



FRONTLINE

Issue 33

September 2010

National Council of Social Security Management Associations, Inc.

Special Interest Articles:

- Career Development Opportunities in SSA
- Around the Regions
- NCSSMA Membership Committee

Issue Features:

TSC Connection	2
President's Corner	3
Why Give to FEEA	4
Around the Regions	5
Career Development	6
NCSSMA Committee	10

“Be patient---Aim to build skill sets, gain experience and a broader perspective. Career development is not a one-time activity; it is more like a marathon!”

Mary Glenn-Croft, Deputy Commissioner for Operations

NCSSMA Completes First-Ever Exclusive TSC Survey

Our readers may not be aware that NCSSMA completed a national survey specific to TSC management personnel in the second quarter of FY 2010. You may know, however, that the NCSSMA conducts a survey of our Field Office management every other year and uses the results of that data when talking to Central Office. The results are also used when addressing Congress about SSA management concerns. Readers can view any of these previous surveys by going to www.ncssma.org and entering the “Members Only” page. (You can obtain the logon information from your Regional President.)

We wanted to get insight into the results of the TSC management survey so we talked to NCSSMA President Joe Dirago for his perspective on why the survey was conducted and how the management association plans to use the results of this survey.

Why did NCSSMA do a TSC specific survey?

“Since 2001, NCSSMA has completed seven comprehensive surveys, but never one exclusively for TSC management. The purpose of our surveys is to identify areas requiring attention to improve service to the American public from the Social Security Administration. This Survey was designed to seek input from TSC management, whose work environment differs from that of Field Office (FO) management in many respects.

NCSSMA represents over 200 TSC managers and supervisors across the country. NCSSMA leadership created this



Auburn Teleservice Center

Survey specifically geared to TSC management because they are valuable members of our organization. To represent their interests properly, we felt that we needed current information to provide an accurate picture of the situation in our TSCs. We sought input from all TSC management, whether they were NCSSMA members or not. NCSSMA leadership felt that we wanted to provide an opportunity to express their views and to make a difference in important areas of TSC management. We wanted to know their perspective on the issues faced – like training, work environment, workplace stress, and development of staff members.”

What expectations do we have regarding the TSC Survey results?

“Information gathered from the TSC Management Survey is compiled into a comprehensive report with findings and recommendations that are supported by charts and comments. This has been shared with SSA leadership, and other parties interested in the agency’s service, to make changes and improvements suggested. Our surveys are also powerful tools in communicating with Congress about SSA resource issues. They help us to gain an appropriate level of resources

(Continued on page 2)



TSC Survey continued

for SSA to ensure that we can provide adequate levels of service to the public.

The findings of the Survey indicate that TSC management is optimistic about the work performed and their staff, but expressed concerns in several areas. Seven recommendations are made in the Survey Report to address the needs identified. NCSSMA believes that addressing these recommendations will improve the effectiveness of TSC operations and have a positive impact on the working environment. This will consequently improve the service to the American public provided by the Social Security Administration.

NCSSMA recognizes the partnership that exists between the TSCs and FOs and looks forward to continuing to work with TSC management to address their unique needs.”

What did the Survey tell us?

After talking to Joe, I reviewed the survey in order to give you an idea of what it told us. Under service delivery, 51.9% of participants cite lack of action by the FOs on ePath issues as the most significant reason for follow-up calls. “Callers shopping for a different answer” was ranked second. TSC management would like their employees to be able to complete more actions without the need to transfer the work to Field Offices. When asked what actions they would like employees to be able to do, SSI changes of address were rated the highest with 47% and representative payee accountings were second with 28.7%. Under staff development, 98.1% of TSC management believe developmental assignments need to be made available for their employees such as FO details, cross training, or other types of opportunities. It was generally thought (55.1%) that there was sufficient time for in-service training. These are just a few of the areas illuminated by the Survey. After compiling the results of the Survey, NCSSMA made several recommendations to address the issues that were discovered. Promoting improved communication among TSC management and the Office of Telephone Service by increasing opportunities for these people to talk to one another in a conference setting was one suggestion. Another discussed how to improve training. All of the recommendations will be discussed with agency leadership to see what changes can be made. By working together, we can make improvements that will ultimately enable us to serve the public better. You can read the full report at www.NCSSMA.org under the “Members Only” section (contact your Regional President for the logon information.)

The Teleservice Connection

by Brian Russell, TSC Representative



Moving Forward

TSC management, you have a voice and it is being heard! The recently published TSC survey report affords a great opportunity to each one of you as individual members of the management association. I encourage you to take advantage of this opportunity in the following ways:

Talk – The survey captured what you and your colleagues think. This is a great opening to discuss the concerns you have with each other. Continue the dialogue about these things within your site and within your region.

