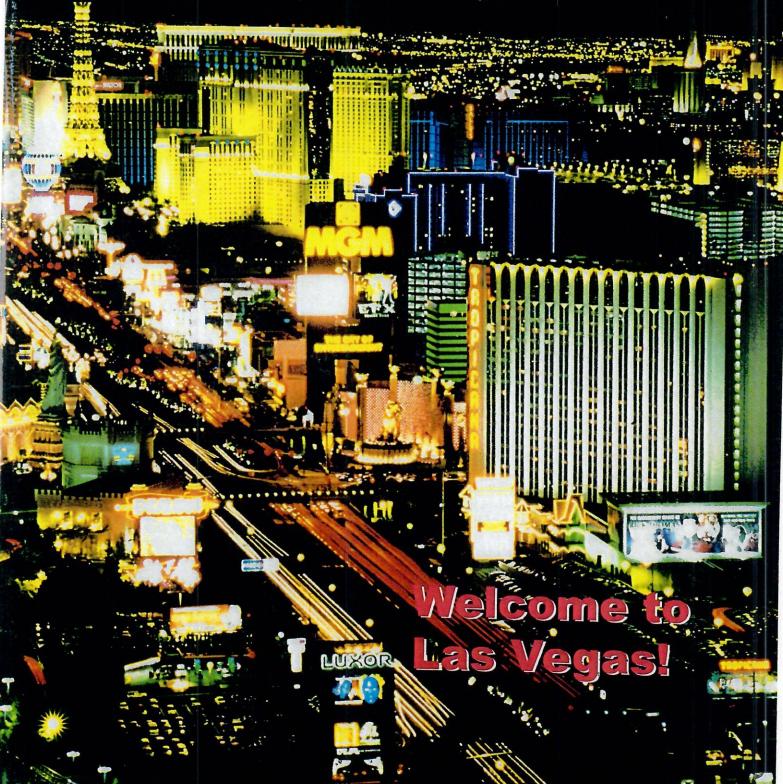
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**VOLUME XXXIII** 

**CONTAINER 5** 

SEPTEMBER/OCTOBER 2001



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**TABLE OF CONTENTS** 

#### **FEATURES**

- Air Cargo

  Limits to Security IATA Ends Joint Rates in Europe ID for 'Known' Air Cargo
  Shippers Could Ease Security Burden
- Maritime/Ocean Shipping
  OSRA Impact Study Released Carriers Publish War Risk Surcharges Puerto Rico
  Ports Authority Subject to FMC Jurisdiction \$98.7 Million for Maritime Security
  High Court to Hear FMC Case
- 9 HHGFAA 39th Annual Meeting
  HHGFAA Pays Tribute to Victims of September 11, 2001
- 15 TechNotes
- 16 Military/Government Update

  Ceremony Signals Pivotal MTMC Reorganization
- 18 What About Next Time? / John D. Schultz, TrafficWorld

#### COMMENTARY

- 3 President's Message / Terry R. Head "Moving Forward by Looking Back"
- **27** Washington Update / Jim Wise, PACE-CAPSTONE "DoD Bill Advances"

#### **DEPARTMENTS**

19 **Industry News** 32 Link Up with HHGFAA Price List for Selected HHGFAA Publications 23 33 Forging Strong Links 25 Welcome New Members 36 Industry Calendar 26 Requests for Associate Membership 37 Portal Advertising 30 Websites to See 38 Advertisers' Index

About our cover: A preview of our photo album from the 39th Annual Meeting in Las Vegas. The photo essay begins on page 33.

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### PRESIDENT'S MESSAGE



By Terry R. Head HHGFAA President

# **Great Leaders: Born or Bred?**

It's an age-old question: Are leaders "born to lead," or can the talents and qualities of a leader be learned and acquired as an individual progresses through one's personal and professional life?

That question takes me back to 1958, Mrs. Goldsmith's fifth grade class. That was my first indication that I might possess characteristics and attributes that people generally associate with leadership. The occasion was the announcement of the new upcoming group of Safety Patrols. This was a coveted appointment by fifth graders, especially since you get to wear nifty belts with cool badges and tell other kids what to do. Usually, it was the straight-A students and those who were known for their good behavior who were chosen. I was neither of those two types of students.

When Mrs. Goldsmith announced my name as one of those selected, it created quite a stir among the other students, especially the ones who had hoped and expected to be chosen but were not. "Why does Terry get to be one?" they demanded. "He's not a good student! He doesn't behave all the time!"

I will never forget Mrs. Goldsmith's reaction to their indignation. She calmly responded, "Terry is being chosen because he's a leader. The other children trust him and listen to what he has to say whenever he speaks." I guess the other kids must have agreed, because not another word was spoken on the subject and I proudly wore my belt and badge as I performed my sworn duties until I went off to high school 3 years later.

Was I born to be a Safety Patroller? Probably not. Did I truly possess the qualities of leadership by the time I was 10 years old? Mrs. Goldsmith must have thought so. Had I been born with those leadership characteristics or did I learn them? I don't know the answer to that question. Nevertheless, during the last 43 years I have continually found myself gravitating to positions of leadership in my academic, personal and professional life.

In this issue of The Portal we explore the subject of leadership. I invite you to review the articles and submissions of your fellow members as well as the other contributors and see if you concur with their stated opinions on the subject.

The next time you are with a group of people, ask the question: "What are the qualities or characteristics of a good leader?" I think the responses and direction of the conversation will be very interesting.

Does a leader need vision? Is that tunnel or peripheral vision? Do they need to possess integrity? Does leadership require passion? Compassion? Courage? Does a true leader inspire trust, or fear? Should a leader be empathetic? Sympathetic? Neither?

In my humble opinion, a good leader needs only one thing: the ability to get people to follow. And that requires whatever it takes on any given day.

If the people you are leading can't keep their eye on the ball, then you need tunnel vision. If it's long-range strategy you're developing, then maybe it's peripheral vision that is required. If they are afraid, then you need courage. If they are struggling, then you need compassion. If they are confounded, you may need wisdom. If they are bored, you need enthusiasm. If they need direction or are confused, then you must communicate well. And so on.

Maybe people are born with the basic characteristics of leadership. Whether this is true or not, the effective leader is the one who knows what, when, and how to apply those learned or God-given talents.

That's when good people will follow you where they want to go.

Which raises another interesting question and perhaps one whose answer you may find in the pages of this magazine: What kind of leaders do you want to follow?

### **FUNDAMENTALS OF LEADERSHIP**

# **Good Leadership in a Bad Economy**

#### By Tom McDonald

o you feel anxiety about where the economy is headed? Gripped by fear, uncertainty, and doubt, many business leaders are trimming their companies' sales. Is this the right strategy? Not if it's the only one in play. While it makes sense to cut back in some areas, it is wrongheaded to do so everywhere. Here are three areas where today's leaders should be increasing their investment.

Appreciate your employees

During difficult times, you have to hold on to talented employees - but it's just not happening. According to a survey by the Society of Human Resource Management, some 40 percent of respondents said voluntary resignations had increased in the last 3 years, and a reason cited by 90 percent was "feeling underappreciated." To reverse this trend, business leaders need to create an atmosphere of gratitude. If you want people to work harder, better, and longer, you have to thank them verbally (still the number one way people want to be recognized), and crank up your recognition and incentive programs. If they feel valued, talented workers will go to the ends of the earth to help you succeed.

Cultivate your customers

If any relationship is strained during tough times, it's the bond between sellers and buyers. Too often, salespeople are pressured by their panicked bosses to close more deals and close them faster. This means more pressure on customers, who themselves are having a difficult time. To offset this, morph your salespeople into business consultants, whose primary job it is to help THEIR customers get through THEIR difficult times. Instead of obsessing over the "big close," offer them valuable products and services that add value, and ask for smaller commitments. There's really no better time to forge deeper relationships than when both parties are facing stiff challenges.

Get a grip

Can workplace stress get worse? In this economy, absolutely. Longer hours, cramped quarters, and higher quotas are now quite common in business. But they are not the major contributors to stress. What is? Impossible expectations. Bosses are demanding that their people solve every problem

**A Special** 

# PORTAL

Focus

there is and solve it immediately. The best way around this is to develop a big-picture approach. Remember that this downturn is cyclical: business will improve, but it will take time. In the meantime, nothing is more important than your well-being and that of your employees. Spend time promoting it. When you do begin to feel pressured, try to relax. But DON'T relax by offloading the pressure to others.

In this economic downturn, anxiety is fine, but panic is not. Instead, focus your energy where it can be best used: Appreciate your employees, cultivate your customers, and above all, take care of yourself and your people.

Dr. Tom McDonald speaks on "people skills" needed for "business results." Reach him at tom@drtommcdonald.com or visit www.drtommcdonald.com.

EDITOR'S NOTE: Throughout this issue you will find "Reflections on Leadership," by HHGFAA members, and "Bright Ideas for Great Leaders," by management experts, writers, and consultants gleaned from the popular press.

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#### What to Wear

These days it's easy to be confused by dress codes established for events such as HHGFAA's Annual Meeting. Peter Post, co-author of *The Etiquette Advantage in Business: Personal Skills for Professional Success* (HarperCollins; www.harpercollins.com), provides the following explanation for the dress-code terms found on invitations and in registration materials.

**Smart casual:** Also called dressy casual or Friday casual, appropriate wear includes sweaters, turtlenecks, blazers, collarless or open-collar tops, and pants such as khakis or corduroys. For women, slacks and skirts also suffice.

**Resort casual:** Often called for in warm destinations, attire includes midto knee-length shorts; collarless or golf shirts; khakis and sandals. Women can wear linen sheaths, casual skirts, or sundresses.

**Business:** For men, a collared shirt, tie and jacket or suit is always correct. For women, pants or skirt suits or business dresses.

**Cocktail:** Men should wear nothing less formal than a blazer and slacks; for women, dressy pantsuits or short, dressier dresses.

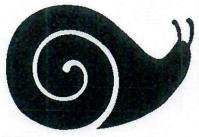
**Black tie optional:** Men can wear a tuxedo or dark business suit; for women a long, formal gown or a shorter, elegant dress or suit.

Some additional words of wisdom from Post: Regardless of how informal the outfit, clothes should always be clean and pressed, stain- and odor-free, and not ripped, torn, or frayed. And don't even think about wearing anything spandex, muscle T-shirts, sweatpants (although company-logo sweats and jackets are fine in a casual setting), running shoes, extremely tight or sexually provocative clothes.





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Asian Tigers (513 & 515)

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Crystal Forwarding, Inc. (315)

Davidson Forwarding Company (115)

De Haan Removals (431)

DHX Ocean/Air Freight Forwarding (110)

Dijkshoorn Euromovers (132)

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Frasers International Removals (Pty) Ltd. (404)

Froesch GmbH & Co. KG (332)

Garcia Trucking Service, Inc. (314)

Gateways International, Inc. (421)

Global Transportation Systems, Inc. (405)

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Goodrich Forest Products, Inc. (527)

Granero Transportes Ltda. (430)

GST Corporation (117)

Household Movers Services (520)

InboundUK (131)

Intercontinental Van Lines, Inc. (415)

International AutoSource (211)

International Wood Industries, Inc. (501 & 503)

Interport Executive Movers (S) Pte. Ltd. (207)

ITO M‰beltransport GmbH (113)

Jacksonville Box & Woodwork Co., Inc. (206)

La Rosa Del Monte Express (306)

Leader Freight Forwarders (330)

Magna International Movers (313)

McGimpsey Brothers (Removals) Ltd. (411)

Mercovan Argentina (215)

Milbin Printing, Inc. (100)

Mirliss Auto Relocation Services (230)

Movers Specialty Service, Inc. (231)

Moving.Com (514)

National Claims Services, Inc. (233)

New Software & Consulting (507)

New Haven Moving Equipment Corp. (203)

NovaTrans Systems AB (432)

Omega Shipping Co., Inc. (303)

P. T. Sapta Eka Mulya (111)

Pan American Int'l Movers Assn. (PAIMA) (125)

Paul Hanson Insurance Services (107)

Penbroke Marine Services (406)

Prime Transport (305)

Pumex International Movers Co., Ltd. (105)

Rainier Overseas Movers (214)

Renmer International Movers (414)

Rex Service Co., Ltd. (212)

Sandoval Int'l. Moving S.A.C. (433)

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Subalipack (M) Sdn Bhd (205)

TechMate International (216 & 218)

TG International Insurance Brokerage, Inc. (602 & 604)

The Pasha Group (302)

The Servants, Inc. (126 & 127)

The JointPartners Corp. (213)

Trans-Link Relocation (419)

Transpack Packing & Freight Forwarding Co. (235)

Transport Management International, Ltd. (429)

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VIP Transport (210)

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Willis Relocation Risk Group (335)

YP-35 (103)

# Welcome to Las Vegas: Entertainment Capital of the World

Billed as the "Entertainment Capital of the World," Las Vegas has it all. From glittering stars to "Glitter Gulch," it's the glitz, the glitter, and the glamour that make Las Vegas a 24-hour town.

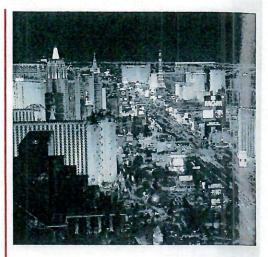
Las Vegas is synonymous with a myriad of exciting images: neon lights turning night into day, the sound of a thousand slot machines, beautiful showgirls in towering headdresses, top name acts. Las Vegas defies the imagination, offering literally more than in our wildest dreams. It's been a while since Elvis and Ann-Marget headed up the big screen, but we think they put it best: "Viva Las Vegas."

Hosting a plethora of theme hotels and attractions, Las Vegas has become the place for everybody! For a refreshing change from all the lights and excitement, visit the many museums and art galleries or escape to Mt. Charleston, Red Rock Canyon, Valley of Fire,

or Lake Mead Recreational Area, all of which offer a more tranquil environment just minutes away from "The Strip."

Las Vegas remains a shopper's paradise as well. From high fashion department stores and one-of-a-kind boutiques to discounted factory outlets, Las Vegas has it all. Many of these shopper's delights are located right on The Strip.

Nightlife in Las Vegas speaks for itself. An oasis of neon in the desert, nighttime in Las Vegas beckons you to its brilliantly lit strip. Encounter the casino experience as well as fast-paced action of the races or ball games at Las Vegas' sports books. In addition to many cabaret and casino shows, Las Vegas boasts a symphony orchestra, dance company, and exciting sporting events. Simply put, it's impossible not to have a good time in the "Entertainment Capital of the World."



The world-famous Las Vegas Strip — replete with nightlife and recreation for the whole family — beckons HHGFAA members attending the 39th Annual Meeting. (Photo courtesy of Las Vegas News Bureau0



#### **Bright Ideas for Great Leaders**

oost job satisfaction and **D** productivity by giving top performers a pat on the back that leaves a lasting impression.

Here are some ideas from 180 Ways to Walk the Recognition Talk (Eric Harvey, 2000):

- Give the gift of time. Pay for a babysitter or house cleaning service.
- Hand out fake money. It can be cashed in for a free lunch or time off.
- **Notify their nearest** and dearest. Send a card to the worker's family describing the good job they've done.











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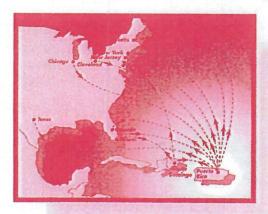
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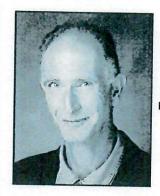
n energetic and charismatic presenter, Oren Harari excites and challenges audiences around the world with his insight, humor and knowledge. His presentations bring provocative new perspectives on competitive advantage, organizational change, and transformational leadership. As a

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leading management consultant and bestselling author, he brings 20 years of seasoned professional experience to the public speaking forum.

Harari believes that in the chaotic competitiveness of today's markets bold, often radical management approaches are the key to top performance. He has also found that long-term financial success depends primarily on leaders' abilities to capitalize on globalization and technological advance, and to launch dramatic breakthroughs in innovation, service, teamwork, speed and digitalization.

In May 1999, Harari released a full revised second edition of Leapfrogging the Competition: Five Giant Steps to Becoming a Market Leader. The first edition was rated by Management General as one of the 10 best business books of 1997. Both editions



Dr. Oren Harari

received accolades from Colin Powell, Tom Peters, Michael Dell, and Bill Marriott, to name a few. Harari also co-authored the bestselling book Jumping the Curve: Innovation and Strategic Choice in an Age of Transition, which was rated by the prestigious Library Journal as one of the top 40 business books in 1994. This year, he has coauthored a revolutionary new book, Beep Beep! Competing in the Age of the Road Runner, published by Warner Books. The highly praised book focuses on how to thrive in a globally-networked, real-time "Road Runner" marketplace.

As a senior consultant with the Tom Peters Group from 1984-1996, Harari was one of its most requested speakers. From 1997-1999, Harari was the first designated "management expert" for Time Vista, Time magazine's direct resources interactive website for businesses around the world. A

senior columnist for Management Review for 10 years, Harari will soon be the lead weekly online columnist for Mworld.org, the American Management Association's exciting new informational website for the management community.

