who knows? That person you met at the YP-35 mixer could one day be the CEO of “Mega Moving & Storage.”

Employers want to hire people who will make their business more successful. Employers seek job-specific skills that relate specifically to a particular function. The most marketable skills are the abilities to:

- Work well with people
- Multi-task
- Maintain a positive attitude

Quotable Quotes for the YP-35 Crowd

“Development is the process in which employees expand their contribution to their organization—a contribution linking individual performance and satisfaction to the goals, challenges and demands of the enterprise.”

—Anonymous (SOURCE: Erin Murphy, Deliver USA, Inc.)



“Your attitude almost always determines your altitude in life.”

—Unknown (SOURCE: Michael Gilbert, YP-35 Chairman)



“The difference between a successful person and others is not a lack of strength, or a lack of knowledge, but rather a lack of will.”

—Vince Lombardi (SOURCE: Sam Exile, Unipack Global Relocations)



“The highest reward for a person's toil is not what they get for it, but what they become by it.”

—John Ruskin (SOURCE: Michael Gilbert, YP-35 Chairman)



“Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that's creativity.”

—Charles Mingus (SOURCE: Michael Gilbert, YP-35 Chairman)

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ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone for the HHGFAA Scholastic Assistance Program, which is aimed at promoting and supporting individuals engaged in higher education involved in the areas of transportation and logistics. At last the Scholarship program is in place.

Donations (by major annual giving levels) to the Alan F. Wohlstetter Scholarship Fund received to date are as follows:

Platinum (\$5,000 or more)

Household Goods Forwarders Association of America, Inc.
Joyce Wohlstetter
Manchester Grand Hyatt Hotel, San Diego

Gold (\$2,500–\$4,999)

Deseret Forwarding International, Inc.
Tri-Star Freight Systems

Silver (\$1,000–\$2,499)

Abba International Inc.
Axis International
Covan International Inc.
*Denali Group Companies
Evergreen Forwarding, Inc.
Gosselin World Wide Moving NV
Hayden-Boettcher & Co.
Jet Forwarding Inc.
National Van Lines, Inc.
Orca Moving Systems
Pac Global Insurance Brokerage, Inc.
The Pasha Group

Bronze (\$500–\$999)

American Red Ball International
American Vanpac Carriers Inc.
Great American Forwarders
Terry R. Head
Phoenix Transport Services
The Day Companies
True North Relocation

In Kind or Other

S & E Transportation

*Denotes contributions made since the list published in the previous issue of *The Portal*.

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Alan F. Wohlstetter Scholarship Fund

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Good Small Business Data Not So Elusive

Good dynamic small business data has traditionally been hard to find. However, advances in data collection are making it easier, according to a study released today by the Office of Advocacy of the US Small Business Administration. The study, *Development of Business Data: Tracking Firm Counts, Growth, and Turnover by Size of Firms*, was released at a review of government business statistics held by the National Academies' Committee on National Statistics.

“Traditionally, business data has focused on large manufacturers and agriculture,” said Dr. Chad Moutray, Chief Economist for the SBA’s Office of Advocacy. “However, our changing economy is finally being mirrored in data collection and that means more emphasis on small business. This is a good first step, but as the study shows, more needs to be done to more fully understand small business and the economy.”

The study, written by Catherine Armington with funding from the Office of Advocacy, traces the development of small business data over the last quarter century. It also examines current sources of dynamic small business data and issues in linking small business data over time. It shows that the Office of Advocacy has played a key role as funder and advisor to advances in small business data collection at the US Census Bureau, the Bureau of Labor Statistics, and the Federal Reserve System.

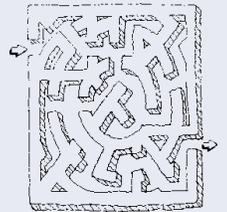
The Office of Advocacy, the “small business watchdog” of the government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress, and the President. It is the source for small business statistics presented in user-friendly formats and it funds research into small business issues.

For more information, visit the Office of Advocacy Website at www.sba.gov/advo.

Maneuvering the Job Reference Dilemma: 5 Tips

Nearly every manager is asked to provide references for former employees at some time or other. Here are some basic guidelines to help you through the process:

- **Familiarize yourself with your company’s policy.** Some companies have detailed policies in place that outline the types of information managers can provide in a reference. Some also specify who can and cannot provide references. Your company’s policy should serve as a good starting point.
- **If in doubt, leave it out.** Many employers provide only employment dates, job title and salary information when giving a reference. Find out if yours does the same.
- **Be consistent.** Make sure you provide the same types of information for each reference you write.
- **State only verifiable facts.** Opinions, while potentially helpful, may also open your company up to litigation.
- **Don’t whitewash potential dangers.** If an employee was fired for violent behavior, don’t lie about that information in your reference. Otherwise, the new employer might have grounds for a negligence lawsuit if the employee displays similar behavior in the new workplace.



Hours Rule Made News in '04

Freight capacity, highway funding and a historic revision of the driver hours-of-service rules were the big stories for US trucking in 2004, according to *Transport Topics*. With economic growth fueling the supply of freight in need of hauling — and most carriers keeping a lid on fleet expansion — business conditions improved significantly for most, but not all, motor carriers.

Two regional less-than-truckload carriers in the Northeast — USF Red Star and Guaranteed Overnight Delivery — shut their doors, while other carriers struggled to find enough drivers and stay ahead of record-high fuel prices.

Truckload carriers were able to increase rates an average of 5% to 7% to offset higher operating costs, which included driver pay raises, higher fuel charges and increases in the cost of equipment. Insurance premiums, which had risen sharply over the past few years, showed signs of leveling off during the year.

Storing Truck Growth

Trucking, delivery and warehousing grew 2.8% to make up a \$242 billion industry in the United States, and that was before an economic recovery kicked in.

The US Census Bureau's measurement of 2003 trucking activity showed the truckload industry far outpacing LTL business, growing 3.6% to \$115.2 billion. After a boom year in 2000, the LTL field has been largely stagnant but still totaled up a \$45.87 billion business.

The overall motor carrier revenue of \$161.1 billion, up 2.8% from 2002, was about 62% long-haul. General freight trucking, the revenue from goods in trailers, brought truckers \$111 billion during the year. There actually was more growth in holding the goods than moving them, with warehousing revenue up 5.8%, although the Census Bureau says that was only a \$16 billion business in 2003.

And if the growth sounds good for a downturn, Census notes the cost of purchased transportation grew faster, up 6.5% to \$35 billion.

SOURCE: TrafficWorld

Best Buy Builds Bench Strength

Best Buy, a US-based electronics retailer, believes that current supervisors and managers are the company's best source of future leaders. The giant retailer builds bench strength by selecting high-performing individuals for its "Harvest: Next Generation" program, which offers them a blend of classroom skills training and out-of-class resources. In addition to a 6-hour session each month, April through October, these future leaders are each assigned a mentor who serves as a coach during the program, visiting the student's store and following up on post-class assignments. The program helps Best Buy attract, retain and develop a pool of high-quality retail leaders.



Text Messaging Aids Dispatching Efficiency, Accuracy

A number of trucking and logistics companies are communicating voicelessly with drivers through mobile text messaging, which can lessen the frequency of phone conversations with dispatchers. The latest technology delivers instant notification that could help make drivers more efficient on their routes, fleet executives and mobile communications experts said.

“With voice, you either have to have a lot of dispatchers ready to answer the phone when a driver calls, or drivers have to wait on hold until a dispatcher can get to their call,” said Marc Mitchell, explaining the appeal of text messaging. Mitchell is transportation practice director of Illinois-based Enterprise Information Solutions, an information technology consulting company.

“No one likes being on hold, least of all people who get paid to drive. A data exchange can happen at the immediate convenience of the driver, without the need for someone on the other end of the phone to write things down,” he added.

SOURCE: Transport Topics

Mentoring at BCBS of NC

Blue Cross and Blue Shield of North Carolina’s BlueXchange mentoring program pairs the company’s employees with its leaders for 1 year. The program is designed to identify high-potential employees, develop talent, enhance cross-functional relationships and create networking opportunities. Employees accepted into the program are paired with a mentor who has completed rigorous training and who typically is from a different department. Since the program’s inauguration in 2000, turnover among mentorees has averaged 46% lower than the company’s general employee population. Additionally, 18% of mentorees in 2001 and 25% in 2002 received outstanding performance ratings compared with 10% for the general employee population for the same periods.

