



Introducing Mahrukh Cama, the first Farrell Award recipient

by Ginger Sanchez

Just imagine. You're sitting in a weekly department meeting — in this case, one on design review — and in walks General Manager Dan Senese with the Management Council members. You think to yourself, "We must be covering a very important issue today." Then, to your surprise and excitement, you are told that you have been selected by your co-workers as the first recipient of the Joyce E. Farrell IEEE Staff Award!

This is precisely what happened to Mahrukh Cama, Information Technology. Mahrukh, a seven-year employee of the IEEE, has held varied positions, including systems analyst, program

analyst, senior program analyst, and most currently, lead programmer/analyst. In speaking with Mahrukh, it is obvious she is truly touched by the recognition and the congratulations she has received from other staff members. *The Staff Circuit* spent some time getting to know Mahrukh.

Staff Circuit: What went through your mind when you first heard you were the recipient of this prestigious award?

Mahrukh: My thoughts were everywhere. I thought about Joyce and how she would have reacted. About my family and just how wonderful it all is. The Farrell Award is the greatest honor I have ever received.

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• Mahrukh receives one of the Farrell Award gifts from Executive Director Dan Senese.

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Sharing holiday memories

by Greg Gillespie

Do you know of anyone who doesn't have a holiday memory? Good or bad, 'tis the season that leaves an impression. A few IEEE staffers shared some of theirs with *The Staff Circuit*.

Though Susan Sacks, Power Engineering Society, has a lifetime of good memories, one that is most vivid is the year when she went bouncing off a sled and broke her ankle — two days before her family planned to escape the dreary landscape of a Jersey winter to hit the sunny beaches of Florida! "Not a terribly happy memory,

but it's certainly the strangest," says Susan. "When we hit that pile of leaves at the bottom of the hill, I knew I was in trouble."

Debbie Schreiber, Regional Activities, will never forget her first Christmas with her husband, Richard. The newlyweds were, in Debbie's words, "poor as church mice" and nothing brought that fact home more than the holidays. But together, Debbie and Richard made something out of nothing by sending gifts to friends and family that consisted of tee-shirts

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• This illustration represents the seven symbols of Kwanzaa.

Farrell Award recipient

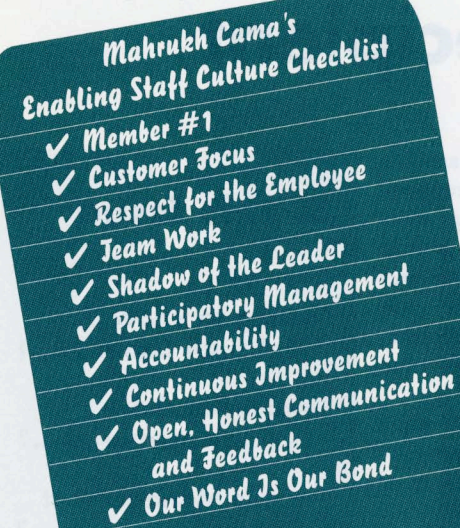
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Staff Circuit: This award is not only a great honor, but it is also very personal. What are your thoughts?

Mahrukh: How many people win an award and have the occasion to personally know the person for whom it was named? It is a great honor to know that my colleagues think so highly and have so much confidence in me.

Staff Circuit: What does your position as a lead programmer/analyst entail?

Mahrukh: My responsibility is to ensure data quality and



integrity. Of primary importance earlier this year was the task of cleaning up the member records for the billing and renewal process. My focus now includes examining, process by process, the root cause of problems and errors in order to evaluate, enhance and correct the IEEE's database system.

Staff Circuit: Your job sounds so technical. Where did you receive your technical schooling?

Mahrukh: I became certified in programming at the Cittone Institute and also received training from Middlesex County College. I earned a bachelor's degree in Management Information Systems from Thomas Edison State College, but I use the courses offered through Quality College as another avenue to expand my knowledge.

Staff Circuit: Where did you work before coming to the IEEE?

Mahrukh: I worked at IBM in Karachi, Pakistan for nine years; General Cable Company in the Colonia/Woodbridge, N.J. area for 11 years; and Volvo North America in Rockleigh, N.J. Volvo was my first job in programming after Citone. I primarily worked in administration and customer service areas before getting involved with computers.

Staff Circuit: How did you become involved in information technology and programming?

Mahrukh: While working at IBM, I became interested in computers. I took the opportunity to start schooling in computers, initially at Middlesex County

College in the evenings. I later attended Citone full time.

