Direction

The Newsletter of the STC Policies & Procedures Special Interest Group 2nd Quarter 2006

Manager's Report:

Twenty-Four, Twenty-Four and More

By Raymond E. Urgo

Twenty-four is the magic number for us this quarter. It represents the number of countries in which our virtual community of 1,000 members now resides – the most ever! It also represents the percent of growth in our membership since this time last year. Compared to the other SIGs, our SIG's growth is the second highest after the Quality & Process Improvement SIG at 47%. That growth is testimonial to the growing interest in and need for policies and procedures both in STC and globally.

Speaking of growth, this quarter we have grown and filled three new volunteer positions involving volunteer coordination, and information and research.

This year's Annual Conference in Las Vegas held a big surprise during the honors banquet where we were honored and presented with the 2006 SIG Pacesetter Award. Here are some major highlights of our accomplishments this fiscal year which may help explain how we earned this fine honor:

- The newsletter, Direction, was published on time each quarter and published in HTML.
- The Website was revamped by our target date of November
- In November we sponsored the first P&P-themed edition in Intercom
- All our volunteer positions are filled, including three new ones
- We sponsored and coordinated more than 15 presentations related to P&P at the Annual Conference.
- Our SIG was consistently rated superior for achieving its quarterly goals.

As this fiscal year closes, we need to remember our volunteers for their efforts and time in achieving our successes and enabling us to be honored as the 2006 pacesetter SIG in STC!

53rd Annual Conference Wrap up

By Dawnell Claessen, Conference Proposal Coordinator

Policies and Procedures SIG had a great time at the 53rd Annual Conference in Las Vegas! Here is a summary of P&P SIG related or SIG sponsored events:

Sunday:

Speaker Orientation Session: New Speakers or those wanted a refresher course heard a brief presentation with some “Dos and Don’ts” to insure a good experience for speakers and attendees alike. This was followed by a quick introductory meeting with yours truly, some P&P SIG speakers and our Stem Manager (Karla McMaster).

Welcome Reception. This enormous and rowdy gathering had some great food and gave attendees a chance to mingle and browse informational tables set up along the perimeter of the room. P&P SIG staked out a table, but after a while it became clear that most folks just wanted to eat, drink and talk! Next year we’ll have a better sign and maybe some giveaways!

Monday:

Polices and Procedures Communication 101. Our fearless leader, Raymond Urgo, delivered a 90 minute introduction and overview to P&P Communication – a topic near and dear to all our hearts!

Leveraging Technical Communication into a Process Improvement Career: Elizabeth McQueen delivered a presentation detailing process improvement career opportunities and considerations

SIG Annual Business Meeting: This was our biggest business meeting ever! We had about a dozen leaders, members and volunteers in attendance. Look for Raymond Urgo to give everyone SIG news, stats and plans for the coming year.

Tuesday:

SIG Networking Luncheon: About 25 P&P SIG leaders, members and volunteers enjoyed a nice lunch (followed by a delicious chocolate and raspberry dessert) and good conversation. My table sure had a lot of folks who work in the financial industry!

Topics in Policies and Procedures: Our progression session went off without a hitch! We had a gorgeous ballroom with crystal chandeliers in the Paris Las Vegas hotel convention center. About 65 attendees came to the enormous ballroom to hear various topics in P&P.

Honors Reception and Awards Banquet. In a ballroom high above the Las Vegas strip, our own Raymond Urgo was made a Fellow of STC. Members of the P&P SIG were also joyously surprised when it was announced that we received the 2006 SIG Pacesetter Award!

Wednesday:

Policies and Procedures for Compliance: Our panel discussion was standing room only.

Member Profile – Heather Barth

Direction: Can you briefly describe your business background?

Heather: I began my "working" career in the U.S. at Evangelical Christian Credit Union in 1991 in an entry level position; my previous job (23 years earlier) was as a telephone operator for the British government, in my home country of England.

In the past 15 years here at ECCU, I have enjoyed a variety of roles, most of which were on the operational side and related to credit and debit card processing. There was a high degree of stress in that area and I was ready for a change. About four years ago, "Operations" went through a re-organization and I was offered a position as a Technical Writer, which has allowed me to pursue my love of writing and lower the daily stress levels.

Direction: Tell us about your work – responsibilities, challenges.