Act – Consider how you can work to address the concerns you share with your colleagues. Get involved with your regional TSC representative and regional management association to identify areas of improvement and make recommendations.

Share – The survey proves that all TSC management is interested in making a difference. The survey participation rate for non-members was almost as high as it was for members. Share with non-members what you and your colleagues in the management association are doing. Invite their feedback and encourage them to join in making TSCs better.

Thanks so much for continuing to make your voice heard. You play an important role in reaching out to others in the TSCs.



The Federal Long Term Care Insurance Program™

www.ltcfeds.com



President's Corner :

A Year of Challenges and Accomplishments

Joe Dirago, NCSSMA President

It has been an honor and a privilege to serve as your President this past year. I am very pleased with where we are as an organization and what we have achieved for the agency and our members. NCSSMA is strong and vibrant and we should be proud of our accomplishments. 2010 has been an eventful year for NCSSMA, filled with many challenges. I believe we have met those challenges on every front and advanced our cause.

A review of NCSSMA's accomplishments during the last year affirms that we have been steadfast in the pursuit of our mission and objectives. Our input is actively sought on critical agency initiatives. Legislative representatives and agency leaders view NCSSMA as a strong advocate for the agency budget. Our success in this area had a direct bearing on the hiring above attrition for Operations. NCSSMA is viewed as a valuable contributor to the success of the Social Security Administration.

NCSSMA provides honest, unfiltered feedback and represents your interests in developing agency policy and operations procedures. We have built a positive and productive relationship with the Deputy Commissioner of Operations, Mary Glenn-Croft. We have an excellent rapport with Commissioner Astrue and communicate with him about issues affecting the agency. NCSSMA is also participating in the SSA Labor Management Forum Workgroup. In addition, the NCSSMA Executive Committee met with DCO leaders three times this year. We have also participated in numerous conference calls with agency leadership on a myriad of issues.

NCSSMA has provided active participants on work groups in the following areas over the past year: webTA; DCO Service Delivery; Reception Area; OPSOS Security Advisory Workgroup; TSRP; National eServices Advisory Council; and the iCoordinator Workgroup. I have received accolades from agency leadership on the quality and value of the input of NCSSMA representatives to

workgroups. They appreciate the front-line perspective on difficult issues.

With NCSSMA's dedicated and tireless efforts and the assistance of advocacy partners, SSA received a favorable budget for FY 2010 and is positioned well for FY 2011. Our efforts to achieve adequate funding for SSA have included numerous communications and meetings. NCSSMA Capitol Hill Day highlighted this on March 17, when over 60 meetings were held to address the FY 2011 SSA Budget. NCSSMA's Testimony before the House Social Security Subcommittee on Field Office Service Delivery Challenges followed this on April 15 where Billie Armenta, Secretary, and I testified.

To achieve our mission, NCSSMA continues its efforts to interact with key groups regarding our issues and concerns. This has included participation on **FEDTalk Radio**; meetings with the **Social Security Advisory Board**; involvement with the **Government Managers Coalition**; and leading the **SSA Advocacy Group** to support our legislative initiatives.

We made significant revisions to improve the **NCSSMA Website** and the image our organization presents. Over the past year, I have had the pleasure of attending five **Regional Management Association Annual Meetings**. This provided an outstanding opportunity to interact with the membership, discuss key initiatives, and address concerns. **FrontLine** has been transformed into a publication that is interesting and informative, communicates our views, but is sensitive to our relationship with SSA Leadership, and Capitol Hill.

NCSSMA continued its tradition of conducting comprehensive surveys to improve service to the American public. The **February 2010 Survey of Field Office Management** focused on the quality of the work product and telephone service provided by Field Offices. Information from our Survey was used in preparing NCSSMA's Testimony on Capitol Hill and became the impetus for our papers to agency leadership on FO Telephone Service and Quality Concerns. NCSSMA also conducted its first-ever **Teleservice Center Management Survey** in June. Nearly 80% of TSC management participated and NCSSMA has made seven recommendations to improve the effectiveness of TSC

(Continued on page 4)

Presidents Corner *continued*

operations and the working environment.

With the support of the NCSSMA EC, I pursued the NCSSMA Future Leader Initiative, our own succession planning effort. In addition, for SSA's 75th Anniversary, NCSSMA coordinated a Membership Recruitment Drive and recruited 141 new members!

I must recognize the support and assistance provided by the NCSSMA Executive Committee, Greystone Group, our Committees, as well as the Past Presidents. Countless time and effort were expended by NCSSMA leadership to advance our cause. Their dedication and contributions were invaluable in achieving the many notable accomplishments enumerated.

