

THE PORTAL

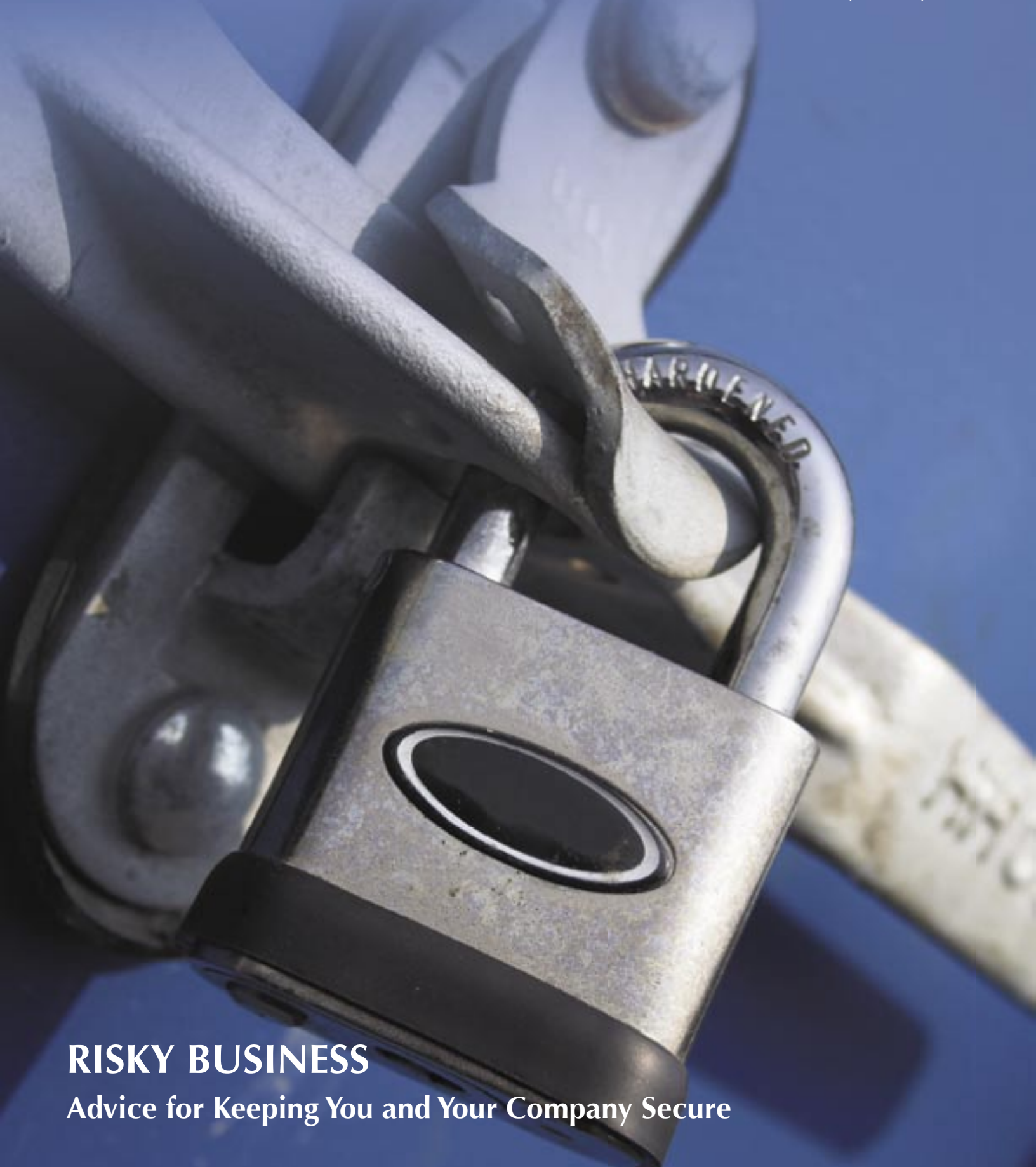


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January/February 2011



RISKY BUSINESS

Advice for Keeping You and Your Company Secure

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THE PORTAL • January/February 2011 • Volume XLIII

3 HEADLINES / Terry R. Head
Who's the Teacher Now?

FEATURES

4 FOCUS: SECURITY AND RISK MANAGEMENT

- 4 Security, Risk Management, and Your Bottom Line / *Paul Lagasse*
 6 Understanding and Managing Risk Fundamentals for a Complex Undertaking /
Bill Rose
 9 IWM, Moscow: Taking a Strategic Approach to Operational Risk Management /
Victoria Chub
 11 Disaster Recovery Planning: Ensuring You are Covered in a Crisis / *Nicholas Marshall*
 13 Firefighting Exercise in Readiness / *Stephan Chorus*
 16 IAM to Add Dispute Resolution to Receivable Protection Program (RPP)
Offerings / *Brian Limperopulos*

20 CMMB Outlook
AGS Responds Effectively to Crises in Africa / *Mathieu Dunod*22 PORTAL PROFILES / *Joyce Dexter*

- 22 Pac Global Insurance Brokerage, Inc.: Harnessing Technology in a
Specialized Niche
 23 At Executive Moving Systems, the Personal Touch Equals Success
 26 Express Transportation Shipping Agency: Taking a Principled Approach

28 Young Professionals (YP)

- 29 Security Challenges in the Horn of Africa / *Tadios Tadesse*
 30 Clearing the Way for Canadian Shipments / *Michelle Holloway and Brian Kendall*

34 Maritime/Ocean Shipping

35 Trucking and Intermodal Services

37 Air Cargo/Air Travel

39 Going Green

40 Hall of Honor Call for Nominations

41 Military/Government Update

43 Business and Economic News

45 Executive Suite

47 TechNotes

56 Washington Update / *Jim Wise, PACE, LLP Government Relations*

DEPARTMENTS

- | | |
|------------------------|----------------------|
| 48 Industry News | 59 Advertisers Index |
| 54 Welcome New Members | 59 Industry Calendar |
| 58 Portal Advertising | |

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Who's the Teacher Now?



TERRY R. HEAD
IAM President

One of the most rewarding aspects of being an association executive is sharing information with our members. Part of my role as IAM's president is to identify a variety of business-related topics and issues that might affect our industry and develop ways to add value to your ability to properly manage, protect, and grow your business. I'm an information junkie to begin with, but I also love to pass along to others what I've learned from research or firsthand experience.

Having been in the moving and removals business for more than 30 years prior to joining IAM's professional staff, I have a great appreciation for the numerous risks associated with managing any enterprise. Perhaps the biggest peril lies in not understanding what the risks are and what can be done to eliminate them or mitigate their impact.

The Association has at its command a variety of communication and educational tools to facilitate the sharing of best practices in the area of risk management and security. I trust that we succeed in distributing useful and actionable information through our electronic newsletters, e-blasts, the IAM Website, and numerous workshops and panels, as well as various Knowledge Lab sessions at the Annual Meeting—and, of course, by bringing focus to timely topics in *The Portal* magazine.

With respect to the information we elect to share with our members, the IAM staff and I monitor a variety of industry publications, U.S. and foreign government sources, Internet sites, and other educational and information channels whose primary purpose is to educate business owners and their employees.

Even with the vast array of tools and knowledge available to us, particularly in this digital age, I still find IAM members themselves to be the very best authorities on how to properly run a business. The amount of experience, knowledge, and creativity out there among our membership is truly impressive. I expect that you will agree after reading your colleagues' submissions in the following pages on risk management and security.

During the past year, some IAM members have suffered devastating losses because of earthquakes, fires, and other unforeseen events. As this issue goes to press, the world is focused on political unrest in several African and Middle Eastern countries. Naturally, everyone in our industry is focused on reducing claims and avoiding loss and damage to cargo. Thus it is particularly timely that in this issue your fellow IAM members share their advice on proactively reducing exposure and mitigating risks. We offer a variety of articles that address a wide range of topics such as employee safety, data security, fire prevention, workplace violence, reducing operational risks for project moves, and a host of other related issues.

There is an old adage: "Those who can, do. Those who can't, teach." This issue of *The Portal* provides an excellent opportunity for you to be taught by those that can actually do the things they're teaching. So who's the teacher now?

Security, Risk Management, and Your Bottom Line

By Paul Lagasse

Risk mitigation has always been an important part of what movers do. But over the last 30 years, with the advent of computer-based information technologies that allow for careful tracking and monitoring of shipments from beginning to end, and with Internet-based communications technologies that allow clients and vendors to connect with movers 24/7, the options—and the challenges—for effective risk mitigation have changed dramatically. In addition to cargo and fleets, companies now must also protect employee health and safety, information, facilities, and fleet operations while at the same time meeting ever-stricter regulations. If even one link in your international supply chain fails, you risk losing your clients' trust and your firm's reputation. A strong in-house risk management program can go a long way toward ensuring that all the links are strong.

Bill Rose, president of the Relocation Risk Group at **Willis**, a London-based insurance broker with offices in over 100 countries, notes that one out of five moves will experience some kind of loss or damage during transit. But by taking action to identify and eliminate what Rose calls systemic risks—flawed procedures, inadequate training, use of substandard materials or techniques, for example—movers can reduce the kinds of risks that result in lost or damaged goods, unhappy customers, loss of stature in the industry, and higher insurance premiums.

“Even though the membership of IAM is diverse,” says Rose, “the operational risk that they all face is the same: ‘What can I do to make sure that these shipments arrive on time and undamaged?’” He points out that many of the claims dollars that his insurance group pays out are for things that were preventable to some degree.

Rose says that effective risk management programs must be able to identify and define risks that movers face, quantify their potential frequency and severity, and develop a strategy to prevent, manage, hedge, or assume them. The company should also be able to assess the effectiveness of the strategy against past performance. “Risk and the bottom line are intertwined,” says Rose. “The companies that do the best job of managing risk are the ones who take on more risk internally. The better your quality, the better your risk control.” (For more of Rose's advice on understanding and managing risk, see page 6.)

Clear policies, careful training make the difference

The experiences of IAM members demonstrate how important risk internalization and quality are to successful day-to-day operations in a wide variety of logistical environments. For example **AGS**, an international removal and relocations services firm, has branches in 73 countries and partnerships with local companies in many more. Ensuring a consistent quality experience in regions torn by war, natural disasters, and political instability can be a challenge at the best of times.

“Whatever risk management policy one might have, the men in the field are the key to facing challenges,” says **Guillaume Dehem**, African network manager for AGS. Field staff across

Africa are often responsible for arranging logistics amid mass migrations and around roadblocks, demonstrating neutrality in conflicts, avoiding the suggestion of ethnic favoritism in hiring, dealing with threats from extortionists, and maintaining or even establishing long-distance communications where none existed previously.

Dehem says that AGS's time-tested security and risk management policies have had a positive impact on the company's African business since opening its first branch in Cote d'Ivoire in 1993. Today AGS is present in 44 countries on the continent and it plans to have a presence in the remaining 10 countries by 2015. “Safety is not negotiable,” says Dehem. “Risk management, however, is trickier. We cannot decide to be present in every country in Africa without potentially suffering losses. But after almost 20 years in Africa, we do know what risk management is here. This

“The companies that do the best job of managing risk are the ones who take on more risk internally. The better your quality, the better your risk control.”

—*Bill Rose, Willis Relocation Risk Group*

would only be possible and fruitful with the commitment of every employee and management to the project.”

To that end, training represents a major component of AGS's approach to risk management. Managers recruited from the community undergo a two-year training program followed by a further two years in sales positions, after which they can apply for a two- to four-year management apprenticeship. The result is an employee with a deep knowledge of, and loyalty to, the company and its clientele, as well as an ability to respond flexibly to unusual and unexpected circumstances. For example, as a result of recent crises in Cote d'Ivoire, the staff deployed steel containers to block unauthorized access to offices and warehouses while the branch manager hired taxis to collect employees unable to cross police barricades and return them home safely at night.

Changing customer or program requirements are another factor that can influence a company's approach to risk management. For example, **Abba International Inc.**, a transportation service provider (TSP) in Everett, Washington, has had to assume more risk because of its participation in a new Department of Defense program. “Risk management is a high priority given that we are still responding to changes in our business model brought on by the new requirements,” says Abba International President **Gordon Keene**. “We have seen increased costs, but once our systems have been established and refined, the effect on our bottom line should be reduced.”

Like AGS's Dehem, Keene believes that employee education and training are fundamentally important. The company has a detailed training manual and offers mentoring to new employees. When Abba's risk management systems are evaluated and

updated, as happens several times a year, employees receive appropriate training in the new processes.

The biggest challenge Keene faces is protecting shipment data. “We have spent a significant amount of resources on servers, backup systems, and internal and external security hardware and software,” he says. “In addition, we have incorporated a data destruction process that follows scheduled periods of review and onsite processing of records beyond seven years.” Fire prevention and data duplication systems are also an integral part of Abba International’s storage program. “We designed this system so that our customer can rest assured that the data elements they have entrusted to us are secure and properly maintained,” Keene adds.

In an interconnected world, data security is crucial

As Abba International’s experience demonstrates, the ability to safeguard data in a move has become as important as the ability to protect household goods from loss or damage. **Stefan Chorus**, associate managing director at **Streff**, a moving firm in Strassen, Luxembourg, explains that it is fast becoming the norm for clients to levy substantial fines against movers for even minor failures to protect data. “In the past, people maybe believed more in trust and honorable ethical behavior concerning the handling and safekeeping of data,” says Chorus. “The problem today is that electronic data that is sent and copied throughout the Web is not secure.”

Chorus notes that data protection laws are becoming stricter as they adapt to new technologies, and movers must stay on top of those changes in order to effectively mitigate risk. Greater awareness and improved defense systems are key. “To be on the right track, all staff members need to be aware of the need to protect data from unauthorized access, loss, and theft,” Chorus explains. “Solid buildings, access controls, alarm systems, and of course personnel you can trust are also important.” Electronic data stored online will require access control firewalls maintained by in-house IT staff or by a trusted vendor.

Even with these safeguards in place, Chorus notes, “Murphy’s Law will still apply sometimes.” He cites a recent instance in which a firm in the UK mistakenly faxed documents containing sensitive personnel data to wrong numbers—twice—and incurred a £100,000 fine as a result. “If that can happen with faxes, how easily could it happen by e-mail?” he muses.

Since the 1970s, **Streff** has internalized the risk associated with data security by adding archives logistics, document scanning, and environmentally sensitive destruction and disposal to its range of services. Likewise, **Streff** is a member of **PRISM International** and **NAID (National Association for Information Destruction, Inc.)**, which help set standards and codes of ethics for organizations that handle and dispose of data, and is in the process of implementing the **ISO 27001** standard for information technology security and management systems.

As the experiences of these household goods movers demonstrate, you can’t take chances with your company’s security and risk management programs. They contribute to your bottom line, help you stay in compliance with the law, protect your reputation, and preserve the trust of your clients and partners around the world.

Paul Lagasse is a freelance writer based in Annapolis, Maryland USA.

The Essential Elements of a Risk Management Policy

What are the essential elements of a sound risk management policy for a moving company? Gordon Keene, president of Abba International Inc., offers the following list of basics that he believes every risk management policy should address:

1. Watch your receivables to manage risk of business failure.
2. Implement a secure database system that provides reasonable access to the data while also managing its security.
3. Develop a written policy that details exactly what is expected of the entire staff.
4. Conduct periodic meetings with all stakeholders to disseminate current or revised policies to the appropriate parties.
5. Review risk management policies annually to ensure that they continue to meet the needs of the organization.
6. Review statistical data monthly to identify trends and business performance.
7. Perform scheduled maintenance on all equipment.
8. Review insurance yearly to ensure that coverage is based on actual exposures.

Understanding and Managing Risk Fundamentals for a Complex Undertaking

By Bill Rose, President, The Willis Relocation Risk Group

It is funny where inspiration for a theme can originate. When contemplating a contribution to this issue of *The Portal* I thought to myself, “No worries—I have been involved in the risk management business for nearly 30 years, the last 18 focusing exclusively on transportation and mobility risk. How tough can it be to come up with an idea?” It turned out to be tougher than I imagined, but inspiration struck in the form of the popular 2003 British movie, *Love Actually*. One of the songs on the soundtrack is the 1960s classic by The Troggs, “Love is All Around Us.” There is a lyric, “Love is all around us, it’s everywhere we go.” If asked to explain the current global environment relative to risk I would simply substitute the word “risk” for the word “love,” as risk truly is all around us—it’s everywhere we go. In my nearly 30 years in the insurance industry I have never experienced a time where risk and risk management are more front and center, warranted or not, in our personal and professional lives. Here are a few suggestions on how you might view risk and some of the fundamental strategies we use at Willis to help our clients effectively manage their relationship with risk.

In a simpler time, far removed from the present environment, managing risk was a fairly straightforward process. In your industry these risks likely included protecting your property and that of others entrusted to your care; ensuring that your fleet operations, including vehicles and drivers, operated in a consistently safe manner; providing coverage for employees who were injured on the job; and doing everything in your power to ensure that your day-to-day operations didn’t result in physical or economic damage to your customers or the general public. In all likelihood you employed the services of one insurance broker who could advise you on managing these risks through appropriate insurance coverage.

The good old days have long since faded in the rearview mirror. Risk is an increasingly complex reality in today’s world. In addition to the general risks outlined above, Willis has identified a number of existing and emerging risks as worthy of our professional consideration on behalf of our global clientele, each of which has a potential impact on your organization and your industry.

- Pandemics
- Environmental and climate change
- Data privacy
- Reputation risk
- Piracy, extortion, kidnap, and ransom
- Access to credit
- Credit risk
- Political risks
- Cyber attacks
- Supply chain risk
- Regulatory and compliance risk
- Globalization (particularly emerging country risk)
- Terrorism (yes, it is still out there waiting for the right opportunity)
- Bedbugs (just kidding...I think)



To provide some context as to how our company has restructured to deal with these and other emerging risks, Willis now has no fewer than 40 individual Practice Groups tasked with understanding and assisting our clients in managing very specific segments of risk. My group, **The Willis Relocation Risk Group**, focuses exclusively on Mobility Risk; other groups focus on Kidnap and Ransom, Aerospace, Terrorism, Credit Risk, Energy Risk, Climate Change, and all elements of Marine Risk, with specific groups focused on cargo, hull, and liability exposures, including the impact of piracy on these areas. We also have added two distinct levels of management and support to ensure that we are operating appropriately within the regulatory parameters of the approximately 140 countries where we conduct business. Certainly, risk is a very complex challenge in today’s global business environment.

Before turning to some practical suggestions that your organization can apply to any and all of the risk exposures you face, it might be useful to share our operational definition of risk management, as it provides a platform from which our strategies are developed. We understand that the acceptance of risk does not automatically create a negative result. At its core, risk is the potential for either a positive outcome or a negative outcome at

a future specified date. When you undertake a job on behalf of a customer there is risk involved, as the outcome is unknown at the initiation of the job, and the conclusion of the job will create a positive, a neutral, or a negative outcome. A shipment you forward can reach its destination on time and undamaged or on time and damaged. It can arrive either early or late and undamaged or damaged, or perhaps not arrive at all. We would generally define risk management as understanding your exposure to the probability of realizing meaningful gain or loss as a result of individual or organizational decisions and actions relating to your business strategies and activities.

Risk derives from the ancient Italian word, “risicare,” which means “to dare.” In the absence of individuals or organizations who “dare” to trade, to create commerce, to operate businesses, to risk, there is no progress, no meaningful shared gain, no advancement of societies. The organizations that best understand their exposure to risk have the greatest chance to manage it properly. There are common fundamentals to every effective risk management program:

Fundamental 1: Fortuitous risk vs. systemic risk. It is important to understand the differences between these risk types. Fortuitous risk makes its presence felt from unexpected and unplanned occurrences. It is very difficult to predict but needs to be understood and properly managed prior to its appearance on the scene. Systemic risk is organizational risk created from the inside out, the result of systemic failures within your organization or supply chain. Unlike fortuitous risk, systemic risk can be identified and its presence in your organization can be minimized with appropriate risk management strategies. A quick example of each:

- **Fortuitous risk.** The MSC Chitra is an example of fortuitous risk. This steamer was struck by the Khalijia in the Port of Mumbai on August 25, 2010. Rescue efforts were nearly completely stymied for some time because of the weather and ocean conditions. Many containers on the Chitra suffered extensive damage (Willis can attest to this, as we had arranged nearly 700,000 euros’ worth of coverage for our customers’ containers). No one could have predicted this

loss, or other similar ones. These types of losses are one of the reasons the insurance industry exists. Very few companies have the financial strength and depth to overcome this magnitude of loss. Most often the appropriate risk management strategy for fortuitous losses is to hedge them and transfer the risk to professional risk takers, otherwise known as insurance companies.