Heather: I am responsible (along with one other colleague) for creating and managing all requested documentation for the enterprise. The types of documents we create are varied - Policies and Procedures, Forms and Form Letter templates programmed with Visual Basic, Manuals, Process Flowcharts, Training and Reference Materials etc. If it needs to be written, we will do it!

The majority of our documentation is stored in *Trove*™, an electronic library. *Trove* is a very user-friendly application and one of my responsibilities is to train all new employees on what the library contains and how to search through it to find what they want. All staff has access to the Trove library through our intranet home page.

Making sure that *Trove* has the most current information is a rather time consuming, manual process at the moment. We notify all document owners, on a quarterly basis, of any documents which have not been reviewed in the prior 12 months. However, in the next few months we will be adding *Deployer*™, a companion application to *Trove*, which will assist us in automatically notifying the owners that it is review time. This will cut down on the time it takes to manage the documentation, freeing me up for other challenges.

One challenging part of my role is when I'm asked to do a "brain-dump". This generally happens when the "expert", someone with a lot of knowledge regarding a product or service, has little to nothing documented and is moving into a different position. I have to capture that knowledge in written form and arrange the information so that others can learn from and use it.

Another challenge is keeping multiple projects going at the same time. I often have 15 - 20 at one time and sometimes feel like one of those persons spinning plates in the air!

Direction: Tell us about your audience.

Heather: Depending upon the document type, the audience may be as large as all ECCU employees (including executives and board members) or as small as a unit of two or three people.

Direction: What do you like most about your job?

Heather: I like the variety. I can get bored if I have to do the same thing all the time. When I first started in the Technical Writing Services (TWS) department all we did was policies, procedures, and task level instructions for the operational side of the credit union. We have expanded our influence since then.

I like the opportunity to be creative. Soon after I became a writer, I offered to create a form related to a procedure. I found that I thoroughly enjoyed the design aspect and have progressed into writing Visual Basic code for templates, for both forms and customized form letters. This can be really challenging and I love it. If I could spend my workday just designing and coding templates, I would.

I enjoy being innovative. TWS now produces documentation for the entire enterprise so I'm in a position which allows me to see products and processes from various vantage points. Working with multiple departments, I'm able to see where there may be duplication or holes in a process. I have the opportunity to offer solutions for process or procedural change which allows me to bring added value to a project.

Direction: What advice can you give to someone who wants to get into P&P documentation?

Heather: First and foremost, always get an understanding of who your audience is going to be.

Before you start writing, have a strong understanding of the customer's expectations and anticipated results; if you can get them in a written agreement, that's even better. This allows you to stay within scope and obtain buy-in should the project need to be expanded.

Don't be afraid to ask why. There will always be questions that come to mind so communicate throughout the process with your customer and/or users. Don't write from assumptions – get the questions answered before moving on.

Be willing to speak up and offer suggestions/solutions throughout the project if you believe you can provide added value.

Direction: What's the biggest P&P challenge that you face in your industry or specialty?

Heather: As writers in the banking industry, we have to ensure that all documentation is in compliance with both Federal and State Banking Regulations. It is also very important that instruction or information in one document does not conflict with something in another document, which was perhaps written for a different business unit.

Direction: Tell us a bit of personal information about you – e.g., hobbies, where you live, your family, or other information to help us get to know you.

Heather: I met my husband, Jack, when he was serving in the U.S. Air Force in England. After marrying in 1968, we moved to Southern California and began our family. I was blessed to have the privilege of being a full-time wife and mother until our two girls were in college; that's when I started as an encoder here at ECCU. I became a U.S. citizen in 2003.

I live and work in Orange County, California. Our daughters are now grown and married and we have two of the best grandchildren in the whole world! Kelly is four - and all boy! He loves (and is good at) any sport you name. Piper is not quite two and just a bundle of love. She watches and copies anything her big brother does. As a "Nana", I've had to become an expert in Thomas the Train and Dora.

In my spare time I enjoy reading novels, gardening, scrap-booking, and counted cross stitch. I sing in my church worship band and teach a weekly, ladies Bible study. I'm also a huge NASCAR fan - go #24!

Evangelical Christian Credit Union (ECCU) is the largest financial institution in the United States exclusively serving the evangelical community. You can reach Heather at Heather.Barth@eccu.org.

