

## From The Chairperson...



Don Arnette, Chairperson  
FEB Atlanta

**Your involvement in planning and sponsoring activities consistent with our FEB mission themes ... provides us an opportunity to be a collective force that supports the community and brings together agencies with common goals so that our efforts are complementary.**

I am **Don Arnette**, Regional Administrator for the Food and Nutrition Service of the U. S. Department of Agriculture (FNS, USDA). For FY 2007, I am serving as the Chair for the Atlanta Federal Executive Board (FEB). During my tenure as Chair, I want to insure that the FEB continues to provide closer coordination among Federal agencies in Atlanta. Your involvement in planning and sponsoring activities consistent with our FEB mission themes (Communication, Reduce Costs and Improve Efficiency, Facilitate Service Delivery, Partner with Community Groups, and Coordinate Emergency Services) provides us an opportunity to be a collective force that supports the community and brings together agencies with common goals so that our efforts are complementary.

I believe in the FEB and what we can collectively accomplish. The programs are many and I have been quite busy since my tenure began. In early October I was pleased to talk to the incoming Leadership Government participants about my style of leadership. The group also heard from Robert Henderson, MBDA, Chris Downing, HHS, Jimmy Bridgeman, GSA, and Paul Barnes, SSA. We expect big things from the 20 persons in this year's program. You can help by sharing ideas for projects/studies or other ways that these talented participants might be able to provide assistance to your agency. Contact Gwenne Campbell, FEB Executive Director, and share your thoughts.

The FEB is hosting an Offsite Strategic Planning Session on December 5 at Timber Ridge Conference Center. We want to know your ideas, needs and expectations. We need the involvement of each agency to make the FEB a success. We are only successful if we are meeting your needs and expectations.

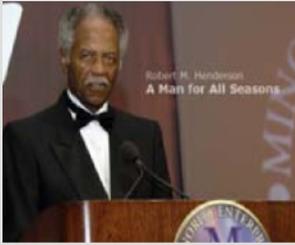
December 6 we will be at The Commons at Fort McPherson celebrating yet another

Combined Federal Campaign (CFC) victory! To date, we have already exceeded our 2006 CFC goal of \$4.2 million and we are working hard to meet our tremendous stretch goal of \$5 million. While the solicitation period of the campaign has ended, individuals can still turn in pledges. This was a year when we were fortunate not to have any natural disasters or terrorist threats to the United States, yet we know that the need for donations still remains high. Once again, our employees recognized this need. Final figures for total dollars raised, the average contribution and the participation rate are not yet available. We did, however, want to ensure that everyone was given an opportunity to give.

As the year draws to a close, I know that we face many challenges from staff reductions, operating under a continuing resolution, possible budget cuts, a potential avian flu pandemic, etc. In the midst of it all, please take pleasure in the freedoms we enjoy and experience the wonder of the Holiday Season. □

## table of contents

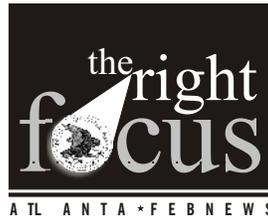
FALL FEB FULL BOARD MEETING	2
ATLANTA FEB GRADUATES LEADERSHIP GOVERNMENT CLASS OF 2006 & BEGINS CLASS OF 2007	3
ANOTHER SUCCESSFUL COMBINED FEDERAL CAMPAIGN	4
AGENCIES SET UP FOR FEB COMMITMENTS	5
NARA HOSTS VETERANS OPEN HOUSE AND RECOGNITION CEREMONY - NOVEMBER 10TH	6
GSA SMALL BUSINESS CONFERENCE	6
ATLANTA REGIONAL OFFICE CELEBRATES VETERANS DAY	6
BOOK REVIEW: NO FEAR MANAGEMENT REBUILDING TRUST, PERFORMANCE AND COMMITMENT IN THE NEW AMERICAN WORKPLACE BY HARRY E. CHAMBERS AND ROBERT CRAFT	7
CALENDAR OF EVENTS	8



**Robert M. Henderson,  
Atlanta Regional Director,  
U.S. Department of Commerce,  
Minority Business Development  
Agency, Retires**

Mr. Robert Henderson retires after a long and distinguish career with MBDA, the Small Business Administration, and in the minority enterprise community. The Atlanta Business League hosted a reception in his honor on November 17 at the 191 Club because of his leadership with the Atlanta minority business community. The program was centered around the theme "Robert M. Henderson, A Man for All Seasons". The reception was attended by a number of business leaders and included Terri Dennison, the Georgia Director of the SBA. The Atlanta acting Regional Director, John Iglehart, the Dallas Regional Director, and Mr. Ronald Langston, MBDA National Director, shared remarks as did Gwenne Campbell, Executive Director, Atlanta FEB who talked about Mr. Henderson's participation with the FEB's Leadership Government Program. Joann Hill, a graduate of the inaugural class of the Leadership Government Program, who was recently promoted to Chief, Business Development Center.

