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# THE NTP Review



## THE NTP OF THE FUTURE

July 2003

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### Federally Employed Women Celebrates 35th Anniversary 1968-2003



Federally Employed Women (FEW), an international organization working toward the advancement of women in government,

celebrated a significant milestone on its 35th Anniversary. Members and friends of the organization took time to recognize that those 35 years of service add up to strength, experience, reliability, and an outstanding organization with which to be associated.

Honorary Chairs for the event included The Honorable Kay Coles James, Director, Office of Personnel Management (OPM); Mike Causey, Senior Correspondent, FederalNewsRadio.com and WTOP Radio; Andrea Roane, Anchor, Channel 9 Eye Witness News; Cassandra Chandler, Assistant Director, Federal Bureau of Investigation; and Rear Admiral Joyce M. Johnson, US Coast Guard.

#### National Office Open House

The kick-off event for the celebration was the National Office Open House and Reception held at FEW's prestigious K Street address. Members and guests had an opportunity to become acquainted with FEW's new national headquarters facilities, co-located with the Washington Council of Agencies.



35th Anniversary Committee Chair Wilma Huey with National President Patricia Wolfe

#### Gala Reception

An elegant Gala Reception was held at the Marriott Wardman Park Hotel. The event was chaired by Jeanette M. Hite, long time FEW member and supporter. Allie Latimer, Founding President of FEW, welcomed a sold-out crowd to this commemoration of FEW's history. Rev. Oberia Butler offered the invocation followed by Soloist William Ayers' extraordinary rendition of *God Bless America*. Emilio Shaw recited the inspiring poem, "Still I Rise," by Maya Angelou. Music was provided by the Richard Payne Trio.

Introducing Mike Causey was Rear Admiral Joyce M. Johnson, U.S. Coast Guard. Mr. Causey's remarks were followed by warm words from Kay Coles James, Director, OPM. Ms. James is the leader of a dynamic agency with over 3,600 employees across the country, an annual budget in excess of \$261 million, and trust funds that annually exceed \$29 billion in appropriations. Cari M. Dominguez, Chair, US Equal Employment

Opportunity Commission, followed as Special Guest Speaker. Ms. Dominguez serves as chief executive of the five member commission responsible for enforcing

Title VII of the Civil Rights Act of 1994, the Equal Pay Act, the Age Discrimination Act, the Pregnancy Discrimination Act, and the Americans with Disabilities Act.



Delegate Eleanor Holmes Norton (D-DC) addresses attendees at Legislative Breakfast

Following the keynote address, The Honorable Constance Morella was presented with FEW's President's Award acknowledging her outstanding record of legislative contributions benefiting federal employees.

FEW acknowledged the part the past has played in the bright outlook

for the organization's future. Current President Patricia Wolfe recognized the past presidents in attendance including Allie Latimer, De Burton, Freda Kurtz, Janie Taylor, and Jeanette Miller.

Reverend Imogene Stewart, well-known in the District of Columbia area for her efforts in supporting the concerns of the homeless population, was recognized for her significant community contribution.

#### Legislative Breakfast

Members of the organization, visitors, coalition partners, congressional and

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# FEW

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*Working for  
the advancement  
of women  
in government*

FEDERALLY  
EMPLOYED  
WOMEN

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July 2003

Federally Employed Women (FEW) has a long and rich history of recognizing that education is a key to ending discrimination and providing opportunities to promote the advancement of women in government.

FEW's leaders and the 2004 National Training Program Committee have closely examined FEW's role in providing quality programs that will offer each participant the unique opportunity to select a series of courses that will enhance individual development goals and prepare attendees for the future.

FEW has long enjoyed a reputation of providing quality training programs, and this effort has been enhanced by our on-going effort to meet the training needs of today's Federally employed woman. Beginning in 2003, all workshops were closely aligned with OPM's Leadership Competencies. Increased offerings of technical and job specific training will allow attendees to update skills and perform at maximum levels in the ever-changing Federal environment. Managers and supervisors will find that FEW's training curriculum not only meets their training needs, but exceeds them in most cases.

In addition to the quality workshops, FEW's Expo Hall will give attendees a unique opportunity to visit with government, business, and industry leaders representing products and services on the cutting edge of tomorrow's workplace.

Mark Your Calendar! FEW's 35<sup>th</sup> National Training Program, "The Sounds of Success," July 19-23, 2004, Nashville, Tennessee. See you there!

Patricia M. Wolfe  
President

# A History of Quality Training

For 35 years, FEW's annual training has provided an outstanding opportunity for Federal employees to develop their skills and improve the the quality of the public service they provide.

<u>Year</u>	<u>NTP Theme</u>	<u>City</u>
<b>2004</b>	<b>Sounds of Success</b>	<b>Nashville</b>
2003	Building Tomorrow's Leaders Today	Chicago
2002	Magic and Space - Dreams in Progress	Orlando
2001	Keeping Pace with FEW	Indianapolis
2000	FEW Bridging the Information Gap for Success	New Orleans
1999	Treasures in the Desert	Phoenix
1998	Leadership Begins Here	Washington DC
1997	FEW Steps into the Future	Dallas
1996	Excellence in the Heartland	Kansas City
1995	Summit for Success	Tacoma
1994	Making Monumental Strides to the Top	Washington DC
1993	Onward to the Future	Las Vegas
1992	Discover With FEW in 92	Cincinnati
1991	Reaching New Heights	Denver
1990	Foundation for the FEWTure	San Antonio
1989	Bridge to the Future	Memphis
1988	Star Spangled FEWTure 88	Baltimore
1987	Gateway to Success	St. Louis
1986	FEW - Hitch Your Wagon to a Star	Las Vegas
1985	Gearing Up for Success	Detroit
1984	Women + Women = Power	Washington DC
1983	No Ka Oi Means the Best	Honolulu
1982	FEW Has Many Missions	San Antonio
1981	Racing to the Top	Indianapolis
1980	FEW is Your Capitol Gain	Washington DC
1979	FEW Building for the Future	Seattle
1978	FEW is Moving Mountains	Denver
1977	FEW Full Equality for Women	Washington DC
1976	The Bicentennial Woman Mission Possible	San Francisco

# Who is Responsible?

Since the early 1960s, opportunities for women in the federal government have multiplied with an increased emphasis on the rights and abilities of women in the workplace. Women are frequently accepted into development programs that were unavailable in the past. With commonplace budget cuts, downsizing, and outsourcing, these opportunities may slip away.

Recent events have demanded an increase in spending for the Departments of Defense and Homeland Security. This will likely result in fewer dollars for discretionary spending. With fewer training dollars to invest, agencies are understandably more selective in the type of training they fund and the individuals for which it is funded. This is a harsh reality of Federal employment. The successful employee will assess this situation and use it to her advantage.

Training, the cost of which extends beyond the training dollars available, plays a vital role in professional development. An examination of the work culture may yield some options. Are teams emphasized in your organization? Is quality assurance an issue? Seeking training that directly relates to the issues of the specific workplace will not only broaden the employee's skills base, but will let supervisors know that you fully understand the changing culture of the federal workplace and that you are serious about being a part of the solution.

As at no time in the history of public service, funding is a paramount issue. It is likely that, though the value of an educational program may not be questioned, and without regard for your careful planning and considerable skills of persuasion, some training requests will be denied because of budget issues. When this happens, it is time to ask the hard questions. How serious am I about my career advancement? Am I willing to wait another year for the agency to provide the training I feel I need now? What sacrifice will I make to realize my goals? The answers to these questions may mean the investment of personal finances or time for professional development activities.

