

through their stories, tales of making the best of a bad situation and some thoughts on how to deal with and perhaps prevent similar situations.

Sample Questions: The following are examples of the types of questions the panelists will address:

- What logical suggestions did you make to improve the project? How were these received by project leaders and co-workers?
- How did you, as a technical communicator, get more involved in directing the project?
- Have you been able to get people on your project to be a little more realistic about deadlines and what can be accomplished in a small window of time?
- What did you do, if anything, to get off this project?

Session Moderator: Terri Avizienis
 Terri Avizienis is looking to become a technical writer, hopefully in the policies and procedures field. She has been an STC member for two years, serving as newsletter editor for the Los Angeles chapter and manager of the 2000-2001 Southern California Unified Publications/Art/Online Competition. She is enrolled in the UCLA Extension technical writing certificate program.

Panelists:
Raymond E. Uργο
 Raymond E. Uργο specializes in policies and procedures communication. His 25 years of experience in this discipline include writer, analyst, supervisor, mentor, instructor, author, speaker, judge and consultant. Raymond is principal of Uργο & Associates, which assists organizations in planning, developing,

and managing their policies and procedures communications. Raymond teaches policies and procedures and is a curriculum committee member for the Technical Communication Program at UCLA Extension. He founded and was the first manager of STC's Policies and Procedures Special Interest Group.

Dana Utz
 Dana Utz is a technical publications manager with 12 years of technical writing experience. He currently works as the lone technical writer for a software company specializing in cash management systems. Dana earned a master's degree in English from Illinois State University, specializing in technical writing.

The mission of the Policies and Procedures special interest group is to assist STC members in developing, implementing, and managing policies and procedures communication through educational and networking opportunities. STC conference sessions and publications, and communication with other STC SIGs and professional organizations in areas of common interest.

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The newsletter of the STC Policies and Procedures Special Interest Group



Manager's Report: Conference Presentations . . . Volunteering . . . Member Input

I want to thank those SIG members who volunteered to participate in a P&P-related session at the Society's conference in Nashville this year. I appreciate your willingness to take time out of a busy schedule to share your experience and expertise with others. I urge members who plan to attend the conference to be sure to mark the three P&P sessions—a panel about P&P and the lone writer, a panel about “impossible” P&P projects and lessons learned, and a progression on more than a half-dozen topics. There's sure to be one to pique your professional interest.

For the impossible-projects panel, however, a third presenter has not come forward, despite my advertising for the opening in the Winter 2001 issue of *Steps & Specs* and posting the same twice on the SIG's Listserv. I did have one reply, but a scheduling conflict made that person's acceptance impossible. Still, I appreciate the person's willingness to volunteer. The SIG has many talented members with much to offer fellow SIG and STC members. If only they would do so. But it's not too late to come forward. Just about all of us have an impossible project under our belts. It can be a big project or a small one. It doesn't matter. What is important is what you learned from it and how others can learn from your willingness to relate your experience.

But back to the matter of getting volunteers. Even an advertisement in the same two mediums for someone to redesign and update the SIG's Web site brought only one reply. Out of the SIG's 900-plus members, surely there are at least a few people out there who can make a panel presentation or design and maintain a Web site. It's not as if anyone is being asked to make a long-term or daily commitment.

I urge members who plan to attend the conference to be sure to note the three P&P sessions: a panel about P&P and the lone writer, a panel about impossible P&P projects and a progression on more than a half-dozen topics.

So I'm baffled. And frustrated. What does (or will) it take to get the SIG's members to volunteer their time and talents? The first explanation that comes to mind for not volunteering is “I'm too busy.” I know. We all are. But the SIG cannot survive with only a few people doing all the work. And there's so much to gain by volunteering. You can get to know new people (even if it's only through e-mail and/or phone calls), and you get to share your knowledge with others as they share theirs with you. In

the end, the entire SIG benefits, which in turn benefits you as a SIG member.

So my challenge to you is to let me know why you don't volunteer. Is there something the SIG isn't doing that you think it should be doing or doing differently? Is there something the SIG is doing that you would rather it did not do? What are you looking to get out of your SIG membership? How can the SIG provide it?

Share your ideas with my by e-mailing me at audck@aol.com or by calling me at 330/677-8598. I will report back on my findings in my next column. All responses can remain anonymous. I will be looking for your input. Sad to say, though, I don't really expect any. Surprise me.