Harari currently sits on the board of directors of four companies and has spoken to premier organizations worldwide such as MCI/WorldCom, Dell Computer, Merck, 3M, IBM, Cisco Systems, Citigroup, Visa International, Toyota, Morgan Stanley Dean Witter, Dayton Hudson, and Seagrams, among many others.

Harari received his PhD from the University of California, Berkeley, and currently teaches in the MBA program at the University of San Francisco.





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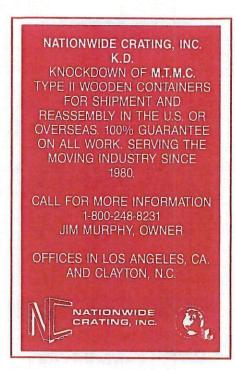
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# **MEET THE CANDIDATES**







Angell



Coleman



Groger



Hope

Jackie Agner, Operations, Carrier Development and Claims Manager for Alaska Forwarding Services, one of the Denali Group Companies located in Kent, Wash., has served on the HHGFAA Executive Committee for the last 4 years. "Worrying that I may be over staying my welcome has not deterred me from thoroughly enjoying working with the board facing the daily challenges of our industry and, most important, our association," says Agner.

"Serving on the board has given me the opportunity to watch closely and learn from some extremely intelligent fellow board members. It never ceases to amaze me what all it takes to keep our association on top of the pressing issues that seem to engulf our industry daily and how effortlessly the association staff seems to handle it all.

"Additionally, the projects my committee has developed has been a rewarding opportunity for me and hopefully a benefit for our association. This year the final touches have been added to the YP-35 organization Website and once the Bylaws have been accepted we can move forward with our membership benefits. The pressing challenge my committee and I face now is to develop a Credit and Protection plan that will benefit both our Active and Associate members.

"I am sincerely grateful for the opportunity to contribute what ever I can to our association and I sincerely thank all of you who have supported me. I hope to continue to serve our association so I can follow through on the projects I have started and the new projects I want to start for our valued members."

Georgia Angell has 22 years of experience in the ITGBL industry. She has been with Dell Forwarding in Monroe, Wash., since 1997 and is currently vice president. Angell began her career in the industry in 1979 with American Ensign and remained with them until 1987. She has since held key management positions with United Van Lines and Shoreline International.

During her years in the industry, Angell has been responsible for all facets of freight forwarding and also has experience in local agency and port management. She was born in St. Louis, Mo., and attended California State University in Long Beach.

"I have vast experience in the ITGBL program and have worked directly on issues with MTMC," says Angell. "I know the HHGFAA board can be instrumental and





Rizzo

influential when working with the DOD. We need to continue the cooperative relationship between the moving industry and the military. The DOD is on a mission to improve the current program and I feel my experience can help. We need to ensure the changes will benefit all of our members, both small and large businesses, while achieving the goal of MTMC. We need to be proactive on issues that affect us and continue to educate the DOD on how we can best serve the military."

Current HHGFAA **Chairman Jeff Coleman** is executive vice president at
Covan International, Inc., in Midland City,
Ala. He attended the University of Alabama,
where he earned a B.S. degree in corporate
finance and investment management. He
received the Jason's Honor Award, which is
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Coleman pursued graduate studies at Troy State University, where he earned an M.B.A. degree. He received the Dean's Award, the highest recognition of a graduate student for scholastic achievement, leadership, and service.

Having spent 16 years in the industry, Coleman has worked within and managed all functional areas of the moving and storage business, including operations, sales, and administration. He has substantial experience in the areas of international and domestic freight forwarding, van line services, and moving and storage agency management.

Coleman has held credentials as a
Certified Moving Consultant for 12 years. In
addition, he was a 1991 Fellow in the
AMSDA Young Executive Development
Program. At HHGFAA, he has served on the
board since 1993, in successive years as
chairman of the Claims Committee, Carrier
Relations Committee, vice chairman of the

Government and Congressional Affairs Committee, HHGFAA vice chairman, and for the past year as HHGFAA chairman. He has also served as chairman of the International Shipping Association.

Coleman sees his role as "diligently

working with all members, the Executive Committee, the staff members, and the President of the association to ensure that we maintain our position as the premier international household goods moving trade association in the world. I will continue to





nurture an excellent working relationship with the management team of HHGFAA whereby we can develop and execute an effective shortterm and long-range plan that will foster growth in membership and enhance membership services."

Randall Groger has over 30 years in the transportation field including 5 years of military service as an officer in the Army Transportation Corps serving in Europe, the Far East, and CONUS. He began his career in the moving industry in 1983 with Suddath Van Lines affiliate Airland Forwarders Inc., where he served as operations manager, general manager and vice president. He currently is vice president and general manager of Airland International Relocations with overall responsibility for the management and administration of several companies serving our industry. They include Airland Forwarders Inc., a domestic and international forwarder; Suddath Container Service, a flatbed trucking fleet specializing in hauling containerized household goods; Military Relocation Services, an ocean freight forwarder; and Relocation Assurance Corporation, a financial and claims service.

"Over the years," says Groger, "I have been fortunate to have had the opportunity to meet and work with many fine people in our industry, including the professional staffs of HHGFAA, AMSA, and DOD, who have worked hard to improve the delivery of our services to the military through discussion groups, program reviews and problem resolution activities. I also participated in all of our most recent Washington Week rallies, where we expressed our industry positions to congressional and Administration leaders. Most recently,





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as vice chairman of HHGFAA, I have been serving on General Privratsky's Task Force Fix Committee, consisting of industry and service representatives tasked with assisting in the development of a more effective DOD Personal Property Program.

"I believe the HHGFAA board must provide the leadership necessary to maintain DOD's focus on an international program that rewards quality at a fair price; a system that is capable of accurately evaluating carrier service; and then cost-effectively applying that evaluation to a quality-based shipment distribution system. At the same time, we must maintain the same traditional opportunity for small business to fully participate in all DOD Personal Property Programs."

**Dave Hope**, a Montana native, studied mathematics and business administration in college. He holds CPA certificates in Montana and Washington.

Hope joined American Red Ball International in 1983 as controller and became vice president of finance in 1985. He was named chief financial officer of Red Ball Corporation and president of American Red Ball International in 1997.

Prior to joining American Red Ball International, Hope held positions as audit supervisor for Deloitte & Touche, treasurer and branch manager for Dependable Building Maintenance, and administrator for the Bogle & Gates law firm, all in Seattle.

continued on page 29

#### **Slate of Officers**

The Nominating Committee would like to place the following slate into nomination for the election of the Executive Committee at the annual meeting of the HHGFAA in Las Vegas in October:

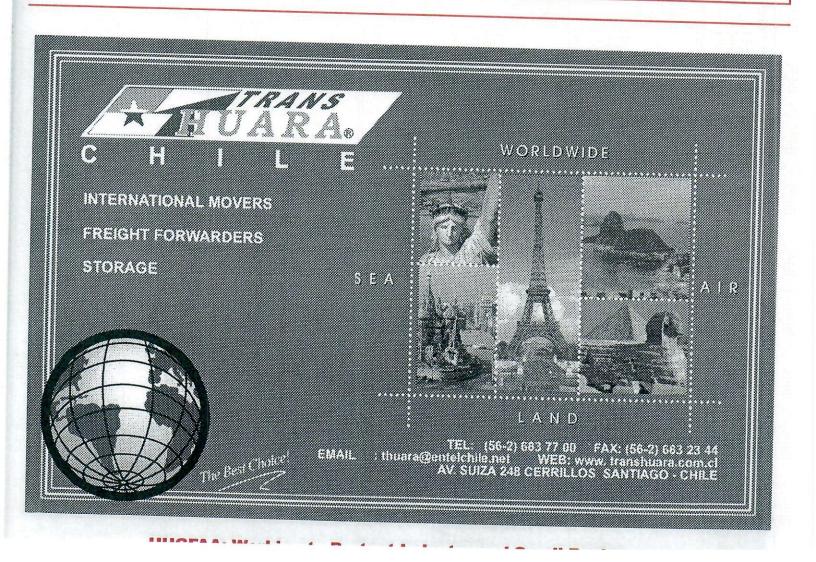
Chairman: Jeff Coleman, Covan International Vice Chairman: Randy Groger, Air Land Forwarders

#### Members At Large:

Jackie Agner, Denali International Georgia Angell, Dell Forwarding David Hope, American Red Ball Int'l Mario Rizzo, Allied Freight Forwarding

#### **Nominating Committee**

Bill Appleton Don Klein Rick Curry



#### **Bright Ideas for Great Leaders**

#### Don't Recruit — **RE-recruit**

nstead of hiring that high-dollar hotshot, take a closer look at the home team. Executive coach David Dotlich recommends managers re-recruit their current staff. Here's how:

- Solicit employee input on important projects.
- Discover what makes workers want to succeed.
- Foster emotional commitment by adopting your employees' points of view.

Re-recruiting employees saves time, energy, and money, while inspiring teamwork and creating a strong company culture.

#### **Candidates**

from page 29

From October 1999 to September 2001 Hope served as treasurer of the International Shippers' Association.

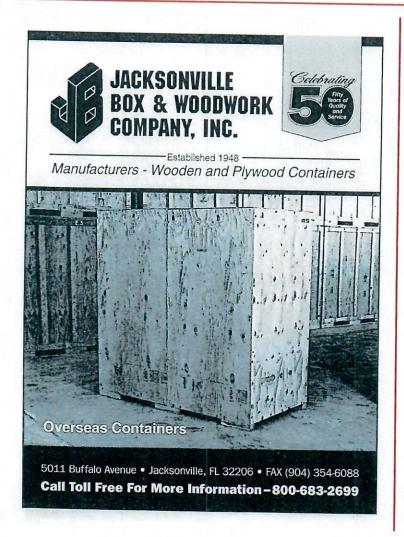


Mario Rizzo is the Vice President of Government Services for Gateways International. He has overall responsibility for the international military and government household goods business for Gateways.

Prior to joining Gateways in September 2001, Rizzo had been with Allied World Wide for 24 years, holding various executive positions in operations and purchased transportation procurement.

Before joining Allied, Rizzo was with Bekins Van Lines from 1971 to 1977. He is a graduate of Loyola University in Chicago and served in the military as an officer in the US Army infantry from 1969 to 1971. Additionally, he has held several board positions with the HHGFA as a member at large on the Government Affairs, Commercial Affairs and Carrier Relations Committees.









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#### Reflections on Leadership

A tAlbert Moving & Storage we are dedicated to providing customer delight—not just customer satisfaction—in order to achieve our mission of Customers For Life. And we know that our service to our customers can be only as good as our internal service to each other.

We also know that in order to have a peak-performance team we must have leaders who can cultivate an atmosphere, or spiritual environment, in which good people are highly motivated, and in which exceptional communication, coordination, and cooperation are given top priority.

Effective leaders never lose sight of the fundamental importance of their need to oversee their team's drive for results. They need to be good at analyzing, planning, prioritizing, deciding, initiating, and following through. And in doing so, they decide not by themselves, but in a participative way with their associates.

In working on our business, not just IN it, they recognize the need for goals and the virtue of intermediate milestones. And they diligently measure progress so that after all is said and done more won't have been said than done!

Of course, industry experience can be very beneficial to any supervisor's understanding of our customers' needs and desires. Only by understanding our customers can we hope to succeed I having their experiences exceed their expectations — resulting in our target of customer delight.

So ... when we hire or promote someone into a supervisory position, if they lack indepth broad operating experience within our industry we schedule as many days (or even weeks) of hands-on duties as we feel will be needed to provide the candidate with a foundation of operating basics.

But we've also learned that as our supervisors help their associates drive for results, it is equally important that they build, maintain, and enhance positive relationships.

In hiring or promoting a person into a supervisory position, we expand the ranks of our leadership team. Our challenge, of course, is to do everything we can to ensure we are also adding another real leader.

We believe leadership is not a function of titles — it is a function of relationships. And it's not a question of the existence of subordinates; it's a matter of whether a person's direct reports — and also other associates — will coalesce as teammates with mutual respect, trust, understanding, and



Bobby Albert and Jim Lundy in Leadership Training

commitment to our organization's goals.

Fully effective supervisors must be able to identify, select, coach, guide, support, and help good people so they can achieve continual improvement. Perhaps most important, they must relate with associates in ways that will help them feel good about themselves, their work, and their company. We achieve these key relationships by involving our associates in decision-making, by keeping an open mind and respecting others' views, and by encouraging communication, coordination, and cooperation among all our team members. In short, we see ourselves as servant leaders.

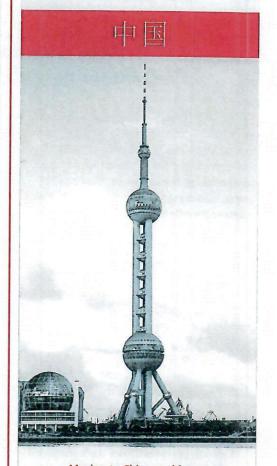
All service industries offer tough challenges, and perhaps the challenges in our industry are among the toughest. But we feel the tougher the challenges, the greater are the opportunities.

The bad news for each of us as consumers is that mediocre service is so prevalent. Perhaps it's because the companies that set their sights at the level of customer *satisfaction* achieve mediocrity at best. On the other hand, as a service company, we believe the good news is that the widespread existence of mediocrity offers us a great opportunity to distinguish ourselves. We've learned that the different between the *ordinary* and the *extraordinary* is that *little bit extra*.

As the members of any winning team know, though, to distinguish ourselves takes continual attention. To extend the little courtesies that customers appreciate so much isn't difficult, but as we busily try to do our beset we need to be reminded periodically that we should never get so caught up in the "things" on our desks that we don't place top priority on delighting our *internal*, as well as our *external*, customers. Only in that way can we consistently achieve our mission of winning *customers for life*!

-Jim Lundy, Albert Moving & Storage

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# **MARITIME/OCEAN SHIPPING**

#### **U.S. Chamber Studies Port Capacity, Infrastructure Needs**

he U.S. Chamber of Commerce continues to increase its focus on transportation and logistics. Having recently formed a coalition calling for increased spending on transportation infrastructure, the chamber now is launching a 14-month study that will examine the effect growth in international trade may have on U.S. port capacity and related transportation infrastructure.

Chamber President and CEO Thomas J. Donohue noted, "If we don't improve the roads, rails, and ports to effectively move imports and exports, we will be faced with a global competitive disadvantage of almost unimaginable proportions."

According to the Chamber, within two years U.S. ports will have to handle an additional amount of containerized cargo equal to the current capacity of the Port of New York and New Jersey or Los Angeles and Long Beach.

Growth in international trade outpaced even the booming domestic economy over the last 10 years. Imports are expected to triple over the next two decades, according to the chamber. Today, international trade

accounts for about 20 percent of gross domestic product.

The study, to be led by the National Chamber Foundation, will look at forecasts for imports and exports by major cargo type, and the impact on the capabilities and operational effectiveness of North American ports, as well as connecting rail and road systems.

A panel led by former Secretary of Transportation James Burnley will oversee the study, conducted by a team of industry experts. The panel will make recommendations for both the public and private sectors on what can be done to ensure that the nation's transport infrastructure can keep pace with the projected growth of trade over the next 20 years.

The Chamber has identified several maritime concerns, claiming that over 44 percent of lock chambers on U.S. waterways are more than 50 years old and need to be replaced. Queueing delays at locks total about 550,000 hours a year, representing a \$385 million cost to shippers, carriers, and consumers. The backlog of waterways

improvements has reached the \$9 billion mark, the Chamber said.

-SOURCE: TrafficWorld





Above: Gary A. Dreuer, President, and Penelope Fitzgerald, Senior Vice President, **Troy Container Line** 

#### Troy Unveils Faster LCL **Service to France, New US Freight Stations**

Troy Container Line has inaugurated a new LCL ocean freight service direct into France. The new service operates via Le Havre, and will reduce total transit time to destinations in France by days, compared to the company's previous service via Antwerp.

The new LCl service features a fast 8-





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day ocean transit time, with fixed-day sailings. In Le Havre, the freight will be deconsolidated by Confreight on the day of arrival, and will be immediately available for pickup. Door-to-door service can be provided direct from the shipper's dock with oncarriage from Le Havre to Paris, Lille, Lyon, Marseilles, or any point in France.

The company also recently announced the addition of 10 new container freight stations in the United States for receiving LCL freight for export, more than doubling the previous number. LCL freight can now be received in Baltimore, Boston, Chicago, Cincinnati, Cleveland, Columbus, Des Moines, Detroit, Ft. Wayne, Indianapolis, Kansas City, Milwaukee, Minneapolis, New York, Norfolk, Philadelphia, and St. Louis. In addition, earlier this year the line, headquartered in Red Bank, N.J., opened a new regional office in Boston to serve New England area exporters and importers.

