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Northeast Region (FEW)

P.O. Box 254

Portsmouth, NY 03802

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[Mission Statement](#)

"Supporting the development of women through training, networking and activities that promote personal and career growth, while organizing and participating in various charity events that link all regional states to National FEW's endeavors"

NORTHEAST REGION (FEW)

Proudly serving Maine, New Hampshire, Vermont, Massachusetts, New York, Connecticut, New Jersey, Rhode Island, Europe, Puerto Rico, and the U.S. Virgin Islands



Dawn Nester, Regional Manager

PH: (603) 433-0560 (desk)

Fax: (603) 433-0780

W e-mail: Dawn.M.Nester@irs.gov

PH: (603) 978-8361 (cell)

H e-mail: Histrylady@yahoo.com

Are you a member of the T.E.A.M.?

Regional Manager Message

By Dawn Nester, Regional Manager

Time has been flying. Wasn't it just June and we were starting into summer? Now, school buses are rattling down my street again and stopping for the girls who live next door. Autumn is only three weeks away which means the Autumn Regional Training Program (RTP) is hard on its heels.

The Autumn RTP Planning Committee is working hard to bring you another excellent training opportunity filled with high-quality workshops. Go to www.nerfew.org and click on the Autumn RTP link to see what's in store for you! To help anyone who won't be eligible for agency funding, the Planning Committee is also offering a scholarship opportunity again this year. Information will be sent to every member, but it can also be found on the website under the Scholarship link. The scholarship will be for \$150 to cover tuition and something toward transportation or hotel, if needed.

The Regional Board of Directors has two vacancies. One is for the Compliance Chair; the other is for the Women in the Military Chair.

Regional Manager Message cont.

The *Compliance Chair* works with Michelle Crockett, Vice President for Compliance, to share information up and down the FEW network and researches the Merit Systems Protection Board (www.mspb.gov) and Equal Employment Opportunity Commission (www.eeoc.gov) websites for articles and information to develop articles for the Regional newsletter.

The *Women in the Military Chair* works with Jean Specht, Special Assistant to the National President, to share information up and down the FEW network and researches viable outreach activities the entire Region can participate in to support women who are serving in or transitioning from the military.

If you are interested in either of these positions, please let your Chapter President know so that she can forward you information to me.

- Big Apple Chapter – Christine Cantine – bigapplefew@gmail.com
- Brookhaven Chapter – Lesly Galloway – gallfriends@yahoo.com
- Fort Monmouth Chapter – Roberta Simpkin – simpkin_roberta@yahoo.com
- Greater Boston Chapter – Valerie Foxx – foxxvfoxx@aol.com
- Greater Merrimack Valley Chapter – Lisa Lombardi – lisalombardi9259@comcast.net
- Western New York Chapter – Shannon Hennessey – shannonsykes@yahoo.com

Thank you for considering these opportunities to serve on the Regional Board of Directors.

In Memorium to Freda

by Roberta Simpkin, member of the Fort Monmouth Chapter

I attended Freda's service on September 3, 2011. It was a very moving and lovely service. The pastor of her church said some really kind words and conducted a wonderful service. When the pastor asked if anyone wanted to speak and say some words, I got up, introduced myself and read the lovely letter written by Sue Webster. Everyone was moved by the letter. I began OK and then in the middle I don't know why but I had to pause as I started to get a little emotional. Then I thought, I'm doing this for FEW so get a hold of yourself. I took a deep breath and continued.

I had started to think of all the memories I have of Freda and the fun times we had at NTP's. You know she told me if she was able that she would have liked to have gone to the NTP in Philadelphia. She was such a devout member and a great President.

Then her son Russell spoke and shared some things about his mom. He said she worked and cared for an ill husband and two children. He said once she got hit by a bus but recovered and once she testified before Congress. I think that was on the TSP. He drove her to a Legislative Breakfast and said he attended also.

After the service, some people came up to me and thanked me for sharing. They hugged me and said they thought it was very inspiring.

The flowers from Pat W. and Jeanette were just beautiful. I haven't seen such a lovely arrangement. The greens baskets from the FEW foundation and National FEW were magnificent. The whole area around Freda was just wonderful.

She looked lovely, dressed in her favorite color red, her hair was done beautifully and she just looked great.