Audrey Cielinski Kessler
 Manager,
 Policies and Procedures SIG

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HELP WANTED: P&P SIG Webmaster

Web site designer needed for P&P SIG Web site redesign and maintenance. Experience required. Good working knowledge of Dreamweaver software preferred. Must be able to meet deadlines. Starts immediately. For more information or to volunteer, contact SIG Manager Audrey Cielinski Kessler at audck@aol.com or 330/677-8598.

**HELP WANTED: Third Panelist Still
Needed for STC Conference
Presentation****Attention All P&P SIG Members:**

A third panelist is still needed for a panel presentation sponsored by the Policies and Procedures SIG titled "When Life Gives You Lemons, Make Lemonade-Or How I Survived That Project from #!%@\$." Surely someone out there among the SIG's 900-plus members has a story to share. Please consider volunteering. Remember also that as a presenter, you get a discount on the conference registration.

For a description of the presentation and current panelists, see page 7.

If you are interested, contact SIG Manager Audrey Cielinski Kessler at audck@aol.com or call her at 330/677-8598.

SIG Business Meeting

Don't forget to join other P&P SIG members at the annual business meeting, Tuesday, May 7, from 7:15 a.m. until 8:15 a.m. in Belmont C.

Come and share your ideas and suggestions for the next business year.

Reminder

The deadline for articles for the summer issue of *Steps & Specs* is May 15.

Email your submission to
Kathy Craddock at
dizsuitsme@aol.com
or 919/966-7904.

Educational Opportunity

*Introduction to Policies &
Procedures Communication*
(Web-based course)

University of California,
Los Angeles Extension

Dates: April 11 - June 6

Fee: \$550

Course No.: 439.19

Reg. No.: M6487B

Instructor: Raymond E. Urgo
Contact: UCLA Extension
310/825-4192 or
<http://www.unex.ucla.edu>

Member Profile, continued from page 3

lawyer (to document all of the contingencies of the question, *What if?*) to document things that might otherwise be missed.

S&S: When people ask you, "What do you do?" what do you say?

JO-L: I tell them that in addition to documenting business operations' P&Ps and systems, I help companies identify gaps in their processes, streamline their workload and minimize liabilities in training or quality discrepancies, which ultimately increases the bottom line. They're always impressed.

S&S: How do you define P&P?

JO-L: P&P is documentation (in whatever form is used) that describes how organizations work and how activity within it flows. It shows users how to optimize resources, produce the highest quality work and satisfy external or regulatory requirements. The term serves as an umbrella for a number of layers of documentation, including policies at the highest level, processes, procedures, work instructions and supporting materials such as forms.

S&S: What makes a good P&P communicator?

JO-L: In addition to writing well, P&P communicators process a wide range of information, make sense of it through analysis, then present it in the most useful form, style or medium for its intended audience(s).

Other characteristics that make my job easier is the desire to learn from everyone and everything, flexibility to change priorities and the ability to manage concurrent projects. However, the most important characteristic is a sense of humor to preserve sanity, keep the creativity flowing and defuse anxious moments and players.

S&S: What advice would you give someone who wanted to get into P&P documentation?

JO-L: Go for it. We contribute value to companies in both good and bad economies. There's enough room for anyone who is dedicated to bringing more understanding to the workplace through P&Ps. Use all of the experience you've gained in other careers to make yourself a unique and effective P&P professional.

S&S: Tell us about your role in STC and how that has changed in the last few years.

JO-L: I take advantage of every aspect of STC. It has proven to be a wonderful source of information and support as I continue to develop my career. I gain insight from the *Intercom* and *Technical Communication* publications and every STC member I've had the pleasure of meeting.

In the beginning of my career, I attended the STC meetings to network and learn about the field. Now, I attend the meetings to learn more about the current topics in our industry.

The SIG provides another forum to keep up-to-date in practical issues associated with our industry and often provides support when I'm the lone writer on a contract.

I also had the honor of volunteering as the P&P Membership Team Leader. Volunteering gave me the chance to greet and meet our new and renewing members (through e-mail) and work with all of the great volunteers in our SIG. It was important to me to contribute to this wonderful, living organization.

S&S: What do you like to do outside of P&P?

JO-L: My husband and I bought our first home last year so I spend my time working on it, out of love and necessity. Related to this, I end up wandering through Home Depot, watching Home and Garden TV and shopping at flea

markets. Also, because of my love for animals, we're training an eight-month old Boxer/German Shepherd puppy we rescued from an abusive past. I'm also a voracious reader and practice Kundalini Yoga.