Staff Circuit: What do you think are your strengths and skills that make you so good at your job?

Mahrukh: Perseverance and troubleshooting. I enjoy treating negatives as challenges and turning them into positives. I enjoy the challenge of "closing all the holes" in a project. Since I am very detailed, I am able to get to the root cause of the situation.

Staff Circuit: Would you like to share some of your personal life with our readers?

Mahrukh: I grew up in Pakistan and received my education under the British system of schooling. As a senior in high school, I lived with a family in California as part of an exchange program. In 1971, I moved to the United States. I've been married to my husband Rohinton (Roy) for 26 years and have two children — my daughter, Spenta and a son, Cyrus. We've lived in Metuchen, N.J. since 1976.

In last quarter's issue of *The Staff Circuit*, Mahrukh contributed to the *Joyce Farrell: a tribute to a very special lady* article. She voiced her sentiments and thanks Joyce "for showing us how to appreciate life."

It's true that good things happen to good people, and what an endearing way to have your hard work recognized and remembered — by being the first recipient of the Joyce E. Farrell IEEE Staff Award. Many employees have commented on how happy Joyce would be for Mahrukh. ♦

Holiday memories

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from Richard's motorcycle shop and treats Debbie had baked herself. "We didn't have anything. But that one Christmas helped us both realize what the real spirit of the holiday is and it bound us together," says Debbie. "My hope is that my son Eric will have a memory like that some day — a moment of epiphany when he understands what Christmas really represents."

Darla Wagner, Library, will always remember a trip she took with her mother and nephew in 1987 to Bethlehem, Pa. It was the first time Darla saw "The Putz," a collection of wood-carved nativity figures from Germany that are displayed by the Moravians who settled the area in the 1700s. The Putz, which is more than 400 years old, is displayed in a church basement on a freshly-gathered bed of moss and pine boughs. Darla's mother was so touched by the display and the story of the nativity that it brought her to tears. It was the last Christ-

mas they spent together, as Darla's mother died the following year. "I'm still not sure if her tears were of joy or sorrow, but I delight in thinking they were tears of joy for the magnificent retelling of the nativity," says Darla.

While following tradition is the norm, Bonnie Moye, Member Services, has worked over the past five years to start a new tradition in her family, the celebration of Kwanzaa. The holiday, which is observed 26 Dec-1 Jan, is a celebration of family, community and culture. It is rooted in the cultural values and practices of both continental Africans and African-Americans, with strict attention paid to cultural authenticity and the values for a meaningful, principled and productive life. "It was hard to break away from the Christmas tradition, but I feel that something very meaningful happens during Kwanzaa, which I didn't really feel before," Bonnie explains. "It's very positive. And it's a chance to recognize your achievements and try to help other people achieve theirs too." Bonnie began celebrating Kwanzaa after lis-

tening to a speech by Dr. Maulana Karenga, who established the holiday in 1966. He based it on the seven principles of Nguzo Saba, which include self-determination and faith.

You might feel that your holidays are nothing but a repeat of last year's — only with different gifts. But if you try hard enough, you'll come up with a memory like Lee Moore, Press, who, when asked, remembered the day she broke into tears when her daughter brought home a menorah during the Hanukkah season for the first time. Or, the poignant memory of an IEEE staffer (who shall remain nameless) who knew the gig was up on Christmas when she recognized her mother's handwriting in a letter that was purportedly written by Santa Claus.

Maybe this year, you'll have a special holiday memory. 'Tis the season! ♦



Process Management — explained

by Jennifer Motard

A recent issue of *The Staff Circuit* introduced you to process management and the teams formed to handle it. Here's a more in-depth look at these teams, the people involved and what they are doing.

Membership Renewal Team

The Membership Renewal team has been meeting weekly since late 1995 to tackle these issues: satisfy members' needs in a timely, effective manner; minimize response times; provide accurate, consistent service; eliminate redundant efforts and reduce manual labor; and enhance efficiency and improve employee morale.

The team has summarized 600 original membership renewal steps into 16 major events and 38 subtasks. "Owners" were assigned to the subtasks and documented the processes through flow-charts to arrive at better, more effective ways to streamline individual steps. Three types of improvement initiatives are used to effect changes in the renewal process:

- **Low-hanging fruit** — Obvious problems that can be fixed immediately without higher approval, such as consolidating the president's letter and profile questionnaire into one page in the renewal package.
- **Intermediate fixes** — These are more complex and require higher levels of funding, or involve change to bylaws or policies or procedures. Based on these factors, most changes take six to 12 months to implement.
- **Major Initiatives/Projects** — These are changes in the way the IEEE handles member renewals and the business rules that involve the process. If the cost of these changes is less than \$50,000 and appropriate approvals are received, the team moves ahead with the change. If the issue affects a volunteer or an activity board area or the cost exceeds \$50,000, the issue is brought for action by the Core Team, chaired by Dick Schwartz, Business Administration. Major changes usually take more than 12 months to implement. On-line renewals or charges via the World Wide Web is one of these major initiatives.

