President's Corner

**Why Do We Have a Leadership Model… and Who Cares?**

*Steve Bailey, CM*

*NMA President*

*Dayton, Ohio*

Clothing designers use live models... humans who walk the runway to display the latest in fashion and showcase the talents of the designer. Engineers build models to create a three-dimensional representation of their latest buildings or other projects. NMA and virtually every Fortune 100 company have a leadership model. Why? Because most of us are visual learners and we tend to remember that which we can “see”.

Our model was developed with the input of a broad cross-section of our affiliated organizations as well as non-affiliated businesses. The advantage of a model is that you can look at it and begin to see how it can be aligned and integrated throughout the organization. A model is not a process; rather, it visually sets or depicts standards. In our case, we are promoting the NMA Leadership Model as establishing behavioral expectations for leaders at all levels - in your place of business as well as within your NMA chapter.

The 2006 NMA theme is “Developing The Leader in You”. The core competencies for you to become a leader are contained within these four circles... you know how to set direction, mobilize others, and engender organizational capabilities, and do so while demonstrating the personal characteristics (and character) of a leader.

You’ll be seeing a lot of this model in 2006... by design. Leadership traits must mirror and keep pace with the strategic challenges of your business. This is where the chapter fits in. Your assignment? To sit down with your executive management, human resources people, and chapter leaders and ask, “How can our chapter set an agenda of activities and programs that addresses the four areas of leadership development within these four circles?”

An understanding of what we’re trying to do... and a truly collaborative effort... will ultimately link all of your business/organization’s leadership development efforts to organizational outcomes. That is the ultimate goal... and that’s why the NMA Leadership Model is out there, front and center, in 2006. History will not reward us for developing the Model. History will reward us only for driving it all the way through our chapters and our parents companies and helping grow the appropriate leadership competencies in our leaders.
Today's leaders must demonstrate their commitment to the values that they hold by setting good examples. The fact is, this is how leaders earn and sustain their own credibility over the long haul. Setting an example is simply doing what we say we will do. It begins with the clarification of personal values and an appreciation of our constituent’s values. As leaders we need to
unify our constituents around our shared values. Shared values focus people’s energies and commitments, and they result in more positive work attitudes and a much higher level of performance.

Our one true test of our credibility as leaders is what we as leaders pay attention to and what we do. We are measured by the consistency of our words, our deeds and our actions. So you see, leadership is a performing art. The collection of our measure of performance includes, how we spend our time, how we react to critical incidents, the stories we tell, the questions we ask, the language and symbols we choose, the measures we use and the design of our physical space. Again I ask, are you committed to your challenge?

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Always do right. This will gratify some people and astonish the rest.
--Mark Twain (1835-1910)

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Chapter and Council Happenings

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Curt Colvin, CM, Honored with NMA Lifetime Membership

Don Hart
2002 NMA Chairman of the Board
Hanford Chapter
Richland, Washington

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As I sat just across the living area at the Guardian Angel assisted living facility in Richland, WA, visiting Curt Colvin with a group of the local NMA family, I couldn’t help but reflect on a day almost 30 years ago when this strapping red-headed lab manager came roaring into my office at PFP, fresh from having just recruited Bob Parazin. He was excited to tell me about
the new organization being formed for management and leadership development. He called it NMA or something like that. Of course I said, “Sure, sure” and did nothing -- which only brought him back about a week later to encourage me to be a charter member like he was. So I recognized his bulldog determination along with his good humor and said sure I’d sign up but, “Don’t expect me to do anything!”

I watched as Curt served in a variety of chapter positions and noticed he really enjoyed the professional development activities -- hosting brown bag leadership sessions at lunch in his office and taking the Management Supervisory courses where he often had lined up top management personnel to teach! He arranged the development retreats to Kah NeeTa and also the annual Ned Raile Golf Tournament. He worked a whole lot of other assignments, being the chairman for Programs and Operations, Boosters and then becoming the chapter Vice President. Finally in a runoff election (against me of all things) he became the Chapter President. Probably more than anything, I learned a valuable lesson: that I could run and lose and because it was someone like Curt, we could stay friends and teammates to help the organization meet its objectives.

Curt went on to serve the chapter as its second National Director - serving on the national NMA board for 9 years and somehow preparing me to take his place when he decided it was time for new blood. He also was planning to retire from the Hanford Site after 45 years. The chapter was able to accomplish huge objectives and survive transitions and other changes because of his strength behind-the-scenes to let the leaders lead, but always keeping them on course. And so I had the opportunity to present him with his Retired Lifetime Member status in the National Management Association. For me it was the thrill of a lifetime to honor an old friend with a group of the NMA family.