*Osaka-Lu can be reached at or
Pandpbyjoy@aol.com.*

Conference Sessions, continued from page 6

years' experience. In 1988, he founded Page Designs Inc., a technical writing and marketing agency, of which he is president and chief executive officer. Richard has taught graduate courses in writing, communication and business. In 1995, he worked with a small group of writers to establish the Vermont STC Chapter. He also is deeply involved in community service and political activities. Richard holds a bachelor's degree in three disciplines—mathematics, English and education—and a master's in administration degree from Saint Michael's College.

WE9N: Wednesday, May 8, 8:30 a.m. - 10 a.m., Lincoln D: When Life Gives You Lemons, Make Lemonade—Or How I Survived That Project from #!%@\$" (Panel Discussion)

Description: When you feel like Wile Coyote going over a cliff, how do you save yourself? A panel of policy and procedure communicators tell their "war" stories, and how they survived that project from #!%@\$—the one that pushed them to their limits, made them consider something drastic, or gave them second thoughts about their choice of professions. The panelists will offer,

Conference Sessions,
continued on page 8

Music Valley Wax Museum. The museum features more than 50 lifelike wax figures of country music’s “greatest stars” dressed in original costumes. Located at 2515 McGavock Pike.

Nashville Zoo. The zoo is described as being “more than just a simple trip to the zoo.” Located at 3777 Nolensville Road.

Opry Mills. A 1.2-million-square-foot array of retail and entertainment opportunities located in the Gaylord Opryland.

The Parthenon. It has been described as the only full-scale reproduction of the famous Greek temple in the world. Nashville’s Parthenon stands in Centennial Park, near Music Row and downtown. Located at West End and 25 avenues.

Stones River National Battlefield. A “fierce” midwinter battle, described as “one of the bloodiest of the Civil War,” took place here between December 31, 1862, and January 2, 1863. Located at 3501 Old Nashville Highway.

Tennessee State Capitol. The “historic” Tennessee State Capitol stands today much as it did when construction was completed in 1859. Several areas, including the first floor hallway, the library and the Supreme Court chamber, have been restored to their 19th century appearance. Located at 505 Deadrick Street.

Tennessee State Museum. More than 60,000 square feet of exhibits trace the history of Tennessee and the nation from prehistoric times through the Civil War and into the early 1900s. Located at 505 Deadrick Street.

Vanderbilt University Fine Arts Gallery. The gallery presents six exhibitions each year, most having thematic selections from the Vanderbilt Collection, home to works from more

than 40 countries and cultures. Traveling exhibits and exhibits developed outside the collection also are featured. Located at 23rd and West End avenues. Hours: Monday-Friday noon-4 p.m.; Saturday-Sunday 1 p.m.-5 p.m.

Wildhorse Saloon. A “world famous” saloon in downtown Nashville offers a country atmosphere, entertainment and dancing seven days a week along with “award-winning classic American Bar-B-Que” and homemade desserts.

Conference Sessions, continued from page 5

in their interactions with subject-matter experts, management and others in the organization.

Schedule: Each panelist will make brief opening comments. The moderator will then ask a question or two designed to generate comments and questions from the audience.

Sample Questions: The following are examples of the types of questions the panelists will address:

- As a lone writer, what are some of the additional roles—editor, designer, for example—are you asked to play?
- What has been your most difficult challenge as a lone writer? How did you deal with it?
- What types of tasks are you assigned? Must you multitask and/or play multiple roles in your position as a P&P communicator?
- How has your job evolved over the years?
- What advice would you give someone faced with being a lone writer?
- Are there things the lone writer can do to make his/her job easier?
- Do you sometimes feel overwhelmed in your role as a lone writer? How do you deal with this?

Session Moderator: Ralph Robinson

Ralph Robinson is the team leader of the Document Management Group (DMG) at Honeywell Engines Systems & Services in Toronto and has been responsible for maintaining the site’s policy and procedure documentation since 1994. DMG controls all administrative aspects in maintaining this documentation at the Toronto site of Honeywell ES&S, a Fortune 500 company. Ralph has been the only member of this group since its inception and has broad experience in working with subject-matter experts from many educational/experience backgrounds. Ralph has developed and presented courses on documenting policies and procedures at the Toronto site, at STC annual conferences, as part of a postgraduate course at a local college, and recently developed the ISO_Write course for Celerity Learning Solutions Inc., an e-learning solutions provider.

