

# NEWS

and Information

A Bimonthly Newsletter from the Premier Trainer of Federal, State and Local Government Professionals

November/December 2002

## SAVE THE DATE

Visit us in the Government Network Room at the ASTD Conference in San Diego, in May 2003.

Make plans to attend the Second Federal Human Resources Development Conference-Within-a-Conference. Look for more information in the next issue.

## Innovative International Training Builds Leadership and Communication Skills

The Graduate School conducts observation and study tours for foreign groups in a variety of subjects. The Agency for International Development (AID) and the World Bank often fund these programs, which are designed for senior or mid-level officials. Sometimes, foreign governments sponsor the programs, and activities are for either public or private groups.

Recently, the International Institute conducted several innovative programs that blend observational study activities with intensive classroom learning. Collaborating with the Asia Pacific Legal Institute and George Washington University, the International Institute delivered a three-month program on intellectual property rights law to 26 officials from the Shanghai region of the People's Republic of China. Although the focus was on property rights, the program commenced with an English as a Second Language component. The potential exists to replicate this program, not only with other Chinese groups but also with other foreign delegations. Staff and instructors are organizing materials to meet this emerging market.

The Graduate School developed and conducted a program for Mr. Ayub Quadri, the secretary of agriculture from Bangladesh. His visit, funded by AID, was part of a

multiyear initiative to promote agribusiness development, policy reform and regulatory improvement in Bangladesh. The International Institute has also hosted other groups from the Bangladesh Agricultural Council.

The International Institute facilitated meetings between Dr. Kamran Khan, director general of the National Institute of Public Administration (NIPA) in Pakistan, and Graduate School officials and his visits to institutions such as the National Academy for Public Administration. Dr. Khan desires a working relationship with the Graduate School that will serve as the driving force behind a new capacity-building initiative for NIPA.

The Graduate School also designed and launched an observational study and training program for officials from the Ministry of Water Resources and Irrigation in Egypt. In this case, participants enrolled in the Graduate School course Managing Organizational Change and Management Development and met with communications departments of the Department of Agriculture and its Beltsville Agricultural Research Center. The officials studied how the United States employs public awareness campaigns to create behavioral change in both the producers and consumers of agricultural products. Returning to



Dr. Jerry Ice greets Mr. Ayub Quadri, secretary of agriculture for Bangladesh, during his observational tour of the Department of Agriculture.



Dr. Kamran Khan, director general of the National Institute of Public Administration in Pakistan, presents a plaque to Dr. Jerry Ice in appreciation of the Graduate School's hospitality.

Egypt, officials led a countrywide public relations effort to influence farmers to change their water usage practices in favor of safe, improved irrigation methods.

## Upcoming Events and Programs at the Graduate School, USDA

The Vicksburg Computer Lab offers hands-on training in applications and skills designed to boost careers. For more information on this state-of-the-art training center, which is located in Vicksburg, Mississippi, visit [www.grad.usda.gov/vicksburg](http://www.grad.usda.gov/vicksburg).

The Graduate School exhibited at the League of United Latin American Citizens conference in Houston this summer. Lou Gallegos, assistant secretary for administration at the Department of Agriculture and a Graduate School Board member, cited the strengths of the Graduate School's programs in his speech to more than 500 people.

**Nomination deadlines** for upcoming leadership programs are: New Leader Program, January 15, 2003; Executive Potential Program, January 10, 2003. Additional programs for Senior Executive Service (SES) candidates include Leading People, which addresses the Executive Core Qualifications (ECQs) of leading people, building coalitions/communications. Schedule: February 10-14, 2003; June 9-13, 2003. Tuition: \$1,645. Executive Survival Skills addresses the ECQs of leading change, leading people and business acumen. Schedule: March 24-28, 2003; July 7-11, 2003. Tuition: \$1,645.

Sharpen your skills at the Graduate School's Mathematics Center, which offers free tutoring on subjects from high school algebra to calculus. For more information or to schedule a 45-minute tutorial, call Pan Lemos at (703) 971-1997 or e-mail [panjlemos@aol.com](mailto:panjlemos@aol.com). The Mathematics Center is located in the Graduate School's Capital Gallery, Room 202.

