



Creating and supporting a forum for communities of practice in the profession of technical communication

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Newsletter Deadline

Issue	Deadline
January	December 15
April	March 15
July	June 15
October	September 15

SIG Manager Thoughts

Judith Herr, SIG Manager



Confession: I've said it before. I am an STC conference groupie—it may be an addiction. At my first STC conference, I conscientiously studied the best sessions for every time slot. I wanted to learn the jargon, master the latest tools, and be socialized into the profession—quick! I learned I always was a technical communicator albeit sometimes with different job titles. This year I'm looking forward to face-to-face meetings with many members I know well, but virtually. And, to the sessions and events sponsored by the STC Management SIG—and also celebrating new SIG leadership.

First, the events:

Event	Day/Time	About...
Management SIG Annual Meet & Greet	May 7, 4–6 pm (Bronze 1, Bally's)	Join us to celebrate at the SIG's birthday party; stay for the SIG's annual meeting
Welcome Reception	May 7, 7:30–9:30 am	Come by the SIG table –Jelly beans, hoopla, chat with SIG members
SIG Luncheon	May 9, 12:15–2 pm	Join a SIG table for conversation and drawings
SIG Progression Sessions	May 9, 8:30–10:00 pm May 10, 2–3:30 pm	Always discussions pertinent to your interests as a SIG member
Virtual Management – Strategies for Thriving – SIG-sponsored Panel	May 10, 10:30–12:00	Key Question: What one difference do you consider to be most significant when managing projects, people, departments, or volunteer efforts virtually, rather than face-to-face?

Introducing the 2006–2007 Management SIG Leaders

I'm excited about the changes taking place in Management SIG leadership for 2006-2007.

- **Mike Markley**, the SIG's elected Assistant Manager, has agreed to serve as the 2006–2007 Management **SIG Manager**. Mike is the Distinguished SIG Service Award winner for 2006 for "...supporting the growth and visibility of the Management SIG; for continuously improving SIG-sponsored events at the STC annual conference; for advocating for members of the SIG; and for consistently stepping in to offer assistance, guidance, and support wherever needed."



(continued on page 2)

- **Jackie Damrau** will serve as the 2006–2007 Management SIG’s **Assistant Manager**.



Jackie has been the managing editor of the

SIG’s newsletter, *Directives*, for two years and a volunteer leader for STC communities and complex Society-level projects. In 2005, she was awarded the SIG’s Distinguished SIG Service Award for

“...reviving and enlivening the Management SIG newsletter — and for your energy and enthusiasm in support of the SIG as our profession evolves. ”

- **Richard Mateosian** will serve as **Treasurer**, filling a vacated position. A



member of STC since 1992, Richard served as Berkeley STC Chapter President, Director of Northern California Technical Communication Competitions, STC Gordon Scholarship Treasurer, and received the Distinguished Chapter Service Award. He frequently contributes reviews and articles to our newsletter and other publications.

We’ve had a good year. Thanks to the SIG leaders and members—leaders including Brenda Huettner, Patrick Lufkin, Joaquim Baptista, Beth Bailey, De Murr, Jackie, and Mike; the newsletter crew of Beth Lamont, Jan Lowry, Jean Femia, Karla Busch, and Sharon Harney; newsletter article writers; and the conference volunteers and presenters.

The SIG is recruiting volunteers to participate as leaders, to contribute to the newsletter and Web site, and to lead new, innovative SIG projects. Please raise your hands—virtual or real—to volunteer. Oh, and... I’m not disappearing. Next year, I’ll be the Society liaison for the STC virtual communities, and am looking forward to the challenge.



Management SIG *Directives* is a quarterly publication of the STC Management Special Interest Group published January, April, July, and October.

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Publication Policy

We encourage letters, articles, book reviews, and other items for publication. Articles can include up to 1,000 words. Picture formats: JPGs or GIFs; Text format: Word, RTF, or ASCII. Address correspondence to Jackie Damrau at jdamrau3@airmail.net.

Advertising Policy

We encourage advertising as long as it follows the STC guidelines and promotes services to the Management SIG members. Ad sizes and rates are:

Half page (7.5x4.5): \$75 (1 issue); \$225 (4 issues)

Business Card (3.5x2): \$25 (1 issue); \$100 (4 issues)

Electronic copy only in .TIF, .GIF, or .PNG format. Send ads to Jackie Damrau at jdamrau3@airmail.net. Checks should be made payable to *Society for Technical Communication* and sent to Jackie Damrau, 4200 Horizon North Parkway, Apt. 134, Dallas, TX 75287

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SIG Web Site: www.stcsig.org/mgt

SIG News: www.stcsig.org/mgt/newsletter.htm

SIG E-mail List: Open to all STC members. Join by visiting www.stcsig.org/mgt/mdomo.htm

SIG Mission Statement

To facilitate exchange of information and accumulated expertise related to the challenges and trends faced by technical communication management professionals; to support members who manage communication projects, people, and/or departments; to provide resources for member interaction including forums and networking opportunities; to mentor and support new or aspiring technical communication managers or those interested in acquiring and applying management skills to their work.

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Newsletter Editor Says...


Jackie Damrau, Managing Editor

April is here and the sun is shining in Dallas. I'm glad to report that you have another full issue of management articles and SIG news to read.

In this issue, we have:

- Steven Greffenius talking about delegating wisely
- Rahul Prabhakar discussing the five tools you can use when estimating resources in technical writing
- Vikramaditya Raj Urs discussing two types of medical writing
- Janani Gopalakrishnan writing about knowledge management and technical writers as knowledge harvesters
- Stephen Parker giving you tips for successful virtual management around the world
- In SIG News, you'll learn about the events going on within the SIG, the SIG members who have received awards this year, snippets of conference sessions to whet your conference appetite, and much more.

The latest news that you all have heard about by now is that Paula Berger, our new STC president, has asked Judith Herr to step into the role of SIG liaison to the Board. This means that Mike Markley, the SIG's Assistant Manager, will move into the SIG Manager position to fill the remainder of Judith's term. The SIG Leadership team has selected a new Assistant SIG Manager, which is yours truly, Jackie Damrau. I'm honored to serve in this role.

This does mean that I will now need to find a SIG member who is willing to take on the management and production of the SIG's newsletter, *Directives*. Please step up and help out your SIG. Send me an e-mail at jdamrau3@airmail.net should you wish to take on this role. You'll have a great staff of copyeditors working with you. They've been a blessing to me these past two years. 

FEATURE ARTICLE

Delegate Wisely

by Steven Greffenius (steveng@techwritepublishing.com)
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I seldom watch television news, but I like to read about what happens there. So, I learned of Michael Brown, former head of the Federal Emergency Management Agency, and his unfortunate reply when someone from CNN asked him about the situation at the New Orleans convention center. He didn't know anything about it, even though the networks had highlighted the dire situation at the center for about twenty-four hours.

Well, I wouldn't expect the director of FEMA to watch CNN during a crisis like that. If he's taking time to watch television, he's definitely not doing his job. If his organization's running well, he has an assistant who gives him the information he needs before he updates the nation on his agency's response to the hurricane. If the information's not available, the assistant reminds him: "And sir, if they ask you something you don't know, tell them we're doing everything we can, as fast as we can."