Capability Maturity Model Integration: Technical Writers Needed

By Faye Newsham - Edited from version previously published in the November 2005 InterCom P&P Edition

We all know that written policies and procedures reduce training time, improve communication and coordination, set expectations for performance, and help prevent potential legal problems. But did you know that they can also help your company increase productivity and earn revenue? Companies that leverage the corporate assets of policies and procedures can attract more business. One way that information technology (IT) companies can leverage these assets is through Capability Maturity Model Integration (CMMI®) certification.

For a decade or so, CMM® (a forerunner) and CMMI have been helping IT companies document and improve processes and best practices. CMMI has become a catchphrase for quality as well as a requirement for contracting with the U.S. government. The CMMI model focuses on process improvement—the effort to document and improve the way you do things. The key to CMMI certification is to put all policies and procedures in writing. For this reason, CMMI is expanding opportunities for technical writers and editors.

The five levels of CMMI certification represent increasingly thorough efforts to improve processes. Today, to do business with the U.S. government, many contracts require CMMI level 2 or 3 certification; non-certified companies can't even get to the table. This article provides an overview of CMMI, discusses the communication skills needed to contribute to CMMI efforts, and suggests ways that technical writers and editors can get involved in CMMI. Although I focus on IT companies, CMMI is also appropriate for many companies in manufacturing, software, hardware, and other industries.

Maturity

The impetus behind CMM, the earliest CMMI model, was the notorious difficulty of predicting the success, cost, and even the valid completion dates of systems and software projects. The U.S. Department of Defense asked the Software Engineering Institute (SEISM) Carnegie Mellon University to investigate the qualities of successful and predictable processes. The key to success, SEI found, was "maturity," or how well processes are documented, communicated, and controlled. (It strikes me as funny that SEI, a bunch of engineers, came up with a solution that makes documentation and technical writers a very important part of the IT team. Our profession has been trying to convince engineers of our value for years!) The levels of CMMI certification refer to the five levels of maturity:

Level 1: Initial. Describes processes that are incomplete or nonexistent. Success depends upon the heroic efforts of individuals.

Level 2: Managed. Puts processes in place for individual projects. Major improvements in consistency and success can be gained at this level.

Level 3: Defined. Marked by greater involvement of management. Each project must have a project plan and schedule, as well as some method for analyzing risk. This level is the goal of most companies that pursue CMMI certification. Companies certified at level 3 start to see budget and schedule predictability.

Level 4: Quantitatively Managed. Quality and process performance objectives are set at this level and statistically analyzed.

Level 5: Optimizing. This final level allows continual improvement and analysis of areas of failure. Companies whose products are intended to save lives (air bags, for example) might want to try for level 5 certification.

Level 1 is the starting point of all companies. Levels 2 through 5 are granted only after a rigorous third-party audit focusing on evidence that a company's practices comply with the model.

The Process Asset Library

The documentation you create for CMMI certification contains your company's process assets—that is, the corporate knowledge about how your company does business. Once you have created the documentation, the next step is to make those documents available to everyone who needs them through a Process Asset Library (PAL)—a storage place for processes, procedures, policies, and templates. My company's PAL has helped us do the following:

- Reduce the total number of documents by encouraging use of templates and approved processes.
- Reduce duplication of effort by allowing higher visibility of all process assets.
- Provide mechanisms for sharing knowledge and best practices, and for reusing organizational investments (another name for process assets).
- Evaluate the collected best practices and measurements, providing current and future business value.
- Provide a basis for making decisions about evolving processes.
- Support organizational learning and learning for new employees.
- Increase employee adherence to organizational processes.

Creating and using a PAL allowed us to reduce the number of our documents by more than one-third. Even in cases where more documents are created, a PAL helps organize them logically so that they are easier to locate. There are many ways to create a PAL; one way that I particularly like was described by Barbara M. Block in the cover story of the April 2005 Intercom ("Building an Electronic Documentation Repository").

Why Your Company Needs You

CMMI: Guidelines for Process Integration and Product Improvement details all aspects of the CMMI model, certification levels, and process areas. Your job is to help your company translate the concepts in the book into concrete processes and templates.

Even if your company already has good policies and procedures, it can benefit from bringing a technical writer on board to ensure consistency across documents. When management at my company started looking at process improvement in 2003 as new federal contracting requirements were being discussed, they realized that a technical writer could help them analyze the company's policies and procedures and prepare templates for engineers based on jobs they needed to perform. Working with internal and external groups, I realized that the final result of all this work would be fewer documents. Although ours was a small company (fewer than fifty employees), we were not starting in a vacuum: We had lots of documentation. However, many of the documents were repetitive, contradictory, or simply out of date.