Some examples of changes made in this year's process are a new "how to renew" section added to the 1997 brochures to give members a clear picture of the process; typographical changes to enhance the renewal forms; and adding a section on the invoice that permits the member to indicate whether he or she is in a special payment category.

Another change in the renewal cycle is that the second notice to renewing members in Regions 1-7 is in a postcard format, rather than an invoice.

The Renewal team and the Member Correspondence team, discussed below, worked with Henry Shein, Strategic Plan & Institutional Research, and Bob Wangemann, Technical Activities, to develop a survey sent this summer to a select member group to determine what they expect of the IEEE. The responses may change the way the 1998 renewal process is done.

Member Services Correspondence Team

Formed this spring, the Member Services Correspondence team set out first to analyze all types of unsolicited member correspondence: letters, phone calls, faxes and e-mail sent to Member Services, Customer Service, Credit & Collection and Regional Activities relating to open orders, lost invoices and subscriptions.

Next, the team analyzed work flow — how many individuals handle one piece of paper, how long it takes to respond to the member, how accurate the response is and ultimately, whether we satisfy the member.

The team also charted 55 different types of correspondence the IEEE receives. Of that number, more than 30 have been flow-charted and recommendations made using the same improvement initiatives as the Membership Renewal team.

Some recommendations range from simple policy changes to process improvements and system changes. One example is the correspondence sent from several different departments to members with the same message — a balance is due on your account. This team proposed standardizing form letters for greater consistency.

Transactions/ Journals team

The Transactions/Journals team, formed earlier this year, is charged with reviewing and improving Transactions/Journals processes to be more productive and competitive in pricing.

The team began by documenting the departmental processes as a group, then determined that it would be more efficient for the responsible managers to document their processes for review by the team. Action plans have been developed and ideas are being put into place as they go along — a quick fix, if you will. For example, the Panel of Editors has recommended revising current transmittal forms and improving diskette labeling. Both proposals are now

Membership Renewal Team

Jim Fecile, leader

Bill Cook	Chris Santos
Bruce Huffine	Marianne Schmidt
Verna Miller	Melinda Stortz
Stella Oduyela	Natalie Thigpen
Mario Ripatranzone	

Member Services Correspondence Team

Michelle Hunt, leader

Kathy Burke	Bruce Huffine
Bill Cook	Verna Miller
Jim Fecile	Marianne Schmidt
Mary Hoffman	Terri Simonetti

Transactions/Journals Team

Fran Zappulla, leader

Tom Babicz	Mary Hoffman
Valerie Cammarata	Lew Moore
Kristin Dittmann	Bob Smrek
Gail Ferenc	

Board Support Team

Julie Cozin, leader

Rob Colburn	Linda Hall
Terry deCourcelle	Patt Holst
Katrina De la Cruz	Yvette Policastro
Michael Ann Ellis	Pat Sammarco
Kathy Gentile	Dan Toland

being implemented. "This is an ongoing process," says team leader Fran Zappulla, Periodicals Administration. "We will continue to look at these processes and to constantly improve them."

Board Support Team

The Board Support team's main goal was to determine staff activities modifications and improvements during Board Series meetings so that both staff and resources could be shared to make the overall Series more effective and efficient.

They began by identifying the issues the team thought should be addressed. Subteams, each with a different issue, worked to create recommendations they presented to the entire team. Once this was done, Executive Director Dan Senese met with the team to help refine the recommendations, which were next presented to the Management Council. Improvements were made at the June Board Series and metrics were compiled. Pending review, other changes will be made for future meetings.

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Staffers lend a helping hand

by Kelly Jarvis

Many people think there aren't enough hours in a day to get everything done, but there are very special people who are able to set aside time to help others. Some of them are right here at the IEEE, and they want to share with us what they do. They are Heidi Zazza-Roth, Technical Activities, Geri Krolin, Publications, and Theresa Fitzpatrick, *IEEE Spectrum*.