The Graduate School is managing the candidate development process for senior executive level (SES) positions for the Department of Energy (DOE). This project entails managing each step of the selection process, including compiling selection panels, data research and reports for DOE staff. For more information, contact Norma Ford at (202) 314-3460.

## STATS

### Client Satisfaction, Ethics Top Values

A recent American Management Association survey of 175 private and nonprofit organizations ranked 18 values in order of priority. Customer satisfaction, ethics/integrity and accountability topped the list.

STATED VALUES (IN ORDER OF PRIORITY)	NOT AT ALL	SOME OF THE TIME	MOST/ALL OF THE TIME
Customer satisfaction	2%	22%	76%
Ethics/integrity	5%	23%	72%
Accountability	2%	37%	61%
Respect for others	3%	37%	60%
Open communication	6%	50%	44%
Profitability	7%	30%	63%
Teamwork	3%	55%	42%
Innovation/change	4%	56%	40%
Continuous learning	7%	50%	43%
Positive work environment	6%	50%	44%
Diversity	9%	56%	35%
Community service	10%	55%	35%
Trust	7%	47%	46%
Social responsibility	9%	59%	32%
Security/safety	2%	40%	58%
Empowerment	9%	62%	29%
Employee job satisfaction	7%	64%	29%
Have fun	17%	66%	17%

## Faculty Reception Honors Instructors and Deming Award Winner

The Graduate School honored more than 75 faculty members and the winner of the W. Edwards Deming Award at its annual faculty reception in Washington, D.C., September 12. Susan Porter Robinson, American Council on Education vice president and a General Administration Board member, presented Faculty Excellence Awards to 15 instructors. These instructors are: Sue Barlett and Phyllis Gross (who shared an award); Howard Cox; Benjamin Dupree; Harold Goldstein; Joseph Gunton; Max Hirschorn; Susanne Hoepfl-Wellenhofer; William Jensen; Pan Lemos; Sebastian Lorigo; David Lowe; Jerry Nance; Richard Rodieck; and William Wisniewski. In addition, she presented the Executive Director Award to Gary Evans, longtime instructor and board member at the Graduate School.

For the first time the Annual Faculty Excellence Reception featured the W. Edwards Deming Award. Executive Director Jerry Ice presented the "eagle" to Charles A. Hobbs of the U.S. Air Force Audit Agency for the agency's innovative employee development and training program. Traditionally, the Faculty Awards Reception honors faculty members for their long-term service to the Graduate School. This year 101 instructors received such recognition. Deputy Executive Director Lynn Edwards presented the Longevity Awards.



Lynn Edwards, deputy executive director of the Graduate School, and Dr. Ice congratulate faculty award winners Sue Bartlett and Phyllis Gross, who teamed to create an online tutorial for the Nuclear Regulatory Commission's Professional Center.



Charles A. Hobbs, of the U.S. Air Force Audit Agency, accepts the W. Edwards Deming Award from Dr. Jerry Ice, executive director of the Graduate School.



Gary Evans, center, shown here with Dr. Ice and Lynn Edwards, received the Executive Director Award. Evans is a natural history instructor and chair of the Natural History Advisory Committee and its Futures Committee.



Alan Goodman, left, accepts his Faculty Longevity Award for 15 years of service as an instructor at the Graduate School.

## Census Bureau Report Shows 'Big Payoff' from Educational Degrees

The Census Bureau reports that during their working years, ages 25 to 65, adults with a high school degree can expect to earn, on average, \$1.2 million; with a bachelor's degree, \$2.1 million; with a master's degree, \$2.5 million; with doctoral degrees, \$3.4 million; and with professional degrees, \$4.4 million. In 2000, 84 percent of adults 25 and older had completed high school, and 26 percent had earned a bachelor's or higher degree. These are record numbers. Additional highlights include:

- During work years, earnings for a person with a bachelor's degree, compared with one with only a high school diploma, increase by about \$1 million for non-Hispanic whites and about \$700,000 for African Americans, Asians, Pacific Islanders and Hispanics.
- Men with professional degrees may expect to cumulatively earn almost \$2 million more than their female counterparts over their work lives.
- More American women than men have received bachelor's degrees every year since 1982.
- Currently, almost 9-in-10 young adults graduate from high school and about 6-in-10 high school seniors go on to college the following year.



