

# Newsletter

Volume 11, No. 1

Winter 2008/2009

## Websites Worth

### Visiting

- <http://www.ncscpm.org/>
- <http://www.cpmacademy.org>
- [http://www.osp.state.nc.us/ExternalHome/HRD/training\\_menu.htm](http://www.osp.state.nc.us/ExternalHome/HRD/training_menu.htm)
- <http://www.careerbuilder.com>
- <http://www.fastcompany.com>
- <http://www.gasb.org/>

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## Message from David Osborne, 2008 President (reprint)

Five months into my term as President, I find myself wondering where the time has gone, and how little time there is left to accomplish some of the goals the Society wanted to accomplish this year. As I talk with my colleagues, it becomes evident that many of our leaders and members are busier than ever. Schedules are full of meetings and travel, and time for Society business often takes a back seat to our busy work schedules and lifestyles.

There are a few basic observations that I believe greatly impact and challenge our management skills we honed during our CPM courses. First and foremost seems to be the constant barrage of e-mails and infor-

mation that crosses our desks daily. We are experiencing an information overload. Compare the amount of information that crosses your desk today with the amount and the manner you received information ten years ago.

It's not the information that I need that troubles me, it's the information I don't need that attempts to control my days. I think I am copied on every e-mail that comes to and from my manager, subordinates, and an amazing amount of "junk" mail that seems to slip through the filter. I watch as managers are increasingly being tied to their desk responding to e-mails and spending less time interacting with others face to face. We are



quickly forgetting the value of "management by meandering," getting out in the field and seeing what's happening. I am developing some solutions that I find helpful in taking back control of my schedule. I think I will develop a training program on "How To Manage Your E-mails" and make a

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## NCSCPM Election Results

The Society installed the 2009 Board Members and Officers at its annual meeting held November 12, 2008. Joel Herron, Linda Jefferson and Felicia McLean were elected as Board Members for a two-year term. Other members of the

board include Sarah Smith (President), David Osborne (Past President), Kim Gillespie (Secretary), Amy Sawyer (Board Chair), Dan Thomas (Treasurer), Tina Pickett (Board Member), and Jenny Rollins (President Elect).

The NCSCPM Nominations and Elections Committee included Sarah Smith, Beverly Hall and David Osborne. The Board of Directors meet the first Thursday of

*Continued on page 5*

## NCSCPM Annual Fall Workshop—A Success

The NCSCPM held its annual fall workshop on Tuesday, October 21<sup>st</sup> at the North Carolina Rural Center in Raleigh. This year's theme "Back to Basics: Change Management," was quite timely amidst a changing administration and changing workforce. In spite of tight budget constraints that resulted in some last minute cancellations, 42 public managers participated in a day of networking and professional development.

The message of change management was delivered by three dynamic presenters. The day began with a powerful presentation by Mr. Rich Walsh from the Center for Creative Leadership on leading with authenticity in times of transition. He stressed the importance of recognizing the people side and

the structural side of change. He also talked about the anatomy of a learning experience. Mr. Ron Penny, Chair of the Department of Public Administration at North Carolina Central University, followed with a presentation on managing change. He spoke of leadership as a collective effort. According to Mr. Penny, the "Leadership Collective is built on trust." Mr. Nelse Grundvig, Head of the Labor Market Research Section of the North Carolina Employment Security Commission and 2008 CPM graduate, finished the day with his discussion the changing labor market, demographics and related training requirements. He mentioned how the changing workforce will require training to become more of a focal point and a necessity.

Kudos to the program committee for their hard work in planning an excellent workshop. The program committee includes: Terry Bell, Kim Gillespie, Tami Hinton, Linda Jefferson, Anita McNeil, Jenny Rollins, Charlene Shabaaz and Sarah Smith.



*Photo: Sarah Smith listens intently to presenter Nelse Grundvig*

## Jean Waters Receives the 2008 Margaret J. Bailey Award

Jean Waters was presented the 2008 Margaret J. Bailey award by the NC Society of Certified Public Managers at its annual meeting on November 12th. She was chosen for the prestigious award for her dedication to the NC Public Manager Program (PMP) and its success.

Jean has worked with the PMP since its inception. She has served in many capacities ranging from Office Manager to Administrator of the PMP. She has ensured candidates followed and completed the criteria to graduate from the program. Every year Jean has coordinated graduation activities and has worked closely with the Society.