- **Systemic risk.** It is important to look at organizations as systems, comprised of the people involved; methods, materials, and machinery utilized; and the environment within which the work is organized and processes carried out. Systemic risk comes from organizational failure involving one, or more likely a combination, of those elements. Examples could include improper packing materials or techniques; poor training; or incorrect, inadequate, or incomplete paperwork. I recently conducted a training session for one of our customers who is not a forwarder. They had invited many of their forwarder partners to attend. Prior to the session I asked our claims team and certain partners we use around the world (we adjust over 5,000 household goods claims per year) to identify the top 10 or 12 causation factors that in their opinion were the leading causes of loss and damage. Not surprisingly, every one was what we would define as a systemic cause of loss. There is more than one risk management strategy applicable to systemic risk, but none more effective than a focus on organizational quality and improvement.

Fundamental 2: Risk identification. It is important that organizations first identify their risk exposure picture—where are you vulnerable, what keeps you up at night, what are the possible “show-stoppers.” We would suggest that you further identify these exposures as either systemic or fortuitous, and further break down the systemic risk into categories including people, methods, material, machinery, and environment. An excellent place to start is with your various insurance programs loss runs. A claim generally has elements of systemic failure as a causation factor. Finally, it is important that this brainstorming session involve participants from all aspects of the organization.

Risk Mapping: Understanding Vulnerability and Exposure

Household Goods Forwarding Risk Drivers (Positive and Negative) Gathering the Correct Information

FORTUITOUS INFLUENCES: Outside your control

US Relations
Climatic Risk
Terrorism
Destination

SYSTEMIC INFLUENCES: Within your control

Packing Materials/Crew
HHG Valuation Methods
Proper Paperwork
OA/DA Post Claim



Fundamental 3: Risk quantification. In our industry risk exposure is generally contextualized in two dimensions. The first is risk frequency, or how often might this risk exposure manifest itself. The second is risk severity or consequence of risk, or when an incident does occur, what are the likely financial or organizational consequences. Risk exposures that seldom appear and, when they do, are not likely to have significant consequences should be managed differently than risk exposures that occur somewhat frequently and may have fairly serious consequences or risk exposures that will rarely, if ever, occur but will have potentially show-stopping consequences. One excellent tool used by Willis is “risk mapping.” At right is a simple example of a risk mapping exercise where the risk exposure of household goods forwarding was discussed.

Fundamental 4: Develop specific strategies for each risk.

When dealing with risk exposures organizations generally have four options for developing a risk management strategy:

- ***Avoid the risk.*** If your analysis has shown that the potentially negative consequences of this risk exposure far outweigh the potential for gain by engaging in the activity, then risk avoidance is likely the best option, at least in the short term or until circumstances change. Development in Iraq is a perfect example of this type of decision. There are many Willis customers around the world who are keenly interested in participating in the reconstruction of Iraq. However, some are currently avoiding the opportunity as they prefer to avoid the existing risk.
- ***Accept the risk internally and treat it as a cost of doing business.*** This strategy generally applies to risk exposures you have identified as being of low severity or consequence. Examples would include minor damage to your property or fleet for which you assume the responsibility in the form of a deductible.
- ***Transfer some or all of the risk exposure.*** This is a formal way of saying, “Let’s buy some insurance to remove some or all of this particular exposure to risk.” Examples might include your fleet liability property exposures, where large losses can occur that would likely have serious organizational and financial consequences.
- ***Some combination of the first three,*** depending on the risk profile you have arrived at during your risk quantification exercise.

An option less likely to be chosen and unique to certain situations is known as exploit the risk. We are aware of household goods forwarders who specialize in working in geographic areas others seek to avoid, primarily because these organizations have invested the time and resources to truly understand the risks inherent with activity in those parts of the world. Not surprisingly, they now enjoy a bit of a monopoly in these regions and have exploited the risk into competitive advantage.

Regardless of the strategy or combination of strategies chosen it is vitally important to measure the effectiveness of your risk management program. You must collect and analyze the appropriate data, which can come from loss runs, customer surveys, incident reports, and other sources. The most effective risk management strategies always seem to have a focus on PICA, or Plan, Do, Check and Act: Plan your risk management, implement the strategy, check the strategy’s results, and act on the results, generally resulting in cycling back into the plan phase, thus confirming that an effective risk management strategy is one continually seeking understanding and improvement.

The household goods forwarding industry is a very personal business. Your clients entrust their personal belongings to your care. Most often those belongings include items whose economic value pales in comparison to their sentimental value. When those items are lost or damaged you face another risk factor, one we call “emotional risk.” Failure to properly manage emotional risk can create a situation where you are dealing not only with property loss but also loss of reputation. It is important to understand that risks can be interrelated and linked.

In sum, risk is a byproduct of initiative and a willingness to dare. The acceptance of risk does not always guarantee a negative result; to the contrary most of the major achievements of commerce and society have been the result of risk taking. Risk, when defined and understood, can be properly managed.

For additional information please feel contact Bill Rose at bill.rose@willis.com or visit www.willis.com to learn more about their approach to risk management.

Update Your Website!

Are you still displaying the HHGFAA logo on your website, advertising, or business cards? It’s time to update to IAM!

Show your partners and clients that you are a proud member of the moving and forwarding industry’s largest global trade association.

Download the IAM logo online at www.iamovers.org/logo.cfm.



IWM, Moscow: Taking a Strategic Approach to Operational Risk Management

By Victoria Chub, Commercial Director, IMW Moscow

How does one make a 10,000 cubic-meter office move in the center of Moscow during a 15-day period? And how do you stick to that timeframe if you are allowed to work only at night and over the weekend? How can you manage company resources in order to meet those requirements while offering your client an acceptable proposal at a fixed cost?

Our recipe for meeting those challenges is simple:

- Take many years experience, mix it with expertise, and season well with resources and motivated staff.
- Proceed with a strategic approach to Operational Risk Management (ORM).
- Serve your customer a smooth and satisfying office move.
- Enjoy the financial outcome.

IWM has worked in Russia since 1996. Among the range of products offered (worldwide household goods moving, relocation services, apartment moves, art and pets moving), office moves in Russian big cities have created major challenges to the company in terms of resource allocation, developing a strategic approach to big projects, and managing operational risk. The latter has been critical during the last seven years, as Moscow, a huge metropolis, has evolved into one of the busiest and toughest cities in the world in which to manage moves, with huge office buildings and narrow streets. There are no parking facilities and no room to navigate even small trucks.

In order to keep our customers happy and maintain our status as one of the area's leading movers, IWM has come up with strategies to avoid some risks or at least to reduce their negative effects; to transfer the risk to other parties; and to select cost-effective approaches for minimizing the effect of threats to the organization.

We believe our experience will be of interest to IAM members, and are pleased to share how we successfully applied our

About the PricewaterhouseCoopers (PwC) Move ...

Project data: Volume—10,000 cbm; number of working places—1,700; number of days—15, working hours from 8:00 p.m. to 8:00 a.m. weekdays, and 24 hours on weekends.

IWM's main objectives: 1) To provide PwC with high quality services, 2) to make the move within 10 days, and 3) to generate positive financial result at the end of the move.

ORM focus: To meet a 15-day timeframe. Each day beyond 15 would cost IWM US\$3,000.

ORM strategy to a big project—a Price-waterhouseCoopers (PwC) office relocation—in Moscow in 2010.

Even with a sound ORM approach to difficult projects, there is no 100 percent guarantee of success. During this move, for example, we encountered the unexpected, such as a major issue with a broken water supply system at the destination address. Moscow municipal services, in attempting to make repairs, closed the office entrance to trucks. We realized we could fail to complete the move in time because of poor access to the destination address—there simply was no space for unloading trucks. It could cost us three additional days, which would amount to US\$9,000—not to mention an unsatisfied customer.

The project team came up with an idea for fast and easy construction of temporary walls and a roof in order to create a space for unloading, to release trucks, and to bring in additional packers (from the supporting team) in order to handle furniture from this construction, avoiding interference with municipal services in the building. The cost of construction: US\$2,000.

Main Features of the IWM Project’s Risk Management Strategy

Threat	Approach
The project can create unexpected issues and problems, which would increase relocation period.	<ol style="list-style-type: none"> 1. To assign a risk officer—a team member other than a project manager who is responsible for foreseeing potential project problems. 2. To create a risk reporting channel. Each team member should be able to identify and report any possible risk for the project.
Availability of planned people resources during all 15 days	To create main packers teams and supporting packers teams (30% of main team) for each day.
Elevator delays at origin and destination addresses, causing huge delays in the whole logistics chain	<ol style="list-style-type: none"> 1. To take time measures in work of elevators at origin and destination (e.g., how long it takes to reach the 10th floor by cargo elevator) 2. To determine how many kgs is allowed to move up by elevators. 3. To create an elevator schedule and to calculate how many cbm could be moved per hour at each address. 4. To sign an agreement with office space authorities, who should be responsible for elevators’ access according to this schedule.
Customer’s employees are not ready to move on the due date (move cannot be started at 8:00 p.m. Friday because not all personal belongings are packed, people still occupy their working places, etc.).	<ol style="list-style-type: none"> 1. To create instructions for customer’s administrative department: “How to prepare for the move.” 2. To create instructions for customer’s employees: “How to prepare yourself for the office move.” 3. To send representatives to customer’s office several days before the move for helping office manager/administrative director prepare the office and its personnel for the move. Another purpose of doing this is to report to the IWM project team any issues that could delay beginning the move. 4. To sign with the customer a timetable of the move (by days, by hours, etc.). A signed timetable assures IWM that the customer will be responsible for being prepared to move on time.
Lack of communication or cooperation with customer’s manager responsible for the move.	<ol style="list-style-type: none"> 1. To find a person in project team with the best approach to coordinating with the customer’s move coordinator and make this person a main communication channel. 2. To provide customer’s move coordinator with easy access to top management of IWM.

Disaster Recovery Planning: Ensuring You Are Covered in a Crisis

By Nicholas Marshall, Reason Global

Risk management is a fundamental part of protecting your business from the harmful effect of possible events. Put simply, risk management is the process of identifying and analyzing your exposure to potential risk and determining how best to minimize the impact these risks might have on your business.

A single disastrous event can trigger a raft of insurance claims for companies. With anything from fires to natural disasters such floods and earthquakes constituting major risk to those in the removals industry, it is vital the necessary steps are taken to mitigate risk.

For example, a fire at a warehouse could injure employees, firefighters, and visitors to the premises. The water used to put out the fire could damage goods and also spread contamination to adjacent vehicles or buildings, causing neighboring businesses to shut down. The ensuing chaos after the event could result in the looting of computers or other expensive equipment. The culmination of these events could result in thousands of pounds being claimed for customers' goods, fire damage to the buildings, and loss of income from the interruption to business, not to mention employers' liability/workers' compensation and public/third party liability. Loss control measures such as adequate fire detection and alarm systems or flood defenses may help to reduce the probability or severity of loss, should a risk event occur.

Another very important consideration is the possibility of terrorist activity, either at your premises or in the local vicinity. What can you do to reduce your risk? Consider improving visitor security at your premises. The installation of cameras may be a worthwhile consideration. Even if you do not believe you are likely to be the target of a terrorist group, are there other businesses in the immediate area which might attract such attention?

It may be difficult to imagine how to plan for the various types of disasters or events that might put your company at risk. A good start is to follow the tips below for managing your company's risk and ensuring that you're covered in a crisis.

Crisis management (disaster recovery planning)

While these measures can help to control or minimize risk, they cannot eliminate it altogether. Taking the time to properly prepare for a disaster can make all the difference, if or when one actually happens. And, with the frequency of natural disasters on the rise, it is rapidly becoming a matter of "when" and not "if."



- **Put someone in charge.** Have someone head up your company's risk management initiative. This could mean organizing the preparation, or, if you already have systems in place, maintaining it.
- **Pre-plan a process for communicating with employees:** Setting up a phone chain can be an effective way of getting a message across to a large number of employees as quickly as possible. Such chains work on the basis of each employee being assigned to call two or three others, who are required to call two or three others in turn. Using a website or e-mail addresses to communicate might also work, depending on how much access people have.
- **Prepare an emergency kit.** It's possible you and/your employees could be stranded at your office after a disaster. Bearing this in mind, it would be wise to have some food and water on hand, a first-aid kit, and other basic supplies in case of emergency.
- **Keep good records.** This means having names, addresses, phone numbers, and other vital information for employees, insurance agents, emergency responders, clients, suppliers, and anyone else you can think of. It also means regularly backing up all your

computer files and, if possible, storing them in an off-site location.

- **Discuss possibilities with suppliers.** Take the time to plan with your suppliers about what could be done if there was a disaster. Of course, the most important thing will be to make sure everyone and everything is safe, but you'll want to start business back up as soon as possible.
- **Temporary relocation.** If possible, plan where your business could temporarily relocate in an emergency. You may have to limit your products, services, or workload for that time, but getting back to work quickly can be financially and emotionally rewarding.

Evaluate your insurance needs with care

Once you have minimized your risk through risk control analysis and action, the most popular and cost efficient way of transferring risk to another party is by arranging the appropriate insurance. You may decide to retain some of the risk (self-insurance) by way of accepting a high deductible (policy excess).

You must make sure that your insurance is re-evaluated on a regular basis, particularly when your business is undergoing a period of growth. There are many reasons for this, but primarily, the larger your business becomes, the greater your exposure to risk and claims. In addition, as your business becomes more valuable, you will need adequate insurance to protect your assets, both business and personal.

In the case of smaller businesses, the proper coverage can be crucial for your survival. If you have employees, in most countries you are required by law to carry employers' liability/workers' compensation insurance protection, but there are other areas of insurance you would be well advised to consider as essential purchases.

As you look into your various commercial insurance options, check that you have considered all of the risks your business could be exposed to. This includes, for example, making sure that all company vehicles are regularly serviced, that

you have access to a vehicle breakdown assistance service, and that insurance coverage is in place to cover any possible damage. It also means updating your insurance to include all of your building's contents on a regular basis and making certain that your public liability and employers' liability/worker's compensation coverage is at an adequate level.

Following these steps is vital, as failing to insure for unforeseen risks and not having adequate coverage to pay for potential claims could be the end for your business. When you feel you have adequately assessed the risks, your insurance broker can advise you on the proper coverage to protect your business.

Finally, your evaluation should not be primarily focused on the cost of the premium, as inadequate coverage will not save you money in the long run, particularly if a major disaster occurs. Underinsuring can cost you business and personal assets, in addition to lost income. So it is of utmost importance to evaluate honestly and thoroughly when considering your commercial insurance needs.

For more information, visit www.reason-global.com.

Emergency Plan Training

Your business may have an emergency plan, but experts agree it can only work best when employees are trained and the training is reinforced annually. Schedule additional training when you:

1. Hire new employees
2. Revise or update your emergency plan
3. Bring in new equipment, materials or processes that affect your designated evacuation route
4. Change the layout or design of the facility

Source: OSHA

Some Thoughts on Security and Risk Management

By Edgar Prates

Moving household goods worldwide generally raises comparatively fewer security concerns than when we are talking about transporting cargo. For example, consider how weapons are shipped to Gaza, or how drugs are shipped out of Bolivia. Basically it is up to the governments to enact and enforce laws. Unfortunately, not all places enjoy a peaceful environment. Terrorist organizations exploit such weaknesses in order to advance their interests. Security strategies are especially important in poor economies, which can be fertile ground for terrorist groups.

Marketing agencies, especially public relations companies, must develop appropriate strategies for communicating with shareholders and the media. Financial companies and insurance carriers play a key role in calculating risk for their clients. In the emerging risk management sector, IT companies are the flagship of modern security enterprises that provide a wide range of services, from simple antivirus protection to hosting remote servers with encrypted access.

Security and risk management are important considerations everywhere these days. Keep that in mind the next time you check your Facebook account, sell a relocation package, or find a strange message in your e-mail inbox.

Edgar Prates is director of corporate communications and strategies Felix Relocations (M) Sdn Bhd. in Malaysia.

A Firefighting Exercise in Readiness

By Stephan Chorus, Streff, S.a.r.L.

Streff, S.a.r.L., located in Luxembourg, recently participated in a firefighting exercise with the local and regional firefighters in and around our warehouses. In order to get to know each other and to provide the firefighters with an exercise field that is a real site within their operations area, we worked in close cooperation with the local firefighters.

The exercise involved 85 firefighters, ambulance, and rescue personnel at the Streff warehouse site. “Victims” were rescued from within the warehouse by firefighters wearing opaque visors on their helmets. This meant that in order to locate and rescue the volunteers, the firefighters had to use ropes to ensure orientation between obstacles that had been set up inside. Outside, water and foam spray was used to fight the imaginary fire.

Our 75-cubic-meter rainwater reservoir provided a water supply, while a 2-kilometer supply line was installed from the water tower in the next village, an operation that took about 20 minutes. The rainwater supply remained fully intact, as water came straight back from the warehouse roof into the reservoir.

After what all agreed was a successful exercise, everyone involved in the event was treated to a barbecue feast.

Now the firefighters know where Streff S.a.r.L. is, as well as what to expect onsite and inside our facilities. This could be a very important fact in the event we were ever to suffer a fire.

Spraying water over the warehouse



Taking victims out of the warehouse



Drawing water from the Streff rainwater reservoir



Felix, the Chorus' four-year-old son, was quite impressed with the action. He went to his room to find his own fire engine, and watched the real ones at work. Of course, he wants to become a firefighter (for now)!

Do you have unpaid invoices? Is your business partner solvent?



Discover how IAM has already helped **members recover thousands of dollars in unpaid funds** stemming from unforeseen bankruptcy and insolvency on commercial shipments.

For just \$650 to join and a \$100 annual renewal fee, you can't afford not to be covered.

And new Governing members receive a 25% discount off the RPP initial fee – a \$162 savings – upon approval of membership.



Receivable Protection Program

Why Join the Receivable Protection Program?

"Thanks to the RPP, we have been able to recover a significant amount of money owed to us by another IAM member this past year. There is no reason why you should not join us! You will only receive benefits. Please **STOP** what you are doing now and take a few minutes to apply for the program. It is surely the right thing to do!"

~ Mr. Vittorio Petrone,
General Manager at Panda Transporti

For more information, contact Brian Limperopulos, RPP Program Manager
brian.limperopulos@iamovers.org

Interstate Accepts Training from ICE

By Theola Labbé-DeBose

When the agent from U.S. Immigration and Enforcement called human resources director Debra Kabalkin out of the blue, it was with a novel pitch: Will you let us audit your employee records if we teach you how to detect false identification cards and phony paperwork?

It was an unusual offer, but **Interstate Worldwide Relocation Services** of Springfield was willing to give it a try. Under a new partnership with ICE, known as the IMAGE program, federal agents would help educate employers on how to reduce the chance of hiring illegal workers. The businesses had to agree to undergo a voluntary audit and use an electronic database to verify records.

Inviting the government to look at company records didn't scare off Interstate's president, Bud Morrissette. With more than 200 employees and a roughly 50 percent vacancy rate among the movers, drivers, packers, and other service positions in the company, Morrissette said he welcomed the chance to learn directly from federal officials how to screen and hire for legal employees.

"We want to get it right the first time," Morrissette said. The company, a third-generation family business, has corporate offices in Springfield and facilities in Ashburn and Landover. It handles storage and shipping for corporate and government clients, including AOL, Hewlett Packard, and the military.

After months of training with ICE officials and a complete audit, Interstate plans to formally sign an agreement with ICE on Wednesday, making it the fifth company in the Washington region to be certified as a member of IMAGE (ICE Mutual Agreement Between Government and Employers).

More than 100 companies nationwide are members.

Working directly with businesses to help them follow federal law is a collaborative approach more commonly seen among local law enforcement agencies using community policing. But in a time of shrinking resources and an ever-expanding mission to protect the homeland, federal law enforcement is working with additional groups for their help in fighting crime.