Developing a plan for career enhancement is a critical issue for women. The employee who relies on her employer to direct her career will certainly be left behind. Ultimately, the responsibility for continued professional development lies with the individual.

## We're Looking Forward To . . .

2005 · Reno

2006 · Atlanta

2007 · Washington DC



# Federally Employed Women Celebrate 35 Years of Growth and Achievement

Federally Employed Women (FEW) was founded in 1968 by a group of women who had attended a three-day Seminar for Executive Women at the USDA Graduate School. During the seminar, the participants learned that on October 13, 1967, President Lyndon Johnson had signed Executive Order 11375 (amending Executive Order 11246) forbidding sex discrimination in federal employment and by Federal contractors. He directed the Civil Service Commission (CSC) (now the Office of Personnel Management) to implement the order.

In 1968, the CSC established an Office for the Federal Women's Program to provide policy-level guidance and program leadership government-wide, and provide agencies with information on how to implement and strengthen their own internal Federal Women's Programs. Instructions from the Commission *required* each Federal agency to develop a plan of action, designate a Federal Women's Program Coordinator, and submit progress reports.

By the time of the USDA seminar, very few agencies had complied with the instructions. The General Services Administration (GSA), however, had complied. Allie Latimer, who at that time was the only GS-15 woman in GSA, was appointed to head that agency's FWP committee. Latimer attended the seminar in an effort to meet women from other agencies and find out what types of programs and activities were being implemented government-wide. Instead, she found out that few of the participants had heard of the program.

From this nucleus group came what has grown to be an international organization now 35 years old. Because Latimer and the other seminar participants felt strongly that someone needed to do something to make sure the intent of Executive Order 11375 was implemented, they founded FEW. Latimer went on to become the charter president of FEW.

## FEW's Structure and Programs

From the beginning, FEW was envisioned as a grassroots organization. It is organized on a regional structure consistent with that formerly used by the Office of Personnel Management, with the addition of an eleventh region, the DC

Metropolitan Region. FEW has chartered more than 360 chapters and currently has active chapters in 39 states, the District of Columbia and four foreign countries.

There are four major program areas within FEW: training, legislation, compliance and diversity.

## Training

Training is of major importance within FEW and receives priority focus at all levels of the organization. At the national level, FEW sponsors a National Training Program each July in a different location in the United States. Each year an average 2,000 participants receive training.

Each of FEW's regions sponsors a Regional Training Program at least once a year. Usually one or two days in length, they offer a series of workshops similar to those at the National Training Program but tailored specifically to regional needs. These regional programs offer training opportunities to a large total constituency. Chapters also offer training programs and speakers on a regular basis, many of them monthly.

This program is coordinated by the Vice President - Training and Communication.

## Legislation

FEW's legislative agenda focuses on issues that affect federal employees, particularly federally employed women. It is organized on a three-tier structure with tier one issues focusing on compensation, dependant care, employee benefits, equal employment opportunity, retirement and pensions, and women in the military. The legislative program is implemented by the Vice President - Congressional and Governmental Relations in conjunction with a grassroots network.

## Compliance

FEW's compliance program is designed to ensure that federal employees understand the laws, policies and regulations governing equal employment opportunity, affirmative employment and how those doctrines apply to their opportunities for advancement. FEW also strives to ensure that employees understand the appropriate procedures to approach management

as individuals when they believe their rights are being infringed. The Vice President - Congressional and Government Relations oversees this program.

## Diversity

The purpose of FEW's diversity program is to develop strategies to identify and eliminate barriers and achieve diversity within the Federal government and FEW by examining the demographics of the workforce according to age, race, sex, ethnic background, religious affiliation, disability, and sexual orientation. FEW also seeks to expand the notion of culture groups beyond the categories protected by law and regulation to include socioeconomic status, body-size diversity and family composition. The Vice President - Diversity is responsible for this program and for ensuring that diversity training is offered annually at FEW's NTP and at all RTPs.



Carl Van Vechten Art Gallery (Fisk University)

# What is an NTP?

What is FEW's National Training Program (NTP)?

It is **NOT** a conference dedicated to training of Federal Women's Program Managers (FWPM) -- but it is an excellent source of training for FWPMs and other EEO professionals.

It is **NOT** a technical conference for employees in the contracting, procurement, computer, or planning fields -- but it does provide outstanding opportunities for individuals who want to advance in those fields.

It is **NOT** a conference for women only - but each year thousands of women meet together to share experiences and build skills.

It is **NOT** a conference restricted to individuals who are members of Federally Employed Women -- but it is planned and staffed by FEW and is the location of the annual meeting of the membership of the organization and it's National Board of Directors.

The training of federal employees for career enhancement and improved public service has been one of FEW's **primary objectives** since its inception and the NTP is a major component of the program put in place to achieve that objective. Aware that quality training in career development and help in developing their leadership potential is essential for success, FEW sponsored its first annual training conference in the summer of 1970 with a keynote address and four training sessions. Since that time, the NTP has evolved into an event with more than 150 workshops and more than 2000 attendees.

Each year various federal agencies reach large numbers of their employees by offering special training sessions. In these **Agency Forums**, a popular trend in the agency has been to address equal employment opportunity issues including the Federal Women's Program. Agencies find it very beneficial to gather employees in one place to share successes from the previous year and to plan for progress in the year to come.

Large **plenary sessions** are also a part of the NTP tradition. Each year, keynote speakers are selected to educate and motivate, inspire and challenge. Speakers have included such luminaries as: columnist Ellen Goodman, feminist Betty Friedan, former Secretary of

Defense Casper Weinberger, writer Linda Ellerbee, Rep. Shirley Chisholm, Astronaut Mae Jemison, and former OPM Director Janice LaChance. Sessions of this type are designed to enhance the educational experience of each attendee.

As the annual meeting of the membership of FEW, a number of activities are related to the business of the organization. Attendance at these functions is not restricted and all conference registrants are welcome. Among those activities is the announcement of the winners of FEW's national awards. The program includes three major awards: the **Distinguished Service Award**, given to a person outside the organization who has shown courage and leadership in promoting the goals of FEW; the **Barbara Boardman Tenant Award**, recognizing the FEW member who has consistently served the organization in an outstanding manner; and the **Helen R. Dudley Chapter Achievement Award**, presented to a chapter to recognize outstanding performance during the program year. Numerous other chapter awards are also presented.

**Networking** is another important aspect of the NTP. Because of the large number of attendees from many locations and many government agencies, the NTP provides an excellent opportunity for making new contacts and renewing old ones. The NTP week schedule has traditionally included an event designed to facilitate this interaction and training sessions to teach networking techniques are included as well.

One popular location for networking is the exhibit hall. **Exhibits** became a part of the NTP in 1974 and have continued to be a vital part of the learning experience. Typically, the exhibit hall contains displays sponsored by government agencies, major government suppliers, management and training consultants, FEW chapters and regions, and private sector companies. However, the exhibit hall is not just an entertainment venue. Exhibitors are selected expressly to provide attendees with the access to the tools they need to improve productivity and enhance job skills.

Now in its 35<sup>th</sup> year, FEW's NTP offers something for everyone. But first and foremost, it focuses on providing quality training and educational opportunities.