What is just as effective as a face-to-face meeting with colleagues? A WebEx meeting! The Graduate School has begun to use innovative WebEx technology to hold meetings nationwide. Participants can share ideas, explore options or ask questions—all in real time and using various technologies. Judy Tabachow, senior program manager, describes WebEx as a "simultaneous layering" of PowerPoint presentations, applications and browser sharing, teleconferencing and online learning.

## Are You Ready for WebEx? New Technology Makes Communicating Easier

"WebEx is one of the more innovative Web meeting tools around. It's easy to use, intuitive and user-friendly," says Stefan Gunther, program manager. As part of a series of WebEx presentations for Graduate School staff, Gunther recently made a WebEx presentation with Graduate School instructor John Zotolli on "Using Blackboard to Support Classroom Courses and for Live Online Instruction." Gunther made his second WebEx presentation on online courses using Blackboard with instructor Donna Sellinger. In another presentation, Norm Riggins, director of the Executive Potential Program (EPP), and Tadessa Jones, program specialist, showed how EPP uses Blackboard technology.

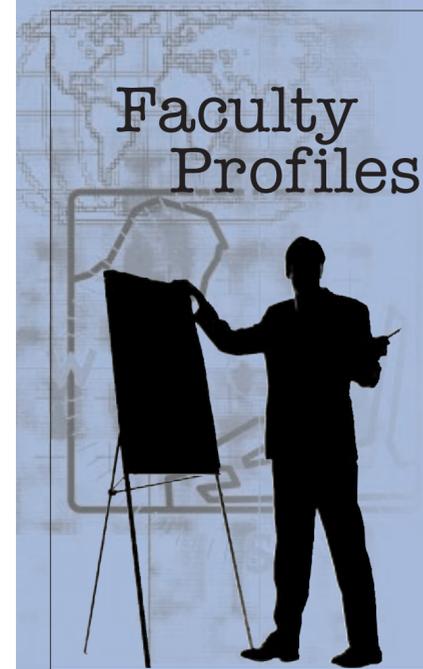
The Graduate School has contracted to use WebEx for both internal and external meetings. Staff can create online meetings using a specific Graduate School WebEx site, identification and password. According to Tabachow,

a meeting "can be a planned event or an impromptu instant meeting," and WebEx allows for teleconferencing and online audience participation, either through WebEx or via an outside teleconferencing service.

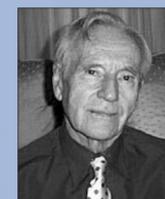
Using WebEx, a presenter can switch among applications, documents and a browser during a meeting, because WebEx can import multiple applications and documents, such as PowerPoint presentations, Excel spreadsheets and Word documents. Browsers can be shared, enabling a presenter to access Internet sites while conducting a meeting. In a live demonstration, a presenter can add drawings and text in color to the WebEx screen.

For more information on WebEx, call Sterling Bobbitt at (415) 281-7030. The WebEx Web site, [www.webex.com](http://www.webex.com), features a brief demonstration.

## FOCUS ON COMMUNICATION



### Faculty Profiles



Donald E. Reilly

Donald Reilly has taught editing courses at the Graduate School since the 1980s, when as a foreign service officer stationed in Washington, he assisted the Communications Advisory Committee with curriculum design. Today he sees a growing need for editing skills. Because so much communication is no longer face-to-face—where body language is important—but via e-mail, the written message must be "crystal clear." Known for his accessibility and his hands-on teaching style, Reilly notes that concise editing relies on good organization and a focus on the audience and the purpose. Now in retirement from a career that at one time included a position as the communications director for the Commission on the Bicentennial of the U.S. Constitution, he reads, writes and travels. Recently he backpacked in the Sierra Nevada mountains and bicycled alone for nine days in Scotland's western islands. At the present time, he is reading James Michener's *Iberia* for a forthcoming visit to Spain.