Heidi volunteers her time at the Plainfield (N.J.) Area Humane Society. Her love of animals is what attracted her to volunteer. Heidi believes that because animals don't have a voice of their own, she can be the one to help them find loving homes. On average, Heidi gives about 12 hours a month to



• Heidi Zazza-Roth with her best friends, Ginger (left) and Cally.

the Humane Society. She spends her time walking and bathing dogs, as well as keeping the animals company while they recover from anesthesia after surgery. Heidi also helps transport animals to and from the vet when they need medical attention.

In order to raise money for the Humane Society, Heidi also is involved with fund raising events such as flea markets and craft shows. The Humane Society also sponsors Pet Adoption Days for those interested in adopting a pet. Heidi can vouch for the success of this program, having adopted her own dogs from the society.

If you're interested in becoming a Humane Society volunteer, call Heidi at ext. 3856. Or check out their Web page at <http://www.newdomain.com/~petfinder>.

Have you considered volunteering, but aren't sure which group you would like to volunteer for? Geri Krolin took care of this dilemma by joining Voluncheers, an organization that works on different projects each month. When Geri was looking for an organization to give her time to, she wanted one with a social side and found Voluncheers through the United Way. The great thing about this organization is that there is no specific time commitment — you can volunteer each month or just for the projects that interest you. Some of Voluncheers recent projects involved work for Habitat



• Geri Krolin (in sunglasses) and other Voluncheers members help build a playground in Bridgewater, N.J.

for Humanity, FISH and Elijah's Promise soup kitchen.

Geri also enjoys volunteering when it's a little off the beaten track. For example, Voluncheers recently painted a deck at a home for the Association of Retarded Citizens. "This type of work is especially rewarding because you can see the direct results rather than just giving money," says Geri.

Voluncheers' meetings are held at the TGI Friday's in Somerville, N.J., and Geri is the current chairperson.

Calling all Irish Americans! Theresa Fitzpatrick volunteers for the Great Hunger Foundation in Westchester County, N.Y. This organization is an Irish-American group that educates people about Ireland's Great Hunger during the 1840s, as well as raises money and food to feed the hungry all over the world. Theresa said that she got involved with this group after going to Ireland and learning about its history. She feels that many people do not know enough about Irish history — her group is currently pushing to have information about the famine taught in public schools. They also are working on getting a painting by Sister Anne Theresa Dillen — a local nun whose 30 paintings are inspired by the famine — made into a U.S. postal stamp.

The Great Hunger Foundation recently sponsored a high school Irish football game and made food donations part of the admission price. The food was given to a local pantry and was distributed during a so-called midnight run. In these runs, the group travels to New York City and distributes food, clothing and money to the homeless. They also are attempting to raise money for a school in Haiti, where hunger is all too common.

"We are always trying to get other organizations involved, such as The Ancient Order of Hibernians, The International Coalition for Irish Hunger, and the Boy and Girl Scouts," explains Theresa.

The Great Hunger Foundation organization would like to expand its boundaries, so if anyone is interested in Irish history or combatting hunger, call Theresa at ext. 7579.

IEEE exhibits program on the road again

by Christy Coleman

The IEEE is back on the road and the exhibits program has never been better!

Just four years ago, in 1992, the exhibits program generated only \$142,400 in revenue. But the improvements made since then have enabled the IEEE to build the 1996 revenue to a projected \$425,000 — an increase of almost 300 percent! This growth can be seen steadily across each of the product lines normally promoted at conferences: Membership, Press, Standards, Society Products, Education, and the IEEE/IEE Electronic Library.

Membership development growth through exhibits is just as impressive. Natalie Thigpen, member and individual marketing director, points out, "Since 1992, memberships obtained at exhibits through the efforts of our staff and volunteers have almost doubled." In 1996, the program will contribute more than 1,000 new members. According to Natalie, the IEEE has gone from losing money in the exhibits program to breaking even with expenses, and can look forward to having a reliable source of product revenue and membership development at society conferences and trade shows for years to come.

But with this growth came the need for a revamped trade show booth. Last May, the IEEE unveiled its new 20- by 30-foot booth — a lean, high-tech structure that has been well received by members, customers, volunteers and employees. The new booth promotes the IEEE as a force whose members lead the new technical revolution with their creative abilities. It also gives our members a "home" at large shows that informs them of the available products and services. "The IEEE logo border that lines the top of the booth can be seen far and wide in any exhibit hall and lets everyone see that the IEEE is an important organization for members, potential members and customers to know about," says Linda Riley, exhibits manager. The booth design clearly represents the IEEE identity while providing the versatility to accommodate participation from the various departments.