# Child Care at Opryland

The Gaylord Opryland Resort and Convention Center is prepared to help your children learn and develop while you are learning and developing at the NTP. Their on-site childcare provider, La Petite Academy, has been at the forefront of helping children develop and learn for more than 30 years and is the leading provider of Montessori education in the United States. Two childcare options are available:

## Kids Station (children 3-12 years)

La Petite Academy Kids Station is the drop-in childcare "resort within a resort," where kids can stay for an hour or play for the day. Activities include Construction Station where children build skyscrapers from mountains of blocks and Legos; Creation Station where children create in a colorful art studio; Kidz Space with Sega, PlayStation and Nintendo games galore; Imagination Station where children can become an instant rockstar with an interactive karaoke stage; Relaxation Stations where children chill out with a book, watch a video, or kick back and take a catnap; and Recreation Station where children may climb the walls and monkey around in a safe, soft climbing area.

## La Petite Academy (infants & toddlers)

Drop-in services for children under three are provided at La Petite Academy. Holding and interacting with babies and small children is a big part of what they do everyday. If you child is currently enrolled in a La Petite Academy program, you'll be happy to know they participate in the "Passport Program" designed to make travelling with children easier. By following a few guidelines, you can bring your child to La Petite at no cost in addition to the fee you pay at your home Academy.

With this outstanding service, you can feel confident about bringing your children to enjoy the NTP experience with you.

## Nashville Trivia

The Grand Ole Opry airs on WSM radio. What does the "WSM" stand for?

National Life & Accident's slogan "We Shield Millions."

**Federally Employed Women Celebrates 35th Anniversary**

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administrative representatives, and supporters went to the US Capitol Building to attend FEW's historic 35th Anniversary Legislative Breakfast, the celebration's closing activity.

Cecelia L. Davis, Chair of the 35th Anniversary Legislative Breakfast Committee, led this impressive occasion. Festivities began with 35th Anniversary Committee Chair, Wilma Huey's introduction of National President Wolfe who brought greetings. Ann Bley, Vice President for Congressional & Governmental Relations, oriented participants on the current direction of FEW's Legislative Program. Southwest Regional Manager, Claudia Williams, offered the invocation.



**FEW Vice-President for Congressional and Governmental Relations Ann Bley**

A full program of outstanding speakers contributed their own unique viewpoints and provided the audience with much food for thought. Delegate Eleanor Holmes Norton (D-DC) and US Representatives James P. Moran (D-VA) and Christopher Van Hollen, Jr., (D-MD) concentrated on domestic policy issues affecting federal employees.

Among the topics discussed were the outlook for the future of women in major government positions, progress on the controversial windfall elimination and government pension offset plans that so greatly affect the income of government retirees.

Other issues of concern were the possibility of excessive reductions in the Federal workforce with the impending outsourcing of jobs, the increase in health insurance costs, the features of the long-term government healthcare plan, the solvency of the Social Security system, and the looming, ominous budget bill.

FEW's 35th Anniversary celebration was an affair to be remembered for years to come. FEW is looking toward further fulfilling its mission and purpose of striving to

eliminate sex discrimination in the Federal government; enhancing opportunities for career advancement for women; establishing and maintaining relationships with Federal agencies to advocate the fair application of Equal Employment Opportunity and personnel laws, policies, procedures, and practices; improving the quality of life for women by influencing Congressional and administrative actions; and working continually to achieve unified and diverse membership that values and capitalizes on similarities and differences at all levels of the organization.



**Founding FEW President Allie Latimer (left) and US Representative James P. Moran**



**OPM Director Kay Coles James (left) compares life experiences with FEW Founding President Allie Latimer**

**National Board of Directors - Federally Employed Women**

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VP-Membership & Chapter Organization  
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VP-Diversity  
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**Special Assistants:**  
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Barbara Sumpter  
Rachel Combs  
Claudia Williams  
Jeanette Castor

# The Unique Relationship Between Federally Employed Women and the Federal Women's Program

The Federal Women's Program (FWP) was established in 1967 when President Lyndon B. Johnson signed Executive Order 11375 and added sex as a prohibited form of discrimination. The FWP has a primary responsibility to identify barriers to the hiring and advancement of women and to enhance employment opportunities for women in every area of Federal service. Guidance for the FWP was originally provided by the Civil Service Commission (now OPM). In 1978 the program responsibility for the FWP was shifted to the EEOC. The FWP is an integral part of the overall Civil Rights/Equal Opportunity program.

Each Federal agency has at least one Federal Women's Program Manager (FWPM), and many agencies have



established a network of managers, representatives and committees throughout their headquarters and field locations. The FWPM acts as the agency's contact point, source of

information, and as an advisor to the head of the agency in matters involving the employment and career advancement of women. In field locations, FWPMs may also be appointed and serve in a similar role or as an extension of the National FWPM. All Federal employees are served by the FWP and there is no formal membership.



Federally Employed Women (FEW) is a private, non-profit membership organization concerned with many of the same issues addressed by the FWP.

FEW and FWP are not in conflict. They have mutual goals and objectives including the elimination of sex discrimination and issues impacting the career advancement of women.

Anyone may become a member of FEW by paying dues. FEW has local chapters around the world and is gov-

erned by a Board of Directors.

As a private organization, FEW works as a constructive pressure group to improve the status of women employed by the Federal government. This includes lobbying on legislation and meeting with management officials in all agencies to demonstrate support of the FWP, encourage officials to support the program, and to obtain insight into the effectiveness of the agency's FWP at all levels.

FEW is not a labor organization and

does not "represent" employees. However, FEW officers can meet with management officials to discuss matters that fall within their fields of expertise.

Managers and EEO officials may join FEW and may hold chapter, regional or national office. There is no conflict between being an employee of the Federal government, automatically covered by the FWP, and joining FEW. In fact, many find membership in professional organizations like FEW to be a career-enhancing affiliation.

## Working Together

National FEW, through its Executive Committee, maintains a relationship with OPM, the Equal Employment Opportunity Commission (EEOC) and Department and Agency Heads providing input as requested or appropriate on all personnel policies and affirmative actions to promote equal employment. The most important relationship is the one with the FWP. FEW was the major pressure group

for the implementation of the FWP. In 1970, only six agencies had full time FWPMs, even though the program was begun in the Federal government in 1967.

A relationship agreement signed by the FEW National President and the Director of OPM describes the objectives and goals as being in concert.

Because of their common mission and vision, employees charged with FWP responsibilities have good reason to work with FEW officers and members to develop goals and objectives for agency implementation of Affirmative Employment Plans and other program initiatives designed to meet the agency's unique needs and ensure equality of opportunity for women.

Though it is most frequently identified as "Music City USA", Nashville has a little something for everyone with a broad range of activities and attractions.

## History

Nashville was settled in 1779 and became the state capitol in 1843. Because of this long history, there are many historical sites and attractions in the Nashville area.

The Nashville area is the home of the 7th US President Andrew Jackson and 11th US President James K. Polk. Plan to visit Jackson's Greek Revival home, The Hermitage, for a taste of Southern history. In addition to the presidential mansion, visit the fascinating outbuildings, and check in on the progress of the archeological digs.

Belle Meade, the Queen of Tennessee Plantations, showcases the 1853 Greek Revival mansion and seven outbuildings including the colossal Carriage House and stables housing an antique carriage collection. The elegant Belle Meade Plantation was home to one of the most famous thoroughbred horse farms in the world. Famous winners such as Seattle Slew and Citation trace their bloodlines to Belle Meade.

## Music

Dubbed "Music City USA" in 1950 by David Cobb, a radio producer for WSM radio, Nashville continues to live up to its reputation. The city is continually host to music events, concerts and festivals for every type of music lover and it is consistently raising the bar for the country's music scene.

The Grand Ole Opry provides an incredible mix of talent. Summer is highlighted by free Opry Plaza Parties on weekend nights and Tuesday Night Opry in addition to the usual Friday and Saturday night performances.

