

May Meeting

- Special Guest Panel for Public Service Recognition Week
- \$2 off Lunch!
- Member Give-backs
- 50/50 Drawing

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Musings from the President

By Sabrina Hartley, President

Is it just me or does there seem to be a buzz in the air; and I'm not talking about Florida insects. I can't specifically define it, but it seems that almost everywhere I go I hear, or perhaps, more accurately, feel a sort of tension. It seems like we're on a precipice. Of what and whether it's good or bad, again, I can't define. I wish I could - there's probably a whole lot of money to be made by people who can 'read' movement before it happens. Alas, I am not that person. I do, however, think that there are a few key skills that you and I share that will be critical to whatever lies ahead. Allow me to share my musings.....

Change. Duh. Have we had enough of this already? Seems like that's all we've been dealing with for quite some time now; constant intense change, but that may be just me. (I doubt it.) As CPMs we at least have a structure for the discussion of change, knowledge about its cycle, and can, hopefully, anticipate both people's and organizations' natural reactions. I hope this knowledge allows you to recognize change, accept it, work within it, and, ultimately, facilitate it. Unfortunately, I can only guess that, like my workplace, you can look around and pretty quickly identify some people who clearly do not share this knowledge



and/or skill. They're the ones that are out a day here and there with no specific illness but, rather, the physical manifestations of change stress. CPMs know that change happens and will continue to happen. At least we have a shot at engaging the process and not falling victim to it.

Innovation. We're all tired of hearing about 'doing more with less.' I think it's pretty clear that no one is going to walk through the door anytime soon and ask us to do the same (or more) with more. Fine. We get it. This requires a thinking shift. Efficiency is good, but innovation is better. The term innovation derives from the Latin *innovatio*, meaning "to renew or change." Innovation requires not just a creative idea or insight but that the insight be put into action to make a genuine difference, resulting, for example, in better business processes. As I see it, CPMs will play a critical role in this inevitable process in at least two

ways: 1) helping to create and sustain an environment open to and encouraging of innovation and 2) actively participating in the creation and implementation of innovative changes. I don't know about you, but I'm unaware of many agencies-- maybe a bureau or unit here or there but rarely an agency-- that truly encourage employees to creatively think, let alone encourage employees to share their creative ideas for discussion and possible implementation. I hope I'm wrong and that there are many examples of such agencies. (If you know of some/one, please enlighten me.) If I'm even a little bit right, however, prepare to open your mind to some serious new possibilities, for both yourself and others, in a whole lot of ways. Innovation will be a must and you're going to be right in the middle. Use your powers wisely.

(BTW, the August 25th NFCPM Summer Symposium will host Dr. Dan Vicker as our keynote and will focus on innovation. I hope you'll attend, be part of the discussion, and grow your CPM skills.) ▶▶



Musings from the President (continued)



“Sure, there are going to be those days when you just can’t be ‘all there’. That’s inevitable, but every day you get to decide whether you will be a part of what’s going on or merely sit on the sidelines. Join the game. We need you on the team.”



Focus. I think this one is going to be a little bit hard for some folks. I’m not talking about your personal job focus or even focus on your management skills. I’m talking about a likely shift in the whole focus of your organization, what it does, and how you fit in. Clearly it’s not rocket science that agencies and people cannot continue to do and deliver all that they once did with less and less. That means getting down to the core of what your organization does and how you serve the organization to do it. It’s going to be painful in many ways. In some cases, deserving people will no longer get what they used to get but seriously need, and those people that were a part of providing the needed service will suffer when they can no longer provide it. That’s one layer. Then there is both the short-term and long-term pain of staff reductions. Too many of us have watched good, hard-working people who may even be close friends or almost family-like, terminated. All while we are grateful for keeping our own jobs but likely experience survivor’s guilt at the same time. It takes time to mourn these losses, regroup, refocus, and move on. Of course, while the reality of empty cubes and/or offices sinks in, so does the recognition that everybody left either has to pick-up a whole other job or two or someone has to decide a new way of doing things or whether certain things get done at all. The focus will have to change in some way. Let’s be honest, this is going to produce a whole lot of anxiety and change. While we, as CPMs, might be able to facilitate this proc-

ess, we are not immune to its effects. We may all find ourselves in organizations and workplaces that we could not have envisioned just a short time ago. Your CPM skills will be important to sustaining organizations, employees, and yourself in this workplace of tomorrow, come today.