Blue Cross and Blue Shield of North Carolina ranked #55 in the 2004 Training Top 100, *Training* magazine’s annual ranking of organizations that excel at training and development. The Training Top 100 is determined by assessing a range of qualitative and quantitative data, including financial investment in employee development and how closely training efforts are linked to business goals. More information on the Top 100 is available at www.trainingmag.com/training/reports_analysis/top100/index.jsp

Job Interviewers’ Sneaky Tricks

Job hunters beware: Questions that seem like friendly small talk during or immediately after a job interview might be part of the screening.

- If the interviewer notes your previous places of employment and says, “I can understand why you left. I’ve heard complaints about the upper management there,” don’t take the bait. Be either positive or neutral when asked about your relationship with previous employers, coworkers, neighbors, family or anyone else.
- If an interviewer asks, “What do you do for fun?” avoid answers that center entirely on you. Rather than say, “I like to golf and watch baseball on television,” say, “I like to golf with good friends and watch baseball games with my children.”

The interviewer may be trying to determine if you enjoy socializing. The appropriate answers indicate that you are more likely to work well with others.



SOURCE: BottomLine Personal

Freight Forwarders Expand Opportunities to Increase Profits

Nicholas Tubb

There are 23,854 freight forwarders in the United States and the total annual sales in this industry are more than \$74 billion, according to Dunn & Bradstreet. Many freight companies conduct business internationally and it is essential to identify and manage risks. Is your freight forwarder company unnecessarily exposing its bottom line to the unpredictable nature of the foreign exchange market? Does your company have a strategic plan for managing currency exposures and currency volatility?

Every day more than US\$1 trillion are traded in the global foreign exchange market, where volatility has become the norm. From January 2002 to January 2005, the US dollar weakened by 43% against a basket of currencies comprised of those from America's major trading partners: the Euro zone, Canada, Britain, Japan, Australia, and Mexico. Numerous factors contributed to the dollar's decline, and market participants are currently debating whether the dollar has bottomed. Meanwhile, short-term fluctuation of the US dollar against major currencies has also increased significantly during this time period.

Steps to help manage risk

The volatility in the foreign exchange market creates uncertainty for profits, budgets and earnings for freight forwarders. While the currency volatility can't be controlled, you can take steps to protect your business throughout 2005. The following tips will enable you to increase your bottom line:

- Formulate a foreign exchange risk management plan.
- Monitor the market for short-term opportunities.
- Execute orders when favorable market opportunities arise.

In order to shift the impact of currency risk to overseas suppliers or for simple convenience, US companies previously conducted business abroad with dollars when the US dollar was the dominant world currency. Today, global businesses are taking control of foreign exchange transactions by working in their client or supplier's foreign currency. This enables the buyer to determine the exchange rate — and US dollar cost — at which to purchase the currency. Doing business in foreign currency removes the risk of sending too much, too little, or being re-billed, and also helps to gain more market share around the world.

Many freight forwarders look for convenience and low fees/rates when selecting their foreign exchange supplier. They usually buy when a payment is due, compiling their account payables, and try doing larger transactions at once. Whether you're making payments to overseas agents, paying foreign government tariffs and taxes on behalf of clients, or settling chargebacks for weight discrepancies with overseas associates, it is critical to plan how you will hedge against currency risk. Most freight forwarders have regular international payments that are usually deliverable between 30 and 60 days. The terms can be extended depending on the relationship with the supplier. Therefore, freight forwarders are prime candidates for hedging tools like forward contracts and short forwards.

Lock in profits

Once your company has established an obligation to pay an amount of foreign currency, your costs are exposed to fluctuations in the foreign exchange market. These risks can be eliminated through the use of a forward contract.

A forward contract allows you to purchase a specific amount of foreign currency at a current rate of exchange for delivery on a set date, typically between a month and a year in the future. Forwards can be bought or sold versus the US dollar, allowing you to cover both foreign payables and receivables.

Once the exchange rate is locked in, the US dollar amount is set for the duration of the agreement regardless of subsequent market movements, which can be up to 4 to 5 percent during any month. A fixed rate allows freight forwarders to budget effectively without currency fluctuations eroding profit margins.

The only typical requirement to enter into a forward contract is a deposit between 10% and 15% of the dollar cost of the funds. However, there are also forwards that require no deposit and can be executed within 45 days. Ruesch International, for example, has a product called short forwards, which are forwards ranging from 3 days to 2 weeks in length, plus a window of 1 to 30 days. Because clients usually have up to 60 days to pay their invoices, a short forward is a perfect risk management tool to capture the rate of a good trading day, and enables freight forwarders to fix their margin cost from the beginning. If your cash flow is low, your company can utilize a short forward with no impact on it. A short forward presents the advantage of no deposit for up to 6 weeks. Freight forwarder clients can use long-term forwards if the contract of shipping freight is set at predetermined dates throughout the year. The most significant benefit of the forward contract is that it allows you to secure a profit margin and budget effectively.

Expand FX tools to minimize risk

Freight forwarders can also leverage standing orders as a risk management tool. Standing orders require a foreign exchange specialist like Ruesch International to monitor the market and act upon the client's request to buy foreign currency at a target rate. Freight forwarders can capitalize on standing orders either through intraday or overnight (\$100,000 minimum) agreements to secure their profit margin ahead of a due payment.

Freight forwarders often exchange services among themselves, and prior to paying an invoice they will net (add or subtract) whatever amount is due or owed. On the other hand, many freight forwarders receive incoming payments in foreign currency and make payments in foreign currency. In this case, foreign currency holding accounts are used to hold any incoming foreign funds. This tool enables freight forwarders to make payments in foreign currency without having to maintain and pay for overseas accounts or lose money exchanging it.

Client success story: Aries International Inc.

Aries International Inc. is a customhouse broker and freight forwarder. A small private company, Aries International employs 80 people in six offices in New York, Chicago, Los Angeles, Miami, Philadelphia, and Atlanta. Having generated more than \$38 million in revenues for 2003, Aries International understands the importance of leveraging risk management tools and remaining competitive among freight forwarders in respective cities.

Every day they work with companies that import products from Europe and are responsible for clearing the shipment of merchandise through customs, paying duty and other expenses to ensure airfreight arrives to the destination safely.

"Ruesch International enables us to focus more on our business and increase our bottom line," said Laura Amico, controller for Aries International Inc. "Their understanding of the high fluctuation of currency in the market has been instrumental in helping us to manage our risk as the market changes."

One of the major challenges Aries International faced was balancing the time lapse between the arrivals of shipments with the time payments were due, without suffering significant losses. Bills are usually paid 30 days after receipt, so currency may fluctuate during that period of time.

The art of maintaining this balance can be tricky at times. Here's how: Aries International has a relationship with a freight forwarder in France, and instead of paying the airline when the shipment arrives, the French freight forwarder bills Aries International in euros. Aries International in turn has to bill the US importer in dollars. The bill in euros from the French freight forwarder is billed at today's rate, but it is due in 30 days and Aries International cannot predict what the currency exchange rate will be on the delivery date. Aries International is responsible as a clearinghouse to ensure payment of the correct rate of duty for each shipment, and every item in a shipment can be at a different rate. In this business, not having a plan to hedge against currency risk is a foreign exchange gamble freight forwarders should not take.

"Ruesch International introduced us to forwards to ensure we don't lose to currency fluctuations. Profit margins are not large, so it is critical to be extremely careful with each payment," said Amico. Freight forwarders cannot increase duty, and service expenses for personnel and administration are high. Foreign exchange is an area that freight forwarders can manage better to help increase profits by executing orders when favorable market opportunities arise.

Prior to using forwards, Aries International utilized spot purchases and wired the money to all freight forwarders for all payments. By contacting a payment provider, they secured the current exchange rate in the spot market. Then their payment provider executed the transaction. The "spot exchange rate" is the current value of one currency compared to another currency. Generally, spot purchases are used for immediate payment needs.