As always, many challenges remain and we still have plenty of work to do! NCSSMA will continue to communicate effectively with agency leadership and provide feedback from front-line management to improve the management and administration of the program. Based on the resolutions you pass at the 41st Annual Meeting in Portland, Oregon, we will develop plans to ensure your interests are pursued.

My challenge to all of you is to become more involved, spread the word about the positive impact NCSSMA has for our agency, and recruit new members. Thank you for the opportunity to serve as your President this year.

FrontLine is Produced by the Communications Committee

**Bethany Paradis (Chair),
Albert Alvarez
Fred Bourjaily
Jewell Colbert
Susana Diaz
Patty Maddox
Luann Maxson
Virginia Schroder
Jan Still
Eric Williamson
Clayton Wood**

Special thanks to Brian Simpson who contributed to this edition. He was a valued member of our committee who has moved on to other challenges.

Why Give to FEEA?

I am privileged to represent The National Council of Social Security Management Associations on the Federal Employee Education & Assistance Fund (FEEA) board.

NCSSMA was one of the founding members of FEEA. It has continued to support this incredible organization since its founding. NCSSMA is especially proud to claim the very able FEEA Executive Director as a former president.

NCSSMA members (like all federal employees) directly benefit from FEEA through its scholarship programs, the assistance provided during catastrophic disasters, and its emergency assistance loans and grants. But, FEEA is more than a personal tragedy safety net for our members.

It is even more important as an excellent management tool. Many of the people that work under our supervision have personal and private tragedies with which they have to deal. Sometimes, this results in their not being able to meet their ordinary living needs. What FEEA provides to them is the ability to obtain financial assistance and get through the crisis. What it provides for the manager is an employee who is not distracted by wondering if they are going to have lights when they get home, or food for the children, or a car that functions.

I personally contribute generously through the CFC to FEEA every year precisely so I will have this tool for my employees. This year, I saw my contribution at work up close and personal. One of my excellent employees was devastated by an unexpected divorce; and, when her former husband failed to pay child support for their two sons, she faced the inability to pay necessary bills to maintain her household. She received assistance from FEEA. I saw the fear leave her face and the smile return. I had an employee who could function fully in her job!

Since I have been a volunteer with FEEA for a long time, I have seen the help that it provides for FEDS during hurricanes. I have seen scholarships awarded and the joy that brings. I have always considered my money well spent, but the thing that keeps me contributing to FEEA, that keeps me volunteering, that keeps me on the Board is:

FEEA has provided me a tool to assist my employees through tough times in a meaningful way while allowing them to retain their privacy and dignity. This is an investment for me; it is what keeps me contributing generously to FEEA!

Lynn King, DM Waco, TX

Around the Regions

In each edition we will share reports from some of the regional management associations in this column.

Atlanta Region Management Association (ARMA)

The ARMA Executive Committee met in Atlanta in July to consider regional and national issues. The issue of most importance as expressed by our membership and by the Executive Committee was TSRP/VOIP. We also discussed our recruiting efforts and our progress with the national membership drive. Newly elected ARMA officers include:

- Secretary--Gail Perozzi, DM, Sumter, SC
- Treasurer--Susan Roberts, Project Mgr DDS Liaison, Pensacola, FL
- Alabama Area VP--Ryan Nelson, DM, Jasper, AL
- Kentucky Area VP--Julie Webb, DM, Paducah, KY
- Mississippi Area VP--Karen Denton, DM, Columbus, MS
- North Carolina Area VP--Andy Stern, DM, Greensboro, NC
- South Florida Area VP--Alexandra Luzbel, ADM, Allapattah, FL
- Tennessee Area VP--David Lescarini, ADM, Madison, TN

The Atlanta Region Management Association held its 26th Annual Meeting August 6-7 in Daytona Beach, Florida. Featured speaker at the Friday night banquet was Paul D. Barnes, Atlanta Regional Commissioner. The Saturday morning business session included presentations by Milt Beever, Associate Commissioner, OLMER, Joe Dirago, NCSSMA President, and Rachel Emmons, NCSSMA Washington Representative.

Interestingly, we learned that the very first ARMA Annual Meeting was held in Daytona Beach on August 11, 1984. We were able to obtain a copy of an ARMA newsletter that announced plans for the meeting. Workshops scheduled for that 1984 meeting were on service delivery and staffing imbalances – sound familiar? Room rates were \$20 single and \$25 double. An optional dinner cruise was available for a whopping \$12.50!