Flexibility. Do these categories overlap or are they so interlaced that they almost cease to be discreet categories? (Perhaps musing for another time?!) Nevertheless, while we are trained to recognize and participate in change, we must also focus on maintaining flexibility. Hand-in-hand with innovation, “the way we used to do it” just won’t cut it anymore. Something that was never part of your job may get replaced, redesigned, and/or reassigned, and suddenly end up being a part of your job. Okay. So you make it great and perform it like the trained CPM professional that you are. Flexibility isn’t always comfortable. Perhaps being aware is the first step, as they say....

Engagement. I have to be honest; I haven’t read a whole lot of the stuff on unengaged employees. (Does this make you giggle a little and think of only single working people? Again, maybe just me.) Anyway, I’ve experienced some bouts of “unengagement” at work and, with the experience, think that I can spot at least a few of the tell-tale check-out signs without having to read all the literature. You know what I’m talking about, and I’m sure have either experienced this yourself or witnessed it in others. It

seems like a natural protective mechanism to just check-out a little bit when things are stressful and so unknown. We’ll all ride it out, right? Along the way, let’s stay as engaged as we possibly can to help shape what comes next. Sure, there are going to be those days when you just can’t be ‘all there’. That’s inevitable, but every day you get to decide whether you will be a part of what’s going on or merely sit on the sidelines. Join the game. We need you on the team.

Personal Attention.

Okay, so this one doesn’t necessarily focus on the workplace. However, I would argue that you should, and hopefully do, take a moment here and there during your work day just for you. Whatever that looks like. I know I’m not telling you anything new by encouraging you to find an outlet -- laugh a lot and out loud, eat healthy foods most of the time, exercise for the rush of it, collect as many hugs as are offered, and generally like yourself and treat yourself well. Unemployment rates aside, work will always be there. We are skilled professionals and there will always be a need for what we know and can do. Of course, it might not look like the work that you and I have known heretofore, but that’s what we’ve trained for so we have no reason to stress. (Of course that’s easier said than done...most things worth doing are.) From one CPM to another, you’re ready for whatever lies beyond this precipice. Make sure to take care of yourself while you discover what it is.



May Meeting: Public Service Recognition

In honor of Public Service Recognition Week, City Commissioners Andrew Gillum and Gil Ziffer, along with County Commissioner Nick Maddox, will be joining us at our May meeting to share their perspective of public service. This illustrious panel will be moderated by none other than our own president Sabrina Hartley.

The panel members will be sharing with us their reasons for choosing to enter into public service, what preconceived notions they had before becoming public officials; and what they have learned from their time in service. If you have ever wanted to ask questions of your local officials up close and in person this is the meeting to attend.

Feel free to bring prepared questions or jump in with an impromptu question.



County Commissioner, Nick Maddox

Commissioner Nicholas J. Maddox is one of two At-Large Commissioners for Leon County. He was elected to the Board of County Commissioners in 2010. He first moved to Tallahassee to play for the FSU Seminoles football team. Maddox furthered his football career as a running back in the NFL in various cities. Commissioner Maddox returned to Leon County to finish his dual degrees in Business and Real Estate. Following graduation, he took on leadership positions with the Seminole Boosters and the Bowden Foundation.

Commissioner Nick Maddox believes Leon County is the best place to raise a family. He has committed himself to providing long-term solutions to sustain growth in business and the economy, as well as continued preservation efforts for the environment in our community. Nick and his wife, Tina, have a daughter.



City Commissioner, Gil Ziffer

Gil Ziffer, a Tallahassee resident since 1983, was selected to serve on the Tallahassee City Commission in 2009 for the balance of former Commissioner Allan Katz's term, and was elected in 2010 to a four-year term. Ziffer is the president of Ziffer Stansberry Advertising Public Relations, the firm he founded in 1990, which has won numerous awards for leadership, volunteerism, and excellence. Previous to his appointment, he has served Tallahassee in numerous ways, including his work on the Capital Region Community Development District Board of Supervisors.