Board Chair, Cheryl Coppinger, and Chapter President, Cynthia Williams, put their heads together with our National Director, Kelly Layfield, who coordinated this recognition with the Headquarters’ organization. Curt received a letter from President Steve Bailey reflecting on his local and national service and how much that meant to the Association. Steve and 2005 Chairman Wendell Pichon had signed a plaque authorizing his lifetime member status and of course we had the gold lifetime membership card. Ten of us were present for the ceremony. There was not a dry eye in the crowd for this special recognition which is so richly deserved by Curt. Thanking others for their contributions to “team NMA” is always a rewarding event and it reminds us of how much we all learn from one another.
A First Time Volunteer Experiences Adopt-A-Highway

Rich Kachur
LMLA Chapter #611
Mooresstown, NJ

On the morning of Saturday December 3rd, a LMLA clean up crew retrieved the litter at the intersection of Route 38 & Interstate 295. Herein is the recollection of one of the first time volunteers.

About seven new members met the team leader, Gene Freidman, in the conference room of 2000 MidLantic Drive. Huddled over a coffee, we received instructions and viewed the safety video from the New Jersey Department of Transportation. Our concerns centered on our safety and performance in the blustery weather. We were issued our blaze orange vests, gloves and litter bags.

Over in the north end of the parking lot we met another seven members of the cleanup crew. Despite the sun’s radiance, the wind chilled the morning air as the crew crossed Route 38 to the northwest side of the intersection. Most of the first time volunteers proceeded on the section between the exit ramp and the fence while the experienced crew advanced through the cloverleaf. We viewed a litter stained lawn and underbrush area.

Most of the litter clings to the brambles or partially hides under the brush. As we proceeded to pull the litter from the brambles, I recalled the public service jingle from my youth, “Please, please don’t be a litterbug, because every bit of litter hurts.” Between the eye pokers and the thorns, picking up the litter can hurt. Some of us armed with the nail sticks were able to retrieve the litter from underbrush unscathed. Others with the bags picked...
up the debris in the lawn area. Retrieving the litter requires determination and firm clutch because disappointment strikes quickly when the cavalier wind blows the article away. After we reached the end of the ramp, we marveled at the difference in the view.

Our teamwork transformed the ramp from litter strewn to clean! We repeated the process for the other three corners of the intersection. In a little over two hours, our efforts netted about twenty full bags of debris.

Every piece of litter has a story. The containers held food or refreshments that pleased the senses of the consumer. Imagine the aroma of the burger in the box or the warmth of the coffee in the cup. Other litter wrapped a prized treasure searched and found during a shopping experience. Picture the groceries in plastic ‘T’ shirt bag or the sporting good item ensconced in cardboard. Once the container was empty or the prize unwrapped, the package was discarded like...a piece of trash along the highway.

One lucky litter patrol member found a five dollar bill. If only all litter was money! Some of the most popular finds are: Wawa coffee cups (you Dunkin’ Donut coffee drinkers are pretty neat, so far), small boxes, beverage bottles, and beverage cans. The most unusual article was someone’s shorts. If you are on the road eating a hamburger and drinking a cold beverage or coffee, keep your shorts on and remember that other public service jingle, “Stash that trash in a roadside barrel.”

Leadership in Your Chapter

Robert Noel
Boeing Anaheim
Anaheim, California

Leadership. These days, we hear that word all the time in business journals and our organization’s communications to us. Why? Well, corporations, Government organizations and other organizations have learned its value. Loosely defined, “leadership” is the art of inspiring a group to reach amazing goals. If your organization can perform its role more cheaply than before, this will result in a competitive edge (for a corporation) as well as the ability to meet financial goals and even have budget left for other items. With the pressures of the day, leadership is clearly a valuable commodity.

According to many articles in the magazines, there are two primary attributes that mark great leadership. The first of these is a strong ethical persona. Ethical behavior is a very strong societal and personal expectation especially after the well known debacles of Enron and the like. People who follow a leader want to be able to trust them. If they cannot trust their leader to do the right thing, a lack of credibility will be created that will impede their ability to dedicate themselves to the leader’s vision. People will wonder whether they will be treated fairly or properly rewarded for their work toward the leader’s vision -- not very motivational!
The ability to communicate an inspirational vision is also a strong attribute. Looking over history, the most persuasive leaders such as Winston Churchill or Martin Luther King had the ability to communicate their vision and inspire their followers to join them in their quest. Specifically, these leaders were able to “connect” with their audiences even though they had different circumstances in their personal lives. People enjoy the thought that “the leader is just like me”. If the leader can relate to their followers, he can sympathize and empathize with them as well. He also will ask for and understand their opinions, making use of those opinions judiciously in forming his vision of the future. A leader who is “out of touch” with his followers quickly loses his ability to lead - for example, many Americans felt that the first President Bush almost didn’t seem qualified to lead just because he was unfamiliar with supermarket scanners - even though that isn’t a job requirement for a President!

