



Center for Paper Business and Industry Studies

Newsletter of the Center for Paper Business and Industry Studies

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Management Course Slated by Bob Patterson, Operations Manager

Another offering of the CPBIS-PIMA professional development program, *Management Development for Enhanced Performance*, is scheduled to begin on Monday, October 9 2006. The five-day course, which has drawn high praise from previous attendees, is built around eight major program elements:

- The Art of Leadership – How to get the most out of yourself and your people.
- Successful Bargaining and Negotiation – A methodical and insightful look at relevant components and techniques.
- Leveraging People Resources for Improved Performance – Valuable people-related strategies that can be implemented to energize your work force and organizational performance.
- Customer Relationship Management – A framework and set of tools for profitable management of customer relationships.
- Effectively Managing Change – How to address the broad organizational context in which changes are embedded, in concert with the specifics of the changes themselves.
- Capital Effectiveness – How to ensure effective spending through evaluation of paper industry technologies, markets and economic models, and adoption of best practices.
- Strategic Decision-Making under Uncertainty – A powerful approach to strategic decision-making, taught by extensive use of a case study.
- Effectively Managing High-Performance Teams – How to ensure that teams generate desirable outcomes and avoid unproductive conflict.

The course will be taught by faculty of the nationally-ranked Georgia Tech College of Management, in collaboration with noted paper industry practitioners.

For more program details and how to register, see <http://www.cpbis.gatech.edu/mgtdev>

The State of the Industry

Dan Cenatempo of Value Resolution Group and Jim McNutt, executive director of CPBIS, have just completed an up-to-date presentation detailing the current condition of the North American pulp and paper industry. It examines the industry from several different angles:

- Where We Are – A snapshot of the state of the industry.
- Competitiveness – Domestic vs. international, paper vs. substitutes, and competition for capital.
- The Economy – Influences of the economic environment on the industry.
- Outlook – Analysis of the North American market, grade-by-grade analysis of past trends and their projections into the future.
- Industry Spending – Analysis of spending in the context of financial performance.
- Drivers of Investment Decisions – Why levels and targets of spending are where they are.

To access the presentation, click on the link: <http://www.cpbis.gatech.edu/resources/stateofindustry/index.htm>

PIMA CPBIS Fall 2006 Webcast Series

Management of maintenance operations continues to evolve – developing new ways of thinking and new techniques in response to an avalanche of changes in corporate expectations and the changing landscape of global competitiveness.

Beginning October 4, and continuing at biweekly intervals through November 15, PIMA and CPBIS will offer a series of four interactive skill development webcasts. They will explore reliability centered maintenance (RCM), which is rapidly becoming the cornerstone of third generation maintenance. This webcast series will lay the strategic framework for understanding the use of RCM by understanding what it is and how it can be applied in industrial facilities like pulp and paper mills. Each session will stand alone; however, participants in all four will benefit from a comprehensive overview of the subject. The last session will also describe similar analyses that are often performed in conjunction with RCM.

Jim Oszewski, Manager of Maintenance Engineering, and Dean Parks and Alan Horn, Senior Maintenance Consultants, all of SKF Asset Management Services and all RCM experts, will present the material. Mill managers, operations managers, engineering and maintenance managers, and reliability managers are among the many mill personnel who will benefit from these sessions.

Session 1 (Oct. 4, 11:00 a.m. EST): RCM Background

Exploring what RCM is and where it came from. Topics will include RCM history and the SAE JA 1011 standard that currently defines it, maintenance process models, where RCM fits into the maintenance process model and why to do it.

Session 2 (Oct. 18, 11:00 a.m. EST): RCM Types Overview

Developing an understanding of the different “flavors” of RCM. Topics will include classical RCM, evolution from classical RCM, reliability-based RCM, and cost-based RCM.

Session 3 (Nov. 1, 11:00 a.m. EST): RCM Typical Project Details Overview

Walking through the details of a typical RCM project. Topics will include RCM process steps, project steps, deliverables, benefits, and limitations.

Session 4 (Nov. 15, 11:00 a.m. EST): Risk-Based RCM

In this session we will look at other, similar analyses

that are often performed as companion or follow-on studies to RCM. Topics will include risk-based RCM, mechanical integrity, and spare parts optimization.

Each session will last approximately one hour to an hour and fifteen minutes.

The cost is \$500 per session per site. Discounted pricing of \$300 is available for members of PIMA, CPBIS, TAPPI or PAPTAC. Also available is a program discounted rate – pay for three sessions and the fourth session is free.

For further information on how to register, visit www.cpbis.gatech.edu or www.pimaweb.org or contact Bob Patterson at 770-855-0232 or by e-mail (bob.patterson@cpbis.gatech.edu).

To participate in the webcast sessions, reserve a meeting room and invite your colleagues. You will also need a PC operating Windows XP, having a sound card, speakers and a 56 kbps or higher speed Internet connection.. A microphone is useful but not required. You may also wish to connect an LCD projector to the PC to project the webcasts onto a large screen if you have several people attending from your location.

Upcoming Events

CPBIS Board of Executives (BoE) Meeting Sept. 28, IPST@Georgia Tech, Atlanta.

PIMA CPBIS Fall 2006 Webcast Series 11:00 a.m. EST October 4, and continuing at biweekly intervals through November 15. See article above.

CPBIS-PIMA Management Development Course, Oct. 9-13, IPST@Georgia Tech, Atlanta. ■