#### WSC Supports USCG on Port Proposal but Seeks Clarification

The World Shipping Council says it can support changes to the U.S. Coast Guard's Port State Control program that require additional information on charterers be included on "notices of arrival" at U.S. ports. The WSC, however, urged the Coast Guard to clarify the term "charterer" to avoid confusion when container lines are engaged in vessel or slot sharing agreements.

The Coast Guard proposal is designed to help improve the tracking and identification of substandard vessels. Adding information on charterers "to the targeting matrix" would improve its ability to identify vessels that pose a greater risk of causing environmental or other safety problems in U.S. territorial waters, according to the Coast Guard.

"We support in principle the USCG's continued efforts to calibrate, in a realistic and workable way, the risk-based targeting matrix under its Port State Control program to better identify and concentrate inspections on vessels that pose the greatest risk to safety," said the WSC, which represents 40 container lines.

The WSC's major concern is that the definition of charterer is so broad that it would require listing of all carriers involved in space charters or vessel-sharing agreements. That would require additional paperwork but not help identify operators of

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substandard vessels. "Only the carrier directly responsible for the mechanical operation of the specific vessel arriving in a U.S. port should be the entity of interest from a PSC perspective," the WSC said.

John Parker (TrafficWorld)

#### Filing to the FMC

By Helen Atkinson, JoC Week

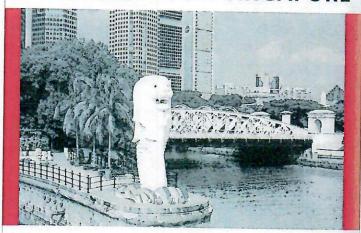
In April 1999, just before the Ocean Shipping Reform Act took effect, the Federal Maritime Commission unveiled a new system for filing shipper-carrier contracts electronically, an act many considered an achievement for an agency not usually associated with cutting-edge technology.

Since then some 380,000 contracts have been filed, and people familiar with the system say it's worked remarkably well. But the agency has done little since then to build on that progress, continuing to receive many documents in paper form.

"Shipping act agreement and related filing procedures remain stranded and isolated in a dismal paper swamp, bypassed and left awash by the mainstream of commerce," said two conferences of U.S.-flag carriers engaged in international carriage of military household goods. They urged the FMC to proceed with automation as

continued on next page

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The Portal September/October 2001

quickly as possible.

The 2000 Electronic Signatures in Global and National Commerce Act and the 1990 Government Paperwork Elimination Act are spurring the FMC to consider opening its doors wider to electronic submissions. The electronic signatures law, for example, could make it possible for the agency to receive insurance bonds electronically. Another opportunity would be for carrier consortia to electronically transmit their formal agreements, which must be reviewed for compliance with shipping laws.

Trade groups, shippers and intermediaries appear to support the idea of expanding the number of documents able to be filed to the FMC via the Internet. In response to the agency's recent request for comments, they said electronic filing would save money and create other efficiencies.

The National Customs Brokers & Forwarders Association of America, however, cautioned that much of the data filed to the government is proprietary and confidential.



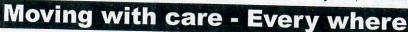
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# MILITARY/GOVERNMENT UPDATE

# **Army Approves Major MTMC Reorganization**

The Army has approved a sweeping reorganization of the Military Traffic Management Command that will make fundamental changes in the organization's structure, staffing and operations. The reorganization was approved June 28 by Army Vice Chief of Staff Gen. John M. Keane.

As approved, the newly designed organization will reduce redundancy and layering in the headquarters and supporting offices. The concept is to combine the Headquarters, MTMC, and Headquarters, MTMC Deployment Support Command, into a single headquarters managing all MTMC assets worldwide. The result will be a single Headquarters, MTMC with locations at both Alexandria, Va., and Fort Eustis, Va. The

operations staff, which is now split between two locations, will be predominantly located at Fort. Eustis, making it the operational hub for the command. The move will eliminate redundant staff functions, improve global operations, and result in a reduction in the total workforce.

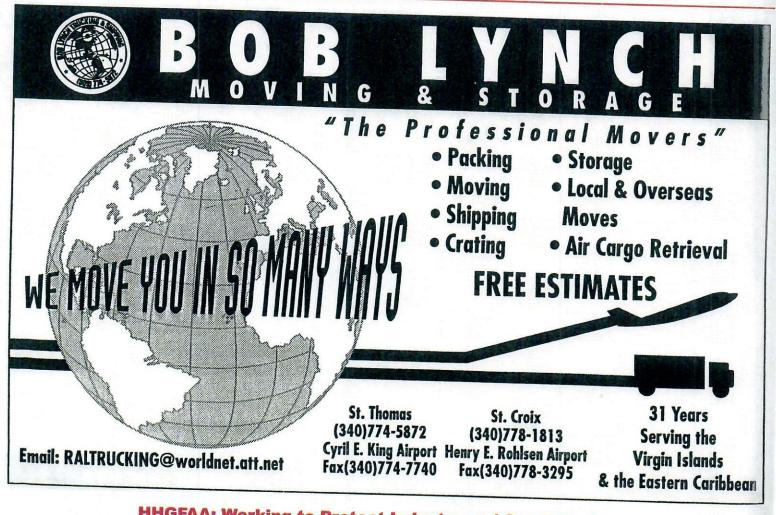
"The reorganization will enable MTMC to provide seamless end-to-end support to the warfighting Commanders-in-Chief," said Maj. Gen. Kenneth L. Privratsky, Commander. "The new organization will provide a single global, surface movement, process manager — as the director of operations for MTMC. We will be a more efficient organization to better support Army full spectrum initiatives."

In its impact and range, the announced

changes are the largest in the history of the 36-year-old command. To effect the reorganization, a series of gradual changes will be implemented to accomplish the following:

- Designation of the current commander Deployment Support Command as both Deputy Commanding General MTMC and Director of Operations.
- The creation of a single MTMC Operations Center at Fort Eustis.
- The inactivation of MTMC's Deployment Support Command, Fort Eustis.
- The elimination of an Operations
   Division and the Joint Traffic Management Office at MTMC Headquarters,
   Alexandria, Va.

Additionally, MTMC will reestablish the 597th Transportation Group at Sunny Point, N.C., as the single operational group head-quarters for former units of the Deployment Support Command. The 597th and MTMC's



two overseas groups will then report to the MTMC Deputy Commanding General / Director of Operations.

All the changes will be in effect by June 30, 2003. The reorganization will trim approximately 250 personnel spaces, or 9 percent, of MTMC's current 2,346 worldwide force. The number of people in MTMC operations jobs will drop from approximately 425 to 257, a cut of 168 personnel spaces. Impacted employees will have opportunities to qualify for new jobs in the operations center and existing jobs in the MTMC global organization.

#### Military, Industry Work on Faster Ocean Shipments

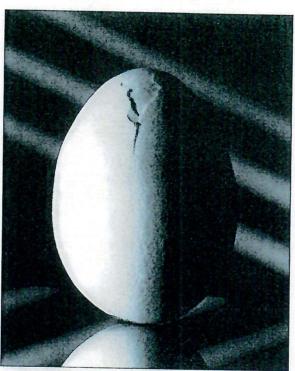
The ocean carrier industry has reacted favorably to a call from MTMC and its military partners to improve the synchronization of maritime freight shipments.

"This is very focused," said Lou Lambremont, director, military sales and marketing, MaerskSealand. "It definitely is in the right direction."

MTMC chairs the Surface Distribution Committee for domestic and international freight, sponsored by U.S. Transportation Command and Defense Logistics Agency.

Military and industry carriers last met Aug. 13 in McLean, Va. To date, the initiative has been highly successful. As an example, the military's supply chain time between the

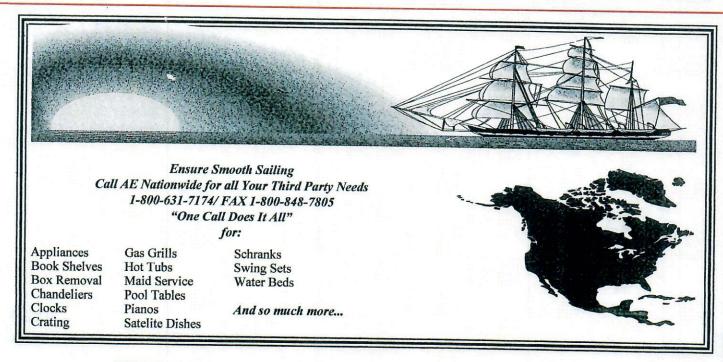
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United States and Europe has been cut from an average of 59 days to 46 days.

"We're taking apart our supply chain," said Frank Galluzzo, Director, Distribution Analysis Center. "We're looking at our processes. We want to know if it works—not only for us but for everyone. It has to work for the carrier from the standpoints of efficiency and economy."

Carrier feedback was positive.

"It's great," said Mike Garvin, director, government services, Matson Navigation Co., Inc. "We need to break this down by channel and customer and work each one. We need to identify the issue and make sure it is fixed."

David DeBoer, director, military and government markets, of APL Limited, agreed. "The bottom line is any time we can rework redundancy out of the supply chain it takes cost out for everyone in the supply chain — including carriers. The name of the game is to take out costs." Speeding up the use of containers is a win-win situation, he added.

"Let's say it takes 10 days on a particular route to get your containers back," said DeBoer. "That is about three cycles a year. If

continued on page 41

#### BRAZILIAN COFFEE

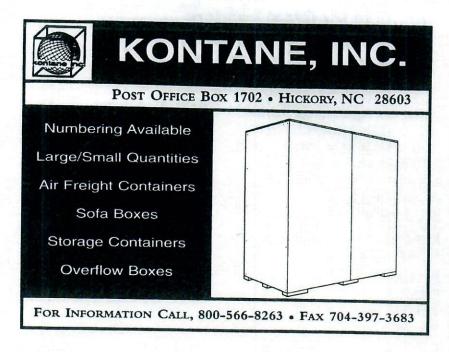


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## **Bright Ideas for Great Leaders**

#### **Solving Disputes**

Disputes are all the more unpleasant when the arguing parties use "fighting words," say Warren H. Schmidt and BJ Gallagher Hateley, authors of *Is It Always Right to Be Right?* (AMACOM, \$16.95). The book suggests some effective phrases to direct a heated conversation toward a calm resolution.

- Clarify differences. "We both seem to want X, but we have different views on Y."
- Focus on objectives. "Let's be clear on the outcomes we would like to achieve."
- Be informed. "Is there any additional information, or are there other points of view that might be helpful to us?"
- Play it out. "Let's look at what might happen if we adopted your proposal, and then let's do the same with my proposal."
- Be flexible. "Under what circumstances could you support what I am proposing?"
- Offer concessions. "I could support what you propose if ..."

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#### The Portal September/October 2001

you can get another cycle out per year due to increased movement, it provides efficiency, effectiveness and profit for everyone."

Galluzzo stressed the need to synchronize the movement of military supplies and spare parts from depots to ocean carriers. "Every time we miss a ship it adds seven days to the customer wait time," he said, noting that speed of military freight movement is more important than its cost. "With a container, you might have \$40,000 worth of goods inside. The transportation is cheaper than the inventory in there."

The goal of the effort is "time-definite delivery" to customers, said Charlie Nye, of the Defense Logistics Center's Defense Distribution Center, New Cumberland, Pa. "We want our customers to know they can order on Tuesday and get their goods on Thursday. We're looking at velocity and reliability."

Among his agency's challenges is the Department of Defense's 4 million stock items at 24 locations. Delivery reductions have been achieved, said Nye, by positioning items that are reordered with great frequency at forward resupply points.

#### MTMC Awards \$325 Million in Contracts

MTMC has awarded \$325 million in contracts to 14 carriers led by APL Ltd., Maersk Sealand, Lykes Lines, Farrell Lines, Central Gulf Lines, and American Roll-on, Roll-off Carriers. MTMC said this year's universal service contract reduces the number of rates to 10,000 from 25,000 and will cost \$17 million less than last year's contract. The one-year agreement provides for movement of an expected 100,000 containers and 300,000 measurement tons of breakbulk cargo worldwide.

#### Outgoing DoD Official Praises MTMC Work, People

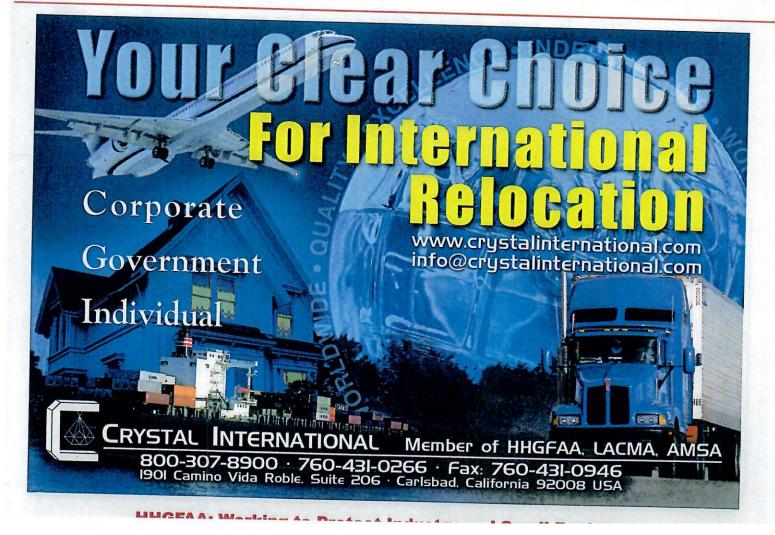
When Mary Lou McHugh retired as
Assistant Deputy Under Secretary of
Defense (Transportation Policy) she passed
around a lot of praise for people, processes
and organizations that impacted the defense

transportation system in the almost 8 years she held the position. But one of her biggest compliments went to the Military Traffic Management Command and the Pentagon-based transportation staffs of the military services.

"(You) are where the hard work of implementing new ideas really gets done—my hat is off to you—always was and always will be," said McHugh, who retired from 35 years of government service Aug. 31. "With steadily declining resources, you nobly rise to the occasion. Challenging what does not make sense in the operational environment and improving the process as a result."

McHugh is well known to MTMC transporters. She served at the command in three separate assignments beginning in 1969. Her last assignment with MTMC was from 1986-1993 when she served as Senior Transportation Advisor and Deputy Chief of Staff for Operations.

McHugh is now transitioning to her own future. She plans to move to Singapore with her husband, Bob Keltz, in early January and begin a new civilian transportation career. Keltz, who recently retired from government





Mary Lou McHugh remembers the hard work of transportation process reinvention while Lt. Col. Hank Abercrombie, director, MTMC's Global Freight Management, list4ens.

service, will go to work with Sikorsky Aircraft.

McHugh first started in government service in 1967 as a General Schedule 7 computer programmer working for the National Guard Bureau at the Nassif Building, in Falls Church, Va.

One of her last official ceremonies was on Aug. 29, when she gathered with transporters who served past and present terms with the Transportation Policy Professional Enhancement Program.

"We expect great things from you," said

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McHugh, speaking to program participants. "We were never disappointed." She said the interns brought new energy and life to transportation offices and programs by "finding creative solutions."

McHugh recalled the progress and results of many Defense Transportation System programs and processes:

PowerTrack automated payments. "Most gratifying to me was the outsourcing of the payment of transportation bills," said McHugh, describing the implementation of USBank's PowerTrack automated payment software for carriers.

An effective partnership between military and industry was essential, she said.

"The first part of the challenge was to get everyone on board and to commit to the resources," said McHugh. "That was more complicated than we anticipated — which is usually the case."

Although delayed in implementation, McHugh said the program is 95 percent complete today. The use of government bills of lading have been slashed. While 67,000 were processed in 1997 — only 1,200 will be used this year.

USBank processes about \$83 million monthly to over 470 transportation carriers, said McHugh. Approximately 85 percent are paid in three days — another 10 percent within 10 days.

"Having the vision is the easier part of it," she said. "Making it happen at the working level is the hard part. My hat is off to the military staff who made it happen and especially at the Military Traffic Management Command. They made it work."

"We will get to the point where the military services will pay for

(quality service)," said McHugh. "There is never enough money to go around. When the services see this helps their people's quality of life and this helps with their families - they will come up with the resources."

McHugh said the military represents 17 percent of the business for the American moving industry. "We have expectations of them," she said.

Ultimately, she predicted, "There will be dramatic changes in the way industry interchanges." Moving relocation services will be a part



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of the future military moving program, she added.

"The carriers and relocation companies will work together — just like in the corporate world," said McHugh.

"We should stay the course in the Full Service Moving Program," said McHugh.

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P.O. Box 2273 Warminster, PA 18974 Belfield Ave. & High St. Phila., PA 19144 "We should work through any problems. We have an opportunity to shape the history of the industry."

She has this advice for her successor:

- Be a consensus builder. You have to have all the services and multiple functional areas involved. You have to have people on board. At the end of the day, you have a better product.
- Be a risk taker: There is a lot of support for the status quo. We are all real comfortable.
- · Advance cause of change.
- Stay the course on the Full Service Moving Program.
- Complete PowerTrack implementation. Reduce the remaining Defense Finance & Accounting Service structure for the payment of government bills of lading.
- Foreign ownership of transportation assets: This represents serious issues. It exists in sealift. There is a potential for it in airlift. The Department of Defense needs to think through the issues. What are the consequences? There are critical issues involving our reliance on assets.

