

Spring 1996

THE STAFF

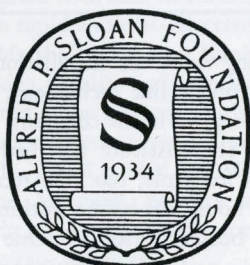
Circuit



Written by and for employees of the IEEE

Educational Activities wins grant

by Gale Latzko



Educational Activities recently won a \$464,000 grant from the Alfred P. Sloan Foundation for a two-year project called Interactive Student Career Guidance in Electrical and Electronics Engineering. The award is the largest external grant ever received by an IEEE entity and was the result of considerable interdepartmental cooperation.

"Staff from several departments worked along with volunteers to develop this project for the benefit of the members," says Pete Lewis, Educational Activities. "After more than a year of staff and volunteer development efforts, it's great to receive this award."

During the course of the project, Educational Activities will develop video career case studies, a CD-ROM based on case-history information, an on-line career database and student mentoring

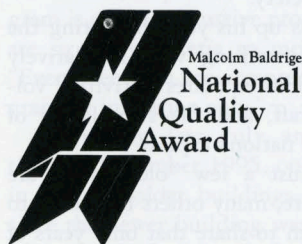
services. Peter Wiesner, Continuing Education, says, "The purpose is to provide students with a real-life concept of what a career is. We'll be able to give them a concept that's based on facts and true role models."

Educational Activities, in collaboration with other Sloan project participants, aims to convey the work experience in electrical engineering and computer science in various employment settings. A related IEEE Web site about careers will contain profiles of engineers and provide links to career-related databases. These databases will contain information about employment, salaries, undergraduate and graduate programs, state licensing requirements and employers. Not only will it be useful to students in

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Setting goals to delight our customers

by Debbie Williams



"The criteria for the Baldrige Award are now widely accepted as the definition of what constitutes world-class quality." Ronald H. Brown, U.S. Secretary of Commerce.

In late 1995, under the new leadership of General Manager Dan Senese, the IEEE embarked on a quality program to improve our members' customer satisfaction. To help us assess our strengths and weaknesses, we are undergoing a Malcolm Baldrige self-assessment — how we think

we are doing. Following is an overview of the Malcolm Baldrige framework and how the IEEE is using it. Since our improvement endeavor is an ongoing process, The Staff Circuit will provide updates on how we are helping to achieve the Institute's goals.

What is the Malcolm Baldrige Award?

A highly prestigious honor, the Malcolm Baldrige National Quality Award is presented to manu-

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Educational Activities

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career guidance, but also in seeking employment after graduation.

This project will add a new component to related IEEE programs, such as the Branch Members Program, which was launched in 1994 to bring sections and student branches closer together, as well as the Student Professional Awareness Conferences (SPACs) which provide an overview of the profession to students entering into engineering careers.

IEEE's participation in the Sloan project will benefit from activities generated by Industry 2000 and partially funded by the Sloan Foundation. These include the Career Asset Manager (CAM), the Skills Assessment Forum, and the Lifelong Education Curricula



• And the winners are ... the Educational Activities staff who worked on securing the Sloan Grant.

Development project. The last will provide students entering the field with a "road map" to occupations and specialties in elec-

trical engineering and electronics.

The Institute will work with the American Institute of Physics, the American Society of Mechanical Engineers, and the Association for Computing Machinery to identify and describe careers in all fields of electrical engineering.

Educational Activities staff working on this project includes Pete Lewis, Peter Wiesner, Barbara Coburn, Elizabeth Santos, Teresa Taylor and Gale Latzko. In addition, staff from other departments such as Regional Activities, Corporate Communications, United

States Activities, and Electronic Publishing will provide support and advice for project activities. ♦

IEEE Old-Timers

by Linda La Motta

In these days when "downsizing" and "reorganization" are buzzwords in the corporate world, it's comforting to know that the term "old-timer" is still a reality at IEEE. In fact, it's more the norm than the exception for staffers to have put in more than 10 years of service at the Institute.

