



CPM Times

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From the FSCPM President

I would like to thank all the members of the Florida Society of Certified Public Managers for electing me to serve as your President. It is a great honor to serve as President of such a great Society and whose members have a passion and desire to serve our internal and external Customers. I hope to serve you to the same high standards as our Past President, Jerry O'Cathey. Under Jerry's Presidency, the Society had many distinguished accomplishments. The FSCPM membership increased to 400 members which is one of the largest State Societies in the AACPM. Five Chapters received the Chapter Effectiveness Award, which is the highest ever, and I feel is the most significant accomplishment because it demonstrates the importance of regional Chapters and the effect they have on our members and agencies. Jerry also enhanced the FSCPM planning capabilities through the implementation of "FSCPM Travel Reimbursement policy" and implemented revisions to our by-laws with the assistance of a great team. In 2007, FSCPM was honored to have been recognized by Governor Charlie Christ who proclaimed August 22-31 as Certified Public Managers Recognition Week. The Society also implemented a successful FSCPM Cookbook which is bringing in revenue to the FSCPM.

I would also like to thank Christine Taylor (Chairperson) and her committee (Dottie Gough, Jan Wright, Jeff Thurman, Nancy Hatch and Fred Levinson) for their effort to make the 18th Annual FSCPM Symposium and Awards Banquet a success. The theme of this year's symposium was "Building the Bridge for Public Management in the 21st Century and Beyond." The speakers for the Symposium were excellent and fit in well with the theme. There were many awards given out at the awards banquet to many deserving members of the Society. In addition to the outstanding speakers, attendees were able to interact with each other formally and informally to discuss best practices in their various agencies. It is important that we utilize the expertise of our members so that we can best serve our Customers. Due to the success of the Symposium, one of my goals is to have the 19th Annual FSCPM Symposium and Awards and to encourage our Chapters to have similar local events.

Another goal for 2008 is to assure that the Certified Public Managers Recognition Week is recognized by the Governors office as a continuing, and annually recognized event. I would like to thank Jan Wright for her efforts in working towards getting the Proclamation from the Governor in 2007. This year Jan is working to have the Proclamation for the week of August 25-29 to coincide with the CPM graduation in Lakeland, Florida.

Other 2008 goals are to increase the number of Chapter Effectiveness Awards, increase the size of our membership, develop a statewide mentoring program (including promoting our Continuing Education Program) and one of my highest priorities to promote and maintain the GOTCHA Awards Program.

We would like to have all of FSCPM Chapters receive the Chapter Effectiveness Award. I pledge my services and the services of all of our E-Board and Executive Committee Members to assist any Chapter so that they can qualify for this award.

Membership is the driving force of our organization, thus it is important to not only increase our membership size, but to also determine the needs and expectations of our members (and potential members). If every member could recruit one new member, our membership will double. We need to determine additional benefits of belonging to the FSCPM. This will also help serve the needs of our members and increase membership. I will be working with our State Membership Chairman and our Chapter Membership Chairmen to help us accomplish this goal.

CPM is not just eight classes, it is an ongoing continuous process, thus I would like us to have a statewide mentoring program and increase the number of FSCPM Members qualifying for the Continuing Education Program certificate.

Recognition is a foundation of our training. It was discussed in all levels starting on the first day of Level 1. I want to encourage all of our members to give our "GOTCHA" awards to recognize deserving members and non-members. This is one of the best ways of recognizing one for doing something well. I challenge each FSCPM member to give out at least one GOTCHA per month. There are a lot of great people doing a lot of great things on a daily basis and we should recognize them for their efforts!

Finally I would like mention that we will be sending out a questionnaire to all of our members. We would like to know your thoughts on how to improve the FSCPM. We would like to become the best State in the AACPM and with everyone's involvement we will. This is your organization and your feedback is essential to our success.

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Several years ago the Florida Society of CPM implemented a special recognition program that each chapter was asked to use. This program is called "GOTCHA".

GOTCHA's are designed to recognize an individual for doing something great, going above and beyond, etc. This recognition program is not restricted to CPM members; any person that you work or associate with can be recognized. The following people have been caught!