It would be a mistake to assume that country is the only song that Music City has to sing. The Fisk Jubilee Singers brought African American spirituals to the world's attention in the late 19th century and gospel and spiritual music is still an



important part of the Nashville music scene. Blues have also been a mainstay in Nashville since the 1950s when Jefferson Street nightclubs boasted Little Richard, Muddy Waters and Ray Charles.

## Education

Long before Nashville was known as "Music City", it was hailed as the "Athens of the South." Perhaps nothing epitomizes the nickname more than the Parthenon, the world's only exact-size replica of the ancient Greek temple. Inside, the 42-foot statue of the goddess Athena keeps a watchful eye over the city.



The Parthenon

Nashville's reputation as a center for education is enhanced by the presence of 18 post-secondary colleges and universities in the area, including Vanderbilt University, Fisk University, Tennessee State University, and the Nashville School of Law.

University, Fisk University, Tennessee State University, and the Nashville School of Law.

# Nashville: A Little Bit Country

## Multicultural Attractions

The Hartzler-Towner Multicultural Museum features permanent and temporary exhibits of cultural items from around the world, as well as housing a private collection of 700 international dolls.

From its founding in 1866 as a liberal arts institution committed to educating the newly freed slaves, Fisk University has been one of America's outstanding universities. Visit the chapel and Jubilee Hall at Fisk University to experience the charm and history of the first university in the United States dedicated to the education of African Americans. Meharry Medical College, founded in 1876, was the first medical college to provide for the medical education of African American students. It continues to pro-



vide superior health sciences education primarily to African Americans and other students of color.

## Fine Arts

Nashville is the home of the Aaron Douglas Gallery which features a large portion of Fisk University's African art collection including masks, musical instruments, games, figures and ceremonial objects plus more than 200 drawings by Cyrus Baldrige.

The Van Vechten Gallery, also at Fisk University, houses the Stieglitz collection, donated by Georgia O'Keeffe. The collection has more than 100 works of 20th century artists such as O'Keeffe, Cezanne, Picasso, Renoir and others and includes Georgia O'Keeffe's famous painting of the Radiator Building.

Cheekwood, Nashville's Home of Art and Gardens, is a 55 acre botanical garden and center for the arts which houses American works of the 19th and 20th centuries, with a special emphasis on the work of the region's leading artists. The gardens include the Color Garden,

Seasons Garden, Water Garden, and the Woodland Sculpture Trail.

The Frist Center for the Visual Arts is not to be missed. Located in the painstakingly restored Art Deco post office, the lobby itself is a work of art - a soaring space featuring all of the original fixtures and ornamental elements including elaborate cast aluminum doors, decorative grillwork, colored marble floors and walls and unique chandeliers. The museum is comprised of gallery space as well as an interactive education area, and a media and technology resource center. The collection includes works by Rubens, Monet, Degas, van Gogh and Picasso.



## Sports

Its easy to find exciting games throughout the city of Nashville any time of the year. The NHL Nashville Predators skated on to the ice in 1998. The Tennessee Titans

made it all the way to the Super Bowl in 1999. NASCAR races take place from April to September at the new Nashville Superspeedway. Nashville has two stops on the professional golf tours -- the Electrolux LPGA Golf Tournament and the BellSouth Senior Classic at Opryland. AAA baseball and steeplechase round out the spectator offerings.

Nashville's temperate climate is conducive to outdoor sport activities of all kinds including tennis, horseback riding, hiking, boating, and fishing. A dozen public and private courses are available for the rank-est amateur to the seasoned professional.

Don't miss the Tennessee Sports Hall of Fame, a 7,200 square foot museum that pays tribute to

The Bluebird Cafe's "Writer's Night" brings hundreds of hopefuls out to try for the golden opportunity to play on a Sunday night.

## Museums

Looking for an unforgettable experience? Come and hear for yourself how country music has evolved. Tour the new Country Music Hall of Fame and Museum. It's like stepping into a three-dimensional music

encyclopedia. Enjoy live performances and interactive exhibits. See rare costumes, instruments, and archival films.

The Music Valley Wax Museum features more than 50 life-like wax figures of country music's greatest stars. The figures closely resemble the artists they portray as they are dressed in original costumes and placed in settings designed to capture them in their most natural surroundings.

## Shopping

Shoppers won't want to miss Opry Mills, a new "shopertainment" venue that combines manufacturer outlets, off-price retailers, and speciality shops with live entertainment, dining and recreational options.

The District is located in the heart of Nashville. Located on the banks of the Cumberland River, these charming, century-old Victorian buildings house chic restaurants, hip nightclubs and trendy shops with everything from jewelry to clothing to local art to nostalgic Americana.

Nashville has two antique districts -- Third Avenue South and Eighth Avenue. A collector's and antique lover's paradise, each shop is unique in character, with everything from fine period European and American antique furniture and accessories to Victorian and Art Deco collectibles.

## Dining

Visitors to Nashville expect to find Southern cooking and comfort foods. They are not disappointed. However, the culinary offerings go far beyond that. As

many Japanese restaurants can be found as places featuring southern fare, meaning a sushi bar is a readily available as a slab of ribs. Anywhere between fine dining and family-type, you will be able to find your niche among Nashville's dinner tables.

## Landmarks

After an \$8.5million renovation, the Ryman Auditorium has once again stepped to center stage as a premier performance facility. By day, displays inside the Ryman visually tell the stories of its rich history. By night, the sounds of musical productions fill the air.



Jack's Barbeque's famous flying pigs sign

Another musical monument is the Music Row. The formation of the Acuff-Rose publishing company on 17th Avenue touched off the development of various music-related business. One of the most famous is RCA's Studio B. A veritable "who's who" of recording artists are part of the studio's history.



Grand Ole Opry



RCA's Studio B

Studio B has been newly renovated to reflect its original purpose as a state of the art recording facility. Elvis recorded over 200 songs at Studio B and you can make a recording too!

Country, A Little Bit of Everything!



Country Music Hall of Fame

Tennessee's rich sports history. Honorees include Payton Manning, Tracy Caulkins, Wilma Rudolph, Pat Head Summitt and Tim McCarver among others. The museum, which focuses on everything from team to extreme sports, features virtual reality basketball, two theaters, a continuous video stream of Tennessee sports images and interactive stations.

## Nightlife

Enjoy country that kicks at the Wildhorse Saloon. From award-winning cuisine and great contemporary country music to nightly dance lessons, the surprises never end.

A visit to any one of the area's clubs, honkeytonks or listening rooms provides an insider's view of the latest breakthrough artists. Tootsie's Orchid Lounge was the watering hole for the Grand Ole Opry stars when the Opry was performed at the Ryman Auditorium. Today, the faded pictures of legends line the wall while new musicians reach for stardom.

# 35 Years of Progress

*In the 35 years since its incorporation, FEW has evolved from an idea to an international organization. Our accomplishments and activities have impacted the Federal workplace and contributed to improved working conditions and increased potential for women.*

## 1968

Thirteen women, all recognizing the need to establish equal opportunities for women in federal employment, joined together in establishing "Too FEW — the Organization of Federally Employed Women." They elected a steering committee and began the work of making their vision a reality. Steve Harrison, FEW's first male member, installed Allie Latimer, FEW's first President.

## 1969

FEW sent a telegram to President Nixon seeking his continued commitment against sex discrimination in all Equal Employment Opportunity policy. FEW published its first newsletter, *FEW Facts*, which became *FEW's News and Views*. President Daisy Fields presided over the Griddle Iron Party at which the first Undistinguished Service Award was presented to Daniel Patrick Moynihan.