John P. Torres, special agent in charge of ICE's Washington field office, wanted to expand the IMAGE program when he arrived more than a year ago and pushed to have ICE agents reach out to businesses to lead the training.

"We're looking for enforcement," he said. "And the benefit to ICE is that it allows us to use our limited resources to focus on the most egregious violators."

SOURCE: Washington Post

Commentary: The Costs of "Security Theater"

By Mitchell Beer, CMM

At least one good thing resulted from the 2009 Christmas Day incident when a would-be bomber tried to blow up Northwest Airlines Flight 253 into Detroit. Finally, the phrase "security theater" has made its way into the public lexicon to describe the billions of dollars governments have spent slamming barn doors shut after the livestock have left the premises.

Although the language is relatively new, frequent flyers have been having quiet conversations about security theater for nearly a decade. I'm sure you've had them, too: After the September 11 attacks, security authorities understood that aircraft could be turned into weapons of mass murder. Shoe-bomber Richard Reid drove security authorities to x-ray our footwear. A plot hatched in the United Kingdom in 2006 focused their attention on liquid explosives.

In each case, it made good sense to take action against a known risk, but the official response begged the question: If would-be terrorists know that you're ready for them, why would they try it again?

We have to hope that less visible security measures are in place to deal with threats that aren't quite as predictable. Meanwhile, the nagging suspicion is that the public is the primary audience for the shoe checks, the guidelines for liquids, and even the full-body scanners that former secretary of the U.S. Department of Homeland Security Michael Chertoff has been hawkling on behalf of a consulting client. Even if they do little or nothing to make us safer, the extra checks might make some travelers a bit less nervous.

In late December, The New York Times cited outside critics who found the government "too quick to rely on technology that may calm the public, but that terrorists can quickly outsmart." Andrew R. Thomas, editor of the Journal of Transportation Security, observed, "It's not just the billions of dollars, but the billions of hours people have spent in airports that have been wasted."

After all that, it was prompt action by several passengers, not a multi-gajillion-dollar security network, that stopped the Christmas bomber. And on January 23, when a deranged passenger tried to break into the cockpit on a flight from Washington, D.C., to Las Vegas, his seatmates intervened.

None of us wants to be on the flight where passengers have to defend their own safety in mid-air. If I survived the experience, I'm sure I'd never fly again. But it's a calculated gamble that each of us accepts every time we board a plane. While the risk is vanishingly small, in the range of one attack per millions of flights, it's greater than zero.

But maybe that's the 21st century trade-off. If we acknowledge that unspeakably bad things will happen very infrequently despite best efforts, the terrorists win a small psychological victory but lose much of their ability to terrify. If we don't, security theater becomes ever more expensive and intrusive, for little or no gain. If absolute safety is a costly illusion, it may be that a dose of realism is our best defense.

Mitchell Beer, CMM, is president and CEO of The Conference Publishers Inc.

**Need extra copies of *The Portal*?
Contact membership@iamovers.org**

IAM to Add Dispute Resolution to Receivable Protection Program (RPP) Offerings

By Brian Limperopulos, IAM Programs Manager

Over the three years the Receivables Protection Program (RPP) has been in place, many members have requested that IAM take the program one step further: to mediate more strongly on invoice disputes between members. Based on the number of such requests, IAM will be implementing an Invoice Dispute Resolution Component for the RPP.

For those not familiar with the RPP, the program is open to any member of IAM. Its purpose is to protect our members by establishing a process through which an IAM member and RPP participant can recover unpaid funds/invoices, stemming from commercial shipments and non-Departments of State and Defense military shipments, owed to them by another IAM member. To enhance the program's benefits for the membership, IAM is taking the steps outlined below.

Invoice dispute resolution component

Currently, IAM administers an informal invoice dispute resolution and tracking program to assist members in invoice disputes with fellow IAM members. At this time, IAM does not disclose information from this process—in particular, the names of the companies involved. However, the Association had decided to incorporate the dispute resolution process into the RPP, making such information available only to RPP participants.

Publishing the list of alleged debtors who have cases pending with the Association would not only provide RPP participants with valuable business information as to which members are not paying agents on time, it would have the benefit of helping to induce the timely payment of invoices by all IAM members. No business owner wants to risk being exposed for being unworthy of credit.

Under the Dispute Resolution Component, IAM would offer to work with the alleged debtors if they too are waiting on payments from other agents. It is important to remember that IAM will make no judgments on any invoice disputes. Rather, we will encourage settlement of the dispute, and publish the names of those companies who have been alleged to not be paying their invoices.

We anticipate that through this outreach, our membership and the RPP will grow stronger. We plan to launch this new RPP benefit in the near future and will notify all IAM members through e-mail newsletters, online at www.iamovers.org, and in *The Portal*.

Updated RPP Operating Rules and Regulations

For specific questions on how the RPP is administered and governed, please refer to the RPP Operating Rules and Regulations, which are posted online at www.iamovers.org/rpp.html. They are updated throughout the year to reflect changes and clarifications to the rules. The last update was completed in September 2010. If you have any specific questions or comments on the document, please direct them to rpp@iamovers.org.

How to claim successfully

To reap the benefits of RPP you must first become a RPP participant. An application form is available at www.iamovers.org/rpp.html.

The next step is to learn to claim successfully. Our first tip for RPP members is to be proactive with your claims. There is no limit on how many times you can claim during a fiscal year.

Please remember that the program was set up in order to protect our members from unexpected financial loss. The last thing we would like to see is one of our members file a claim late and it be denied as a result of the delay. The RPP is independently audited so it is important that we receive a valid claim within 270 days of the invoice date.

If you suspect that another IAM member may not pay one of your invoices, it would be prudent to file a claim regardless of whether you feel that company may or may not go out of business in the near future.

RPP recommendation

Campbell McGimpsey of **McGimpsey Brothers Removals** has had successful claims resolutions through the RPP, and wanted to share his experience:

"First and foremost, the International Association of Movers is without doubt one of the largest and most significant moving groups in the world. The entire concept of an association is to encourage association members to work with each other and reciprocate business between their respective companies.

"There are many challenges in trying to fully ensure that this concept actually works as, in many cases, companies are dealing with other companies on the other side of the world with no guarantee that they will be paid for the work they do

or, on another level, no guarantee as to the financial stability of the companies they are dealing with.

“Well, from now on this has all changed, on a magnificent international scale, with the introduction of the RPP (Receivable Protection Program)! The peace of mind is now there to deal with like-minded association members who are part of the RPP plan. The opportunity is now there to build worldwide relationships with fellow IAM/RPP companies throughout the world with the assurance of this guarantee behind you.

“I can speak from a personal point of view when I say that we have had several successful cases resolved through the RPP and not only were the cases resolved successfully but the entire process was handled so efficiently by the IAM and in particular, Mr. Brian Limperopulos.

“I would implore all members, if you are not in the RPP plan JOIN IT NOW and start to enjoy one of the major benefits of being a member of our wonderful organisation, the IAM. And to all those other movers out there who are not yet members of the IAM—join it today!”

McGimpsey first had a claim resolved in the summer of 2010 and is set to have another claim approved in January 2011.

RPP—an affordable risk management tool

The RPP is a valuable risk management tool, yet many IAM members remain unconvinced of the RPP's merits. It is our belief that through the implementation of the Invoice Dispute Resolution Component, those companies who have not yet become members will come to view the RPP not only as a powerful vehicle to recover unpaid funds but as a mechanism to promote ethics and responsibility within our industry.

It is also helpful to remember that the RPP can pay more out per claim if more members join. At our current membership level of 113 participants, IAM will pay a maximum of \$4,000 USD per claim. The next milestone is 200 members; if RPP membership hits that number, IAM will be able to increase the maximum payout per claim to \$8,000 USD.

Based on this, we encourage each of you to reconsider why your company does not participate in the Receivable Protection Program. IAM will continue to highlight more benefits of the RPP through our electronic and print media as well as at our 49th Annual Meeting in Denver, Colorado.

This program was created to benefit IAM members. If you have any questions or comments, please contact Brian Limperopulos at rpp@iamovers.org.

Can you afford *not* to join?



Protect your business from monetary losses for a one-time \$650 fee. Download RPP Guidelines and Applications at www.iamovers.org/rpp.html

Safe-Driving Strategies for Small-Car Owners

By William Van Tassel, PhD, American Automobile Association

Small cars can be major money savers, trimming gas bills by 50 percent or more compared with full-size sedans and SUVs. However, small cars also tend to be riskier than larger vehicles, with fatality rates more than twice as high as those of gas-guzzlers. Here are some things you can do to make small-car driving as safe as possible.

Select the safest small car. When buying a car, look for:

- *Side-impact air bags.* These greatly improve your odds of survival if your small car is hit on the side.
- *Electronic stability control.* This computerized safety system detects when your vehicle is skidding and helps you get the vehicle under control quickly.
- *High scores in crash tests.* Crash-test ratings from the National Highway Traffic Safety Administration (NHTSA) are available at www.safercar.gov. Ratings from the Insurance Institute for Highway Safety (IIHS) can be found at www.iihs.org/ratings.
- *Bright color.* Select a brightly colored car. Red and yellow are particularly visible. Avoid black, silver and gray.

Turn on your headlights during the day to increase visibility. If your car doesn't have daytime running lights (low-beam headlights that turn on when the car does), put on the headlights.

Wait a bit before entering intersections when the light turns green. A driver in a larger vehicle could be barreling through the other way trying to beat the red light.

Avoid driving in packs with larger vehicles. When possible, drop back or speed up slightly to create a bubble of open space around you. If a vehicle is tailgating you, look for an opportunity to pull aside and let it pass.

Think ahead. Consider in advance what you would do if a vehicle fails to notice you and pulls into your path. Preselect an “emergency escape,” an open area into which you could safely maneuver. Wide shoulders usually make the best emergency escapes, so it's usually safest to drive in a lane adjacent to a shoulder.

Learn your car's capabilities. Your small car probably can stop and swerve more quickly than larger vehicles. That maneuverability can help you stay out of collisions if you know what your car is capable of before an emergency occurs. Take your small car to an empty parking lot, and practice hard stops and sharp swerves.

SOURCE: Bottom Line/Personal

How to Prevent Back Problems at Work

You can hardly afford to let back problems interfere with work. Because work schedules can be adversely affected by physical inabilities caused by continued back problems, it's best to look for ways to prevent or alleviate pain in your back. Often backaches are the result of a combination of factors ranging from genetic to lifestyle-related problems. Certain sedentary jobs are also known to aggravate the back. Back pain can make it difficult to concentrate on the job at hand, but making the effort to find out what triggers workplace back problems can help you avoid it.

Many occupations that require odd positions and frequently bending over also make significant demands on the back. Routine office work also can cause back distress. Here are a few ways to help avoid back pain by focusing on prevention.

The chief work-related factors associated with back pain are exerting too much force, repetitive physical movements, awkward body postures, and even mental pressure or stress, which lead to muscle tension. Backaches are often due to lack of exercise, but they can be caused by a wrong chair, incorrect height of a table, or continued wrong posture.

Even a job that requires continued activity is not an alternative to exercise. You need to regularly include a balance of cardiovascular workouts and muscle training in your exercise program to help keep your back in healthy condition. You also need to keep your weight in check.

Strengthening and stretching exercises to tone your back muscles are very helpful because they help your back muscles as well as your lower spine. Strong, flexible muscles keep the back fit and healthy. Remember that bad posture always affects the back. Slouching or postures that compromise the body's natural position cause muscle fatigue. You can almost always keep back muscles in good order just by keeping a healthy body balance. Finally, if you have anything stressful weighing on your mind, then you need to address it immediately. Being under constant mental stress causes your muscles to tense. The more stress you experience, the lower your tolerance to pain, so minimize your sources of stress and develop coping mechanisms.

SOURCE: SafetyED

Injuries More Likely with Younger Work Force

In the moving and storage industry it is very typical to hire younger employees to help do a lot of the heavier lifting and moving as their age allows for more of the physical strain that comes with the job. While the youth might be physically stronger and able to do these things, it's important to make sure they are doing it properly and safely. In an article citing a recent report by the National Institute for Occupational Safety and Health, it was stated that young employees—defined as those aged 15 to 24 years old—are two times more likely to suffer a nonfatal injury than their older coworkers. According to the National Institute for Occupational Safety and Health, The highest nonfatal injury rates were experienced by workers aged 18 and 19 years, at 6.3 and 5.9 injuries per 100 full-time employees, respectively.

In addition to this, according to a previous study by the University of North Carolina at Chapel Hill, about one-third of the teens surveyed said they had not received any safety training on the job. Among the teens, a large percentage claimed that, despite the child labor laws in place, they were using heavy machinery designated for use by certified adults only. The Fair Labor Standards Act generally prohibits the employment of a minor in work declared hazardous by the Secretary of Labor (for example, work involving excavation, driving, and the operation of many types of power-driven equipment).

There are things you can do to prevent workplace injuries for everyone, not just younger employees. For example:

- Train your employees to properly use equipment. This may sound pretty obvious but make sure your employee feels they have been trained adequately.
- Make sure your employees know the safety regulations put out by OSHA (USA only). You can find them at www.osha.gov/pls/oshaweb/owasrch.search_form?p_doc_type=STANDARDS&p_toc_level=0&p_keyvalue=.
- Have employees wear back braces if lifting heavy objects—again this seems pretty obvious but can be very helpful.
- If employees are injured do not allow them to continue working until they are healed. This simply will help ensure that their condition will not get worse.
- How does your business prevent workplace injuries? Is your employee base made up of this age group? If so how do you ensure they are working safely?

SOURCE: Relocation Insurance Group, LLC

Increase Workplace Safety by Enforcing Break Times

In order to fit more work into the day and finish more quickly, employees are working through the day without taking breaks. Although this seems logical, it actually hinders work more than it helps. Getting on the good side of one's boss by appearing to work harder sounds good in theory but in practice it adds a serious risk of injury.

According to a recent study of more than 2,600 employees in the United Kingdom by the Chartered Society of Physiotherapy, 25 percent of the employees reported they did not take breaks periodically throughout the day. The study also states that poor work habits—such as not taking sufficient breaks, working in the same position for extended periods, going to work when ill or stressed, and not getting enough exercise—create serious health risks that can add up to huge costs for employers.

Costs such as workers comp, employees missing work, and increased insurance rates due to injury are a financial burden in a time when companies are trying to save money. These can be prevented simply by encouraging good work habits.

SOURCE: Relocation Insurance Group, LLC

Report Identifies Security Weaknesses in Supply Chain IT

The Enterprise Strategy Group (ESG), a Milford, Massachusetts-based IT industry analyst and consulting organization, recently announced the availability of a new research report, *Assessing Cyber Supply Chain Security Vulnerabilities Within the U.S. Critical Infrastructure*.

The report is based on data gathered from a survey of 285 security professionals working at organizations that operate in the 18 industries designated as “critical infrastructure” by the United States Department of Homeland Security. The study, co-sponsored by Hewlett-Packard and other leading IT vendors, found that:

- Sixty-eight percent of the critical infrastructure organizations surveyed have experienced at least one security breach in the past 24 months, and 13 percent suffered more than three security breaches during that period.
- Twenty percent of respondents working at critical infrastructure organizations rated the effectiveness of their organization’s security policies, procedures, and technology safeguards as either “fair” or “poor.”
- Seventy-one percent of the critical infrastructure organizations surveyed believe that the security threat landscape will grow worse in the next 24 to 36 months; 26 percent believe it will be “much worse.”

The research also focused specifically on the cyber supply chain policies, processes, and technical safeguards used by critical infrastructure organizations. The ESG report uncovered that only a small subset of the critical infrastructure organizations surveyed employ cyber supply chain security best practices; therefore, many of these firms face an increased risk of a cyber supply chain attack that could impact business operations and service delivery to the public.

“This report highlights that many critical infrastructure organizations can immediately benefit by adopting basic cyber security and supply chain security best practices,” said the author, Jon Olsik, principal analyst at the Enterprise Strategy Group. “Most of the critical infrastructure organizations surveyed are not doing adequate security due diligence on the IT vendors that provide them with products and services. They haven’t instituted secure software development lifecycles across their enterprises and they don’t have a set of security requirements for third-party business partners with whom they share IT systems. These weaknesses create a real vulnerability and need to be addressed as soon as possible.”

The report, *Assessing Cyber Supply Chain Security Vulnerabilities Within the U.S. Critical Infrastructure*, is available for download, free of charge, at www.enterprisestrategygroup.com.

SOURCE: *Supply Chain Management Review*



AGS Responds Effectively to Crises in Africa

By Mathieu Dunod, AGS Group

One of the reasons working on the African continent can be so challenging is the speed at which a political or economic situation can evolve into a very tense crisis, including a high level of risk for the people who live there. AGS's security policy and its experience of working in such situations allows for swift decision making and operations to continue when it counts most.

AGS security policy

Security precautions on a changeable continent. As a Group, AGS employs a number of measures to enhance the security of our branches in volatile countries. The selection of staff is crucial, and not only is an experienced branch manager of utmost importance; so is the selection of operations personnel. There must be sensitivity to the local population in order to cause minimal friction, as well as to support the local community. The training and support all our staff receive means that we can actually make a difference to a local community through our business operations.

Second, our premises are carefully selected in terms of location and security. Additional safety measures are put in place, including video surveillance and extra guarding services.

Finally, there are behind-the-scenes preventive measures that serve us well in the event a crisis erupts. Building relationships with local consulates, arming ourselves with evacuation plans, and maintaining working relationships with local authorities all set the stage should the worst happen.

Once this groundwork is laid, we are able to continue our operations, despite the conflict around us.

Surviving and thriving during a crisis

Special attention is given to our most valuable resource: local and expatriate staff and their families. The AGS Group lends as much physical and emotional support as needed, which in turn builds loyalty and trust and develops employees who can be counted on.

The security of our premises can be stepped up according to the situation. For example, safety escorts are organized for missions through troubled areas, and access to our property has been further controlled by physically barricading the entrance using shipping containers.

When risk is high, it follows that our clients' stress levels also rise, as they fear for the integrity of their belongings. Communicating the progress and status of shipments becomes even more important, to inform and reassure the various parties involved in a move.

To this end, the AGS Africa Desk is essential in maintaining permanent contact with our branch in the field, gathering on-time information, and distributing it to the agents, clients, colleagues,

and partners. The Africa Desk has 36 coordinators based in South Africa, each with a geographic specialism, which allows operations to be closely managed and tracked no matter what is happening on the ground.

Supporting clients in African crises

Since its adventure on the African continent started in 1993, AGS has seen several dangerous situations such as coup d'états and other upheavals. AGS has always weathered the situation remarkably well by protecting its employees while serving its clients' interests.

Two recent crises demonstrate AGS's capacity to act quickly and help our clients no matter what the circumstances.

Coup and terrorist kidnapping in Niger. The year 2010 was a year of contrast in Niger. After an encouraging start, the situation does not seem so bright today.

At the end of the 2009, as President Tandja did everything he could to remain in power, political as well as social tensions increased, leading to great caution on the part of all economic players. As a result, many companies suffered and had to cease their operations in Niger until the beginning of the new year.

The coup d'état in February 2010 at first seemed to have defused the situation. Indeed, the authorities in power declared that none of their members would appear as candidates in the elections, and to a certain extent, it allowed international cooperation to resume. However, from June onward, Cotonou Harbour in Benin, which is landlocked Niger's port of entry, experienced congestion in the aftermath of the humanitarian crisis. The arrival of huge quantities of food aid weakened Niger's economic activities even more. Moreover, the dry season last year was one of the longest and hottest in the past three decades; consequently, the country suffered a high mortality rate.

Meanwhile, tax pressure is constant in Niger and will probably deepen with the upcoming elections, especially as the government also awaits international budgetary support, mainly from the European Union.

Finally, the recent kidnappings of expatriates in the north have increased the sense of insecurity. All expatriates have been recalled to Niamey or to their country of origin. On this occasion, AGS Frasers Niger has been called upon to assist with the repatriation of their personal belongings, including removals from the sensitive site of Arlit. This illustrates once again the will of the AGS Group in Africa to be present alongside its clients and partners in all circumstances, and its ability to intervene in difficult situations.

Despite the challenges in 2010, AGS Frasers Niger has not only continued normal business operations, but has also increased

them with the launch of a record management service and a relocation service in response to many client demands.