As a senior technical writer in a company that realizes the contributions I can make, I find that my suggestions and advice often provide a very different perspective than those of engineers and management. Most technical writers and editors can provide this kind of assistance, and probably already have many of the skills needed to create good policies and procedures. The following qualities are particularly helpful.

Consistency

Process improvement works best when style, terminology, and methods are consistent. You have the skills to help your company identify areas of inconsistency. Suggest implementing a corporate style guide if one does not exist, or offer to update the existing one.

Attention to detail

Good editing skills are essential for effective policies and procedures. Keeping the small details consistent from one document to the next is one aspect of CMMI that allows reduction of overall documentation.

Layout and design expertise. If everyone is creating process documents, someone with layout skills has to update them. A better method is to create easy-to-use templates that alleviate some of the look and- feel work at the end of this process.

Knowledge of "threading". Even if you aren't familiar with the concept of threading, chances are you already do it. Threading means following a train of thought from one document to the next through an entire process or group of processes. For example, your company may have a policy document that calls for the creation of a particular process. Someone has to verify, starting from this policy (the "thread's" beginning), that the document detailing the procedure exists. For CMMI certification, a company must also verify that the process is used, measured, and audited.

Organization skills. Making sure that policy and procedure documents are logically organized cuts down on repetition, wordiness, and the habit of creating new documents when a piece of information can't be found. These skills are also crucial to developing a working PAL.

Research skills. Technical writers and editors tend to be excellent researchers. Sometimes research involves finding information in one of your company's documents; sometimes it involves finding a particular kind of document outside the company and using it as an example for your own documents.

Ability to create and follow document standards. Document standards help everyone maintain a common language, terminology, usages, and styles. The CMMI effort is often a huge one, with many people pressed into service. Engineers will be writing documents; you'll eventually get a chance to clean them up, but in the meantime, document standards coupled with templates help ensure a minimum level of quality.

Experience interviewing subject matter experts (SMEs). Every technical writer and many editors draw important information from SMEs. As the bridge between the expert and the user (even when that user is another expert), you help add important details that experts often brush aside as "obvious."

How to Get Involved

If you're interested in working on CMMI policies and procedures, the following suggestions will help you get your foot in the door:

- Find out which policies and procedures currently exist at your company. Look for areas where they can be improved.
- Check out www.sei.cmu.edu/cmmi/ for more information on CMMI.
- Set a good example: Be sure your processes are well documented before trying to get involved with CMMI.
- If your IT company (or one you are interested in) isn't talking CMMI, ask why. Getting in on the ground floor of an idea has advantages.
- If CMMI is a topic of interest at your company, ask how you can get involved. Know which skills you bring to the table—they are needed!
- Ask your boss how you can get more involved in policies and procedures writing. Remember, this is a broad field.
- If you see a process that hasn't been documented, volunteer to document it, or share documents you've written for your own use.
- Offer to edit existing documents. Even if nothing new has been added, these documents need to be refreshed periodically. Becoming familiar with existing policies and procedures also helps you learn.
- Offer to help with the corporate intranet. Once the corporate policies and procedures are established, the company needs to make them available to employees. The intranet can easily become your PAL.

You are a key resource for your company because of your skills and experience. As a technical communicator, you are the bridge between management, technical staff, and support staff. Your knowledge and assistance are necessary to address the many aspects of CMMI, achieve process improvement, and create useful documentation. CMMI requires a lot of effort, and the benefits can be hard to see at first. But even the engineers will see the benefit to the entire company when you are done.

Suggested Readings

Chrissis, Mary Beth, Mike Konrad, and Sandy Shrum. CMMI: Guidelines for Process Integration and Product Improvement. Boston: Addison-Wesley, 2003.

Official SEI and CMMI Web site: www. sei.cmu.edu/cmmi/ SEI Repository—public and account areas of information: seir.sei.cmu.edu/ seir/seir-home.html

Faye Newsham has been a technical writer and editor for more than fifteen years. Her specialization is developing help systems. Currently, she is a senior technical writer for ActioNet, a CMMI Level 3 IT company located in Fairfax, Virginia. Contact Faye at fnewsham@actionet.com or visit ActioNet's public Web site at www.actionet.com for additional information.