Currently on leave from her news staff position at *The Washington Post* and a member of several university faculties, Peat O'Neil brings more than a decade of experi-



Peat O'Neil

ence as a free-lance writer to her Graduate School courses on writing about travel and nature and writing for the Web. She has developed online travel writing courses and is enthusiastic about online learning. "You can be in a hospital bed or the mountains of southern France and take an online course. It is great for the busy person." O'Neil notes that it is important to make students comfortable with the technology or "they may not try an online course a second time." Many of her students are seeking a new career or are retirees. She describes writing for the Web as an emerging career. "These students need to learn how to write in a way that is punchy, upbeat, with strong images and verbs. Much of business writing is slow to come around to that orientation." Supportive and humorous, O'Neil encourages students. "I demystify the process of writing. As a free-lancer I've been rejected many times." Students feel, "Hey, I'm not alone in this!" O'Neil authored *Travel Writing: How to Research, Write and Sell Articles*. Recently she walked alone across France, from the Atlantic coast to the Mediterranean. "I like to walk. The United States is not safe, but in France they have the right places to stay."

# Graduate School Partnership Creates Public Sector Auditing Degree Program



From left to right: Sonja A. Eveslage, dean, Graduate Programs and associate vice president for New Programs; William Seaton, vice president and provost, Thomas Edison State College and Peter V. Aliferis, program director for Government Audit Training, Graduate School, USDA.



From left to right: Linda Weeks, consultant; Elaine Muir, training manager, Graduate School, USDA; and Esther Taitsman, associate dean, director of Graduate Programs.

The Graduate School's Government Audit Training Institute (GATI) and Thomas Edison State College are partnering to establish a comprehensive program leading to a Master of Science in Management degree with a concentration in public sector auditing. The program is open for applications now, and the GATI courses beginning in April 2003 will offer a new degree opportunity for public sector auditors.

"For too many years, the developmental needs of the public sector auditor and government audit organizations have been overlooked," said Peter V. Aliferis, director of GATI. "This program is structured to fill that gap by meeting the needs of those engaged in conducting performance audits."

Aliferis notes that the program will have wide appeal among federal, state and local auditors from both the United States and abroad. The degree incorporates academic coursework, training and practical experience related to professional competencies. These competencies include: audit environment, professional expertise, communication, leadership and personal effectiveness.

"The Master of Science in Management (MSM)—Public Sector Auditing Degree Program offers a unique opportunity for public sector auditors," said Dr. Sonja A. Eveslage, dean of Graduate Programs at Thomas Edison State College. "GATI is well-known for the quality of its auditing programs and its preparation of auditors in the highest level positions. GATI's quality face-to-face courses blend well with the online curriculum the MSM degree program provides."

The MSM Degree Program represents a blend of learning methods and curricula. "This program is built on adapting and modifying Thomas Edison State College's online courses and GATI's core curriculum," said Aliferis.

Special assignments and assessment tools are being added to GATI's classes to evaluate performance in these programs. In addition, according to Aliferis, the new special seminar for public sector auditors and the competency assessment portfolio will further ensure the academic rigor of the MSM—Public Sector Auditing Program.

Thomas Edison State College, located in Trenton, New Jersey, was chartered in 1972 and is accredited by the Middle States Association of Colleges and Schools. The College offers 14 associate's, baccalaureate and master's degrees in more than 100 areas of study. "Thomas Edison State College graduate students live across the country and around the world," said Eveslage. "The MSM Degree Program builds collaboration and networking into the online courses. Students build relationships that work for them in class and in their professional lives."

The program will combine online learning with classroom training in Washington, D.C. To obtain a prospectus from Thomas Edison State College, visit their Web site at [www.tesc.edu](http://www.tesc.edu) or e-mail your questions to [graduatestudies@tesc.edu](mailto:graduatestudies@tesc.edu). For more information about GATI courses, contact Elaine Muir, GATI training manager, at (202) 314-3559 or at [audittrng@grad.usda.gov](mailto:audittrng@grad.usda.gov).

## Writing Center Boosts Skills and Confidence

The Writing Center at the Graduate School offers clients

free mentoring on writing skills, styles and grammar and feedback on projects such as technical reports and resumes.