Leadership has many benefits beyond exceeding normal goals. Leaders feel a job satisfaction that will make them more committed as well to their organization. Cultures can be established that make employees feel that they can excel and rise in their careers, achieving personal goals as well. Employees will have a higher level of job security at companies with better competitiveness. Of course, our organizations will profit tremendously by all of this. And it is something we can all strive for and assist the senior leadership team at our organizations to develop.

So, where is NMA’s role in this? What can your chapter do? Perhaps the first thing that can be done is for chapter leaders to honor their organization’s ethics statements, using the NMA-established ethical guidelines if a supplement is needed. Next, our chapters must assist our organizations in developing a culture of leadership. This can be done by offering classes in better management, offering volunteering opportunities, running speech contests, etc. Members can help in these efforts and have chances to develop and tune their leadership qualities. Still another way to sponsor the “leadership culture” for the chapter and organization is to be sure that it presents a strong image of leadership. Our chapter (Boeing in Anaheim) recently changed the chapter name from the bland “Boeing Anaheim Chapter” to the “Boeing Anaheim Leadership Association”. Though just a small change, it reflects our chapter’s mission more clearly and attracts others with the same goals, helping to create a culture that understands the need for leadership.

Leadership is the path to growth and increased health of our chapters and the organizations we support. For NMA chapters to be viable and valuable, we must embrace leadership and provide assistance to our organizations to do the same.

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**Basic Advice to Help Avoid Litigation**

Robert Walton  
USALA 2005 Member of the Year  
United Space Alliance Leadership Association  
Houston, TX

As a manager you are at considered a representative of the company and inappropriate actions can not only bring litigation against the company but also against you as an individual. The risk of litigation can be greatly increased if you are unaware of policies/procedures or you are not cognizant of your behaviors and how others may view them. See below for some basic advice that can help mitigate the risk of litigation.

1) **Know the Company Policies**  

Policies document company standards and inform employees of the expected behavior. Legal departments and Human Resources review company policies to make sure that they are fair, legal, and in-line with industry standards. Company policies are an essential tool for the Manager. If followed, policies help ensure consistent treatment of employees. Disregarding policies will lead to inconsistent or inappropriate treatment of employees. If an employee feels that they have been treated differently than others in the same situation, it is likely that they may feel that they have been discriminated against.

Obviously a manger needs to lead by example. Not following company policies demonstrates to the employees that the company policies are unimportant and that it is okay for everybody else to ignore them as well. Such action will clearly set the manager up for failure and quite likely litigation.

2) **Seek Continual Training**
Allocating time for training can be difficult in today's environment where everybody is extremely busy. Managers need to know what resources are available to them, how to handle themselves in difficult situations, and guidance on what not to do. Not taking the time to train is shortsighted and can often lead to far more time and energy trying to correct a problem that would have been avoided with the proper training. Correct behavior prevents lawsuits; not behaving as expected greatly increases the risk of liability. Managers who are not knowledgeable in company policies, and who do not know the basics of setting goals, preparing performance appraisals and proper documentation put themselves at risk of litigation.

3) **Admonish the Behavior not the Person**
One of the quickest ways to get in trouble is to criticize a person instead of the actual behavior. Documenting observed behavior is factual. Stating that your employee came to work late for the last three days can be substantiated. Saying that they are irresponsible and lazy is inappropriate. It is best to make sure employees are aware of your expectations. That way you can compare the observed behavior to the expected behavior. The performance appraisal review is an excellent tool to document job expectations and then evaluate the employee's own behavior against those expectations.

4) **Do Not Reward Poor Performance**
One of the toughest things to do is to tell a person that because of their poor performance they will not be getting a merit. Often managers decide to still give them a merit because either they are afraid to give them nothing or they hope that it will motivate them to do better in the future. Doing this has the exact opposite effect. It sends a clear message to the employee that even if they are a poor performer they can still get a merit increase. Why should they try to improve if doing poorly is still rewarded? Terminating an employee on the grounds of poor performance is not very defensible if they have had years of raises and generally positive performance appraisals. If the person has truly had poor performance then it needs to be documented (see item 5) and the appropriate action taken. Giving a poor performer a merit increase is inconsistent at best; especially if the company merit plan is based on performance.