Clearly FEMA was not a well-run organization, and Mike Brown did not have an assistant to remind him what to say. Management experts will analyze the breakdown at FEMA for a long time, but we can say now that Michael Brown didn't delegate wisely. From what we can see, he didn't delegate key tasks at all. A breakdown followed, because one person couldn't do everything. We know that an organization without wise delegation can't function well.

Effective delegation of responsibility works much the same in most settings. Let's switch our view to a business enterprise. Think about instances of effective and ineffective delegation in your own workplace. What do you (and others) do when you delegate wisely? What do you avoid? Here are three initial points:

- Work with people you trust.
- Listen carefully to what they say.
- Involve yourself with the work they do.

Trust

Let me make a few remarks about working with people you trust. I don't have anything new here, just reminders of what we already know:

- Keep your word.
- Expect honesty and openness from the people who work for you.
- Keep lines of communication open and active.
- Expect great things, but also give people room to make mistakes.
- Ask for help when you need it, and expect others to do the same.

In all of these principles, you make yourself and those you work with worthy of trust. People who trust each other can get a lot done together.

Listen

Listening is your main communication tool if you want to stay in touch with what is happening right now. If you listen carefully to people's reports, you'll hear problems, proposals, and important information that you need to know.

The manager's everyday questions are: What do you need from me? How can I make your job easier? What can I do to make you more productive? In a good working relationship, where communication comes easily and the manager is in touch, the manager won't even have to ask these questions. The responsible person knows what the manager needs to know, raises current issues, and the conversation begins.

The first quality of a good leader is to be a good listener. Of all the communication skills, it is probably the most difficult. It requires at least as much discipline and concentration as writing. You have to engage with the speaker and be ready to respond. Good listeners demand a lot of themselves.

Let's compare listening and reading as information-gathering tools for a moment. You can ask people to put everything in written reports, but how timely is the weekly status report? A detailed report takes time to write, and people don't like to put bad news or troublesome problems in writing. To get a detailed and realistic picture of what's happening right now, you need to talk to people.

Here are a few practical points you can use in any work setting:

- Create opportunities for listening. Informal, short meetings and one-on-one conversations give people a chance to talk.
- Ask questions about what's going on, and mean it. People love to talk about the work they are doing. Genuine interest is rare, and people respond to it.
- Ask good follow-up questions. That affirms your interest, confirms you've been listening well, and encourages the speaker to expand on important issues.
- Listen for problems and issues that require coordination. That's where you can make people's jobs easier: when you coordinate their work-flow with others' work-flow.



The great thing is that when you give yourself over to these activities, you benefit from being generous to others. So, when you're a leader, take time to listen to what others have to say. The people who work for you want to make you look good, but they can't do it if you close them out. Interestingly, when you let them in, they talk. And, after you have invited them in and listened to them, they'll listen to you in return and work hard for you down the line.

Engage

I know a school director who trains and supervises teachers. She visits the teachers' classes regularly. The teachers appreciate the chance to talk with her about how the class is going. Yes, she goes to make sure things are going okay, but the teachers don't feel she's looking over their shoulders. She offers some on-the-job training, stays in touch, and finds out what they need to make the classes go better.

It's the same with writing. A writer works alone during much of the book development process. So, a writer always wants a good editor at the end. The editorial process is built into book development, not because editors think writers won't get it right, but because it is the best way to complete a project. The publication improves when writer and editor communicate well, when they collaborate to create the best possible book for the customer.

In both cases - classroom teaching and publishing - supervisors engage themselves in ongoing work. We all know about the manager in Dilbert: he's out of touch and slows things up at every turn. A good leader knows what's needed and offers a welcome assist. With good management, a collaborative model of leadership is built into the process of delegation.

To Conclude

The consequences of not delegating wisely can be pretty bad. People die unnecessarily in the aftermath of a hurricane. A corporation goes bankrupt because no one but the perpetrators knew about the financial chicanery going on. An army loses its fighting effectiveness because its leaders don't listen to the soldiers and officers in the field.

Closer to our workaday experiences, we know that poor delegation has a lot of smaller effects. Schedules slip or don't get written to begin with, bottlenecks develop, strained working relationships cause low morale. All of these affect productivity. When productivity goes south, call a holiday – and the management consultants!

The odd thing about delegation is that it happens all the time in the messy world of everyday work. It's informal. Lines of authority change. Friendships go through good and bad times. Projects change, some things get done and others don't. In the midst of a confusing environment with subtle signals, it's useful to stay with some simple principles that hold in all settings: work with people you trust, listen carefully to what they say, involve yourself with the work they do. All three of these principles point toward healthy and productive working relationships. And within that kind of relationship, wise delegation comes naturally.



ARTICLES

Estimating Resources in Technical Writing

By Rahul Prabhakar (prabhakar.rahul@gmail.com)

Are you working as a documentation manager whose job responsibilities involve hiring technical writers on a shoestring budget? Even if you are one in the making, this article might be very relevant to you. Most of what I am going to cover, relates to project management principles that can easily be applied to your line of work.

Let's say you have a new documentation project in the pipeline. You need to hire a group of technical writers and form a core team that caters to all project requirements. Since you are the documentation manager, the onus lies on you - not only to select the best resources for the successful completion of the project but also to provide an accurate estimate of costs. Please note, when I say "resources," it does not imply *people* alone, but includes *facilities, equipments, materials, software, expenses, or all of these*.

We all know that people are the most indispensable resource needed to successfully complete a project. They are a common resource for all projects. You also need facilities like conference rooms, offices, and presentation rooms to house the work for most projects and drive project schedules. Expenses such as travel, room and board, and supplies are important resources to consider as well.

The first thing you need to do is to identify tools used for determining the necessary resources for a project. There are five tools that can be helpful:

1. Work Breakdown Structure
2. Historical Information
3. Available Resources
4. Experts
5. Scope Statement

Tool #1: Work Breakdown Structure

As the name suggests, the Work Breakdown Structure (WBS) lists all activities and deliverables for the project. It is an effective tool to recognize the resources needed for individual deliverables. A WBS can either be *activity-oriented* or *deliverable-oriented*. For instance, consider a typical documentation project that involves planning, requirements analysis, design and development, editing, production, and release activities. A WBS includes all these primary activities, which are then even further drilled down to the smallest possible element. This provides an accurate estimate of what resources are required to complete the task. This way you can assign resources *based on activity* and figure out what resources you require for which activity. (Refer to Figure 1. Work Breakdown Structure - Assigning Resources Based on Activity.)

Another way of identifying resources using the WBS is through *detailing the list of deliverables* (Refer to Figure 2. Work Breakdown Structure - Assigning Resources Based on Deliverables.) You

can assign resources for a particular deliverable based on the nature of the deliverable.

Tool #2: Historical Information

Checking an historical database for similar projects is another useful tool to determine resources, since some elements of previous projects may be the same as your current project. Past projects can provide useful information about the types and quantities of resources required for similar work. It is a good idea to start maintaining a database of historical information, in case you don't have one already.

For instance, let's say someone from your team wrote a user manual for XYZ Product. Because you use authoring tools such as Epic Editor, you create content in reusable components, independent of formatting. This content is stored in content management repositories such as Documentum or iFS and dynamically assembled on demand. If some information from that manual will be replicated in the implementation guide for the same product, you won't have to reinvent the wheel.