#### Reflections on Leadership

he interesting thing about leader-The interesting timing about reads.

Ship is that a good leader is not necessarily a great manager. Nor is a great manager necessarily a good leader. Yet leadership and management are not mutually exclusive. Leadership involves vision, direction, and focus. A really great leader, with impact on his or her company, is one that provides a clear vision of where they want the company to go, direction on how they should get there, and can keep the staff on focus to achieve that end. Then, only through good management can that vision be accomplished. This management has to come not only from the leader, but also from the staff that supports that leader. And yes, leadership can be learned; it is not necessarily a "born" trait.

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## European Union Import Restrictions On Wood Packing Material

HGFAA members are advised that emergency restrictions have been put in place by the European Union (EU) requiring the treatment and marking of all new and used coniferous (fir, spruce, pine) non-manufactured wood packing material originating in the United States, Canada, China, and Japan aimed at preventing the introduction of the "pine wood nematode" (PWN) into Europe's woodlands. These emergency restrictions become effective for all shipments departing their origin ports on or after Oct. 1, 2001.

For more detailed information, you may wish to visit the website of the USDA Animal and Plant Health Inspection Service (APHIS) for background on the EU restrictions and what has been done to date by the U.S. Department of Agriculture (USDA) and the American Lumber Standards Committee (ALSC) for shipment originating out of the

United States. The website address is www.aphis.usda.gov (click on the link: "Wood Packing Material.")

The major liftvan manufacturers who supply our industry here in the United States have initiated or completed the necessary actions to become certified by the ALSC and have begun manufacturing boxes that fully comply with the ALSC and EU requirements. These new EU-compliant liftvans will be marked with the "bug brand" that is referenced on the APHIS website. Unfortunately, the lumber mills that supply the manufacturers with the required heat-treated (HT) material are also undergoing the ALSC certification process and the HT material is just now making its way into the supply chain.

Adhering to the letter of the EU restrictions, the industry (military and commercial) will have two choices to bring existing



HHGFAA President Terry Head (foreground) examine the lift-van diagram with Lt. Col. Patty Hunt and Cullen Hutchinson of MTMC.

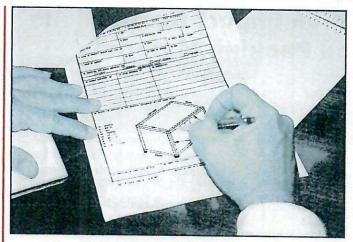
liftvans into compliance: one is to have liftvans heat treated, and the other is to have shipments fumigated. Neither of these



options is desirable for a variety of reasons, but primarily because the infrastructure does not yet exist on a broad enough scale to provide sufficient service in the areas where it will be required.

The Association is in the process of determining whether it is possible and acceptable to the EU and MTMC to have "packed shipments" heat treated. Heat treatment requires the wood be exposed to a minimum core temperature of 56 degrees Centigrade for at least 30 minutes in a closed chamber or kiln.

Fumigation would appear to be the easiest solution; however, our research reveals that unlike the previous arrangements for gypsy moth restrictions, there are very few fumigation enterprises that are USDA certified to perform the "Q Label" grade of fumigation that uses a level of the methyl bromide fumigant that is approved for the irradiation of the PWN. The USDA just recently announced that the level of methyl bromide necessary to kill the PWN is three times greater then the level for other wood



Wooden shipping containers for personal property include several areas subject to European Common Union pinewood nematode inspection.

boring pests. HHGFAA is investigating whether this level of fumigation will be harmful to humans through the potential transfer of toxins on fabrics (e.g. clothes, linens, pillows, mattresses, upholstered items, etc.).

The various customs and plant inspection agencies in Europe have been aware of the EU decision, but have only recently begun to address who will operate the compliance process for arriving shipments and how. The

only specific that the EU decision dictates is that the process be paperless. The inspection and enforcement agencies in Europe are to provide the EU, no later than Sept. 30, "... the measures which they have adopted with a view to protecting themselves against the introduction and spread of ... the Pine Wood Nematode."

Our engaged HHGFAA members in Europe have recently advised "... that the (enforcement) officials have gone to their

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www.TechMateIntl.com Sales@TechMateIntl.com US Tel: (949) 837-6283 US Fax: (949) 837-5582 supervising agencies requesting an exemption for our household goods liftvans from the EU requirement.... In their opinion, household goods liftvans are a high quality (expensive) packing material, therefore, not a critical item in the sense of the EU Directive."

In a spirit of partnership, the Military Traffic Management Command has been working closely with HHGFAA in seeking answers and resolution to the issue for military household goods. As The Portal goes to press, representatives of the Secretary of Defense (DOD/OSD) are traveling to Brussels, Belgium, to meet with the EU to request an extension or exemption of DoD cargoes, including military household goods, from the EU restrictions.



Maj. Mike Cashner accepts the flag of command from Brig. Gen. Barbara Doornink, commander, Deployment Support Command. Cashner is the new commander of the 956th Transportation Co., Fort Monmouth, N.J.

# Summertime Brings New Commanders to MTMC

Every summer, about one-third of MTMC's port units receive new commanders. This summer, nine new commanders assumed command — most notablly, Brig. Gen. Barbara Doornink at the Deployment Support Command, Fort Eustis, Va.

The change of command brings a new energy and enthusiasm to

unit activities and life. Policies are readopted, modified, or discarded. And commanders benefit, too. Finishing a demanding 2-year tour of duty, they move to a variety of new challenges — in some cases, advanced schooling or a joint assignment; in other cases, retirement.

The Aug. 24 change of command at MTMC's 842nd Transportation Battalion, Fort Monmouth, N.J., was no different, save for the arrival of both a new commander, Maj. Mike Cashner, and a new organizational flag, the 956th Transportation Co. That Friday was the last duty day for Lt. Col. Joseph Crowley, outgoing commander. Crowley is enroute to a new assignment with the Defense Intelligence Agency, Bolling Air Force Base, Washington, D.C.

Previously, Cashner served as commander of a transportation company in the 101st Airborne (Air Assault) Division, at Fort Campbell, Ky.



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Maj. Gen. Kenneth L. Privratsky reviews veterans at Polish Armed Services Day.

#### Polish Military Veterans Honored by U.S. Army

On, Aug. 19, Polish Armed Services Day, Gen. Kenneth L. Privratsky, MTMC Commander, visited the Shrine of Our Lady of Czestochowa, in Doylestown, Pa., to honor Polish veterans of World War II. Some were survivors of the Warsaw Uprising in 1944, others recently discharged veterans. Also represented were women's service organizations and young people in folk dancing troops. Privratsky assisted placing a wreath for the fallen at Our Lady of the Hetman Memorial. Poland's veterans said they appreciated Privratsky's representation.

The Doylestown shrine was built amid the serene, rolling Pennsylvania farm country in 1966. It mirrors an original monastery and shrine in Poland that since World War I has served as a national pilgrimage for those seeking to honor Polish independence.

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### **Reflections on Leadership**

We have adopted the motto of a renowned international business institution: "Don't just stay ahead of the game. Make the rules."

The "old-timers" of the moving industry remember how hard it was to face the severe legislation that many countries around the world were imposing on household goods shipments during the '60s and '70s. Fortunately, all those worries belong to the past. But the new generations of moving businessmen should learn that the introduction of softened legislation has been achieved only through hard work, acknowledgment from governmental authorities, and unquestionably the leadership of the "old-timers."

Can you imagine a worldwide convention of teachers? Or doctors? There would be thousands of them! There is one teacher for every 30 or 40 children and one doctor per 400 inhabitants. However, for a world population of 6 billion people, there are only very few international movers, perhaps 6,000 — that's one per million people. And they lead the entire industry! International movers are responsible for moving the most precious belongings of those who bear the world's highest positions.

In short: psychology, geography, mathematics, history, management, human relations, mechanics, logistics, and computer systems are only some of everyday skills a professional international mover must acquire.

Through the HHGFAA we, the members, have outstanding opportunities to continue "making the rules" for the times to come.

 Daniel Oviedo, ARGENMOVE / Argentina E-mail: argenmove@argenmove.com.ar

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# **Reflections on Leadership**

I define leadership as having the ability to create and cultivate relationships with excellence that leads to sustained success. Obviously, our industry attracts leaders as we have an abundance of them! They possess the qualities necessary to distinguish them as good leaders:

- **Trustworthy**. They respect the confidentiality of each person, setting guidelines and expectations early and clearly, and are truthful in all conversations and available at all times. At the same time, they recognize that building trust takes time and being able to analyze hidden obstacles that hinder leadership performance.
- **Professional**. Able to draw on education, experience and useful techniques; and able to communicate in a clear and forthright manner.
- **Resourceful**. They call on a network of topnotch business connec-

tions, useful information and specialists, and maintain a high level of interest and energy.

- Balanced. They recognize that leadership involves not only business success but also satisfaction in personal, family and civic responsibilities.
- Focused. They always place employee performance above all else and demonstrate genuine modesty and enjoyment at their employees' discoveries and successes.

I believe the fundamental skills required of leaders have remained constant and will never change. However, a leader can and will become stronger by keeping up with current technology.

For those who are excellent leaders, our industry offers continual challenge — and an abundance of opportunities. As chairwoman of the Commercial Affairs Committee, I point to our association's YP35 organization as evidence of this. Our future leaders are the youth of today.

Our youth are exposed to technologies that you and I never thought possible. They embrace these opportunities with unbounded zeal. Yet, all the computer skills in the world will not produce strong leadership skills without the aid of leaders throughout their youth who stand as examples and mentors.

A true leader:

- has a sincere interest in and concern for the people he manages, and
- ensures that their needs are met.
- treats employees as unique individuals.
- · gives credit to others.
- strives to make his people look good.
- knows that his or her job is to lead, not to do.

— Jackie Agner Denali International, Inc.

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# **INDUSTRY NEWS**

#### **APPOINTMENTS**





Saunders

Fleig

The Doree Bonner International Group recently named Sally Saunders as group personnel manager. Saunders joined the company 6 years ago and has since worked in all key departments gaining a thorough understanding of all aspects of the removals industry.

Due to the expansion of the company and her previous IT programming and training experience, she was assigned her new role and recently received her Certificate in Personnel Practice with the Chartered Institute of Personnel and Development.

The Swiss company Packimpex Ltd. has announced that Rolf Fleig has been named manager, removals division in Bern. Fleig, who has a background in international freight forwarding, has been with the company for 3



A look at the people and events shaping **HHGFAA** member companies.

years and has been responsible for sales activities in the division.

Also at Packimpex, Markus Widmann was named marketing and sales manager Switzerland. Having joined the company 5 years ago, he has been responsible for sales in the Zurich market. He recently was awarded the title of marketing expert after 2 years of intensive studies. He underwent FIDI sales training last year.

Both Fleig and Widmann hold FIDI diplomas.





Widmann

Mescal





Boehm

Canada-based The MI Group has announced a number of recent appointments. Four senior international relocation consultants have been named managers in the company's Relocation Consulting Services Group:

- Carol Mescal, Eastern Region, Chicago
- Holly Boehm, Western Region, Los Angeles
- Rob Davis, Greater NY Region, New York

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Moakler

Amirault

• Carol Moakler, Canada, Toronto
Each of these individuals has significant
experience in international relocation
management.

Also at The MI Group, **Pat Amirault** has been named assistant administration manager, Toronto branch. She joined the company in 1978, and has held positions of increasing responsibility during that time.

In the New York branch, Joel Gonzales and Gallia Peretz have been named assistant administration managers. They bring to their





Gonzales

Peretz

new roles 20 years of experience in the management of expatriate assignments with the company. Between them, they have worked in every aspect of the relocation industry, and bring the added value of speaking four languages.

Christina Howell-Scott has been named business development executive for The MI Group's Atlanta and Philadelphia business regions. She previously worked for USA Today in sales and account management. She brings an in-depth knowledge of her geographical areas of responsibility to her position, which will include selling The MI



Howell-Scott

Group's relocation services and ensuring quality service delivery.

Mark Pitcher has rejoined The Moving Company after 5 years' absence. Pitcher will remain in Wellington, New Zealand, where he is well known to many from his 15 years within that country's removals industry.

Graeme Jones will remain in Auckland, as The Moving Company continues to enhance the quality and level of service offered by the company to its worldwide partners and customers. In conjunction with this appointment, Pitcher and Jones have

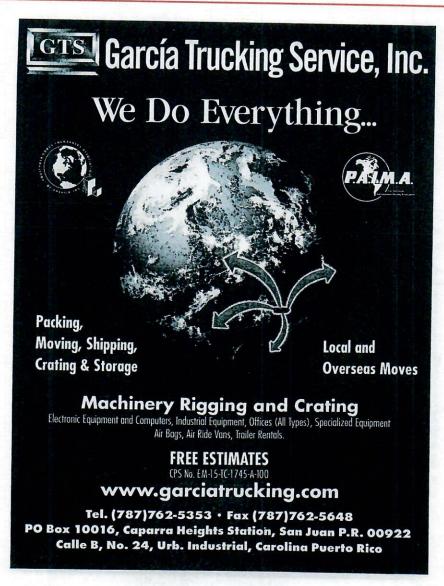
# **Bright Ideas for Great Leaders**

#### **Be a Cool Negotiator**

Leave the sweaty palms and nervous tics behind when negotiating by following these simple rules. (Check www.msmoney.com for more smart business tips.)

- State your case. Know everything you want to accomplish, and communicate it in one brief statement.
- Know it all. Knowledge is power.
   Gain perspective and leverage by researching from every angle before talks begin.
- Gather a crowd. Make sure all of the players who will influence the decision are present at the negotiation.
- Listen closely. Don't formulate your response while others are still speaking; pay attention to what they have to say. It's OK to pause and think before you add your viewpoint.
- Walk away. Leaving the table can be a terrific technique, but ONLY if you are sure you have the upper hand. Don't let this trick backfire on you.

-Jennifer Philburn



taken a financial shareholding in the business, effective Oct. 1.

E-mail: grame.jones@ themovingcompany.co.nz or (after Oct. 1) mark.pitcher@themovingcompany.co.nz

Crown Relocations has named **Greg Stewart** president of the company's new
Global Mobility Services division. The new
division was created to help multinational
companies better manage and maintain their
international executive postings. Stewart will
be based in New York City.

"The corporations we serve seek to gain efficiency in their deployment of staff worldwide. Increasingly, the partnerships we enjoy with our customers extend beyond traditional relocation-related services, encompassing the much wider category of expatriate assignment management and care. Greg's appointment and the formation of our Global Mobility Services division signal a new level of commitment to this business and to the corporate clients that we serve," remarked Jim Thompson, Chairman of Crown Relocations based in Hong Kong.

A 19-year veteran of the relocation industry, Stewart previously served as executive vice president of Coldwell Banker Relocation Services and of Global Operations of Cendant Mobility.

#### Mastrodomenico Leaves VIP

Luis Mastrodomenico, logistics and programming manager at Venezuelan International Packers, C.A. (VIP), has left the

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company. "Up to now," noted VIP Vice President Henry Moise, "it has been a pleasure to have him as part of our firm and we are grateful for the 10 years he has dedicated to VIP. We wish him the best success in his new activities."



#### CORRECTION

In a July/August *Portal* article about re-elected UniGroup board members, the affiliation of Richard J. Anderson was misstated. He is president of Armstrong Moving & Storage, Inc., in Round Rock, Tex.

# **Reflections on Leadership**

Three characteristics of leadership stand out as a bit strange and ironic. Superficially, each characteristic seems to be in conflict with the image we hold of what it means to be the boss. Viewed alone and out of context, each characteristic would seem to be a sign of weakness. Yet in the proper perspective, and accompanied by the other elements of a good leader, each gives strength and effectiveness to the leadership role.

- 1) A need to listen.
- 2) A need to delegate power.
- 3) A need for the organization to stand on its own.

A need to listen: Listening to your staff might well imply that you don't know all the answers. A leader is expected to know what to do in all situations, and to give the orders, not listen to ideas and suggestions of others.

Yet listening is exactly what is required of a good leader. So many leaders rise to the top because they have a long history of doing what they are told. But unless they change their orientation, they become victims of the Peter Principle, which states that we all tend to rise to our level of incompetence. In a complex industry in a complex world, one is foolish if he thinks he knows all the answers. Listening to staff widens a leader's base of information, rewards a staff for independent thinking, leads to good internal relationships, and extends the eyes and ears of the leader in his search for solutions.

A need to delegate power: How can this make sense? To hold and consolidate power, and to be effective in the use of power, a leader must be able to give power away. Granted, it must be wisely given, not all at once, and not all to the same person. But so many fail in their roles as leaders because they are unwilling to delegate their authority to others. The organization therefore fails to grow, or crumbles under its own weight. In a weak moment, the leader suffers an overload. It may be just a momentary lapse when that leader breaks down, but in this day of competitiveness, one bad day of leadership can lead to years of paying penalties for a bad decision.