Lee Remly, a free-lance writer and a lawyer with the Federal Communications Commission, meets with a student for a 45-minute appointment. Before the first session, she and the student identify possible needs over the phone. Remly says she sees a "tremendous" range of students. "Many people—native and non-native speakers—need help with basic grammar skills." Remly notes that many of her students are non-native speakers. "I am very sympathetic to their frustrations since I went to school in Germany and France and had to struggle in a second language." In addition, Remly assists many students seeking career advancement. "A lot of people hit their thirties and are climbing their way up the ladder of success, but are held back by their writing skills. So they come here to brush up on fundamentals."

The Writing Center is located in the Capital Gallery, Room 256. For more information or to schedule an appointment, call Lynn Remly at (202) 418-2930.

## Management Tips

### ORGANIZING ON THE ROAD

When traveling, keep an index of your files in your briefcase. As you collect papers that need to be filed, note in which file they belong. Back in your office, this saves time. If you are on a long trip, keep envelopes, stamps and address labels in your briefcase so you can mail work to be filed.

Source: *Organizing from the Inside Out*.

### TRIM MEETING TIME

When someone asks you for an appointment, ask how much time will be needed. This encourages the person to think things through and helps you plan your schedule better. If you know someone is long-winded, offer to meet in that person's office—then you can leave when you need the meeting to end.

Source: *Communications Briefings*, Capitol Publications, Inc.

## MESSAGE FROM THE EXECUTIVE DIRECTOR



Career advancement in today's competitive job market requires rigorous and specific training, especially in technical fields. Communications is often overlooked, yet the ability to communicate effectively is crucial for career advancement. How an employee presents his or her ideas on paper and in person is critical and always depends on

excellent communications skills.

Across the workplace, every position—from entry-level to senior management—calls for excellent communications skills. A simple e-mail message or a short oral presentation requires the same basic skills as a long speech or complex grant proposal. Basic subjects, such as grammar, style, logic and organization, form the foundation of the Graduate School's communications curriculum. Courses range from Clear Writing through Critical Thinking and Business Writing and Presentations to training in essential interpersonal skills, such as negotiation techniques and conflict management.

Because clear communication is a necessary skill for all career paths, the Graduate School offers courses that are accessible, with flexible formats such as online and evening programs. Customized on-site courses are also integrated into leadership training programs.

For the Executive Potential Program, the executive core qualifications in building coalitions/communications are defined by the Leadership Effectiveness Inventory. These include: oral and written communications, influencing/negotiating, interpersonal skills, political savvy and partnering. The Graduate School's leadership training addresses these requirements in its programs.

The goal of the Writing Center, which is sponsored by Evening Programs, is to improve a writer's work. Skilled tutors meet one-on-one with students to review all forms of writing.

To further explore the Graduate School programs that offer writing courses, visit our Web site at [www.grad.usda.gov](http://www.grad.usda.gov).

Dr. Jerry Ice

## Distance Learning Brings Classroom Close to Home

### Business Writing and Presentations

Communication is the essence of business. This suite teaches students to convey information and ideas to engage audiences and help them retain the information presented. This suite includes several submodules:

- The Art of In-house Memos
- Writing Concisely and Accurately
- Writing Effective Business Documents

Course Code: WRIT0900A-N08  
Tuition: \$125

### Marketing and Communicating with Confidence

This distance learning suite presents the negotiation, communication, presentation and marketing skills so crucial to the success of any business or government professional. This suite includes several submodules:

- Effective Presentation Delivery
- Elements of Market Strategy
- Influencing Your Customer's Decision

Course Code: ADMB0600A-N08  
Tuition: \$225

### Travel Writing

To whatever corner of the world you have traveled, by having experienced it firsthand, you have a story to tell and maybe even sell. This online course teaches you to write and sell your travel experiences.

Course Code: WRIT3720E-N08  
Tuition: \$329

January 13 – April 5, 2003

### Understanding Marketing

This Web-based suite covers the skills, principles and strategies that determine marketing success. It also includes ways to ensure your organization is focused on its customers.

Course Code: MRKT7500A-N08  
Tuition: \$139

### Publishing Management

In this correspondence course, students learn the management practices of government and private publishing entities, including selection of supervisory staff; writers and editors; government regulations on printing; copyright laws; and the Freedom of Information Act and the Privacy Act.