NORTH FLORIDA CHAPTER

Ada Burnette—2/08
 Jeff Pouliotte—3/08
 Sabrina Hartley—3/08

SOUTH FLORIDA CHAPTER

Eric Pedrosa—9/07 Cathleen Jackson—9/07
 Jennifer Buell—9/07 Jason Hickey—9/07
 "Tito" Gutierrez—9/07 Anel Betancourt—9/07
 Shannon Foley—9/07

GOTCHA! AWARDS

SUNCOAST CHAPTER

Angie Snodgrass—8/07 Aundria Wainwright—8/07
 Andy Squires—8/07 Colleen Scott—8/07
 Dennis Magee—8/07 Diana Chadwell—8/07
 Gretta Finney—8/07 Jackie Trainer—8/07
 Jodi Pendrotti—8/07 Kelli Levy—8/07
 Kristi Huger—8/07 Linda Dillon—8/07
 Lynn Roenicke—8/07 Michelle Peach—8/07
 Mike Nahat—8/07 Ruthie Doles—8/07
 Sandy Herron—8/07 Tom Roberts—8/07
 Wayne Koch—8/07

FLORIDA KEYS CHAPTER

Miguel Carbonell—8/07

SPECIAL THANKS!!

Dianna Wilkinson and her team for restarting the Polk County Chapter.

Colleen Scott for standardizing our Accounting procedures.



Dr. Ada Puryear Burnette

Dr. Ada Puryear Burnette, a member of the North Florida Chapter and the FSCPM, was nominated for President-elect of the American Academy of Certified Public Managers by Dottie Gough and supported by the FSCPM. At the last meeting of the FSCPM Board of Directors, President Jerry O'Cathey announced Ada's candidacy and Florida's support for her.

Ada left Valdosta State University to become Chair, Department of Educational Leadership and Human Services at Florida A&M University in Tallahassee. She is also working with the FAMU Developmental Research School District and Lab School.

In October 2007, Ada published an article in the inaugural journal of Societas Docta, Incorporated with Ubi Pierson, PhD and John Pierson, MD on Attention Deficit Hyperactive Disorder. Their research showed that some children diagnosed with ADHD are not ADHD, but sleep deprived.

At the CAEL Conference in San Francisco in November 2007, Ada presented a paper with Patricia Patterson (Georgia Board of Regents), Sharon Gravett (Associate Vice President of Academic Affairs at Valdosta State University) and Jerry Merwin (Political Science Professor). The paper presented the work that Valdosta State University is developing and piloting for use by state universities in Georgia on Prior Learning Assessment (PLA). PLA is a process by which adults may document their prior learning experiences to shorten time to degree by getting some credit for what they have learned that is covered in college courses through such things as military, house wife, community service and organizational experiences. PLA is available at some colleges and universities across America.

Congratulations, Ada, on these accomplishments!

North Florida Chapter Report by Dottie Gough

The 2008 officers include:

President – Dottie Gough

Vice President and Program Chair– Sabrina Hartley

Secretary – Pamela Krohn

Treasurer – Robert Badger

Past President – Jeff Pouliotte

Awards Program Chair – Shelanda Shaw

Community Service Chair– Sherry Valdez

Fund Raising Chair – Kimberly Stephens

Legislation and Policy Chair – Curtis Watkins

Graduation Level VIII Chair – Ada Burnette

Membership Chair– Michael Moore

Nominations Chair – Jeff Pouliotte

Chapter Effectiveness Chair – Dottie Gough

Mentoring Chair – Dottie Gough

The first board meeting was held in January and it is anticipated that the board meet quarterly during the year.

A personal letter will be sent by the Chapter Membership Chair to all who have not renewed since 2004.

The Community Service Committee has signed up volunteers to work at the Senior Center in Tallahassee during their Antique Show in March. During December, members provided donations to the Christmas Connection, a local organization that provides food and clothing to approximately 800 families in the Tallahassee area.

Two baskets were donated by North Florida as a fundraiser for the FSCPM. Raffle tickets were sold throughout the 18th Annual Symposium in January, and the proceeds were given to the FSCPM Treasurer. The baskets were given away during the last day of the Symposium.

At the January chapter meeting coordinated and led by Vice President Sabrina Hartley she did a review of the most current Level I CPM curriculum.

Shawn Baldwin of the Florida Center for Public Management will be the guest speaker for the February meeting. Shawn will talk about what’s going on with the CPM program, changes the program has undergone in the past several years and the CPM program’s future.

Betty Morales from Big Bend Hospice will be the guest speaker for the March chapter meeting. She will discuss “Managing a Volunteer Workforce”.

Chapter Effectiveness Committee

By Dottie Gough

Five chapters received the Chapter Effectiveness Award at the 18th Annual FSCPM Symposium and Awards Banquet. Dottie Gough will be communicating with each Chapter President requesting the name of the Chapter Effectiveness Chair for his/her area. As Dottie did last year, she will ask each chapter to send her quarterly status reports.