Panelists:

Susan Mason

Susan Mason is the lone writer at Devon Energy in Oklahoma City, Oklahoma, and chairs the company’s Process Review Board. Previously she worked as a program analyst and software designer. She is a member of the Oklahoma chapter of STC and has a master’s degree in English.

Julia Margulies

Julia Margulies has 20 years’ experience in the writing and production of publications. Her professional experience includes production editing for an economic forecasting company, technical writing for both hardware and software products, and several years in the pharmaceutical industry. She currently writes standard operating procedures for a large pharmaceutical company. Julia holds a bachelor’s degree from the University of Washington.

Richard Maggiani

Richard Maggiani is an award-winning technical writer, teacher and trainer, and a business strategist with more than 20

Conference Sessions, continued on page 7

Member Profile: Joy Osaka-Lu

Editor’s Note: The member profile for this quarter is Joy Osaka-Lu from California. Osaka-Lu is a member of the Orange County Chapter of STC.

S&S: Can you briefly describe your background for our readers?

JO-L: At first glance, my sociology bachelor’s degree doesn’t support any of my career decisions, but it has actually helped me understand how and why groups of people interact the way they do. I’ve used that foundation to enrich past careers in the media placement, elder-care advocacy, mental health services and travel industries, to name a few.

I discovered that regardless of the job function or industry, I always ended up writing procedures to help me fulfill my responsibilities more efficiently. When I last decided to change careers, I decided to write policies and procedures full time.

For the past three years, I’ve had the best fortune to be able to write P&Ps as a subcontractor and independent contractor. Currently, I’m in a (blessedly) long-term contract with Cal Fed Bank.

S&S: Tell us about your responsibilities at Cal Fed Bank.

JO-L: I work as a P&P analyst for the Financial and Technical Services Department for Cal Fed Bank’s Commercial Banking Division. I document the operating procedures of several departments within the division. I also help launch new proprietary systems by developing reference guides, training and work instruction manuals, job aides, PowerPoint presentations, newsletters and electronic forms.

S&S: What do you like most about your job?

JO-L: I love several things about this contract: the variety of projects that I’m asked to assist with, the fast-paced

environment, the fact that I contribute to a higher quality of my audience’s job performance and the wonderful people I get to work with.

S&S: What are some of your major achievements in P&P communication?

JO-L: While I can’t make claim to any achievements that affect our industry, I am proud of many professional

Success is rarely achieved without the kindness, guidance or support of others.

accomplishments on the personal level. I am grateful every day for being able to do what I love. I’m also proud of how I’ve continued to grow by continually learning new tools, refining and advancing my own skills, and immersing myself in unfamiliar fields, industries and job functions, often on the fly.

However, success is rarely achieved without the kindness, guidance or support of others. Because of this, I must thank STC and two very important people in this industry who gave me a chance, then showed me the way.

Raymond Urgo, principal of Urgo & Associates, was appropriately referred to as **the** P&P expert by fellow STC members. He gave me a formalized glimpse into the P&P field by offering an extension class at UCLA and providing me with invaluable career mentoring. He has shown me what can be accomplished through effective P&Ps. He continues to prove himself as an expert in this field because of his consulting genius and wealth of knowledge in all things P&P.

Also, Adrienne Escoc, author and president of Escoc Bliss Communication, entrusted me with my first subcontracting opportunity. Her patience and endless reserve of experience and business savvy as a P&P professional have given me a model by which I try my best to emulate in every action. Her commitment to quality makes her a respected consultant. Both Raymond and Adrienne, through their work and example, exemplify what it means to be a P&P professional.

S&S: How did you become involved in P&P communication? Was it by design or by default (by accident)?

JO-L: Both. I uncovered my P&P calling by mistake but made the decision to claim it as my career through endless deliberation and careful planning. The planning involved classifying my skills and experience, researching options that matched them, and using UCLA’s alumni network to obtain information interviews with established P&P professionals. This last step led to the discovery of STC. From there, I began to attend the Los Angeles Chapter’s monthly meetings where I was referred to Raymond Urgo. The rest is history.

I help companies identify gaps in their processes, streamline their workload and minimize liabilities in training or quality discrepancies, which ultimately increases the bottom line.