Dwight Moberly, ARMA President



Northwest Management Association (NWMA)

NWMA is in the final preparations to host the 41st NCSSMA annual meeting in Portland, Oregon scheduled for October 4 through 7. It has been a very busy time getting all the last minute details ironed out in preparation for the big meeting. I really want to thank our GREAT Host Committee; they have taken the ball and run with it to ensure we will be ready for the meeting. We will be hearing from Commissioner Astrue, Deputy Commissioner for Operations Mary Glenn-Croft and Chief Information Officer Frank Baitman at the meeting this year. We will also be hearing from Seattle Regional Commissioner Stanley Friendship and Area Director Beth Hidano. We have some great side trips planned and hope your regional delegates take advantage of them and thoroughly enjoy their time in the great Northwest.

The NWMA's Executive Committee (EC) had a meeting with our Seattle Regional Office leadership on August 18. Topics covered at our meeting included planning for the upcoming NCSSMA meeting in Portland, Payment Center issues, Auburn Teleservice Center issues, Payee Cadre issues, Labor and Employee Relations Team (LERT) issues, Pay Grade disparity, Guard issues, Job Enhancement Program (JEP) website issues and eServices issues. The meeting was very positive on both sides of the table. Action items were assigned to both the Regional Office and the NWMA EC. We appreciate the support of our Regional leadership to hold these meetings and the positive results that we get from them.

We are also very excited to announce that our very own Immediate Past President Jim Burkert was recently promoted to the position of Deputy Assistant Regional Commissioner for Management and Operations Support in the Seattle Region. Jim was selected last year for the National Leadership Development Program. It will be great to work with Jim once again in the Seattle Region.

Darin Park, President, NWMA

(Continued on page 6)

Around the Regions continued

New York Region Management Society (NYRMS)

For the past five years, the New York Region Management Society has sponsored a member based scholarship program administered by the Federal Employee Education and Assistance (FEEA) Fund. The memorial scholarship is named after our past NYRMS President, Stephen DeLisle. In previous years, two merit scholarships have been awarded for \$500 each. This year, we were pleased to award one merit-based scholarship for \$1000 to Ruhi Srinivasan, daughter of Vaneetha Srinivasan, Operations Supervisor in Neptune, New Jersey.

The NYRMS Executive Committee held their second meeting of 2010 on August 17 in New York City. The following day, the Executive Officers met with Regional Commissioner Bea Disman and several members of the NY Regional Office staff. Among the topics discussed at both meetings were staffing, training, and several service delivery issues.

Plans are being finalized and registration is underway for the 2010 NYRMS Annual Meeting, which will be held on October 29 – 30 in historic Princeton, New Jersey. Confirmed guest speakers will be Deputy Commissioner for Operations, Mary Glenn-Croft, Associate Commissioner for Office of Labor- Management and Employee Relations, Milt Beever and our Regional Commissioner, Bea Disman. Following the meeting will be our annual banquet, highlighted by the presentation of the NYRMS Regional Employee Appreciation and the NYRMS Distinguished Service Awards. Featured speakers at our Saturday morning business meeting will be NCSSMA President and NYRMS Past President Joe Dirago and Rachel Emmons, NCSSMA Washington Representative.

Debby Banikowski, NYRMS President

We welcome your letters, stories, comments, editorials or suggestions for future articles.

**Send your feedback to:
Bethany.Paradis@ssa.gov**



Career Development Opportunities in SSA

Career development is of vital interest to the Social Security Administration just as it is to each of us individually. As members of management, we look for developmental opportunities for our employees and ourselves. Career development initiatives in the agency are important for talent management, succession planning and employee retention to ensure we have the people needed to lead the agency. They enable you to grow and learn outside of the normal channels (i.e. classes, training, reading materials). These experiences expose you to the wider picture. You learn about the agency while cultivating new skills and building relationships that are instrumental to the success of the agency. There is a variety of national leadership development programs. They provide participants with training and developmental experiences designed to enhance their leadership potential. These 18-24 month programs are open to employees in specific grades, which vary from GS-9 to GS-15. During this period, the selected employees receive developmental experiences that include individual training, rotational assignments and other core training. The following is a summary of SSA's three national programs:

[Leadership Development Program \(LDP\)](#)

The LDP is an 18-month program for GS-9 through GS-12 employees. The LDP provides high-potential employees with training and higher-level developmental experiences to prepare them to become future agency leaders. The selectees enter trainee LDP positions and receive a temporary promotion based on their permanent grade as of the closing date of the announcement. Each participant must select a mentor to assist in creating an Individual Development Plan (IDP) that identifies specific rotational assignments, training courses and other developmental experiences directed toward developing and enhancing specific leadership competencies. At the end of the program, the participants return to their permanent grade levels in their positions of record. Candidates who have satisfied program requirements receive a three-year Certificate of Eligibility (CE) for one non-competitive promotion to the next higher-grade position from their permanent grade.