Jonathan Dahl, Marketing & Sales and Customer Service staff director, comments, "When you promote a prod-

uct or service, an exhibit is a very visible part of your organization. A good display generates atmosphere. Used properly, it's a powerful marketing tool that presents the organization's face directly to the public. The IEEE now possesses such a tool."

How the program improved

Prior to 1992, the thrust of the exhibits program was to familiarize the public with the IEEE. However, there was no strategic plan behind the program and little quantitative measurement. Exhibits were not recognized as the potential resource they have grown to be for both new members and product revenue. In 1992, the program was re-evaluated and a new management staff was formed. With this new management came a new strategy: go where the potential members and customers are, and measure what happens. Now, for example, when the IEEE attends the Summer Power Conference, Exhibits knows what products to sell and how many new members they can anticipate attracting, and can set a specific revenue goal for the conference. Also, by carefully analyzing the products to be sent, Exhibits has greatly reduced costs. The entire purpose of the exhibit is devoted to showing the products and services our members and customers want. Creative Services even develops specific posters relating to various IEEE products and services so the look and message can be tailored to the show's theme.

Types of conferences

Generally, the IEEE attends two types of events, trade shows and society conferences.

The main difference between them is that trade shows demonstrate to members and customers what the IEEE does and offers. At society conferences, however, professionals want to join the IEEE and purchase products. At trade shows, visibility is the crucial factor. For this reason, the full exhibit booth is used at such shows as Electro and Wescon to attract members, and to the Special Libraries and the Midwinter American Library Assn. conference to attract customers.

Both trade shows and society conferences are staffed by IEEE employees and volunteers. At society conferences, selling memberships and products is crucial. As many products as possible are displayed so potential buyers can look through them. Carefully deciding to display only at those society conferences that have proven to be fruitful either in product or membership has also been important in the exhibits program's revenue growth.

Now the IEEE has added a third type of event, the cooperative exhibit. Cooperative exhibits are those where the IEEE participates in a society conference but sends no staff. Instead, Exhibits sends a co-op display kit for use at the conference by volunteers. The display kit is attractive, inexpensive and disposable, and has proven to be very popular with our societies. Indeed, Beverly Banks, exhibits coordinator, attributes much of the department's success to the cooperative exhibits program. In 1993, the IEEE was present at 21 staffed conferences and 24 cooperative displays. In 1996, the numbers increased to 27 staffed conferences and 81 cooperative displays. At Sections

Congress '96 in Denver, where Exhibits displayed their cooperative display program, the program was well received by the various section and society volunteers. "Our goal for 1997 is to further increase our presence by coordinating 140 cooperative displays," says Linda Riley.

Members and customers who visit the booth today are more satisfied than those who visited in the past because the topics that interest them are now readily available. And each member and customer is greeted by a welcoming smile from either an employee or volunteer who is proud to be working for the IEEE.

1996 employee morale survey results released

by Stella Paone

The results are in and there is good news all around! The report on the staff morale survey was recently released and the data reflects very positive Institute-wide improvements over 1995.

Although Executive Director Dan Senese discussed some of the survey results in his November all-hands meetings, *The Staff Circuit* highlights a few of these improvements.

One of the areas of improvement Dan is most proud of was the increase in volunteer recognition of the staff's professionalism. "Relationships with volunteers are quite impressive," according to Dan. The survey showed an improvement from 72 percent in 1995 to 81 percent in 1996. Dan stated these results are compatible with impressions he developed from conversations with staff who interact with volunteers.

The 1995 survey showed respondents felt departmental communications needed improvement. This year's results showed that upward communication within departments jumped from 46 percent to 69 percent. The IEEE's management should be very proud of this increase.

As in past surveys, respondents are very satisfied with the IEEE as an employer and again highly rated its benefits package. There was a 13 percent increase in the number of respondents who felt more secure in their jobs than in 1995, although the perception of heavy work loads continues to increase.

There was a significant improvement in how respondents view the role of senior management's leadership qualities. More than half thought the Management Council was providing effective leadership at the IEEE.

Performance evaluations are still a concern for many. Only 66 percent agreed with their last performance evaluation, a decrease of 15 percent. In response to this, the entire evaluation process is under review. Improvements such as a revamped evaluation form with new rating categories and a new section to help employees establish individual goals and personal development have already been implemented. To also help management know how they score, upward feedback evaluations are being done.

Staff surveys will be conducted every year to help the IEEE achieve its goal of reaching a high level of satisfaction in the Institute's work environment.