Mario Ripatranzone, Membership Renewal Operations, who celebrated 30 years in January, is one such example. He was hired in 1966 as supervisor of Electronic Data Operations. He notes that the biggest change for him has been the increase in membership numbers over the past 30 years, from 175,000 to approximately 315,000. Says Mario, "I try to keep up with the growth of the Institute by also increasing my size!"

His most memorable moment was in 1972 at a staff member's farewell luncheon. The Institute was based in New York at the time and it was a Friday afternoon luncheon that started at 11:30 a.m. Mario will not divulge the full details of the luncheon, but he does reveal he didn't return home until 7 a.m. on Saturday!

He has many fond memories of his years at the IEEE, and when he leaves would like to be remembered by all the people he's met

as never having made anyone feel uncomfortable. He offers these simple words of advice, "Enjoy what you're doing and do what you enjoy."

Another "old-timer" who Piscataway employees are familiar with is Kim Carroccia, Payroll, hired in 1977 as a customer service cash processor. The biggest changes for her over the past 18 years have been the facility's growth, all the new faces, and the big strides in technology.



• Mario Ripatranzone celebrates his 30-year anniversary with co-workers

Working at the Institute has given Kim a sense of independence and accomplishment. Her advice is, "Always strive to be the best you can be."

Janis Levine, another 18-year employee, retired last year but enjoyed working with her colleagues in Member Services so much that she now temps three days a week! Janis began her career as a temp for an agency when she received the IEEE assignment. Janis

says, "To be perfectly honest, they asked me to stay for a week, but I really didn't want to. Now, 18 years later, I'm still here!"

She's impressed with the technology now in use compared to when she was hired. There were no computers then — everything was done manually. It was a gradual advancement, from manual typewriters to memory typewriters to word processors and finally,

computers. Along with the installation of the toll-free telephone line technology, has made for great progress in the company.

Working at the Institute has had its funny moments for Janis, too. She recalls, "Having been a housewife before working, I had no sense of business priorities. One day at work, I broke a nail and told my supervisor I had to leave immediately to get it fixed! I never did that again!"

Words of wisdom (along with not doing the above) from Janis are to think about what you're doing, dress appropriately and be conscientious.

Pender McCarter, United States Activities, passed his 15-year mark last August. Hearing about an opening from an IEEE acquaintance and seeing the job listed in the newspaper, Pender was hired as a public relations manager in 1981 by former General Manager and Executive Director Eric Herz, who was also his first supervisor.

The most significant change for Pender has been assuming his current position and facing the challenges of integrating United States Activities' internal and external communications programs. One of the highlights of his IEEE career was heading the multi-organization staff effort for National Engineers Week in 1993, when the Institute was the lead society.

Pender sums up his years by noting the camaraderie of working with a relatively small cadre of United States Activities' volunteers and staff, and the stimulation of working in the nation's capital.

Although just a few "old-timers" are highlighted here, many others have tales to tell and wisdom to share that only years of experience can give. Our hats off to all of them! ♦

Quality

CONTINUED FROM PAGE 1

facturing and service companies and small businesses. The award is named for former Secretary of Commerce Malcolm Baldrige, whose managerial excellence contributed to long-term improvements in the efficiency and effectiveness of government.

Why are we using the Baldrige criteria?

Not-for-profit organizations such as ours are not eligible to receive the award. However, we can use the Baldrige criteria as an assessment tool. Dan Senese used this approach at his previous job and found it to be very effective. He says, "We are using the Baldrige criteria to establish a model of a best-in-class company. This is a tool to help us become a higher-quality Institute."

How are we using this system?

We have adapted the award criteria to meet our needs, and by administering the program with staff resources, the process has been rapid and cost-effective.

Marsha Sacks, Lori Kapitan and Patrice Kulaga, Quality and Operations Audit, conducted group sessions consisting of randomly selected employees. Three sessions were held — in N.J., N.Y. and Washington, D.C. Anne Marlotte, Quality and Operations Audit, also individually interviewed about 20 senior managers.