(Continued on page 7)



Career Development Opportunities *continued*

Advanced Leadership Program (ALP)

The ALP is an 18-month national leadership program designed to develop GS-13 and GS-14 employees, who have the leadership competencies necessary to perform effectively at the next higher level. It offers a variety of developmental experiences through rotational assignments, classroom training, self-instructional training and other planned activities. Participants are provided the opportunity to expand their career perspectives, enhance their leadership potential, and prepare for leadership positions in the agency.

Senior Executive Service (SES) Candidate Development Program (CDP)

The SES CDP is an 18-24 month developmental program open to all GS-15s (permanent and temporary), GS-14s (permanent or temporary who have 52 weeks or more at grade 14), and current GS-13 employees who previously held a GS-14 position for 52 weeks or more. It is designed to broaden individuals' experiences through assignments in Central Office and outside SSA, as preparation for potential senior executive positions.

Each region also offers developmental programs. For example, the Boston Region has the Leadership Enrichment and Development Program (LEAD), which is a 12-month program for GS-11 through GS-13 employees. It includes rotational assignments in the Area Director's office, Regional Office and a Field Office management position in a higher grade in addition to classroom training and self-instructional training. You can find out more information about these programs on your regional website.

To learn more about the national programs, I spoke to two former NCSSMA officers who have participated in two of these programs. Jim Burkert, District Manager in Spokane, WA, left his NCSSMA Vice President position to participate in the ALP program. In this program, he has been in assignments such as the Deputy Division Director in OPSOS and Division Director on the Human Resources Staff in OPSOS which has been his favorite assignment thus far. He was recently promoted to Deputy Assistant Regional Commissioner for Management and Operations Support in the Seattle Region. Jim said, *"The ALP program has benefited my career because I have a much better idea of how things work in headquarters--how policies and other changes come about."*

I also talked to Sylviane Haldiman, Deputy Associate Commissioner for the Office of Automation Support in

DCO, who served as NCSSMA Secretary a few years ago. She recently completed the SES developmental program and was promoted from a District Manager position to her current position. During her experience in the SES program, she completed assignments in field operations, regional office and headquarters. She was the senior analyst in the Office of the Regional Commissioner, Project Manager for a national project, Assistant Associate Commissioner, Office of Infrastructure, Architecture and Configuration in the National Computer Center, Deputy Assistant Regional Commissioner for Management and Operations Support in the Boston Region, and Deputy Associate Commissioner in DCO. She said, *"The SES program is like no other experience. The program offered very high-level assignments, excellent mentors and opportunities to grow and challenge yourself anywhere in the agency and outside of the agency as well. You gain a broad base of knowledge and build important relationships. It opened her eyes to the opportunities in the agency and allowed her to choose a new challenge that she would not have known about if she was not in the SES program."*

Through my research and discussions with participants, I learned some advice for managers that are looking to further develop their career via the available programs--be prepared and be confident. Spend time writing your application and supplemental material. You sell yourself by what you write on the application materials, which is your first introduction to the folks making decisions. Spend time working on your oral and written skills – the interview process is very intense and having some practice will definitely help. In both of these areas, have one or more people review your work and offer constructive feedback. Then take that feedback and capitalize on it to improve your product and yourself. Benchmark with folks who have interviewed in similar situations and learn from their experience. Be confident and know what you want. There is nothing more appealing to an interviewer than someone who has experience, a clear plan, and can showcase his or her skills. Once you are selected for the program, maximize the experience. Pick assignments outside of your comfort zone. The more varied your experience, the more people can recognize that you can handle unexpected challenges. This will also introduce you to a wide variety of managers and staff. You can learn from their unique perspective on the agency.

Mary Glenn-Croft, Deputy Commissioner for Operations offers the following helpful tips for managers interested in

(Continued on page 8)

Career Development *continued*

advancing their careers within SSA: *"After 30 years with SSA--21 of those in management--I've picked up a few tips along the way. So here are my "Top 10" career development tips:*

1. *Take Charge of Your Career: You have more invested in your career than anyone else.*
2. *Select a Mentor(s): Be active in your mentoring process.*
3. *Develop Your Soft Skills: Attaining soft skills is a lifelong process.*
4. *Always Act with Integrity: Hold yourself to the highest of standards.*
5. *Continue to Learn: Broaden your Perspective.*
6. *Be a Team Player: Remember--work is a team sport.*
7. *Work on Your Job Applications: You only get one chance to make a first impression.*
8. *Be Introspective: Continually self-evaluate.*
9. *Look for Opportunities: There are many different ways to achieve your career goal(s).*
10. *Play nice: Treat others the way you want to be treated.*

Remember: Be patient---Aim to build skill sets, gain experience and a broader perspective. Career development is not a one-time activity; it is more like a marathon!"