The Cookbook Project

By Dottie Gough

The FSCPM Cookbooks have arrived and are quite attractive. Each chapter has been given 25 cookbooks to sell. These cookbooks make great gifts for family and friends. The cost of the cookbooks is \$10. If you are interested in buying a cookbook, please contact your Chapter President.

SUNCOAST CHAPTER REPORT – MARCH 08

The Suncoast Chapter is loaded with strong leaders, all having “get it done” attitudes. But like all good leaders, we are on a constant quest for the pursuit of knowledge and ways to improve our skills. So, over the last few months, we have been expanding our repertoire with great speakers at the Chapter meetings and exciting special presentations at the 2008 Symposium.

We ended 2007 with a fantastic December meeting, featuring Fred Marquis, Pinellas County Administrator. Fred spoke on leadership in government, captivated everyone with his presentation and demonstrated how he was able to maintain the top position in the county for over 20 years.

The year 2008 arrived with a bang, as many of us attended the FSCPM Symposium and were treated to several great leadership presentations, most notably “Listening Leaders” presented by Dr. Richard K. (Rick) Bommelje. Several members of our chapter were honored with awards: Bob Daymon received the “Exceptional Leadership” Award; “Extra Miles” Awards were bestowed upon 17 of our members; and several agencies received “Agency Participation” Awards. This was a proud moment for the Suncoast Chapter!

The first general membership meeting of 2008 was held in February. Attendees were treated to Hillsborough County Administrator, Pat Bean, who spoke on her philosophies of leadership and guiding staff during changing times. Subsequent to this meeting, the Chapter Board expanded to seven members, filling the two Member-At-Large positions with strong leaders from Sarasota and Hillsborough counties. We are also excited to say that all of our committees have chairs and we are working our way toward another great chapter year!

The future holds three more chapter meetings this year, with the next to be held during May in the southern portion of the Suncoast region. We are working toward increasing our membership and are pleased to report that 56 of our 71 members have active, paid memberships. Our FSCPM Symposium Chair and AACPM Co-Chairs are already working and planning for two great conferences in 2009. Enthusiasm and excitement are building more and more with each passing day and this promises to be a great year to be a CPMer.

In everything we do, members of the Suncoast Chapter are seeking out ways to achieve our chapter’s goals and advance our vision by becoming *the key source of professional growth for all Certified Public Managers within the regions served by the Suncoast Chapter*. For more details on what is going on with the Suncoast Chapter, contact the Communications Co-Chairs (Rana Melhem, rmelhem@sarasotataxcollector.com or Coleen Miller, cmiller@sarasotataxcollector.com) for a copy of the March Newsletter.



South Florida Chapter

2008 Officers	Members – At - Large
President, Ellen Daniel	Fred Levinson
Vice President, Jean Hanna	Betsy Jeffers
Vice President, Jerry McCarthy	Steve Braun
Treasurer, Jeannette Harris	Cassandra Johnson
Secretary, Dawn Raduano	Dianne Forté
Past President, Hesham Ali	Dianna Heard

Chapter Report – March 12, 2008

Chapter Meetings:

The chapter meeting for January was a presentation by a team of leaders from FDOT's Leadership Academy who were challenged with looking at "Management Credibility". A panel comprised of the District Secretary and the Directors fielded questions from members on and off of the topic. The meeting format and topic were very well received by the members and "Management".

February's Chapter meeting was also a panel discussion, but without a presentation. The panelists were leaders from various departments in FDOT district 4 and the Turnpike. Their topic was "Developing a culture of trust and empowerment". Each panelist began with a short discussion of what this meant to them, and some of the things they have done to foster the culture. Next, chapter members peppered them with questions.

Newsletter:

We have a new logo. Actually it's our chapter's first logo, thanks to the creativity of Ms. Cassandra Johnson. She has also created our first newsletter, *The South Florida Sun*.

Mentoring:

Weekly mentoring sessions have begun! Our members are encouraged to meet over lunch on Wednesdays to "do their homework", or at least figure out what they need to do. Board members are present to lend any assistance we can.

Symposium:

Planning is underway for our Symposium. The date has been set, September 24, 2008. The location is the same as recent years, Anne Kolb Nature Center, in Hollywood, Fl. The title has not been determined.