Her son thanked FEW and all the family members and friends for their love and support.

He said there will be another service and burial in MO.

Chapter Updates



Town Hall

Greater Merrimack Valley Chapter Update by Lisa Lombardi, President

A big "thank you!" goes out to Kristina Tiedke for once again hosting our chapter meeting at her home on Saturday, September 24, 2011, from 3:00-5:00 p.m. I was not able to attend; however, Jayne Cousins, Vice

President (Andover) presided. I understand Dawn insisted she rap the gavel to call the meeting to order and to adjourn at the end! I wish I could have been there for that!

Dawn served as our honorary Secretary in Laura Taveras' absence and already sent me the meeting minutes. From the looks of them, a lot of good information was covered, with a focus on Legislation and Diversity, as well as planning for the future of the Greater Merrimack Valley Chapter. Way to go, everyone! Those who could stayed after for socializing and networking, along with Kristina's hamburgers on the grill.

The next meeting will be hosted by Kristi Tilton, our Treasurer, at her home. Watch for details as the meeting date draws nearer. Kristi has a special treat planned for everyone in a Tastefully Simple party to get the meeting kicked-off. She has indicated to me that she will donate proceeds to our chapter for the scholarship fund, too. Thanks, Kristi!



Fort Monmouth Chapter Update by
Roberta Simpkin, President, and
Valerie Howell, Congressional
Relations Chair

Even though Fort Monmouth has closed its doors, as of September 30, 2011, the Fort Monmouth Chapter will retain its name. The Fort Monmouth Chapter was the second chapter chartered in FEW, following the Greater Cincinnati Chapter in the Great Lakes Region. We're proud of our status and identity. We wish those members who have relocated to the Aberdeen Proving Ground in Aberdeen, MD, all the best and hope they connect with the Tri-County Chapter at the Proving Ground to keep their membership going.



Georgia Thomas

Members of the Chapter extend a note of gratitude to Georgia Thomas, Vice President for Diversity, for a wonderful presentation about Diversity. Our chapter has begun to hold evening meetings. Georgia provided a lively discussion and encouraged members to share their thoughts about diversity with each other as well as how their agency handles special emphasis programs throughout the year. Thanks, again, Georgia, for being our guest presenter!

Dawn also gave an update about the upcoming Autumn Regional Training Program scheduled for October 21st in New York City and encouraged everyone to go to the region's website (www.nerfew.org) to learn more about the RTP by clicking on the Autumn RTP link. She expressed encouragement, too, for everyone to come!

Our next meeting will be October 27th at 7:00 p.m. We've invited Cathy Fletcher, Regional Persons with Disabilities Chair, to be our guest presenter to talk about Disability Awareness. More information will go out to members as soon as the details have been confirmed.

Compliance Corner

by Michelle Crockett, Vice President for Compliance



As you know, I monitor the Equal Employment Opportunity Commission (EEOC) website, along with the Merit Systems Protection Board websites for information that is relevant to federal employees. Here is a press release from the EEOC website that may be of interest.

PRESS RELEASE

8-16-11

EEOC, OPM Pledge to Ensure "Rigorous Enforcement" of Equal Pay Laws for Federal Employees

Agencies Issue Joint Letter on Equal Pay in the Federal Government

WASHINGTON -- The U.S Equal Employment Opportunity Commission (EEOC) and the Office of Personnel Management (OPM) pledged to ensure "rigorous enforcement" of equal pay laws for federal employees, releasing a [joint letter](#) today. The letter will be sent to all civilian federal employees.

EEOC Chair Jacqueline A. Berrien released the letter at the EEOC's EXamining Conflicts in Employment Law (EXCEL) conference in Baltimore, the EEOC's premiere training event for federal sector equal employment. Chair Berrien said: "We cannot

achieve our national commitment to equal employment opportunity until women are included as equal partners in every workplace, including the federal government. The federal government should be a model employer in every regard—including equal pay."

"Equal pay for equal work is the law, it's right, and its time has come. OPM and the EEOC are working together to ensure that federal equal pay laws are vigorously enforced in the federal workplace," said OPM Director John Berry. "Ensuring equal pay for equal work without regard to gender, or any other prohibited basis helps us recruit and retain the most talented workforce to serve the American people. While this wage gap is smaller in the federal government than in other sectors, much work remains to be done to ensure that the federal government is a model employer."