Ziffer has also worked in the past on research and development of various plans to maintain the viability and success of the arts, historical preservation, and the environment in our community, and serves on various non-profit and political forum boards. Commissioner Ziffer and his wife, Gail Stansberry-Ziffer, have two sons and welcomed their first grandchild in July 2009.



City Commissioner, Andrew Gillum

With a passion for public services, and the ability to motivate and mobilize people to action, Commissioner Andrew D. Gillum is recognized statewide and nationally as an emerging leader. At the age of 23 and as a FAMU student, Gillum became the youngest person ever elected to the Tallahassee City Commission in February 2003. He has been re-elected ever since. Commissioner Gillum has played a leadership role in several community initiatives regarding transportation planning, Blueprint 2000, landlord tenant mediation, code enforcement amnesty, bike-pedestrian funding, energy assistance, affordable housing, and park creation.

Commissioner Gillum is involved with and sits on the board of several organizations aimed at getting younger and minority populations engaged in civic activities.



Paula, Anna, and Sherry @ WFSU Pledge Drive: we got a shout-out for NFCPM on the radio!

Community Service

Thanks to all who volunteered at the Springtime Tallahassee Run on April 2nd, and to the volunteers at the WFSU Radio Pledge Drive on April 15. It was greatly appreciated.

Paula shipping off our Operation Gratitude package—Goin' Postal on the North side of town graciously donated the shipping cost. See our coverage at <http://www.gpofallahassee.com/Current-Community-Events.html> under April 2011.



Upcoming Events

► **National History Day 2011 - May 1st and 2nd.** WE currently have 4 volunteers for May 2nd from 5:00 PM to 7:00 PM. At the Museum of Florida History.

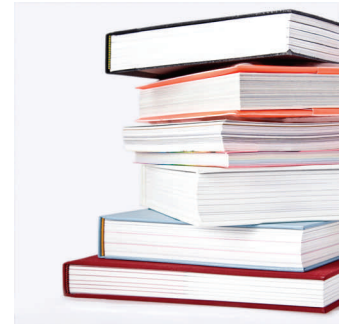
► **Operation Paperback –** This events acts as a morale booster for our troops overseas. The coordinator is requesting to have 3 persons, at a given time, work together to sort these paperback books, put them in boxes, and have them shipped out. He is also offering free coffee and donuts (Yum!).

For further information, please contact:

Sherry Valdez @ 414-4249 / sherry.valdes@dot.state.fl.us

or

Paula Kiger @ 556-3517 / opuswsk@aol.com



April Meeting Summary: Measuring Up!

The April meeting was all about measuring up! **Pam King provided a lively and interactive presentation on measurement development.** The presentation highlighted that we need measures because they identify our values, drive employee behavior, can inspire—and most importantly—help us learn how to improve.

She identified the reasons



that, as managers, we have a tendency to dislike using measures. One of these reasons is the tendency for measures to be used as a “CYA” rather than as a temperature gauge. Another is that our measures are mandated by statute, rule, or ordinance. We also measure the wrong thing for the wrong reason – a great example that was discussed at the meeting was the number of calls answered by a contact center – when the real measure should be the reduction of calls coming into a call center. The last reason that was discussed was that we

have no idea what we “make” and for “whom” we make things.

A good deal of time was used discussing the definition of our customers – Pam indicated that she based her definition of “customer” on the Ken Miller model of product and customer. Where, in the public sector, the product we make is the “end product” for an intended customer and the customer is the actual user of the end product.

Three distinct types of measures were identified:

- **Process Measures** - Typically when we think of process measures we are looking at Time. How long does this take? Are we seeing slow downs in the process?



- **Performance Measures** - “Count” how well we are able to achieve our customers’ desired outcomes.
- **Outcome Measures** - This is where we change from looking at what we do – to looking at WHY we do it!!!

Since there was such great input from the attendees, it was decided to continue the discussion at a future meeting. So if you missed the April meeting, **make sure you are at the July meeting for part two.**

Volunteers Needed!