Conference Impressions – Interview with a First-Timer

By Ginny Silhanek

Do you remember when you attended your first national STC conference? You probably felt starry-eyed and wondered what hot topics to learn about first. Although she is a Senior Member of STC, our own P&P newsletter editor, Lois Marsh, was excited to participate in her first conference this year. I recently interviewed Lois about her experience.

Networking

As a technical writer in the financial sector, she was able to meet and share experiences with "lots of people who work with P&P in financial services". She has already been in touch with a number of people via email. This is extremely important, according to Lois, since most of the people she spoke with feel "isolated and short on technologies to support their efforts".

"We often work in small teams who are employed directly by individual business units within large corporations. We have no way to find each other and compare best practices or share resources. Why? Because our craft is not well understood or recognized in organizations where there are formal compliance or legal departments. It's assumed that business units will simply comply with policies and write their own procedures. There is little recognition of formal writing teams who help the folks on the ground interpret and implement legalistic policies."

As a first-timer, Lois explained further that she found it "very easy" to network since she attended the first-timers' session, the international reception, and the P&P business meeting. The business meeting was open to all attendees as a way to learn more about STC's continuous endeavors for process improvement. Although this was Lois' first conference, she was not shy about presenting her knowledge and sharing her 10 years of experience. As a P&P Progression presenter, though she regretted missing "all those other great presentations!"

Workshops

Lois found three great workshops relevant to her work. Her favorite was P&P 101, facilitated by Raymond Urgo. "Raymond is a really wonderful presenter, and his material was relevant to both experienced people and those new to P&P."

In addition, she enjoyed Michael Tillmans' workshop on Cross-Functional Process Analysis. Michael confirmed that she has been on the right track with her own analyses in two ways. First, he restricts the number of shapes in process flowcharts to two: rectangles for steps, and diamonds for decisions. Michael and Lois concurred that a lot of specialized shapes distract participants from the real job: helping different groups understand what to expect from each other and identifying points of conflict among them.

Lois added that she valued the information she gained from Annette Reilly's presentation at the panel discussion on P&P for Compliance. Annette has vast experience with audits of all kinds, but she focused on Sarbanes-Oxley (SOX), the stringent new regulatory environment. Annette discussed the importance of “key” process controls that SOX auditors expect to see identified – those that affect areas that could have a material impact on a corporation’s financial statement. Also, she pointed out that key controls should focus not only on the dollar amount, but on the type of transaction. For example, many small transactions of a certain type could slip under the radar, but, collectively, create a major impact on the financial health of an organization.

Outlook

Lois foresees a growing need for P&P specialists who provide excellence in process analysis, identification and critical analysis of process controls, and development of clear procedures and work instructions. She states that this is a special challenge in the complex world of institutional finance where sophisticated knowledge workers tend to resist the documentation of their procedures.

How can technical writers, in turn, become sophisticated? To set one’s self apart from other technical writers, Lois recommends embracing business analysis as a precursor to documentation. She recommends learning everything you can about process analysis techniques (e.g., *Failure Modes and Effects Analysis, Root Cause Analysis*), process controls, and process mapping. She advises, “Learn what auditors expect to see in a successfully managed process. If your organization goes through internal audits, ask for a copy of the audit and study it before you start your periodic review of P&P.”

All Work and No Play…

Before her trip, Lois wondered what she would do for fun when not at conference sessions. Although she works in a numbers field, Lois remarked that she wasn’t ever interested in gambling. Surprisingly, she found Las Vegas “AMAZING.” She mentioned that thousands of people walk along the strip – day and night – so she felt very secure exploring alone. Some of the other things she mentioned doing were taking a helicopter ride through the Grand Canyon, eating a Champagne picnic lunch overlooking the Colorado River, and seeing white tigers frolicking in a beautiful pool at the Mirage Hotel. She mentioned that lots of the sights were “inexpensive or free” – which amazed me!

Lois hopes to keep in regular contact with the “isolated” financial P&P people she met from networking at the conference and speaking at the round table P&P progression – hopefully they will be isolated no more! Through heavier governmental regulation, we see more jobs in the P&P sector.

While in the land of numbers (Las Vegas), Lois proved that a healthy work/life balance could be found without gambling: that majestic Grand Canyon aerial view, beautiful hotels, and great P&P networking have energized her. With such a great array of things to do and learn, the next conference in Minneapolis may be something for *you* to consider.

Ginny Silhanek is an assistant editor of Direction. She is based in Burke, Virginia and can be reached at gsilhanek@yahoo.com.