A need for the organization to stand on its own: Here is what we often think. A leader is so good, and such a key factor in the organization, that the success of that organization depends entirely upon his presence and constant supervision. Wrong! This common belief is definitely NOT valid. An organization, when properly led, should be able to stand on its own for ever-extended periods of time. It is a test of the effectiveness of leadership.

In our younger years, we all experienced awkward moments in school when the teacher left the room, and the students went wild. The organization of those classrooms was very tenuous indeed. Such events let everyone know very clearly that the structures of the group were sustained only by the presence of the leader. Nothing else held it together. But we are adults now (at least most of the time). And we should no longer need to depend on the presence of a higher authority to insure that we are doing our job properly. One can push it too far, but if you want to test the effectiveness of your leadership, see how your staff does WITHOUT YOU!

— Cliff Williamson, Managing Director Transpack Argentina, Buenos Aires, Argentina

#### **EXPANSIONS**

Crown Relocations has opened a new office in Miami, keeping with the company's rapid expansion and solidifying its network in the Americas. Besides being company's 12th office in the United States, the Miami branch is the next step in Crown's commitment to the Americas. Already this year Crown has opened branches in Mexico City, Mexico; Santiago, Chile; and Montreal, Canada. Crown opened an office in Buenos Aires, Argentina in 1999, and plans to open an office in Rio de Janeiro, Brazil before the end of the year.

"This new office represents an important piece in the puzzle. For US- and Europebased companies, this Crown branch will act as a gateway to the important Caribbean, Central and South American markets — dynamic regions that will draw more and more multinational companies and transferees in future years," said David Muir, Executive VP — The Americas.

General Manager Gary Elliston relocated from Manila in the Philippines to head up the new Miami team. He will work alongside Corporate Services Manager Magdiel Perez, a bilingual (Spanish and English) American who previously worked in Crown Atlanta. Perez is also a 1998 graduate of Crown University, the company's annual management training program. The team is shored up by Operations Manager Jeff Steinke."

Crown's Website is www.crownrelo.com.

The refurbishment of the **Doree Bonner International Group**'s premises in Corsham near Bath has been completed on schedule, offering clients expanded storage facilities.

The property at the Leafield Industrial Estate has been extended from 14,000 to 20,000 sq.ft. and is now capable of storing over 1,000 palletized storage containers in a safe and secure environment, for both domestic storage and company archives.

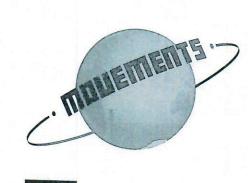


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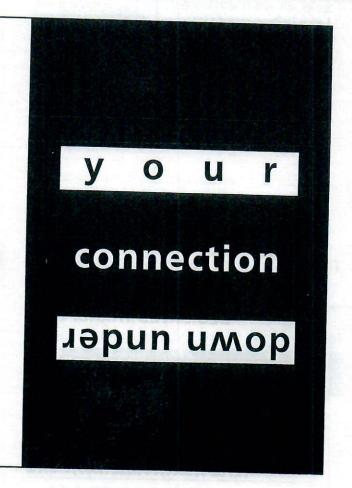




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In addition to its storage facilities, Doree Bonner provides a wide range of specialized services, including domestic removals, corporate relocations, and international removals, and currently imports through the head office in Dartford, Kent, from some of the world's leading international removals companies.

This and other investments, such as the recent relocation of the Dartford head office are an integral part of Doree Bonner's plans for future growth. The company currently is one of the top 15 removers in the United Kingdom.

For more information call 01225 811992.

Security Moving, Storage & Logistics Company has unveiled operational details for the moving industry's largest automated storage and distribution facility in North America, now under construction near Washington Dulles International Airport.

The 130,000-sq.ft., multimillion-dollar complex is scheduled to be completed in the spring of 2002. Storage will be held in individual fire-safe steel containers that can be moved around the building remotely and loaded onto a truck in less than 30 minutes.

"The idea is to take storage into the computerized age of safe and fast, automated delivery," said Larry DePace, senior vice president for Security. "No facility in the country can duplicate the speed, efficiency, care and total security of our new operation."

Key to that operation is a fully automated crane that has a lifting capacity of 20 tons. Guided by a software program that gauges the weight, location and storage

## Reflections on Leadership

eadership is simply the ability to get others to follow. John Maxwell, in his book The 21 Irrefutable Laws of Leadership, says, "The true measure of leadership is influence - nothing more, nothing less." However, attaining influence is a challenge requiring commitment, trust, knowledge, and the willingness to sacrifice to achieve both organizational and personal goals. Our industry has certainly attracted men and women with these qualities in the past, but can we attract the best leaders and managers for the future? Where will the Quinn Bells, Wally Sauberts, and George Pashas of the future come from to lead their organizations, and the HHGFAA, to prominence as they did for decades before us?

The Association's creation and development of the Young Professionals adjunct group (YP-35) for Active and Associate Members is a good start. With this program, the HHGFAA has provided a forum for new and potential leaders to network with their industry peers, to increase their awareness of current issues, and perhaps gain a better perspective of the challenges facing our industry today and in the future.

Where will the talent be found? Unfortunately, there are few if any college disciplines or other schools that address the curriculum requirements for a professional career in the household goods forwarding/moving industry. If we are to look in higher education, we must search for graduates in related fields such as transportation and logistics, business administration, or liberal arts. Regardless of where our future leaders are found, there is no "how-to" book to help learn this business. The most effective method for them may simply be to immerse themselves into the daily activities of their organizations and learn as much as possible about what makes it work. Management can facilitate the learning process though orientation programs, training rotations among departments, formal training programs, and establishing a career-mentoring program that tracks career development.

The great statesman Benjamin Disraeli once reflected, "The secret of success in life is for a man to be ready for his time when it comes." Successful leaders have a vision of where they want to go and how to get there. That vision must encompass identifying and developing other leaders so that both they and their organization will always be ready for success when their time comes.

> - Randall Groger, HHGFAA Vice Chairman Air Land Forwarders, Inc.



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history of each container, the crane rearranges the containers at night so that they can be removed quickly for clients the next day.

Security's facility will store more than 800 containers stacked three to four high. The containers will be kept in a concrete storage bunker. To maximize use of the building's cubic space, there are no aisles between containers.

The top-running, double-girder crane is being constructed by a German company and will be assembled and shipped from its North American headquarters in Cleveland, Ohio.

In addition to the concrete storage bunker, Security's facility will contain a 75,000-sq.ft. conventional warehouse, 1,000.sq.ft. FM200 vault for high-value items, and an access room where a client can view a container's content in privacy. About 20 percent of the warehouse will be temperature- and humidity-controlled.

Federal Forwarding Company, a wholly owned subsidiary of Security, will also be headquartered in the new building located on Mercure Circle, a 9-plus-acre site on Route 606 near Dulles Airport. Federal provides services for all of Security's air and sea shipments. The building's proximity to the airport positions it to take advantage of the increasing domestic and international airfreight business emanating from Dulles Airport.

For more information, visit www.sscw.com.

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Having spent 22 years on the agency side of the moving and storage industry, I brought a specific perspective to my role as president of a nationwide third party service company. I have subsequently learned that as a rule, the leadership requirements necessary for effective management in this venture are similar to those of my former colleagues on the transportation side of the relocation process. However, because of a daily order count that is significantly higher than that of an agent, there is a much greater sense of immediacy and urgency to our part of the service cycle.

The primary leadership responsibility of a successful manager, therefore, is his ability to recruit, train, and retain team members who themselves exhibit certain leadership traits. Those traits include industry experience, analytical skills, commitment to quality, decisiveness, communications skills, and organization.

By creating an atmosphere in which associates are required to follow through with those characteristics, a manager



Household Movers Services General Manager Jim Brown reviews training information with associates at weekly team huddle. Pictured, I. to r.: Brown, John Conte, Marisa Abate, Audrey Eschbacher.

creates an atmosphere that will elevate his company in the eyes of his customers. The ability to nurture those skills in a coordinator attest to a manager's leadership capability. Ultimately, they will determine his company's prospects for success in a market-place that is increasingly being measured in terms of quality scores.

 Stephen J. Eschbacher, President Household Movers Services

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### Nijman Sold

The sale of the Dutch company Nijman to Amertranseuro Holdings is a significant strategic agreement that strengthens the new Transeuro Amertrans Worldwide Relocations Group. The company will continue to operate from the existing facility, The Netherlands' first computerized fire-safe storage facility which, situated in Rotterdam, holds 870 steel containers and offers a unique service to its clients. All operational aspects of Nijman will join the international relocation and moving group.

"It's a good deal for everyone at Nijman and provides us with unlimited scope. As part of a bigger group our people will have far more opportunities to further their careers and experience," noted Cees Zeevenhooven, managing director and former president of FIDI. "Now that we are part of an international strategic alliance, the profile, opportunities and resources of our company will be quite different and we will be able to go from strength to strength."

The company will trade under the new name Transeuro Nijman Worldwide Relocations, creating continuity throughout the new group and increased brand recognition for its worldwide customers.

Zeevenhooven will remain with the new firm as managing director and CEO. He immediately took a seat on the parent company board and will advise on Continental operations for the new group as it expands and grows its total relocation and moving services worldwide.

#### **Mark Your Calendar!**

Next year's Annual Meeting will take us to Orlando, Florida surely one of the most popular vacation destinations in the United States!

So mark your calendar and plan to join us at HHGFAA's 40th Annual Meeting, September 29– October 1, 2002.

# Cat in a Box Pops Up in Toronto

It's almost 10 years since Doree Bonner International accidentally shipped the company's black cat to Adelaide. Mercedes, named after the vehicle she hitched a ride in, survived a 6-week voyage without food or water and after leaving quarantine was taken into the care of the car's owner in Darwin.

Amazingly, 10 years later, one of Mercedes' feline friends has made a comparable journey. Despite stringent checks made by the Doree Bonner crew, a cat's curiosity got the better of him and having stowed away in a warm and quiet place to settle down for a nap, he was mistakenly shipped off to Toronto, Canada!

Far from being a cat-astrophe, when the container was opened by Doree Bonner's

Canadian agents, they were astonished to find the cat looking a little disheveled but otherwise purrfectly safe.

Unfortunately, it was not possible to trace the original owners of the cat and he has since been adopted. However, Doree Bonner, which still carries the black cat logo in homage to Mercedes, presented £250 to Cats Protection to commemorate the anniversary as a tribute to the company's feline friend.

Geoff Watson, Managing Director for Doree Bonner, stresses that the company takes every possible care to ensure that only non-living goods are shipped. Doree Bonner is presently working with Cats Protection to raise awareness of the possible dangers to cats when removal vans are around. Watson

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noted, "We are very pleased to be working with Cats Protection to ensure cat owners take the right precautions for their pets during a move. We care for cats as well as our customers and their goods and are keen to continue to support the charity's fantastic rescue and rehoming work in the future."

# Doree Bonner Entrusted with Wimbledon's Roll of Honour

The UK-based Doree Bonner International Group recently took delivery of one of the most famous symbols of Grand Slam tennis. The company will store the Wimbledon Championship's Roll of Honour on behalf of the All England Lawn Tennis Club until the next tournament in 2002.

The Roll of Honour shows the entire history of Wimbledon winners, with all the tournament's previous champions listed in gold leaf on the green wooden plaque.

"Being a big tennis fan, I'm delighted that we have won this contract," said Geoff Watson, managing director. "Tennis lovers everywhere can rest assured that the Roll of Honour will be delivered home in mint condition in time for next year's Championships."

#### **HONORS AND AWARDS**

Wheaton World Wide Moving was recently rated second in the Accident Safety Evaluation Area (SEA), third in the Driver SEA and fifth in the Vehicle SEA in the moving and storage industry by the U.S. Department of Transportation (USDOT) program SafeStat. No other carrier in the industry received higher combined scores.

Developed in 1998, SafeStat provides state and federal agencies, along with the general public, objective information on each interstate carrier. Each carrier's rating is developed by using four SEAs: accidents, drivers, vehicles and safety management. The USDOT compiles the ratings from such sources as roadside inspections, compliance audits and accident reports.

The Employee Relocation Council recently announced that **Phil Potzka**, Relocation Consultant with Paul W. Taylor Co., Inc. Moving & Storage (agent for United Van Lines) of Wakefield, Mass., has earned the Certified Relocation Professional (CRP) designation after

Send your press releases, photos, and news to HHGFAA at

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## **IN MEMORIAM**

## Juan Carlos Bacigalupi

The Latin American and Caribbean Movers Association has informed HHGFAA of the passing of Juan Carlos Bacigalupi, former LACMA president, who died in Asunción, Paraguay, on July 30. Mr. Bacigalupi, who was 62, had undergone difficult and complicated surgery on June 26 and had been slowly improving at the time of his death.

Mr. Bacigalupi was the founder and manager of Servimex, established in 1979. The company's several divisions included a local and international moving business, general cargo, and an industrial division. In 1993, Mr. Bacigalupi's son, Diego, took over the management of the company. In 1998, Mr. Bacigalupi founded Paraguay Relocation, S.A., directed by his wife, Mirka.

His daughter, Andrea, has worked in the international moving business since 1988 and will assume her father's position in Servimex. Servimex became a LACMA member in 1988; three years later, Mr. Bacigalupi became a director on LACMA's board, a position he held until he became President for a two-year term from 1999-2001.

Mr. Bacigalupi is survived by his wife, Mirka; his children, Andrea and Diego, and two grandchildren. Evelyn G. de Jaen, LACMA general manager, noted, "In the industry, his friends all will remember him with great fondness and care."

successfully completing the CRP exam held May 9 in San Antonio, TX.

The May 9 exam was administered to 632 candidates, and Potzka was one of 521 ERC members who were awarded the designation from this group. Potzka has over 27 years relocation industry experience. His duties at Paul W. Taylor Co., Inc., include assisting corporations in New England develop and administer



domestic and international relocation programs and specializes in international moving.

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#### IN MEMORIAM

#### **Connie Day**

Connie Day, a former state senator and the wife of John Day, died on July 24 after a 10-year battle with cancer.

Mrs. Day, a longtime advocate for children and the underprivileged, passed away less than two months after her son, John Day IV, died following a stroke and her mother, Mary Walters, succumbed to cancer. Her husband, who heads The Day Companies, said his wife enjoyed some quality time in the month preceding her death and had many wonderful memories. She enjoyed a park dedication in her honor at Skyview Lake and seeing her family and friends during her husband's 60th birthday party.

"This is not a sad occasion," he said. "She had been suffering. This is a positive time. She had been undergoing treatment and there was nothing left to recommend." Near the end, the cancer battle intensified. "She was satisfied that she had lived life to the fullest," said Mr. Day. "She still had the drive to live, but when the end was near, she went peaceably. It was a celebration of life."

During her final days, she told her family she had accomplished everything she wanted to accomplish. "We're treating this as a celebration of life," Mr. Day said. A celebration of life service was held on July 27, in keeping with her wishes. The following day, a celebration for children and families was held at the Connie Day Garden at Skyview Lake. Her strongest wish, said John Day, was that she be remembered for her work with children.

A memorial has been established, known as the "Connie Fund," which will be used to benefit the children of northeast Nebraska. Contributions may be sent to the fund at the Nebraska Community Foundation, P.O. Box 1187, Norfolk, NE 68702-1187 or to the cancer fighting organization of the donor's choice.

Survivors include her husband and four children, her father, two brothers, and nine grandchildren.

#### **ISO NEWS**

Homepack Freight International, Karachi, Pakistan, has been awarded ISO 9002 certification after successfully undergoing an audit conducted by UKAS Quality Management of England and TGA of Germany.

Homepack, established in 1979, has instituted processes and forms for all "Corrective and Preventive Actions," including columns for suggestions and customer complaints. According to company President and CEO A. Hashim, this has automatically lowered the risk of claims. "Complete training on risk management to our staff has been imparted by our consultants," he added. "We have also arranged a workshop on risk management in Islamabad, which was the first of its kind in Pakistan, in 2000."

E-mail: hmpk@cyber.net.pk.

#### SalesMate, Pocket PC Combine to Improve Surveying Power

TechMate International has introduced SalesMate/PDA as the newest entry in its line of HHG moving industry products. This powerful portable surveying system brings all the features of the popular SalesMate/Telxon to a palm-sized PDA (Portable Data Assistant). Using a PDA powered by Microsoft's powerful Pocket PC operating system, TechMate International is able to offer an industry-specific solution using commodity-priced hardware.

SalesMate/PDA is the new product with a Windows-like interface and built on SalesMate/Telxon's proven feature set. First delivered in 1989, SalesMate has become the industry's standard for electronic surveying systems. It quickly records the survey; immediately estimates the shipment's volume and weight; then prints a room-by-room listing, including articles designated as "not going," right in the customer's home. SalesMate's accurate survey and easy-to-read presentation has made it the choice of over 2,500 moving professionals.