Here are some opportunities to serve the chapter and get involved. We're planning several fabulous events for the months ahead and could use some help. Please consider whether you are able to lend a hand for one of the following events:

► **Level VIII Graduation** – July 26, 27, 28

Contact: Kim VeDink – 717-7527— VeDinkK@dor.state.fl.us

Volunteer Duties – Various duties including staffing the membership table and encouraging membership applications; selling CPM merchandise and tickets for the 50/50 draw; assisting with the NFCPM-sponsored snack break one afternoon; and assisting at the graduation ceremony by staffing a membership table and/or helping to serve cake and punch to graduates and guests.

Volunteers Needed – Approximately 2 to 3 during each shift/ time period

Location – Level VIII Classes - DCF meeting facility – Tharpe Street / Graduation ceremony likely at FSU's Miller Hall in the University Center 2nd floor

Times/shifts – Morning 7:15 to 8:30 a.m. / Lunch 11:45 to 1:15 p.m. / One afternoon snack break – 2:30 to 3 p.m. / Graduation ceremony – typically around 1 p.m.

► **FSCPM Chapter Effectiveness Committee**

Contact: Sabrina Hartley – NFCPM President — 488-9232 – hartley.sabrina@oppaga.fl.gov

Ann Murray – State Committee Chair – 813-635-5270 – murray@hillstax.org

Responsibilities: Represent the NFCPM on the statewide chapter effectiveness committee - this includes reviewing the current guidelines and reporting process for needed updates and improvements and assessing chapter applications for the Chapter Effectiveness Award. Likely involves a few conference call meetings and providing update reports to the chapter.

Volunteers Needed – 1 or 2



An Elegant Solution

By Richard Croad

My background is manufacturing operations. Often we would encounter seemingly irresolvable problems, often with a myriad of choices and no clear path as to which to choose or choose first.

The standard approach to these matters includes tools like Root Cause Analysis, Waterfall Charts and HACCP (Hazard Analysis and Critical Control Points). Mostly these serve pretty well, and in significant issues, some sort of framework is useful.



At times however there is no time and you need a broader framework. Something that sits well above the detail.

In any organization I believe this is where clear vision and value statements are critical – you can quickly eliminate the things not to do by understanding and connecting to your vision and your values.

Does the solution/action serve the values and vision? No, then let's find something else.

Somewhere in this mix I always have another friend. I seek the 'elegant solution'.

My first encounter of an elegant solution was Edward De Bono who indicated the way to stop polluting of rivers was to ensure that the polluters drew their water downstream from their outlet.

I am always suspicious when an answer is overly complex, when important questions have not been answered and particularly when a proposed action is likely to unreasonably 'cost' one or more parties either in impact or effort.

I have seen a lot of effort going into designing solutions where the method fails at the very first or a very early stage, and everything else is immediately redundant. That is not elegant.

Elegant is maximum impact for minimum effort.

Elegant is having the buy-in of all parties

Elegant is understanding limitations

Elegant is easing your way through a maze with due thought and consideration

Elegant is knowing you don't have the answer

Elegant is letting things shape themselves

Elegant is guiding

Elegant is something you sit back and admire for the beauty in its simplicity.

You feel Elegant, though, only if you are open to it.

Get Elegant today.

Richard Croad is the creator of cROADWORKS, a contemporary business consultancy based in Wellington, New Zealand. His focus is two-fold: people and change. He believes that only positive people will give you positive change.

His website is: <http://croadworks.wordpress.com/>

He can be reached on Facebook at: <http://www.facebook.com/richard.croad>

The Interview

By Pamela King

Since the unfortunate departure from my previous life (I mean previous employer), I have had the opportunity to experience numerous employment hiring processes. As a manager, I find it very intriguing to be on the other side of the interview table learning what other managers use to select the best candidate for their positions. Any HR person will tell you that as a general rule there are five to six selection steps. According to John M. Ivancevich, these steps include preliminary screening, employment interview, employment tests, reference checks, selection decision, and “physical” examinations.

The initial screening of applicants typically includes the review of a potential employee’s skills, knowledge, and abilities through the use of an application or resume. I find it interesting that higher paying positions (unless they are for a state entity) prefer the use of a resume to an application. On this side of the “hiring” table, I now wonder how many awesome candidates did I miss getting to meet just because a few words were missing on an application or because hiring internally was so much “easier” than advertising outside of my department. I find it very interesting that the number of pre-qualifying questions for application consideration in both public and private sector are increasing – I think this is a sign that we have more unemployed people than positions (yes, I am being a miss smarty pants).