New lights help environment

by Ann Scrupski

Thanks to the environmentally conscious efforts of the IEEE, spearheaded by Jack Demetris, Building Services, a recent project to upgrade the lighting in the Piscataway facility has led to recognition by the United States Environmental Protection Agency (EPA). The EPA rewarded the Institute's conversion to energy-efficient lighting by inviting the IEEE into the EPA's Green Lights program. The Institute joins other leaders in the business community who have made a commitment to a cleaner environment by improving both air quality and energy conservation.

"To become part of the Green Lights program is a very exhaustive process since there are so many criteria to meet," says Jack. "Even then, you are accepted into the program by invitation only."

Beginning last July and continuing through December 1995, only the lighting in the two older buildings was converted since the newer building was already state-of-the-art. In Building 1, Jack explains that more than 600 four-tube light fixtures were

replaced with new three-tube parabolic lights that use T-8 high efficiency fluorescent tubes and new electromagnetic ballasts. Erected in 1988, Building 2 already had the three-tube parabolic fixtures, so almost 900 were retrofitted with only the electronic ballasts and fluorescent tubes.

Quality involves all of us

Staff will re-administer the focus group evaluations either late this year or in early 1997, and hopefully we will see a marked improvement in the scoring. Dan emphasizes that quality is not just an issue for management — it involves everyone.

Our quality approach is an ongoing effort, and the Baldrige assessment is helping us target ways that we can all perform our day-to-day jobs better. By establishing goals and accountability for them, the IEEE is striving to become a leader in member service when compared to other professional societies. ♦



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To qualify for the Green Lights program, the Institute had to contract with a N.J. State licensed professional waste disposal company to dispose of potentially contaminated ballasts from the old lighting.

The environmental impact of the new lighting is substantial. During the next year alone, the project will eliminate over 351 tons of carbon dioxide. This will have a direct, positive effect on air quality in the region. In addition, the new lighting is considered to be softer and easier on the eyes. Most employees who were queried agree that the new lights are brighter and permit truer colors.

The use of more energy-efficient lighting not only helps the environment but it also provides a cost benefit to the IEEE, which expects to recover the cost of the project within four years. ♦

Introducing the Leadership Development Series

by Patrice Kulaga

Now you can earn college credits and Continuing Education Units (CEUs) through a new workshop series offered by the IEEE Quality College and co-sponsored by Human Resources.

Beginning in March, Quality College will offer the series to all staff members. Called Leadership 2000, the leadership development workshops support organizations that foster an enabling environment — an environment that continually provides training opportunities to develop skills. The series is produced by Zenger Miller, Inc., a well-known training organization and a certified provider of CEUs.

The basis of the series is five basic principles: focus on the situation, issue, or behavior — not the person; maintain the self-confidence and self-esteem of others; maintain constructive relationships; take the initiative to make things better; and lead by example. These principles are explained in the first workshop, "The Basic Principles: Shared Values for a Collaborative Workforce."

The series also includes these development programs:

"Managing Your Priorities"; "Personal Strategies for Navigating Change"; "Proactive Listening"; "Giving and Receiving Constructive Feedback"; "Influencing for Win-Win Outcomes, Coaching"; "Expressing Your Ideas"; "Handling Emotions Under Pressure"; "Conflict Resolution"; and "Developing the Leader in Each of Us."

Sessions will vary from two to four hours. They use video modeling, group discussion, practice, feedback and action planning activities. These techniques promote the transfer of the training to the workplace.

More than 1,200 higher educational institutions recognize Zenger Miller Workshops for transferable credits, including most universities and colleges in New Jersey, New York, Washington D.C., Delaware, Virginia, Maryland, Pennsylvania, and California.

For more information about leadership development programs, transferable college credits or CEUs, call Patrice Kulaga, ext. 6343. ♦

Just the RABFacts, please!

by Laura Durrett

Last fall the Regional Activities Board (RAB) made available to staff, members and volunteers around the world a fax-on-demand system called RABFacts. As other departments have expressed an interest in creating a fax-on-demand system of their own, or even an Institute-wide fax-on-demand, we want to share our success story.