5) **Document, Document, Document**
It is tough to substantiate poor performance if specific instances and items have not been documented. Trying to make a claim that an employee has been a poor performer often results in "he said she said" situations if there is no documented history. Employees who have not been given written documentation or performance evaluations may claim that the verbal discussions and/or counseling never occurred. It is always a good idea to document conversations to provide a history of what has occurred. USA has a fairly specific discipline policy. Work with employee relations personnel and follow the policy whenever dealing with performance that does not meet expectations. Don't ignore the problem and hope it will go away. Be assertive and address concerns early on before they grow into something bigger.

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**Accountability and Discipline**

*(Safety in the Workplace)*

Paul Savage

United Space Alliance Leadership Association

Houston, TX

I have noticed that, in the past few years, the number of workplace accidents has been rising. I have also noticed that many of the root causes for the accidents are blatant inattention on the part of the injured employee. As managers, you hold your employees accountable for many tasks and grade and discipline them according to their performance. Working safely should be no exception.

The OSHA VPP Program requires Star Sites to have a Discipline Policy that corrects unsafe acts and behavior. Our company has a progressive discipline program (FPP-C-02-02) that is fair and is designed to correct negative behavior. As I view the "On The Move" website (the one that shows who have been promoted and how many have received discipline), I can't help but notice that not one employee has been disciplined for an unsafe act or behavior. This tells me that our managers either don't know that the policy is to be used to correct these issues or they don't want to confront their employees for what many feel is something that "could happen to anybody". Listen managers/leaders! We have to hold employees accountable to perform safely and to pay attention to what they are doing. You have to make it one of their "main responsibilities" while at work. If your employees know that paying attention and working safely is a condition of employment, they will make it a priority.

You can view a short video clip on accountability at: [http://www.regionvivpp.org/dynaweb/1000359/media/safety-2lg.wmv](http://www.regionvivpp.org/dynaweb/1000359/media/safety-2lg.wmv)
If you watched the video, you saw that James was making choices to work unsafely. James is not your average employee. Most employees would change their behavior after the written warning...or after the supervisor made it perfectly clear that following the safety rules is the norm and that unsafe behavior won't be tolerated.

I was walking out of the elevator yesterday and noticed an employee looking left, talking to a co-worker, and proceeded charging into the elevator as I was walking out. I said "Whoa" while stopping and catching him with my hands. I said thanks for the dance! He said, "I guess I was paying more attention to my conversation than to where I was walking." That was not even a close call, but it was the behavior that ends up in many of our "slips, trips, & falls."

I encourage you to let your people know that working safely is our MO and that not paying attention will not just get an "oh well, it's only human to get in a hurry and trip over a curb" attitude out of their management. How much effort does it take to sit your employee down and say, "Look you must pay attention while you are walking." It is a part of your job.”

Let's face it; it is a part of your job to hold them accountable for working safely. It also helps to let them see you demonstrating the "paying attention" MO that leads to a Safe and Healthful Workplace.

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**Port of Seattle NMA Chapter Sets Up Sharepoint Services Site**

**Ernie Hayden**  
*VP Administration*  
*Port of Seattle Chapter*  
*Seattle, Washington*

**More Than a Web Page - A GREAT Collaboration Tool**

Have you ever wanted more than a Web Site for your Chapter? Have you often wished you had an electronic “meeting space” so you and the members of your Chapter could post documents, exchange ideas, and file away often used NMA reference material? Well, the Port of Seattle Chapter #706 is trying to solve these problems with implementation of the Microsoft Sharepoint Services\(^1\) toolset.
The screenshot shown in Figure 1 gives you a bit of a high level view of the NMA Sharepoint Site. Overall, the Sharepoint tool is truly a collaboration tool that we use almost every day for Chapter administration, announcements, and organizational issues.

**What Can You Include On Your Pages?**

For the Port of Seattle (POS), we have the following categories of information on our first page:

- Announcements
- Events (Calendar)
- The NEW NMA Logo
- Documents
  - Shared Documents
  - NMA Forms Library
  - Meeting Minutes
  - Documents from Headquarters
- NMA Picture and Graphic Library
- Links to Headquarters
- Links to the POS NMA Web Site
- Discussion Links
- Surveys
- Etc.
“This has been a fantastic tool for our Chapter and to help us be more efficient in running the Chapter!” said Chapter President Ed Wortman. “I’ve been quite impressed with how flexible the tool is and how easy it is to use.”