Of course the most exciting part of hiring is the interviews. From a management perspective, I used to pray

that I would not have that interviewee that absolutely bored me to tears or made me delirious with non-stop chatter. Now that I am the interviewee I am thinking: please do not ask me the same 10 questions I had to answer at my last interview. Some of the most interesting interviews I have been on have been very unstructured. These interviews were more about determining the fit of the candidate’s personality and behavior. Of course, these were in the private sector setting – we in public service must have a very structured format. In my personal opinion, structured interviews are probably more reliable and valid than an unstructured interview.

If HR has trends (and you know it does), skills testing would be the trend of the year in Tallahassee, Florida. I do find it interesting that most of the skills tests I have completed lately are related to ability and not one has been related to personality or behavioral traits. It would appear that we still have not learned that skills can be learned but behavior and personality are engrained in us. For those of you that haven’t hired anyone or interviewed for a position lately, some examples of skills tests would include a driving course test for delivery persons or typing test for clerical workers. Testing for specific knowledge or intellect is also used by some organizations. These tests provide information into a person’s comprehension, reading, and math. Personality tests give insight in how an applicant will fit-in with the organization’s values. These tests can include honesty tests, personality inventories (Myers-Briggs), and temperament tests. For

most of the positions I have applied, the skills test is used to “weed out” applicants that don’t meet a certain threshold on the skills test.

Next come the reference checks. During this step, an interviewer contacts past employers and/or persons that have known the applicant for a period of time. There are many legal issues currently involved with reference checks. These legal issues may inhibit the information that a previous employer may provide to the hiring organization. So beware of any information you ask for or provide during this process.

At this point, a final decision is made on the candidate that best fits the open position. Organizations use either a multiple-hurdle approach or compensatory approach when making their decision. The multiple-hurdle requires an individual to meet a certain “score” on each of the previous steps to advance as a final candidate. The compensatory approach allows the interviewer to place more importance on a particular section of the hiring steps – this is important for positions where a particular skill is more important than the ability to answer interview questions – i.e. cooks, mechanics, etc.

The final step in the employment process would be a physical examination. These may include drug-testing or health examinations if they are pertinent to a particular position. These can also include fingerprint background screenings.

Whew! We made it through the hiring process – Did I get the job????



“Now that I am the interviewee I am thinking: please do not ask me the same 10 questions I had to answer at my last interview.”





North
Florida
Chapter
Society of Certified
Public Managers

Mission Statement

To foster and maintain high professional and ethical standards in the practice of public management, and to further the professional growth of the Society's members.

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2011 North Florida Chapter Meeting Schedule

Date	Title or Topic	Speaker(s)	Location	Presentation Overview	Coordinator
05/10	Public Service Recognition	Sabrina Hartley Andrew Gilliam Gil Ziffer Nick Maddox	Amtrak	We will celebrate the success and generosity of public servants.	Pam King
06/14	Networking	Kaye Kendrick	Amtrak	"How to" of Networking... Kaye Kendrick will be providing us insight into the tricks to using networking opportunities to help promote your skills and connections for increased success.	Amy Carraway
06/16	CPM Mixer	CPM Members	TBA	Putting networking skills to work	Travis Knight & Pam King
07/12	Measuring Success Part II	Pamela King	Amtrak	Pam King will be providing the second part of her measuring for success presentation.	
08/09	Celebrating CPM Recognition	Invitees pending response	Amtrak	Open forum to discuss the role of Certified Public Managers in improving the success of government.	Pam King
09/13	Clear Communication	Olivia Jones	Amtrak	Olivia will be providing techniques that will assist in communicating with others – either one on one or to a group.	Sabrina Hartley
10/11	TBD	Angie Whitaker	Amtrak	TBD	Dottie Gough
11/08	When Spell Check Doesn't Cut It	Paula Kriger	Amtrak	CPMer Paula Kriger will be providing tips on how to prevent embarrassing grammatical errors.	Pamela King
12/13 TBD	Holiday Celebration	Chapter	Amtrak		NFCPM Board



Happy Mother's Day!

Thanks for all you do, hardworking CPM moms!!