What is fax-on-demand? Available 24 hours a day, seven days a week, it is a service that provides individuals with faxed copies of more than 30 of RAB's most requested documents. To date, the five most popular ones have been: 1996 membership applications, senior member upgrade kit, member change of address form, IEEE/RAB products catalog and Sections Congress '96 information. Especially advantageous for overseas callers, the around-the-clock service allows access to important information without waiting for either the start of business or the postal service. Moreover, except for the cost of the phone call, RABFacts is absolutely free!

Here's how it works. Individuals must call using the handset of a fax machine. The system automatically ascertains the caller's number and the requested documents are sent back to that number in a few minutes.

Documents must be ordered using a corresponding number, and up to three documents may be requested in a single call. After the choices are made, the system verifies the selections, allowing changes to be made if necessary. (Gone are the days when staff members had to manually fax membership applications!)

The system administrator can review daily activity to find out how many individuals used the system or how many times a document was requested. The administrator also can determine any documents that were not sent successfully.

Another benefit of the system is the fax memo capability. From a computer terminal, RAB staff can send, by fax, any document available on the fax-on-demand system to anywhere in the world! For example, when a member calls and needs an application to a conference next week, I can fax the application as we speak.

One of the enhancements requested by IEEE members and volunteers who have been testing and evaluating the system has been to adjust the speed of transmission to accommodate a broader spectrum of fax machine models. They have also requested access to more information and documents.

A complete list of documents is available

History of the computer bug

It may not have been the first time that a mysterious mechanical failure was blamed on a "bug," but Grace Murray Hopper, an IEEE Fellow and one of the first computer programmers, was there when the term was first applied to a computer failure and had the bug to prove it, according to an article in *The New York Times*.

At Harvard one summer night in 1945, Hopper says, she and her associates were working on a "grand daddy" of today's computers, the Mark II. "Things were going badly — something was wrong in one of the relays of the long, glass-enclosed computer," says Hopper. "Finally someone located the trouble spot and, using ordinary tweezers, removed the problem, a moth. From then on, when anything went wrong with a computer, we said it had bugs in it."

The historic moth's remains are taped to a page of Hopper's 1945 logbook, and a picture of the bug appeared in the July 1981 issue of the IEEE's *Annals of the History of Computing*.

by dialing 908-562-6555 and pressing the 1 key. The RABFacts Directory will be faxed back to you. For more information, call Cindy Tiritilli, ext. 5358 or by e-mail: c.tiritilli, or Jill Levy, ext. 5514 or by e-mail: j.levy.

Managing Institute finances

by Kathy Kowalenko

For those involved in the financial process at the Institute, there's a new way of looking at our budgets. Dick Schwartz, staff executive-business administration, spent some time with *The Staff Circuit* to explain it.

Staff Circuit: What does "budgeting" of investment gains mean?

Schwartz: To "budget" investment gains simply takes into consideration the historical-type gains earned on our investments. Of course, we don't have a crystal ball to predict the investment gains from year to year, so for that reason, the Institute never budgeted this way in the past. But on average, our investments have had double-digit gains. When you don't anticipate or "budget" investment gains, you will come up short at budget time. In the past, this may have resulted in the member paying higher dues, which then builds more reserves that simply might not be needed after the investment gains materialize.

Staff Circuit: How will this allow the IEEE to have fewer dues increases?

Schwartz: It's important to realize you can always raise dues, but only after you know you haven't delivered the revenue over the long run. We shouldn't raise dues in anticipation of revenue shortfalls, especially when reserves are adequate. We should only raise them based on the historical performance of the Institute, not necessarily the current year's anticipated performance. The Institute is strong financially and we shouldn't impact the members if we don't have to.

Staff Circuit: What does it mean to manage our finances by surplus and cost centers?

Schwartz: For years, the format we used to report Institute finances was on a "responsibility" basis. We now look at the operations of the Institute on the basis of the way we will manage those operations, not on a "responsibility" or reporting basis. The Institute has three kinds of entities: First, operations that contribute external revenue — such as book publishing, transactions and journals, reprints, standards, conferences, Financial Advantage and the like.