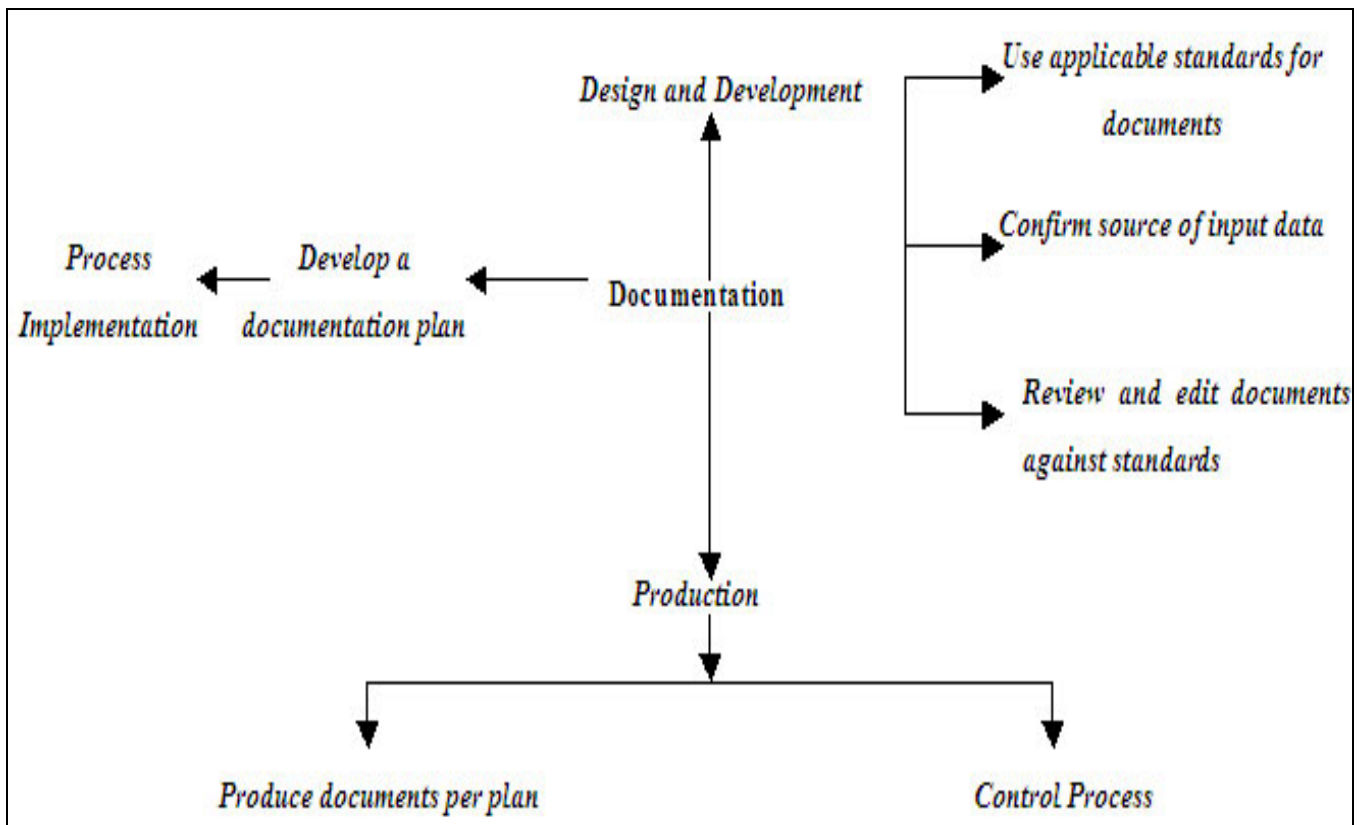


Figure 1. Work Breakdown Structure - Assigning Resources Based on Activity

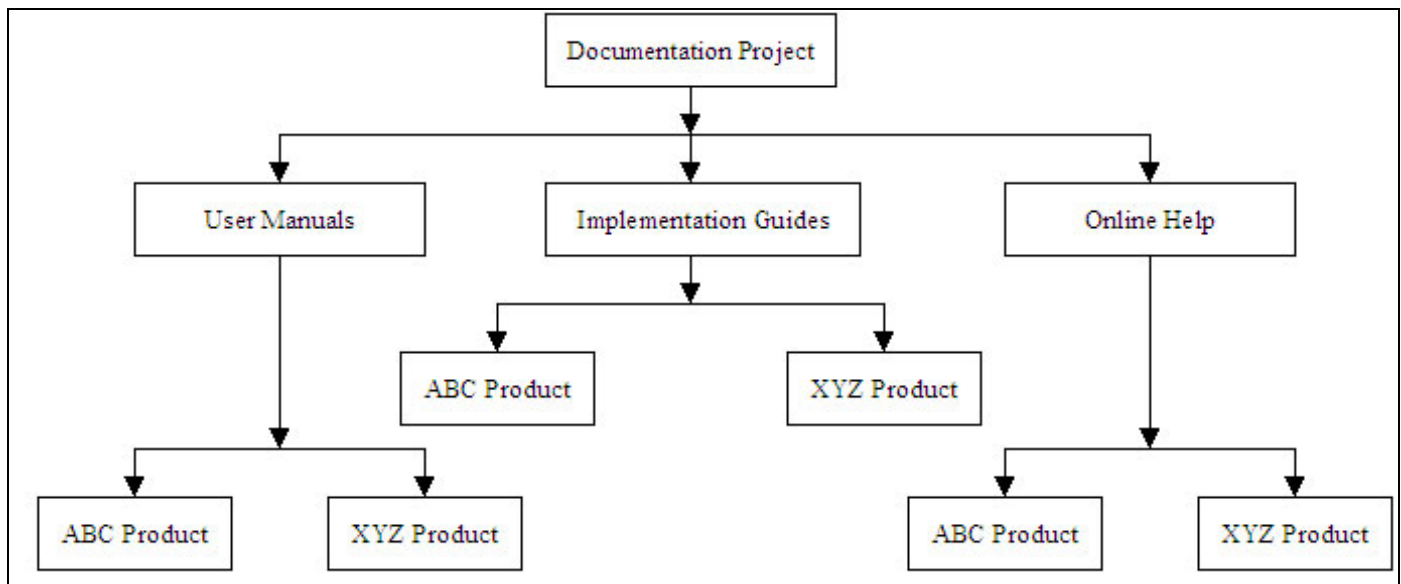


Figure 2. Work Breakdown Structure - Assigning Resources Based on Deliverables

Tool #3: Available Resources

When identifying the necessary resources for a documentation project, a description of available resources can be a useful tool. This information can usually be acquired from upper management, the project stakeholders, or whoever is in charge of providing project resources. Knowledge of the available resources will help you plan when to complete certain phases of the project. For example, if a functional manager requests technical writing from your team, you can check the availability of your writers by tracking their schedules and deliverables, and allocate roles accordingly. This might require some negotiation as well, especially if conflicting interests are involved.

Tool #4: Experts

Whenever you need to identify the necessary resources for a project, ask for expert recommendations. Experts are persons having knowledge or experience with similar projects. They can help you gain information about the needed resources, and their feedback can help you realize possible problems before they occur. Experts can include consultants; professionals from a particular genre, domain, or technology; people from other departments; subject matter experts (SMEs), and so on. In fact, your team members who have had the experience of working on similar projects can provide valuable inputs when identifying resources.

Tool #5: Scope Statement

A scope statement is another important tool used to identify project resources. It includes information such as a project's goals, time frame, deliverables, and so on. It can also help you determine whether the resources are within the scope of the project. If not, then the project scope should be changed.