• Electro '96 attendees were the first to see the IEEE's revamped trade show booth

Multi-year planning

by Mary Laties

In the past, budget planning at the IEEE has always been synonymous with the process of analyzing department goals based on such factors as staffing, specific projects, travel and technology needs. The past practice was simple: review the numbers and plan for the following year. But this year, under the guidance of Executive Director Dan Senese and the IEEE Management Council, the concept of multi-year planning was introduced.

What is multi-year planning? It's a process by which each department establishes a three- to five-year plan and designs its budget to support the objectives to reach the plan's goals. Departments partner together and the individual department's budgets are integrated into one master plan.

Member Services, Customer Service and Information Technology have joined together to develop a multi-year plan for 1996-98. John Witsken, Information Technology, will coordinate this project.

Some of the projects planned for Member Services are scanning renewals to reduce archival retrieval time; ordering products and renewing memberships via the Internet; a pilot telecommuting program for Member Services associates; member applications, order and renewal processing for the Brussels and Asian Pacific offices.

In Information Technology, plans include implementing a disaster recovery plan and establishing a Hot Site, which is a remote location equipped with PCs in the event of a disaster; improvements for increased network reliability and performance; and an Oracle platform upgrade (to release 10.6 and database 7.1.6).

Not to be outdone, Customer Service will implement a new organization structure; enhance software for more efficient order processing and subscription back issue fulfillment; and clean up inaccurate data in the Oracle database.

The benefits to multi-year planning are enhanced service to members and customers, increased productivity and improved efficiency. The process will ensure the IEEE is focused on business objectives to ultimately meet its goals. ♦

Department close-up:

Over 5 million records and growing

by Ann Goedkoop

Talk about a huge database — INSPEC is one of the largest in its field. To an engineer or scientist doing research, the INSPEC database can be an important tool to access necessary information and technology.

Although few employees may know it, INSPEC is also an IEEE department. Its mission statement, as described by manager Michele Day, is "The promotion of IEE products for the U.S., Canada, Central and South America." Note: it's IEE products, as in the Institution of Electrical Engineers — not IEEE. Confusing? Let *The Staff Circuit* explain.



• Helping to grow INSPEC's database are: (from left) Phyllis Buchta, Maryann Erazo, Michele Day, Dottie Rodriguez; (seated) Bonnie Kaplan, Gina Gajjens-Waslin; (not pictured) Jayne Huber.

The INSPEC database indexes and abstracts literature published worldwide in the fields of physics, electrical/electronic engineering, computing, control engineering and information technology. It is the most comprehensive database in these fields and, as already mentioned, currently includes more than five million records. The primary coverage is of journal articles and papers presented at conferences, along with books, technical reports and dissertations.

Few databases are larger than INSPEC's. It has more than 4,000 journals and 1,200 conferences indexed annually. It grows by more than 300,000 references a year. The IEEE provides about 10 percent of the material indexed. The production and maintenance of such a large database is a considerable undertaking and involves up to 100 IEE staff members located at their Stevenage, U.K., facility.

The IEE is a sister society of the IEEE. Founded in 1871, the IEE is the largest engineering society in Europe and has a worldwide membership of more than

130,000. Its goals are to promote and advance engineering, to assist members in developing their careers, and to raise the standing and visibility of the profession.

The IEE and IEEE have collaborated on several fronts in engineering: In December 1993, the two organizations formed a partnership called Ask*IEEE, a document delivery service that provides hard copies of single articles produced by either society or that are available in the INSPEC collection. The IEEE/IEE Electronic Library (IEL) is a similar joint venture that offers a core collection of technical publications in a CD-ROM format.

The IEEE is the exclusive distributor of IEE products in North, South and Central America, hence INSPEC's Piscataway location. The department reports to IEEE Publications. While INSPEC staff are IEEE employees, they serve the interests of the IEE.

INSPEC's customers include technical libraries in academe, government and corporations. However, individuals are increasingly becoming direct customers, especially with the growth of the Internet giving wider access to the database.

The key to most effectively using the database is performing an accurate search. Therefore, training workshops are an integral part of the customer support effort to provide strategies to improve searching skills for cost-effective and accurate results, as well as offering information on INSPEC coverage and content.

The INSPEC database is the major product the department handles, but not the only one. Other products they market and distribute include IEE books, journals, distance learning packages (video or computer-based training programs), wiring regulations and IEE Colloquium Digests (bound papers from smaller conferences).