Course Code: EDIT3375C-N08  
Tuition: \$300

For more information, visit us at [www.grad.usda.gov](http://www.grad.usda.gov).



## NEW COURSE: Writing for Results

This new two-day course is designed for experienced writers who want to learn techniques for adding power to their reports, executive summaries and memos. Prior experience or the course Fundamentals of Writing (WRIT7010D-N08) is recommended.

Course Code: WRIT7110D-N08  
Tuition: \$425

December 5-6, 2002, Washington, D.C.

January 6-7, 2003, Washington, D.C.

January 21-22, 2003, Philadelphia

January 29-30, 2003, Atlanta

February 3-4, 2003, Washington, D.C.

February 24-25, 2003, San Francisco

## Principles of Editing for Publication

Learn the big picture process of publication—from story idea to printing—in this evening course. Return to your job understanding new technologies that affect editing and printing production in today's publishing industry.

Course Code: EDIT1150E-N08  
Tuition: \$269

January 15 – March 19, 2003, Washington, D.C.

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# NEWSbriefs

## Childcare Apprenticeship Program Offers Students Opportunity to Receive Bachelor's Degrees

In a partnership with Southeastern University in Washington, D.C., the Graduate School offers training to employees at federal childcare centers; this training can lead to professional certification in this field. The program, which is funded by the Department of Labor, offers students the opportunity to apply 30 of the credits earned towards a bachelor's degree from Southeastern University. The Graduate School is currently developing agreements with the District of Columbia, Virginia and Maryland to make the apprenticeship program legitimate for employees in those jurisdictions.

"This is a huge undertaking," says Norma Ford, Graduate School project director, "because of the complexity and number of organizations and agencies involved. It is also a tremendous and unprecedented opportunity for these employees to advance their careers." For more information on the childcare apprenticeship program, call the Graduate School at (202) 314-3460.

## Graduate School Manages Mentoring Program

USDA Assistant Secretary for Administration and Graduate School General Administration Board Member Lou Gallegos and the Graduate School launched a mentoring program which is open to all USDA staff members. The program offers professional career development to staff nationwide. For more information, contact Harry Jenkins at (202) 314-3456.



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Return Service Requested

## Graduate School to Provide Training for DOE

To meet its growing need for leadership development, the Department of Energy (DOE) selected the Graduate School to deliver customized on-site programs with Atlantic Management Center, Inc. (AMCI), a Washington, D.C.-based training provider. This initiative, the Partnership for Human Capital Management Excellence, addresses DOE's current leadership development needs as well as succession planning for the future. The audience for the customized training includes senior executives, program managers, supervisors and managers, team leaders and staff identified as potential managers and leaders.

"This initiative addresses the human capital crisis which has been predicted for government agencies such as DOE. The partnership takes a long-term view of our leadership development requirements. We'll address current training needs and be ready for the future as well," says Jerome Butler, director of training for DOE.

## Sharpen Your Writing Skills with Critical Thinking

The Graduate School's three-day course, Clear Writing through Critical Thinking (WRIT7100D-N08), offers a rigorous and unique approach to writing well: students learn to think and reason logically. They develop reasoning skills to organize information, anticipate questions and draw sound conclusions. In addition, class exercises encourage students to integrate problem-solving techniques into a critical pattern of thinking. The result? Improved professional communications, such as reports, memos, speeches and proposals. To view a course sampler, including a few "brain teasers" and recommended prerequisites, visit [www.grad.usda.gov](http://www.grad.usda.gov). This course will be offered December 9-11, 2002 and January 15-17, 2003 in Washington, D.C. The tuition is \$545.



The partnership is a comprehensive one, requiring a close rapport among AMCI, DOE and the Graduate School. According to Norma Ford, of the Graduate School, "We will work closely together to design customized programs to best meet the needs at all levels of DOE."

The new partnership was announced in Washington by Butler; Dorothy Van Steinburg, corporate programs manager, DOE; Dr. Jerry Ice, executive director, the Graduate School; and Gloria Phillips, chief executive officer, AMCI. For more information on this new program, call (202) 314-3460.