Both agencies are members of the White House's National Equal Pay Enforcement Task Force—which charged them with "providing a road map for federal agencies to increase compliance with federal compensation discrimination laws." More information about the Task Force and its recommendations can be found on the White House's [website](#). On the Task Force, the EEOC is also focusing on [private sector enforcement](#).

According to a 2009 report from the Government Accountability Office (GAO), the gender wage gap for federal employees declined from 28 cents on the dollar in 1987 to 11 cents in 2007. Of that 11 cents gap, seven cents could not be explained by differences in education, years of service, or other non-discriminatory factors.

While still significantly less than the current 33 cent wage gap in the private sector, and far less than the overall gap of 41 cents in 1963, the year the Equal Pay Act took effect, "clearly much work remains to be done in order to close the wage gap," the letter noted. Representatives from both agencies are working with the GAO to identify further causes of the wage gap and ways to combat it.

The letter points out that sex-based compensation discrimination is illegal under both the Equal Pay Act and Title VII of the Civil Rights Act of 1964, both of which apply to federal sector as well as other public and private sector employers. In addition to gender, compensation discrimination is also prohibited on the basis of race, color, national origin, religion, disability and genetic information or family medical history.

"We take our obligation to ensure that the federal government is a model employer very seriously, and are working to ensure that all federal employees have the opportunity to realize the promise of equal pay for equal work," the letter concluded.

The EEOC enforces the nation's laws against employment discrimination. More information is available on the EEOC's website: www.eeoc.gov. Additional information on the federal sector EEO process can be found at www.eeoc.gov/federal/.

Congressional Relations

By Matthew Fogg, Vice President for Congressional Relations



Matthew Fogg

Vice President for

Congressional Relations

Greetings from Boston! I am once again in the Northeast Region, this time to attend the Blacks in Government annual conference. I hope to meet some of you from the Greater Boston and Greater Merrimack Valley Chapters. Come on over to the Convention Center and check it out! One of the highlights for me is BIG's continuing support of FEW's Equal Rights Amendment Tier 1 issue. I will share information about the BIG conference with you through Dawn when I return.

Parliamentarian's Page

By Roberta Sweeney, Regional Parliamentarian

OK, now that you've been elected president/presiding officer or you're **filling in** for that person; do you know your role or responsibility? Whatever your title is, it is to you that the members **and** visitors are looking to for guidance during the meeting. You set the tone and ensure that visitors return – or not return – to another meeting.

According to *Robert's Rules of Order Newly Revised in Brief*, there are six steps to presiding effectively:

1. Memorize constantly used procedures
2. Ensure that everyone knows what's being debated and voted on
 - a. See that motions are clearly worded
 - b. Repeat wording of motions frequently
 - c. Make the effects of amendments clear
3. Learn how to conduct voting
4. Know the order of business (agenda) for the meeting
5. Learn to handle points of order and appeals
6. Know more about parliamentary procedure than other members.

National Hispanic Heritage Month (September 15th – October 15th)

By Georgia Thomas, Vice President for Diversity



Georgia Thomas

Vice President for Diversity

Artist Everardo Sanchez who has designed this year's poster is shown holding a paint pallet. "The passion we have for what we love to do shows in our spirit to strive for happiness and success promoting the Hispanic culture. Cesar Chavez, Carlos Santana, Ellen Ochoa along with students, teachers and the military are a small part of a culture and tradition that make up the Hispanic American lifestyle and contribution of our society."

Cesar Chavez – March 31, 1927 – April 23, 1993 was an American farm worker, labor leader and civil rights activist who co-founded the National Farm Workers Association, which later became the United Farm Workers.

Carlos Augusto Alves Santana - Grammy award winning musician, whose style of Latin infused rock, jazz, blues, salsa and African rhythms, has earned him critical acclaim throughout the music world.

Ellen Ochoa became the first Hispanic woman to go to space when she served on a nine-day mission aboard the shuttle Discovery in 1993.