In a statement released after receiving the award Jean stated that she was honored and very

humbled to have been chosen for the award.

Jean has worked for the Office of State Personnel at the Personnel Development Center since 1980.

The Margaret J. Bailey Award is the highest honor bestowed by the Society and recognizes an individual for his/her outstanding achievements in relation to the goals and tenants of the Society.



*Photo: Beverly Hall (left) presenting Margaret J. Bailey award to Jean Waters (right).*

## Beverly Hall Retires after 32 Years of Service in State Government

The old adage of “saying goodbye is so very hard to do” is very appropriate when thinking of Beverly Hall. She has been a source of energy and motivation to the Society since becoming a member.

Beverly joined the NCSCPM upon graduation from the Public Managers Program and quickly sought opportunities to serve in a leadership capacity. She was elected to

the Board of Directors in 2004 and was President-Elect in 2005, upon which she chaired the Program Committee. During her term as President she held as a priority increasing the capacity of the Board and the Society through connections with the South Carolina Society of Certified Public Manager. She led a NCSCPM delegation to the South Carolina annual meeting and continued those con-

nections throughout her tenure on the Board. She completed her Past-President term in 2007 and graciously returned for a repeat performance in 2008. She represented the Society at the annual meeting of the American Academy of Certified Public Manager each year of her tenure on the Board, including serving as a House of Delegate representative. As Past-President, she

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## Message from David Osborne *(Continued from page 1)*

fortune teaching it around the country!

The second observation I have made is that state agencies are feeling the impact of budget cuts and staff reductions from the past several years. While experiencing a reduction in the workforce, we are at the same time experiencing a significant population growth in North Carolina resulting in even more demands for services. Basically, all of us are being expected to do more with less. Compare your job description today with what it called for five years ago and I sus-

pect you will find numerous duties on your plate today that you had never heard of five years ago.

It is issues like these that make membership in the AACPM and NCSCPM more valuable than ever. I believe our challenges as managers become increasingly more difficult each year and we must work together to share ideas and suggestions on how to address some of our common concerns. Membership in AACPM and NCSCPM provides networking opportunities for all of us as public managers and provides us access to other manag-

ers who are experiencing the same concerns. I have often asked myself “Why should a new CPM graduate join the AACPM / NCSCPM?” I think the answer I would give is the aspect of “networking” with other public managers who experience the same problems new graduates will encounter. Now, our challenge is to provide this network for our fellow members. We must learn to manage our schedules and work loads to enable us to have the time to network with our colleagues and to mentor those who look to us for leadership.

## Certified Public Manager Class of 2008

The Certified Public Manager Program graduation was held October 6<sup>th</sup> at the North Carolina Museum of History. Sixty-two fellows representing 16 agencies were conferred certificates. The NCSCPM distributed programs, congratulated the graduates and talked with them about membership in the society and the fall workshop. Congressman Bob Etheridge gave the keynote address and David Osborne, NCSCPM 2008 President, addressed the graduates and urged

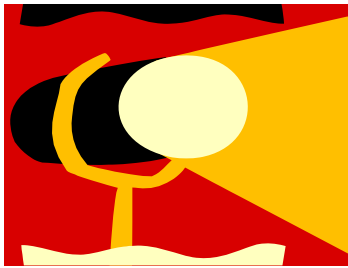
them to continue their pursuit of professional development through membership in the American Academy of Certified Public Manager via the NCSCPM.

### Graduates:

Ayman Alqudwah, DOT  
Angela Altice, DOR  
Lafayette Atkinson, DOL  
Julie Bagley, DHHS  
Starr Barbaro, CCPS  
Terry Bell, AOC  
Regina Berry, Dept. of Revenue  
Ronnie Best, NCDA&CS

Gerald Branker, DOC  
George Bridgers, DENR  
Regina Brooks, DHHS  
Nicole Brown, DOL  
Janet Brown, DOC  
Aaron Bullard, DOT  
Gloria Butler, ESC  
Gene Davis, DOR  
Shannon Deaton, Wildlife  
Cindy DePorter, DHHS  
Davis Diggs, DOT  
Chuck Dumas, DOT  
Nelse Grundvig, ESC  
Pat Harris, DENR

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## ***IN THE SPOTLIGHT***

*featuring David Osborne*

*Written by Linda Jefferson*

### **Mentoring Beyond the Borders**

Few things can have the far reaching positive affect than a successful mentoring relationship. When done well mentoring offers enormous benefits to both the mentee and the mentor. Most often mentoring is thought of in terms of one-on-one individualized interactions. The Department of Correction is broadening that concept with an agency-to-agency approach with the Nigerian Prisons System from Nigeria, Africa. It is truly mentoring beyond the borders.