2007 FSCPM AWARDS



Continuing Education by Ada Burnette

North Florida Chapter

Dottie Gough
Ada Burnette
Robert Badger
Sherry Valdez
Jeff Pouliotte
Michael Clow

South Florida Chapter

Jerry McCarthy
Fred Levinson
Cherry James

Florida Key's Chapter

Priscilla London

Central Florida Chapter

Gregory Holcomb
Joanne Robertson

Florida Suncoast Chapter

Mathew T. Altman

Agency Participation Awards by Bob Daymon

Pinellas County Board of County Commissioners
Pinellas County Clerk's Office
Pinellas County Property Appraiser's Office
Pinellas County Tax Collector's Office
Pasco County Clerk's Office
Citrus County Clerk's Office
Sarasota County Tax Collector's Office
Manatee District Schools
City of Longboat Key

Certificates of Appreciation by Sherry Valdez

are awarded to individuals that have made a special contribution to their chapter or the society.

Len Franklin – North Florida Chapter

The Outstanding Contribution Award by Sherry Valdez

is given for commitment, dedication and exceptional service to the Chapter.

by

Hesham Ali	South Florida Chapter
Christina Taylor	Central Florida Chapter
Sherry Valdez	North Florida Chapter
Ada Burnette	North Florida Chapter
Sabrina Hartley	North Florida Chapter
Jean Hanna	South Florida Chapter
FDOT District 4 Office of Information Systems (OIS)	South Florida Chapter

The Extra Mile Award by Sherry Valdez

is for willingness and strength of character to go above and beyond expectations to ensure the success of the chapter.

Suncoast Chapter

Bob Daymon	Angie Snodgrass	Colleen Scott
Diana Chadwell	Jackie Trainer	Mike Nahat
Michele Peach	Ruthie Doles	Kristi Hugar
Kelli Levy	Dennis Magee	Tom Roberts
Andy Squires	Aundria Wainwright	Wayne Koch
Linda Dillon	Jodi Pendrotti	Laurie Dupuy

South Florida Chapter

Gary Alberstadt	Dawn Raduano	Cassandra Johnson
Barbara Kelleher	Betsy Jeffers	Jeannette Harris

North Florida Chapter

Dottie Gough

Florida Keys Chapter

Sandra Molina

The Exceptional Leadership Award by Sherry Valdez

is given to managers and leaders who provide outstanding leadership within the organization whether at the state or chapter level. This individual stays on top of things and is aware of what is happening within the organization and is always there to provide a guiding hand where needed. He or she encourages board members to excel.

Jerry O'Cathey	-	FSCPM President
Ellen Daniel	-	South Florida Chapter
Jerry McCarthy	-	South Florida Chapter
Francis Lewis	-	South Florida Chapter
Bob Daymon	-	Suncoast Chapter

Chapter Effectiveness Award by Sherry Valdez

Florida Keys Chapter
South Florida Chapter
Central Florida Chapter
Suncoast Chapter
North Florida Chapter

Henning Award Recipient

Jeff Pouliotte

CPM of the Year Award

Fred Levinson

President's Award

Joanne Robertson



Developing Emotional Intelligence

By Melvin Pollock

Assistant State Secretary Kevin Thibault recently visited District Four, and during his comments spoke to the great challenge that lies ahead in protection of our assets. I'm sure many in the audience, as well as those reading this article are thinking about protection of our infrastructure, our roads and bridges. Certainly this will be a challenge for us, but this isn't what Kevin was referring to. He went on to relay that protection of our employees, the Department's greatest asset, is the core challenge and a top priority for us. This point resonated with me, in that no truer statement has been made regarding whether or not we will be successful in implementing any and all of the various initiatives underway throughout the organization.

As a manager, even if your unit has strived to identify and understand the needs of your customers, you've aligned performance and systems with those needs, integrated improvements into the unit's culture through business planning, empowered your staff to be innovative and improvement driven, etc., etc., the bottom line is nothing will happen unless you fully develop and take care of the needs of your employees.

Ferdinand F. Fournies said in *Coaching for Improved Work Performance*, "Your ability and value as a manager is measured by what your employees do, not what you do. Therefore, the facts of life dictate that, as a manager, you don't get paid for what you do, you get paid for what your employees do." If we want to be successful, our employees must be successful first, and our primary role as managers attempting "to get results through others" is to ensure they have the training, tools, expertise and motivation necessary to be successful.

One area in employee development that is critical for success, but often overlooked, is the concept of emotional intelligence. As an engineering organization, we tend to think in concrete terms, and avoid discussions on emotion, and the role that it plays in our every day interactions. It is easier to quantify proficiency with Microstation, certification in the latest construction training, capability in application of policies and procedures to deliver the work program, etc., than it is to develop and measure proficiency in being aware of our emotions, and their impact on our interactions with others and the decisions we make.