These products deliver significant surpluses to the Institute. Next, we have "allotted" functions or entities which get dues and assessments. These are things we charge the member for. The last are corporate support activities, which have virtually no revenue streams and are basically cost centers. These activities charge or allocate their expenses to various departments. Under the old scheme, we used to combine all of these entities and report them on a responsibility basis. The new way is to manage our expenses by basic categories: products and programs, dues and assessments, related cost centers, and investments.

Staff Circuit: What happened to the "General Fund"?

Schwartz: From a financial perspective, this term somehow got attributed to the income statement. It should only be attributed to the balance sheet. The term "general fund" no longer exists for purposes of managing operations. It only refers to managing our assets (or investments) on our balance sheet. The "general fund" reserves will hopefully be positive for many, many years to come on the basis of investment gains earned over the long term. The financial condition of our Institute is strong.

Department close-up:

IEEE Standards: an authority in industry

by Karen McCabe

Definition of an IEEE Standard: *Authoritative, publicly available documents that establish technical requirements, guidelines or recommended practices for testing and measurement, and for design, installation and maintenance. Standardizes terminology and provides technical interpretations. Fosters quality design and manufacture, ensures public safety and influences market developments.*

Not only is the IEEE a publisher of electrotechnology standards used throughout industry worldwide, we also develop them. Currently there are more than 800 published standards covering computer technology, power engineering and electronics, plus more than 400 standards projects under development. What's more, more than 30,000 volunteers worldwide participate in the voluntary, consensus-based standards process — ranging from working groups

that write standards to balloting groups that make sure consensus is met. As you can imagine, all this activity warrants dedicated staff support!

Staff members work closely with the volunteers preparing standards — along with the IEEE Standards Board and its standing committees — to support standards development, production and information dissemination. This involves teaming up with professional societies and groups within and outside of the IEEE, as well as with industry and government.

To meet the various needs of standards developers and users, the staff is organized into five specialized groups: Technical Program Development, Technical Product Development, Standards Board Technical Support, Business Development and Research and Development: SPAsystem® (Standards Process Automation System).