Hispanic Heritage Month (September 15–October 15) in the United States is the period when people recognize the contributions of Hispanic Americans to the United States and to celebrate Hispanic Cultural heritage and Hispanic culture. Hispanic Heritage Week was approved by President Lyndon Johnson and was expanded by

President Ronald Reagan in 1988 to cover a 31-day period. It was enacted into law on August 17, 1988 on the approval of Public Law 100-402.

"September 15 was chosen as the starting point for the celebration because it is the anniversary of independence of five Latin American countries: Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. They all declared independence in 1821. In addition, Mexico, Chile and Belize celebrate their independence days on September 16, September 18, and September 21, respectively.

Celebration options:

WASHINGTON, DC – The Hispanic Heritage Foundation (HHF) announced the 2011 Honorees who will be celebrated during the 25th Annual Hispanic Heritage Awards at the John F. Kennedy Center for the Performing Arts on September 15, 2011. The Hispanic Heritage Awards will celebrate the Honorees along with Latino cultural pride, accomplishment and promise with exciting stage performances produced by Maria Esmeralda Paguaga. Visit www.TheHispanicHeritageAwards.com for a one-minute video about the Awards. The 2011 Honorees are: Juanes, Ruben Blades, Roberto "Chespirito" Gomez Bolaños, Juan Andrade, Jorge Vergara, Elizabeth Molina Morgan, and Hugo Sanchez

Play some games by yourself or with the kids- learn through Interactive timelines, scavenger hunts, and other learning fun all about **Hispanic** Americans.
<http://teacher.scholastic.com/activities/hispanic/>

Read a book by a Hispanic Author or just enjoy the wonderful food and celebrations during this time of honoring a people.

Facts:

- One in seven people in the United States is of Hispanic origin.
- Hispanics are a mix of European, African and Native American people.
- In 204 B.C. Romans created the term Hispanic to identify inhabitants from the Iberian Peninsula which encompass Spain and Portugal today.
- The term Hispanic was adopted in the U.S. in the 1970s by the federal government in its census questionnaires.

MSPB: Perceptions of Prohibited Personnel Actions Hit 18-year Low

By Emily Long

GovExec.com, September 1, 2011

Federal employees' perceptions of discrimination, retaliation and nepotism have declined since 1992, but prohibited personnel practices could continue to affect employee engagement, according to a new report.

A Merit Systems Protection Board [study](#), released Wednesday, found that federal workers reported that they observed or experienced the 12 prohibited personnel practices less frequently than at any point during the last 18 years. In a survey of more than 42,000 employees, 8 percent said they had been affected by one prohibited practice, while 1.3 percent said they had experienced more than three.

Perceptions of discrimination based on age, race, disability and other factors have steadily declined since 1992, the report found. Experiences of coercion related to political activity were slightly more common than 18 years ago but still were rare at just 0.7 percent. Nearly 7 percent of employees reported perceptions that management had granted an unfair advantage during the recruitment or promotion process, higher than other practices studied but lower than in previous years.

Personnel actions based on subjective decisions, such as those in hiring and promotion, are especially vulnerable to perceptions of inappropriate practices and may never be fully eliminated, according to MSPB. In addition, though reports of prohibited activities have dropped dramatically, employees who observe or personally experience these practices could grow less engaged in their work, the report found.

"An employee does not need to be personally affected by the outcome of a PPP to be affected by an official's decision to commit a PPP," said MSPB Chairman Susan

Tsui Grundmann. "This report shows that when employees believe that their managers are basing personnel decisions on prohibited criteria, it has real consequences for the agency's ability to have a productive and engaged workforce."

According to MSPB, managers -- and new political appointees in particular -- should receive information about unacceptable actions and what is considered a violation of these policies. Agencies also should promptly investigate reported violations, take necessary disciplinary action and better communicate with employees the reasons behind management decisions, the study found.

"Agencies should make an effort to ensure that decisions are based on the best information available and are grounded in merit-based reasons," MSPB wrote.

"Awareness that this transparency will occur may also dissuade officials from knowingly attempting to take an improper action. Sunlight is the merit system's best ally."

Walgreens Sued By EEOC For Disability Discrimination

PRESS RELEASE

9-8-11

Store Fired Worker with Diabetes for Eating Chips to Stop Hypoglycemia
Attack, Federal Agency Charges

SAN FRANCISCO - Drugstore giant Walgreens violated federal law by firing a worker with diabetes instead of accommodating her, the U.S. Equal Employment Opportunity Commission charged in a lawsuit filed today under the Americans With Disabilities Act (ADA).