According to a recent article in *Harvard Business Review*, "In jobs of medium complexity (sales clerks, mechanics), a top performer is 85 percent more productive than an average performer. In the most complex jobs (insurance salespeople, account managers), a top performer is 127 percent more productive than an average performer. Competency research in over 200 companies and organizations worldwide suggest that about one-third of this difference in productivity is due to technical skill while two-thirds is due to emotional competence."

How you react when confronted with a difficult employee or irate customer, or when your opinion is challenged by a peer in a meeting, your ability to interact with others effectively on a task team, being able to focus on the possibilities in a stressful situation, or when faced with a difficult problem: these are all scenarios in which your or your team's success is greatly influenced by the ability to recognize and process your emotions, to generate better decisions and more creative solutions.

The four main areas or "domains" of Emotional Intelligence are:

Self awareness - understanding of one's emotions, strengths and weaknesses, an ability to accurately and honestly self-assess.

Self management - control and regulation of one's emotions, the ability to stay calm, clear and focused when things do not go as planned, the ability for self motivation and initiative.

Social awareness - the ability to consider employees' feelings in the process of making intelligent decisions either on a one-to-one basis or as a group.

Relationship management - covers the ability to communicate, influence, collaborate and work with others.

Marcia Hughes stated in *Emotional Intelligence in Action*, "Exploring and developing emotional intelligence not only can make us happier, it makes us able to motivate ourselves, and manage stress in our lives. It gives us skills to be able to encourage, comfort, discipline, and confront different kinds of people appropriately in different situations. It determines how well people listen to us and how well we are heard."

Developing emotional intelligence is not something that can be learned by reading a book or an article. It takes training,

ROADMAP TO EXCELLENCE: EMPOWERMENT

By Michael Bienvenu, Ph.D., P.E.

FDOT Districts 4 & 6 Materials and Research Engineer

Excellence is one of the four business values of the Florida Department of Transportation and the District 4 Materials and Research Office (DMRO). In January 2006, the DMRO revised its Tier 3 Business Plan adopting the pursuit of excellence as its main theme. As a part of this effort, Tier 4 business plans were developed and implemented with links to the Employee Performance and Bonus System (EPABS). This DMRO stratified system of business plans is fondly referred to as our *Roadmap to Excellence*.

The first goal of the *Roadmap to Excellence* was to empower employees to pursue individual excellence. World Bank defines empowerment as *the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes*. Our approach to empowering employees was to establish clear performance expectations and provide progress measures against desired performance targets (*desired actions and outcomes*). Now every employee has the responsibility of meeting targets and adopting or recommending process improvements (*increasing the capacity of individuals or groups to make choices*) to achieve success.

Focusing on process management, the empowerment initiative of our *Roadmap to Excellence* was implemented in three steps. First, section managers developed Tier 4 Business Plans specific to each of the five functional sections with participation and input from their employees. Second, core processes were identified with real performance measures, reasonable targets, assignment of responsible persons, and timely feedback. Third, core process performances monitored in the Tier 4 Business Plan were linked to individual EPABS (Tier 5) for accountability.

Empowerment through measurement and feedback allows employees to track individual performance, gives them the capacity to affect performance outcome and imposes accountability of meeting expectations. As a result, our employees assume ownership of individual performance which translates into overall performance improvement of key DMRO work processes.

DMRO employees were also empowered by creating cross-functional teams to encourage ownership and motivation. Some of the cross-functional teams added to our Tier 3 strategic initiatives were: (1) a continuous improvement program committee to create and implement a program to reward and recognize individuals who initiate and implement workplace improvements with the goal of creating a culture of continuous improvement; (2) a quarterly newsletter to enhance recognition, share information about individuals and functional sections, and reinforce our family atmosphere; and (3) a strategic safety committee to ensure a safe workplace.

The DMRO recently participated in the Sterling Challenge. Six Sterling Examiners spent one week studying the *Roadmap to Excellence*, collecting supporting documents and records including performance measures, and interviewing approximately two-thirds of the DMRO staff. The Sterling Team found that a major strength of the DMRO is empowered employees. Empowerment reinforces ownership, improves employee satisfaction, enhances motivation and improves performance. Establishing clear performance expectations with real measures and frequent feedback increases trust and respect among employees and supervisors.

As a result of the Sterling Challenge, the DMRO has identified new challenges and will initiate new strategies in the continuous pursuit of excellence. However, encouraged by benefits already realized, empowerment of employees will remain a central focus of our journey along the *Roadmap to Excellence*.