Ivory Coast erupts in violence. For the Republic of Ivory Coast, 2010 was supposed to announce the return to normalcy with the first presidential elections in eight years. Unfortunately, following an initial peaceful ballot, the results of the second were contested despite the presence of numerous observers including the African Union, the European Union, and ECOWAS (the Economic Community of West African States).

A curfew was imposed, and demonstrations and counter-demonstrations multiplied in the capital, as well as in rural areas, with numerous acts of violence.

The economy of the country is now paralyzed. Due to blockage in Abidjan, the crisis has extended into adjacent and landlocked countries (Burkina Faso, Mali, and Niger). Abidjan is Western Africa's major port.

The Ivory Coast Treasury coffers will soon be empty and a new exodus has begun, not only of Westerners, but also of African and Lebanese citizens. To compound the misery, the cocoa harvest (the main source of wealth of the country) was one of the worst in recent years.

In this context, AGS Frasers Ivory Coast Branch Manager Frédéric Gros acted quickly to support the expatriates, thanks to his extensive knowledge of the country and his years of experience in the industry. Despite all risks, he continues all operations at his branch. He has proceeded with operations to move the personal effects of many families in order to repatriate them. With the help of his team, he has securely stored the goods of those wanting to wait for better days.

During this time and unrelated to the ongoing crisis, Frédéric was also required to move his branch to new premises at short notice. A suitable new site was quickly found and he made sure that no operational interruptions were evident.

A partner to rely on during difficult times. The AGS Group's actions illustrate many times its capacity to be by their customers' and partners' side in any circumstances, as well as having the expertise to intervene in the most difficult situations. By actively seeking to be present and fully operational in the most challenging of destinations, AGS is now recognized as a reliable partner playing an important role in Africa.

Mathieu Dunod, director of agent relations for the AGS Group, is a CMMB Representative for IAM's Africa Region.



Pac Global Insurance Brokerage, Inc.: Harnessing Technology in a Specialized Niche

By Joyce Dexter, Portal Editor

Marc Wille's career path was set practically from the moment he graduated from Fordham University. Armed with a degree in finance and economics, he promptly launched his career in the insurance business; by 1988, at age 26, he was ready to found **Pac Global Insurance Brokerage** in Los Angeles.

"Right out of the box," Wille recalled during an interview at IAM's 48th Annual Meeting in San Diego, "I started working with the household goods industry. I've been coming to the HHGFAA and IAM annual meetings since the 1990s."

Pac Global's clients are not limited to household good forwarders, although they account for almost half its annual revenue. In addition, Pac Global focuses on providing insurance solutions to those forwarding general merchandise and the transit of fine jewels. "Our diversified insurance relationships within the marine insurance marketplace provide us the resources in effect to secure insurance for almost anything, any time, going anywhere on a moment's notice," said Wille. "Further, we've been fortunate to provide various coverage indirectly for the U.S. Government.

"Marine insurance provided to the logistics industry is very specialized, with household goods demanding even further diligence. The industry requires swift claims processing and thus more labor-intensive than other insurance products. We have well-established systems in place, allowing us to administer the intensity of the claims inherent to the varied products we offer."

Pac Global has—and needs—only the one facility it operates in Los Angeles. This economy of scale is a reflection on the role technology plays in his business. "Our ability has always been in harnessing technology," he explained. "We worked jointly with various members of Lloyds of London to develop online insurance. It's a client-operational Web-based tool and we've had an entirely automated system for 14 years now—we were one of the pioneers in using software for this purpose. Marine insurance was managed the same way for decades; however, that has changed dramatically because of technology."

"In the future," Wille predicted, "shipments will be tracked through the entire move process via smart phones and other tools. Right now, as a freight forwarder, you have to go onto your computer and issue your shipping documents, proceeding to yet

another site to access insurance. This will all be synergized in the future. Our own systems will continue to evolve accordingly."

"During the 22 years Pac Global has been in business," said Wille, "other marine insurance companies have come and gone. There are few of us that have been around for such a long tenure. The strong relationships with our underwriters have continuously increased our ability to solve inherent ongoing business challenges unique to this industry."

"The network—both technological and human—is extremely important," Wille explained. "The systems that are necessary to manage the economics and maintain the profitability for an insurance company are always significant. Maintaining insurance markets is very difficult. We are insurance brokers, not agents—and have been working with the same core group of insurance companies for 18 years. The entire process needs to be closely managed in terms of loss ratios, and is not, and cannot be price-driven. There is a cause-and-effect consequence to achieve a successful balance."

Another thing which hasn't changed is Pac Global's relationship with IAM members. "We rely on IAM in terms of the network," Wille said. "In the beginning it was driven solely by business. The friendships we make here go way beyond business lines. The contacts with our colleagues have been tremendously important to me as well as my company.

"We're seeing a younger, more diversified group now, and are focusing on supporting the next generation and their education. Marine insurance and the logistics industry have their own language, and what is learned at the university level is simply a starting point for the sophistication of the industry today."

Now, even after 22 years of operation, Wille enjoys the opportunities and relationships that always seem to develop during the IAM meetings. "There aren't many industries today where we have global contacts and friends."

Pac Global Insurance Brokerage, Inc.

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At Executive Moving Systems, the Personal Touch Equals Success

By Joyce Dexter, Portal Editor

“Serendipity” is defined as the gift of finding valuable things that are not being sought. But like luck, serendipity often blesses those who are focused on the right things.

Dee and Kathy Bailey, owners of Virginia-based **Executive Moving Systems, Inc.**, have been the beneficiaries of many kindnesses and a convergence of fortunate circumstances over the years—which is not to say they haven’t worked for what they have achieved.

Colorado native Dee Bailey’s initiation into the relocation business came in 1967. While studying electrical engineering and business at the state university in Boulder, he began working nights at a local moving company. After a time, his employer bought another agency in Las Vegas, where Bailey gained more experience before moving yet again to Phoenix to become operations manager. Before long, Bekins offered him a job in the Washington, DC, area, where it had five locations and was the largest agency network at the time. He accepted, with the understanding that he would move back to Colorado in two years.

But life, it is said, is what happens when you’ve made other plans. Bailey never did move back to Colorado; instead, he moved on to other companies in the DC area, winding up in the late 1980s with MRW, an Allied agency, which he planned to purchase in 1991. During that time, Kathy was employed at the Bendix Corporation in McLean, Virginia.

Looking ahead to when he would buy MRW, Dee persuaded Kathy to leave Bendix to take care of insurance, human resources, and other roles at his company; their son, Chuck, also worked there. As the purchase date loomed, however, the unforeseen happened: In June 1991, Dee was let go, and then Kathy and Chuck left as well.

The Baileys began to consider opening their own business and swiftly decided to take the plunge. With almost no money,



The family behind Executive Moving Systems: Standing behind Dee and Kathy Bailey are their son, Chuck, and his wife, Brenda.

Dee incorporated Executive Moving Services on July 1, 1991, and the company opened a month later. Another local agent, Bill Crowder, gave him a tractor trailer to help him get his start.

This was the first—but by no means the last—occasion when serendipity came to call. “Jim Pullen from Pullen Moving offered us three straight trucks, some typewriters, and desks,” Kathy recalled in a recent interview with *The Portal*. “For the first months we worked from our kitchen table, with Dorthy Crowder Coffey referring jobs to us. We had only three trucks and a small capacity, but others fed us what we needed to survive. It was amazing—people who would be considered competitors were the first people to help us. They were our saviors, and opened doors we would not have had available to us.”

The Baileys took the furniture they’d been given and rented some warehouse space in Woodbridge. Before long, they learned that Joe Bell of OK Moving & Storage, a Maryland company, wanted to sell his business. “He had 10 trucks and some other equipment,” Dee Bailey said, “so a month later we had another company, which we moved to Virginia. Not long after that, Al Zolley of Zenith died suddenly. His partner, Jim Tiernan, didn’t want the company, so he sold it to us. He had not only equipment, but also experienced employees and a good contract with Cameron Station.

“So now, within a very short time, we had Executive, OK, and Zenith. In 1994 we incorporated Executive Relocations International to handle the international business. Two years later,



Executive’s high ceiling allows for efficient storage.

a friend at American Packing and Shipping had some equipment for sale. I bought some of it and wound up buying that company as well. Their specialty was crating and handling jobs for high-end antique stores and music stores. So now we had six ‘babies,’ and 40,000 square feet of warehouse space.”

In 1999, Dee bought the 16 acres on which his Woodbridge headquarters now sits, and the rest is history. Executive now has 75 full-time employees and 45 pieces of equipment, and recently launched a third-party company, The Extra Mile.

“Especially in this economy, you have to persevere,” said Kathy. “The opportunities are there, but you are only as good as the people who work for you, whether on the street or in the office. We have six employees who have been with us for 18, 19 years. They are our greatest asset.”

The Baileys recognize that during the four months of the peak moving season, it is critical that the necessary equipment is available, as well as the people to handle it. “In 2005, we came up with an incentive program to encourage them to take their personal leave and vacations at slower times of the year,” Dee explained. “Our employees who agreed to take their vacations later would get a \$500 bonus for not taking a single work day off, even though vacation and sick leave are available to them. The first year, only 11 employees received the award; this year, 30 took home a check.”

“We try to look at how we can help the staff because they are the ones who do the work,” Kathy added. “This past summer there were 63 days above 90 degrees, and yet they were there every morning, ready to get the work done. How do you thank people for doing that? It wasn’t an easy job.”

As they were driving to the 1993 HHGFAA Annual Meeting in Nashville, Tennessee, the Baileys found themselves discussing ways to encourage the kind of employee loyalty and commitment that would ensure continuity. It was when Kathy saw a sign on the back of a truck—“Ask me about my retention bonus”—that the couple had their “Eureka!” moment. After returning home, they implemented the incentive: \$500 for employees who had worked at Executive for three years; \$1,000 for five-year employees; \$3,000 at the 10-year anniversary; \$5,000 for 15 years; and \$10,000 for 20 years. During the past three years, Executive has awarded \$56,000 in retention bonuses based on years of service.

The company continues to find ways to show their appreciation to the employees who ensure its success. “We started a 401K plan in 1996,” said Dee, “and have matched their contributions since 2001. In 1999, we established an education scholarship for employees and their children. We believe in giving back to the people who helped us to get to this point.”

According to Dee Bailey, 90 percent of Executive’s work is handling shipments for the government. “This is the best area in the United States for movers,” he said. “We do quite a bit of international shipping. Our warehouse is 75,000 square feet, and we go five high. It’s very strong and secure.”

Recurrent training reinforces employees’ understanding of how their role fits into the bigger picture. In a classroom on the premises, instructors lead programs on packing, loading, customer service, paperwork, and other aspects of the process. All employees—office and field people—are required to attend classes every winter, during the slower season, no matter how long they have been with the company.

The idea is to find what works and build on it. IAM Director of Military & Government Affairs Charles L. White is an



The Executive Moving Systems headquarters was once a steel mill. The building bears a mural depicting Dee Bailey at the wheel of a forklift.

Executive alumnus. “He was with us 11 years and was not only a wonderful teacher but had experience on the street,” said Kathy. The Baileys’ son, Chuck, joined the family business in 1997 as general manager. “He had worked several years with the United Van Lines family, and he adapted what he learned there to our needs. He knows the industry and has a wonderful mind for math. He understands instantly whether a job will be profitable or not. Operations is where you make your money or lose it.” Chuck’s wife, Brenda, is Executive’s human resources director.

Sometimes, the old ways of doing things pay off. At Executive, callers are often surprised to find a real live person on the other end of the line. “We hear over and over again at the annual meeting how much people appreciate not having to go through an automated system,” said Kathy. “The international agents in particular find this is very rare when they call a U.S. company. It helps to build rapport with the client, to make the right first impression.”

That personal touch, and Executive’s reputation for quality, keeps customers coming back, said Dee. “If something goes wrong, we take care of it to the best of our ability. When our clients give us a job, they know they can forget about it and know it will be done well. The military is now paying much more attention to the families, and we want to make their move as easy as possible—it’s important to listen.”

Executive Moving Systems Core Values

- Honesty: integrity
- Significant: meaningful; important
- Innovative: new; groundbreaking
- Caring: kind; compassionate
- Trustworthy: reliable; believable
- Respectful: courteous; appreciative



A truck in the Executive fleet

Because military and government moves are its mainstay, Executive Moving Systems is now in the enviable position of not needing salespeople. Staff assigned to customer relations monitor the pulse of clients to ensure that their expectations are being met. “Our emphasis is on making ourselves even better,” said Dee. “Our service is quality, and our equipment is good. We try to sell that reputation at the IAM conference.”

The Baileys have been attending HHGFAA/IAM annual gatherings for more than two decades, and value the friendships they have built along the way. “Since we opened,” said Dee, “it has been by far the most beneficial industry convention for us in terms of getting business. It brings together agents from all over the world. Meeting face-to-face is so much better businesswise than dealing on the phone, and provides an opportunity to discuss rates, problems, issues, and so on. Terry Head has done an outstanding job for the organization. It’s by far the best moving association. At IAM van lines and agents are on an equal footing.



Honors, certificates, and awards line a hallway at Executive Moving Systems.

“This has kept us aware of where the industry is moving, not only in the US but globally. It helps us to monitor developments with the military and has given us and SDDC the opportunity to know each other and to understand the challenges.”

For Executive Moving Systems, serendipity, luck, hard work, and the kindness of others have all aligned to create the advantage it enjoys today. “Without Jim Pullen and Bill Crowder,” said Dee, “it never would have happened. We owe our success to the people who helped us get our start and those who work with us. We train them and give them the tools, but they are the ones who do the job and do it well.”

Executive Moving Systems, Inc.

P.O.C.: Chuck Bailey

E-mail: cbailey@thebestmove.com

Website: www.thebestmove.com

Express Transport Shipping Agency: Taking a Principled Approach

By Joyce Dexter, Portal Editor

Industry veteran Woody Zobel is one of those figures who has friends in every port. By the time he arrived in San Diego for IAM's 48th Annual Meeting in San Diego, his calendar was already full, and as he walked the corridors of the Manchester Hyatt there was no shortage of colleagues to greet him.

Zobel, who directs agency relocations for **Express Transport Shipping Agency (ETSA)**, is well traveled, having lived in both North America and Europe. His family moved from Germany to California in 1957 when he was 11, but several years later he joined the U.S. Army, and was assigned to Germany. After his hitch in the service, he returned to California to work for the telephone company and then the Xerox Corporation. He lived in Vancouver, Canada, for a time before returning to Germany in 1972 to launch the career he has had ever since, beginning with a transportation office in Wiesbaden, Germany. In 1974, he went to work for Smyth (slogan: "Smyth The Smoother Mover"), which sent him to Bremerhaven to open a port agency.

Zobel opened his own freight forwarding and logistics company, ETSA, in the port of Bremen/Bremerhaven in 1983, and he has never looked back. He told The Portal during an interview in San Diego: "My first HHGFAA [now IAM] convention was in 1977, and I've missed only one during all that time," he said.

Also throughout his career in the moving industry, Zobel has strictly adhered to the principles of doing business that are spelled out in his company literature [see sidebar], a philosophy to which he attributes both his longevity in the industry and the respect of his peers. "It is the only way to do business that pays off in the long run," he said. "It means taking care of your customers properly, treating your employees fairly."

ETSA Business Ethics and Principles

- Honesty and respect in dealing with our customers and agents
- Fairness in our pricing policies
- Customer protection and confidentiality as a basic rule
- A local agency network built on quality, trust, and respect
- Maintenance of our excellence in quality as a constant effort
- Courtesy and understanding for the moving customer's concerns
- Close and comprehensive communication with our customers
- Honoring all financial obligations to our agents and partners

ETSA is a Core Member and is affiliated with IAM Governing Member Rosebrock. ETSA's seven employees coordinate services, agency relationships, and negotiating rates on behalf of its customers.

"Germany is unique," said Zobel. "There used to be 375,000 soldiers stationed there, compared to about 60,000 now. To handle those customers, you had to have systems in place, and we did."

As the military presence in Germany was reduced, ETSA became increasingly active in the commercial household goods shipping business, doing national account work and representing several van lines. "The van lines know they can trust us to take care of their accounts in Germany," Zobel said. "Customer protection and confidentiality are critical."

Zobel explained that about 70 percent of his company's business is between the United States and Germany, the ratio fluctuating along with the economics of the respective countries. ETSA's client base includes the U.S. State Department and Department of Defense, as well as civilian contractors and national accounts. The former Eastern Bloc countries will become a booming area," he predicted. "Oil, mining, and resources will strengthen the diplomatic as well as industrial market."

"We have the sole responsibility for those shipments, both inbound and outbound, and for customs clearance," Zobel explained. "We do general commodities, mainly DoD military equipment, and so on, but it isn't our major business. We can handle it as well as we can handle household goods. When you have been doing this for so long you really put your teeth into it and make it work. I relish challenges."

One resource that has been invaluable to Zobel and ETSA is IAM. "I have always enjoyed being a member of the Association," he said. "I have made many friends here, and I pride myself on the people I know. This is a fantastic bunch of people, and the networking opportunities are very important. Many of the military people have been in the business as long as I have. It's always nice to get together at these venues or to be able to call someone we've met and get them to work with us. We feel IAM has a tremendous future."

Looking ahead to the future, Zobel says he expects ETSA to grow. "That will probably come more in the international commercial market because of globalization," he said. "You have to adapt. Having partners available as we need them—this is what we do and how we succeed. We have always been successful as we have grown, not because we are cheapest but because we are dependable. Many others cut rates because that's the fastest way to grow. For us, growth has been slower because we are committed to maintaining quality. Early on, I was able to convince quality agents to work with me. Eventually you start to get the shipments others are afraid to handle. Most of the people I work

with I have known for 15 to 30 years, and those relationships work for us when others are cutting rates.”

Zobel and ETSA have held a steady course for more than a quarter of a century, and he expects to continue doing so for the foreseeable future. His recipe for success, he said, is “having a lot of friends, whether they are companies or customers. In order to do that, you have to be fair with everyone. It is easier to do business in an aboveboard way.

“Twenty-five years is a long time,” he said, “but it goes very quickly if you enjoy what you are doing. I sold the company three years ago but I still work for it. I can’t leave!”

Express Transport Shipping Agency GmbH

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Coming Up Next Time in

THE PORTAL

Focus on Africa

The March/April issue of *The Portal* will focus on IAM members in Africa and the unique challenges of doing business there. We’d like to bring *Portal* readers up to date on what they should know to successfully work in Africa.

Our special focus also will include profiles of IAM members. If your company works from Africa, please submit your company profile including the following information:

- A bit about the history of your company, its size (number of branches and employees), and any specialties for which you are known.
- What should your potential trading partners overseas know about how to work with individuals and businesses in your country? What effect have political unrest or natural disasters in your region had on your ability to provide services?
- What are your expectations and plans for future expansion or activities?

Please e-mail your stories and digital photos to

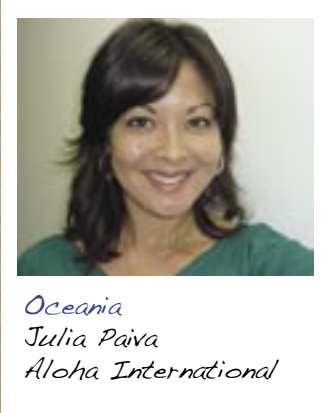
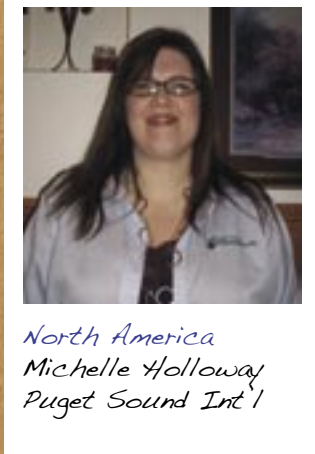
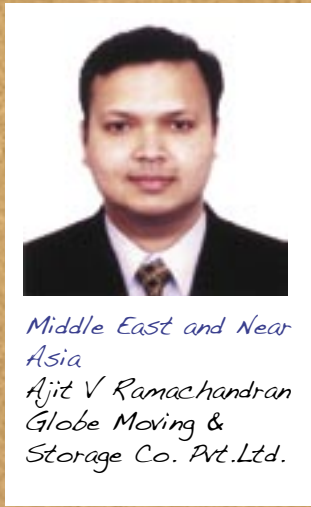
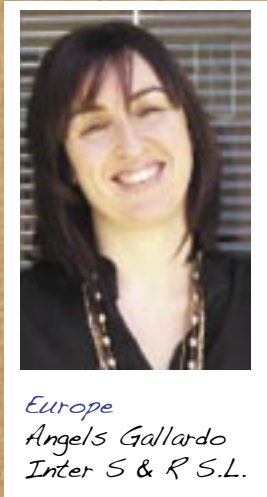
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and

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**Deadline for submissions:
March 7, 2011**

YP (Young Professionals)
Management Board



Security Challenges in the Horn of Africa

By Tadios Tadesse, Packtra PLC

The Horn of Africa includes the nations of Ethiopia, Djibouti, Somalia, and Eritrea. Except for some parts of Ethiopia and Eritrea, most of this region is low-lying land. The Rift Valley snakes through this very volatile area.