Technical Program Development

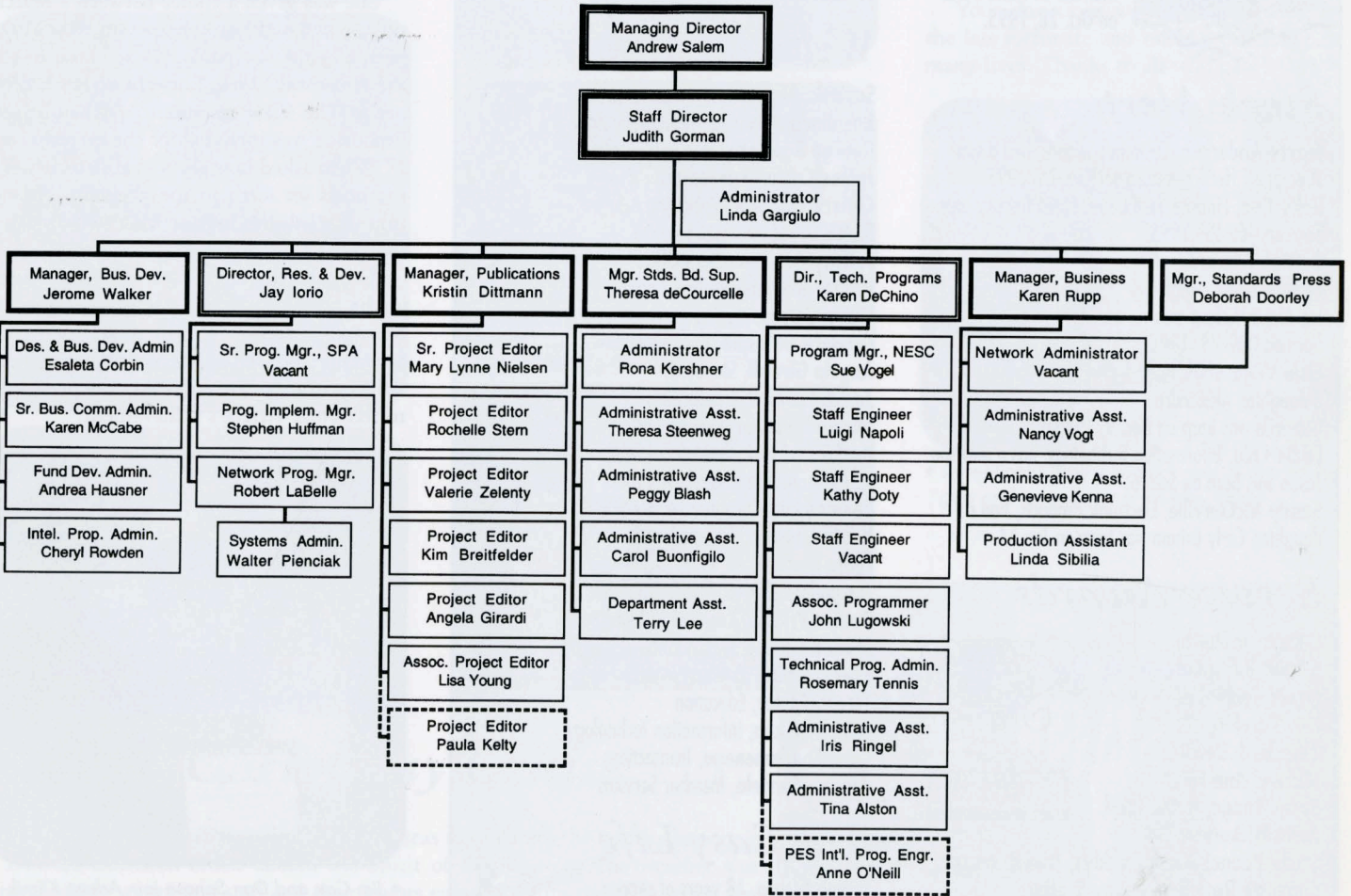
As new and revised standards come into the IEEE Standards program, it is vital that all guidelines and processes for standards development are met. This protects the integrity of the program and the technical soundness of each standard produced. This area, led by Karen DeChino and comprised of engineers, liaisons and administrators, coordinates efforts with other standards bodies that play a role in the process to make sure that the rules and regulations of the IEEE Standards process are understood and followed by the hundreds of standards developing groups.

Technical Product Development

As standards go through the approval process and near publication, they must be edited so they meet preferred style and

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IEEE Standards Activities



People page

The cat's meow

by Elaine Rosenberg

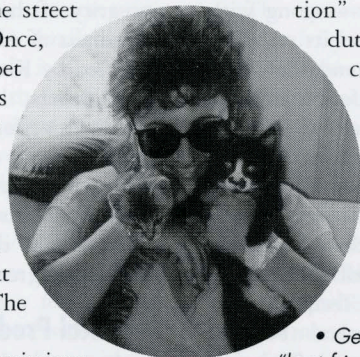
Georgia Stelluto, United States Activities, just might be a cat's best friend! All her cats have been strays she picked up off the street and raised from kittens. Once, she rescued a cat from a pet store window because it was the runt of the litter. After several weeks of hand feeding with a dropper, her "baby" is still thriving — 12 years later. At one time, Georgia owned six cats but currently has "only" four. The oldest is 19.

Because of her cat rescue missions,

Georgia always wanted to volunteer at an animal shelter. About a year ago, she was finally able to schedule time to do so. The shelter, which has a staff of about 15 people, mostly volunteers, can house about 20 cats and 14 dogs, and handles many other kinds of animals including rabbits, gerbils, hamsters and birds. In fact, this past Christmas, they even took in 12 turtle doves that a breeder no longer wanted!

As a shelter volunteer, "cat socialization" is one of Georgia's main duties. This involves visiting the cats each time she is there. By petting them and providing human affection, Georgia helps to ease the animals' transition from the shelter cage to a new home.