Using these fundamentals of resource identification, documentation managers can begin to estimate and manage project costs and budgeting activities. It will also enable them to use the identified resources for specific activities.



Medical Writing

By Vikramaditya Raj Urs (vru6@yahoo.com)

Writing is the use of language to express a thought and is essential to communicate any line of thought or cognition. The world of writing offers many career streams, as there are diverse disciplines of knowledge. Medical writing is one specialized field that serves the life sciences and health care industry. It has roots in the technical communication profession and, though medical writing has been around for a long time, it has gained a distinct professional status only since the 1980s. With the increasing adoption of Information Technology (IT) in the life sciences and health care industries, technical writers from

the IT field are also entering the field of medical writing.

For the medical profession, I'll speak about two of the different types of medical writing that exist. One is medical transcription (listening from a recorded voice and typing as-is); it is delivered as a business process outsourcing (BPO) service. The other, biomedical writing, requires a more analytical approach and is the focus of this article.

Typically, physicians, who are also into research and academics, do medical writing. The paucity of time and (sometimes) lack of good writing skills among physicians has created opportunities for anyone with a basic sciences or medicine background to enter into this field.

A medical writer has to be curious about the latest developments in the field, creative in communication, innovative in approach, and independent, and practical, in order to work within constraints. Above all, a medical writer has to be comfortable with scientific topics and writing about those topics using authoring and document management tools.

The basic education level required is a Bachelor's degree in a scientific discipline or preferably advanced qualifications such as an M.S., Ph.D., and others.

Apart from the regular communication skills, the medical writer should have a knowledge of Microsoft® Office and document management systems; an ability to organize, plan, write, and publish clinical documents; and a certain level of experience in any pharmaceutical industry, with expertise in implementing document standards and templates.

A medical writer is normally associated with:

- Grant application writing
- Medical and healthcare journalism
- Medical education
- Clinical study reports
- Marketing communications for pharmaceutical products
- Policy and public health
- Regulatory writing (to be sent to the FDA)

- Technical documentation (manuals related to medical equipment handling)
- Medical trade magazines

The duties of a medical writer include:

- Working closely with various team members (Clinical Research, Clinical Operations, Biostatistics, Clinical Scientists/MDs, Clinical Data, Regulatory Affairs, Drug Safety) to compile the necessary content in creating complete, accurate Clinical Study Reports (CSRs) for multiple compounds in all stages of clinical development.
- Assisting departments in preparing and writing documents required for regulatory submissions, Investigational New Drug (IND) filings (INDs, amendments, and annual updates), New Drug Applications (NDAs), and Supplemental New Drug Applications (sNDAs).



- Advising team members and management about medical writing matters and medicinal research updates.
- Creating/writing/editing manuscripts, abstracts, posters, investigator brochures, and other written materials used in clinical/medicinal research.

- Consulting with the product and project teams to plan and manage writing and communication resources for the Chronic Illness and Disability Payment System (CDPS), Protocols, Amendments, Study Reports, and Clinical Summary Documents about regulatory guidelines.

Similar to the Society for Technical Communication (STC), medical writing organizations exist:

- European Medical Writers Association (EMWA), founded in 1989 (<http://emwa.org>)
- American Medical Writers Association (AMWA), founded in 1940 (<http://www.amwa.org>)

These organizations provide their members with professional support, social networking, medical writing courses, and job search assistance.

The EMWA guidelines define the limitations of a medical writer as:

“a facilitator in developing the manuscript, but the named author(s) must take responsibility for the content. If disagreements arise over the content of the paper, the named author(s) must always have the final say.”

The medical writer, then, is similar to a specialized editor who puts together information gathered from named authors, rewrites it for clarity and effective communication, and facilitates the entire content development process.

If you want to combine an interest in medical sciences with writing and people skills, the dynamic world of medical writing awaits you with abundant opportunities, suitable compensation, and work satisfaction.

References:

Job Archive Index

(<http://regulatorycareers.com/archives/jobs.htm>)

EMWA Guidelines - Adam Jacobs, Elizabeth Wager

(<http://emwa.org>)

Biomedical writing

(<http://www.home.earthlink.net/~rhetrx/bmw/who/index.htm>)

Issues in Medical Writing - Maura Taaffe, Dr. Dale Sullivan (<http://www.hu.mtu.edu/>) 

Vikramaditya Raj Urs has seven years experience in the fields of content writing, technical writing, editing, data analysis, graphics handling, and customer support activities. He has a global experience of working with clients both offshore and onsite. V. Raj holds a Masters degree in Economics. Apart from work, his major interests are sketching, painting and palmistry.

Technical Writers as Harvesters of Knowledge

By Janani Gopalakrishnan (gjanani@gmail.com)

Your company deploys a new technology today. The company next door does it tomorrow. You introduce a new feature in your product. Your competitor does it within a month. You adopt a new management concept today; they do it a

trimester later. What, then, can give you a one-up advantage? Only knowledge!

In today's competitive environment, knowledge is the only asset that can set an organization apart from the rest. It is not what you have, but what you know that matters. It is no wonder then that several successful companies have appointed Chief Knowledge Officers (CKOs) to take care of the "knowledge management" task.

What is Knowledge Management?

Knowledge Management (KM) is the process of collecting, selecting, organizing and disseminating organizational knowledge (which includes important information and expertise) so that it is available to the right people at the right time, throughout the organization, for application in activities such as problem solving, dynamic learning, strategic planning, and decision making. It also ensures that knowledge is not lost in time or with employee turnover.

Where is the knowledge and how is it collected?

Knowledge is waiting to be harvested everywhere in and around an organization—customer information, supplier schedules, sales figures, market research and trend analysis reports, surveys, news items, competitor profiles, technological know-how, best practices, user manuals, developer manuals, and more. Besides these, employees bear immense knowledge about the company and its many offerings.

Data is raw; information is contextual and organized; and knowledge goes a step further and involves understanding and retention. A few keywords associated with knowledge, like experience, acquaintance, understanding and awareness, are all human attributes.

Transactional data, sales and billing details, supplier information, market analysis reports, MIS reports, and so on, can be collected and stored at various points in an enterprise resource planning (ERP) system and be made available to the employees using technologies like the intranet, data warehouses, browsers and search engines. Information technology makes it easier to derive knowledge out of such sources. Details from project plans to service agreements are meticulously documented in an organization by default.

However, the abundant knowledge held by the employees, ranging from technological know-how and best practices to even more valuable knowledge gained through personal and team experiences, is more difficult to harvest. This is the main KM challenge. Knowledge needs to be identified, documented, and shared. Knowledge sharing triggers greater learning that, in turn, generates more knowledge. The process repeats itself.

This KM process needs the efforts of people, processes, and technology. Most importantly, it needs a knowledge-oriented organizational culture that encourages learning must exist.

What is the role of technical documentation in knowledge management?

Every document and presentation developed in an organization contributes towards KM. Here, we need to look beyond the quintessential user and developer manuals to find more ways where technical documentation teams can contribute effectively to KM.



Foremost in understanding any team's contribution to KM is recognizing that knowledge exists in "people." An executive who attends an expo, an employee who participates in a conference, a group that solves a huge problem, a team that brainstorms to seek innovative ideas, a manager who has just won an award for his innovative use of management techniques—every employee actually gains some knowledge through deliberate learning and experience.