By using forwards as risk management tools, Aries International protects its profit margin and reduces anxiety, because by locking in the rate, they know they aren't going to lose money on transactions.

In January 2004, while the market was very volatile, Aries knew that it needed to make two international payments, one at the end of January and another at the end of February. Aries previously invoiced an overseas agent at \$1.2550 per euro. Aiming to secure Aries' position on this transaction, Amico decided to purchase a forward contract. She locked in 20,000 euros at \$1.24 per euro. By utilizing a forward contract, Aries was able to secure a profit of \$282 on this transaction. By locking in a rate, costs are set and there's no worry that the market fluctuations will affect the company's bottom line.

Understand the market

Staying apprised of relevant world events and rate fluctuations is one of the most basic means of managing foreign currency. Underlying factors such as economic statistics, politics, and social conditions drive the foreign exchange market, affecting the amount you'll pay, and the potential margin you could save, when purchasing or selling foreign currency.

Seek an expert

Freight forwarders are not expected to be experts on the foreign currency market, but it is important that you choose a foreign exchange supplier who is. Foreign exchange is a service provided by both banks and foreign exchange specialists. As with any commodity, market expertise, timely updates, responsiveness, attention to detail, rates of exchange, and service fees will differ from one supplier to the next.

Comparing service fees as well as exchange rates is an important consideration when choosing a foreign exchange supplier. Savings realized by a favorable rate of exchange and fees can be quickly lost by poor service, missing opportunities to buy, or not managing risks. Most banking relations are typically not affected by the decision to use a foreign exchange specialist, and you can always compare service and use more than one supplier for your international transactions.

Whatever your foreign exchange exposure may be, seek the advice of a competent foreign exchange supplier that will tailor a program to meet your specific needs.

Nicholas Tubb (e-mail: nicholas.tubb@ruesch.com) is the regional manager for the New York office of Ruesch International. As head of sales for this region, he leads a team of 26 sales executives and operations staff that focus on new business acquisition, client retention and sales support. Tubb is responsible for analyzing local market conditions as well as defining, implementing, and managing market expansion and client retention strategies. He can be reached at 1-800-292-4685.

Port of L.A. Becomes Nation's Top Trade Gateway

The Port of Los Angeles became the top international freight gateway in the United States in 2003, according to the Bureau of Transportation Statistics (BTS).

An estimated \$105 billion in imports and \$17 billion in exports moved through the port last year, BTS said.

The port handled \$10 billion more freight than New York's JFK International Airport, which fell to the second-ranked international freight gateway. It held the top position since 1999, when the bureau began compiling the information.

The Detroit/Wayne County Port Authority, which includes bridges and tunnels connecting the United States and Canada, was third with \$102 billion in international shipments, BTS said. The seaport of New York and New Jersey remained at No. 4.

BTS said a total of \$2 trillion in US exports and imports moved through the more than 400 international freight gateways across the United States in 2003. About 43% of the freight was handled by the top 10 gateways.

BTS said that at eight of the top 10 hubs, the value of imports exceeded the value of exports.

SOURCE: Transport Topics

Pasha Marks 2 Million Vehicles Processed at San Diego

The Pasha Group, headquartered in Corte Madera, Calif., announced in December that it had processed its 2 millionth vehicle at its state-of-the-art automotive terminal operation facility at the Port of San Diego in National City. Since beginning its port automotive operations in 1990, Pasha has grown significantly, in some years processing more than 300,000 vehicles annually. Pasha provides automotive processing services for Honda, Volkswagen, Bentley, Porsche, Audi, Isuzu, Mitsubishi-Fuso, GM, Lotus, and Morgan, among others.

Company President and COO George Pasha IV noted, "We reached 1 million vehicles in 10 years, and 2 million vehicles just 4 years later."

Meanwhile, Pasha Hawaii Transport Lines has selected the Port of San Diego as the home port for the MV Jean Anne, a 579-foot RO/RO Pure Car Truck Carrier vessel. The Jean Anne is expected to arrive at Pasha's state-of-the-art automotive processing facility in San Diego in March 2005 to begin fortnightly service to the Hawaiian ports of Honolulu, Hilo, Kahului and Napiliwili. Pasha has been processing vehicles at its Port of San Diego facility since 1990, and recently signed a multi-year contract with the Chrysler Group for the Jean Anne to transport its new Chrysler, Jeep®, and Dodge brand vehicles to Hawaii.

Bentley Motors, manufacturer of British sporting grand touring cars, also has chosen The Pasha Group to handle port operations services for the Western Region for its Arnage model range and new Continental GT. Pasha will process incoming Bentley motorcars at the Port of San Diego.

Loans Flow to Ocean Exporters

Shipping, logistics, and other companies involved in ocean freight transportation can get guaranteed working capital loans from The US Export-Import Bank (Ex-Im Bank), under a new program established by the bank and the US Department of Transportation's Maritime Administration (MARAD).

Under the agreement, Ex-Im Bank can provide working capital loans to export service providers, enabling them to extend credit terms to their export clients. The bank also will increase its working capital guarantee from 90% to 95% for US companies that ship on US flag vessels.

Ex-Im Bank and MARAD also agreed to raise the minimum threshold from \$10 million to \$20 million for Ex-Im Bank-guaranteed US export transactions that must utilize US-flag vessels.

SOURCE: Inbound Logistics

Ships Remain in Short Supply

Ocean carriers face a critical shortage of big container ships to charter during the next 2 years. The capacity crunch could jeopardize carriers' plans to expand services to keep pace with rising trade volume. BRS-Alphaliner, the consulting unit of Paris-based ship broker Barry Rogliano Salles, said no ships with capacities of over 4,000 TEUs are available for charter in 2005, and that only 15 vessels in the 4,000- to 5,000-TEU range, including five new ships, are potentially available in 2006. Carriers seeking extra tonnage are likely to subcharter ships, following the example of China Shipping Container Lines, which recently sublet two new 5,117-TEU ships from NYK Line.

SOURCE: The Journal of Commerce

Shippers Associations Come Full Circle

When the American Institute for Shippers' Associations was formed in 1964, many small and midsize shippers pooled their cargo to negotiate volume discounts with domestic transportation companies. Since passage of the Shipping Act of 1984, however, much of the activity of associations has involved service contracting with ocean carriers. Lately, there has been a resurgence in domestic contracting, especially with less-than-truckload carriers, said Ronald Cobert, who serves as counsel to the American Institute for Shippers' Associations.

"It's almost déjà vu," Cobert said. With consolidation in the LTL industry, trucking companies are beginning to regain some of their pricing power. Shippers associations, which are buying cooperatives formed by small and midsize shippers to secure better transportation rates, become more attractive to shippers whenever carriers in any industry achieve the upper hand in contract negotiations.

SOURCE: The Journal of Commerce

Job Market Up: Valuing Employees Will be Key to Retention

Recently the Society for Human Resource Management (SHRM) reported that 75% of all employees are looking for new employment opportunities. These restless employees say they're looking for better compensation and career opportunities. The Creative Group, a staffing services company in Menlo Park, Calif., reports executives and senior marketing executives with the nation's 1,000 largest companies may be in for an unpleasant surprise. Many companies don't focus on retention until it's too late to staunch the flow of experienced, productive people, says Tracey Fuller, executive director of The Creative Group. Now is the time to ensure top performers feel valued and respected, and have positive interactions with their managers.

Networking for Introverts: A 5-Step Plan

In college I was such an introvert that when I was dragged to parties I brought a book. It was a lonely existence, but the pain of having to talk to people in an unstructured environment was much too great.

So I was shocked a few years ago when someone told me, “Job hunting is easier for you than most people because you could sell yourself to anyone.” That comment was testament to the fact that I had recognized you can’t get what you want in life without networking. Even though my natural instinct is to sit home and read, I worked very hard to learn how to talk to people. Luckily for me, books are a great resource in this regard.

I read everything I could find. I read that most introverts are scared they’ll say something stupid or have nothing to say at all (both applied to me). So I read up on ways to feel self-confident in a room full of strangers and come up with things to say when I felt intimidated. (Here’s a recommendation: *You Are the Message*, by Roger Ailes.)