S&S: And what role do you serve?

JO-L: In addition to being a writer, I am also a third party observer who provides a (hopefully) helpful and clearer global view of a process, a department or a company. This allows me to play devil’s advocate or auditor (to find the gaps in procedures) and

Member Profile, continued on page 7

Things to Do in Nashville: Something for Everyone

If you are looking for something to do in Nashville—between the sessions you came there for in the first place, there is plenty to do and something to fit just about anyone’s tastes. Here’s an alphabetical sampling from the Nashville Convention and Visitors Bureau Web site (www.nashville.com) and the Gaylord Opryland Resort and Convention Center Web site (www.gaylordopryland.com).

Aaron Douglas Gallery. Located on the third floor of the Fisk University Library, Jackson Street at 17th Avenue North. Named for “perhaps the most famous African American visual artist of the Harlem Renaissance,” the gallery contains the oldest and one of the largest collections of African art in the country, including several pieces by the gallery’s namesake. Hours: Tuesday-Friday, 11 a.m.-4 p.m.; Saturday, 1 p.m.-5 p.m.; Sunday 2 p.m.-5 p.m.

Agricultural Museum. The museum has “an extensive collection” of home and farm artifacts from the 19th and early 20th centuries as well as rural Tennessee prints and fold art sculptures. Located at the Ellington Agricultural Center.

Belle Meade Plantation. Known as the “Queen of the Tennessee Plantations,” the 1853 Greek Revival mansion was known around the world as a thoroughbred stud farm and nursery. Tours, with guides dressed in period costumes, are given of the grounds and outbuildings. Located at 5025 Harding Road. Admission price varies. Minimum time allowance: One hour. Hours: Monday-Saturday 9 a.m.-5 p.m.; Sunday 11 a.m.-5 p.m.

Belmont Mansion. Built in 1850 by Adelia Acklen, described as one of the wealthiest women in America, the home was recognized as “one of the most elaborate and unusual homes in the South.” By conspiring with both sides in the Civil War, Acklen was able to furnish the home lavishly, including the

Grand Salon with its “regal staircase.” Located at 1900 Belmont Blvd. Admission and hours vary.

Carnton Plantation. The site of the Battle of Franklin, where “possibly the five bloodiest hours” of the Civil War took place. Located at 1345 Carnton Lane.

Cheekwood Botanical Garden and Museum of Art. The site contains 55 “beautiful acres” and includes the botanical gardens, an interactive learning center housing the contemporary art galleries, the Museum of Art, a restaurant and gift shop, and space for classes and workshops.

Country Music Hall of Fame and Museum. The new Hall of Fame and Museum is located “in the heart of downtown Nashville.” Located at 222 Fifth Ave. South.

Customs House and Cultural Center. The center is housed in an 1898 post office building and a new 31,000 square-foot addition. The museum offers exhibits of area history, hands-on science and art. Located at 200 S. Second Street.

Delta River Flatboat. Flatboat tours travel down the scenic Delta River, winding through a 4.5-acre indoor garden.

Don F. Pratt Memorial Museum. The museum is located at Fort Campbell. It follows the history of the Screaming Eagles from the 1940s World War II battles to Vietnam and Operation Desert Storm. Located at 5702 Tennessee Ave.

Fort Negley. The historic site of the Battle of Nashville at Fort Negley, which was built with the aid of 2,000 free blacks. It was in 1862 that the black laborers assisted the Union Army with the fort’s construction. The fort became the largest Union fort west of Washington, D.C.

Frist Center for the Visual Arts. An art exhibition center that offers art education programs and “world-class” art exhibitions. Located at 919 Broadway.

General Jackson Showboat and Music City Queen. The riverboats offer excursions for individuals, families and meeting groups.

Grand Ole Opry. Shows at the “world famous” venue run every Friday and Saturday night, bringing American country music for more than 73 years. The Opry house is a 4,400-seat broadcast studio. Located at 2804 Opryland Drive.

The Hermitage: Home of President Andrew Jackson. The home of the country’s seventh president has been described as “Nashville’s treasure.” Located at 4580 Rachel’s Lane.