Examples of Use
On the Events Calendar we have posted the new Online Courses sponsored by NMA Headquarters. This has been an efficient way to get the word out to the membership about the online courses, their links, and the scheduled times.

Another example included using the Picture Library function where photos of some of the Chapter Members are included for reference. We also placed the new NMA Logo file in the Picture Library as a quick place to find the graphic for other uses such as making name tags, etc.

Cool Features
One of the “coolest” features of the Sharepoint Site is your ability to have the site automatically notify you via email when a change is made to the site or to a certain section of the site. So, as a Club Officer or even a general member, I can set up the site to let me know when a new announcement or event is posted on the site thus helping me be more efficient with my time.

How Ya Gonna Call?
If you’d like to learn more about how the Port of Seattle is using the Microsoft Sharepoint Services, please contact:

Ernie Hayden, VP Administration hayden.e@portseattle.org

For more information on the technical aspects of Microsoft Sharepoint Services, please check out the Microsoft web site at http://www.microsoft.com/windowsserver2003/technologies/sharepoint/default.mspx


Royalty Visits Pacific North Area!!
Prince Charles waves to crown outside OWS!!

Camilla, Duchess of Cornwall

Prince Charles enjoys a glass of ale with Judy Borello, Thor’s Mom.
Recognition Update

NMA’s Recognition Program: Why not participate???

John Hojnacki, CM
Chairman, National Recognition Committee
Wright Chapter
Dayton, Ohio

NMA’s Recognition Program is much more than chapters and councils receiving Excellent, Superior, and Outstanding Awards. Although important, the program provides recognition for other chapter/council group activities such as participating in or sponsoring community/civic activities, during their administrative year, which leads to having the chapter/council earn the designation of an “award winning” Community Services chapter/council. The chapter/council could also earn the designation of an “award winning” Professional Development chapter/council by conducting professional development activities during their administrative year. Both of these awards are earned by size group and are given at the national conference.

Currently, 61 out of 92 (66.3%) chapters and 9 out of 17 (52.9%) councils are participating in the Recognition Program. I would like to see 100% of our chapters and councils participate in this important program because it motivates chapter/council members to get involved in a variety of activities that allows them to grow and develop.
It is NOW easier than ever to participate in the program! Each chapter/council in good standing that earns a minimum number of points for specified activities reported on the Monthly Activity Report R1 is eligible to be recognized as an Excellent, Superior or Outstanding chapter/council at the national conference. The Excel form can be downloaded from NMA’s website: http://nma1.org. The activities listed on the R1 should be used as a guide or roadmap that chapters could follow during the year. The R1 is divided into four major areas that are important in any chapter/council operation. These are: Administration, Member Services, Association Growth/Awareness, and Community Services. Each area is further divided into categories of specific activities. A person needs to be selected to fill in the details on the R1 each month. The various committee chairs need to keep the person informed of completed activities so points can be earned. The R1 needs to be sent (emailed) to NMA HQ within 30 days of the end of the month being reported. The form is reviewed at HQ and the chapter is credited with the number of points assigned to the specific activity. The spreadsheet is returned to the chapter. The summary on the back page of the R1 lists the cumulative point totals in each area. It is estimated that it takes 1-2 hours per month to gather the information, fill in the R1, and to email the form to NMA HQ.

Although there is no cost to chapters/councils for reporting activities on the R1, the costs are associated with participating in certain activities. For instance, conducting a Speech Contest or running a successful Professional Development Program are two examples of activities that require various amounts of money to run.

The Association’s Recognition Committee continuously monitors and updates award requirements to meet the changing needs of chapters/councils and their organizations, if sponsored. Changes are incorporated in the R1 annually. Please consider participating in the Recognition Program. I feel it will make your chapter/council better organized and it will provide your leaders with both a sense of accomplishment and satisfaction.

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### 2006 National Awards

*Member of the Year, Hall of Fame, Executive of the Year, ... and Publications Contest*

It's that time of year again!!! The 2006 nomination/entry forms are available for download for your convenience. They have been re-created into Word documents for your ease in completing them. Just click on the one you wish to download:

- [2006 Member of the Year Form](#)
- [2006 Hall of Fame Nomination Form](#)
- [2006 Executive of the Year Nomination Form](#)
- [2006 Publications Contest Entry Form](#)

The Member of the Year, Hall of Fame, and Executive of the Year Nominations must be submitted electronically on the approved forms to Sue Kappeler at NMA (mailto:sue@nma1.org) no later than midnight April 15.

The publications entries are due no later than May 1. Electronic Publications must be submitted electronically. Instructions are included on all the forms. If you have any questions about these nominations or the publications contest, please contact Sue Kappeler at sue@nma1.org.