I learned that people who are good at networking are interested in other people. And they are good storytellers. After that, I was able to go almost anywhere and talk with people. Good talkers recognize that there’s something interesting about every person, and it’s their job to get them talking about it. But you can’t just bombard people with questions. You also need to reveal things about yourself. The best way is by telling fun and interesting stories that make you look good.

The Fine Art of Conversation

Striking up a conversation with a stranger can be an intimidating experience, particularly in a business setting, such as at a tradeshow, conference, or Chamber event. But such occasions can prove valuable networking and relationship-building times. Here are some tips to help you break the ice:

- Initiate the conversation. Introduce yourself. Take some time to tell the other person who you are and what you do.
- Focus things on them. Once you’ve briefly introduced yourself, find out what you can about the other person. Ask thoughtful and probing questions about their business, and their interests, and give them adequate time to respond.
- Look for common interests to connect. If you share a love for golf, for example, try steering the conversation in that direction. This may help you find a stronger connection in the future.
- Watch your body language. Stand confidently as you talk. Shake hands, smile, and maintain eye contact. Use verbal and visual cues to show you are interested in what others have to say.
- Give thorough, honest replies. Brief, yes–no answers to the other person’s questions may make you seem rude, curt, bored, or uninterested.

The Art of Believing

In one episode of Donald Trump’s highly-rated reality show “The Apprentice,” the contestants were given the challenge of selling artwork. Each team had to choose an emerging artist, take pieces of the artist’s work to a gallery, and sell them. The group that made the most money would win the challenge.

One team picked an artist because the prices on her work were high and they thought she had a built-in following. They didn’t particularly like the artist’s work (one contestant said it gave her nightmares). But the project manager said they were taking a “calculated risk” because they thought the artist’s work would sell the best. The other group chose an artist with abstract paintings they really liked.

Result: The first group sold only \$869 worth of art while the second sold a whopping \$13,000 worth. The losing team got “creamed,” said Trump, because they made the mistake of not believing in what they were selling.

Get a Raise without Getting Nervous

If the thought of asking for a raise makes you anxious, don't let it get the best of you. Instead of worrying, think about your reasons for wanting a raise, reflect upon your value to a company, equate that to compensation, and prepare your pitch, says Mike Lantz, president and founder of LantzQuest Performance Strategies in Indianapolis, Ind. Ask yourself:

- Have you saved the company a lot of money? Do you bring significant revenue to the business? Did you solve a huge problem? Bring these facts up in the meeting with your boss.
- Have you gone above and beyond the call of your work?
- Are you taking on more responsibilities than assigned to you originally? Are you doing things not in your job description?

Here are a few more tips to consider:

- Keep a personal portfolio of certificates attained and classes attended and bring it to your meeting. Do more than you were hired to do. You have to show your value and your interest. It is required to go above and beyond.
- Use tuition reimbursement programs to return to school. Extra training serves as an incentive for a raise, because you are studying about your profession outside the job. This improves your marketability.
- If you've gone the extra mile, you can ask for a raise whenever you want; there's no magic time to do so.
- Research what other people in your line of work earn. Are their salaries similar to yours?
- Practice your presentation at home, with friends, family, or on tape, until you are confident and ready to set the stage for yourself.

SOURCE: The Indianapolis Star, from which this article is adapted.

How to 'Colorize' Your Vocabulary

By Meryl Runion

For years I've been teaching people how to use PowerPhrases®, defined as short, specific and targeted expressions that allow you to say what you mean and mean what you say without being mean when you say it.

My original definition used the word "colorful" instead of "specific." When I discovered that "specific" was a critical part of the definition, I didn't want to make the definition longer. So I dropped the word "colorful," and I miss it. Colorful words create images in people's minds and create deeper impressions than words that are plain.

Often, specific words are colorful. "Doberman pinscher" is more specific than "dog," and it is more colorful as well. A malicious Doberman pinscher is more specific still, and more striking. "Intuition" is more specific than "thought" and has a vibrancy that the word "thought" does not have. An "intuitive flash" is more specific still, and few people can hear those words without getting a mental picture.

The first step in coloring your PowerPhrases® is to get more specific in your wording. And don't stop there. Just as venues renovate their sites, you can renovate your vocabulary.

Collect words you like. When a flight attendant said she would illuminate the cabin, I found the word "illuminate" very illuminating. I added "illuminate" to my collection. Why light a cabin when you can illuminate it?

Similarly, why walk when you can tread? Why repeat when you can echo? By adding color to your words, you go from mundane to magnificent. Add a word a day to your collection.

SOURCE: ConventionSouth. Meryl Runion is founder and CEO of SpeakStrong Inc. Sign up for her free newsletter, "A PowerPhrase A Week," at www.speakstrong.com.

Reversing a Slump

Every salesperson is susceptible to the occasional sales dip — even superstars. Sometimes, it's a seasonal issue. Sales just slow down for a time. Sometimes it's the economy. Budgets are tighter, and buyers are cautious to spend. And sometimes, it's just plain bad luck. Whatever the cause, here are some ideas for breaking out of that slump.

- **Sharpen your pitch.** Take a close look at your sales letters and printed materials. Practice your presentation on a colleague, and ask for constructive criticism.
- **Contact your customers.** A slow time is an ideal time to follow up with your customers to ensure things are going well for them. Ask how they're doing with your product, and see if they, or others at their company, might need additional services.
- **Review your goals.** Are they in line with your personal mission statement? Do you even have a mission statement and vision for yourself? Ideally, it should act as a compass and filter to guide every decision you make.
- **Stay positive.** A sales slump can bring down even the most positive individual. Unfortunately, a negative attitude or shaken confidence will only make the problem worse. Your attitude shows through in every conversation you have with a prospective customer. Try reading something inspiring, or listening to an uplifting book or seminar on tape. Stay connected to people.
- **Keep plugging away.** If your well is running dry, explore new avenues for finding qualified leads. Then follow up on them right away. Whatever you do, don't give up. Your efforts now will surely pay off down the line.

SOURCE: Heritage Business Forum

Tricks to Getting Organized

By Laura Stack

Wouldn't it be great if you never again forgot a good idea, lost an important file, missed a scheduled engagement, or wasted time with unnecessary interruptions? You can become more organized by following a few simple strategies.

- **Keep a calendar file in a desk drawer.** This is a group of 43 hanging file folders. The first 31 are labeled for the days of the month, the remaining 12 for the months of the year. When something crosses your desk that requires action later in the month, slip it into the appropriate day file. If the item doesn't require attention this month, put it in the file for the correct month. Each afternoon, pull the next day's file and use it to plan tomorrow's schedule. At the end of a month, take everything in the next month's file and sort it into the appropriate day file.
- **Call yourself.** Ever have a great idea for work when you're home, or think of something you need to do at home when you're in the car? Call your answering machine or voice mail and leave yourself a message.
- **Arrange contact times.** To keep interruptions to a minimum, set aside two half-hour blocks of time each day when you accept and return calls. Have your answering machine or voice mail pick up calls at other times.
- **Keep a communication log.** Label separate sheets of three-hole paper with the names of everyone you deal with regularly — friends, coworkers, clients, contractors, even relatives — and store them in a three-ring binder alphabetized behind A-to-Z tabs. When there's something you need to tell one of them don't call unless it's urgent. Just write it on his/her page. Next time you speak with him, flip to the page in the binder and cover everything you need to discuss in one call.
- **Set up Internet reminders.** Some e-mail programs and Websites offer free reminder services. Use them to e-mail timely messages to yourself about upcoming birthdays, anniversaries, and important business engagements.

Examples: The free Websites **www.birthdayalarm.com** and **www.regards.com**. The site **www.iping.com** provides wake-up calls and other reminder services for \$4.95 and up per month.

SOURCE: Bottom Line Personal

A look at the people and events shaping HHGFAA member companies

APPOINTMENTS



Groger



Chintarat



Shibano



Donatelli



Waugh

Randall Groger has been promoted to president of **Air Land Forwarders**, a subsidiary of The Suddath Companies and a provider of international household goods moving services for military personnel. Groger will oversee all executive aspects of the company's participation in the US Department of Defense and General Services Administration's international moving programs.