The Department of Correction, Division of Prisons established a peer-to-peer exchange with the Nigerian Prisons System in 2007. The ingenious idea stemmed from the Controller General of the Nigerian Prisons System attending an American Correction Association conference in 2006 where the Department of Correction was the host agency. Mr. Olusola Ogundipe, Controller General, was interested in reforming the Nigerian Prisons System and was impressed by the North Carolina Department of Corrections model.

David Osborne, Assistant Director of Prisons at the Department of Corrections was chosen to lead the project team. David, a 32-year veteran with the Department of Corrections, was the architect behind the plan where top level Nigerian prison officials toured prisons in North Carolina. He worked closely with Mr. Joseph Lofton, a retired Prison Administrator from the Department of Corrections and Dr. Abel Ekpunobi, a former professor at North Carolina Central University and businessman in Chapel Hill, to develop a stellar program that would meet the needs outlined by Mr. Ogundipe.

The program, referred to as the Nigerian Prisons Peer Exchange (NPPE), involved the Nigerian Prisons System sending 60 of its managers to visit select prisons in North Carolina over a one year period. This would be accomplished by sending up to five managers per month for a four-to-five day orientation of the North Carolina Prison System. With the exception of arranging transportation to the prisons, the Nigerian Prisons System paid all costs associated with the program.



*Photo: David Osborne (left), Nigerian Prison System representatives (middle), and members of Division of Prisons' host committee.*

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## NCSCPM: In the Spirit of Giving

The Society made a conscious decision in 2008 to increase its volunteer efforts. Kim Gillespie spearheaded the effort to collect, assemble, and deliver care baskets to The City of Oaks Convalescence Home in Raleigh. According to Kim, she was overwhelmed with the generosity of those who gave. She received generous donations from NCSCPM members and Department of Transportation (DOT) employees.

Kim and the Membership Committee held two basket drives, one in the summer and one in December. In all, the Society donated over 50 care baskets to The City of Oaks.

Kim coordinated the basket drive with Ms. Petra Bowling, Recreational Services Director at The City of Oaks. Ms. Bowling provided a general list of items needed by the residents and distributed the baskets to the residents once delivered by Kim. The home had an angel tree during Christmas and the baskets were distributed to the residents who did not receive any gifts. The residents at The City of Oaks were overwhelmed by the generosity and kindness of the Society's members and DOT employees.

When asked if she considered the basket drives to be a success, Kim replied with a resounding yes. She

said "it was worth it when everything came together." She said it was "lots of fun and I really enjoyed it." She would like to see another basket drive. She felt others would enjoy it and would see how rewarding the project can be.

Kim wants to thank Beverly Hall and Eileen Dannacker for their help in collecting and assembling the baskets. Beverly and Eileen worked very hard behind the scenes and made sure the baskets were beautiful.



## Beverly Hall Retires *(Continued from page 3)*

presented the Margaret J. Bailey award to this year's recipient at the annual banquet.

Beverly was truly dedicated to the growth and continued success of the Society. She coordinated the planning of two outstanding professional development workshops when she was the President-Elect in 2005.

At its January 2009 meeting, the Board unanimously passed a motion

***"The old adage of saying  
goodbye is so very hard  
to do is appropriate when  
thinking of Beverly  
Hall."***

to recognize Beverly for her dedication and service to the Society. The

Board drafted a resolution that was sent to Beverly's retirement celebration from the Department of Environment and Natural Resources, Radiation Protection Section.

Congratulations Beverly! We will miss you!

## NCSCPM Election Results *(Continued from page 1)*

every month at 3:00 p.m. unless otherwise noted. Watch the NCSCPM website for meeting location. Meetings are open to all members.

Please join me in congratulating the newly elected board members.