Somalia has not had a stable government since 1991. Bandits, pirates, and terrorist organizations operate throughout the region, and armed groups calling themselves freedom fighters add to the chaos in Ethiopia and Eritrea. Hence, security is the utmost challenge for movers doing business there.

Moving household goods, which involves packing and transport from one region to another, requires careful security planning. From the packing of goods through delivery at destination, the challenges are many. To address these issues and avoid security problems, **Packtra Pvt. Ltd. Co.** has developed procedures that are applied as we handle both inbound and outbound household shipments.

Packtra is an Ethiopian-owned company located in the heart of Addis Ababa. Ethiopia is a landlocked country, so we currently use the Port of Djibouti for most of our outbound and inbound sea shipments. Bole International Airport in Addis Ababa is our major port for outbound and inbound air shipments. Our customers for

both sea and air cargoes include embassies, the United Nations office, non-governmental organizations, and private companies.

As noted earlier, because of its location, moving goods to and from Ethiopia presents greater challenges than are found in countries that have their own ports and peaceful neighbors. Nevertheless, through our two decades of experience, we have developed several means of avoiding security problems.

Outbound shipments

- We ensure that our packers are conscious of security problems.
- We follow strict procedures in packing.
- We never accept packed-by-owner (PBO) boxes unless they are packed in our presence.
- We do not use rented trucks to transport cargo to our warehouse; if we are forced to rent trucks, we deploy escorts from our office.
- We ensure that boxes are placed in containers according to our packing list.
- We use lockers and seals to avoid security problems as well as theft.
- We deliver cargo to carriers using our own trucks and escorts.

Inbound shipments

The biggest security challenges with respect to inbound shipments are those arriving by sea.

- We do not use rented trucks. If we are forced to use them, we assign escorts.
- Our drivers are made conscious of security problems. They have assistant drivers to look after the trucks and cargoes in the absence of the drivers.
- Trucks are always parked in safe areas.
- We inspect containers and boxed materials before delivering them to customers.

Tadios Tadesse, marketing coordinator for Packtra PLC, is the Africa representative on the IAM Young Professionals Management Board.

Clearing the Way for Canadian Shipments

By Michelle Holloway and Brian Kendall

Puget Sound International has been working diligently for the past three years on compliance for cross-border movement of goods between the United States and Canada. Currently the company runs two or three trucks daily between our headquarters in Tacoma, Washington, and our agent in Delta, British Columbia.

We have devoted a great deal of time and effort to get our C-TPAT and Partner in Protection certification as well as to become customs carrier bonded in both countries. Our drivers are “Fast Approved,” which assists in expediting the customs clearance processes and allowing timely delivery of goods.

Our Canadian customer service group, all of whom are 40 and younger, have cross-border paperwork down to a science, especially with respect to how it relates to the movement of household goods. They have become experts in the documentation required for north- and southbound movement of goods, as they do differ.

The most important security measure in cross-border movement is to know your customers. Criminals have become extremely clever in the movement of contraband and smuggling items within all types of goods, including personal effects shipments. This makes knowing our clients and the customs documents required more important than ever.

Puget Sound International continues each day, with the help of CBSA and US Customs & Border Protection, to create a better—and safer—cross-border shipping environment.

Michelle Holloway, the North America representative on the Young Professionals Management Board, is household goods logistics coordinator and Brian Kendall is an operations specialist at Puget Sound International.



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in your company
attending college?**

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ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone of the IAM Scholastic Assistance Program, which is aimed at pro-
□ annual giving levels) to the Alan F. Wohlstetter Scholarship Fund received in the last 12 months are as follows:

Platinum (\$5,000 or more)

DeWitt Transportation of Guam
Gridiron Forwarding Company, Inc.
Manchester Grand Hyatt
National Van Lines, Inc. and
National Forwarding Co., Inc.
(in memory of F. L. McKee Sr.)
Royal Hawaiian Movers
Walt Disney World Swan & Dolphin Hotel
Walter E. & Alicejo P. Saubert Fund at
the Seattle Foundation

Gold (\$2,500–\$4,999)

ABBA International
Daycos
The Pasha Group
James Thompson Jr. (Crown Worldwide)
(in memory of James Thompson Sr.)
Wagler Integrated Logistics, LLC
Alan F. Wohlstetter Jr.

Silver (\$1,000–\$2,499)

Affiliated Transportation Systems, Inc.
(in memory of Paul Arpin)
American Shipping, Inc.
Andrews Forwarders, Inc.
Approved Forwarders, Inc. (in memory of
Woodrow W. DeWitt)
Blonde International, Inc.
Classic Forwarding, Inc.
Covan World Wide Moving
Deseret Forwarding International, Inc.
Executive Relocation International, Inc.
Gateways International, Inc.
Gosselin Group
Household Goods Forwarders Tariff Bureau
Interstate Van Lines, Inc.
Jet Forwarding, Inc.
Logistics International
Nilson Van & Storage
Puget Sound International, Inc.
Sancho Ortega International S.A.
Taurus Forwarding, Inc.
Total Military Management

Tri Star Freight System, Inc.
True North Relocation, LLC

Bronze (\$500–\$999)

AAA Systems, Inc. (in memory of Jack Stern)
Cartwright International Van Lines
Rick and Judy Curry
Foremost Forwarders, Inc.
Pac Global Insurance Brokerage
Pullen Moving Company
R. D. Simmons & Associates, Inc.
*Twin Oaks Moving Co.
Westpace International, Inc.

In Kind or Other

“B” Transfer, Inc.
Claims Adjustment Technology, LLC
(in memory of Mary Reeve)
Edgewater Grill
Harbor House Restaurant
International Association of Movers
M. Dyer & Sons, Inc.
Puget Sound International
S & E Transportation, LLC
San Diego Pier Café

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Alan F. Wohlstetter Scholarship Fund

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The Board of Directors of the Alan F. Wohlstetter Scholarship Fund urges you to consider a contribution or donation to the Scholarship Fund as part of your year-end tax strategy or as you formulate your company budget. Please advise your employees that scholarships are available to qualified candidates of any IAM company worldwide. For further information: www.afwscholarship.org.

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There's no way to put a price on your company's reputation. You've earned it, through years of providing reliable service, and by building strong relationships, both with your customers and with your colleagues in the industry.

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FMC Orders Increased Oversight of Vessel Alliances

The Federal Maritime Commission is ordering three global vessel alliances to provide more timely reports on changes in vessel capacity in the U.S. trades.

The Grand Alliance, New World Alliance, and CKYH Alliance will report changes in overall capacity monthly, rather than quarterly. The order took effect January 24.

According to the FMC order, a shortage of vessel capacity a year ago led to a nine-month investigation of the causes. The investigation led to an FMC order in September 2010 that the Transpacific and Westbound Transpacific discussion agreements must provide verbatim records of all meetings.

The commission said that quarterly capacity reports were not sufficient to allow FMC monitoring. By the time the FMC receives the data, they could be more than five months out of date.

“Global alliances, while potentially efficiency enhancing, also have the potential to be complex and anticompetitive operational agreements,” the FMC said. It said a shortage of space in a trade lane could lead to an unreasonable decrease in service and upward pressure on rates.

The new order requires that the alliances file minutes of meetings of “the senior-most committee that approves capacity and schedule planning recommendations” in addition to the monthly capacity reports.



Capacity reports are now due monthly, rather than quarterly.

Alliances also will be required to provide advance notice of planned increase or decrease in capacity. Carriers also will file notice of vessel substitutions or changes in sailing schedules that cause a change of 5 percent or more in capacity in a certain trade lane.

Hapag Lloyd, Nippon Yusen Kaisha (NYK), and Orient Overseas Container Line are members of the Grand Alliance.

The New World Alliance comprises APL, Hyundai Merchant Marine, and Mitsui O.S.K Lines.

The CKYH is made up of Cosco Container Lines, Kawasaki Kisen Kaisha (“K” Line), Yangming and Hanjin.

SOURCE: JOC.com

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theresaw@mallorygroup.com

Ocean World Lines
+1 (877) 863-8520
Contact: Steve Leff
Steve.leff@pacer.com

Direct Container Line / Vanguard Logistics
+1 (847) 238-5029
Contact: Lisa Reich
Lisa.reich@vanguardlogistics.com

Government and Military Shippers

For U.S. Military or Government HHGs to/from the UK and North Europe

North Atlantic Services
+32 (0) 3 360 78 21
Contact: Patrick Vercauteren
patrickv@north-atlantic-services.com

For U.S. Military or Government HHGs Port to Port to/from Pacific Rim

Pasha International
+1 (415) 927-2688
Contact: Barbara Lockie-Brown
Barbara_lockie-brown@Pashanet.com

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Ocean World Lines
+1 (877) 863-8520
Contact: Steve Leff
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• For membership information and an application, go to <http://www.isaship.org/membership.html> •

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UK Truck Fuel Tax to be Highest in Europe

The UK government is raising the tax on truck fuel on April 1. Forwarders represented by the British International Freight Association (BIFA) think it's a fool's move.

Peter Quantrill, BIFA director general, said, "There is still time to reverse this further handicap to running competitive freight services in this country. Many of our members are paying over 130p per liter for diesel [the equivalent of \$8.30 a U.S. gallon]. They are at the heart of international trade, exporting goods from the UK, often by road services, and bringing foreign goods to the UK, again often by road services, as well as positioning freight to air and seaports.

April 1 will be the tenth hike in fuel duty since March 2007, BIFA said.

Quantrill added: "BIFA members suffering because of ever-rising fuel costs and duty increases leaves me wondering whether those in government really understand and value the essential role of the freight forwarding industry. I appreciate that the world oil price is high, but Whitehall's take is even higher. According to the Fair Fuel UK campaign, while the average EU duty on fuel is 31.15 percent, our members face Whitehall's take of 58 percent. This means that our members are paying almost double the duty that European freight forwarders face."

BIFA noted that its members who use third-party trucking services will face surcharges from April as Britain bears the highest diesel taxes in Europe.

"We know these are difficult times for the British economy but this draconian duty rise, which will have to be passed along the supply chain to the end consumer, coming as VAT rises to 20 percent, inflation takes off and job worries rise, can only hurt our fragile recovery. The government must abandon this rise and put in place a fuel price stabilizer to bring some balance to the issue and enable our members to better manage fuel costs and remain competitive internationally," Quantrill concluded.

SOURCE: Air Cargo World

Fleets Find More Options to Use Intermodal Chassis

More equipment options are unfolding for truckers as they take on additional responsibility for chassis formerly supplied by ocean carriers. Among the new entries are three different truck-oriented chassis rental programs from Flexi-Van Leasing Inc., Kenilworth, New Jersey, which compete with leasing programs by Trac Leasing Inc., and largest ocean carrier Maersk Inc.'s Direct Chassis Link.

Denmark-based **Maersk** began the shift away from the ocean carrier industry's U.S. practice of offering chassis at no charge to truckers in 2009 by charging a daily use fee through its Direct Chassis Link unit.

Other major ocean carriers said in 2010 they'd stop offering chassis to truckers without offering alternatives. "We are really gearing our business toward motor and carriers as well as the [shippers] who are the ones paying the bills," said John Mizerek, Flexi-Van's vice president of sales. "We realized we had to change. We have been leasing chassis by the hundreds or thousands to the [ocean] lines for many years."

Curtis Whalen, executive director of American Trucking Associations' Intermodal Motor Carriers Conference, said he believes chassis rental programs for truckers will survive as the shift continues.

Other choices, such as chassis ownership, have drawbacks such as upfront and financing costs for truckers that own less than 5 percent of U.S. chassis.

"The process of supplying chassis is changing hands [from ocean to motor carriers], but not in any set way," Whalen said. "The clear part is that the ocean carriers will get out of the chassis business."

Flexi-Van's daily rental plan, Flexi-Day, mirrors Direct Chassis Link and Trac

Intermodal's Trac Connect, which allow truckers to rent a chassis for a calendar day with the equipment provider responsible for maintenance and repair. Trac Connect also offers longer-term leases.

Flexi-Van also has a monthly lease program, with discounts based on the number of chassis leased. Under that plan, the trucker is responsible for maintenance.

Until a 2005 federal law made the provider of the chassis responsible for its condition, maintenance of that equipment was a sore point for truckers who were forced to pay the cost of fixing chassis that ocean carriers gave them. At the outset, the equipment cost burden was meant to fall on ocean carriers or lessors that provided about 90 percent of chassis.

Now, as truckers begin to lease chassis on their own, they are assuming legal responsibility for maintenance. Flexi-Van's third program offers a lease of a specified number of containers on a monthly basis from chassis pools such as several operated by Consolidated Chassis Management Inc., or CCM.

CCM pool chassis are still offered at no cost to truckers, but that may change. Mike Mitchell, who directs chassis pool development for the group, said, "Options to facilitate those shipping lines who seek to pursue such alternatives are likely to be presented sometime this year."

Mizerek stressed the importance of maintaining competition and options for truckers as the responsibility for chassis increasingly shifts to motor carriers.

Whalen highlighted another concern: the potential for chassis shortages later this year. He said the building of new chassis is being held up this year by a lack of manufacturing capacity.

SOURCE: Transport Topics

Year in Review: Trucking Gains Traction as Economy Stabilizes

U.S. trucking companies gained some traction in 2010 as the economy stabilized and demand for freight hauling increased. But the year also will be remembered as a turning point in the regulation of the industry as governmental agencies laid out sweeping new safety and environmental rules, which some industry representatives said would limit new entrants to the trucking market and dissuade existing carriers from expanding.

“The list of issues that we’re expected to manage our way through is greater than at any time in the history of trucking,” American Trucking Associations President Bill Graves said in October.

Despite an upturn in freight shipments—ATA’s truck tonnage index increased 6.1 percent through the first 10 months of 2010, compared with the same period in 2009—Graves said carriers face uncertainty about prospects for further improvement in business conditions.

Once business picks up, Graves said, trucking faces the most significant changes in government oversight since deregulation in the early 1980s. Before the year ends, the Federal Motor Carrier Safety Administration is expected to propose scaling back the number of hours a driver can spend behind the wheel, along with a proposal to increase the number of carriers that must use electronic onboard recorders and implement the new safety enforcement program, known as Compliance, Safety, Accountability.

Other issues include the failure of Congress to pass a new highway finance bill, the creation of a first-ever fuel economy standard for trucks, support for development of alternative power sources, and increased scrutiny of companies’ use of independent contractors.

ATA filed suit to block parts of a clean-truck plan by the Port of Los Angeles that would have prohibited the use of owner-operators by drayage carriers, while other port authorities across the country moved to implement “clean air” plans similar to those in Southern California.

A new law holding owners responsible for the maintenance and safety of container chassis led several ocean carriers to shift equipment ownership to third-party operators and trucking companies.

For general freight carriers that survived the recession, the economic outlook brightened significantly in 2010. A survey in September found that 63 percent of carriers experienced increases in freight rates.

The improving financial condition of carriers was one of the factors behind an increase in equipment sales in 2010. Through November, Class 8 truck sales in the United States rose 14.6 percent from the same period in 2009, according to WardsAuto.com.

In January 2010, the last round in the Environmental Protection Agency’s tightened emissions standards went into effect, requiring new engine designs and sparking a competitive battle among manufacturers about which technological approach—selective catalytic reduction or enhanced exhaust gas recirculation—is better.

Another sign of strength for truck equipment in 2010 was an increase in used equipment values. The average retail price of used trucks rose 3 percent to \$42,100 in September from August, but the number of used trucks sold declined 5 percent.

Fuel became more expensive; the cost of diesel rose more than 18 percent from January to December, as the improving economy pushed up the cost of crude oil.

As fuel costs were going up, the cost of money remained low as the Federal Reserve Bank injected funds into the banking system in 2010 to stabilize financial markets and encourage borrowing.

The Equipment Leasing and Finance Association said new business volume for October was \$4.9 billion, up 14 percent from October 2009.

Dan Clark, president and general manager of transportation finance at GE Capital Equipment Finance, said trucking companies were starting to buy more trucks but were not yet expanding the size of their fleets to accommodate increased demand for freight hauling. “Equipment is old and needs to be replaced,” he said, “but I don’t see an increase in capacity.”

Clark estimated that, during the economic downturn, between 250,000 and 400,000 trucks were taken off the road and that it takes about 200,000 new trucks each year to offset the number of trucks taken out of service. Sales of Class 8 trucks have been well below the unit replacement level for the past four years.

Still, in a survey of 50 transportation chief finance officers three out of four said they expected a significant increase in revenue growth for the remainder of 2010, and transportation ranked near the top among all industries in terms of plans to increase spending on capital goods.

Clark said that 60 percent of those surveyed plan to buy new equipment and finance it with a loan, 36 percent will lease new equipment and 43 percent will rent equipment when they need it.

SOURCE: Transport Topics

ABF Now Offers Door Delivery in the Dominican Republic

ABF® now offers seamless, single-contact door delivery for customers shipping to the Dominican Republic. ABF expanded its Caribbean coverage in response to increased demand for shipping solutions from customers taking advantage of opportunities created by the United States–Dominican Republic–Central America Free Trade Agreement, known informally as CAFTA. The Dominican Republic also serves as a staging ground for rebuilding efforts in neighboring Haiti.

The CAFTA agreement eliminates barriers to trade and investment among its seven signatories: Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and the United States. The agreement opens new commercial opportunities for U.S. companies and U.S. operations of foreign companies with these Central American and Caribbean countries. CAFTA also enhances those countries’ access to the U.S. markets and establishes common regulatory and environmental standards.

Study: Air Security Inconvenience Is an Economic Issue

The hallmarks of the air travel security system in the United States and elsewhere today—long lines, shoe removals, pat-downs, and so on—aren't just an inconvenience; they're also steering people away from air travel.

In a new study of 1,000 people who had flown at least once in the past two years, nearly two out of three said they would fly more if security procedures were equally as effective as they are now but less intrusive and time consuming.

The air security system has become an economic issue, not just an inconvenience, said Roger Dow, president and CEO of the U.S. Travel Association, which conducted the research in partnership with Consensus Research Group. The study of travelers' views of the security screening process reports that travelers would take an average of 2.48 more flights per year if the security system was less burdensome. U.S. Travel extrapolates those additional trips to be worth \$84 billion in spending and 888,000 more jobs to the U.S. economy.

The study was released in advance of a report due out in late January 2011 from the Blue-Ribbon Panel for Frictionless Aviation Security. The panel, organized by U.S. Travel, will recommend how to improve air-travel security. Dow said it will be a "very comprehensive report," and will be delivered to lawmakers. "We have a very big opportunity with the new Congress to make this a high priority," he said.

Other results from the new survey:

- Four out of five air travelers agree there should be alternative screening measures for U.S. citizens who submit to background checks and meet other risk criteria.
- The top three words respondents use to describe today's screening process are "inconsistent," "stressful," and "embarrassing."
- Fifty-four percent of those surveyed believe Congress should make air travel security a top priority in the new term that begins in January.
- Having to remove shoes before going through a metal detector received a higher negative response than pat-down

body searches by Transportation Security Administration personnel.

- Three out of four respondents believe "there has to be a better way" to provide air-travel security than the procedures used today.

"Everyone says security trumps everything," Dow explained, "but most agree there's a better way of getting at it. Our current system cannot be the best system the United States can create."