As vice president of Jacksonville, Fla.-based Air Land Forwarders, Groger has led the company to achieve record revenues while fulfilling its mission of providing quality relocation and real estate-related services to military personnel and their families around the world.

Groger joined the Suddath team over 20 years ago and has 30 years of industry experience. Groger also serves on HHGFAA's Executive Committee as vice chairman, and chairs HHGFAA's Government and Congressional Affairs Committee.



Beginning with the new year, **Jennifer Chintarat** has been promoted to full-time business development manager of **Trans-Link Relocation** in Thailand. She has been taking care of the American market and other corporate accounts since joining Trans-Link Relocation a year ago. She has been further developing the 4-LINK products and offering them to customers. The sales turnover on these products has grown 28% since 2003:

- HOME-LINK covers moving, housing, immigration, and expat orientation.
- ARTIQUE-LINK covers art and antiques packing and moving.
- OFFICE-LINK covers office relocation, computer and server relocation.
- INDUS-LINK covers machines, factory relocation and crating and vacuum packing.

Chintarat worked at the Embassy of the Federal Republic of Germany in Bangkok for 8 years prior to joining Trans-Link Relocation. She is fluent in English, German, and Thai. She can be contacted at jennifer@translink.co.th.

Also at Trans-Link, **Saeko Shibano**, who was born in Nagoya city, Japan, has recently committed herself full-time to working for the company and overseeing its Japanese corporate and private accounts in Thailand. The Japanese community, which represents a substantial market share not only in Thailand but also in other countries around the globe, has become one of the niche markets of Trans-Link Relocation.

Besides studying and growing up in Nagoya city, Shibano had been studying Korean language and culture at Korea University. She speaks native Japanese, Korean, and some Thai. She can be contacted at saeko_s@translink.co.th or relocation@translink.co.th.



Andy Cartwright has been named president of **Cartwright International Van Lines, Inc.**, in Grandview, Mo. The year after graduating from college in 1988, Cartwright began working for the family-owned company. He was promoted to vice president in 1997. His father, Mike Cartwright, will become chief executive officer.



The new manager of **Move One Bosnia**, **Bojan Simunovic**, is familiar with all aspects of the Sarajevo office's operations, from conducting packouts to driving the trucks. Hired on to the Move One team in 1996, Simunovic is the prototypical company man, having started in the Sarajevo warehouse and gradually making his way up to the management position he now holds.

Of course, work aside, Simunovic has also experienced a great deal of political change and turmoil in his native Bosnia over the course of the past decade.

"During my first three months with the company, I was primarily doing packouts and driving small shipments around," Simunovic recalls. "It doesn't sound like much but at that time tensions were still running high following the implementation of the peace agreements. No one else wanted to be venturing around Bosnia — the country was essentially separated into three parts and I was the only driver who was willing to take shipments to all three of them."



David McInnes has succeeded Matthew Enticknap as communications manager for **Move One/ERC** global headquarters. E-mail address: david.mcinnis@moveone.info.

◆
Suddath Domestic Military Group, one of the leading domestic household goods moving and storage services for the US Department of Defense, has promoted **Scott Kelly** to president. In that position, he will continue to manage as well as oversee agency development, the Families First initiative, and the growth of the business unit and its staff. Since 2000, Kelly has served as vice president of the Suddath Domestic Military Group.

Throughout his 22-year career at Suddath, Kelly has increased the profitability of the organization and built one of the largest agent families in the United States focusing on military relocation. Under his leadership, the domestic military group has gained a 600+ agent network. The group has also earned the ranking as the No. 1 rated full-service move manager and a listing as one of the top three carriers in the re-engineering program.

Kelly initially joined Suddath as an associate in agency development in 1980. He later became director of agency development and led the charge to expand the military agency family. In 1998, he became vice president of business development before assuming the role of vice president of Suddath Domestic Military Group.

◆
Crown Relocations has named **Robert Matthews** country manager for Doha, Qatar, effective in November 2004. A seasoned expatriate mover with over 14 years of industry experience, most recently in the Vietnam region, he will be responsible for increasing Crown's global military services in Qatar.

◆
The Dutch firm **Voerman International**, headquartered in The Hague, has named **Lex Meuldijk** commercial director. Meuldijk will be responsible for the further extension of several commercial activities. There are about 650 employees working at Voerman International's domestic and foreign branches.

◆
Tom Donatelli has been named country manager for **Asian Tigers KC Dat (Taiwan)**. Donatelli has been with the Asian Tigers Transpo Thailand office for 14 years.

Website: www.AsianTigersGroup.com. E-mail: thomas.donatelli@asiantigers-taiwan.com

◆
Reindeer Auto Relocation has announced the appointment of **Alan Waugh** to their Indianapolis World headquarters. Waugh will be responsible for the international auto relocation operations, relying on his past experience and his many contacts in the transportation industry to build upon Reindeer's already strong presence.

Previously, Waugh worked in Wheaton Van Lines' International Division, where he was responsible for coordinating the logistics process of household goods and personal effects movement internationally.

EXPANSIONS

Transportes FINK S/A has opened its own new facilities in Curitiba, Paraná, Brazil. The new branch has a spacious warehouse to handle domestic and international household goods, fairs and exhibitions, and fine arts and storage needs.

For information e-mail curitiba@fink.com.br.

Trans-Link Marks Expansion

Having enjoyed sustained growth since 1987 in Thailand, **Trans-Link Thailand** has expanded its space at both the office and the storage center. The newest facilities to serve the company's overseas partners and local corporate customers include the followings:

- The Bangkok Headquarters office at Panjathani Tower
- The 33,000-square-foot Storage Center in town at Klongtoey, near Customs House and seaport
- A 52,000-square-foot Storage Center outside Rajburana
- The Operations and Service Office at the Bangkok International Airport.



Left: The Storage Center outside Rajburana.



Left and right: The Bangkok headquarters office at Panjathani



IN MEMORIAM

Muneyuki Oki

Muneyuki Oki, the founder and chairman of Phoenix Transport (Japan), Ltd., passed away on Jan. 2, 2005.

“Mr. Oki will be missed by all,” said Phoenix Transport General Manager Martin Giles. “His kind nature, warm smile, and love of life are ingrained in the memories of all who knew him personally, and his legendary knowledge of the household goods industry, and network of friends around the world, are unique in their own right.”

A wake for Mr. Oki was held on Jan. 6, and the funeral the following day in his hometown of Kamamura. Mr. Oki’s ashes were taken by his son to Okinawa for interment.

Mr. Oki, who was 77, is survived by his son, two grandchildren, and his “family” at Phoenix Transport.



IN MEMORIAM

Robert S. (Bob) Matthews

Robert S. Matthews, vice president for Interstate International in Springfield, Va., died on Jan. 7. Mr. Matthews guided the growth of the company’s international division and firmly established it in the world-wide market. He was instrumental in attaining FAIM-ISO status for Interstate International, and served on the Board of Directors of the USA section of FIDI. He was also active in other industry associations, including HHGFAA.

Prior to joining Interstate in 1999, Mr. Matthews was owner and president of two award-winning agencies, Ambassador International and Ambassador Relocations.

He had over 30 years of experience in international forwarding and logistics. From 1971 to 1982, his work took him around the world, as he established and managed new operations for Crown Pacific in numerous locations in Asia and the United States.

Mr. Matthews’s family has suggested that in lieu of flowers, expressions of sympathy be in the form of contributions in his memory to Washington National Cathedral, Attn: Cissy Newbill, 3001 Wisconsin Avenue, NW, Washington, DC 20016-5098.

IN MEMORIAM

Conrad Cooke

Conrad Cooke, international sales manager for Ambrose & Sons Pty Ltd. in Sydney, Australia, died on Jan. 3 of a heart attack. Mr. Cook was stricken during a visit with his family over the Christmas holidays, as he was being treated at a hospital for a stomach virus he contracted while in Pakistan. He is survived by his wife and daughter in Sydney.

Ambrose & Sons General Manager Marty Ambrosius noted, “Conrad will be very sadly missed by us at Ambrose & Sons and all who knew him.”



Stefano Scaglioni goes the distance during a recent triathlon.