What does the future hold for INSPEC? According to Michele Day, advancing technology is changing many things. There will be less focus on training as it becomes easier to search the database using more user-friendly interfaces. Electronic products will be expanding more than print products, creating greater demand for these products by individual scientists, engineers and researchers. Michele said the key to success in this environment is building strong customer relationships through customer support activities and creative partnerships. ♦

A real china doll

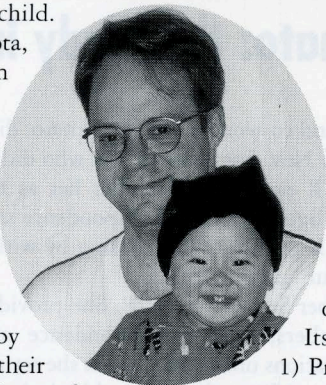
by Elaine Rosenberg

One day in November 1993, while Mark Montgomery, *IEEE Spectrum*, was perusing the *New York Times Magazine*, the cover story caught his eye. The article, written by an American photo-journalist, discussed the adoption of the journalist's daughter from China. Inspired by the story, Mark and his wife, Charisa, decided to investigate the option of adopting a Chinese baby girl.

What Mark learned was that in order to control the exploding population in China, the government enforces a quota system

allowing couples to have only one child. If they do not abide by the quota, sanctions are imposed that can include the loss of employment and home or monetary fines. Moreover, sons are preferred over daughters (referred to as a "little happiness") in China's culture. This is because once they become adults, sons are more able to provide aging parents with the necessities of daily life. As a result, baby girls are frequently abandoned by their parents, usually at great risk, but in a safe and public location so they will be found and placed in a state-run orphanage.

According to Mark, the Chinese govern-



People page

• Mark Montgomery with daughter Emily

ment, which is inundated with abandoned baby girls, has become one of the largest sources of international adoption.

Its criteria for adoption are:

1) Prospective parents can be either single or married but must be at least 35 years old, 2) childless when adopting the first child from China, 3) a professional and, 4) in good health.

In November 1995, Mark and Charisa visited a privately-owned adoption agency in Teaneck, N.J., called Homestudies. After an initial interview, a social worker met with them at the agency and at their home to determine if they were prepared for this undertaking. In late spring, Mark and Charisa learned they had been assigned a nine-month old child. Mark and his wife flew to Changsha, China, where Emily was brought to them along with other children who were being adopted from the same orphanage. On 21 Aug of this year, they became the proud parents of Emily Meikui Montgomery!

According to Mark, Emily is an angel. She is a very happy baby who is always smiling and laughing. She loves to play with the their dog and cats, helps Charisa cook and

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Wedding Bells

Lori Lynn Marriott, LEOS, married Steve Becker on 21 Sept.



Mike Petro, Marketing & Sales, married Louise Fecher on 20 Oct.

Katherine Zhang, Standards, married Cheng Hwai Liu on 26 Oct.

Amy Lubinsky, Customer Service, married Howard Herring on 10 Nov.

Stork Alert

Mark Montgomery, *Spectrum*, is a new father.

Adopted daughter Emily Meikui joined the family on 21 Aug.

Roseanne Loyal, Technical Activities, is a new mother. Dana Marie was born 2 Sept.

Donna Hourican, Controller's Office, has a new daughter. Kristina Marie was born on 8 Sept.

Jeff Dill, Controller's, also has a new daughter. Samantha Anne was born on 11 Sept.

Joseph Milizzo, Communications Society, is a new father. His daughter, Nina Lauren, was born on 14 Sept.

Suzanne Stiles, Finance, has a new son. Hunter Jay was born on 15 Sept.

Another new mother in Finance is Yvette Policastro. Her son, Aaron Michael, was born on 18 Sept.

Katrina De la Cruz, Technical Activities, has a new son. Justin Michael was born on 26 Sept.

Kevin Lisankie, Transactions, has a new son. Thomas was born on 22 Oct.

Alicia Tomaszewski, Technical Activities, is a new mother. Haley Marie was born on 28 Oct.

Carolyn Wald, Corporate Communications, is a new mother. Evan Lawrence was born on 29 Nov.