The MBDA was created specifically to foster the establishment and growth of minority-owned businesses in America. □



ATLANTA FEDERAL EXECUTIVE BOARD

# Fall FEB Full Board Meeting - A Success

There was a full house for the September 26 FEB Full Board meeting. Jim McSweeney, Regional Administrator for the National Archives and Records Administration, graciously made NARA's facility in Morrow, Georgia available for the meeting. It is a beautiful, state-of-the-art facility with excellent meeting space. Over 130 people attended the meeting, including the participants of the FY 2006 Leadership Government program and some of their supervisors.

The meeting was packed with information. Al Simmons, Director of the Fulton County Office of Emergency Preparedness gave an update on Fulton

County's Influenza Planning. Bernie Marable, Department of Labor, Division of Veterans Hiring Initiative, presented information on hiring disabled veterans. Jim McSweeney provided an entertaining, yet educational, presentation on the National Archives. We had an update of this year's Combined Federal Campaign; and finally, there were highlights of the 2006 Leadership Government program. The 40 participants were awarded certificates of completion and a plaque.

At the conclusion of the meeting, there was a symbolic transfer of leadership from Cindy Brown, FY 2006 FEB Chair, to Don Arnette, FY 2007 FEB chair. □



Please contact us with any questions/comments you may have. If you would like to submit an article, please do so by the 15th of the month.

**Don Arnette**  
Chairperson

**Gwenne Campbell**  
Executive Director

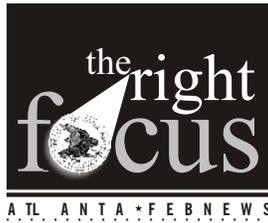
**Robbie Brock**  
Editor

**Phone: (404) 331-4400**

**Fax: (404) 331-4270**

75 Spring Street, Richard B. Russell Federal Building,  
Suite 1142, Atlanta, GA 30303

*The Right Focus - Atlanta FEB Newsletter  
is designed by Barbara Holzworth, GSA, FSS  
and published by Pat Brown, DAPS*



ATLANTA FEDERAL EXECUTIVE BOARD

# Atlanta FEB Graduates Leadership Government Class of 2006 & Begins Class of 2007

On September 26, 2006 the Atlanta Federal Executive Board conducted graduation ceremonies for the Atlanta Federal Executive Board's Leadership Government Class of 2006. The ceremony was held during the FEB's Full Board meeting at the National Archives and Records Administration facilities in Morrow, Georgia. The Class of 2006 is the largest graduating class of the program thus far, with forty (40) graduates receiving certificates of completion.

**Terri White, EPA; Dudley Whyte, FTA; James (Jim) H. Wiley, DOE/OIG; Cynthia Vitters, DOE; Anjum Waqar, FDA; Cherie Weatherington, CMS; Cynthia Williams, DOL, OASAM; Cesar Zapata, EPA.**

The Program goals are to build a cadre of season professionals who possess a broad understanding of the role of Federal Government; to provide participants with challenging opportunities for professional



The Leadership Government Class of 2006 represents a wide cross section of government. The participants included **Daniel A. Adams, EPA; Jennifer H. Allen, Peace Corps; Douglas M. Anderson, GSA; Jeanine Baez, DHHS; Mary A. Boyd, DHHS; Michelle Boyd, EPA; Judith S. Bradberry, NWS; Renee L. Brown, CMS; Kimberly Bingham, EPA; Elaine Elmore, CMS; Serdar Ertep, EPA; Denise Fisher, GSA; Sheryl Good, EPA; Bill R. Cochran III, DOL, OSHA; Brian (Rick) Durbrow, EPA; James S. Hunter, NRC; Bessie Johnson, DOL, OASAM; Anne E. Keller, EPA; Regina Harden, GSA; Tiffany Harmon, FDA; Joydeb Majumder, EPA; Linda T. McLaughlin, DOL, OSHA; Cynthia S. Nelson, DOL; Wayne Kotowski, DOL, Wage and Hour; Kenric Lanier, GSA; Tina V. Lowe, GSA; Ronald J. Stephens, SSA; Denise M. Stinchcomb, IRS; Michael Taylor, CMS; Gloria B. Reeves, NRC; Veronica P. Robertson, DOL, OASAM; Anthony Shelton, EPA;**

And personal growth through assignments, lectures, seminars, reading, teamwork, and interagency experiences; and to assist participants in developing a broader perspective of managerial competencies relative to interpersonal skills, influencing and negotiating, problem solving, leveraging diversity, team building and continual learning.