Welti-Furrer Runners Tackle Triathlon

In the removals business, a “triathlon” is considered to be the origin service–transport–destination service disciplines, where an attempt is made to move something from A to B with the highest possible quality service at the most attractive price. The time required for this (at least in most cases) tends to play a subordinate role.

There is, of course, also the sporting triathlon, in which the athletes cover a certain distance in the water, by bicycle and on foot. Two employees of the **Welti-Furrer AG** company in Zurich, **Stefano Scaglioni** (head of the international department) and **Raymond Knuesli** (customer consultant), took on this challenge. While the rookie Stefano attempted the medium distance (0.9 km swimming, 26 km cycling and 7 km running) last year, and took on the Olympic distance this year, Raymond was already attempting the Iron Man distance (3.8 km, 180 km, 42.195 km). Both completed their races with style!

Nevertheless, they will both continue to earn their daily bread with the removal triathlon in the future!

Website: www.welti-furrer.ch

Crown Relocations Unveils New Websites

Crown Worldwide has launched two new Websites. The Crown Worldwide Group site, www.crownworldwide.com, provides visitors with an overview of Crown’s worldwide business units. The Crown Relocations site, www.crownrelo.com, offers transferees, and the professionals who assist their employees with global mobility services, more features that save time, improve information gathering efficiency, and provide destination-specific facts.

Features include:

- Industry expert page: Easily contact experts in specific fields of interest, ranging from Logistics to Relocating Fine Art.
- Travel Warnings Advisories issued by the US State Department: Stay informed with an updated list of countries under a Travel Warning.
- Articles and helpful tips: Choose from a variety of topics in the mobility industry and on information unique to businesses or relocation plans.
- Multi-language home pages and Request forms: Retrieve information in French, Spanish, Portuguese and Japanese.
- Access to real-time tracking of shipments: Transferees and their families can quickly track personal effects from beginning to end worldwide.
- Client-branded Websites: Corporate clients can efficiently access pertinent information on a pass word protected Website.

“Crown’s Website development team is focused on providing valuable content to our customers,” said Ray daSilva, Group executive vice president. “The Website has evolved from brochure ware to a site where our customers can initiate services and retrieve information specific to their businesses. In fact, we operate a number of customized, customer-branded Websites which simplify information access, reporting and service initiation.”

MoveOne Delivers Donations to Kabul Orphanage

Life in Kabul is difficult for the majority of the local population but perhaps no other group is more vulnerable than the city's orphaned children. With this in mind, **Move One**'s Kabul office recently delivered a donation of washing machines to the Tahia Mashkan orphanage — one of only two orphanages currently operating in the Afghan capital.

Although conditions at the orphanage have improved thanks to the work of foreign aid, NGOs, and other like-minded members of the private sector, there is still a great deal of work to be done. It is hoped that the washing machines will provide for improved hygiene among the approximately 800 children living at the orphanage.

Crown Announces Photo Contest

Inspired by a photo sent by a customer of a smiling child sitting in a Crown moving box, **Crown Worldwide** is sponsoring a photo contest. "Making moving a positive experience for families is our goal," said Jim Thompson, Crown Chairman. "The wonderful picture of that child tells us that he really enjoyed the experience of moving with Crown."

The set and arrangement of the photos are entirely up to the contestants and the baby can be of any age — as long as he or she is playing inside a Crown moving box. Crown boxes are available around the world at Crown facilities.

There will be three first place categories — Most Creative, Best Expression, and Best Overall Photo. The three winning pictures will be featured in Crown's Worldwide Newsletter and on Crown's websites. Also, all three winners will receive Crown's unique Biker Bag, stuffed Crown Lion and a Rugby Ball.

Visit www.crownrelo.com for entry form and further details.

Ho-Ho Hoedown at Albert M&S

The children, grandchildren, and siblings of **Albert Moving & Storage** employees joined the Albert team in Wichita Falls, Texas, for a day of fun during the holiday season. They enjoyed lunch, a tour of the Albert Companies' facilities, and a chance to give letters to Santa.

As the children arrived they were welcomed by one of Santa's helpers, Jolly Judy, and toured the facilities. They made stops at Data Storage Depot and the Armadillo Accounting office, where they were given Texas hay and a shiny new Texas quarter. At their next stop, the Wild West Warehouse, Big Bob gave them sheriff's badges.

On arriving at the next-to-last stop, each kid sat on Cedric the horse and was photographed with Santa. Finally, when they arrived at the chuck wagon, they wrote letters to Santa.

During lunch, Buffalo Bob read "The Night Before Christmas in Texas." Each child had a picture made with Santa, who gave each of them Texas trail mix.



Kids at the Albert Moving & Storage Christmas celebration got a chance to ride Cedric the horse and be photographed with Santa.

WELCOME NEW MEMBERS



Georgia Angell
President
Dell Forwarding
HHGFAA Chair

On behalf of the Household Goods Forwarders Association of America, Inc., I want to extend a warm welcome to those who are new to our organization.

NEW ASSOCIATE MEMBERS

Asialink Relocations (M) Sdn. Bhd.

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Taman Perindustrian KIP, 52200
Kuala Lumpur, Malaysia
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E-mail: info@asialinkrelo.com
P.O.C: Roald Jan Splinter
Sponsors: Max Jacobi Sped GmbH, Germany
UTS van Kralingen, BV, The Netherlands

Beijing Doda International Cargo

Transportation Company Ltd
North Court, No. 25B Nan Yang Zhuang Cun
Shi Ba Li Dian Xiang, Chao Kang Distric
Beijing 100 023 PRC China
Tel: (8610) 6747 3412 • Fax: (8610) 6747 4953
E-mail: equiry@doda.com.cn
P.O.C: Julie Han
Sponsors: Mongolian Express Co., Ltd, China
Rhema Movers Pte Ltd, Singapore

Buhariwalas International Relocations Pvt Ltd.

4-A, Lst Floor, Malhotra House, W.H. Marg,
OPP. G.P.O.
Fort Mumbai 400 001, Maharashtra, India
Tel: (91) 22 2264 4610 • Fax: (91) 22 2264 4615
E-mail: relocations@buhariwalas.com
P.O.C: Mrs. Jeroo Ness Buhariwala
Sponsors: GAC Shipping (India) Pvt. Ltd., India
The Moving Company (NZ) Ltd, New Zealand

Famous Pacific Forwarding Philippines Inc.

26th Floor Triden, Tower 312 Sen. Gil
Puyatave, Makati City, Philippines
Tel: (632) 812 2688
Fax: (632) 893 9892
E-mail: melody@fpsmnl.com.ph
P.O.C: Ms. Melody P. Herhert
Sponsors: Interem, UAE
Consolidated Shipping Services LLC, UAE

Fraser Freight Forwarders

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Dhaka, Bangladesh
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Fax: (88) 02 882 3754
E-mail: fraser@bdcom.com
P.O.C: Richard R. Fraser
Sponsors: Progressive Packers &
Shippers (Pvt) Ltd, Bangladesh

Interem, Int'l Removals Div. of Freight

Systems (I) Pvt. Ltd.
Suite 506, 4th Floor, Oxford Towers #139,
Airport Road, Kodihalli
Bangalore 560 008, India
Tel: (91) 80 5115 1054
Fax: (91) 80 5115 1057
E-mail: interem-ind@freightsystems.com
P.O.C: Mr.Rajesh Nair

Jays Moving & Storage

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Calgary, Alberta T2B 3P9, Canada
Tel: (403) 276-9003 • Toll-free: (800) 643-0999
Fax: (403) 276-4191
E-mail: overseas@jaysmovingab.com
P.O.C: Elan van Ameringen
Sponsors: Atlantic & Pacific, Canada
World Wide Overseas Moving Service Inc.,
Canada

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19-13 Thori Lam Changangkha
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Thimphu, Bhutan
Tel: (975) 02 321 940 • Fax: (975) 02 342 729
E-mail: leko@druknet.bt
P.O.C: Mr. Kincho Dorjee
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Merci Service International Movers, SRL, Italy