*Board members from left to right:  
Row 1: Sarah Smith and Terry Bell;  
Row 2: Amy Sawyer, Tina Picket and Felicia McLean;  
Row 3: Jenny Rollins and Linda Jefferson;  
Row 4: David Osborne and Kim Gillespie.*

# Certified Public Manager Class of 2008 (Continued from page 3)

## Graduates continued:

Venessa Hodge, DHHS  
 Laura Holding, AOC  
 Susan Horrell, AOC  
 Dennis Igboko, DENR  
 Brandon Jones, DOT  
 Antwon Keith, ESC  
 Scott Kershner, DENR  
 Heather Laffler, DHHS  
 Anita Le Veaux, DOJ  
 Ed Lewis, DOT  
 Vanessa Lewis, DOR  
 Gina Luginbuhl, DOL  
 Tamara Matthews, UNC-W  
 Bud McCarty, DENR  
 Randy McKinney, DOT  
 Bruce Miles, DOL  
 Toni Moore, Commerce  
 Clark Morrison, DOT  
 Behshad Norowzi, DOT

Sharon Patrick-Wilson, DOJ  
 Paris Penny, DHHS  
 Carly Perin, UNC-CH  
 Michael Petrucio, DENR  
 Jennifer Portanova, DOT  
 Lorie Pugh, DHHS  
 Allen Raynor, DOT  
 Joe Reavis, DOJ  
 Dianne Reid, DENR  
 Darren Rhodes, Commerce  
 Jenny Rollins, DENR  
 Lora Smathers, DHHS  
 LaMont Smith, DOL  
 Danny Stevens, DOC  
 Eric Swain, CCPS  
 Melynda Swindells, DHHS  
 Hugh Thompson, DOT  
 Todd Whittington, DOT  
 Chip Wood, ESC  
 Ibtisam Zatari, DHHS



*Congratulations Graduates!*

## Leading in Times of Transition and Budget Constraints—Part I

Our state and nation are facing one of the worse economic crisis since the Great Depression. North Carolina is facing a \$2.4 billion shortfall and that amount may go as high as \$3 billion. Coupled with the staggering deficit is a new administration which always bring some changes in leadership.

Leading in times of transition can be a challenge in and of itself. Lay-

ering steep budget constraints on top of transition can be even more daunting. It is during these times that the skills NCSCPM members gained in the Public Managers Program are needed most and become very valuable.

How will you lead in these tough times? Begin by closely examining your unit. Identify areas that are effective and efficient including

critical areas that must be maintained as well as inefficient areas. Develop a plan of action. Be sure to include your staff in the conversation when and where possible. As leaders, your employees will be looking to you for some assurance and direction in all the uncertainty.

Stay tuned for Part II of this series. It will be published in the next issue of the newsletter.

## Your Opinion Matters

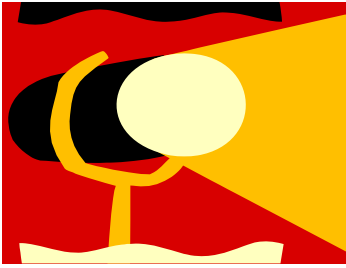
The Board of Directors is seeking to rename the Society's newsletter. We are seeking input from members in selecting a new name. As such, we are having a contest where members submit names to be considered by the Board.

The contest guidelines are simple. Submit your suggestions to

Linda.Jefferson@osp.nc.gov by February 28th. You may submit as many names as you like. The only limit is to be innovative and creative. The Board will vote on the submissions and decide the winner at its March meeting. The contest winner's name will be published in the next issue of the newsletter.

Contact your fellow Society members and tell them about the contest.

Just think, you can see your name in lights. That's right, ***you can be the winner.*** Your opinion matters!



## ***IN THE SPOTLIGHT***

*featuring David Osborne*

*Written by Linda Jefferson*

### **Mentoring Beyond the Borders** *(Continued from page 4)*

Thirty-five Division of Prison employees volunteered to serve on the host committee which was responsible for guiding the tours at assigned prison(s). David determined which prisons that would be visited based on the managers from the Nigerian Prisons System. Both women and male prisons were visited.

The first group of five Nigerian Prisons System managers came in October 2007 and the second group came in December 2007. A third group of managers came the week of Memorial Day in 2008 and included 10 Nigerian Prison System managers. A fourth group of managers was suppose to come in July 2008, but due to budget constraints the visit was delayed. All the groups met with top level Department of Corrections and Division of Prisons officials during their visit.

While here, the Nigerian Prisons System managers learned about the business enterprises of the prisons visited. They also learned how technology was used to run an efficient prison system. The guests learned how many of North Carolina's prisons grow their own food which help to curtail the cost to feed inmates. Of particular interest were the health care system, population control and the prototype prison. The group was also interested in education services and work programs at the prisons.