## 1970

This year saw the establishment of FEW's first 12 chapters beginning with the Central Cincinnati Chapter and the first Annual Training conference held in Washington DC. An Associate Membership was established to include those who are not Federal employees. FEW held an ERA rally on the 50th anniversary of women suffrage, proclaiming August 26 Federal Women's Day.

## 1971

The organization expanded to 20 chapters and appealed to women in the lower grade levels. FEW issued *The ABCs of Your Job: A Handbook of Personnel Matters*. Under the leadership of President Ester Lawton, a job referral service was established. FEW awarded its first Distinguished Service Award to Elizabeth Koontz, Director of the Women's Bureau.

## 1972

FEW increased the number of Board of Directors meetings to four a year. The Helen R. Dudley Chapter Achievement Award was established. *The ABC's of Your Job* met with such success that it was copyrighted. FEW worked with the Federal Communications Commission on its

Affirmative Action Program established as part of their licensing procedures.

## 1973

FEW established eleven regions that parallel those used by the Civil Service Commission (plus a DC Metropolitan region) and President Priscilla Ransohoff appointed the first five Regional Coordinators. FEW established a Policy and Long Range Planning Committee. The first overseas chapter was established in Okinawa and the first Helen R. Dudley Award was presented to the DC Charter Chapter. FEW supported the Flexible Hours Employment Bill.

## 1974

The first Barbara Boardman Tennant Award was awarded to Daisy Fields. FEW testified on the Health Services Act of 1974 seeking a National Center for the Prevention and Control of Rape. The DC Charter Chapter filed a third party sex discrimination complaint against the Government Printing Office. A US Circuit Court of Appeals ruled that Federal employees can sue for discrimination.

## 1975

First Lady Betty Ford accepted an Honorary FEW membership and Alan Alda earned the Distinguished Service Award. FEW succeeded in pushing the FBI to drop its minimum height requirement. Title IX of The Education Amendments of 1972 became law, barring sex discrimination in federally assisted programs that serve Federal employees.

## 1976

FEW established a Life Membership, and 33 new chapters. Work began on a sister organization, FEW Legal and Education Fund (FEW LEF), to assist individuals in cases of discrimination. The annual training conference changed its name and moved to the west coast. FEW President Janice Mendenhall became the Civil Service Commission's Director of the Federal Women's Program.

## 1977

FEW celebrated Women's Equality Day by joining a parade down Pennsylvania Ave. The Board of Directors resolved not to hold training programs in states that had not yet ratified the Equal Rights Amendment. President Mae Walterhouse worked with other women's organizations to establish an Ad Hoc Coalition to give input to the Carter Administration. Edith Tebo became FEW's first lifetime member.

## 1978

FEW established an Advisory Council of individuals concerned with the advancement of women to make recommendations to the Board of Directors. Statistics showed that 56% of working age women were employed outside the home. FEW testified on Civil Service Commission Reforms urging modifications to ensure equity for women. FEW goals included an extension for ERA ratification and Veteran's Preference Act modifications.

## 1979

FEW established the Coalition for Constructive Modification of Veteran's Preference and hired its first Congressional Liaison. FEW set up a Compliance Network to monitor Federal Agencies' EEO and Affirmative Action Programs. A bylaws change established the office of Executive Vice President.

## 1980

FEW joined the Steering Committee of the National Committee on Pay Equity and worked with employee unions on the issue of contracting out. FEW picketed Playboy's recruitment of "Women in Government" and sponsored a First Ladies Reception to raise funds for ERA. FEW's Board of Directors unanimously supported the inclusion of women in registration for military service.

## 1981

FEW-LEF established The Mary Pinkard Leader in Federal Equity Award and participated in the Combined Federal Campaign. FEW joined with other organizations to form the Coalition for Women's Appointments to recommend qualified candidates for Federal appointment. Betty Friedan spoke at the NTP banquet.

## 1982

FEW members across the nation rallied for ERA. After the bill's deadline expired, the campaign "A New Day: Beyond the ERA" was launched to reintroduce the Amendment. FEW joined the Public Employees Roundtable. Marylouise Uhlig became the first FEW President to make an official visit to a foreign country and to give birth while in office (to Samantha Barrie Uhlig).

## 1983

FEW's tax status changed, allowing tax deductible contributions. Its first Endowment Drive was held. An Executive

Order attempted to bar CFC participation of any advocacy group seeking to influence elections or public policy.

#### **1984**

FEW supported a Congressional bill to study child care options for federally employed parents. The FEW National Advisory Council recommended participation in a voting drive; FEW responded by joining the Women's Vote Project and FEW members across the nation registered more than 10,000 new voters. President De Burton was appointed to head OPM's Women's Executive Leadership Program.

#### **1985**

While FEW met in Detroit, A World Conference on Women was held in Nairobi to conclude the UN Decade for Women. FEW established a new three tier legislative agenda with the Equal Rights Amendment as an overall priority. FEW President Marie Argana and other officers met with then OPM Director Donald Devine to discuss issues of concern to all federally employed women.

#### **1986**

FEW testified in support of parental leave and participated in a press conference expressing commitment to passage of the Pay Equity Act. Congress approved a new retirement system for federal employees hired after 1983. President Freda Kurtz was appointed as FEW's representative on the Employee Thrift Advisory Council of the Federal Retirement Thrift Investment Board.

#### **1987**

ERA was reintroduced into the 100th Congress. FEW supported introduction of the Economic Equity Act. National Office relocated to 1400 Eye Street and FEW-LEF closed its headquarters to conserve financial resources. The Supreme Court ruled that Affirmative Action Plans for advancement of women are Constitutional. FEW produced its first video, "Balancing the Scales of Equality."

#### **1988**

FEW testified before the House Education and Labor Subcommittee on Employment Opportunities and participated in the Women's Agenda conference in Des Moines, Iowa. FEW celebrated its 20th birthday at a Capital Hill reception and at the NTP banquet in Baltimore.

#### **1989**

FEW's Southeast Region hosted the NTP in Memphis. The Board of Directors approved a new credit card program for members. The FEW LEF Mary D. Pinkard award recognized Pamela Doviak Celli for her landmark discrimination case against the Department of the Navy.

#### **1990**

In March, the first of a series of Legislative Breakfasts on the Hill featured Congressman Steny Hoyer. FEW testified

before the House Subcommittee on Human Resources on the ineffective use of contracting out which targeted occupations held predominantly by women and people of color. OPM Director Constance B. Newman signed a relationship agreement between OPM and FEW.

#### **1991**

FEW returned to the Rocky Mountain Region for the National Training Program and the first "NTP Special Issue" of *FEW's News and Views* was published. FEW President Jean Christiansen signed an updated relationship agreement with OPM Director Newman. FEW chartered a dozen new chapters.

#### **1992**

Following a survey of its membership, FEW took steps to address member concerns and unveiled a new membership recruitment brochure. FEW mourned the death of former national president Priscilla Ransohoff. *Combating Sexual Harassment*, which was released coincidentally with the Senate hearings on allegations of sexual harassment against Supreme Court nominee Clarence Thomas, became an overnight best seller.

#### **1993**

FEW monitored a General Accounting Office study designed to identify sex- and race-based discrimination in the General Schedule pay and classification system and develop comprehensive pay equity legislation for workers in the public and private sectors. The 25th Anniversary Committee designed a commemorative pin, hosted a Capitol Hill reception and led an anniversary songfest at the NTP in Las Vegas.

#### **1994**

As NTP attendees were welcomed to Washington DC, FEW testified before the House Post Office and Civil Service Subcommittee on Compensation and Employee Benefits on expanding the use of sick leave. Merrill Lynch joined FEW in a new investment program for members.