Announcements:

P&P SIG Has Another STC Fellow!

Raymond receiving his award in Las Vegas:

Paula Berger, STC President is on left; on right is Shirley Hancock – Manager of Fellows Nominating Committee

We're thrilled to announce (if you didn't know already!) that our own SIG Manager, Raymond Urgo, has been named a Fellow of the STC. The citation from the STC Board reads:

"For excellence as a management consultant, educator, mentor, and author, and for leadership in advancing the development and communication of policies and procedures in STC, the community, and the profession."

The highest rank that the Society can confer upon a member is that of fellow. Those who become fellows are associate fellows who have attained such eminence in the arts and sciences of technical communication that they are deemed worthy of being designated among the select few whose service has distinguished both the Society and the profession. Less than one percent of STC members achieve the grade of fellow.

Those of us who have worked or studied with Ray know him as a gifted professional and mentor to our field of P&P. Congratulations, Ray, from all of your friends and colleagues in the Policies & Procedures SIG!

Raymond Urgo advises on best practices for investing in policies and procedures systems and documentation to transform organizational performance. He founded the world's only group of policies and procedures specialists, and teaches his specialty worldwide through UCLA Extension. Web site: www.urgoconsulting.com.

P&P SIG Honored with 2006 SIG Pacesetter Award

At the STC Annual Conference honors banquet event, the STC Board announced the Policies & Procedures SIG as the recipient of the 2006 SIG Pacesetter Award.

Raymond Urgo, founder and manager of the SIG, accepted the award on behalf of our 1,000-member community.

The certificate's citation, to be found on the SIG's Web site, reads: "For tirelessly promoting the profession in a variety of venues and channels and for populating the November 2005 P&P-themed issue of Intercom with informative, useful, and interesting articles".

Dana Chisnell, assistant to the STC President for virtual communities, presented the certificate. According to Raymond Urgo, "This was a sudden surprise, and one that we all will be grateful to have been considered for and honored with."

Three New Volunteers Fill Three New Positions

This quarter, three SIG members stepped up to volunteer by filling three new positions serving the SIG.

Linda Sloan, Information & Research Manager, is the first volunteer to manage our information and research needs. Linda is based in the Los Angeles area and is a new member to our SIG. She has a background in library science, online database searching, and indexing. She is seeking to expand her knowledge further into technical communication, and P&P is one area of interest. In her volunteer role as manager, she is seeking to groom her management talents while applying her expertise in classifying and organizing information. In addition to managing her newly formed team, Linda will create a comprehensive electronic index to the contents of the SIG's newsletter. Linda can be reached at lksloan@informationuniverse.com .

Maria Christophel, Information & Research Assistant, is currently based in Arizona. She lived in southern California where she worked with P&P in the banking industry since the early 1980s. She was a manager of P&P at Washington Mutual in Irvine, CA for 3 years and a one-year retiree. In her volunteer role initially, Maria will apply her research talents to create a comprehensive bibliography of all STC publications on P&P. She will also be updating the SIG's timeline (history) published on our Web site. Maria can be reached at maispeco@romboid.com .

Kathleen Lopez, Volunteer Coordinator, is a new member to our SIG. She lives near Atlanta, Georgia. She is a Technical Publications Manager who formerly worked for 14 years in journalism and found her way into the technical writer field ten years ago. She's worked up from writer to creating and maintaining whole departments such as Quality Assurance and Training. She currently is breaking into the Project Management field. Achieving a Master's Degree in Computer Information Systems is among her latest achievements. As the SIG's volunteer coordinator, Kathleen will be responsible for recruiting and orienting new volunteers, maintaining job descriptions, coordinating recognition of volunteers, and ensuring our volunteers get the support they need as they assist our SIG. Kathleen can be reached at kathleenlpz@bellsouth.net.

Upcoming Course in Policies and Procedures

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

University of California, Los Angeles Extension

Dates: October 5 through November 30, 2006

Fee: $550. ($500 for STC members)

Course# 439.19

Reg# to be announced

Instructor: Raymond E. Urgo (rurgo@urgoconsulting.com)

Contact: UCLA Extension 310/825-4192 or www.uclaextension.edu

Bios on SIG's Volunteers Now Available

In an effort to learn more about the volunteers who serve our virtual community, we now have a new Web page dedicated to brief biographies of our volunteers. Learn more about them at http://www.stcsig.org/pp/volunteer/bios/index.php.