Georgia's other responsibilities include administra-



• Georgia Stelluto shows off her two "best friends"

Wedding Bells

Ken Marotta, Financial Planning and Budgeting, married Christine Burdi on Oct. 28, 1995.

Stork Alert

Trayce Anderson, Customer Service, had a son. Shamone Tifford was born on Nov. 26, 1995.

Kelly Cox, Finance, had a son. Collin Douglas was born on Nov. 27, 1995.

Bettina Edwards, Finance, had a daughter. Alexa Michele was born on Nov. 29, 1995.

Elsie Vega, LEOS, had a daughter. Alexandra Gabrielle was born on Dec. 9, 1995.

Eddie Chiu, Information Technology, has a new son. Jason was born on Jan. 6.

Sandy McConville, Electronic Products, had a daughter. Carly Briana was born on Jan. 14.

Service Awards

(January to March)

5 Years: **Keith Cals**, **Dawn Cangialosi**, **Roy Carubia**, **Marybeth Denike**, **Michael Ann Ellis**, **Susan Lange**, **Kellie Lund**, **Anita Nickerson**, **Stella Paone**, **Diana Pladdys**, **Rae Rocuzzo**, **Shanette Rutledge**, **Penny Storms**, **Michael Triunfo**



10 Years: **Kathy Gentile**, **Adam Philippidis**
15 Years: **Nancy Hantman**
25 Years: **Charles Stewart**
30 Years: **Mario Ripatranzone**
35 Years: **Michael Sosa**

Welcome Aboard

Savoula Amanatidis, Press
Rosalinda Bautista, Member Services
George Bouziotis, Member Services
James Calder, Proceedings
Christy Coleman, Marketing & Sales
Smita Desai, Member Services
Jeffrey Dill, Controller's Office
Walter Drummond, User Services
Lillian Galicki, Mailing Services
Gregory Gillespie, The Institute
Angela Girardi, Standards
Janice Handler, Transactions
Michael Hanson, Transactions
Kathy Jackson, Member Services
Rhonda Jackson, Communications Society
Thomas Lee, Customer Service
Kevin Lisankie, Transactions
Linda Matarazzo, Press
Jacqueline Obuch, Member Services
Denise Pribula, Regional Activities
Jeanette Rogers, Education
Cheryl Smith, Member Services
Teresa Taylor, Education
John Witsken, Information Technology
Cara Zandomenega, Transactions
Joanne Zarrielo, Member Services

The Easy Life

Jennie Stasio, 18 years of service
George Watson, 5 years of service

tive work, such as assembling packets for first-time owners, processing applications and sending out follow-up letters to owners.

"I encourage anyone who is thinking about getting a pet to look into adopting one from an animal shelter," Georgia says. "There are so many lovable animals there that need good homes" ♦

Incentive award winner

by Linda La Motta

Arlene Klimik, Subscription Processing, was the recent winner of the "Spirit of Service" Customer Service Incentive Award. In order to be awarded the grand prize, Arlene had to achieve weekly goals set by Customer Service management for several processing categories such as non-member subscriptions, subscription correspondence/claims, OOP/POP orders and miscellaneous matters. Daily score cards were kept and tokens were awarded when goals were met. When her tokens were tallied up, Arlene had the highest score!

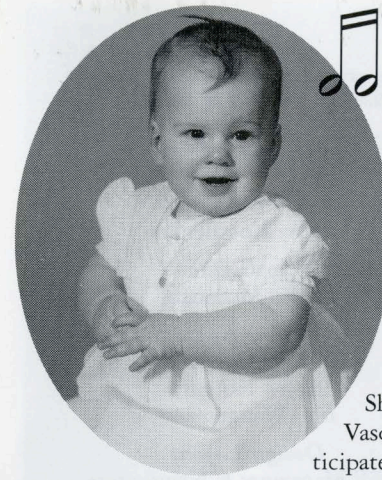
She was given a choice between a March ski trip or a night on the town in New York, both all-expenses paid. Arlene chose to see the Broadway show, *Showboat*, with dinner at The View restaurant. A chauffeured limousine was included for the evening.