While the system is effective for all types of HHG moves, it contains many features for the particular needs of the international mover. SalesMate is multi-modal, permitting the surveyor to designate each article's mode (e.g. sea, air, storage, etc.) then see each



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mode's estimated volume. The multilingual feature is valuable for a global market, as the surveyor can operate the system in one language and print the survey in another. This feature provides excellent customer service and can mean a substantial savings in translation costs.

SalesMate/PDA gives users a graphical interface similar to their Windows desktop. When surveying, the system presents a list of articles. The user simply taps on the article's name to survey it. Choices are organized in manageable lists (e.g. Dining Room Articles) for fast selection. "Pocket PC devices give the user over 30% more usable screen space than Palm OS devices," says TechMate's Dennis Nickolai. "We use that additional screen space to display more articles, thus speeding up the surveying process.

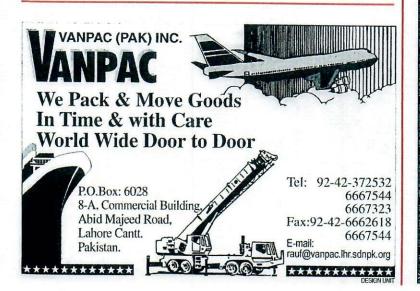
"Another important feature of SalesMate is the ability to print the survey for immediate review with the client. The surveyor can review the list of articles 'not going' with the client, giving everyone a clear understanding of the move."

"Choosing Microsoft's Pocket PC as the system platform was an important strategic decision for us," says Lynn Peterson. "Each Pocket PC system includes Pocket Word and Pocket Excel, whose documents can be synchronized with their PC equivalent. Pocket Outlook and Pocket Internet Explorer let the user stay connected to their office and the world."

SalesMate/PDA will be demonstrated this fall at most of the U.S. and international mover conventions. First product shipments are scheduled for the fourth quarter. SalesMate/PDA can be purchased as a complete system or as a software-only product.

For more information contact TechMate International at (800) 837-6283 or fax to (949) 837-5582 or send an email to Sales@TechMateIntl.com. Website: www.TechMateIntl.com.





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stable, productive workforce of drivers, owner-operators, and support employees is unusual in the rapidly changing trucking industry. Workforce stability, with low employee turnover, follows enlightened leadership.

Enlightenment is when leaders elevate their game to a higher level. Intellect kicks in, head and heart take over for the hands, and vision — a clear perspective on how the future can affect the organization — replaces gut feeling. Enlightened leaders:

- do more than simply manage or direct drivers, owner-operators, and staff. They inspire, coach, encourage, and guide. They earn consensus by working as part of the team, providing resources to get the job done, then getting out of the way.
- are creative, and stimulate those around them. They share information and insights, helping others see the big picture and giving them the opportunity to do great things, to learn and grow, and to make a difference themselves.
- sincerely care about their people and emphasize the importance of building and maintaining positive working relationships.
- cultivate the skills of their subordinates. They begin building other leaders, and understand that people who are happy at work are productive employees.
- ensure that everyone has the resources to perform at a high level: information, tools, equipment, time, space, and a supervisor to cut through red tape and remove obstacles.
- provide wide-ranging opportunities for learning and new experiences: trade literature, trade conferences, and networking with peers in customer, supplier, and trucking industry groups. They also encourage the organization to bring in outside experts to share ideas, information, perspectives, and insights with employees. And they promote continuing education and lifelong learning.
- downplay the dollars and emphasize other rewards. They give employees especially the sought-after professional driver a benefits package that enriches beyond standard hospitalization and Major Medical and responds to their needs and interests.

The key is to bring these principles into action across the organization, creating a culture that is conducive to high performance on the road or I the office.

—Louis Capolino, vice president of operations, Venezia Transport Services Inc.

# Reflections on Leadership

Is the manager a leader? Yes, one is — or rather should be — if he wants to be effective.

Some think of leadership as being associated with the role of a manager, and use the term synonymously. However, a manager may not necessarily be a leader and vice versa. So, what's the difference between the two? I think a leader is someone who occupies a position in a group wherein he or she influences others in accordance with the expectations of the position and coordinates and directs the group in maintaining itself and reaching established goals. A manager is someone who makes things happen according to the requirements of others in the group. In other words, a manager is the one formally designated to set direction while a leader is one to whom people look for direction.

Let's look at an example. If Person A has risen quite far in his moving company, how would he make the leap from being a mere manager to being seen as a potential leader? Moving companies are seeking visionary leaders who are increasingly difficult to find, and several sectors of the economy are facing the difficult challenges of grooming board-room material from within the company. Firms can create great managers, but not necessarily leaders.

Management gurus say that a manager can be a leader if he acquires the abilities to

- inspire;
- · trust;
- · motivate:
- envision things being done in a new way; and
- · listen.

These skills cannot be taught in any classroom. However, with a little effort, any person can reveal the potential within himself. He can select some individuals from his field of specialization and share his ideas with them. After a few sittings, he will realize that the group is shaping his ideas. He can also ask them about their successes and mistakes. Soon he'll understand that he has been noting these essential skills.



Khan

Following are a few points I want to share:

- The manager drives group members; the leader coaches them.
- The manager depends upon authority; the leader relies on goodwill.
- The manager inspires fear; the leader inspires enthusiasm.
- The manager says "I"; the leader says "We."
- The manager assigns the task; the leader sets the pace.
- The manager says, "Get there on time"; the leader gets there ahead of time.
- The manager fixes the blame for the breakdown; the leader fixes the breakdown.
- The manager knows how the job is done; the leader shows how it is done.
- The manager makes work drudgery; the leader makes it a game.
- The manager says, "Go"; the leader says, "Let's go."

I believe there is always a leader and a manager in everybody when he or she born. It is the luck of the draw that determines his/her future. The bottom line is that opportunity opens its door only once in life, and it depends on the individual to take a chance to enter. What about you? Are you a manager or a leader?

— Assad Mazher Khan Transpack Packing & Freight Forwarding Company



# Paxton Takes Environmental Awareness to New Level, Implements ISO 14001

#### By Freddy Paxton III, MBA, CRP

When many people think about moving or relocation companies they see images of big trucks polluting the highways and leaving behind a trail of discarded boxes and other refuse in their wake. We all know how misleading that image is. In fact, the leading companies in the moving industry are responsible corporate citizens, seeking out ways to reduce their impact on the environment.

At the Paxton Companies, we are dedicated to leading the moving industry in environmental awareness. We have a strong record of pursuing ways of minimizing our impact on the environment, from utilizing renewable packaging and reusable copy paper to reducing air pollution by maintaining our fleet of trucks in perfect running order and training our drivers to turn off their vehicles whenever they stop. We are members of the Federation International Des Management Internationaux (FIDI), and have received FAIM (FIDI Accredited International Mover) certification, which includes environmental elements that are assessed in regular audits.

ISO 14001 is the next level. ISO 14001 certification is an international environmental management system (EMS) standard that provides us with a systematic and disciplined process for improving our impact on the environment. It is comprehensive, encompassing the operations of all our businesses, from household relocation through corporate relocation to records storage, at all five of our locations. Certification to ISO 14001 provides a dramatic and public way to demonstrate our commitment to environmental stewardship to our employees, customers and communities.

The ISO 14001 approach is very pragmatic and practical. First, you identify the aspects of your operation where you have the most impact on the environment, and you develop plans to improve those impacts. Secondly, you implement those plans and monitor and measure their effectiveness. Lastly, you develop new plans and go through the cycle again. It's PLAN, DO, CHECK, ACT - the continual improvement process.

One of the most important environmental

impacts for us is fuel consumption. Anything that can make our use of vehicles more efficient and effective is absolutely critical, whether this is enhanced vehicle performance, precise matching of the right sized vehicles with the right sized jobs, more concise routing, improved driver training, or better vehicle maintenance and service. The fact that ISO 14001 will drive us toward finding ways to continually improve our efficiency and effectiveness will make us greener, while it reduces our costs and improves the bottom line.

The ISO 14001 certification process is supported by a management system that guarantees ISO 14001 will be deployed consistently throughout our company. The management system includes requirements for documentation of procedures, training for our employees, internal auditing of processes, management review, record retention, corrective action and so on.

This September, when ISO 14001 is up and running (hopefully as smoothly as one of our vehicles!), the registrar will come to provide the third party audit on which the system of international standards are based. If we pass the assessment, and we're confident we will, Paxton Companies will become one of the first relocation companies in the world to be certified to the Standard.

#### The Platform: ISO 9001:2000

The Paxton Companies are well on our way to implementing ISO 14001. We found that first implementing ISO 9001:2000, the quality management system (QMS) standard, provided an ideal starting platform.

ISO 9001:2000 has many elements in common with ISO 14001, including the PLAN, DO, CHECK, ACT process for continual improvement. Both Standards also offer a flexible model that can be readily adapted to any enterprise.

When we embarked on implementation of ISO 9001:2000 and ISO 14001 we enlisted the assistance of Eagle Group USA, a consulting and training firm based in Troy, Mich. We selected Eagle Group because they had experience in our industry and because they were registered to both Standards. They helped us achieve registration to ISO

9001:2000 in May.

"ISO 9001:2000 helps an organization launch ISO 14001," explained Clyde Pearch, Eagle Group's President and CEO. "It provides the folks in an organization with an understanding of and processes for documentation, management review, corrective action, internal auditing and so on. It's significantly easier for an organization that's registered to ISO 9001:2000 to achieve certification to ISO 14001.

"Plus, ISO 9001:2000 enables a company to ensure that the same practices are being applied consistently and uniformly across the organization. It ensures, for example, the same policies and procedures will always be used in regard to reusable packaging. It guarantees that vehicles will be maintained in exactly the same way from one location to another. Performance is always measured according to the same standards. Individual managers and employees have a template for how to do their jobs."

#### **Environmental Review Committee**

Even with certification to ISO 9001:2000, ISO 14001 is far from easy. ISO 14001 requires complete knowledge of all regulatory requirements. With a multi-site organization such as Paxton, this not only includes federal and state agencies but also localities - counties, cities, and townships. It's impossible to have this expertise on staff at each site. Our solution was to create an Environmental Review Committee (ERC) a cross-functional team of managers with a variety of skills and knowledge from across the organization. Together they have the knowledge of regulatory requirements that the Standard demands.

We're already beginning to reap the rewards of implementing the two Standards. ISO 9001: 2000 has provided us with a business operating system that gives us a unified way of managing our business. We measure a wide array of data, which provides metrics on every significant aspect of our business from sales to defects. As part of that process, we measure a number of environmental indicators. All of these measures are evaluated at monthly review meetings. This

continued on next page

# **WELCOME NEW MEMBERS**



Jeffrey Coleman
Executive Vice
President
Covan International Inc.
HHGFAA Chairman

n 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.

# **ASSOCIATE MEMBERS**(Effective September 1, 2001)

#### Ace Shipping Co. Ltd.

2F, 572-416, Sungsan-Dong Mapo-Ku • Seoul 121-250, Korea Tel: (82) 2 3142 3100 • Fax: (82) 2 3142 3101 E-mail: aceshipg@yahoo.co.kr P.O.C: Mr. James Sponsors: 21st Century Relocations, India Intermovers & Storage Sdn. Bhd, Malaysia

#### All Points Moving & Storage Co. Inc.

7225 West Sam Houston Parkway North Houston, TX 77040 Tel: (713) 690-7000 • Fax: (713) 396-0929 E-Mail: apsales@allpointsmoving.com No of Years in Business: 20 P.O.C: Eric Peterson Sponsors: Relogistics Worldwide, Inc., IN Crystal Forwarding Inc., CA

#### Delta Shipping and Trading Inc. Co.

Erturk Sokak No. 5 Kavacik 81610, Istanbul, Turkey Tel: (90) 216 425 5100 • Fax: (90) 216 425 5143 E-Mail: deltaist@superonline.com No of Years in Business: 28 P.O.C: Capt. Erdogan Yuksel Sponsors: Emery Worldwide, VA Transcar, Germany

#### Eagle Van Lines, Inc.

5041 Beech Place • Temple Hills, MD 20748
Tel: (301) 899-2022 • Toll Free: (800) 476-4080
Fax: (240) 695-9600
E-Mail: chrisk@eaglevanlines.com
No of Years in Business: 15
P.O.C: Chris Kopoulos
Sponsors: Euroamerica Group Inc., MD
Certified Packaging & Transport Inc., MD

#### Ets. Guy Magermans & Cie. S.C.R.L.

Bois Notre-Dame 1
B6900 Marche En Famenne, Belgium
Tel: (32) 84 31 17 90 • Fax: (32) 84 31 65 69
E-Mail: guy.magermans@skynet.be
No of Years in Business: 66
P.O.C: Guy J. Magermans
Sponsors: Baltrans Int'l Moving Ltd,
Hong Kong
Royal Moving & Storage Inc., Canada

#### Executive Movers Service, Inc.

855 Industrial Highway Unit #7 Cinnaminson, NJ 08077 Tel: (856) 303-8884 • Fax: (856) 303-8885 E-Mail: jamies@ms3rdparty.com No of Years in Business: 3 P.O.C: Robert C. Atkinson Sponsors: Reliable Van & Storage Co.Inc., NJ Graebel Companies, NJ

#### Fields Movers Services Inc.

P.O. Box 4306 Woodbridge, VA 22194-4306 Tel: (703) 550-8353 • Toll Free: (800) 800-1940 Fax: (703) 643-0106 No of Years in Business: 28 P.O.C: Charles R. (Dick) Fields

#### J. H. Bachmann, Inc.

1691 Phoenix Blvd, Suite 140 Atlanta, GA 30349 Tel: (770) 907-1861 x 13 • Fax: (770) 907-9182 P.O.C: Mr. Hans J. Meyer Sponsors: Sentinel Int'l Forwarding, Inc., WA ABBA International, Inc., WA

#### Meyer Transport

P.O. Box 3055
Kaya Jacob Posner 14 • Willemstad, Curacao
Tel: (599) 9 4614 766 • Fax: (599) 9 4615 067
No of Years in Business: 43
P.O.C: Gerben Koetsier
Sponsors: Crown Relocations, The Netherlands
Allied Varekamp/Utrech, The Netherlands

#### PT. Zimmoah Marine Trans

Plaza Summarecon 4th Fl.

JL Perintis Kemerdekaan 42

Jakarta Timur, Indonesia

Tel: (21) 4786 6502 • Fax: (21) 4786 6503

E-Mail: zimmoah@chn.net.id

No of Years in Business: 11

P.O.C: Mr. JI Hyun Lee, Jr.

Sponsors: Zimmoah Int'l Inc., Korea

Millex International, Inc., Korea

#### Links Relocations

12-Floor, Chekiang First Bank Centre
1 Duddell Street • Central, Hong Kong
Tel: (852) 2366 6700 ¶ Fax: (852) 2366 6400
E-Mail: info@linksasia.com
No of Years in Business: 5
P.O.C: Patrick O'Donnell
Sponsors: Overseas Moving Limited, England
McGimpsey Brothers (Removals) Limited, Ireland

#### Rinkens International

1700 West Walnut Parkway
Rancho Dominguez, CA 90220
Tel: (310) 639-7725 • Fax: (310) 687-2822
E-Mail: sales@rinkens.com
No of Years in Business: 7
P.O.C: Mr. Howard T. Smith
Sponsors: Oman Moving and Storage, Ireland
Spedimpex, Spain

#### Paxton

from previous page

ensures that the environment is as critical as every other element of our business. Improving our environmental performance is as important as increased profitability and is as closely tracked. We're continually setting environmental goals and looking for ways to beat those goals.

Paxton has come a long way since my Great Grandfather switched over from horse drawn vehicles to horseless carriages. But it is in this tradition of constant improvement that we are today pursuing ISO 14001 implementation to demonstrate our commitment to environmental stewardship. We like to think we are still following my Great Grandfather's lead in constantly finding new ways to improve our business and better serve our customers and communities.

Fred Paxton III, MBA.CRP, is Vice President of The Paxton Companies, 5300 Port Royal Road, Springfield, VA 22151. Phone: 703-764-3315; e-mail freddy@paxton.com. Websites: www.paxton.com and

www.crsontheweb.com.