Orbit International Moving Logistics Ltd

390 Steeles Ave West, Unit #11
Thornhill, Ontario L4J 6X2, Canada
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Fax: (905) 881-2951
E-mail: adi@orbitmoving.com
P.O.C: Adi Shaked
Sponsors: King's Transfer International, Canada
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P.O.C: Mr. Nguyen Trung Thanh
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P.O.C: Mrs. Zuzana Hrozova
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E-mail: tarun@sk2c.com
P.O.C: Tarun Tandon
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Tel: (403) 720-3244 • Fax: (403) 279-4062
E-mail: sales@starlineoverseas.com
P.O.C: Nate Edwards

[The Shore Porters Society](#)

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Aberdeen, AB11 5EW, Scotland, England
Tel: (44) 1224 569 569 • Fax: (44) 1224 583 080
E-mail: graham@shoreporters.com
P.O.C: Graham L. Burnett
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St Louis, MO 63116
Tel: (314) 351-4415 • Fax: (314) 352-3149
E-mail: rconardy@aol.com
P.O.C: Ronald W. Conardy
Sponsors: Aero Mayflower Transit Co., LLC, MO
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Tel: (64) 9 622 9042 • Fax: (64) 9 636 0252
E-mail: shipping@ucl.co.nz
P.O.C: Stuart Laurenson
Sponsors: Transglobal Shipping & Storage,
Australia
Boltt Removals and Storage Pty Ltd, Australia

[Uniscope International Limited](#)

Unit 1, Blue Chip Business Park
Atlantic Street, Altrincham
Cheshire WA14 5DD, England
Tel: (44) 161 929 6229 • Fax: (44) 161 929 6224
E-mail: uniscopeintltd@btconnect.com
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2004/2005 HHGFAA Membership Directory	50.00	75.00
Additional Copies of <i>The Portal</i> (1-year subscription)	80.00	96.00
Defense Transportation Regulations Part IV (replaces the PPTMR)	40.00	55.00
HHGFAA Freight Forwarders Tariff #4	15.00	
Rate Solicitation I-15 	45.00	60.00
Global Transportation & Related Business Terminology	45.00	75.00
How Congress Works: A Layman's Guide to Understanding Congress	10.00	
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ITGBL Carrier Approval Pamphlet (PAM 55-4; effective Dec. 1, 2004)	10.00	15.00

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OR, fax with credit card information to (703) 684-3784**

By Jim Wise
PACE-CAPSTONE



The 109th Congress

With the new Congress on board in early January, there are several important considerations for HHGFAA members to note. The Republican increases in the Senate could bring significant policy changes in that body.

In the House, the Republicans gained three seats, and now command a 232-to-201 advantage. There is one independent (who usually caucuses with the Democrats) and a single open seat created by the death of Rep. Bob Matsui (D-CA). These new margins enhance the power that the Republicans held in the last Congress and there will be no changes in the leadership for either party from last year: Dennis Hastert (R-IL) remains Speaker, Tom DeLay (R-TX) House Majority Leader, and Roy Blunt (R-MO) Majority Whip. On the Democratic side, Nancy Pelosi (CA) and Steny Hoyer (MD) continue as House Minority Leader and Minority Whip, respectively.

The Republicans' four-seat gain in the Senate gives them 55 seats. However, it still requires 60 votes to invoke "cloture." While the Republican Caucus is still five votes short of being able to invoke cloture and therefore eliminate the threat of a filibuster on any bill (including blocking the consideration of judges), possible Democrat defections on specific issues could make this 60-vote count attainable.

In the Senate, there are no changes in leadership among the Republicans. Sen. Bill Frist (R-TN) continues as Senate Majority Leader and Mitch McConnell (R-KY) as Majority Whip.

The Democrats have seen dramatic changes. Senate Minority Leader Tom Daschle (D-SD) lost his re-election bid to John Thune. Sen. Harry Reid (D-NV) is the new Senate Minority Leader and Sen. Dick Durbin (D-IL) is now Minority Whip.

With respect to Committee assignments of interest to HHGFAA members, perhaps most noteworthy is that Reps. Jerry Lewis (D-CA) and Bill Young (R-FL) have essentially swapped roles. Lewis is the new Chairman of the full House Appropriations Committee and Young will chair the House Appropriations Subcommittee on Defense. Rep. David Obey (D-WI) is still the ranking minority member on the full committee and John Murtha (D-PA) continues as ranking minority member on the DoD Appropriations Subcommittee.

At this writing, no other subcommittee chairs or assignments have been finalized. There also is a strong possibility that the makeup of the other Appropriations subcommittees might be modified from previous Congresses.

The new Chairman of the full Senate Appropriations Committee is Sen. Thad Cochran (R-MS), who succeeds Sen. Ted Stevens (R-AK). Sen. Robert Byrd (D-WV) remains as the ranking minority member of the full committee. Stevens will chair the Senate Appropriations Subcommittee on Defense and Sen. Daniel Inouye (D-HI) will become the ranking minority member on the Defense Appropriations Subcommittee.

The chairs and ranking minority members of the Armed Services Committees in both chambers will remain unchanged: Rep. Duncan Hunter (R-CA) chairs the House Armed Services Committee; ranking minority member is Ike Skelton (D-MO). Sen. John Warner (R-VA) chairs the Senate Armed Services Committee; Sen. Carl Levin (D-MI) continues as the ranking minority member. Chairs of the subcommittees on the Armed Services panels have not yet been named.

Similarly, the leadership of the House Transportation Committee will remain unchanged. Don Young (R-AK) continues as Chairman and Jim Oberstar (D-MN) as ranking minority member. In the Senate, transportation issues fall under the jurisdiction of the Commerce, Science & Transportation Committee, chaired also by Ted Stevens; Daniel Inouye is the ranking minority member.

On the Small Business Committees, there will be no changes in leadership in either chamber. Don Manzullo (R-IL) chairs the House panel, with Nydia Velazquez (D-NY) remaining as the ranking minority member. In the Senate, Olympia Snowe (R-ME) remains as chair, and John Kerry (D-MA) as the ranking minority member.

Transportation Issues in the 109th Congress

Transportation Reauthorization

Last year's failed attempts to renew the law governing highway, public transportation and road safety programs appear to have humbled sponsors and transportation interests, who hope not to repeat last year's price-tag wars with the Bush administration. Now nobody expects to see a bill as ambitious as the \$375 billion that House Transportation and Infrastructure Committee Chairman Don Young (R-AK) introduced in 2003. With states clamoring for long-delayed funding, the pressure will be intense for all players to cut deals and clear a surface transportation bill early in the 109th.

Although many would hate to consider legislation at funding levels that are much lower than where the House and Senate started last Congress, many lawmakers are wary of repeating what became a losing battle with the White House on an issue President Bush has used to demonstrate fiscal conservatism. So the operative word this year appears to be "compromise." Moreover, with states increasingly anxious to get highway funds flowing, the impetus will be to cut deals quickly. There clearly will be no perfect bill, but Members hope to get a bill at the highest realistic funding level possible.

Authority for surface transportation programs (PL 105-178) expired on Sept. 30, 2003. Congress often temporarily extends authority for federal programs to work out policy differences, but lawmakers have extended the surface transportation program six times. The latest extension ends May 31, 2005. The same issue that snagged conferees last year awaits the new Congress: the ongoing tension between donor states (which send more federal gasoline tax revenues to the Highway Trust Fund than they receive for transportation projects) and recipient states (which get more than they give).

Conferees last year could not find a way to retool the funding level that satisfied key stakeholders. The cast of characters then, as now, included the White House; powerful donor-state lawmakers such as House Majority Leader Tom DeLay, (R-TX), who opposes large spending increases; and lawmakers from such recipient states as New York and Pennsylvania, who say they need the big influx of cash proposed under Young's original bill.

House and Senate panels are expected in February to submit transportation bills similar to those they passed last year, when the Senate passed a bill that would authorize \$318.9 billion through fiscal 2009 and the House followed with a \$283.2 billion bill. A conference never reconciled the proposals. A clearer picture of what Bush wants to see will probably emerge in late January, when the Treasury Department and the Congressional Budget Office release new Highway Trust Fund estimates. The fund is a government account used to pay for surface transportation programs; most of the money for it comes from federal gasoline excise taxes.