According to the EEOC, Josefina Hernandez, a cashier at Walgreens' South San Francisco store, was on duty when she opened a \$1.39 bag of chips because she was suffering from an attack of hypoglycemia (low blood sugar). Hernandez had worked for Walgreens for almost 18 years with no disciplinary record, and Walgreens knew of her diabetes. Nevertheless, Walgreens fired her after being informed that Hernandez had eaten the chips because her blood sugar was low, even though she paid for the chips when she came off cashier duty.

"I almost always carry a piece of candy in my pocket for situations when I feel my blood sugar getting low, but I didn't have anything on me this time," said Hernandez. "I knew I needed to do something quickly, so I reached for a bag of chips and paid for them as soon as I could. I worked for Walgreens with no problems almost two decades, so I am very upset to lose my job over this."

The ADA prohibits disability discrimination and requires employers to make reasonable accommodations to employees with disabilities. The EEOC filed the lawsuit (EEOC v. Walgreen Co., Case No. CV11-4470-JSC) in U.S. District Court for the Northern District of California, after first attempting to reach a voluntary settlement. The suit seeks monetary damages, including back pay, compensation for emotional distress and punitive damages, as well as measures to prevent future discrimination by the employer.

EEOC San Francisco Regional Attorney William R. Tamayo said, "Employers clearly have an affirmative duty to accommodate employees with disabilities. Ms. Hernandez took action to raise her blood sugar in what could have turned into an emergency situation. Accommodating disability does not have to be expensive, but it may require an employer to be flexible and open-minded. One wonders whether a long-term, experienced employee is worth less than a bag of chips to Walgreens."

EEOC San Francisco District Director Michael Baldonado noted,

"This year the American Diabetes Association reports that 25.8 million children and adults in the United States - or 8.3 percent of the population - have diabetes. Among Mexican-Americans like Ms. Hernandez, 13.3 percent of adults have diabetes. Under the newly amended disability law, savvy employers should focus on training their staff to understand how and when to accommodate employees with disabilities."

Walgreens (NYSE:WAG) is based outside Chicago in Deerfield, Ill., and has more than 8,000 stores in the United States and its territories. According to its June 21, 2011 financial report, Walgreens' net earnings for the nine months ending May 31, 2011 totaled \$1,922,000,000.

The EEOC enforces federal laws prohibiting employment discrimination.

Further information about the EEOC is available on its web site at

www.eeoc.gov (<http://www.eeoc.gov/>)

Healthy Foods

By Lisamarie Rykowski, Women's Health Subcommittee Chair

Apples	Protects your heart	prevents constipation	Blocks diarrhea	Improves lung capacity	Cushions joints
Apricots	Combats cancer	Controls blood pressure	Saves your eyesight	Shields against Alzheimer's	Slows aging process
Artichokes	Aids digestion	Lowers cholesterol	Protects your heart	Stabilizes blood sugar	Guards against liver disease
Avocados	Battles diabetes	Lowers cholesterol	Helps stops strokes	Controls blood pressure	Smoothes skin
Bananas	Protects your heart	Quiets a cough	Strengthens bones	Controls blood pressure	Blocks diarrhea
Beans	Prevents constipation	Helps hemorrhoids	Lowers cholesterol	Combats cancer	Stabilizes blood sugar
Beets	Controls blood pressure	Combats cancer	Strengthens bones	Protects your heart	Aids weight loss
Blueberries	Combats cancer	Protects your heart	Stabilizes blood sugar	Boosts memory	Prevents constipation
Broccoli	Strengthens bones	Saves eyesight	Combats cancer	Protects your heart	Controls blood pressure
Cabbage	Combats cancer	Prevents constipation	Promotes weight loss	Protects your heart	Helps hemorrhoids
Cantaloupe	Saves eyesight	Controls blood pressure	Lowers cholesterol	Combats cancer	Supports immune system