#### SanHarison, Inc.

6594 Sector C-6 Vasant Kuni New Delhi 110070, India

Tel: (91) 11 613 7050 • Fax: (91) 11 613 7651

E-Mail: sanharison@nsimail.com No of Years in Business: 5 P.O.C: Mr. Ajay Shroff

Sponsors: 21st Century Relocations, India Midwest Movers & Carriers Pvt, Ltd, India

#### Sea Sky Cargo Services (P) Ltd

GPO 1832

Kathmandu, Nepal

Tel: (977) 1 539 188 • Fax: (977) 1 525 598

E-Mail: sales@seaskycargo.com No of Years in Business: 14 P.O.C: Mr. Yajashwi Sharma

Sponsors: Homebound Packers & Shippers Ltd,

Bangladesh

Homebound Packers & Shippers, Dhaka

#### Shipping & Moving.com

8 Sapir St. Arad 89066, Israel

Tel: (972) 51 977 541

E-Mail: info@shippingandmoving.com P.O.C: Ms. Rachel (Tati) Morag

Sponsors: A. Univers Transit Ltd., Israel

Vayer L.A., CA

#### Standard International Movers

34 Sifnou Str. 11254 Athens, Greece Tel: (30) 1 202 8463

Fax: (30) 1 201 5257

E-Mail: strumove@ath.forthnet.gr

No of Years in Business: 11 P.O.C: Eleni Vlahioti

Sponsors: Interdean Hellas AE, Greece Baxevanides International, Greece

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1453 Doolittle Drive San Leandro, CA 94577 Tel: (510) 636-4646 Fax: (510) 636-4640

E-Mail: isaac@aris200v.com P.O.C: Isaac Kotev

Sponsors: Globus, Israel

TDY International Freight Services Ltd, Israel

#### Cheetaz On The Move Pte Ltd

51, Ubi Avenue 1, #03-03 Paya Ubi Industrial Park Singapore 408933

Tel: (65) 844 0110 Fax: (65) 844 7557 P.O.C: Ms. May Tan

Sponsors: Stamford Moving & Storage Pte Ltd, Singapore

Packways India

#### Classic Moving Sytems, Inc.

15025 Farm Creek Drive, Suite 201

Woodbridge, VA 22191 Tel: (703) 643-0107 Fax: (703) 491-2539 E-Mail: Disebarb@aol.com No of Years in Business: 13

P.O.C: Barbara Diseati-Ayers Sponsors: Air Van Lines International, WA Arven Freight Forwarding, Inc., MD

#### Computrex International, Inc.

10170 Linn Station Road, Suite 525

Louisville, KY 40223 Tel: (502) 326-9120 x 468 Fax: (502) 326-9156

E-Mail: ccollins@e-computrex.com

P.O.C: Nancy Sothwell

Sponsors: Armstrong International, GA]

Triad International, CT

#### Franquicia Colombiana De Empaques -**Packaging Center**

Avenida 13 No. 91-29

Bogota, Colombia, Sur America

Tel: (571) 616 7836 Fax: (571) 616 9389

E-Mail: e.manrique@packagingcenter.com

P.O.C: Eduardo Manrique L. and Gloria L. Franco

Sponsors: Transworld, Rio de Janeiro

Decapack, Chile

#### Golden North/Agent

940 Raspberry Road Anchorage, AK 99518

Tel: (907) 349-3511 Fax: (907) 349-7938

E-Mail: steve@goldennorth.com No of Years in Business: 26

P.O.C: Steve Halverson

Sponsors: Anchorage Convention &

Visitors Bureau, AK

Frontier Van Lines Int'l, Inc., AK

#### Interlogistic Ltda.

Calle 14 Nro. 37-04 Urb. Ind. Acopi

Apartado Aereo Nro. 2578

Cali, Colombia Tel: (572) 665 44 44 Fax: (572) 664 79 39

E-Mail: interlogisticbog@interlogistic.com.co

P.O.C: Mr. Miguel F. Benitez F.

Sponsors: Class International Movers, Peru

Seymi, Mexico

#### Interconex, Inc. (d/b/a/ Interdean.Interconex)

4401 Diplomacy Road Ft. Worth, TX 76155 Tel: (817) 354-6683 Fax: (871) 354-5570

E-Mail: gil.stapf@interconex.com P.O.C: Gil Stapf and Joseph Jacobs

No of Years in Business: 40

#### Knight International Corporation

1345 Woodlane Road Eastampton, NJ 08060 Tel: (609) 261-8307 Fax: (609) 261-4587

E-Mail: jmarcario@knightusa.com

P.O.C: Jack Marcario No of Years in Business: 6

Sponsors: Southern Winds International, CA

Wheaton Worldwide Moving, IN

#### Joe Moholland Inc.

15481 Farm Creek Drive Woodbridge, VA 22191 Tel: (703) 494-2021 x 230 Fax: (703) 494-2589

E-Mail: omoholland@joemohollandmoving.com

P.O.C: Owen "Joe" Moholland No of Years in Business: 15

Sponsors: Senate Forwarding Inc., FL

Suddath Systems Inc., FL

#### Moving.com

11 Broadway, Suite 1131 New York, NY 10004 Tel: (212) 785-9745 Fax (212) 785-9782 E-Mail: eran@moving.com P.O.C: Mr. Eran Weis

Sponsors: Uniworld Cargo, NJ Classic International, Inc., NY

#### Mudanzas Aguila S.L.

Poligono Industrial Pratense Calle 110-13

08820 El Prat De Llobregat

Barcelona, Spain

Tel: (34) 93 370 5500 Fax: (34) 93 379 2402

E-Mail: agu8ila@msoft.es P.O.C: Manuel Pujol Escala

No of Years in Business: 51 Sponsors: Sancho Ortega Int'l S.A., Spain

SIT Transportes Internacionales SA, Spain

continuec

#### The Portal September/October 2001

#### New Software and Consulting

P.O. Box 57336 Jacksonville, FL 32241 Tel: (904) 260-9447 Fax: (904) 260-8509

E-Mail: newsw@mediaone.net No of Years in Business: 8

P.O.C: James Bell

Sponsors: Senate Forwarding, Inc. FL

Suddath International, FL

#### Pacific Link International Limited

Yokohama Excellent VII 6F, 6-52 Honcho, Naka-Ku Yokohama 231 0005, Japan Tel: (81) 45 650 7282 Fax: (81) 45 650 7283 E-Mail: info@pacificlink.co.jp P.O.C: Takeo Honma

Sponsors: Universal Household Forwarding Inc.,

Japan

Planners International, Japan

#### Packaging Center International

8557 NW 68th St Miami, FL 33166 Tel: (305) 591-9890 Fax: (305) 591-9826 E-Mail: gloria franco

E-Mail: gloria.franco@packagingcenter.com.co P.O.CL Gloria Lucia Franco and Eduardo Manique

Sponsors: Transworld, Rio de Janeiro

decapack, Chile

#### Panama International Packers

P.O. Box 0832-1251 World Trade Center Panama, Republic of Panama Tel: (507) 261 1411 Fax: (507) 261 4871 E-Mail: raul@ptypackers.com No of Years in Business: 2 P.O.C: Cariday Y. Charette and

Raul A. Charette

Sponsors: Moreno Worldwide Movers, Mexico World Pack International Van Lines, Spain

#### REMESSA

Rosa O'Higgins 109, las Condes Santiago, Chile Tel: (56)2 220 0011 Fax: (56) 2 224 8244 E-Mail: remssa@terra.cl

P.O.C: Mrs. Monica Silva Donoso Sponsors: Moving Sytstems SA, Peru

Intermove SRL, Uruguay

#### Schenker-BTL EOOD

7 Iskarsko Chaussee Blvd 1592 Sofia, Bulgaria Tel: (359) 2 975 3066 Fax: (359) 2 975 3055

E-Mail: sofia.special@schenker.gg

P.O.C: Peter Karakashev No of Years in Business: 5

Sponsors: Excess International Moves, England

Herber Hausner Sud-ost, Austria

#### Saturn Executive Transfers Ltd

Imitou 50, Piraeus 185 40, Greece

Tel: (30) 1 422 0297 • Fax: (30) 1 411 1887

E-Mail: saturn1@otenet.gr No of Years in Business: 5 P.O.C: Vasilios Gelis

Sponsors: Putters International NV, Belgium

Interstate Van Lines, Inc., VA

#### Teen Air Service Co. Ltd (Teen Pack)

5th Floor, No. 108, South Iranshahr Ave Tehran 15815, Iran Tel: (98) 21 884 7071-2 • Fax: (98) 21 882 0472 No of Years in Business: 11 P.O.C: Mr. H. Setayesh Nia Sponsors: ADSA International Moyers, UAE

Nazha Freight Services, Syria

#### United Professional Movers Ltd.

P.O. Box 100600-6726 Jianguomen Int'l Post Office Beijing 100600 PR, China

Tel: (86) 10 6718 5282 • Fax: (86) 10 6715 1845

E-Mail: upm@upm-china.com

P.O.C: Stella Zhao

Sponsors: Panda Transporti Srl, Italy

TG International Insurance Brokerage, Inc., CA

#### Zumstein SRL

Via Thomas Bell 9, 000016 Monterotondo Scalo, Zona Industriale, Rome, Italy Tel: (39) 06 906 96 96 • Fax: (39) 06 906 97 29 E-Mail: zumstein@zumstein.it No of Years in Business: 20 P.O.C: Arturo Zumstein Sponsors: RIO Int'l Transport, Argentina

Amerian Moving Services, Chile

# Annual Directory Addenda

Due to a production error, the following companies were left out of the 2001 HHGFAA Membership Directory. Please note or clip this information and place it in an appropriate location in your copy of the Directory.

#### IMS International Movers & Storage Co.

IMS Bldg. — JL. Mampang Prapatan Nol 81 Jakarta 12790. Indonesia

Tel: (62) 21 798 9978
Fax: (62) 22 798 8489
E-Mail: themover@ims.co.id
P.O.C: Benjamin Bunawijaya

#### **AMJ Campbell International Movers**

1190 Meyerside Drive

Mississauga, Ontario L5T 1R7, Canada

Tel: (905) 670-6683 Fax: (905) 670-6684

E-Mail: headoffice@amjint.com

P.O.C: Chris Bromley



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51-55, route des Jeunes - 1227 GENEVA / SWITZERLAND Phone: 022/ 827 80 00 Fax: 022/ 823 08 18

# REQUESTS FOR ASSOCIATE MEMBERSHIP

er Article IV, Section 1 of the By-Laws, which states, "Notice of every application for Associate Membership shall be given to each Active and Associate Member, who shall have thirty (30) days from date of such notice to submit evidence that the applicant is not creditworthy," the following companies have submitted their applications for membership:

#### Best Shipping (Bermuda Export Sea Transfer Ltd.)

6 Addendum Lane South Pembroke HM07, Bermuda Tel: (441) 292 8080 Fax: (441) 295 1713 E-Mail: dsousa@best.bm P.O.C: David Sousa No of Years in Business: 14 Sponsors: Omega Shipping, NY Omega Shipping, FL

#### Royal Trans Co., Inc.

9A Thi Sach Street, Ben Nghe Ward, District 1 Ho Chi Minh City, Vietnam Tel: (84) 8 823 9566 Fax: (84) 8 823 9565 E-Mail: r.t@unet.vnnews.com

P.O.C: Kien Wong No of Years in Business: 1

Sponsors: Curio Pack Sdn. Bhd., Malaysia

Crown Van Lines, Taiwan

#### Royal Wolf Containers

Suite 202, 22-28 Edgeworth David Ave Hornsby NSW 2077, Australia Tel: (61) 2 9482 3466

Fax: (61) 2 9482 3477 E-Mail: mwhite@trim.com P.O.C: Marc White No of Years in Business: 6

Sponsors: Crown Worldwide (Aust) Pty Ltd,

Australia

Kent Transport Industries Pte Ltd, Australia

#### Worldwide Movers Zambia

P.O. Box 30972 Lusaka, Zambia Tel: (260) 1 225 407 Fax: (260) 1 225 410

E-Mail: wwmzm@zamnet.zm P.O.C: Mr. Kevin Cummings No of Years in Business: 2

#### Worldwide Movers Rwanda

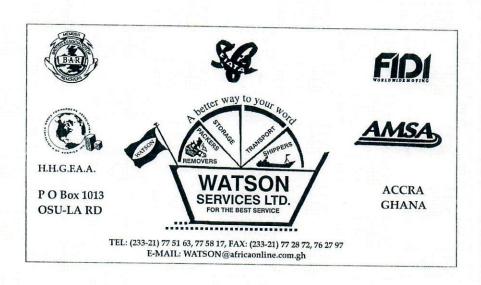
B.P. 2903 Kigali, Rwanda Tel: (250) 516 221 Fax: (250) 74 924

E-Mail: transclear@yahoo.com P.O.C: Ms. Anne Gahima No of Years in Business: 3

#### Worldwide Movers Eritrea

P.O. Box 1385 Asmara, Eritrea Tel: (291) 1 116 130 Fax: (291) 1 125 162 E-Mail: temtrans@aol.com

E-Mail: tgmtrans@aol.com.er P.O.C: Mr. Tewolde Medhim No of Years in Business: 2







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# **WASHINGTON UPDATE**

# **A Legislative Status Report**

ongress returned to work after the August recess in a very different environment than the one it faced most recently. Earlier in the year, lawmakers pushed through a tax cut bill that reflected President Bush's pledge of providing tax relief to all levels of taxpayers. However, when Congress returned in September, there was considerable controversy created, in part, by an economic slowdown that might not provide all of the tax revenues the President wants to fund the governmental program increases he seeks. Among the two agencies that the Administration has especially targeted for program increases are the Department of Defense and the Department of Education. The debate in Washington is whether there are adequate revenues to fund the program increases the Administration supports while concurrently covering the tax cuts enacted earlier in the year.

For HHGFAA, there are several items we believe are of particular interest as Congress begins to complete its work in this session. Obviously, one of the items of great concern to many members is the future of the Full Service Moving Program. Much effort has been devoted by numerous industry representatives to finding funding for the continuation of the program. As of this writing, it is uncertain whether Congress will be able to provide the necessary funding. While language was included in the DoD Authorization bills encouraging the services to complete the programs, the budget constraints being felt throughout the appropriations process are making completion of the FSMP a test of creative financing.

#### House DoD Authorization Bill

The House Armed Services Committee approved its version of the FY2002 Defense Authorization Bill (H.R. 2586) by a vote of 58-1. Several issues in the legislation merit discussion.

One provision included in the bill would, in effect, limit to approximately 3,000 the number of public-private competitions that can be conducted next year. Concerned about

the overall impact of outsourcing, the Readiness Subcommittee cut DoD's request for authorization of funds to conduct OMB Circular A-76 cost comparison studies in FY 2002. Current law requires that before DoD initiates an A-76 study, it must have the money to complete it. By reducing the authorization, the panel essentially set a limit on the number of public-private competitions that can be conducted.

The committee report accompanying the bill, which will be filed in September, says the military services and defense agencies are

# By Jim Wise PACE-CAPSTONE



under significant pressure to conduct A-76 studies. Committee testimony reveals the fact, often overlooked, that only about 2 percent of the contracts awarded to the private sector for commercial services are based on an A-76 study.

Other means of outsourcing include:

- Direct conversion where an agency can move work performed by 10 or fewer government civilian employees to the private sector after conducting a private-private competition without giving the civilian employees an opportunity to keep the work.
- Privatization where the government decides to get out of a business line altogether, and goes directly to the private sector for new work.

Further, the vast majority of the other 98 percent of work that is awarded to the private sector does not include an incumbent workforce. The committee was told that such initiatives involve new — mostly information technology — work.

#### Abercrombie Amendment

The provision reducing DoD funding for A-76 competitions is not the only one in legislation that affects DoD contracting out. The bill also contains a provision sponsored by Rep. Neil Abercrombie (D-Hi.) that calls for conducting a public-private competition before moving existing work currently performed by DoD civilian employees to the private sector and before awarding new work to contractors. Many observers believe the two provisions could have a significant impact on DoD.

The Abercrombie amendment would require OMB to conduct a cost comparison study of any proposed A-76 contract. If that study fails to demonstrate that at least a 10% cost reduction over that which could be achieved by the private sector over the term of the contract, the proposed contract could not be subject to the A-76 process. Contracts of less than \$1 million in value and some specified industries would be exempt from the Abercrombie amendment. However, the impact of this language would be to seriously impede DoD's ability to A-76 many of its contractual functions.

Claims offsets. Rep. Abercrombie also developed language to address the administrative claims offset language that was included in the Defense Authorization bill last year. The thrust of the proposal would be to restore the claims offset language to the levels of due process that existed prior to the FY01 legislation. It would therefore require that all records be available and notices of offset be forwarded before DoD could offset administratively. This proposal will most likely be considered in September.

Entitlement changes. A separate provision in the House bill would increase the weight allowances to 8,000 pounds for baggage and household effects for junior enlisted military members from E-1 through E-4.

Clinger-Cohen Act. Another provision would extend the current scheduled sunset of the Clinger-Cohen Act from Jan. 1, 2002, to Jan. 1, 2004. It is important to note that the

House language does not expand the scope of services or products that would be subject to these simplified acquisition procedures.

#### Senate DoD Authorization Bill

Meanwhile, the Senate Armed Services Committee has not completed work on its version of the Defense Authorization bill. However, we think it likely that the Senate will again this year include freight forwarding services as one of those industries that could be included for consideration under the contracting methods of the Clinger-Cohen Act. This is the same proposal that HHGFAA successfully defeated in the last four authorization bills.