Specific program highlights from the Class of 2006 included training, workshops, agency visits, off-site retreats, dynamic speakers, team building projects, executive interviews, reading assignments, book reports, group projects, discussion groups and other leadership exercises. This also includes personal leadership assessment, conflict resolution, decision making techniques, self-development, community partnerships, working with congressional representatives, presentation skills, risk taking and accountability.

*Don Arnette, Regional Administrator, USDA, Food and Nutrition Services, who also serves as the 2007 Chair of the Atlanta FEB talks about 'What Leadership Is' at a recent workshop for the incoming class of 2007.*



*Gwenne Campbell, Executive Director, Atlanta FEB listens to discussions at the Leadership Government Conference.*



*Paul Barnes, Regional Commissioner, SSA, who also serves as the 2007 Vice-Chair of the Atlanta FEB discusses 'What Leaders Look for in Others' at a recent workshop for the incoming class of 2007.*



*Members of the incoming class of 2007 participating in a workshop at the Timber Ridge Conference Center.*



Twenty (20) candidates were selected to participate in the 2007 Leadership Government Program. Their first retreat was held at Timber Ridge Conference Center in October and included discussions with Executive Leadership from the Atlanta Federal Community. **Don Arnette, Regional Administrator, Food and Nutrition Services; Robert Henderson, Regional Director, Minority Business Development; Paul Barnes, Regional Commissioner, Social Security Administration; Chris Downing, Regional Director, Health and Human Services; Jimmy Bridgeman, Deputy Regional Administrator, General Services Administration** were the executives who participated in the Timber Ridge Conference addressing the incoming Class of 2007 and getting them off to a great start. The Leadership Government Program is now in its third year. It has received tremendous support from government in the Metro Atlanta area. "When comparing the program training and benefits on a cost/dollar basis, managers can surely see the value in nominating potential candidates for admittance into the program because similar training through other institutions would cost thousands of dollars more per participant", states **Gwenne Campbell, Executive Director, Atlanta Federal Executive Board.** □



# Another Successful Combined Federal Campaign!

## *Your Gifts Truly Make a World of Difference*

This has been another successful CFC year! The Internal Revenue Service is the lead agency for the 2006 campaign.

**Carol Barnett** is the CFC Chair and **Deborah Davis** has handled the day to day activities as the Director of the CFC team. We have an excellent team of loaned executives who have worked through many challenges and have gone the second, third, and even tenth mile to ensure the success of the campaign.

The Local Federal Coordinating Committee (The Federal Executive Board Policy and Steering Committee) set an official goal of \$4.2 million. This was 10 percent over last year's goal. The team decided that they wanted to be very ambitious and go for a stretch goal of \$5 million which was 10 percent over last year's contributions. To date, we have exceeded the official goal of \$4.2 million and the team is driving hard toward collecting those pledges that have not been turned in. We might get close to that stretch goal. After all, as Benjamin E. Mays said "It is not a disgrace not to reach the stars, but it is a disgrace to have no stars to reach for. Not failure, but low aim is a sin."



In addition to the bake sales, chili cookoffs, and other activities to inspire participation, there were a couple of new things this year. Centers for Medicare and Medicaid (CMS) held a Grand Finale Dance and Silent Auction in the Dogwood Room of the CNN/Omni Hotel on November 3. They danced to old school rhythm and blues, a little hip hop and salsa. A good time was

had by all! This year's Bike Ride (motor bikes, that is) drew more participants and was a fun thing to do. The Golf Tournament sold out this year!

There were plenty of pretty neat door prizes also. Things like hotel accommodations, gift certificates to restaurants, shows, and for cash; passes to the zoo, the aquarium and the High Museum. There was a digital camera, a Dell Computer and plane tickets. I hope you were one of the lucky winners.