Harvesting this knowledge is not as easy as documenting a product or technological know-how. Yet, it is an important task and one where an organization's technical documentation team can play a major role.

If each employee had the time and inclination to share knowledge, life would be simpler. These employees would only have to sit at the computer for half an hour every evening and feed information relevant to the day's work into an

enterprise-wide content management system, similar to maintaining a journal. There, the information is for everybody to access. Unfortunately, this is not practical for four reasons:

1. Not everybody is proactive enough to spend time documenting the day's experiences.
2. Not everybody has the time for this.
3. Not everybody has the right language skills required to effectively document experiences where others can understand the content.
4. Such a profusion of information as would be generated when every employee records information (imagine how much information an over-enthusiastic employee may enter) may beat the purpose of harvesting knowledge. Knowledge can become harmful if in excess.

On the other hand, it would be wonderful if you had a few technical writers dedicated to the task of documenting people-related knowledge. Technical writers are good at collecting, organizing, and presenting information in a concise, usable fashion. Every employee who has significant knowledge to share is a subject matter expert. The executive who has just returned from an expo calls a technical writer and discusses the event and his observations about competing products, market share, customer feedback, and so on. Within a day, this information is recorded in a perfect manner and is available on the intranet for common benefit. There is a workshop/seminar happening in your organization. A technical writer dons the cap of an "internal journalist" and reports on the event. Presto, more knowledge added to the system. The quality circle has just come up with some fantastic ideas; the company is working for a quality certification; the programmers have come up with an innovative system for peer reviews...call the technical writers!

Documenting employee knowledge is one area where a technical documentation team can contribute effectively to the organization's knowledge repository. This effort can pay off. 

Managing Around the Sun: Tips for Successful Virtual Management

By Stephen Parker

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So you think managing is tough? Try doing it when your employees are located around the globe. Alma Vigo-Morales, Director of Global Collaboration at Agilent Technologies, knows what it's like firsthand. "I don't get to see my employees' amazing work in action. When we talk, I only hear the highlights, so I really extend myself to get an accurate picture of what they are working on."

So what do managers like Vigo-Morales do to handle their unique remote management challenges? We've talked to managers in various organizations who have made remote managing succeed. Here's what they have learned:

Small talk? Not at all

What can you do when you can't just walk down the hall and check in? For starters, you can be purposeful in ensuring that your telephone conversations are more personal.

"I communicate about other issues rather than just critical work," notes Vigo-Morales. The Vice President of the Commercial Banking Development Program at LaSalle Bank, N.A., Natalie Kruger, agrees: "Without crossing the line, I let them in on my personal life, too. That helps my direct reports to see me as a human being."

Technology helps. E-mail, instant messaging, web meetings, and net meeting software facilitate more informal and friendly virtual interactions. Denise Ascheri, Vice President of Corporate Training and Development at Union Bank of California, adds, "A boss of mine had a virtual water cooler — it was like having instant messaging, but it was not necessarily for work. My manager spent a lot of time at the 'water cooler' at first to encourage people to participate. He was able to build a virtual community that encouraged us to connect with each other as well as with him."

It's not just about the work

As a successful leader you manage performance, of course, but you also must pay attention to

your remote employees' satisfaction. Kathy Arizon, Content Development Team Manager at Autodesk, asks engaging questions that address satisfaction, such as: "What did you really like about that interaction?" or even "How's the ski season in Utah?" Ascheri also notes "Different people get the same job done in different ways. If I coach my direct reports only for the result, I might not coach the way they want to be coached."

Knowing about the culture of your remote employee's country and geography is also crucial. For example, Vigo-Morales says, "managing someone in Romania can be much different, but also being comfortable with them."

The Trust Factor

When employees feel that they are trusted, they are more likely to contribute at a high level. "I reassure employees about what is expected of them, and then trust that they are going to do what they say they are going to do," notes Ascheri. And it's a two-way street. In the virtual world, a remote manager must rely on employees to share both the things that are going well as well as areas of unease and dissatisfaction. "I must be more intentional about what I do or say because I don't have visual cues. I'm not there to take my employees to lunch, and I can't walk around and observe them," Vigo-Morales explains.

Communicate and Connect

If you manage remotely, communication must be consistent, purposeful, and predictable. Many remote managers schedule regular calls to both check in and catch up. Arizon, who has both local and remote employees across many time zones, says she fosters consistency by doing three things:

- Having regular team meetings over the phone so that everyone is hearing the same information.
- Posting central spreadsheets that record decisions, chronological listings of everything discussed in meetings, and important items communicated in emails.
- Providing a web portal, which is a one-stop shop for schedules, contact info, yearly planning, and even photo albums.

Kruger offers her support by contacting her employees often by email and instant messaging in order to gain insights into their work style. She also has a conference line readily available for phone conversations. "That kind of proactive communication pays major dividends," she noted.

Hire the best, no matter where they are

Being cognizant of how you hire remote employees is often more critical than hiring direct reports at your same location. You must make sure they have the qualities and skills they need to work in a virtual environment. With that said, are there benefits to working remotely? "Absolutely," says Arizon. "When I hire, my selection pool is not just a 40 mile radius around headquarters — it is the planet!"

Virtual, but not alone

Just as your employees are challenged to be productive and focused in a virtual team, you, as a remote manager, must also reach out periodically to others for guidance and coaching. To be the best possible remote manager, you need to know your limits and when outside help will be useful. Arizon offers this tip: "To ensure success in our virtual environment, we conducted an online survey to see where our 'hot spots' were." As a result, she uses the survey results to focus on the team's most pressing challenges.

Leading a remote team can be tough yet rewarding. The opportunity to create a high-performing team without geographical limitations often results in increased innovation, creativity, and higher performance. And managers who can navigate through time zones, cultures, and unique work styles are often rewarded with motivated, connected employees, no matter where they live.

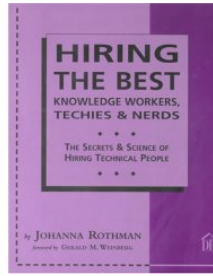
Stephen is Senior Vice President of BlessingWhite where he leads a remote team of regional sales managers, consultants, and client service staff in both the Eastern region of the United States and Europe. His extensive experience includes working with senior teams and wider employee populations to implement and sustain high performance cultures via organizational values, leadership, and employee development initiatives.

This article was written by Stephen Parker, and published in Link & Learn (October 2005), a free e-Newsletter published by Linkage, Inc. (LinkandLearn@linkageinc.com; www.linkageinc.com.)



Book Review

Hiring the Best Knowledge Workers, Techies, and Nerds by Johanna Rothman (Dorset House, New York NY, 2004, 352pp, ISBN 0-932633-59-5, www.dorsethouse.com, \$43.95)



This review first appeared in slightly different form in the November/December 2004 issue of IEEE Micro. (Reprinted with permission of Richard Mateosian, Reviewer.)

In *Micro Review*, Jan/Feb 2004, I reviewed *How Would You Move Mount Fuji? – Microsoft's Cult of the Puzzle*. In that book, William Poundstone describes the Microsoft's hiring strategy: disqualify anyone they're not completely sure about. This strategy works for Microsoft, because the number of highly qualified job applicants vastly exceeds the number of available positions.

Hiring managers at other companies, however, face many different situations. Johanna Rothman shows how to analyze your own situation and devise and execute a hiring strategy that is right for you.