SOURCE: Corporate Meetings and Incentives Magazine

New Deadline for Full Cargo Screening

The Transportation Security Administration (TSA) has pushed up the deadline for 100 percent cargo screening on all international passenger flights inbound for the United States to December 31, 2011.

The TSA had said last summer that it would take until 2013 before an all-cargo screening policy on international passenger aircraft could be put into place. In an e-mail to freight forwarders and shippers, the organization pointed to "recent global events" as justification for pushing the deadline up by a full two years.

This will have an immediate effect on the air cargo industry beyond just the increased cost of screening more packages. "It will require earlier cutoffs for cargo, reducing some of the expedited advantage of airfreight," one expert said. "It may give a further advantage to large forwarders and integrators over mid-size and small forwarders, and it may have more shippers considering ocean cargo as an alternative."

Myriad changes must be made before screening can be implemented. One of the largest hurdles will be coordinating security measures in origin countries, which may not be feasible.

Critics pointed out that the TSA "will have to move much faster than they have in the past with establishing rules and guidelines if they want to achieve 100 percent by [the December 31] deadline."

Could Terrorists Be on Your Plane?

By Mary Schiavo

The attempted bombing of Northwest Airlines Flight 253 on Christmas Day has once again focused Americans' attention on air terrorism. Per mile traveled, flying still is safer than driving, but the dangers of terrorism are real. Here's what air travelers can do to reduce the odds that they will become victims.

Choose your airline carefully when flying overseas. It isn't just U.S. citizens who often are targeted by terrorists—it's U.S. airlines and flights headed to the United States. All four planes involved in the 9/11 attacks belonged to U.S. carriers; the Christmas bomb attempt was on a Northwest Airlines flight; and the 2001 shoe bomber was aboard an American Airlines flight. British, French, Russian, South Korean, and Indian flights occasionally are selected by terrorists as well.

To reduce your odds of falling victim to a terrorist attack on an international flight, favor airlines that are not typically targeted by terrorists and that are based in countries that seem unlikely to be singled out for political reasons. These include Germany's Lufthansa, Australia's Qantas, and Japan's ANA (All Nippon Airways) and Japan Airlines.

A word of caution: The risk for terrorist attack currently is greatest on flights from foreign countries to the U.S. These flights offer terrorists a way to target American victims without having to evade U.S. airport security, which is considered to be among the tightest in the world in the wake of 9/11.

Choose flights on smaller aircraft when possible. Terrorists like to target big airplanes. The biggest planes flying now include the Boeing 747, 757, 767, and 777, as well as most Airbus models. They

offer many hundreds of potential victims. Big planes also have much larger fuel tanks than smaller planes, making them potentially more damaging to targets on the ground in 9/11-style attacks.

It's possible to make most flights of 1,000 miles or less on relatively small planes. More than half of all domestic flights in the United States now are on regional jets built by Bombardier (which have just 50 to 100 seats) or Embraer (37 to 122 seats). Flying these smaller planes on longer flights requires making a connection.

Lean toward small U.S. airports rather than large ones. Security was very poor at some small American airports prior to 9/11, but that's no longer true. Security now is much tighter at all domestic airports. In fact, security can be tighter at smaller airports because security personnel at these facilities often have more time to screen each passenger and examine each bag.

Report any suspicious activity to the crew. Suspicious activity by fellow passengers may include individuals spending long periods of time in the lavatory, congregating near the cockpit, having quiet meetings among themselves, taking an inordinate interest in the flight crew, and possessing any suspicious items.

Reserve a seat near one of the plane's exits, but not necessarily a wing exit. It's almost always safest to be seated near an exit in an emergency—passengers near exits get out first. If there is a terrorist with a bomb onboard, however, passengers in the seats near wing exits might be at increased risk. Terrorists generally try to detonate bombs near aircrafts' fuel tanks, some of which are located in the wings. Naturally,

it's safer to be farther from the bomb.

Note: Passengers seated near the wings have the greatest responsibility to be on the alert for suspicious activity by fellow passengers seated near them.

Avoid traveling to, from or through countries that are not in compliance with the International Civil Aviation Organization's safety standards. On the website of the U.S. State Department (<http://travel.state.gov>), select "International Travel," choose a country, then click "Aviation Safety Oversight" to see whether there is a potential problem.

For example, the U.S. Department of Homeland Security's Transportation Security Administration has warned that it cannot assess the security of airports in Albania, Azerbaijan, and Venezuela, among others.

Exercise the greatest caution when there has not been a recent terrorist attack. Most travelers become cautious right after an attack, but history tells us that terrorists wait months, even years, between attacks on airliners in hopes that security personnel and travelers will let down their guard.

*SOURCE: Bottom Line/Personal. Mary Schiavo was Inspector General of the U.S. Department of Transportation from 1990 to 1996. Her 1997 book, *Flying Blind, Flying Safe*, exposed problems with America's aviation security prior to 9/11. Schiavo is a licensed pilot and former professor of aviation at The Ohio State University. She currently heads the aviation litigation team for Motley Rice, a law firm based in New York City and Charleston, South Carolina.*

Santa Fe: Going Green on Many Fronts

Corporate social responsibility is important to **Santa Fe**, and while certain of its programs are applied companywide, each local office also works to make an impact on its own community.

As leading corporations within the electronics industries continue to make the push to a “Greener” future, **Santa Fe Relocation Services** recently joined E-TASC (Electronics -Tool for Accountable Supply Chains), thus underscoring the company’s commitment to social responsibility.

E-TASC (www.E-TASC.com) is a Web-based system for companies to exchange information about social and environmental practices in the supply chain. It enables organizations to collect, manage, share, and analyze social and environmental data provided voluntarily within their respective supply chains.

Features of E-TASC include risk assessment tools, a self-assessment questionnaire, audit materials and results, common reporting methodology, and capability-building tools.

To join E-TASC, companies must complete a questionnaire covering a variety of topics relating to their corporate, social and environmental responsibilities. Based on the questionnaire, Santa Fe was placed in the “Low Risk” category, scoring 89% via the E-TASC tool.

The company said that as an E-TASC member, it will not only continue its development of streamlined processes by sharing of best practices, but will also further enhance its accountability with respect to overall corporate social responsibility.



Since July 2010, Santa Fe Indonesia has been supporting a tree-planting program in Indonesia by donating to the planting of one tree for every sea shipment handled. This program is being conducted in conjunction with Yayasan Tanam Pohon Indonesia (YTPI).

Indonesia is experiencing one of the highest rates of tropical forest loss in the world. Deforestation, the burning of woodlands, and the rotting of felled trees are thought to account for up to 20 percent of carbon dioxide released into the atmosphere — as much as is emitted by all the world’s cars, trucks, trains, planes and ships combined.

In November, 30 Santa Fe staff and their families assisted with the first planting of approximately 300 trees.



In Thailand, Santa Fe is focused on a three-pronged program:

- *Reduce.* Santa Fe’s ISO14001 certification requires the company to greatly reduce the waste created while providing quality domestic and international moving services.
- *Reuse.* In Thailand, the company has partnered with the Human Development Foundation’s Mercy Center, which runs a number of orphanages and shelters, education programs, and assistance to AIDS patients. To help support this organization, Santa Fe collects items from its clients and organizations and makes donations of goods to the center on their behalf.
- *Research.* Companywide, Santa Fe has made a commitment to the Johns Hopkins Breast Cancer Research Fund. For every move, whether office, domestic, or international, US\$10 is donated. To date, Santa Fe as a group has donated more than US\$1 million.

This winning combination recently won Santa Fe an award from The American Chamber of Commerce in Thailand.



IAM is Going Green... and You Can Too!

Offset Your Carbon Footprint through IAM’s CarbonFund.org Partnership

At the 48th Annual Meeting, it is estimated that we emitted 2,658.6 metric tons of carbon dioxide. This equates to consuming and burning 5.8 million gallons of gasoline.

IAM has made a commitment to help offset the Association’s emissions through a joint partnership with Carbonfund.org and we are asking you to join us.

Consider offsetting your carbon footprint with a donation to Carbonfund.org and help fund projects that promote energy efficiency, assist in reforestation, and help save our planet.

If you attended the Annual Meeting this year, make sure your trip was a green one; if you couldn’t attend the Annual Meeting you can still show your commitment to fighting climate change. Go to www.iammeetings.com and click on **GOING GREEN**.



IAM HALL OF HONOR

Call for Nominations

PURPOSE: The purpose of the IAM Hall of Honor is to fully recognize individuals who have made outstanding contributions to the Association and/or have had a profound effect on the moving, transportation, forwarding, or relocation industries.

ELIGIBLE CANDIDATES INCLUDE:

1. Participants of the transportation, moving, forwarding, and/or relocation and shipping industries
2. Individuals who have served as clients and/or customers of the industry
3. Other individuals as deemed appropriate by the IAM Selection Committee and IAM Executive Committee
4. IAM members, both past and present, as well as non-members

ELIGIBILITY FOR NOMINATION:

1. Nominees must have made a major contribution to one of the related industries. Contributions may include acts, deeds, or achievements such as:
 - a. Acts of kindness, charity, and/or heroic action
 - b. Creation and/or development of new technologies, products, programs and services that benefit the industry and/or the IAM membership
 - c. Development of policies and procedures that benefit the industry and/or IAM membership (i.e., training, safety, modernization, public relations, equal opportunity, etc.)
 - d. Other characteristics deemed important and worthy of recognition as determined by the HoH Selection and IAM Executive Committees
2. Nominees must have a minimum of 5 years' experience in one of the acknowledged industries.
3. Nominees may be living or deceased.
4. Members of the HoH Selection Committee are not eligible for nomination and induction while serving.
5. Nominees may not be self-nominated.

NOTIFICATION PROCEDURE: Nominees will be solicited from the full IAM Membership (past or present) along with clients or customers via *The Portal* magazine. Submit the IAM Hall of Honor Nomination Form by the designated submission deadline date of April 1 each year. Incomplete Nomination Forms, non-historical documentation (i.e., letters of endorsement), or forms submitted after the deadline date will not be considered for selection.

HoH SELECTION COMMITTEE: The HoH Selection Committee is comprised of a balanced group of participants from the following groups:

1. Governing, Core, Supplier, Industry Veteran, and YP-35 memberships of IAM
2. Broad global geographic representation
3. At least one representative from the IAM Executive Committee and the Core Members Management Board
4. Committee members are appointed to serve a minimum of 3 to 5 years

INDUCTEE SELECTION: The Selection Committee will advise the IAM President of all recommended inductees by June 1. Following formal acceptance by the IAM Executive Committee, all inductee names will be published in *The Portal* magazine and subsequently posted on the Association's website.

MINIMUM/MAXIMUM NUMBER OF INDUCTEES: The Hall of Honor Selection Committee has determined that the three candidates who receive the highest scores during voting will be automatically recommended to the IAM Executive Committee for HoH induction. In addition, the Selection Committee can recommend induction for up to two additional candidates when there are equally meritorious candidates.

INDUCTION: Announcement and the induction ceremony will occur each year during the IAM Annual Meeting.

AWARDS: Recipients will be recognized by award with permanent enshrinement in the IAM Hall of Honor and will be acknowledged in *The Portal* magazine, on the Association's website, and in other publications.

Call for 2011 Nominations

Help IAM recognize the true founders and leaders of the moving industry by nominating a deserving candidate for induction into the Hall of Honor during 2011.

Nominations may be submitted by any IAM member, client, or customer. The awards will be presented in September during the IAM 49th Annual Meeting in Denver, Colorado.

- A separate Nomination Form must be submitted for each nominee.
- Companies are not eligible for induction.
- Nomination Forms are not submitted for specific categories of nominees.

The Selection Committee will consider all duly completed nomination forms. Complete nominations include the nominee's name and current professional affiliation and the reasons for making the nomination. Nominations must be received at the IAM office no later than April 1, 2011. The current Nomination Form can be found on the Association's website: www.IAMovers.org/member.cfm. You may then submit your nomination in any one of the following ways:

- **Mail** the completed form to
IAM HOH Selection Committee
5904 Richmond Highway, Suite 404
Alexandria, VA 22303
- Complete the form, scan it, and **e-mail** it to hoh@IAMovers.org
- **Fax** the completed form to (703) 317-9960

Questions may be directed to hoh@IAMovers.org.

What's New in DP3 for 2011

By Charles L White, IAM Director of Government & Military Relations

As you read this you may be in the process of filing rates for the 2011–2012 Defense Personal Property Program (DP3) Annual Cycle. There are a number of new initiatives that you need to consider as you formulate those rates.

One new, but long anticipated, initiative that must be accounted for in the rates is the mandated use of Digital Certificates by all industry partners who must access Department of Defense (DOD) information technology (IT) systems. On January 3, SDDC issued a *Federal Register* Notice (<http://origin.www.gpo.gov/fdsys/pkg/FR-2011-01-03/html/2010-33066.htm>) that mandated the use of Commercial Public Key Information (PKI) Certificates, also known as Digital Certificates, by ALL industry partners requiring access to any SDDC information system (e.g., DPS). The mandate becomes effective October 1, 2011. These certificates are a security measure used to help DOD identify individuals accessing any DOD IT system. The use of UserIDs and passwords will be discontinued on September 30, 2011.

Because of the timing involved with the implementation of this new directive, TSPs must ensure that they include the costs associated with procuring Digital Certificates in the upcoming DP3 rate filing. DP3 rates filed in February 2011 will go into effect on May 15, 2011, and will remain in effect through May 14, 2012. The rate filing in February will be a TSP's only opportunity to include the costs in their rates before the October 1, 2011, implementation date.

A single Digital Certificate will be necessary for each individual within an organization who will be accessing DOD IT systems. At first it was believed that a separate certificate would be necessary for every UserID within an organization. It is now evident that a single Digital Certificate can be linked to ALL of the UserIDs for a specific individual and that is true even across multiple SCACs. The major takeaway is that each individual within an organization will have to procure only a single Digital Certificate regardless of how many SCACs or UserIDs they are associated with!

Digital Certificates are portable! They can be exported onto a portable device so that they can be used on multiple computers in multiple locations.

The *Federal Register* Notice also indicates that the Transportation Worker Identification Credential (TWIC) is an "alternative identification security option." It is unclear at this point how this credential can be utilized for the purposes called for in the mandate. IAM continues to investigate this alternative.

A second new initiative instituted for the 2011 annual cycle is the re-introduction of the "Code 2 Program" (crated household

goods) in the Domestic Market. Transportation Service Providers (TSPs) will be able to bid on this second domestic code of service separately from the previously established "Code D," and a completely independent Traffic Distribution List (TDL) will be established. The goal for the new program is to add some much-needed extra capacity to the DP3 Domestic Market. The rates for the Code 2 program will be based on the 400NG tariff baseline. Bidders will offer linehaul and SIT discounts off of the 400NG exactly as they will do for Code D traffic.

What is not well understood at this time is how Personal Property Shipping Offices (PPSOs) will determine which shipments should move Code D vs. Code 2 and what volume of traffic will move via this new Code of Service. IAM has prodded SDDC for this information and at press time we are still waiting for a response.

A third DOD initiative, also aimed at creating more capacity, is an enhancement of the Blackout capability. During the 2010 Peak Season many Domestic TSPs blacked out the entire market due to the lack of granularity in the DPS Blackout functionality. DOD realized through discussion with IAM and others that at times some capacity remained available to move DOD shipments, but due to issues with the Blackout functionality TSPs chose to do wholesale Blackouts. In hopes of tapping into this "lost" capacity, SDDC and JPMO HHGS have tried to enhance the Blackout granularity in two ways:

1. **Zip3 usage:** The Blackout functionality will be enhanced to allow for the use of Blackouts down to the Zip3 level. This will allow TSPs to pinpoint the locations they need to Blackout while leaving open other areas where capacity is still available.
2. **"Nesting":** This new functionality will allow TSPs to Blackout using multiple parameters. Previously TSPs could Blackout only at the GBLOC, Channel, Code of Service or Market levels. With this enhancement they will be allowed to Blackout using multiples of the old parameters (i.e., GBLOC AND Channel or GBLOC and Code of Service). This will also greatly enhance the ability of TSPs to pinpoint the areas where they have capacity issues while still allow them to access areas where capacity remains available.

There are a number of other changes coming to the DOD household goods program in 2011. TSPs need to carefully read the new International Tender and 400NG and familiarize themselves with all the changes for 2011.

DOD Extends U.S. Bank Contract

The U.S. Department of Defense (DoD) has awarded U.S. Bank an extension of its longstanding contract for processing transportation payments. The contract augmentation extends a 13-year relationship dating back to 1997.

U.S. Bank Transportation Solutions provides online billing and payment services for freight and household goods shipments. Last year the bank processed freight payments of \$3 billion and household goods payments of \$1.5 billion for DoD, saving millions of dollars for U.S. taxpayers, according to the company.

“We are delighted to extend our relationship with the DoD and its transportation service providers,” said Doug Ichiuji, senior vice president, U. S. Bank Government Services. “Working with our partners in DOD and the freight and household goods transport industries, we continue to transform payment processing through automation while delivering the most effective collaboration, financial supply chain visibility and business intelligence tools available.”

Beyond innovative products and superior customer service, U.S. Bank provides a strong and reliable financial partner to the DoD, according to bank officials.

“U.S. Bank’s financial performance remains among the best in the industry,” Ichiuji said. “Our financial strength comes from a disciplined approach to credit and risk management and continued investment in products and services our customers need.”

IAM Speaks to CMSA Group

On January 12, Charles White, IAM’s director of government and military relations, spoke at the monthly meeting of the California Moving & Storage Association’s (CMSA) San Diego Chapter. The Chapter’s monthly meeting normally garners approximately 40 attendees but the January meeting numbers ballooned to more than twice that many.

The group came to hear an update on the current issues facing both Transportation Service Providers (TSPs) and agents in the Department of Defense’s (DOD) new Defense Personal Property Program (DP3). Some of the topics discussed included the potential new Qualification requirements; the possible move to include Common Financial and Administrative Control (CFAC) guidelines in DOD’s Domestic program; a comparison between issues faced during the 2010 Peak Season and what is envisioned for 2011; Base Realignment and Closure (BRAC) movements in 2011; and Phase III of DP3.

Many of the topics opened the door to some very lively discussion and it seemed that all of the attendees appreciated the information and exchange of ideas.



CMSA President Steve Weitekamp, Barbara Johnson, president of CMSA San Diego Chapter, and Chuck White of IAM.

The meeting, normally only open to CMSA members, was graciously opened by CMSA to any interested IAM members. IAM and CMSA continue to enjoy a very solid relationship and there is a hope that this joint meeting will lead to more of these combined events. A special thank-you goes to Ms. Barbara Johnson of the Hidden Valley Companies and President of the CMSA San Diego Chapter for her hard work in organizing the event and also to Steve Weitekamp, President of CMSA, for his support of the event

What’s New?

Send *The Portal* your news! We welcome submissions regarding appointments, events, and other items that are of interest to your fellow IAM members. E-mail your stories and photos to

joycedexter47@comcast.net

and

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Weed Out Violence Early, Terminate with Care

By Aliah D. Wright, Society for Human Resource Management (SHRM)

It's 9 a.m., and the morning meeting begins with coffee and gunfire. At least, it sounds like gunfire. The choices are clear. Turn to colleagues and discuss the situation, or leave immediately. Experts at a workplace violence seminar held in Maryland on December 7, 2010, say each second spent trying to figure out what to do next instead of reacting quickly places lives in jeopardy. It might sound like paranoia, but security professionals say employees should plan for worst-case scenarios because not knowing exactly what to do could mean the difference between life and death. (For suggestions on developing a plan, see the sidebar to this story and the Society for Human Resource Management's Toolkit Dealing with Violence in the Workplace, available online to SHRM members.)

Stop the problem before it can start

Early prevention is critical, said Brent O'Bryan, SPHR, regional director, human capital management, for AlliedBarton Security Services. The seminar was sponsored by AlliedBarton and the suburban Maryland chapter of ASIS International for law enforcement officers, security officers and HR professionals.

"It begins by not letting [violent employees] in the door in the first place," he said. Hiring managers need to be cognizant of following the same rules of background checks for every employee—including those employees who might be hired because of nepotism.

O'Bryan said hiring managers cannot be afraid of asking candidates "uncomfortable questions." Go ahead, he said, ask them "if they've ever stolen anything or if they've ever had any conflicts."