When asked how was the NPPE was received, David said that it was well received by all involved. According to David, it was an opportunity for North Carolina's Division of Prisons to showcase what it does best. He said it was an honor to be chosen by the Nigerian Prisons System as a model for their reform initiatives. David mentioned that his division had shared information with other countries before, but nothing of the magnitude of the NPPE.

David credits skills he learned in the Public Manager Program for the successful planning and implementation of the NPPE. He wants to see the program continue and wants the Nigerian Prisons System managers to feel comfortable calling upon him and his agency as they move forward with their reforms. According to David, the ultimate success of this program would be the Nigerian Prison System adopting some of the practices, procedures and guidelines used by the North Carolina Prison System.

David invites Society members to be a part of the NPPE if they are interested and their agency allow them to participate. Interested parties should contact David at [odr01@doc.state.nc.us](mailto:odr01@doc.state.nc.us).

North Carolina has 79 prisons statewide with 40,000 offenders.



*Bottom left photo: David Osborne giving presentation on prison operations. Bottom right photo: David Osborne preparing Nigerian Prisons System managers for tour of prison facility.*

**NORTH CAROLINA SOCIETY OF CERTIFIED PUBLIC MANAGERS**

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Jenny Rollins, President Elect  
David Osborne, Past President  
Dan Thomas, Treasurer  
Kim Lash Gillespie, Secretary  
Amy Sawyer, Board Chair  
Linda Jefferson, Board Member  
Felicia McLean, Board Member  
Terry Bell, Board Member  
Tina Pickett, Board Member  
Joel Herron, Board Member



*Fostering Leadership and Professionalism in Public Service*

*The North Carolina Society of Certified Public Managers exists to promote fellowship and cooperation in public service, to provide expertise for conducting research and special problem investigations, to provide training for the advancement of managerial abilities, to establish standards of performance for managers in public services, to encourage recognition of public management, and to assist agencies in public and private services.*

*The NCSCPM works closely with the Certified Public Manager Program, which is conducted by the Office of State Personnel Human Resources Development Group. The purpose of the CPM is to provide an in-depth, comprehensive training program for middle managers from state government agencies and university campuses. Graduates of the CPM are designated as Certified Public Managers, which is recognized by a national consortium of over 20 states.*

## **NCSCPM Recent Announcements and Member News**

### **Recent Announcements**

NCSCPM members are on the move. Our members are highly sought after professionals, who realize career advancement and promotional opportunities on a regular basis. We would like to share success stories of our members, including recent promotions or other job changes as well as recent certifications or other professional credentials. The NCSCPM continues to seek ways to demonstrate the CPM designation is recognized across state government as a symbol of professionalism and expertise in the area of public management. Help us get the message out.

Please share your recent announcement with Linda Jefferson at [Linda.Jefferson@osp.nc.gov](mailto:Linda.Jefferson@osp.nc.gov).

### **NCSCPM Members on Active Deployment**

We would like to include profiles or news of NCSCPM members and CPM Fellows, who are actively deployed in military service. If a CPM from your agency/division is deployed, please share the information with us so we can highlight their service in upcoming issues of the NCSCPM newsletter. Send the information to Linda Jefferson at [Linda.Jefferson@osp.nc.gov](mailto:Linda.Jefferson@osp.nc.gov).

### **NCSCPM Member Profiles**

NCSCPM member profiles are posted on website and are published in the NCSCPM newsletter. We would like to include more profiles in order to better represent who is "membership" and to publish first-hand accounts of the benefits of the CPM designation

and joining NCSCPM.

For member profiles, please send information about your current position/agency, the year you received the CPM designation and provide a brief description of how the CPM designation has benefited you and why you joined the NCSCPM. Contact Linda Jefferson at [Linda.Jefferson@osp.nc.gov](mailto:Linda.Jefferson@osp.nc.gov) to have your profiles listed.

### **NCSCPM Member Spotlight**

We are still looking for members with interesting hobbies or interests outside the workplace as well as interesting jobs at work. Past articles featured Tina Pickett, Pete Burke and Greg Cain. For member spotlight articles, please contact Linda Jefferson at [Linda.Jefferson@osp.nc.gov](mailto:Linda.Jefferson@osp.nc.gov).