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### New Additions to the R1!

Now, it’s easier than ever to be recognized for doing the right things in an NMA Chapter!!! On January 28 at the National
Recognition Committee meeting held in Dayton, Ohio, the group unanimously voted to add some "Value-Added" points to the R1 effectively immediately!! You can now earn points for adopting NMA’s new “Leadership Focus” in the following ways:

<table>
<thead>
<tr>
<th>Changes to R1 for 2006 - Effective February 1, 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Some new activities have been added to the R1 for special credit as we encourage chapters and councils to adopt the new NMA Leadership Model. Those are:</strong></td>
</tr>
<tr>
<td><strong>B3n</strong> Presentation of Leadership Model to either Chapter/Council</td>
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<tr>
<td><strong>B3o</strong> Presentation of Leadership Model to Executive Advisors</td>
</tr>
<tr>
<td><strong>B3p</strong> Describe Leadership Model in Chapter/Council communications</td>
</tr>
<tr>
<td><strong>B3q</strong> Display new banner at meetings</td>
</tr>
<tr>
<td><strong>B3r</strong> Use Leadership Model in developing annual chapter/council goals</td>
</tr>
<tr>
<td><strong>B3s</strong> Use new title “NMA…The Leadership Development Organization” in communications on website, letterhead, etc. each initial time</td>
</tr>
</tbody>
</table>


**Gold Knight of Management and Silver Knight of Management Name Changed**

With our new focus on Leadership and adopting the official NMA Leadership Model, the Recognition Committee also voted unanimously to change the name of the Gold and Silver Knight of Management to the Gold Knight of Leadership and the Silver Knight of Leadership Awards. The physical award will not change… just the name!! If you have any questions, please contact NMA!!

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**News from National!!**

**2006 National Membership Sale for Chapters!**

Robin Furlong  
NMA Membership Coordinator  
robin@nma1.org

At the January Board of Directors meeting, your elected representatives approved a membership sale for 2006. The details are:

- **What?** 2006 NMA Membership Sale
- **When?** Between January 1- December 31, 2006
- **Incentive?** NMA will temporarily waive the $20 NMA Registration Fee
- **For how long?** For a one-time period of two months (60 consecutive days) or two 30-day periods... of your choosing. Whatever works best for you. We ask that the dates conform with a calendar month... they must start at the first of a month and end on the last day of a month.
- **Say that again?** Chapters may choose any 2-month period (or 2 - one month periods) that work best for them. This is our way of letting YOU have a say and improve your chances of a successful campaign.
- **Special reports?** No special report forms for you to complete.
- **How?** Chapters must submit the report forms for their sale months in the regular fashion and on time in order to have
the $20 waived for the new members during those months. For example, if you have a sale from March through April, then your March report and your April report need to be filed on time... the March report by May 31st and the April report by June 30th.

To help us track this program, please drop a note to Robin Furlong at NMA and advise her of your future “Sale” date(s). She can be reached at 937/294-0421 or mailto:robin@nma1.org

Good Luck to You! Please contact us if you have any questions.

2006 NMA National Conference

MARK YOUR CALENDARS!! We have an action-packed conference planned for you at the Sheraton Music City Hotel in beautiful Nashville, Tennessee, on November 4-6. For the first time, our conference will kick off at NOON Saturday with an exciting combined Keynote and CEU Session that is sure to get things started on an exciting note!!! Immediately following that session, we will conduct our National American Enterprise Speech Contest, one of the highlights of the conference. There will be a total of 8 (eight) CEU Sessions offered to participants, some of them interactive sessions.

Please think about what you would like to donate to our 5th Annual Shorey Silent Auction!! All the proceeds for the auction go directly to the NMA Educational Foundation (501c3) American Enterprise Speech Contest! Last year between donations, the Silent Auction, and split-the-pot proceeds, the AESC fund netted nearly $20,000 in 2005. Without your help, this would not have been possible!

Continue to check our website (http://nma1.org) for registration and additional information. We hope you plan to attend!! You won’t be disappointed!!

Professional Development Update

Karen Tobias
NMA VP of Professional Development
Dayton, Ohio

In response to requests from participants, we’ve made a number of changes aimed at streamlining planning and signup for future web-based courses.

As before, these sessions will be facilitated via telecons, so you will need a conference room with a speakerphone to participate. To enable chapters without internet projection capability to participate, we’ve now added an alternate delivery approach which provides local facilitators with advance hardcopies of the session charts which can be projected locally without requiring internet access. This alternative eliminates potential setup and connect problems, and significantly simplifies chapter participation.