After all, he said, "the best predictor of future behavior is past behavior."

Testy terminations

O'Bryan said HR professionals must be mindful, too, of terminating problem employees. "Always remember that in this situation, termination is the capital punishment of the business world."

He said some of the mistakes that happen when terminating problem employees include the following:

- **Not telling employees the real reasons for their termination.** "Just because they're getting fired doesn't mean they're stupid. If you haven't laid off anyone in the past two years, they're going to know something is fishy." This could either end with a workplace violence scenario or a lawsuit.
- **Poorly planned termination meeting.** "Make sure you have a plan," said O'Bryan. "If you have physical security, have them on notice. You may want them there or nearby—it's a wise practice."
- **Emotion rather than facts.** "Try to avoid making an intense situation worse."
- **Not treating employees with dignity.** "Make sure they know when that COBRA letter is coming, that they understand when their last check is coming, when their reference letter is coming."

- **Not firing someone who should be fired.** "We've had situations where people have had success but have left a trail of wounded people behind them," he said of high performers who have been bad at managing people.
- **Treating the event too lightly.** "When there's a separation that can be a flashpoint—that's where you have workplace violence issues most often."

Watch for triggers

Experts with the Center for Personal Protection & Safety say that when people who have survived workplace shootings that were committed by other employees remember the incident, they say there were often signs that something was wrong—that there were behaviors that should have caused concern. Generally, any behavior that makes employees uncomfortable or leaves them feeling intimidated is a cause for alarm.

These behaviors include being disruptive, aggressive and hostile. Also: exhibiting prolonged anger, holding grudges, being hypersensitive to criticism, blaming others, being preoccupied with violence and being sad for a long period of time. Experts say what begins as sadness can lead to depression and suicide. Individuals who are contemplating suicide might think about taking their lives and the lives of others as well.

"You need to be aware of the behaviors of people," said retired Police Chief Dave Crawford of the Laurel, Maryland, Police Department.

"As managers and supervisors we have not only a legal obligation but a moral obligation to protect our workforce," he said. "If you have your blinders on, you don't see symptoms." There are other signs. If someone who usually is friendly and outgoing becomes quiet and disengaged, that could be a cause for concern.

Sometimes people who experience a loss, a death, a reprimand, financial trouble, a layoff or termination can snap. Be mindful, too, of people who are the victims of stalking or domestic violence; their personal lives might put their colleagues at risk.

"Make sure employees are aware of employee assistance plans. Make sure they know it's there for them in cases like domestic violence," O'Bryan said. He added that wellness programs that limit stress can help significantly. "When you limit stress in the workplace, you limit the potential of workplace violence." Experts say alert employees should take these behaviors and threats seriously and should be encouraged to report anything out of the ordinary to HR—whether it is anonymously or not. Employees should be encouraged not to worry about not wanting people to get in trouble or fired.

But awareness isn't the only weapon against workplace violence, officials said. "Another thing is action," Crawford said. "It's not enough to look around and know that there's a potential problem."

Security training shouldn't just be for HR professionals, O'Bryan added, "it should be for every employee. Make sure everyone who is working at the workplace knows what to do."

Avoiding Panic During Tax Season

Joyce M. Rosenberg, AP Business Writer

Small business owners will be comforted to know that a tax season panic attack is not inevitable. Planning now will make the process of completing and filing your tax return less of an ordeal.

If you're the kind who's always rushing at the end to get your tax forms filled out, the first thing you need to do is figure out, right now, what the problems are. And figure out how to fix them, even if it means hiring someone to organize your receipts and/or hiring an accountant to complete your return.

Put yourself on a schedule

One way to make tax season easier is to set deadlines for yourself to get the different tasks done. For example, have your receipts sorted by Jan. 31. And make sure you have all your 1099s in hand (calling or e-mailing issuers if necessary) by February 15.

This year, business owners who file Form 1040 and Schedule C (used by sole proprietors) or Schedule E (used by partners or S corporation owners) have three extra days to file their returns. Emancipation Day, a holiday in Washington, DC, falls on Friday, April 15, the usual filing deadline. So all taxpayers have three more days to complete and file returns. The March 15 filing deadline for corporations remains the same.

Think about an extension

If you think you're going to have trouble getting your tax return done because of business or personal reasons, plan now to get an automatic six-month extension of the filing deadline. There's no shame or harm in getting an extension. Accountants say there's no connection between getting an extension and being audited by the IRS. Many owners do it routinely because they're in partnerships and they can't complete their own returns until the partnership return has been done.

Many owners take an extension as a matter of course because it gives them more time to fund their retirement plans. The tax law allows for many plans to be funded, and a tax deduction taken for the previous year, by the due date of the owner's return including an extension. Or, in the case of the retirement plans known as SEPs, or Simplified Employee Pensions, an extension gives them more time to set up the plan.

Warning: Do not plan now to get an extension simply because you're the kind of business owner who leaves compil-

ing your return until the last minute. Unless you change your tax routine now, you may end up in the same pickle when your extension runs out.

If your company is a corporation or you are a sole proprietor, you can get a six-month extension. Partnerships, however, can get only a five-month reprieve.

Start hiring now

If you need help of any sort to get your taxes done, get that help lined up now. If you realize on April 10 that you're in over your head, you can't expect an accountant or tax attorney to fit you into their schedule. In fact, if they do have the time to see you, the first thing they'll do is file for an extension for you.

Hiring an accountant now and letting him or her look over your finances may also save you money on your taxes. Even though 2010 is over, an accountant can start thinking about how to use the tax laws to your advantage. For example, if you had a loss, an accountant could help you decide whether to use part of it to offset taxes in past years. Or use it to offset taxes in future years.

If your books are in a mess and your receipts and invoices in a pile, this is also the time to get help to sort everything out and even create an organized set of records. Bookkeepers or accounting students can do this easily for you.

Shots Fired? Here's a Plan

If a shooter enters the workplace, the U.S. Department of Homeland Security recommends these actions:

- **Evacuate with an escape route in mind.** Don't wait for others; leave belongings behind. Don't help wounded co-workers. Call 911 when safe and provide a physical description of the shooter or shooters, and number of weapons and potential victims.
- **Hide.** Close and lock or barricade doors. Silence cell phones. Be quiet. Don't huddle in groups. Experts say it's harder for a gunman to shoot at individual targets.
- **Jump the shooter.** As a last resort and only when danger isn't imminent, attempt to disrupt and or incapacitate the shooter by yelling, throwing something or getting a group of people to tackle the culprit.

The Stop-Doing List

By G. Michael Maddock and Raphael Louis Vitón

The difference between successful people and very successful people is that very successful people say “no” to almost everything.—Warren Buffet

We love lists. We love writing things down and checking them off. In our fast-paced lives, lists comfort us. They keep us on track. They confirm that we’re actually accomplishing something. They allow us to stop thinking about one thing and start thinking about another.

Right now, people all around the world are hunkering down to set strategy for the coming year. So we offer you a timely suggestion: Instead of making a “to-do” list, why not make a “stop-doing” list? In other words, focus on the essential, not the important.

What’s the difference between the two? The essentials are emotional; the important is rational. The essentials go on a to-die-for list; the important you put on a to-do list.

It’s easy to spend your time on the important—for example, coming up with a new product to satisfy the sales force’s desire to offer something new. But necessary as that is, doing so isn’t really going to inspire anyone. In other words, it is not essential.

In contrast, creating a culture that celebrates failure—because if you don’t take risks, you will never develop a game-changing product or service—is an essential belief that can shape everything your organization does.

The art of sacrifice

A classic example in Innovationland is using your best people to work solely on line extensions and other evolutionary products and services. Sure, they get it done, but only at the expense of the truly revolutionary initiatives that went untouched because they were busy doing less meaningful (and profitable) work. Line extensions: important. Game-changing products and services: essential.

The most seasoned leaders have come to recognize that what they are not going to have their people focus on is just as important as what they are going to have their teams focus on doing. (And so their best people only work on projects that are going to have the highest impact for the company.)

Strategy and positioning have both been described as “the art of sacrifice.” Therefore, to have either a powerful strategy or a true market position requires that leaders take the time to create a “stop-doing” list.

Smart leaders know which types of engagements, clients, and employees are a fit—and which should be avoided. A not-so-smart company takes on all kinds of engagements, clients, and employees. It spends more on marketing. It makes less money because it is constantly learning how to do new things, how to deliver on more and more commitments.

When a company finally bites the bullet and lands on a tight positioning, it makes it far easier for its potential customers and employees to find them.

Create a clearing

Entrepreneurial-minded idea people naturally avoid “stop-doing” lists. They want to solve all kinds of problems. They don’t want to turn away either business or an opportunity. A “stop-doing” list means they have to agree not to engage with particular sets of challenges customers may have.

Creative types frenetically move from one problem to another, one important (but not essential) problem to another. Their energy and enthusiasm are contagious. Unknowingly they start small fires of distraction throughout an organization. It’s like a handyman who is constantly running around your home fixing

Want to be more innovative? Stop
doing all the stuff that is wasting time
and sapping energy.

things (like a squeaky door) that are not broken. Meanwhile your furnace does not work, and it’s 20 degrees outside. Your job is to point him toward the furnace and challenge him to fix it now (like no one else can).

The same holds true when it comes to setting strategy. Before you focus on what you need to do, you must create a clearing by identifying what you will no longer do. This type of instruction frees up your best thinkers to align on and execute what matters most to your organization.

Before you and your senior leadership team head off-site to plan your key initiatives for next year, ask all the members to come armed with two things. First, ask them to provide the name of an activity your company should halt because it saps energy and produces little real or perceived benefit. This can be any activity from any department. Some examples include “We should stop ...”:

- Serving this type of customer
- Providing this type of service
- Orchestrating this type of company event
- Marketing in this way
- Using this type of process to achieve X
- Employing this HR practice
- Manufacturing X

Start your management meeting by discussing the things you are no longer going to do. Once you have determined what should go on the “stop-doing” list, you’ve created an opportunity to focus on the five or six core initiatives that really matter. Agree on those and assign accountability.

Old habits die hard, so it is now your job to check in with your team members quarterly to make sure they have not slipped back into the practices that you all agreed you should stop using.

The best leaders have come to understand that the likelihood of market success is closely tied to how well they focus their teams' attentions. You don't want your big brains jumping from little challenge to little challenge. You want them laser-focused on the biggest challenges, the biggest opportunities, the most important company issues. When you can make this happen, you fulfill the promise of good leadership to your team. You also reward them with the efficiency and profits that make the business engine hum. You'll find innovation will come easier. We promise.

G. Michael Maddock is chief executive officer and Raphael Louis Vitón is president of Maddock Douglas, an innovation consultancy that helps clients invent, brand, and launch new products, services, and business models.



MovesOnline.com Announces Partnership with Voxme Software

MovesOnline.com recently announced a partnership with **Voxme Software Inc.** MovesOnline.com is a Web application that moving companies can use on their websites to give their customers a quick and easy way to create their own household inventories online. Customers can then forgo the time-consuming process of an in-house visit by a moving company estimator. These detailed inventories are then used for pricing moving service. Voxme clients will be able to download MovesOnline inventories directly into the extensive range of Voxme international moving applications.

“MovesOnline extends the range of services we can offer our customers,” said Max Kreynin, managing director of Voxme Software. “Every year, more and more relocating families are using self-service options on the Web to complete their household inventories. This partnership gives Voxme clients one more way to engage their customers and establish automated transfer of captured data into Voxme system.”

“We are excited about our partnership with Voxme,” said Don Kachur, president of MovesOnline. “Voxme has an impressive client list that includes many of the world’s premier international movers. We are pleased to add yet another valuable and revolutionary application to the Voxme software package.”



Photo (from left to right): Brian Friedman of FEM; Liz Cundy, Larry Murphy, and Cei Jenkins of ReloAssist; and Debbie Hughes, who presented the EMMA on behalf of sponsors TheMIGroup.

ReloAssist Honored for Innovation

ReloAssist recently received an international award for innovation, just weeks after announcing new software that enables clients and contractors to share an intuitive, flexible relocation and international moving program that can be tailored to their exact needs.

The EMMA (for Expatriate Management and Mobility Award) for Most Innovative use of Technology in Global Mobility presented by the Forum for Expatriate Management (FEM) comes less than two years after a similar award was made to ReloAssist by the internationally influential *Re:Locate* magazine.

Hosted by the FEM and sponsored by **TheMIGroup**, the EMMA celebrates excellence and innovation in global mobility programs as well as recognizing the performance of service providers such as ReloAssist. More than 250 nominations for EMMAs were received and assessed by a hand-picked FEM judging panel.

The presentation was made at the FEM one-day summit in London at a gala dinner attended by nearly 400 professional HR and relocation managers.

ReloAssist designs software specifically for the moving and relocation industries, designed to be intuitive and capable of integrating into the clients’ systems.

A look at people and events shaping IAM member companies



Decker



Crown



O'Connor



Cheyne



Dyas

APPOINTMENTS

Arpin International Group has promoted **Schelly Decker** to domestic manager at its growing customer service center in Boston. As domestic manager, Decker will be responsible for day-to-day oversight of all domestic moves including services, operations, claims, and client maintenance.

Decker, who has more than 24 years of experience in the moving industry, came to Arpin in 2004 from Mayflower Transit, where she worked as a dispatcher and fleet director.

Arpin Group announced that **Christiane Crown** has joined the company as vice president of military DPS systems. In that role, she will be directly responsible for all military Defense Personal Property Program (DP3) business and will help Arpin Group grow through her expertise in Department of Defense systems.

DP3, a program implemented by the Department of Defense, is a computer system with which moving companies must interface if they provide household goods transportation for service members, military-employed civilians, and their families.

Crown has 18 years of experience in military relocations. Previously she was a senior project manager with Total Military Management, a company that develops programs for agents and household goods carriers that serve the military market. She was one of two testers to help develop software for the U.S. Army's Surface Deployment and Distribution Command. Crown has also served on IAM's Government Congressional Affairs Committee.

Arpin Van Lines announced that **Melanie O'Connor** has rejoined its IT development team and resumed her role as director of agency Web services at the company.

O'Connor was an integral part of the creation of the Arpin agency website from 2006 to 2009. She managed site development while providing maintenance and support. During that time, the website grew to over 600 users nationwide, as well as 80 users among the staff of Arpin Van Lines and Arpin International Group.

She will also resume the management of the Arpin corporate legal website.

Felix Relocations, a regional mover based in Malaysia and Singapore, has named **Edgar Prates** director of corporate communications and strategies. Prior to 2004, Prates had been connected with radio broadcasting and events—including a local role in politics—taking place in Portugal and Spain.

In 2004 he was selected for the Leonardo da Vinci program, which is focused on the teaching and training needs of those involved in vocational education and training, in Prague. After earning a master's degree, Prates pursued a career in management consulting and sales serving the international relocation business.

Between 2004 and 2010 Prates worked in various locations, including the Czech Republic, the United States, Romania, and Germany for SIRVA, Allied International, Allied Pickfords, and MoveOne Relocations; his responsibilities included account management for multimillion-dollar accounts IBM, Procter & Gamble, and Exxon Mobil.

Asian Tigers China has named **Derek Cheyne** president, China. From his base in Shanghai, he will assume complete responsibility for all company business at its 10 locations throughout the country.

Cheyne has been with the Asian Tigers Group senior management team for 17 years, most recently serving as the regional director for Southeast Asia and previously as Asian Tigers Thailand country manager. He launched his career in the United Kingdom and brings to his new position more than 30 years of international relocation experience.

Asian Tigers Mobility, Philippines has hired **Richard Dyas** as director, business development. Dyas's industry experience includes seven years of household goods relocations to and from Korea and he has hands-on knowledge of all facets of relocation services.

UniGroup Worldwide President **Mike Kranisky** has announced his plan to retire on April 1, 2011. Company Vice President **Brian Iles** was named president effective January 1. Kranisky will continue to develop growth opportunities for UniGroup for the next several months.

Kranisky has served as president of UniGroup Worldwide for nine years and has been with UniGroup and its operating companies for 11 years. Kranisky also has held a number of leadership positions in the moving industry, including being named the first chairman of the American Moving and Storage Association when that organization was formed in 1998.

Brian Iles, a 13-year veteran of UniGroup Worldwide, was named vice president in 2008. Previously he had spent seven years in industry leadership positions.



Alaimo

Oxford Van Lines, Singapore has appointed **P. A. Rajan** country manager for the company. He has more than 10 years of professional moving industry experience.

Sentry International, a division of **The Suddath Companies**, has hired **Louis Alaimo** as sales manager. Based in Wayne, New Jersey, Alaimo will focus primarily on sales in the New York and New Jersey regions in his role as sales manager.

A veteran of the relocation industry, Alaimo brings 30 years of experience to Sentry International. Prior to joining Sentry, he was president of Universal Relocation Systems in Fairfield, New Jersey. He previously served as vice president at two major agencies on the East Coast, where he was responsible for the operation of an Authorized U.S. Customs Container Station and the forwarding of all international shipments.

EXPANSIONS

Pelichet NCL and **AGS** have formed a strategic alliance effective January 1, 2011. The alliance, built on a structured finance deal that will eventually allow for a share swap between the two companies, is a long-term association that aims to consolidate the presence of both companies in Europe and internationally.

A sustainable family-owned business headquartered in Switzerland, Pelichet NCL has built a strong brand during the past 120 years. Founded in 1891 in Geneva by the Borgstedt-Pelichet family, Pelichet has 100 employees in Europe and 30,000m² in warehousing facilities in Geneva and Lausanne.

AGS, also a family-owned business, was founded in 1974 by André Taïeb. It is a French international removals group with 2,590 employees worldwide and a presence in 76 countries, including 21 European nations, as well as an extensive network throughout Africa and approximately 20 cities in Asia. The company has 163,500m² of warehousing worldwide.

Under the new arrangement, **Pierre Jérónimo** and **Sébastien Fontanges** will head up the operations in Switzerland and France, respectively. Jérónimo was managing director of Pelichet NCL SA beginning in 2004 and became chairman of Pelichet Paris SAS in 2006. He also is deputy chairman of FIDI Switzerland and deputy chairman of the Association of Moving Companies of Switzerland. Fontanges opened the French subsidiary of the Pelichet Group in France in 2006.

Alain Taïeb, chairman of AGS Group, and Jean Jacques Borgstedt, chairman of Pelichet Group, head up the new alliance. The board of directors will comprise members of both families.

Santa Fe Holdings Ltd., Hong Kong acquired **Wridgways Australia Ltd.** effective December 16, 2010. The combined company will double in size and offer professional moving and relocation services out of 71 offices in 15 countries. More than 2,100 dedicated team members will support its capacity for more than 42,000 relocations a year, according to **Lars Lykke Iversen**, CEO of Santa Fe Group.

“Combining Santa Fe’s solid footprint across Asia and the Middle East with Wridgways’ market leading coverage in the Australian continent constitutes a perfect geographical match,” said Iversen, who added that the two companies have worked closely together as partners for over 20 years.

As a result of the merger, Wridgways Managing Director **Des Strickland** has joined Santa Fe’s management team. Strickland will continue to oversee and drive the Australian operation.

Oxford Van Lines, headquartered in Singapore, has now opened offices in Canada and Indonesia. **Jayson T. Rosario** is director of international business development.

Golden Eagle Nationwide Implementation Solutions in Placentia, California, and **McCollister’s Transportation Group** in Burlington, New Jersey, an agent for United Van Lines and Mayflower Transit, have merged to create a comprehensive source for transportation logistics and technical installations serving the financial industry.

Ken Rogers, president and general manager of Golden Eagle, said that customers “can now move their assets from their points of origin, deliver, install, bring live, and dispose of legacy equipment, utilizing only one company’s resources. This merger will allow us to grow in this business segment through the additional services and resources that each of the companies offer, and at the same time be more competitive through a reduction of operating costs.”

Rogers was named executive vice president of the newly formed division of McCollister’s, which will operate from McCollister’s Fontana, California, location. **Susan Quinonez** will lead operations for the new division. **Ray Conlin** is chief operating officer of McCollister’s in Burlington, New Jersey. **Doug Johnson** and **Debbie Hall** of McCollister’s LMS division in South Florida will now be a part of the Golden Eagle NIS division.