Johanna Rothman obtained simultaneous bachelor's degrees in English literature and computer science. Later she obtained a masters degree in systems engineering. She says on her website,

"I consult, speak, and write on the issues of managing product development—specifically as a project management consultant, risk management consultant, and people management consultant for software or IT products. I help take the pain out of managing people and projects."

Gerald Weinberg is a highly respected consultant in the area of software project management (see *Micro Review*, July/August 2001). Rothman has worked with Weinberg for many years. Weinberg wrote a foreword for this book in which he says that he can think of no way to improve it. He calls it essential reading for practically everyone.

In *Micro Review* Sept/Oct 2002 I reviewed a collection of essays, edited by Weinberg and others, called *Amplifying Your Effectiveness*. In

one of her essays in that collection, *The Perils of Parallel Projects*, Rothman quantifies the degree to which context switching reduces effectiveness. A person working on 5 projects, according to Rothman's numbers, spends 75% of the time on context switching and 5% on each of the projects.

In the same collection, Rothman's essay *It's Just the First Slip* tells you to listen to your project. The first slip is a whisper: "Your expectation is not matching my reality. Listen to me. I can tell you my reality." By the fourth slip, it's yelling "You'll pay for this!"

I've focused on Rothman's background and examples of her work, because this book so strongly reflects her way of thinking. Rothman provides an overall roadmap and many procedures and checklists. Nonetheless, the flavor of the book is generally practical and anecdotal. Her mingling of systematic and pragmatic material makes this book unlike most management books. I especially like the boxed anecdotes, each labeled "a true story," that appear throughout the book.

If a central theme underlies this book, it is that knowledge workers are not fungible. Of course, every typist or assembly line worker is also unique. Nonetheless, cookie cutter hiring techniques tend to be more successful with such workers than they are with, say, programmers or technical writers. Thus, Rothman advocates tailoring your hiring strategy and tactics to each specific situation.

One of the most appealing aspects of this book is that Rothman does not try to push you into doing things the way you "ought" to do them. In one of her true stories, for example, she describes a situation in which a "considerate, empathetic, consensus driven" group of testers hired compatible people, only to find that many of the new hires left soon after being exposed to the two

main development managers, who were loud and argumentative. Her solution was to include the development managers as part of the hiring team. Rather than trying to change the behavior of the development managers—the "right" thing to do—she accepted them as a part of the environment. She made the ability to tolerate the development managers one of the qualifications for the job.

Another example of Rothman's flexibility has to do with multitasking. In the study noted above, Rothman shows that multitasking is inefficient. In the hiring process, however, she suggests exploring that subject with applicants to find out how well their working styles mesh with the company's. If the company believes in multitasking, regardless of how inefficient it is, then make willingness to multitask a qualification of the job.

Despite Rothman's emphasis on tailoring each hiring project to the specific situation, she does provide an end-to-end procedure for acquiring and keeping good workers. Rothman lays out the tasks and the issues, then addresses actual situations that may arise. She covers the entire subject thoroughly.

In the *July/August 2003 Micro Review*, I reviewed *Waltzing With Bears—Managing Risk on Software Projects* by Tom DeMarco & Timothy Lister. That book made me much more sensitive to risk management issues than I once was. As a result, I'm especially happy to see that Rothman addresses risks, contingency planning, and mitigation actions in the hiring process. For example, she includes a helpful discussion of what to do if you can't find the right person for the job.

If you are a hiring manager in a high tech field, you must read this book.



Ask the Managers...

By Deirdre Murr and Brenda Huettner

Submit your questions for De and Brenda to Jackie Damrau, Managing Editor, at jdamrau3@airmail.net.

Question: "I recently received a résumé for a writer who I know slightly. This writer who is active in the local STC community. I called a couple of people informally to ask about her skills, and it seems that her résumé is not complete. There are several recent positions that are not on the résumé, and she has been terminated from one position. Other than that, she appears to have all the qualifications that I want and need for my opening. What do I do?"

Brenda Huettner: Since she's active in the STC community, the candidate should know that people know about her work experience, and trying to hide any part of it is counterproductive.

You say this candidate has the qualifications you need, so I suggest that you talk to the candidate and see what she has to say. Perhaps the omissions were accidental, which might have happened if the résumé was submitted to an agency before the recent positions occurred. Or perhaps she was attempting to list only applicable prior work, and the missing ones were minor contracts in a different field.

This candidate is coming into the interview with a big disadvantage—she needs to be able to show that there was no intentional deception. She'll need to explain why the other positions are not

on the résumé, and why she was terminated from the prior position. Was it for cause, or a layoff instigated by strictly financial considerations? The buzz in the STC community may not have the correct details on that part of things.

Basically, I'd give her a chance, particularly if her qualifications look good on the résumé.

De Murr: I have two approaches to this question, depending if I am hiring for a full-time position or a contract position. An additional fold in the fabric of this story is the question of whether the résumé is her original or has it been "rewritten" by a placement agency.

If the position is a contract, I am with Brenda. If the candidate shows that she has the skill set that I am looking for, I am willing to let the candidate speak for herself. I would carefully question her in the interview. First, I want to make sure that her listed skills are what she says they are. After all, that is why I would be hiring her. Carefully couched questions and poised scenarios can help qualify her skills. Then I will ask her about the omissions and let her explain.

If the position is for a full-time slot, I may be less tolerant. If the résumé came through an agency, I would talk to them to determine if they had rewritten the résumé. I would also want to know if they are aware of the omission. (If they don't know about the omission, I would wonder about the agency!) What is their explanation? If the answer is reasonable, I would bring her in for an interview and follow the interview pattern for the contract position.



STC's 53rd Annual Conference
Las Vegas, Nevada
May 7-10, 2006

Future Conferences

- Las Vegas, NV
May 7-10, 2006
- Minneapolis, MN
May 13-16, 2007
- Philadelphia, PA
June 1-4, 2008
- Atlanta, GA
May 3-6, 2009

TECHNICAL COMMUNICATORS
WINNING COMMUNITY
STC's 53rd Annual Conference
Las Vegas, May 7-10, 2006

Listserv Summaries

Networking List (from Management SIG listserv)

Kit Brown, a Management SIG member, cross-published a list of associations where STC members network outside of STC. The list is provided below with URLs to these associations. If you have a list of organizations that relate to the technical communication field that you network that are not on this list, send me an e-mail at jdarnau3@airmail.net. I'll ask our Web Weaver to post this list on our Web site for future use.