John F. Kennedy Presidential Exhibition “Let Us Begin.” Presented by CNI in the Gaylord Opryland’s Ryman A Exhibit Hall March 12-May 27. The exhibit depicts the style, glamour and grace of the former president through mementos and other items of historical and personal significance. Among the 300 items on display are JFK’s Christening ring, his cufflinks and watch, his rocking chair from the Oval Office, and never-before-seen documents and photographs. Tours are every 30 minutes on the hour and half hour, 10 a.m.-6 p.m. Sunday through Thursday and 10 a.m.-9 p.m. Friday and Saturday. Admission fee is \$15.95 (plus tax) for adults and \$10.95 (plus tax) for children aged 4-11.

Music Valley Car Museum. An automotive museum that features antique vehicles, street rods and special-interest cars, many owned by some famous stars. Located at 2611 McGavock Pike.

Things to Do, continued on page 6

Policy and Procedure SIG to Host Three Conference Sessions

Join your fellow P&P SIG members at the STC 49th Annual Conference in Nashville, Tennessee, at the following conference sessions:

WE21: Monday, May 6, 10:30 a.m. - Noon, Hermitage C: Topics in Policies and Procedures (Progression)

Cheryl Hultquist
Topic: Working Effectively with Policies and Procedures Subject-Matter Experts

Description: The table host will present ideas and discussion about how you can break the barriers that commonly exist between policy and procedure professionals and subject-matter experts, and how effective interpersonal communication can help you can get your work done.

Katherine Vivirito
Topic: The Lifecycle of a Procedure, from Creation to Publication

Description: Subject-matter experts (SMEs) must present a Notice of Intent to our Standards-Based Management System (SBMS) Steering Committee for permission to publish a new procedure or, in some cases, to revise a procedure. A writer and the SME create the procedure, with input from users. Before a procedure can be published on the SBMS Web site, the SME must write an Issue and Decision Paper and present it to the SBMS Steering Committee. After the Committee approves it, the Integration Council approves it. Then the laboratory director approves and signs the Issue and Decision Paper. The SBMS office has five days to publish the procedure. A laboratorywide e-mail is sent to notify staff that a new procedure has been published. When a revised procedure is published, e-mail is sent to staff who subscribe to the SBMS Subscription Notification Service.

Lurette Arrowsmith
Topic: Taking Policies and Procedures Online

Description: The table host will discuss the high-level scope of taking policies and procedures online.

Audrey Cielinski Kessler
Topic: Creating a Document Style and Formatting Guide for Non-Policy and Procedure Writers

Description: Editing documents created by nonwriters—in this case, police officers, statisticians and analysts—often involves correcting the same types of errors over and over again, even when the documents come from the same person. The presenter will discuss how and why a style and formatting guide was created, the response it received and the guide’s effectiveness and usefulness for the intended audience.

Raymond E. Urgo
Topic: Having the Right Expertise for Documenting Policies and Procedures

Description: This discussion will cover how to address commonly held assumptions and practices about the expertise needed to document policies and procedures effectively in an organization. The discussion will address such assumptions as “anyone can write” and “grammatical skills are most important.” Other topics will cover implications and recommendations for having subject matter experts and users document their own practices. The discussion will identify the different types of policies and procedures expertise available.

Chris Anderson
Topic: How to Create Policies and Procedures in Half the Time

Description: Too much research. It’s impossible to find time to research all the best practices that a business should use in creating management policies, business processes or common forms. Yet, a typical business needs thousands

of procedures developed and they want them tomorrow. Fortunately, a number of simple techniques are available that allow the lone writer, and/or often times the inexperienced writer, to produce top-notch policies and procedures in half the time. This presentation will discuss the 10 elements that speed the processes saving the P&P communicator and his or her company a tremendous amount of time and money by creating policies and procedures in half the time.

Dana Utz
Topic: How Much Is Too Much When Documenting a Business Procedure?

Description: This presentation will discuss how to decide whether you are over-documenting the topic or providing the necessary information.

Steve Mercer
Topic: Working Effectively with Subject-Matter Experts—Interview and Information-Gathering Techniques

Description: This presentation will discuss interviewing and information-gathering techniques that can help the policy and procedure communicator work effectively with subject-matter experts.

The progression also will include presentations by Ralph Robinson and Heather Baker Weidner. Their topics were not confirmed at publication time.

WE8F: Tuesday, May 7, 4 p.m. - 5:30 p.m. Hermitage E: Policy and Procedure Communication and the Lone Writer (Panel Discussion)

Description: Representatives from the policies and procedures discipline who work as the sole P&P communicator in an organization discuss the challenges they face and how they overcome them

Conference Sessions, continued on page 6