#### **1995**

A task force surveyed members on the impact of reductions-in-force. Members mourned the loss of two FEW sisters in the bombing of the Alfred P. Murrah Federal Building in Oklahoma City. As FEW made plans to commemorate the 75th Anniversary of Woman Suffrage, the Pacific Northwest Region hosted the NTP in Tacoma.

#### **1996**

FEW joined with other groups to resist attempts to reduce employee benefits programs. While Congressional leaders stepped up assaults on affirmative action programs, FEW voiced its support for the programs at numerous press conferences. With training funds limited by budget reductions, a successful NTP was held in Kansas City.

#### **1997**

Under the direction of President Dorothy Nelms, the FEW National Office was extensively remodeled. FEW's Legal Awareness Program was added as a member benefit. The Southwest Region hosted the NTP in Dallas.

#### **1998**

FEW presented the Federal Woman of the Year award to Secretary of Health and Human Services Donna Shalala. FEW's leadership structure was modified, enhancing the importance of diversity and membership. The NTP returned to Washington DC.

#### **1999**

President Jeanette Miller signed an updated relationship agreement with OPM Director Janice LaChance. The National Office was closed and staff released. The NTP was held in Phoenix.

#### **2000**

FEW continued to actively support the National Coalition for Equity in Public Service and our coalition partners. New Orleans was the site of the NTP.

#### **2001**

A new program, instituted by President Jenifer Bungert, delivered training in the duties and responsibilities of serving as a member of a national non-profit board to elected and appointed National Officers and Regional Managers. A Corporate Code of Conduct statement was instituted for all board members. Indianapolis was the site of the NTP.

#### **2002**

FEW entered into a long-term contract with conference management company Conferon Inc. As partners, FEW and Conferon pledged to work together to insure the success of the NTP into the future. The NTP travelled to Orlando.

#### **2003**

Under the direction of President Patricia Wolfe, FEW re-opened its national office in Washington DC and contracted with Amber Association Partners LLC and Eye on Washington to provide association management and legislative support services. FEW celebrated its 35th Anniversary with a gala reception featuring OPM Director Kay Coles James and Cari Dominguez, Chair of the Equal Employment Opportunity Commission. The President's Award was presented to The Honorable Constance Morella. The celebration continued with a legislative breakfast on Capitol Hill honoring the DC Congressional Delegation for their never-ending support of Federal employees. FEW strengthened its relationships with its NCEPS Partners and other organizations sharing similar goals. FEW's 34th NTP was held in Chicago.

# Legislative Issues and FEW

Legislative activity is an important and integral part of FEW's agenda. There has never been a more significant time for women employed by the Federal government to voice their opinions on issues that impact them. FEW speaks to Congress and the Administration on your behalf about the issues of concern to you as employees of the Federal government, as women, and as citizens. As FEW is the only private organization that represents the interests of Federal women employees, primary legislative efforts focus on achieving equity in the workforce—specifically issues that address the needs of women in the federal workforce.

## **EQUAL EMPLOYMENT OPPORTUNITY**

FEW is deeply committed to the principle of civil rights and will actively fight any proposal that discriminates against any individual or group of individuals because of race, sex, age, national origin, religion, or handicap. FEW advocates the strong enforcement of Title VII of the Civil Rights Act of 1964 in the federal workplace. FEW also insists on the strict and vigorous enforcement of all laws in the U.S. Code that prohibit discrimination. FEW strongly supports affirmative action as an enforcement mechanism for equal employment opportunity programs and maintains that the Federal agencies that administer civil rights programs must be fully funded in order to carry out their directives.

## **COMPENSATION**

FEW contends that efforts must be continued to close the ever-widening pay comparability gap between federal and private sector employment.

FEW supports the concept of pay equity: equal pay for equal work of equal value. FEW urges the vigorous pursuit of the realization of pay equity in the Federal sector by insuring women and minority advancement requisite to work performed and potential.

## **EMPLOYMENT BENEFITS**

FEW supports equal treatment and access for women in all areas of employment including employees' benefits such as health insurance, leave, life insurance, unemployment compensation, whistleblower protection, and disability. FEW strongly supports programs to allow employees flexibility in their employment with the Federal government. FEW endorses the implementation of such ini-

tiatives as job sharing, part time job opportunities, shared leave programs, alternative work schedules, and telework.

FEW supports the broadening of Family Medical and Leave legislation to insure paid leave for parents of newborn, newly adopted or seriously ill children, spouses, or parents, in addition to individual temporary disability leave. FEW supports wage replacement during these periods of leave for parenting, caring, and disability purposes.

## **RETIREMENT**

FEW is concerned about the impact of retirement systems on women; cuts in annuity levels lower women's already small retirement income. FEW opposes any reductions in current law benefits under the Civil Service Retirement System, the Federal Employees Retirement System, the Social Security System, and the Military Retirement System. FEW strongly favors laws, which minimally set a reasonable floor for government pension offsets, and which allow military reservists to retire at 55 years of age. FEW opposes any Cost of Living Allowance proposal that is less than the inflation rate and taxation of lump sum penalties. FEW opposes the use of government Thrift Savings Plan reserves to pay for government programs.

## **CHILD CARE**

FEW maintains that a wide variety of programs and options are needed to meet our nation's growing demand for affordable and quality childcare. FEW calls upon the administration to continue to insure on-site child care centers in federal agencies. FEW also advocates the implementation of the Dependent Care Assistant program for federal employees. Additionally, FEW supports legislation that provides direct funding for child care providers, minimum standards for child care centers, and tax proposals that help alleviate the cost burdens associated with child care. FEW also maintains that elder care provisions must be included in all dependent care proposals.

## **SEXUAL HARASSMENT**

Sexual harassment on the job is any unwelcome attention of a sexual nature, which impedes a women's work performance, makes her feel uncomfortable, or interferes with her employment opportunities. FEW supports strict compliance with the Equal Employment Opportunity

Commission's guidelines that call for strong punitive and preventive measures to eliminate sexual harassment in the federal government, including the U.S. Military. Specifically, FEW calls for thorough and continuing training on sexual harassment for all Federal employees, clear policy directives from the highest levels of government on the illegality of sexual harassment, efficient investigations of complaints of alleged sexual harassment, and direct disciplinary actions against those found guilty of sexual harassment.

## **EQUAL RIGHTS AMENDMENT**

As equal rights for all women are the basis for FEW's existence, FEW subscribes to the general principles embodied in the proposed Equal Rights Amendment, which guarantees equality to all women under the Constitution of the United States. The ratification of the Equal Rights Amendment is considered as a priority of FEW. It is our belief that it is necessary to gain this fundamental law in order for men and women to be equal partners in our society.

Federally Employed Women also monitors legislation that impacts federal employees including: contracting out, drug testing, Hatch Act changes, and health benefits. FEW is an organization bound in sisterhood with other women in all walks of life and, therefore, supports legislative initiatives that impact all women as a class including: elimination of violence against women, child support enforcement, equity in the tax system, elimination of the government pension offset and windfall provision, discrimination in insurance, education, equal access to credit, and support to women in poverty. As an ongoing activity, FEW is strongly committed to voter registration and voter education initiatives.