To allow advanced planning and signup for future sessions, the NMA will send out a monthly rolling schedule of planned NMA LiveOnline courses and, beginning in May 2006, of planned NMA LeaderLabs for the upcoming three months. The following courses are available; and a new NMA LiveOnline and NMA LeaderLab course will be added each month.

NMA LiveOnline Courses (Available Now)

• Increasing Participation - How to keep people engaged, motivated, and committed
More NMA LiveOnline and LeaderLab courses are planned at the rate of one new course each per month. Future courses will be labeled introductory, intermediate and advanced to allow chapters to pick topics that match their leadership training interests; and copies of the session charts can be provided in advance to allow local PD facilitators to ensure their compatibility with chapter needs.

To simplify signup and payment for these sessions, the NMA will also offer discounted 6-session (at $125, a $25 savings) and 12-session (at $250, a $50 saving) subscriptions. Once paid, these subscriptions will allow a chapter to simply select the corresponding number of NMA LiveOnline or NMA LeaderLab sessions from the monthly 3-month look-ahead schedules sent to every chapter. This is a great way to plan for and set up your own leadership training program, and to share associated lessons and exercises with your members. Contact Karen at karen@nma1.org to get additional information.

We hope that these changes will help your chapter to take advantage of these valuable new NMA leadership training opportunities.

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**Length of Service Award Certificates Available for NMA Members**

*Martha E. Bear*

*NMA Finance and Administration Manager*

*Dayton, OH*

In an effort to continually improve recognition services to our chapters and members, the Association Services Committee has created a new award to recognize members who have, year in and year out, supported NMA through their continual membership. This new program is structured so that recognition is granted in 5-year increments, beginning with “Five Years of Service as an NMA Member.”

The recognition certificates are now completed and can be downloaded from our NMA Web Site.

Go to: [http://nma1.us/forms/Length_Service_Certificates/index.htm](http://nma1.us/forms/Length_Service_Certificates/index.htm) to download one of the attractive certificates prepared for your use in recognizing these valuable members. They are available in PowerPoint or Adobe Acrobat. Remember... It is
your chapter’s responsibility to determine when you wish to initiate this program, as well as who you recognize.

## NMA Dates to Remember

<table>
<thead>
<tr>
<th>Event</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>American Enterprise Speech Contest</strong></td>
<td>• Chapter participation Form due December 1 (every year)</td>
</tr>
<tr>
<td></td>
<td>• Chapter contest must be held at least two weeks prior to Council contest</td>
</tr>
<tr>
<td></td>
<td>• Council contest must be held at least two weeks prior to Area contest</td>
</tr>
<tr>
<td><strong>Board of Directors Meeting</strong></td>
<td><strong>July 2006 National Board of Directors Meeting</strong></td>
</tr>
<tr>
<td></td>
<td>Holiday Inn Dayton Mall</td>
</tr>
<tr>
<td></td>
<td>31 Prestige Plaza</td>
</tr>
<tr>
<td></td>
<td>Miamisburg, OH 45342</td>
</tr>
<tr>
<td></td>
<td>Ph: 937-434-8030</td>
</tr>
<tr>
<td></td>
<td>$75 S/D</td>
</tr>
<tr>
<td></td>
<td><strong>July 14</strong></td>
</tr>
<tr>
<td></td>
<td>National Officers (Finance, Policy)</td>
</tr>
<tr>
<td></td>
<td><strong>July 15</strong></td>
</tr>
<tr>
<td></td>
<td>Executive Board &amp; Board of Directors</td>
</tr>
<tr>
<td></td>
<td><strong>July 16</strong></td>
</tr>
<tr>
<td></td>
<td>Executive Board &amp; Board of Directors Adjourn 2:00 PM</td>
</tr>
<tr>
<td><strong>Breaktime Articles &amp; Pictures</strong></td>
<td>• February Issue - January 15</td>
</tr>
<tr>
<td></td>
<td>• April Issue - March 15</td>
</tr>
<tr>
<td></td>
<td>• June Issue - May 15</td>
</tr>
<tr>
<td></td>
<td>• August Issue - July 15</td>
</tr>
<tr>
<td></td>
<td>• October Issue - September 15</td>
</tr>
<tr>
<td></td>
<td>• December Issue - November 15</td>
</tr>
<tr>
<td></td>
<td>(Send these articles and pictures to <a href="mailto:sue@nma1.org">sue@nma1.org</a>)</td>
</tr>
<tr>
<td><strong>Executive of the Year Nomination</strong></td>
<td>• April 15</td>
</tr>
<tr>
<td><strong>Hall of Fame Nomination</strong></td>
<td>• April 15</td>
</tr>
<tr>
<td><strong>Individual Member News Articles and Pictures</strong></td>
<td>• February Issue - January 15</td>
</tr>
<tr>
<td></td>
<td>• May Issue - April 15</td>
</tr>
<tr>
<td></td>
<td>• August Issue - July 15</td>
</tr>
<tr>
<td></td>
<td>• November Issue - October 15</td>
</tr>
<tr>
<td></td>
<td>(Send these articles and pictures to <a href="mailto:sue@nma1.org">sue@nma1.org</a>)</td>
</tr>
<tr>
<td><strong>Leadership Development Conferences</strong></td>
<td>• <strong>Northeast / Southeast / Central</strong></td>
</tr>
<tr>
<td></td>
<td>April 27-29</td>
</tr>
<tr>
<td></td>
<td>Marriott Orlando Airport</td>
</tr>
<tr>
<td></td>
<td>7499 Augusta National Dr.</td>
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</tbody>
</table>