Move One has opened its 11th office in Afghanistan. The Sher Khan Bandar facility, adjacent to the regional Customs Office, will offer greater command and control in supporting US military cargo operations. Move One is a key partner in the Northern Distribution Network (NDN), which supplies 30 percent of all ground supplies and cargo deliveries into Afghanistan through the former Soviet Republics in Central Asia.

Gregory Forgrave, Move One’s regional manager for Central Asia, said the company expects major growth in this transit line in 2011.

The Suddath Companies, headquartered in Jacksonville, Florida, has announced their acquisition of **Barrett Moving & Storage Company**, based in Minneapolis, Minnesota. The two industry leaders combine to create a \$325 million corporation with diversified transportation and relocation service offerings. With more than 1,500 employees and 18 nationwide locations, The Suddath Companies will continue to offer services and innovation to corporations, individuals, and institutions around the world.

With Barrett, Suddath now has offices in Wisconsin, Illinois, and Minnesota; the company has also expanded service offerings to include trade shows and exhibit displays, and special services. Suddath also gains more than 400 employees and contractors for its already expansive service base.

“We have added a well-established presence in the upper Midwest, which will expand our footprint and increase service capabilities for our customers,” said **Barry Vaughn**, chief executive officer of The Suddath Companies.

Suddath and Barrett share similarly modest beginnings as family-owned businesses with a strong commitment to their communities. Suddath began in 1919 with two mules, a truck and a typewriter. Barrett Moving & Storage began in 1901, hauling coal and fuel oil with two trucks. Both companies have been family-owned throughout their histories.

During the past 92 years, Suddath has grown into one of the largest global transportation and relocation organizations, with more than 1,100 employees and \$285 million in annual revenues. Barrett has evolved into one of the leaders in the moving and relocation industry, with 400 employees and contractors and more than \$40 million in annual revenues.

Randy Koepsell, senior vice president of Barrett operations, said, “We know that we will continue a 110-year legacy of quality and innovation as part of this great new company.”

MILESTONES

Sancalsa International Services, an IAM Core Member headquartered in Mexico, recently celebrated its 30th anniversary.

Oxford Van Lines this year marks its 10th year of operations in Singapore.

MOVERS DOING GOOD



From back: Ian Wyness, Colin Davidson, and Davie Rothnie from The Shore Porters Society

Shore Porters Aids Ghana's Sick Children

The Shore Porters Society, an Aberdeen-based IAM Core Member, recently did a good turn for a children's hospital in Ghana. The company, which specializes in international relocations as well as national moves across the United Kingdom, was approached to assist in the storing and shipping of National Health Service hospital beds to the Princess Marie Louise hospital in Accra, where beds are desperately needed.

Shore Porters stored the 18 beds, which they collected from Inverurie Hospital, at the company's storage facility in Aberdeen, Scotland, from March until everything was in place for them to be shipped to Ghana.

The donation was organized by Junior Chamber International Aberdeen, the worldwide federation of young leaders and entrepreneurs, in conjunction with Portlethen-based oil services company AkerQserv.

Colin Davidson, overseas removal manager with Shore Porters, said, “When we were approached to help with this project, we were only too happy to get on board. Obviously we specialize in removals and storage and we were well placed to assist. It is fantastic to see local organizations doing their bit to help those less fortunate and I am sure that the beds will be a welcome donation to the Princess Marie Louise Hospital in Ghana.”

Move One Supports US President's Emergency Plan for AIDS Relief

Move One has years of experience supporting humanitarian projects, and a long history of providing services for the United States Agency for International Development (USAID). Most recently the company was asked to help transport 10 million condoms from Karachi, Pakistan to Kabul, Afghanistan to fight sexually transmitted diseases, particularly HIV.

Central Asia and Eastern Europe have seen an alarming increase in HIV infection rates over the past 10 years and rank among the fastest growth areas for the virus in the world. Between 2000 and 2009, the number of reported cases of HIV infection tripled in Central Asia and Eastern Europe, growing from 530,000 cases to 1.4 million.

USAID has always been on the forefront of combating the global AIDS crisis, investing more than \$7 billion in preventative measures. Today, with more than 33 million people living with or affected by HIV/AIDS worldwide, USAID is a key partner in the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), the largest and most diverse prevention, care, and treatment initiative in the world.

In addition, **Move One Afghanistan** recently donated 330 blankets and bed sheets to the local Tahia Maskan Orphanage in Kabul during the 2010 holiday season.



Crown Manila Joins the Adopt-a-School Program

Crown Relocations, through its branch in Manila, Philippines, has adopted a school of approximately 2,400 students.

One of Crown's corporate social responsibility initiatives in 2010 was the Adopt-a-School program, which it joined in partnership with the Philippines Department of Education. Adopt-a-School is a government project that encourages private initiatives to support public education.

The students of the Sampaloc Site II Elementary School now have the support of Crown Relocations, which translates into more books for its library, food, and other resources for the institution. The school, which has one of the largest student populations in its local area, is located near the Crown Manila office. It operates on split sessions, with select grades reporting for studies at different times.

Once the official memorandum of agreement was signed, Crown's first act of support, including an inaugural book reading session, took place. Crown held its last reading session for 2010 with seven volunteers in attendance and a donation of books to the school's newly renovated library.



Participants at the self-defense workshop in December.

Asian Tigers Sponsors AmCham Self-Defense Workshop

The American Chamber of Commerce (AmCham) Jakarta, in association with the Combined Martial Arts Academy (CMAA) and sponsored by **Asian Tigers Lane Moving & Storage**, held a Self Defense Workshop for the AmCham Young Professionals at the CMAA Dojo in December.

The CMAA, headed by Glen Gardiner, was requested by AmCham to assist Joel Hinz, who led the instruction on the seminar, which was comprised of theoretical learning supported by practical application. Everyone seemed to enjoy the training, which included learning security awareness, understanding the psychological and physiological effects on the human body, and practical demonstrations on defensive techniques.



Group photo of participants from Bangkok, Chiangmai and Chiangrai offices.



Chaivudhi Pungthong, managing director of BOONMA Group, delivering the opening speech and thanking staff for their great contributions throughout the year.

Boonma Hosts Regional Workshop 2010

In November, Boonma Group held a two-day Annual Meeting & Workshop for its Northern Regional Office at Chiangmai, 432 miles north of Bangkok. The theme was "Together We Can." It was a good time to review the company's performance during 2010 and at the same time to announce plans for 2011.

The 18 participants comprised the team of management and key staff from Bangkok Headquarters and from the two offices in the Northern regions, Chiangmai and Chiangrai.

Boonma is the first and only international mover in Chiangmai, Thailand, that has its own staff, office, warehouses, and fleets. No jobs are outsourced. All shipments consigned to Boonma, IAM members, and clients are managed by the company at all times, from arrival port/airport up to delivery.



Photos: Scenes from the Learning Lab conducted for the Bank of Thailand by Boonma Thailand.

Boonma Conducts Training and Learning Labs

Boonma Thailand was recently approached by the Bank of Thailand (BOT) to organize a day of training and learning labs in cooperation with the Thailand Packaging Center of Thailand Institute of Scientific and Technological Research (TISTR).

The one-day-program topic was “Packing for Efficient Moving of Painting and Sculpture, and for Office Relocation.” There were 20 senior management and key staff from BOT attending the event. In the three learning labs, the attendees were divided into three groups and had an opportunity to practice what they learned by packing painting, sculpture, and office furniture.



IN MEMORIAM

Lawrence J. Doolen

Larry Doolen passed away on January 22. Throughout his career he developed relationships that lasted a lifetime.

Originally from Utica, New York, Mr. Doolen joined the U.S. Air Force in 1969, and his career took him many places. He also lived in Baltimore, Maryland, for many years before settling in Columbia, South Carolina, in 2006.

As a Transportation Officer with the United States Air Force, Mr. Doolen gained a great deal of knowledge and a perspective that would serve him well for decades in the industry. He joined Davidson Forwarding in 1986, working his way up to vice president, a position he held until 2009. His goal was to grow the company's international business and to gain recognition as a quality company.

Mr. Doolen joined Adams Moving & Storage in 2009 as director of international traffic and government relations. There, he saw a need to address the challenge of the DPS world. His reputation at the company helped it build alliances in Europe through the Corporate/COD International Department. Colleagues recalled that Mr. Doolen was a wealth of information about the industry and truly enjoyed his



work. He was remembered for his remarkable family, an exceptionally stable career, a superb character, and a reputation for fair and balanced decisions.

Mr. Doolen is survived by his wife of 39 years, Takako (Tak), whom he met while stationed in Japan, four children, and three grandchildren. He was known for his devotion to the Catholic Church, his family, and his employers. He was an organ donor, and his liver and kidney helped to save two lives in the Charleston, South Carolina area.



Anita Douglas, IAM's new member services manager

IAM Welcomes Anita Douglas, Member Services Manager

IAM is pleased to welcome Anita Douglas as the Association's new member services manager. Anita brings with her 10 years of experience in the full range of membership services. Her expertise includes managing the member process from approval through renewal; developing strategic programs to increase membership and achieve member satisfaction; developing user-friendly member service materials; and maintaining the integrity of the member data.

Anita joins IAM as we continue to upgrade Member Services through a move to a new membership database. Her experience and commitment to quality customer service reflect IAM's commitment to enhancing value for our members.

WELCOME NEW MEMBERS



Randall Groger
RKG Associates
IAM Chairman

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E-mail: hongkong@unigroupworldwide.com
P.O.C. Mr. Steve Lewis

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P.O.C. Mr. Deepak Goma
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E-mail: dom@alpha-pcl.com
Tel: 908-527-6900
Fax: 908-527-6900
P.O.C. Dominick Ricci
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Anchorage, Alaska 99501 USA
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The Viking Corporation

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P.O.C. Mr. Craig Evans

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E-mail: david@cciusa.net

P.O.C. David Sudduth

P.O.C. David (Greg) Sudduth, Jr.

Congressional Committees: Changes in the House, Status Quo in the Senate

As of this writing, there are significant changes within the leadership and within the Congressional Committees of importance to IAM and its members. Among those changes are the selections of Rep. John Boehner (R-OH) as the new Speaker of the House, Rep. Eric Cantor (R-VA) as the Majority Leader, and Rep. Kevin McCarthy (R-CA) as the Majority Whip. Nancy Pelosi (D-CA) was elected to be the Minority Leader and Rep. Steny Hoyer (D-MD) the Minority Whip.

In the Senate, there have been no changes to the leadership positions. Sens. Harry Reid (D-NV) and Dick Durbin (D-IL) will continue to serve as Majority Leader and Majority Whip, respectively. Likewise, on the Republican side, Sens. Mitch McConnell (R-KY) and John Kyl (R-AZ) remain as the Minority Leader and Minority Whip.

The changes that have the potential to affect IAM members most are occurring within the House Committee structure. All House committees have flipped from Democratic control to Republican control, with all subcommittee chairs changing as well. Rep. Buck McKeon (R-CA) is the new Chairman of the House Armed Services Committee, with Rep. Adam Smith (D-WA) acting as the new Ranking Minority Member. The two subcommittees of most importance to us (in order) are the Readiness Subcommittee, chaired by Rep. Randy Forbes (R-VA), with Madeleine Bordello (D-Guam) as the Ranking Minority Member. Serving as the new Chairman of the Military Personnel Subcommittee will be Rep. Joe Wilson (R-SC); Susan Davis (D-CA) is the new Ranking Minority Member.

Another major committee of interest to us is the House Transportation Committee, which will be chaired by Rep. John Mica (R-FL). Rep. Nick Rahall (D-WV) will move from the House Natural Resources Committee to become Ranking Minority Member on Transportation. Finally on the House side, Rep. Bill Young (R-FL) will assume the chairmanship of the House Defense Appropriations Committee, with Rep. Norm Dicks (R-WA) acting as the Ranking Minority Member.

There are no significant changes in committee structure on the Senate side. Sen. Carl Levin (D-MI) will remain as Chairman of the Senate Armed Services Committee with Sen. John McCain (R-AZ) continuing as the Ranking Minority Member. There are no subcommittee assignments as of the date of this writing. Sens. Daniel Inouye (D-HI) and Thad Cochran (R-MS) will remain as the chairman and Ranking Minority Member of the Appropriations Committee. There are no subcommittee assignments within the Appropriations Committee as of this writing. Finally, Sen. Jay Rockefeller (D-WV) continues to chair the Senate Commerce, Science and Transportation Committee, and Sen. Kay Bailey Hutchison (R-TX) stays on as the Ranking Minority Member.

House Republicans Implement Changes to Begin New Session

With a 50-seat advantage in the House of Representatives, the Republican leadership has instituted several changes regarding how that chamber will conduct its business this session. The party with the majority has wide discretion concerning Committee structure, legislative rules, organization, along with budget and spending authority.

Budget and rules

In their first act as the majority, House Republicans brought up a package of changes to the Rules of the House. The measure, H. Res. 5, passed along party lines by a vote of 240-191. H. Res. 5 changes budgetary procedures and provisions, committee and legislative procedures, and various other House rules.

Under the new rules, Budget Committee Chairman Paul Ryan (R-WI) will be able to set a discretionary spending cap for the final seven months of FY 2011. Current funding for the government and agencies expires on March 4. The cap is expected to reduce spending levels for the remainder of FY11 to those of FY 2008. The total reduction in spending from FY10 funding is expected to be in the \$65 billion range.

The rules also replace the current "pay-as-you-go" (PayGo) requirement with a "cut-as-you-go" requirement. Under Democrats in the PayGo system, any increase in spending had to be balanced by a decrease in spending in another program, or by an increase in tax revenues.

The new "cut-as-you-go" rule requires that any new mandatory spending program be accompanied by an equal reduction in spending in another program, and prohibits the use of tax revenue increases to offset the new costs. In addition, savings from amendments to appropriations bills that reduce spending must

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be applied to deficit reduction and may not be allocated to other programs. The major exception to this rule is newly instituted tax cuts. These cuts are exempt from the cut-go rule, and any loss of revenue because of new tax cuts will not have to be recovered via other revenue increases.

The rules also eliminate the “Gephardt Rule,” named for former House Majority Leader Dick Gephardt (D-IN), which allowed the House to include a debt ceiling increase in its budget resolution. The termination of the Gephardt Rule means that an increase in the debt ceiling will require a separate vote by the House. The vote on increasing the federal debt ceiling occur prior to March 31, when the current ceiling is expected to be reached. Several Republicans have indicated they will vote to raise the debt ceiling only if concrete plans are issued to deal with longer term financial issues, including sustainable funding for Social Security and Medicare.

The new rules also eliminate an existing point of order that could be brought to the floor regarding funding for highway and transit programs. Under current law, surface transportation authorizations are guaranteed appropriations funding from the Appropriations Committee. The new rule will allow appropriations bills to provide less than the funding authorized, but will still guarantee that money in the Highway Trust Fund will be spent only on transportation programs.

Committee changes

The majority party in each new Congress has the authority to revise the scope of committees. Three committees have changed their names. The Committee on Education and Labor will revert to the Committee on Education and the Workforce; the Committee on Standards of Official Conduct becomes the Committee on Ethics; and the Committee on Science and Technology is renamed the Committee on Science, Space, and Technology. The Select Oversight Panel of the Committee on Appropriations is eliminated, along with the Select Committee on Energy Independence and Global Warming.

Other changes include the following:

- A Member may not introduce a bill or joint resolution without also submitting a statement citing as specifically as practicable the power or powers under the Constitution authorizing the enactment of that bill or joint resolution.
- A point of order is established against considering a bill or joint resolution that has not been available to view for three calendar days.
- A minimum notice period of three days must be provided for a committee meeting. This joins the current requirement for seven days’ notice for a committee hearing. The provision maintains the current ability of the chair, with the concurrence of the ranking minority member, to waive both notice periods if they find good cause to start the hearing or meeting sooner. The provision may also be waived by a majority vote of the committee.
- The chair of the committee is required to make the text of the measure or matter being marked up publicly available in electronic form at least 24 hours prior to commencement of the meeting.
- The chair of the Committee of the Whole has authority to employ two-minute voting during a series of votes.

- The rules for committee chairs limiting their terms to six years is restored.

A complete summary of the rules changes can be found at <http://rules.house.gov>.

Oversight and investigations

In addition to the House rule changes and budgetary procedures, House Republicans have indicated they will move forward with oversight and investigative hearings on a variety of issues. New House Oversight and Government Reform Committee Chairman Darrell Issa (R-CA) said recently that he will lead six major investigations over the next three months.

Three of these investigations will focus on the financial industry, including the effects of the recently signed Dodd-Frank Act on businesses and the economy, the role of Fannie Mae and Freddie Mac in the housing crisis, and the Financial Crisis Inquiry Commission’s efforts and recommendations.

Energy and Commerce Chairman Fred Upton (R-MI) has signaled that his panel will review issued regulations and other actions initiated by the Environmental Protection Agency, and will host hearings soon on the agency’s newly implemented regulations, and subpoena EPA officials to testify before the committee, along with industry representatives and members of the environmental community. A comprehensive review of these oversight hearings and investigations will be the focus of Washington Update in the next issue of *The Portal*.

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September/October Issue August 9, 2011
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November/December Issue November 5, 2011
January/February 2012 Issue January 15, 2012

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ADVERTISERS INDEX

21st Century	35	Interem Ltd	62
ABC	76	Intermove	14
Air Animal	45	Inter-Moves SG Global.....	68
Arrowpak Int'l	48	International Shippers Association	47
Ashoka	55	Jacksonville Box	70
Boonma	23	Klein's Moving & Storage Corp.....	79
Burraq	26	La Rosa Del Monte	78
Canal Movers & Logistics	55	LeaderPack.....	43
Compact Movers.....	4	L&G International.....	80
Contour Logistics.....	15	McGimpsey.....	25
Corporate Logistics.....	16	Miracle Brokers	58
Covan	88	Mudanzas International.....	20
CTSI Logistics	30	Mudanzas Trafimar	51
Daycos.....	68,69	Outaouais Moving.....	49
DeWitt Transportation Services	16	Pac Global.....	10
DGM Veron Grauer SA.....	13	Potter Whse & Trans	40
DTS Worldwide	84	Prime Global Services.....	57
Enterprise Database Corporation	6	Receivable Protection Program.....	22
Euro Monde	50	Reindeer Auto Relocation	28,29
Euromovers	38	Rosebrock	21
EUROUSA.....	56	Royal Hawaiian Movers	9
Executive Insurance Services	28	Saleemsons.....	24
Felix Relocations	74	Schenker.....	40
Freight International.....	34	Schumacher Cargo.....	61
Friedrich Kurz GmbH.....	73	Sea & Air.....	36
Fukuoka Soko	75	SIT Transportes	42
Gateways International	87	Suddath/Relocation Assurance Corp.....	63
Geometra.....	82	TG International.....	17
GEP	20	TIS Worldwide.....	33
Global International Relocations	37	TM Eurodean	27
Gosselin	72	Trans World Movers (Pte) Ltd.....	14
Gridiron Forwarding.....	53	Transpo Box/Transpo Services	32
Guyana Overseas Traders	65	United Relocations.....	79
Harsch	2	Universal Relocations	52
Hasenkamp.....	64	Victory Packaging	59
Homepack	54	Voxme	70
Horizon Lines	3	Wells Fargo Insurance Services	5
Humboldt	43	Welti-Furrer.....	77
IAM/Carbonfund.org	57	White & Co.....	12
IAM Membership Upgrade.....	46	World Appliances.....	51
IGL Relocations	71	Zuhal Pack International	31
iMoveGREEN.....	58		

March 6–9, 2011

AMSA/GSA Education Conference & Expo
Jacksonville, Florida

March 20–23, 2011

LACMA Convention and General Assembly
Santiago, Chile

April 4–7, 2011

SDDC-HQ Training Symposium
Dallas, Texas

May 1–5, 2011

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May 6–10, 2011

OMNI Conference
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May 8–12, 2011

SDDC-Europe Training Workshop
Willingen, Germany

May 26–29, 2011

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EDITOR'S NOTE:

Visit www.iamovers.org/calendar.html for an expanded list of meetings and events of interest to IAM members.

Portal Editorial Calendar

March/April

Focus on Africa
Deadline: March 7, 2011

May/June

Everything is Relative:
Family Businesses
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