Carrots	Saves eyesight	Protects your heart	Prevents constipation	Combats cancer	Promotes weight loss
Cauliflower	Protects against Prostate Cancer	Combats Breast Cancer	Strengthens bones	Banishes bruises	Guards against heart disease
Cherries	Protects your heart	Combats Cancer	Ends insomnia	Slows aging process	Shields against Alzheimer's
Chestnuts	Promotes weight loss	Protects your heart	Lowers cholesterol	Combats Cancer	Controls blood pressure
Chili peppers	Aids digestion	Soothes sore throat	Clears sinuses	Combats Cancer	Boosts immune system
Figs	Promotes weight loss	Helps stops strokes	Lowers cholesterol	Combats Cancer	Controls blood pressure
Fish	Protects your heart	Boosts memory	Protects your heart	Combats Cancer	Supports immune system
Flax	Aids digestion	Battles diabetes	Protects your heart	Improves mental health	Boosts immune system
Garlic	Lowers cholesterol	Controls blood pressure	Combats cancer	kills bacteria	Fights fungus
Grapefruit	Protects against heart attacks	Promotes Weight loss	Helps stops strokes	Combats Prostate Cancer	Lowers cholesterol
Grapes	saves eyesight	Conquers kidney stones	Combats cancer	Enhances blood flow	Protects your heart
Green tea	Combats cancer	Protects your heart	Helps stops strokes	Promotes Weight loss	Kills bacteria
Honey	Heals wounds	Aids digestion	Guards against ulcers	Increases energy	Fights allergies
Lemons	Combats cancer	Protects your heart	Controls blood pressure	Smooths skin	Stops scurvy
Limes	Combats cancer	Protects your	Controls blood	Smooths skin	Stops scurvy

		heart	pressure		
Mangoes	Combats cancer	Boosts memory	Regulates thyroid	aids digestion	Shields against Alzheimer's
Mushrooms	Controls blood pressure	Lowers cholesterol	Kills bacteria	Combats cancer	Strengthens bones
Oats	Lowers cholesterol	Combats cancer	Battles diabetes	prevents constipation	Smoothes skin
Olive oil	Protects your heart	Promotes Weight loss	Combats cancer	Battles diabetes	Smoothes skin
Onions	Reduce risk of heart attack	Combats cancer	Kills bacteria	Lowers cholesterol	Fights fungus
Oranges	Supports immune systems	Combats cancer	Protects your heart	Straightens respiration	
Peaches	prevents constipation	Combats cancer	Helps stops strokes	aids digestion	Helps hemorrhoids
Peanuts	Protects against heart disease	Promotes Weight loss	Combats Prostate Cancer	Lowers cholesterol	<u>Aggravates Diverticulitis</u>
Pineapple	Strengthens bones	Relieves colds	Aids digestion	Dissolves warts	Blocks diarrhea
Prunes	Slows aging process	prevents constipation	boosts memory	Lowers cholesterol	Protects against heart disease
Rice	Protects your heart	Battles diabetes	Conquers kidney stones	Combats cancer	Helps stops strokes
Strawberries	Combats cancer	Protects your heart	boosts memory	Calms stress	
Sweet potatoes	Saves your eyesight	Lifts mood	Combats cancer	Strengthens bones	
Tomatoes	Protects	Combats	Lowers	Protects your	

	prostate	cancer	cholesterol	heart	
Walnuts	Lowers cholesterol	Combats cancer	boosts memory	Lifts mood	Protects against heart disease
Water	Promotes Weight loss	Combats cancer	Conquers kidney stones	Smoothes skin	
Watermelon	Protects prostate	Promotes Weight loss	Lowers cholesterol	Helps stops strokes	Controls blood pressure
Wheat germ	Combats Colon Cancer	prevents constipation	Lowers cholesterol	Helps stops strokes	improves digestion
Wheat bran	Combats Colon Cancer	prevents constipation	Lowers cholesterol	Helps stops strokes	improves digestion
Yogurt	Guards against ulcers	Strengthens bones	Lowers cholesterol	Supports immune systems	Aids digestion

Management Tips: The Invisible Spotlight

By Elizabeht Newell

GovExec.com, October 4, 2011

Undoubtedly, as a manager¹, you know the big moments. Whether it's your first introduction to new subordinates, a staff meeting, or a congratulatory lunch for the team, you are prepared to make the right impression. But it's the seemingly insignificant moments that really count.