## **For more information on FEW's legislative program:**

Federally Employed Women  
1666 K Street NW Suite 440  
Washington, DC 20006

Attn: Vice President for Congressional & Governmental Relations or National Office  
Washington Representative

EMAIL: [www.few.org](http://www.few.org)  
PHONE : (202) 898-0994

# Agency Forums:

Significantly Improve the Delivery of CR/EO Programs

## New Era in FEW Organization Management

For many years, departments and agencies have successfully hosted meetings in conjunction with FEW's NTP. These forums afford agencies an opportunity to bring staff together from across the country and overseas to discuss issues of nationwide importance to similarly minded groups. In this time of budget cuts and reduced staffing, the Agency Forum has become an outstanding way to significantly improve the delivery of CR/EO programs by assuring that all parts of the Department or Agency are working toward the same goal and are sharing expertise and experiences.

### Background

Agencies may host a one or two day event on Monday and/or Tuesday of the NTP week. Some agencies or bureaus host a one day meeting followed by a one day Departmental Forum that combines multiple agencies. The Department of Defense and all of its components have used this format successfully for many years.

### Purpose of an Agency Forum

Meetings provide agencies an opportunity to update EO personnel on agency policies and procedures, provide feedback on action items in their Affirmative Action Plans, identify problems and develop workable solutions in Special Emphasis programs, introduce new Headquarters and field staff, provide a venue for the discussion of concerns, and network with their counterparts from throughout the United States and abroad.

### Target Audience

An Agency Forum brings together headquarters and field Civil Rights (CR) and Equal Opportunity (EO) staff, the Directors of CR/EO, full-time and collateral duty Federal Women's Program Managers and other Special Emphasis Managers, coordinators for programs for individuals with disabilities, human resource staff, agency line managers and supervisors and others who have an interest in the subject areas being addresses at the forum.

### Other Benefits

Agencies can combine these forums with the NTP resulting in savings in travel, as many of the individuals listed above are already at the meeting site to attend the NTP. The meeting format offers participants an opportunity to meet face-to-face, an invaluable benefit in today's work cli-

mate of limited travel and heavy dependence on technology for communication.

### Various Formats

Some agencies use the meeting time to update their staff on internal regulations, policies and procedures. Others also contract with trainers to present specific topics related to equal opportunity, program management, and program plan reporting. Many agencies invite their top level management staff to attend and present information on their support of Federal CR/EO programs.

### Planning Required

Following is a brief checklist to assist in the planning of a forum.

#### 1. Designate a coordinator

If the meeting will bring together staff from across the country, designating a contact at the headquarters level works well.

#### 2. Select timeframe

Is a half-day meeting sufficient? Would the agency benefit from an extended program?

#### 3. Determine focus

Training, updates on agency procedures, special staff conferences, formulating new directions, are all valuable.

#### 4. Training Resources

Contact with private consultants or trainers as needed.

#### 5. Coordinate with other Agencies

Agencies such as EEOC, NLRB, OPM, or MSPB may provide you with important resource information.

#### 6. Reserve Meeting Space

Work with the NTP Agency Forum Coordinator to reserve meeting room space and other meeting needs.

#### 7. Advertise

Provide information to headquarters and field personnel about meeting logistics, dates, times, lodging information, what kind of pre-meeting preparation is required, whether any background materials will be needed for use during the meeting.

FEW has hired Amber Association Partners, LLC, to provide administrative support services. Amber has sub-contracted with Eye on Washington, LLC, a government relations and public policy consulting firm, to provide legislative services. Both are small women-owned businesses making a mark in their fields of expertise.

Amber Association Partners' professional staff brings over 40 years of combined experience in professional association management and are committed to providing top-notch service using the best that current technology has to offer. Amber will assume many of the duties previously performed by staff in FEW's National Office.

Eye on Washington specializes in flexible customized programs, working to establish clients as proactive organizations to whom members of Congress and the Administration will come before enacting laws or regulations that will impact their interests. Their responsibilities include monitoring and analysis of issues, communication with members, and representing FEW at Congressional hearings and meetings.

Patricia Wolfe, FEW National President, says "I applaud the efforts of the dedicated FEW leaders and members that have brought us to this point. I am very excited about working with both Amber Association Partners and Eye on Washington as I believe they will greatly assist FEW in reaching that next level as a professional women's organization and constructive pressure group working for the advancement of women in Government."

## Make FEW a Part of Your Success!

You've said "Yes!" to registration at FEW's 34<sup>th</sup> National Training Program. Now's the time to go one step further and say "Yes!" to membership in FEW. If you are already a member, you can join the ranks of those who have made a lifetime commitment with life membership.

**Stop by the National FEW booth in the Expo Hall for membership information.**

# Opryland!

Gaylord Opryland Resort and Convention Center Nashville offers a long-standing tradition of unsurpassed Southern hospitality, along with an experienced staff dedicated to customer service.

As one would expect from a world-class hotel, Opryland Nashville provides guests with the usual **in-room amenities**: iron, ironing board, blow dryer, in-room safe, 2 phones with dataport and voicemail. An 1,800 square-foot **fitness** center is available as are four outdoor swimming pools and a walking map to guide you through your daily fitness routine.

An **Activities Desk** located in the Magnolia Lobby can provide you with exhaustive information about the hotel property, Gaylord's other entertainment properties, and the general Nashville area. They are a one stop shop for tour bookings and other information.

If your visit to Nashville leaves you with wanderlust, Opryland has a full-service **travel agency** located on premises as well as a Hertz Car Rentals franchise.

And, if you really fall in love, Opryland has its own wedding planning service!

The hotel property is arranged in five major areas:

The **Convention Center** is the hub of activity for most meetings. Included are 5 ballrooms, extensive pre-function, boardroom and meeting and exhibit facilities.

The **Magnolia** reflects the property's original concept and features a dramatic staircase, two fireplaces, and other elegant appointments that are the hallmarks of

## Nashville's Summer Climate

Average Temperature	78°
Average High Temperature	89°
Average Low Temperature	67°

Summer is warm and humid. Light, easy clothing makes sightseeing more comfortable. For fair skin, sunscreen is advisable for a day outdoors.

**But inside Gaylord Opryland Nashville it's always a comfortable 72°!**

the spirit and hospitality of the South. One of the four outdoor pools is located in the Magnolia area.

The **Garden Conservatory** houses spectacular indoor gardens, greenery lined walkways, waterfall and fountains, as well as restaurants and shops.

The **Cascades** is a spectacular tropical garden under a stunning glass roof, distinguished by the four-story cascading waterfall that is its focal point and gives the area its name.

The **Delta** is a glass-domed environment, containing a waterfall that flows into the indoor Delta River, which is also home to flatboats that wind around a New Orleans-themed island. The Delta Island is complete with shops, restaurants, and an 85-foot-high fountain.

Bring your comfortable shoes!

And bring your appetite, as well! Opryland Nashville is home to more than 20 restaurants offering everything from pizza to pasta to a porterhouse steak, from fine dining to food court fare.

**Rachel's** is a great place for a meal -- any meal of the day. It features a giant buffet as well as true southern style sandwiches, soups, salads, and entrees.

Looking for a quick lunch with the family? Try the **Delta Island Food Court**. Located on the River Level of the Delta Island, the food court features Pizza Hut, Corky's Barbeque, Chick-Fil-a, Main Street

Deli and Buckhead Grill.

For dessert, visit **Ben & Jerry's Ice Cream** or **Christie Cookies**, also located on the Delta Island.

For a light lunch stop by **Provenance Provenance** for tea service either on site or to go. Gourmet teas, both hot and cold, from around the world are featured with biscotti and shortbread cookies.



Delta Island

For an elegant meal and relaxation with friends, you'll want to check out the **Old Hickory Traditional Steakhouse**, located in the 20,000 square foot antebellum style mansion in the Delta Atrium. Another option is the **Cascades Restaurant**, specializing in seafood cuisine and surrounded by spectacular waterfalls and lush gardens.