Everyone is looking forward to the big victory celebration at The Commons at Ft. McPherson on December 6. Wonder what the grand total dollars contributed will be by that time? What will be the participation rate? Some divisions have already exceeded 60 percent participation. That is phenomenal!

Thanks to Deborah Davis, IRS, Guy Amato, VA, Jane Barnett, SSA, Debra Chandler, IRS, Yolanda Dangerfield, CDC, Alan Giles, USPS, Kim Lovett, IRS, Diane Simpson, USPS, John Speight, VA, Charles Tarver, SSA, and Stephanie Turnbull, GSA, for a job well done. ☐

Amount Collected to Date by CFC Atlanta:  
**\$4,335,153.05**

# Pandemic and Emergency Preparedness

If you haven't heard of the Avian Influenza or Pandemic Emergency Preparedness then chances are your federal career has just begun. But for the rest of us, the important question is, "What has my agency done to prepare for pandemic, and what is my role in the plan?" First, we should all know what Avian Influenza is. The Center for Disease Control and Prevention (CDC) website offers some key facts:

- Avian influenza is an infection caused by avian (bird) influenza (flu) viruses. These influenza viruses occur naturally among birds. It is very contagious among birds and can become lethal in some domesticated birds, including chickens, ducks, and turkeys.
- Usually, "avian influenza virus" refers to influenza A viruses found chiefly in birds, but infections with these viruses can occur in humans. Confirmed cases of human infection from several subtypes of avian influenza infection have been reported since 1997.
- Influenza A (H5N1) virus - also called "H5N1 virus" - is an influenza A virus subtype that occurs mainly in birds. Most of these human cases have resulted from people having direct or close contact with H5N1-infected poultry or H5N1-contaminated surfaces."

We know that emergency preparedness is our best defense against an unlikely outbreak of Avian Flu. Defining our roles at work and at home will play a major part in saving lives. Many federal agencies have conducted Continuity of Operations Plan exercises, or have taken part in interagency COOP exercises.

**Al Simmons**, Director of the Fulton County Office of Emergency Preparedness, Office of Health and Wellness, has hosted a series of Emergency Preparedness Planning sessions over the past several months. These meetings have had a significant impact on bringing governments, business, community, and health organizations together to develop a plan for pandemic preparedness.

In order to unify efforts among many organizations, Al Simmons and Fulton County have shown great commitment to education, training, planning and practicing

pandemic emergency preparedness. During a recent full board meeting with the Atlanta Federal Executive Board Mr. Simmons outlined critical areas that organizations should consider internally. Those areas include identifying critical functions and processes, considering staff that can be crossed trained to backfill critical functions, knowing what functions can be suspended while staff is reassigned to more critical roles, as well as reviewing human resource policies to determine whether staff can be

prevented from remaining at work if symptomatic for influenza. It is imperative that agencies promote public education campaigns and participate in training that addresses communicating with staff during a crisis. As a start in the right direction, is disinfectant and sanitizers available to all staff? □

*Al Simmons, Director of the Fulton County Office of Emergency Preparedness, Office of Health and Wellness, addresses the Atlanta Federal Executive Full Board during a session on Emergency Preparedness.*



## Agencies Step Up For FEB Commitments

Two of the major activities sponsored by the Atlanta Federal Executive Board are the yearly Combined Federal Campaign and the Employee of the Year Awards Luncheon.

Previously, each year, an agency was tapped to give leadership to these activities. At the December 2001 Offsite Strategic Planning Meeting these two activities were included in the FEB Strategic Plan and agencies commitments were obtained over a five year period. We are at the end of that five year cycle and there was a real need to secure agency commitments for 2007 so that the work could begin. At this year's Strategic Planning meeting we will reinstitute our five year planning cycle.

We are pleased to announce that **William Mitchell**, District Manager, U.S. Postal Service-Atlanta District, has agreed to provide leadership for the 2007 Combined Federal Campaign (CFC). Bill believes in the principles

of CFC and the Post Office Division is our largest component of CFC both in numbers of employees and in giving. We have had excellent loaned executives from the Postal Service in the past and we look forward to dynamic leadership from the USPS for the 2007 campaign.

**Mayor Bob Young**, Regional Director, U.S. Department of Housing and Urban Development, has graciously agreed to provide leadership for the 34th Annual Employee of the Year Awards Luncheon. The luncheon provides a unique opportunity to recognize the extraordinary achievements of employees from throughout government before their peers. This is the premier activity for Public Service Recognition Week, a time set aside to honor the men and women who serve America as government employees.