It is also important as managers and supervisors that we develop our employees. The Boston Region is trying to make this easier by providing tools and resources for management to utilize. Sylvia Heist, currently assigned to DARC MOS in the Boston Region as part of the SES program, had the great pleasure to lead a group of management known as the Career Development Cadre. This group developed 18 lessons that can be used in the morning before our offices open. They are self-contained lessons with a lesson plan, PowerPoint presentation and links to handouts and additional resources or references that might be helpful. Sylvia explained, *"We believe these lessons will enable very busy managers to offer development opportunities to our employees. These lessons cover the full spectrum from personal growth to employee and career development. They range from lessons on stress management and teambuilding to how to do your SSA-45. The Cadre represents a wide range of management experience, which it was able to leverage to put these lessons together. With these lessons our employees can grow both personally and professionally."* These lessons were designed for all employees, not just those seeking promotion. Some provide soft skills training to simply enhance individual performance.

NCSSMA President, Joe Dirago, believes that, *"succession planning and leadership development are a critical priority now that SSA's most experienced and knowledgeable management employees are beginning to retire. The New York Region's Succession Management Plan indicates that 42% of our current leaders are now eligible for regular retirement, and adding early-out eligibles the figure increases to 71.5%. The retirement tsunami is upon us! As a result of this looming mass exodus, the next several years will present unprecedented challenges in this regard, while we face increasing workload demands with tight resources.*

Succession management requires commitment across a broad range of activities to develop the next generation of leaders. The National and Regional Leadership Programs are important in this regard, but do not extend enough opportunities in the development of Field Office management. These formal programs need to be supplemented with informal development initiatives, particularly for our first line supervisors. This is economically prudent and will allow us to reach more

(Continued on page 9)

Career Development continued

potential candidates. Developmental assignments also offer a valuable opportunity for employees to focus on learning new skills and competencies.

NCSSMA Future Leader Initiative: Upon my election as NCSSMA President in Tampa, I was impressed by many of the newer delegates representing the ten Regional Management Associations. Recognizing the talent and energy that existed, I promised to involve them in NCSSMA's efforts. With the support of the NCSSMA EC, I pursued the Future Leader Initiative, our own succession planning – career development effort. Regional Presidents nominated potential future leaders to attend one of our NCSSMA EC meetings. I was extremely impressed by the nominees and I selected the following individuals who will be the future of our organization:

- March – Monique Romero, DRMA Secretary
- June – Jari Giles, NWMA Vice-President
- September – Ryan Nelson, ARMA Area VP

Each of the NCSSMA Future Leaders will have the opportunity to participate in the NCSSMA EC internal meetings and also interact with agency leadership in our meetings with Central Office."

Monique Romero, District Manager of the New Iberia, LA office says, "This was a valuable developmental experience which provided me with an opportunity to observe the internal workings of the NCSSMA EC and their dealings with Central Office. We also visited Capitol Hill and held meetings with our Members of Congress and Senators. Joe's "Future Leadership Initiative" proved successful as I was able to expand my knowledge of these important meetings and get a taste of whether or not I want to be involved on a higher level within NCSSMA. The experience has been beneficial as I've met new colleagues who have excellent leadership skills."

While the career development programs offer invaluable experience, it would be beneficial if there were more creative ways to allow more diverse groups to participate. The greatest deterrent for employees to participate in these programs is mobility. It is very difficult and

sometimes impossible to be away from spouses and/or children for these long periods of time. We need to create more opportunities for developmental assignments outside of these programs for shorter periods of time. For example, allow employees to do an external assignment for 60 or 90 days in a neighboring Field Office in addition to Regional and Area offices. Or, allow people to do virtual assignments by working with video and teleconferencing. This would significantly reduce the need to travel during a 120-day assignment. Management can also be creative in looking for rotational assignments for employees that can be done in their own offices.

Throughout SSA, career development has played an integral role in the development of SSA employees and it continues to play a vital role in succession planning. For many years, career development has provided many employees the opportunity to assume greater leadership roles by challenging them to take on greater responsibilities outside of their comfort zone. Although these programs are vital to the success of both employees' careers and the future of SSA, the programs offered are extremely limited and often require employees to travel long distances that may not be feasible for many talented employees. It is very encouraging to learn about several other career development opportunities offered by the regions and NCSSMA. Ultimately, we are responsible for taking advantage of any opportunities available. Mary Glenn-Croft stresses the importance of taking charge of your own career, "In today's rapidly changing world, with information and opportunities coming at us so quickly, we need leaders with a broad base of knowledge, skills and experience. This is a paradigm shift for some of us – rather than thinking in terms of a career ladder, think in terms of a career pyramid. If you possess a broad base of knowledge, skills and experiences, you will be a stronger candidate for any job you apply for. And, if you've shown you can do the job and excel, opportunities will come your way!"