Service Awards

(October through December)
20 Years: Renee Panero

15 Years: Robert Carlson, Rose Conrad, Brenda Windham

10 Years: Jayne Cerone, Gail Gillis, Esaleta Corbin, Carol Heaney,

Robert Wangemann, Gina Yalicki
5 Years: Bernadette Concepcion, Joann Kilyk, Melinda Stortz

Welcome Aboard

Christine Albe, Marketing

Irma Chen, Periodicals

Leslie Cueto, Magazines

Michael Czech, Regional Activities

Keith Edick, Periodicals

Amanda Ferraioli, Technical Activities

John Finucane, Programming

Gloria Galambos, Periodicals

William Gerdes, Periodicals

Lynn Guarente, Magazines

Ellen Hanas, Travel Services

Patricia Lee, U.S. Activities

Barbara Lange, Marketing

Denise Manning, Technical Activities

Lesley McCadden, Corporate Activities

Myrna Mendez, Non-U.S. Operations

Gorgie Millamena, Communications Society

Jefferey Moore, Programming

Erika Murphy, Standards

Sheila Plotnick, History Center

Anita Ricketts, Standards

Melissa Riley, Standards

Michel Rodriguez, Standards

Mary Shepherd, Standards

David Starbuck, Magazines

Sean Taylor, User Services

Lillian Testa, Member Services

Cynthia Tiritilli, Regional Activities

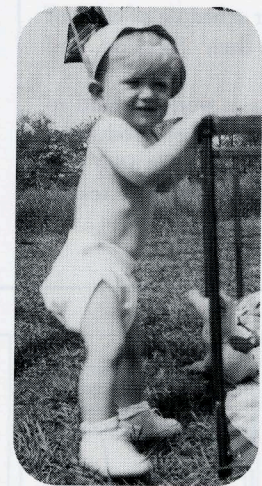
Michelle Turner, Standards

James Vinchur, Treasury

Retirees

Irv Engelson, Corporate Activities,
18 years of service.

You must have been a beautiful baby!



Do you recognize this dimpled toddler? (Clue: This D.C. baby really knows how to get around Capitol Hill.) E-mail your best guess to Kathy Kowalenko and perhaps you'll win a prize for being the first to guess correctly! The identity and winner will both be announced in the next *Staff Circuit*.

The baby in the Third Quarter issue was John Gulics, Van Driver. The first person to identify him was Luz Orozco, Inventory Control. Thanks to all who participated. ♦

Marion Amato: the "lady in the hallway"

by Marianne Schmidt

Our dear friend and co-worker, Marion Amato, died on Saturday, 16 Nov. For those of you who didn't know her, you'll probably remember her as the "lady in the hallway," diligently filing correspondence sent to Member Services while greeting those passing by with a joke, a smile or a cheerful "good morning."

Marion joined Member Services in 1978. She provided service to IEEE members, filed correspondence and processed affiliate applications until 1987, when she retired with her husband, Patsy. After a five-year sabbatical, she returned to the IEEE in 1992 and took up right where she had left off — providing outstanding service to members.

Marion took pride in everything she did. She was a symbol of a work ethic we often think no longer exists. She strived to have fun while working hard; she was witty, funny and often said coming to work was like being with family. This could not have been more true, since Marion's daughter, Anita Kavanaugh, and her granddaughter, Renee Warnesky, both work in Member Services.

Whether related or not, IEEE employees were truly a family affair with Marion. Her laughter, friendship and warm smile will be missed dearly. ♦



Process Management

CONTINUED FROM PAGE 3

Here are some of the team's recommendations that are now policy:

- Meeting Planning Services (MPS) is on call 24 hours a day and one designated person carries a pager;
- An IEEE Business Center provides 24-hour access for all meeting attendees. It is equipped with a personal computer, fax, copier and printer;
- All staff are encouraged to donate their non-business time to assist other areas;
- MPS maintains a contact list for all IEEE staff members present at meetings including names and telephone numbers of people who should be contacted in case of an emergency;
- MPS keeps a master schedule of all staff members, listing their location and activity.

Each of these teams is working hard to make the IEEE a better, more productive organization. Future issues of *The Staff Circuit* will keep you updated on these teams' progress. ♦

Profile

CONTINUED FROM PAGE 7

even tries to bang out a note or two on the piano.

Mark and Charisa plan to educate Emily about her Chinese heritage and the adoption process. They will celebrate the main Chinese holidays as well as the traditional U.S. holidays. They intend to stay in contact with the other members of the adoption group so Emily can share her life with the children who were adopted from the same orphanage.

"We cherish Emily as the greatest gift we could receive and look forward to living our lives as a family together," says Mark. "It's a wonderful feeling being part of a family, and it's an even greater experience creating one through adoption."

(If anyone is interested in adopting a baby from China, check out the Web site, Families With Children from China (F.C.C.) at <http://catalog.com/fwcc/welcome.html>.)

Since this interview with Mark, *The Staff Circuit* has discovered other IEEE employees who have adopted and we plan to do a more extensive adoption story in a future issue. ♦

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