Please plan now to fully support both activities. □

Congratulations to 2006 Service to America Medals recipient **Nancy Cox**, the director of the Influenza Division at CDC. Cox was named federal employee of the year out of more than 500 nominees. She was recognized for her efforts to prevent a potential influenza pandemic.

## NARA Hosts Veterans Open House And Recognition Ceremony - November 10th

The National Archives Southeast Region, located in Morrow, GA invited the public to join them on Friday, November 10, 2006, for a Veterans Open House and Recognition Ceremony. This event was a part of a nationwide effort by the National Archives to honor veterans and their families at all NARA facilities throughout the country. The day's formal activities ran from 9:00 a.m. to 1:00 p.m. and included facility tours, patriotic music, and workshops on NARA military holdings and online resources. Veterans from all walks of life were formally recognized for their contributions to our country. After lunch NARA staff provided directed research assistance to veterans in the use of the NARA's e-VetRecs electronic system for ordering military records from the Military Personnel Records Center in St. Louis. □

## GSA Small Business Conference

General Services Administration, Office of Small Business Utilization facilitated a Service Disabled Veteran-Owned Small Business Conference on Thursday, November 9, 2006 in celebration of our nation's veterans. The conference was hosted by United States Senator **Saxby Chambliss**.

The event provided a wealth of Service Disabled Veteran-Owned Small Business information on government contracting and procurement opportunities. There was a total of six workshop sessions that included information that ranged from understanding the GSA schedules process to a panel discussion on meeting federal partners and learning what they purchase, as well as current contracting requirements for federal organizations.

The key note speaker, **Major General Stewart Rodeheaver**, Deputy Commander, First Army Training Operations, Ft. Gillem, Georgia was both humorous and insightful. The General had the daunting task of leading 5,000 plus military comrades into battle for the first two years of Operation Iraqi Freedom. His real life stories of the combat zone proved to be very encouraging and motivational for the audience of disabled veterans. It was very interesting to note that over 12% of the active duty forces deployed with MG Rodeheaver were also business owners. These servicemen and women proved to be vitally important in assisting the people of Iraq in both establishing and reestablishing their small business network.

As always, we thank our military forces for all that they've done and continue to do. □

*Freedom is never free....Author Unknown*



ATLANTA FEDERAL EXECUTIVE BOARD

## Atlanta Regional Office Celebrates Veterans Day

"IN HONOR OF THE VETERAN"

The Atlanta Regional Office celebrated Veterans' Day this year by assembling a program that honored veterans and those who are currently serving in our nation's armed services. The celebration was held in the Strom Auditorium of Atlanta's Richard B. Russell Federal Building. Attendees entered to patriotic music performed by the U.S. Army's 214th Ground Forces Band. **Eric Williams**, Director of Administrative Resources, launched the event with a description of the economic, social and cultural diversity found among American Veterans. He was followed by an impressive display as a four man Marine Color Guard from Marine Air Group 42 presented the Colors while the Army Band played the National Anthem. The HOC's **Joann Frasier** completed the opening with a touching invocation that demonstrated a veteran Marine's respect for all brothers and sisters in arms.

Regional Director, **Bob Young** introduced the first guest speaker, **Larry Burks**, Regional Director, Veterans Affairs. Mr. Burks spoke briefly about some of the benefits provided to veterans and how these have changed over the years. Afterward, the band played as Eric Williams prepared to introduce the key speaker, Chief Warrant Officer, **Ron Young**. CW2 Young gripped the audience with stories of his capture and POW experience following the shoot down of his AH-64 Apache Longbow in the early months of Operation Iraqi Freedom. Ron described how the core values of the U.S. Armed Forces, along with his faith, equipped him with the tools to endure his captivity. □



Battlefield memorial displayed on stage

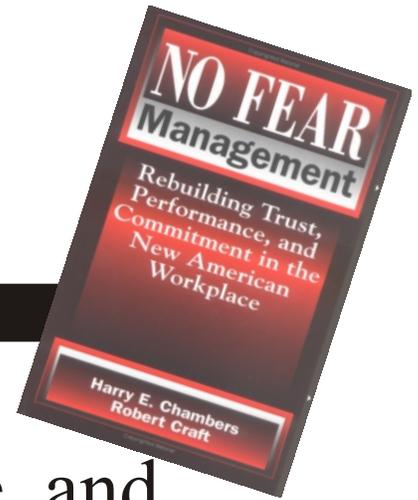


CW2 Ron Young

An appropriate music video, 8th of November by the country duo "Big & Rich," was played as a tribute to those who have left their homes to serve our country. The song describes events from a battle which occurred on November 8, 1965 in Vietnam fought by soldiers of the U.S. Army's 173rd Airborne Brigade.