141 New Members Recruited—NCSSMA Membership Committee

The Membership Committee began in December 2006 to monitor membership rates and discuss ways to increase membership. The Membership Committee is one of the few committees that does not work on management issues. It is an important committee in that we share ideas on recruiting new members, thus keeping our membership strong.

Our committee is comprised of one representative from each region and a representative from the TSC. We have quarterly conference calls to discuss the quarterly membership reports, trends in membership positions, and ideas to attract new members.

Our members are:

Alan Alexander, CSSMA
 America Donatto, SFRMA
 Penny Emmele (and Regional Ambassador), KCMA
 Terri Ferguson, NYRMS
 Donna Gordon (Committee Chair), NESSMA
 Joyce Johnston (and Regional Ambassador), NWMA
 Jackie Kofoid, DRSSMA
 Arturo Muniz, DRMA
 Anthony Perrotti (Deputy Chair), NYRMS
 Jill Russell, PRMA
 Mary E. Williams, ARMA
 Kay Rhoads, TSC

This year, NCSSMA President Joe Dirago asked for the Membership Committee's assistance in kicking off a Membership Drive. The Membership Drive started on June 14 and ended on August 31. It was important to give the regions the proper tools to assist them with recruitment so the Membership Committee updated the "Reasons to Join" and "NCSSMA's Accomplishments" handouts. President Joe Dirago, with the assistance of Rick Lenoir, Dwight Moberly, Scott Hale, Peggy Buchanan, and Donna Gordon prepared a membership invitation flyer that each region could personalize. The flyer begins with a personal invitation from Joe to join. These are great recruitment tools not only for the Membership Drive but also for future use.

(Continued on page 11)



www.fedsprotection.com

NCSSMA Welcomes These New Members!

ARMA

Todd Birdsong
 Jeremy Peed
 Nestor Rodriguez
 Ivette Rubiera
 Arturo Callava
 Eric Sweeney
 Wanda Gainey
 Linda St. Louis
 Sonia Ridley
 Sheree Coleman
 Claudine Griggs
 Dorothy L. Davis
 Bruce Vifquain
 Jeffrey Bostic
 Nadine Copeland
 Natalie Stevenson
 Sharon Hubbard
 John Beyer

CSSMA

Shelly Morad
 Dawn Parrish
 Trina Reid
 Steven Stillely
 Brian Larson
 Laura Baker
 Patricia Norris
 Laura Rosario
 Maria Watson
 Patricia Wallar
 John Malone
 Kelly Stainiger
 Heather MacDonald
 Michael McHugh
 Michael Weigl
 Tanyele Kajer
 Kathryn Myers
 Almir Ovcina
 Frances Serrano
 Carina Herrera

NWMA

Cheryl Bailey
 Cori Poe
 Susanne Bradley
 Jack Haworth

Membership Committee continued

In addition to the Membership Committee, Joe asked each Region to name a person who would serve as a Regional Ambassador to work on the National Membership Drive. They are as follows:

- Lisa Chrabolowski, NESSMA
- David Mills, NYRMS
- Tim Crews, PRMA
- Ryan Nelson, ARMA
- Elizabeth (Beth) Williams, CSSMA
- Defawna Delay, DRMA
- Eric Breiter, DRSSMA
- Penelope Baumann, SFRMA
- Andrea Wahle, TSC

The Regional Ambassadors along with the Membership Committee have done a great job of recruiting during the Membership Drive. During the drive, we received 141 new members. Now that the Membership Drive has ended, we still need your help in spreading the word on NCSSMA's accomplishments and the importance of being a member. The management ranks are constantly changing and you can make a difference by spreading the word.

Help keep our membership strong.

Donna Gordon, Committee Chair

NCSSMA Welcomes These New Members!