After dinner stop by **Godiva Chocolatier** at the entrance to the Garden Conservatory atrium for the crowning touch!

If you've never had the Opryland Nashville experience, prepare to be dazzled!

# Nashville is for Families!

Nashville and the Gaylord Opryland Resort and Convention Center are outstanding venues for family fun. There is something for everyone's taste in Nashville!

In addition to the outstanding child care options at Gaylord Opryland Nashville (see page 5), there is a vast array of attractions and activities for all ages.

Historical and educational attractions abound in Nashville.

The Tennessee Fox Trot Carousel is a unique tribute to the state's culture and history. Nashville native and internationally renowned artist Red Grooms created 37 riding figures for the carousel tracing the history of Tennessee from Andrew Jackson and Davy Crockett to country great Kitty Wells. The carousel is a combination of historical tribute, sculptural landmark and just plain fun.

Fort Nashborough is authentic in its reflection of frontier pioneer lifestyles -- an exact replica of the original settlement of Nashville.

ArtQuest at the Frist Center for the Visual Arts is dedicated to art exploration with a hands-on emphasis for children. Consisting of approximately 30 activities, ArtQuest encourages art education through lines, texture, color, artistic media and discussions. And it's free for patrons 18 and under.

The Adventure Science Center emphasizes hands-on education bringing science to life for children. A special must-see exhibit, The Adventure Tower, soars 75 feet into the air through the roof of the center and provides children with 75 'interactivities'.

Explore the free park that tells of Tennessee's rich history, Bicentennial Mall State Park. Walk the 200-foot-long granite map of the state, visitor the World War II memorial, and hear the carillons chime The Tennessee Waltz.

Mansker's Fort and the Bowen Plantation together illustrate the transition early settlers made from life in a fortified station to estate living. The reconstruction of Mansker's Fort which many believe to have been Middle Tennessee's earliest fortified structure, is considered to be one of the most historically accurate in the nation.

Take a free guided tour of the Tennessee State Capitol! This historic landmark was designed by William Strickland, most noted for his design of the US Capitol.

The Nashville Zoo at Grassmere is more than a traditional zoo. On the property are a historic working farm, the world's largest built community jungle gym and a fully-operational animal nursery.

Just across the parking lot from Opryland Nashville is the Opry Mills mall. In this vast, climate-controlled venue, you will find many days worth of entertainment -- even if shopping is not your idea of fun! Check out Jillian's for a wide variety of activities including television cube walls in the video cafe, Brunswick pool tables, Hi-Life bowling, an amazing game room and three

restaurants.

At the NASCAR Silicon Motor Speedway, drive a virtual reality racecar and feel the exhilaration as you strap yourself in for the ride of your life.

The Regal IMAX theatre offers a broad range of subjects to choose from including the environment, geography, space exploration and technology.

The outdoor lover will want to check out Bass Pro Shop's Outdoor World for an opportunity to explore the outdoors while indoors.

The music lovers will want to take in a live performance at The Gibson Bluegrass

Showcase.

And don't forget that there are more eating establishments in Opry Mills than you could eat at in a month of Sundays!



**Nashville Zoo at Grassmere**

Music Valley, the area of Nashville immediately around Opryland Hotel, holds many attractions as well. Both the Music Valley Wax Museum and the Music Valley Car Museum provide

hours of entertainment. The Willie Nelson & Friends Museum and the Grand Ole Opry Museum are also fascinating -- particularly to the country music buff. Also in the area is Valley Park, a small amusement park with a Ferris wheel, ten thrill rides and ten kiddie rides.

For the more sports-minded, play a round of putt-putt at Grand Old Golf! Or, check out one of the 20 public and private golf courses in the Nashville area.

For the hot, humid days of summer in Nashville, you'll want to cool off at Nashville Shores Outdoor Water Park. Featuring the seven largest waterslides in



**Historic Fort Nashborough**



**Opry Plaza, Home of the Grand Ole Opry House and the Grand Ole Opry Museum**

Tennessee as well as giant pools and miniature golf, Nashville Shores also offers additional family adventures with jet skis, pontoon boats, and parasailing.

The opportunities are boundless for an exciting family experience in Nashville.

# Using Skills Gap Analysis to Define Training Needs



You know you need to educate yourself or your staff, but where do you start? By performing a skills analysis for yourself or for each job function you supervise, you'll know exactly what education is required and will have a firm basis for justifying the cost of that training.

A skills gap analysis compares a person's skills to the skills required for the job for which they have been, will be, or wish to be assigned. The purpose of a skills gap analysis is to identify the skills an employee needs in order to succeed in their current or planned position. It is an invaluable tool in the Federal government where it is always important to maximize resources.

Based on the gap analysis, an education curriculum can be designed that will close the gap and result in a more effective, efficient and productive employee with much to offer in the Federal sector.

The **Leadership Competencies** as they are defined by the Office of Personnel Management are an excellent guideline for this type of analysis. These competencies were developed as a standard for testing new career appointees to the Senior Executive Service. Issued in 1997, the competencies are based on extensive research of the attributes of successful executives in both the private and public sectors. They are a collaboration, reflecting the best thinking of many senior executives and associations, as well as agency human resources professionals. They are both personal and professional attributes that are critical to successful performance and training and experience that strengthens these attributes will enhance the SES candidate's overall qualifications.

Though the Leadership Competencies are targeted to SES candidates, they are equally valuable as guidelines for employees at all levels of Federal service. A summary of the Leadership Competencies may be found on the OPM website at [www.opm.gov/ses/define.html](http://www.opm.gov/ses/define.html).

Only a cursory examination of the Leadership Competencies is required to realize that some of the 21 categories are more applicable to a position or target position than others are though a number, such as **Written Communication, Team Building** and **Service Motivation** are universally applicable.

To conduct a personal skills gap analysis, select three points of orientation: your current position, the position you would like to hold in five years, and your ultimate position goal.

For each of these positions, carefully review the Leadership Competencies and select all that are relevant. A close reading of the brief descriptions will aid in this process. It is important to be objective and thorough in this analysis.

When you have completed the initial analysis, it will be helpful to discuss your evaluation with a **mentor** or trusted coworker before proceeding to the next phase. This will help to ensure that the criteria are evaluated accurately.

When you're satisfied with the initial analysis, take a deep breath and take a **realistic** look at your skills and abilities. Again, objectivity is of paramount importance. You may benefit from enlisting the help of your mentor in this process as well.

Now you're ready to analyze the gap between where you are and where you need to be. Your first comparison should be between the analysis of your current skills and the skills required for your current position. This will be the basis for your immediate development plan. The comparison between your skills and your five-year and ultimate goals will be the basis of your short term plan and a long term plan.

The preparation of a development plan will require research. If you have coworkers or mentors with the skills you wish to develop, discuss your needs with

that individual. Research the various development programs available in your agency. Don't forget to consider the programs offered through the USDA Graduate School. Volunteer positions may provide valuable opportunities to learn organizational and leadership skills. On-the-job training and self-study options will also be important.

When you've completed your analysis, you're ready to sell it! **Make an appointment** with your manager to discuss both the process and the outcome of your skills gap analysis. Focus your presentation so it takes no more than 15 minutes. When you've completed the overview, draw your manager into a discussion of your observations and deductions.

It is **essential** that your manager understand your evaluation of your current development level, your goals, and the benefit to the agency of you achieving your goals. Lay out your proposed development plan, summarize the financial and time resources required, and be prepared to work very hard to achieve your potential.

**When you've complete the skills gap analysis, let us know about your training needs. The NTP is all about providing the training you need to succeed and we'd love to hear from you!**

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