Organization	URL
American Advertising Federation (AAF)	www.aaf.org
AIIM (The ECM Institution)	www.aiim.org
American Academy for the Advancement of Science (AAAS)	www.aaas.org
American Industrial Hygiene Association (AIHA)	www.aiha.org
American Marketing Association	www.marketingpower.com
American Public Health Association (APHA)	www.apha.org
American Society for Training and Development (ASTD)	www.astd.org
American Medical Writers Association (AMWA)	www.amwa.org
American Society for Information Science (ASIS&T)	www.asis.org
Association of Proposal Management Professionals (APMP)	www.apmp.org
American Translators Association (ATA)	www.atanet.org
Board of Trade (BC)	
British Computer Society (BCS)	www.bcs.org
Chambers of Commerce	
ClientSide News	www.clientsidenews.com
CM Pros (Content Management Professionals)	www.comprofessionals.org
Drug Information Assoc (DIA)	www.diahome.org
e-Content Institute Online (Canada only)	www.econtentinstitute.org
FrameMaker Forum	www.adobeforums.com/cgi-bin/webx?14@@.ee6b312
FrameMaker-dita Yahoo! Group	groups.yahoo.com/group/framemaker-dita/
4-H	www.4husa.org
Help Authoring Tools & Techniques (HATT)	groups.yahoo.com/group/HATT/
High-Tech Communicators' Exchange (HTCE)	www.htce.org
Information Architecture Institute (IAI)	iainstitute.org
IEEE Professional Communication Society (IEEE-PCS)	www.ieeepcs.org
Institute of Directors (IOD)	www.iod.com
International Association of Business Communicators (IABC)	www.iabc.com
International Society for Performance Improvement (ISPI)	www.ispi.org
Kickstand	www.kickstand.org
Knowledge Management Community of Practice	www-users.cs.york.ac.uk

Organization	URL
Localization Fusion Society	www.fusionsociety.com
National Association of Female Executives (NAFE)	www.nafe.com
National Association of Women Business Owners (NAWBO)	www.nawbo.org
Professional Contractors Group (PCG)	www.pcg.org.uk
Professional mailing lists, such as TECHWR-L, HATT, WWP	
Project Management Institute	www.pmi.org
Public Relations Society of America	www.prsa.org
SIGDOC	www.acm.org/sigdoc
SCORE (Association of retired executives)	www.score.org
Society of Indexers (SI)	www.indexers.org.uk
TechVibes	www.techvibes.com
Teko	www.teko.se
Institute of Technical Communicators (ISTC)	www.istc.org.uk
Vancouver User Experience (VanUE)	www.vanue.com
Unitarian Universalist Association	www.uua.org
Usability Professionals' Association (UPA)	www.usabilityprofessionals.org
Vancouver XML Developers Association (VanX)	www.vanx.org
Winwriters	www.winwriters.com
Wired Woman	www.wiredwoman.com
Network of Women in Computer Technology (NWCT)	www.nwct-phila.org

Setting Documentation Standards (TWI listserv)

Documentation standards were recently discussed on the TWI list as part of the new initiative on the topic. Here are some of the responses from the October topic, "Setting documentation standards." List member Sulbha Bahl summarized the responses.

Most respondents felt that this was an extremely informative topic to discuss. Even those who are not directly involved in setting standards would appreciate and abide by given standards, if they could become aware of the process behind setting them.

The STC Web site contains an article on successfully setting documentation standards, complete with potential pitfalls. <http://www.stc.org/confproceed/1995/PDFs/PG430432.PDF>

Ken Rigby, a specialist in system standards, wrote "Managing Standards," in which he examines setting documentation standards as an aspect of Technical Management. <http://home.btconnect.com/managingstandard/wysywig.htm>

Here are additional links that list members have found useful time and time again:

- 101 Standards for Online Communication <http://www.stc.org/confproceed/1997/PDFs/PG410-.PDF>
- Raising the standards http://www.techscribe.co.uk/techw/iso_18019.htm
- Information pertaining to style guides <http://www.bbctraining.com/pdfs/newsstyleguide.pdf>
- Framework for a documentation standard, by Ken Rigby <http://home.btconnect.com/managingstandard/docs.htm>

SIG News

Minutes from the Leadership Meetings

By Mike Markley, SIG Assistant Manager

Community Achievement Award application.

Each year, STC acknowledges the achievements of geographical communities (chapters) and virtual communities (special interest groups). The process involves an application process whereby the community submits an application outlining its accomplishments and activities. Whether or not the community wins an award, the exercise serves as an excellent self-assessment tool for the community. Over the past few months, **Jackie Damrau** spearheaded the application effort for the Management SIG. We learned a great deal about how the SIG can improve the services we offer to our members.

Bylaws. The SIG has adopted a set of bylaws that we can use to guide our operations. These are available for viewing on our Web site at <http://www.stcsig.org/mgt/about.htm> and look for the link at the bottom of the first section.

Membership Growth. At the end of March, we had 1,791 members, which is more than ~450 more than last year.



Membership Survey. In February, SIG membership manager, Patrick Lufkin, conducted an online survey of the membership. This survey attracted responses from over 17% of the members. He is currently analyzing the results, and we will be aligning future activities on the comments and preferences voiced by the respondents.



Congratulate SIG's 2006 Award Winners

See how many of these SIG members, who have been recognized by their communities, you know. When you see them at the upcoming conference, let them know that they are appreciated.

Distinguished SIG Service Award (DSSA)



Congratulations to **Mike Markley**, the SIG's 2006 Distinguished SIG Service Award winner. Mike has done an outstanding job the last several months as the Assistant SIG Manager. Now he's moving up to the SIG Manager position to complete Judith Herr's term. Judith, as you know, is moving on to become the SIG Coordinator for all SIGs.

Fellow

- Judith M. Herr, Livermore, California
- Doreen A. Mannion, Bowie, Maryland
- Raymond E. Urgo, Los Angeles, California
- Ann L. Wiley, Auburn, New York

Associate Fellow

- Rahel Anne Bailie, Vancouver, British Columbia
- Jackie A. Damrau, Dallas, Texas
- JoCarol Gau, Houston, Texas
- Jane L. Smith, Sedona, Arizona

Distinguished Chapter Service Award (DCSA)

- Karen Baranich, Swansea, North Carolina
- Paul Mueller, Houston, Texas
- Fred Sampson, Watsonville, California
- Tharun K. Unni, Bangalore, India

Volunteers Needed

We need you for the following positions:


Web Committee: Individual to keep Resources page updated.

Contact: Elizabeth Bailey (ebailey@comcast.net)

Newsletter Committee: **Managing Newsletter Editor** to take over managing and producing the quarterly SIG newsletter. An **Advertising Manager** to seek out advertising for the newsletter

Contact: Jackie Damrau (jdamrau3@airmail.net)

Member Business Directory: Individual to help provide a directory of the services our members have to offer

Contact: Jackie Damrau (jdamrau3@airmail.net) or Judith Herr (herj@comcast.net) 

STC Conference Abstracts

Management SIG members that are going to the 53rd STC Annual Conference in Las Vegas, Nevada in May want you to make an informed decision to attend their sessions.

You'll find a few abstracts that were submitted by the presenters.

Mike Markley Sessions

- *Preparation Strategies for Translation (WE 3T) – Monday, 2:00–3:30pm.* Are you looking for ideas to decrease your localization cost? Improve the usability of your documents? A return to clear and concise language and an understanding of how translation memory works could help you achieve both. This session will provide strategies for implementing clear and concise language in your documentation, and how to accurately forecast localization scope by implementing translation memory tools into your process. Although this session is in the writing and editing stem, there will be a great deal of information that applies to the management and control of projects. This session is presented by Tony Washington, Engenio Information Technologies, Inc.; Jeff Garner, Sakson & Taylor; and Mike Markley, Sakson & Taylor.

- *Building Efficient and Extensible Teams (MG 7K) –Tuesday, 2:00–3:30pm.* Doing less with more, cutting product cycle times, reducing cost: these are all realities of managing a documentation group today. This session will take a look at how resource management and staff utilization is done in one consulting company – with some advice on how you might use these techniques in your own organization. This session is presented by Sarah Baranowski and Mike Markley, staff/resource managers at Sakson & Taylor.