As you may recall, there are some requirements that must be met with this accelerated procurement method but in general, considerable contracting autonomy is granted under this process. Among the requirements imposed by the Clinger-Cohen process are these:

- The goods or services must be listed among those commercial goods or services so identified in the enabling legislation.
- The goods or services sought must be in excess of the simplified acquisition threshold but under \$5 million.
- The procuring officer is exempt from bids and solicitations and, based on a minimum of three phone calls, can award contracts if the goods or services can be obtained at a competitive market price.
- Small business contracting concerns must be meet.

The Clinger-Cohen Act contained a sunset provision. However, in the 106th Congress, the Senate included language that allowed Clinger-Cohen to be extended to Jan. 1, 2002. That provision also attempted to expand the services that could be contracted for under this expedited procurement process. HHGFAA's major concern is that the act would allow a contracting officer to place a minimum of three phone calls to any transportation providers and offer contracts for the transportation services to one of those companies.

We must be prepared to fight this proposal because of the deleterious impact it will have on industry, particularly the small businesses that comprise our membership. Our efforts in the House in the last Congress were successful because of the strong

grassroots efforts that were developed. A similar campaign will be required this year.

# **House Panel Defense Procurement Hearings**

awmakers, small business owners, and the government's chief small business advocate told the House Small Business Committee during a hearing just before the August break that several DoD procurement reforms are hurting the nation's small businesses. In the past, small businesses have had major problems trying to compete for defense contracts, said House Small Business Committee Chairman Donald Manzullo (R-III.). Manzullo cited the following problems:

- DOD's failure to meet procurement goals.
- A decline in the number of prime contracts to small businesses.
- Increased consolidation of contracts.
- Burdensome administrative requirements.

In addition, Rep. Nydia Velazquez (D-N.Y.), the ranking Democrat on the committee, strongly criticized DoD for paying only lip service to its stated commitment to small businesses. By missing by roughly 2 percentage points its goal of awarding at least 23 percent of its prime contracts to small firms, Velazquez charged, DoD deprived small businesses of approximately \$2 billion, she said. Moreover by achieving only half of its 5 percent women-owned small business contracting goal, DoD costs such companies nearly \$4 billion.

The lack of commitment to small businesses on the part of DoD and other federal agencies has led Velazquez and Manzullo to reintroduce the Small Business Contract Equity Act (H.R. 1324), which is based on the premise that if agencies want to consolidate requirements, they must first meet their small business goals. Otherwise, the bill would require proposed consolidations to be approved by the Small Business Administration. The bill currently has 26 cosponsors.

But Deidre Lee, Director of Defense Procurement, said DoD is fully committed to fostering the use of the small business community as prime contractors and subcontractors or vendors; to structuring its requirements to facilitate competition by and among small business concerns; and to avoiding unnecessary bundling of contract requirements that preclude small business participation as prime contractors.

In FY 2000, \$48 billion of identifiable DoD procurement spending went to small business firms, \$26.9 billion of it going to small business prime contractors, Lee said. This represents an increase over FY 1999 in both dollars and the percentage awarded to small businesses as primes. For small disadvantaged businesses, DoD awarded \$10 billion, with \$7 billion being at the prime contract level.

Small Business Administration Chief Counsel for Advocacy Susan Walthall told the panel that notwithstanding the enormous ability of DoD to do more for small business, federal procurement policy issues such as contract consolidation, increased use of Federal Supply Schedules (FSSs), government-wide acquisition contracts, and agency downsizing of the acquisition workforce hinder the department's ability to do more.

Lately, a primary concern of the Office of Advocacy has been whether the top-to-bottom federal acquisition reforms of the mid-1990s has helped or hindered small businesses, Walthall said. For example, preliminary findings from a study of the effects of the use of government purchase cards indicate that small businesses are not getting a fair or proportional share of the \$12 billion being spent with credit cards. In addition, the use of multiple award contracts, government-wide acquisition contracts, and FSSes are all reducing contracting opportunities for small businesses.

The use of the FSS has increased from \$2.8 billion in FY 1996 to \$10.2 billion in FY 2000. Although the Small Business Act requires that purchases of goods or services between \$2,500 and \$100,000 be reserved fo small businesses, FSS orders do not follow this requirement. In addition, the General Services Administration does not restrict FSS contracts to small businesses as required by law. Even though 70 percent of the vendors are small businesses, they received only 38.7 percent of the \$10.2 billion spent in FY 2000 on the FSS.

Chairman Manzullo indicated that he intends to make this just the first in a series chearings pertaining to DoD procurement reform.

# **WEBSITES TO SEE**

ere 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:** Websites and e-mail addresses shown on this list include ONLY those for certain government agencies, and companies whose ads appear in The Portal or the HHGFAA Annual Directory, who sign up as sponsors for HHGFAA's Annual Meeting, or who are featured in a story in this issue of The Portal.

HHGFAA: hhgfaa.org

A.Alternativa: a-alternativa.com.br

AGS: ags-worldwide-movers.com

Air Animal: airanimal.com

American National Standards Institute: ansi.org

Andreas Christ Movers: christ-movers.com APA Worldwide: apaworldwide.com

ARGENMOVE: argenmove@argenmove.com.ar

Arrowpak: arrowpak.co.uk

Ashoka Int'l: Indiantrade.com/ashoka Asian Tigers TCI: AsianTiger-TCI.com Atlas Int'l Movers: atlas-movers.nl

Atlas Int'l Service: atlasmovers.com.pe Brazil Worldmover: brazilmover.com

Crystal International: crystalinternational.com

Claims Prevention and Procedure Council: claimsnet.org

Dependable Auto Shippers:

dependableautoshippers.com

Desbordes Int'l: desbordesinternational.com

DeWitt Trans. Services of Guam: dewitt.com.gu

Direct Moving: directmoving.com Excargo Services: excargo.com

Executive Moving Systems: thebestmove.com

Federal Maritime Commission (OTI licensing

info): dpiusa.com

Fletcher & Newhouse: fnworld.com Freight Int'l: freightinternational.com

Fukuoka Soko Co.: fukuokasoko.com/moving

Garcia Trucking: garciatrucking.com Gateways Int'l: gatewaysinternational.com

Gosselin Worldwide Moving: gosselin.be Harsch Transports: harsch.ch

Health Insurance Info: hcfa.gov and hhs.gov

International Maritime Bureau Piracy Reporting Center: icc-ccs.org

Interdean Interconex: interdean.com

Intermove: Intermove.com

International Organization for Standardization:

Interport Executive: interport.com.sg

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Kotaisan: kotaisan.co.id

La Vascongada, S.L.: vascongada.com

Maersk: maersksealand.com

Magna Int'l Movers: magna.co.za/magna

Mark VII, Inc.: markvii.com

McDonald, Tom: drtommacdonald.com McGimpsey Removals: mcgimpseys.com

Military Traffic Management Command:

mtmc.army.mil

Movements Int'l: movementsinternational.com

Movers Specialty Services: mss1.com

Mudanzas Trafimar: mudanzastrafimar:com.mx National Claims Svce: nationalforwarding.com

Nationwide Relocation Int'l: nrii.com

NEER Service: neerservice.com or neerservice.fr

New Haven Moving Equip .: newhaven-usa.com

OTB Overseas Transport GmbH:

otb-deutschland.com

P.M. Packers & Movers: packersindia.com

Pac Global Ins. Brokerage: pacglobalins.com

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PAIMA: paima.com

Paris-Las Vegas: parislv.com

Phoenix Transport Services: phoenix-transport.de

Raffles Movers Int'l: rafmover.com.sg Rhema Movers: rhemamovers.com.sg

Santa Fe: santafe.com.hk SCANVAN: scanvan.com

Sea Bird Services: seabird.com.eg SEM Movers: sem-movers.com

SIT Transportes Internacionales: sit-spain.com

Southern Winds Int'l: InternetShipping.com

Sterling Int'l: sterlingmovers.com Subalipak: subalipack.com

TG International: tginternational.com

TechMate Int'l: TechMateIntl.com

The Guardian Svcs Group: guardianservices.com

The Industry Standard: thestandard.com

The MI Group: themigroup.com

The Moving Company: themovingcompany.co.nz

The Pasha Group: pashagroup.com

Trans Movers Worldwide: centrin.com/tran/move

Transcontainer: transcontainer-group.com Transpack Packing & Frt. Fwd: Transpack.com.pk

Unisys: unisys.com

Universal Description, Discovery and Integration

Business Registry: uddi.org

Vatovec: vatovec.si

Voerman Int'l: voerman.com Welti-Furrer: welti-furrer:ch

#### Selected E-mail Addresses

HHGFAA: hhgfaa@aol.com

A.Alternativa: transp@a-alternativa.com.br

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Argenmove: argenmove@argenmove.com.ar

Ashoka Int'l: ashokint@ndb.ysnl.net.in

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kcdattwn@asiantigers-kcdat-taiwan.com

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Brazil Worldmover: worldmover@brazilmail.com

Cartwright Int'l Van Lines:

intl-van@cartwrighttrans.com CIME: cime@df1.telemex.net.mx

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claimsnet@aol.com

Corstjens WW Movers: info@corstjens.nl

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Crystal International:

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Desbordes Int'l: info@desbordesinternational.com

DeWitt Trans. Svc Guam: ezdewitt@dewitt.com.gu

Direct Moving: kr@directmoving.com

Emery Worldwide: reilly.robert@emeryworld.com

Executive Moving Systems: salesinfo@thebestmove.com

Fidelity & Marine Ins.: info@fidelitymarine.com

Fletcher & Newhouse: info@fnworldwide.com

Freight Int'l: removal@emirates.net.ae

Freight Systems Co. Ltd. (L.L.C.):

albert@net.fsldxbho.co.ae

Fukuoka Soko Co.: moving@fukuokasoko.com

G.E.P.: gepbox@gep.be

Gateways Int'l: gateways@themovers.com

Georgia-Pacific Corp.: hwgarton@gapac.com

Gil Stauffer: international@gil-stauffer.com Harsch Transports: harsch.zh@harsch.ch

HHGFAA Claims Committee Chairman:

tolsen@vanpac.com

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Leader Pack: leadpack@emirates.net.ae Maersk Sealand: malley@mllnet.com or

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Magna Int'l Movers: removals@jhb.magna.co.za

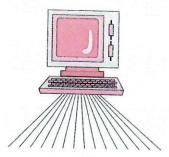
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Ambassador International (Dulles, VA)

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American Red Ball Int'l (Seattle, WA)

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Asian Tigers K.C. Dat (S) Pte (Singapore)

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Dependable Auto Shippers (Dallas, TX)

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Elliott Int'l (Johannesburg, South Africa)

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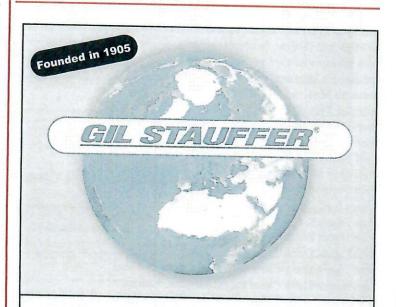
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Send calendar items to HHGFAA • 2320 Mill Road • Alexandria, VA 22314 • Or fax to (703) 684-3784 • E-mail: hhgfaa@aol.com

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A photo essay of HHGFAA's 39th Annual Meeting

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 Jan. 2, 2002

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 March 10, 2002

 May/June Issue
 May 5, 2002

 July/Aug. Issue
 July 15, 2002

 Sept./Oct. Issue
 Sept. 1, 2002

For further information about *Portal* display advertising or classified ads, contact Belvian Carrington at HHGFAA:

Phone: (703) 684-3780 Fax: (703) 684-3784 E-mail: bcarri7850@aol.com

#### \*IMPORTANT NOTICE

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#### **ADVERTISERS' INDEX**

A Alternativa	39
A. Arnold	17
AE Nationwide	38
AGS	82
Air Animal	25
APA	86
Arven Freight Forwarding	58
Ashoka International	16
Asian Tigers/Premier Worldwide	7
Atlas Int'l Service	39
Atlas Wood Products	44
Atlas Worldwide Moving Systems	8
Beverly Smythe	8
Bob Lynch	36
Christ Movers	5
CIME	50
Continental Removals	87
Corstjens Worldwide Movers	27
Cosmopolitan Transport Mandiri	52
Crystal Forwarding	41
Dependable Auto Shippers	43
Desbordes	51
DeWitt Transportation Services	5
Direct Moving	44
European Van Lines Int'1	26
Excargo Services	18
Executive Moving Systems	85
Fidelity & Marine Int'l Insurance	3
F&N Worldwide	. 20
Freight International	2
Freight Systems Ltd	40
Fukuoka Soko	33
Garcia	. 57
Gateways International	. 34
GEP	23
Gil Stauffer	. 78
Goodrich Trading Int'l	. 90
Gografia	00

Guyana Overseas Traders ...... 27

Interdean.Interconex	
Intermove	
Intermud	
Interport	
Inters & R	28
Intra-Mar	79
J. Calenberg	28
Jacksonville Box	30
JVK	59
Kontane	39
Kotaisan	62
La Rosa del Monte	22
La Vascongada, S.L.	87
Leader Pack	87
Link Int'l	45
Maersk	32
Magna	66
Mark VII	60
McGimpsey	87
Milbin	35
Move One	81
Movements International Movers	59
Movers Specialty Services	10
M/S Swift Packers & Movers	26
Mudanzas Trafimar	42
National Claims Service	46
Nationwide Crating	24
Nationwide Relocation Int'l (NRI)	81
Neer Service	24
New Haven	15
Nurminen Prima OY	65
Orient Pacific Int'l	21
OTB Overseas Transport GmbH	42
Pac Global	54
Pelichet	71
Penbroke Marine Services	33
Phoenix Transport Services	65
OM Dackora & Morrowa	(0

	Raffles Movers Int'l	8
	Rex Service Co., Ltd	5
	Rhema China	2
	Rhema Movers Pte Ltd.	3
	Rosebrock	6
	Saleemson's	7
l	Santa Fe	/
	Scanvan	9
	Sea Bird	2
ı	Security Storage Co of Washington	8
	SEM Movers	6
	SIT Transportes	5
	Southern Winds Int'l	1
	Sterling	,
	Subalipack	50
	T.A. Mudanzas	18
	TechMate Int'l	. 48
	TG International	81
	The Guardian	37.53
	The Moving Co.	30
	The Pasha Group	
	The Servants Inc.	12
	The Viking Corp.	56
	Thos. Johnson	64
	Trans Movers	43
	Transcontainer Group	80
	Trans Huara	
	Transpack	35
	United Professional Movers (UPM)	43
	Universal Cargo	47
	Vanpac	66
	Vatovec	83
	VIP	23
	Voerman Int'l	8
	Watson Services Ltd	72
	Welti-Furrer	10
	Willis Corroon	40
	Worldmover/Brazil	73
	YP-35	

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# YOUR AD IN THE PORTAL WILL PAY OFF! For details, see page 80.



## **Bright Ideas for Great Leaders**

#### **Have Faith**

#### By Tom McDonald

Remember the king who ran from his castle shouting, "Show me where my people are going, so I can lead them"? It still happens, only now the king has morphed into a gaggle of managers who think they can lead — or worse, manage — their people. Nothing could be further from the truth. We now know you really can't lead people anywhere unless they want to follow, and that comes down to having confidence in their leader.

According to a recent study of 150 small- to medium-sized businesses that was conducted by Montana-based Success Profiles, whether or not employees really believe in their bosses clearly affects company growth. Specifically, organizations whose workers had low to average scores in confidence and trust in their leaders showed moderate growth in revenues, around 30 percent over 2 years. But those with above-average scores — in other words, ones whose employees really had faith in their leaders — grew at an astonishing 95 percent over the same period. The conclusion: Great leadership, defined by the confidence employees have in higher-ups, makes a huge difference in business success. Here are three specific ways to build trust in your organization.

#### Solicit feedback

The best way to find out how you're really doing as a leader is by asking those who work for you. But confidence and trust are delicate areas, so you have to ask sensitively — and often. When you do get these "upward evaluations," make sure you take the information seriously and act on it. The quickest way to reduce employee loyalty is to ask for, receive, and then ignore feedback.

#### Challenge the imagination

Faith in you on the part of your employees is a direct result of the faith you have in them. Be provocative whenever possible — by challenging their imagination, you're asking them to do something great, and thereby demonstrating that you truly believe in their abilities. Confidence and trust are earned attributes, so rest assured that the more you give, the more you'll get.

#### Be politic, not political

There's a big difference. Being politic means being sensitive to the needs of everyone around you. Playing politics is a different matter. Being a shrewd or crafty schemer does not inspire loyalty—just the opposite. You may win battles through adroit maneuvering, but you lose the war of respect. Employees want someone who stands up for his or her beliefs, does not act the weasel, and is generally fair to everyone. If you do this, they will feel safe with you ... and gladly accompany you as their leader.

There you have it: three simple, but not simplistic, ways to become the 21st century leader your people want and deserve. If you adhere to these methods, then confidence, trust, and real business results will ensue.

Dr. Tom McDonald, a psychologist, speaks on "people skills" needed for "business results." Website: www.drtommacdonald.com.