DRSSMA

- Timothy Milton
- Jessica Redington
- Piper Cox
- Angie Simmons
- Brenda Barron

KCMA

- Dave Hung
- Randy Pasley
- Eric Haislett
- Amy Moison
- Tina Webel
- Greg Hanson
- Phong Nguyen
- Kevin Brooks
- Donna Cromer
- Lisa Kohout
- Yashunda Lowder
- Enid Ervin

(New members continued)

NESSMA

- Gilda Agosto
 - Jennifer Baez
 - Jaclyn Zofrea
 - Jennifer Niles
 - Sean O'Neil
- NYRMS**
- Paula Guyette
 - Angela Caraballo
 - Alison Pinto
 - Michael Ortiz
 - Barbara Duckworth
 - Joanne Pesantes
 - Dorrie Pedalino
 - Maria Salvador
 - Sierra Rodriguez
 - Miriam Zawadzki
 - Shauntel Greene-Bass
 - Lois Collins-Bryant

(Continued on page 12)

(New members continued)

SFRMA

- Victoria Salazar
- Debbie Flores
- Susan A. Herrera
- Gina M. Gerrard
- Valerie E. Martin
- Rodney Miller
- Ryan K. Hazard
- Laurie Gandy
- Madeleine Dowo
- Jovan Parler
- Antoinette Williams
- Raymond Leung
- Renee Saure
- Essie Lee Landry
- Sandra Soria
- Shui Yuen Yan
- Dorothy Hathaway
- Heidi Sales
- Juan E. Garcia
- Alma Perez
- Monica Monroy
- Edith G. Romero
- Trang Nguyen

PRMA

- Andrea Enslin
- Ha Tran
- Danielle Larson
- Craig Zvolenski
- Ursula Ford
- William Ouellette
- Karen Tascione
- Richard Gibson
- Dena Collett
- Marisol Harney
- Althea Osborne
- Jessica Bini
- Stephanie McCargo
- David J. Smith-Reed
- Margaret Robbins
- Carol Mitchell
- Ana M. Raughley
- Thomas J. Hook
- Stacey Shannon-Morrison
- Deberah Garber
- Danita L. Gaddy
- Monica Martin
- Lisa Haney
- Barbara Arsenault
- Bobbie Bentley
- Vincent Petrice
- William Ruiz

NCSSMA OFFICERS

President
JOE DIRAGO
Newburgh, NY

Vice President
STEVE CLIFTON
Greeley, CO

Secretary
BILLIE ARMENTA
Phoenix (DT), AZ

Treasurer
ANNA GUTIERREZ
Las Cruces, NM

TSC Representative
BRIAN RUSSELL
Denver, CO

Executive Officer
KENNETH SCOTT HALE
Mobile, AL

Immediate Past President
GREG HEINEMAN
Norfolk, NE

EXECUTIVE COMMITTEE

PAUL GILFILLAN
Meriden, CT

DEBORAH BANIKOWSKI
Syracuse, NY

RITA ALEXANDER
Staunton, VA

DWIGHT MOBERLY
Danville, KY

RICK LENOIR
Joliet, IL

PEGGY BUCHANAN
Lufkin, TX

PETE JAUDEGIS
Pittsburg, KS

JOAN ARNOLD
Ogden, UT

JUDY TEIXEIRA
North Sacramento, CA

DARIN PARK
Twin Falls, ID

WASHINGTON
REPRESENTATIVE
RACHEL EMMONS
Phone: (202) 547-8530
Fax: (202) 547-8532
rachele@greystone-group.com

Membership

If you have not joined your Regional Management Association, **now** is the time! Discover current affairs in the agency and on Capitol Hill. Connect with your counterparts across the nation, meet new people and share innovative and resourceful ideas.

You have an opinion and you care, so give your representatives feedback.

You can make a difference—get involved! We are always looking for great people to be on our committees or workgroups. It is an opportunity to do something new and different.

Talk to your Regional Representatives to learn more about NCSSMA, how to join, or how to get more involved.

(New members continued)

DRMA

- Leah Rice
- Rodney Baxley
- Michael Sanchez
- Yolanda Escort
- David Cunningham
- Anna Hawkins
- Heather Hazelton Jones
- Rita Lopez
- Dan Sanders
- Johnny Moore
- Ashleigh Anderson
- Mary Fontenot
- Roselind Valenzuela
- Jesse Goolsby
- Jason Sampley

**NWMA Hosts NCSSMA's 41st Annual Meeting
"Blazing the Trail for the Next 75 Years"**

The Northwest Management Association will host NCSSMA's 41st Annual Meeting in Portland, Oregon this year. The meeting will be held October 4th through the 7th at the Portland Hilton & Executive Tower.

**All members are welcome to attend the meeting.
Hope to see you there!**

FrontLine's Editorial Review Board

- Joe Dirago, NCSSMA President
- Greg Heineman, NCSSMA Immediate Past President
- Rachel Emmons, Washington Representative
- Penny Emmele, KCMA Area 2 Representative
- Kathryn Rhoads, Former TSC Representative

Disclaimer

The views expressed in FrontLine by contributors, e.g. letters to the editor, guest editorials, etc., represent solely the views of the respective contributors. Staff editorials reflect the views of the editors, and should not be assumed to reflect the formal positions or views of the National Council or the Social Security Administration.