According to management consultants Craig Wasserman and Doug Katz, authors of *The Invisible Spotlight: Why Managers Can't Hide* (CreateSpace, 2011), bosses don't realize the impact they have on employees' effectiveness and satisfaction. And, Wasserman says, they often are oblivious to the fact that employees are scrutinizing their every word and deed for clues to success. [emphasis added]

"Managers have a tendency to under-estimate the fact that they're being spoken about at dinner every night," Wasserman says. "They get jobs because they are exceedingly competent and because they love the work they're doing. They want to continue doing that work and often forget their work has expanded and their people are watching them."

That watching goes on virtually every minute of every day, not just on significant occasions. As important as it is to plan for the big events, Wasserman says, it's the small moments - the glance of recognition, the small compliments, the constructive feedback - that really make the difference in how employees view their jobs, their paths to success and their supervisors.

The book identifies five "managing moments" and tips on how to best handle them. Among the most important, Wasserman says, are moments of discomfort. Managers cannot avoid them, and they often have to orchestrate them, he says. They

¹ Regional Manager's note: Please substitute "FEW leader" for "manager" in this article as you read it.

are the ones who have to confront an employee who consistently comes in late, or is dressed inappropriately, or who has a hygiene problem. Approaching these issues in a way that creates a respectful, clear and immediately instructive moment of discomfort goes a long way, according to Wasserman. But no matter how well you handle that moment, he says, the employee will be upset.

Wasserman contends it is then up to the manager to make it clear that a moment of discomfort does not irreparably damage the relationship. "These are uncomfortable but constructive moments that provide valuable information for employees on how to stay within a range of acceptable behavior," Wasserman says.

It is not only employees who create pivotal moments. He calls management a "sloppy game," comparing it to parenting - if you engage in it, you're bound to mess up at least occasionally. When a manager loses his or her temper, says something offhand, or is overly dismissive of someone, that can have a harmful effect on the employee, who is usually in little or no position to address the issue. "It's not a 50-50 relationship, it's an 80-20 relationship" between manager and employee, Wasserman says. It is incumbent upon the manager to make the effort to recover and to keep the relationship on track.

The solutions Wasserman and Katz provide are not "paint-by-number." Managing is relational, and moments should be handled with that particular relationship in mind. "People are different," Wasserman says. "Some people will like a manager who teases and jokes with them, others will question what that's all about. Some like clear concrete direction, others want just general guidelines. One size doesn't fit all."



2011 Autumn Regional Training Program

October 21, 2011



Seasons of Learning!

www.nerfew.org

Your Autumn Regional Training Program (RTP) is shaping up to be another excellent day of learning!

Workshops include:

- "Workplace Ergonomics," with Kristina Tiedke, Regional Membership Chair, Greater Merrimack Valley Chapter
- "All About FEW," with Cathy Fletcher, Regional Persons with Disabilities Chair
- "Generational Intelligence," with Pamela Judd, Big Apple Chapter
- "Your Salary May be Frozen, but Your Options Aren't!," with Mona Santos, First Command Financial Services
- "5 P's of Ultimate Success," with Ed Blunt, of BluntArtistry.com

Registration includes a continental breakfast and on-site catered lunch at no extra cost and a stuffed take-home conference bag.

Registration categories are:

- Member: \$50
- Non-member: \$65
- Student: \$35
- Retiree: \$35

Our Autumn RTP includes the special feature of presentation of Regional

Awards. I'm delighted to report that all but one chapter submitted an award nomination, so competition will be high! It will be exciting to present the winners with their plaques.

We will also be having raffles baskets. The raffle baskets are a lot of fun and help raise money for the Region's scholarship fund. The Regional Board of Directors hopes to be able to send two members to the National Training Program in Detroit in 2012. By having raffle baskets, 50/50's, and lottery trees, your generosity may help send **you** to the NTP!

★ Registration Now Open! ★

Go to www.nerfew.org and click on the Training link, then click on the Autumn RTP link to register on-line via PayPal. Or, if you prefer, you may download the hardcopy registration form and mail your registration, with payment by check or money order (made out to NERFEW), to NERFEW, P.O. Box 254, Portsmouth, NH 03802-0254.