*But the freedom that they fought for, and the country grand they wrought for, Is their monument to-day, and for aye.*

*~Thomas Dunn English*



INSIDE BACK PAGE REVIEW

# No FEAR Management Rebuilding Trust, Performance, and Commitment in the New American Workplace *by Harry E. Chambers and Robert Craft*

This is an excellent 260 page book on 21st century leadership. According to the authors, they had initially planned to entitle the book *The Rise and Fall of Third Reich Management* because they intended it to refer to management that is dictatorial, insensitive, uncaring, abusive of others, and ultimately, self-destructive. According to them, these type managers care only about themselves and their personal destiny. They are perfectly willing to destroy the organization and its members for personal aggrandizement. These authors feel that this type management would not bring success to any organization in the interdependent, global economy of the 21st century. They decided that the title might be misunderstood. While Third Reich is fear-based, they wanted to talk about a type of management that was not based on fear. The alternative is performance-driven leadership.

Again, according to the authors, leadership is the least trained skill in America today. They believe that we don't train people for leadership; we push them in the pool and see if they can swim. They use the description of management as guiding people in the policies and boundaries of today, ensuring that they perform their specific tasks. Leadership, on the other hand is described as preparing people for and guiding them into the challenges of tomorrow. Leadership means using one's personal influence to get people to act. Managers and supervisors are appointed. Leaders are not. Leadership is an evolutionary process. No one can make you a leader. No one can appoint or anoint you as a leader. The performance-driven leader must be equipped

with the necessary tools for success. These include:

- ▶ The skills for managing change
- ▶ Participative management techniques
- ▶ Communication guidelines
- ▶ Training outlines
- ▶ Recognition and rewards

The authors believe that fear is not an effective motivator. Fear as a management style is a style of weakness. Employees will relocate as soon as possible. Those left behind will not be highly productive, creative or committed and will develop various patterns of fear-based resistance including work slowdowns, sabotage, efforts to have management ousted and unionization. The book contains great "how-to" techniques as well as information on real-life leaders who are effectively utilizing successful performance-driven techniques within in their organizations.

Chambers and Craft conclude that today's successful leaders must redefine and reinvent themselves and their relationship with the people around them. Performance-driven leadership demands that managers evolve from just guiding people through

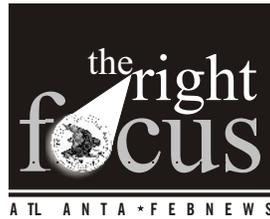
the existing policies, boundaries, and tasks of today to leading them into the changes and challenges of tomorrow by:

- ▶ Practicing participative leadership
- ▶ Aligning authority with responsibility
- ▶ Reducing or removing fear, threat, and intimidation
- ▶ Planning and actively driving the change process
- ▶ Increasing the quality and scope of communication
- ▶ Developing people through training and enhanced experiences
- ▶ Recognizing people for their value and contributions
- ▶ Increasing job satisfaction and performance
- ▶ Motivating by providing gain, not by threat of punishment or loss □

Gwenne Campbell, Reviewer

- **Managers and supervisors are appointed. Leaders are not.**
- **Leadership is an evolutionary process. No one can make you a leader. No one can appoint or anoint you as a leader. The performance-driven leader must be equipped with the necessary tools for success....**

# Upcoming Events



**For questions  
or additional information  
please call Gwenne Campbell  
at (404) 331-4400**

november - december 2006

**Open Season for the Federal Employees  
Health Benefits (FEHB) Program is  
November 13 through December 11, 2006.**

december 2006

- 5** FEB Strategic Planning Meeting -  
TimberRidge Conference Center
- 8** Pre Retirement Seminars hosted by Snow  
Cap Agency



*From the  
Atlanta Federal Executive Board*

The Atlanta Federal Executive Board  
Richard B. Russell Federal Building  
75 Spring Street, SW  
Room 1142  
Atlanta, Georgia 30303

**Please note  
this correction...**

The Atlanta FEB  
website address is:  
[www.atlanta.feb.gov](http://www.atlanta.feb.gov)