Jean Femia Progression Session

Managing Without the Title – Part of the Winning Management: Managing Projects Progression – Tuesday, 8:30–10:00am

Here's a progression topic for all of you lurkers on the Management discussion list—all the folks like me who have a zest for management but currently have no manager's title. Whether you're hoping to create a management position for yourself, working around an ineffective or uninterested manager, or just want to organize the work to get things done, come talk with us.

What bases for authority do you have, even if you don't have a manager's title? How are meetings handled in your company's culture? What are some inexpensive methods teams can use to communicate during a project? Is there a connection between management and parenting?

I have some ideas to share about these questions and more: defining your project and the stakeholders in it, developing a management style, and tracking and communicating during the project. I expect you'll have more ideas to add to the mix as well as other questions the group can help answer.

"Managing Without the Title" is just one topic in the Managing Projects Progression. Progressions offer a chance to explore several topics in the space of a single conference session, each with a small group of participants. You choose a topic table you're interested in, and the presenter offers a short presentation on the subject and then leads a roundtable discussion. Then you move on to another topic table and learn about something else that interests you.

The Managing Projects Progression will be on Tuesday, May 9, 2006, from 8:30-10:00 a.m.

Join us!

Management SIG sponsors two progression sessions

Are you in a leadership role on a project involving multiple writers? Looking for new ideas for managing and controlling your projects? Check out these SIG-sponsored progressions. The progression format allows you to choose up to three topics in a single time block and its casual nature allows for engaged discussion between the speaker and the audience.

Winning Management: Managing Projects (MG5D) – Tuesday, 8:30-10:00am

Moderator: Mike Markley, Sakson & Taylor.\

Topics and Speakers:

- 10 Steps to Implement a Successful Customer Survey, Francisco Abedrabbo
- Managing Projects: I Need to Know What? Elizabeth Bailey
- Managing Without the Title, Jean Femia
- Numbers Instead of Words: Developing Meaningful Metrics for Quality, Lori Fisher
- Project Manager's Toolkit: Using Software Tools to Help Build Project Success, Brenda Huettner
- Five Dysfunctions of a Team, Paul Mueller
- A Simple Transactional Analysis Tool for Harried Project Managers, Laura Ramsey
- Lessons Learned: A Tool to Help in Building a Learning Organization, Linda Roberts
- Using the Prototype to Manage e-Learning Projects, Jane L. Smith
- Procedures and Measurables: More than Just Paperwork, Kathy Vincenz
- You've REALLY Got Mail: Managing Electronic Customer Contacts, Annalee Cato Worthington, Ph.D.

Winning Management: Managing People and Careers (MG11B) – Wednesday, 2:00–3:30pm

Moderator: Mike Markley, Sakson & Taylor

Topics and Speakers:

- Preparing for Content Management: A Manager's Point of View, Rahel Anne Bailie

- Challenges of a Process Manager, Mollye Barrett
- Three Keys for Building Healthy Teams, Pamela Curtis
- Ethical and Intercultural Challenges for Technical Communicators and Managers in a Shrinking Global Marketplace, Madelyn J. Flammia
- What, me Worry? Making the Leap Into Management, Walter Hanig
- Tips for Hiring Good Writers, Holly Harkness
- Communicating with Upper Management, De Murr
- Managing Technical Team Members, Annette Reilly
- When "Yes" does not mean "Yes", Michele R. Smith
- Manager, Mentor, Mentee, Susan Tacker
- Ethical and Intercultural Challenges for Technical Communicators and Managers in a Shrinking Global Marketplace, Daniel Voss

Employment Opportunities

STC Career Center

Visit the STC Technical Communication Career Center at <http://jobs.stc.org> for employment opportunities in your geographic area.

SIG Employment Postings

The Management SIG's discussion listserv occasionally has job postings appear. Join our listserv by visiting <http://www.stcsig.org/mgt/HotTopics.htm> to find these postings.

Educational News

The Educational News column is where you can tell us about that great degree or certificate program and any non-STC-related seminar that you've attended, or any other educationally related information of interest to the members of the Management SIG. Send your review to Jackie Damrau, Newsletter Editor, at jdamrau3@airmail.net

Letters to the Editor

This column is your place to voice your thoughts about the newsletter. Send your letters to jdamrau3@airmail.net.

Events Calendar

STC Telephone Seminars

Time: 12:00 pm–1:30 pm EDT

Cost: \$99

<http://www.stc.org/edu/seminarsList01.asp>

May 24, 2006

Life After RoboHelp - How We Got Here and Where To Next

Presenter: Neil Perlin

Level: Beginner/Intermediate

June 14, 2006

Introduction to DITA

Presenter: Paul Prescod

Level: Intermediate/Advance

July 12, 2006

Adding Panache to your Procedures

Presenter: Leah Guren

Level: Beginner/Intermediate

STC and Non-STC Events

April 23 – 24, 2006

Content Management Professionals

Spring 2006 Summit

San Francisco, California

http://www.cmprofessionals.org/about_cm_pros/pressindex.html#apr1806

April 24 - 26, 2006

Gilbane San Francisco

Conference on Technologies for

Content Applications

Conference on Enterprise Digital

Rights Management

San Francisco, California

http://lighthouseseminars.com/gilbane_sf_06/sf_06.html

May 4-5, 2006

Good Experience Live: GEL 2006

New York, New York

<http://www.gelconference.com/c/gel06.php>

May 5, 2006

Framemaker and DITA Phone Seminar

http://www.pubsnet.com/courses/fm_dita.htm

May 7-10, 2006

STC 53rd Annual Conference, Las Vegas, NV

<http://www.stc.org/53rdConf/>

May 15-17, 2006

Enterprise Architect Summit 2006

Key Biscayne, Florida

<http://www.ftonline.com/conferences/>

May 15-17, 2006

Syndicate 2006

Brooklyn, New York

<http://www.syndicateconference.com/ive/38/media/upcoming>

May 16-18, 2006

AIIIM ON-Demand 2006

Philadelphia, Pennsylvania

<http://www.aiim.org/callforspeakers2006/>

May 16-19, 2006

X-TECH: Building Web 2.0

Amsterdam, Netherlands

<http://www.xtech-conference.org/>

May 17–19, 2006

Government Communicators Conference

Washington District of Columbia

<http://www.ragan.com/ME2/dirmod.asp?sid=&type=gen&mod=Core%20Pages&gid=D667A517AB5E4AEA95111C49EB30E912>

May 21-26, 2006

Usability Week 2006

London, England

<http://www.nngroup.com/events/london/agenda.html>

May 23-24, 2006

Enterprise Search Summit

New York, New York

<http://www.enterprisesearchsummit.com/>

May 30-June 1, 2006

Localization World

Barcelona, Spain

<http://www.localizationworld.com/>

June 4-7, 2006

International Association of Business Communicators (IABC) International Conference

Hyatt Regency and Fairmont Hotel

Vancouver, British Columbia

www.iabc.com/ic

June 11-14, 2006

Special Libraries Association 2006

Baltimore, Maryland

<http://www.sla.org/content/Events/conference/ac2006/index.cfm>

June 19-24, 2006

Usability Week 2006

San Francisco, California

http://www.nngroup.com/events/san_francisco/agenda.html

June 22-25, 2006

Association for Educational

Communications and Technology

(AECT) 2006 Research Symposia

Bloomington, Indiana

<http://www.aect.org/events>

July 16-21, 2006

Usability Week 2006

Sydney, Australia

<http://www.nngroup.com/events/sydney/agenda.html>

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