Early action on the transportation bill is expected. In addition, there will be included in the proposal very serious policy debates focusing on proposals to speed up environmental reviews of highway projects. But any hope of bringing up a bill closer to Young's original funding levels (which won enthusiastic support from road builders, state transportation departments, and state and local elected officials) was effectively dashed when Bush was re-elected and Republicans modestly increased their majorities in both houses of Congress.

Issue flash points

► **Tighter port security** remains a high priority in Congress. The difficulty is determining a mechanism to pay for high security programs; lawmakers have been unable to find a way to pay for them, shying away from proposals such as user fees.

There was much success in addressing vital security issues with the enactment of the Intelligence Overhaul Act of last year, but most Members believe see the bill as only a starting point. However, it is important to review some of the key provisions of the measure that passed last year.

► **The Intelligence Overhaul Act** (PL 108-458) included a series of provisions that affect the nation's cargo transportation system. Title IV of the law established a measure that requires the Secretary of Homeland Security to develop and implement a "National Strategy for Transportation Security" and "Transportation Modal Security Plans." The act also requires the Secretary to submit such plans and periodic progress reports to appropriate congressional committees. The bill states that strategy shall be the governing document for Federal transportation security efforts.

► **Air Cargo** (PL 108-458). The following are the major provisions of the Intelligence Overhaul Act that pertain to air cargo:

- Directs the Secretary to take necessary action to expedite installation and use of advanced in-line aircraft baggage and cargo screening equipment at airports where screening is required
- Requires the Secretary to establish a plan for implementing improved explosive detection system equipment for cargo
- Requires the Assistant Secretary to carry out a pilot program to evaluate the use of blast-resistant containers

for cargo and baggage on passenger aircraft

- Directs the Assistant Secretary to develop technology to better identify, track, and screen air cargo
- Authorizes appropriations through FY 2007 for improving aviation security related to the transportation of cargo; and research and development related to enhanced air cargo security technology and its deployment and installation.
- Requires the Secretary to establish a competitive grant program to encourage the development of advanced air cargo security technology.
- Requires the Assistant Secretary, within 240 days of enactment of the Act, to issue a final rule in Docket Number TSA-2004-19515 to amend transportation security regulations that enhance and improve the security of air cargo.
- Requires the Secretary, in coordination with the Secretary of Defense and the FAA Administrator, to submit a report on international air cargo threats.

► **Maritime Security** (PL 108-458). Here are the major provisions of the Intelligence Overhaul Act that pertain to maritime security:

- Directs the Secretary to implement a procedure under which DHS compares information about cruise ship passengers and crew with a terrorist watch list and uses information obtained thereby to prevent identified persons from boarding or to subject them to additional security scrutiny;
- Requires, by rulemaking, that cargo and cruise ship operators provide passenger and crew information for purposes of such comparison; and establish operating procedures and data integrity measures for “no transport and automatic selectee lists”;
- Establishes a deadline for DHS to carry out security planning activities called for in the Maritime Transportation Security Act of 2002, including preparing a national maritime transportation security plan, and facility and vessel vulnerability assessments.
- Requires the Secretary of the department in which the Coast Guard is operating to submit to specified congressional committees a comprehensive program management plan for the transportation security card program required by that Act.

Here are a few Websites of interest to HHGFAA members. NOTE: All are preceded by **www**, and many are linked to the HHGFAA Website.

IMPORTANT NOTE: The Websites shown on this list include ONLY those companies whose ads appear in *The Portal* or the HHGFAA Annual Directory, or who sign up as sponsors for HHGFAA's Annual Meeting.

HHGFAA: hhgfaa.org
7M Transport: 7m-transport.com
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New Haven Moving Equip.: newhaven-usa.com
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Tower Movers: towermovers.com
Transmove: trans-move.com
Trans Movers Worldwide: centrin.net.id/tranmove
Transcontainer: transcontainer-group.com
Trans-Link Express: translink.co.th
Transpack Packing & Frt. Fwd: Transpack.com.pk
Transworld Int'l Movers Brazil:
transworldmovers.com.br
UPM Int'l: upm.com.pk
Veron Grauer: veron-grauer.ch
Wolti-Furrer: wolti-furrer.ch
Worldmover/Brazil: brazilmover.com
YP-35: yp-35.org
Zuhal: zuhalshipping.com

IMPORTANT NEW INFORMATION CONCERNING PORTAL Advertising Rates and Dimensions

Full Page \$ 2,550
7-1/2" wide x 10" high

1/2 Page \$ 1,350

- Horizontal format: 7-1/2" wide x 5" high
- Vertical format: 3-3/4" wide x 10" high

1/3 Page \$ 950

- Horizontal format: 7-1/2" wide x 3-1/4" high
- Vertical format: 2-1/2" wide x 10" high
- Box format: 4-1/2" wide x 5" high

1/4 Page \$ 700

- Horizontal format: 4-1/2" wide x 3-3/4" high
- Vertical format: 3-3/4" wide x 5" high

1/6 Page \$ 425

- Horizontal format: 4-1/2" wide x 2-1/2" high
- Vertical format: 2-1/4" wide x 3" high

1/8 Page \$ 350

- Horizontal format only: 3-3/4" wide x 2-1/2" high

NOTE: Prices shown are the **total cost** for one year (six issues). For 2-color ad (black and burgundy or black and reflex blue only), add 10%. For 4-color ad (separations or electronic files must be supplied), add 25%.

Deadlines to receive new artwork:

March/April Issue March 15, 2005
May/June Issue May 20, 2005
July/August Issue July 15, 2005
September/October Issue September 11, 2005
(ANNUAL MEETING ISSUE)
November/December Issue November 10, 2005
January/February 2005 Issue January 20, 2006

IMPORTANT NOTICE ABOUT ELECTRONIC ADS

The Portal now accepts computer-generated files, graphics, and ads supplied on PC- or Mac-compatible floppy or Zip disks or CD-ROMs. **DO NOT SEND ADS BY E-MAIL.**

When providing electronically-generated advertisements, your disk **MUST** be accompanied by a printout showing what the ad should look like. **HHGFAA will not accept disks that arrive without a hard copy proof.**

In addition, advertisers must provide the following information along with the disk. Please use this checklist to ensure that you send everything that will be needed to accurately place your ad:

- Disk with ad (floppy, Zip, or CD-ROM)
- Printout or hard copy proof
- ___ 4-color ___ 2-color ___ black-and-white
- Note format: ___ PC ___ Mac
- Note program used to create the ad
 - ___ Quark: specify version _____
 - ___ PageMaker: specify version _____
 - ___ Corel: specify version _____
 - ___ Illustrator: specify version _____
 - ___ Other (specify): _____

PLEASE NOTE: **We do not accept ads created in Publisher.**



**For further information about Portal display advertising or classified ads,
contact Belvian Carrington at HHGFAA:**
2320 Mill Road, Suite 102 • Alexandria, VA 22314
Phone: (703) 684-3780 • Fax: (703) 684-3784 • E-mail: bel.carrington@hhgfaa.org

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Industry Calendar

Feb. 22–25, 2005

GSA HHG and Freight Forum
Philadelphia, Pennsylvania

March 6–9, 2005

LACMA Convention
Santo Domingo, Dominican Republic

March 16–17, 2005

M/I Personal Property & Claims Symposium
Alexandria, Virginia

April 17–20, 2005

SDDC Europe Workshop
Willingen, Germany

April 21–25, 2005

AMSA Annual Convention & Trade Show
Grapevine (Dallas), Texas

April 25–28, 2005

SDDC-HQ Symposium
Nashville, Tennessee

May 1–5, 2005

FIDI Conference
Cairo, Egypt

May 3–5, 2005

GSA Expo
San Diego, California

May 3–5, 2005

US Bank/PowerTrack Conference
San Diego, California

Sept. 10–14, 2005

NDTA Forum 2005
San Diego, California

Sept. 11–25, 2005

FIATA World Congress
Moscow, Russia

Oct. 22–25, 2005

HHGFAA 43rd Annual Meeting
Washington, DC

Oct. 9–12, 2006

HHGFAA 44th Annual Meeting
San Francisco, California

Oct. 14–17, 2007

HHGFAA 45th Annual Meeting
New York, New York