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Page 18
Orlando, FL 32822  
Ph: 407-851-9000  
$100 S/D - Free Parking  
• Pacific North / Pacific South / Southwest  
  May 4-6  
  Marriott City Center  
  220 S. State Street  
  Salt Lake City, UT 84111  
  Ph: 801-961-8700  
  Ph: 866-961-8700  
  $112 S/D  
  Free High Speed Internet  
  Parking: $4/day  
  Shuttle from Airport: $8 one way

<table>
<thead>
<tr>
<th>Management Week in America</th>
</tr>
</thead>
</table>
| • 1st Full Week in June  
  ○ June 4-10, 2006  
  ○ June 3-9, 2007  
  ○ June 1-7, 2008  
  ○ June 7-13, 2009  
  ○ June 6-12, 2010  

| McFeely Award  
|----------------|
| • December 1  
| (submit name to steve@nma1.org) |

<table>
<thead>
<tr>
<th>Member of the Year Nomination</th>
</tr>
</thead>
</table>
| • April 15  

<table>
<thead>
<tr>
<th>Membership Report and Annual Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF YOUR FISCAL YEAR ENDS ON LAST DAY OF:</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>June</td>
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<tr>
<td>July</td>
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<td>August</td>
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<td>March</td>
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<td>April</td>
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<td>May</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Membership Reports and Monthly Dues (Payroll deduction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF YOUR DUES ARE PAID THROUGH THE MONTH OF:</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>June</td>
</tr>
<tr>
<td>July</td>
</tr>
<tr>
<td>August</td>
</tr>
</tbody>
</table>
ICPM Notes

Call for ICPM Award Nominations

Melody Branner
Manager, Customer Relations
Harrisonburg, VA

Personal and professional recognition is an activity that continues beyond obtaining CM certification. ICPM asks for your assistance in identifying CMs/C.A.M.s/CMARs, CM Program facilitators, and ICPM Board members for recognition who have made an outstanding contribution to the management profession and/or CM Program. Award nominations can be made by downloading the ICPM Awards Nomination Form from the ICPM website. The deadline for the submission of award nominations
is February 28, 2006. Completed forms can be mailed or faxed (540-801-8650) to ICPM. Award categories are as follows:

**CM of the Year**—presented to a CM in good standing that has excelled in the areas of professional development, CM recruitment or mentoring, organizational contribution, leadership, and/or ethics and social responsibility.

**CM Facilitator of the Year**—presented to a CM facilitator who has shown a commitment to management education, professionalism in management, and/or public support of the CM certification.

**Dr. Max S. Wortman, Jr. Distinguished Service**—presented to a member of the ICPM Board of Regents for longevity on the Board, exceptional Board contribution, and/or exceptional support of the CM certification.

Here is a glimpse at ICPM’s award recipients for 2005.

**Ray Morris Named CM of the Year**

Ray Morris, CM (left), was selected for the CM of the Year award based on his professional initiative for continuous improvement in management and his dedication to facilitating the CM program. Ray obtained CM certification in February 2003, while simultaneously working on his college degree in Business Administration. He immediately assumed a leadership role by volunteering as Manager of Certification at Lockheed Martin. Upon receipt of the award, Ray commented, “I am so proud and honored by the recognition ICPM has given me.” Ray is a Computer System Analyst and ITOD System Integration Analyst at Lockheed Martin Aeronautics in Forth Worth, Texas.

*Everything has it’s beauty, but not everyone sees it.*

--- Confucius