When asked how she was able to achieve the goals set forth in the program, Arlene told us, "I didn't look at it as work, since I like what I do. So for me, it was easy!"

On hand to extend their congratulations at the presentation ceremony were General Manager Dan Senese, Jim Cox, Customer Service, and Dick Schwartz, Business Administration. A certificate was presented to recognize Arlene's achievement. ♦



• Jim Cox and Dan Senese join Arlene Klimik at the "Spirit of Service" award presentation ceremony



You must have been a beautiful baby!

Who did this cuddly tot grow up to be? (Clue: This N.Y. employee has been known to take the prize — more than once.) E-mail your best answer to Kathy Kowalenko and you could win a prize for being the first to guess correctly! The identity and winner will both be announced in the next *Staff Circuit*.

The baby in the Winter issue was Gene Ksenzakovic, Shipping. The first person to identify him was Mark Vasquez-Jorge, Technical Activities. Thanks to all who participated. ♦

Holiday party memories in Piscataway



Loving, sharing, giving, caring

by Stella Paone

If you donated to Fish during the holiday season but think your few dollars won't be noticed, think again:

Piscataway Employees contributed \$525 and an additional \$1,000 was donated by the IEEE. More than 120 of you used the holiday-tree angels to purchase clothing for children. On top of all that, a heartwarming abundance of food and clothing was given.

With all this generosity during the 1995 holiday season, Fish was able to provide holiday meals to over 1,000 families. In addition, almost 1,500 children received toys and many senior citizens received warm clothing.

Our Washington office contributed holiday gifts to residents of the "House of Ruth," an area shelter for battered women.

Your donations were a real blessing to the less fortunate and made a difference in many lives. Thanks to all who gave! ♦



• Receptionist Arnette Riddick (left) delivered the gifts and spread lots of holiday cheer.

D.C. Holiday Cruise

The Washington office took to the high seas to celebrate the holiday season at a Dec. 15 luncheon cruise aboard the *Spirit of Washington*. The weather was unseasonably warm, and staff and their guests enjoyed seeing the sights from the boat's outdoor decks. The afternoon trip was a round-trip ride from the D.C. waterfront to the Woodrow Wilson bridge in Va.



established format requirements. Kristin Dittmann and her staff of project editors edit hundreds of standards publications annually. They work closely with the groups writing the standards, providing them with guidance and driving the production of the publications.

Standards Board Technical Support

The Standards Board, which formally meets four times a year, identifies new opportunities for standards, evaluates standards projects, approves them for publication and addresses legal, business and procedural issues. All this requires help from the Standards Board Technical Support staff, led by Terry DeCourcelle. These staffers not only arrange and coordinate the meetings, they also have a major role in the standards development program — overseeing standards though the process, coordinating balancing and serving as the main liaison between the Board, its standing commit-

tees, and other IEEE boards and staff members.

Business Development

Thousands of people from industry, government and academia use standards daily, and we need to be on top of our customers' needs. This group, led by Jerry Walker, works to improve and develop services and products. This includes identifying and evaluating new, value-added packaging of standards, such as CD-ROM and electronically available products. The IEEE Standards Software Engineering Collection is now available on CD-ROM and electronically. They are also working to do the same for the IEEE Power Engineering Standards. This group also communicates the most up-to-date information about standards to customers through catalogs, direct mail, exhibit/meeting materials and the Internet via the IEEE Standards World Wide Web site.

Research and Development: SPAsystem®

As technology advances, meeting the evolving global demands of both standards developers and users is a top priority in Standards. Headed up by Jay Iorio, these staffers spearhead the department's efforts to meet these needs — namely to automate standards development and to provide electronic access to them. SPAsystem®, a computer communications environment for a wide range of IEEE Standards activities, is well on its way to success. Completed in 1994, the first phase allows working groups to develop their standards online. Through SPAsystem®, not only is the IEEE Standards Catalog available in a searchable format on the Web, but so is a wealth of information about the Standards program. Phase two, which will allow for broader access to the system, is under development and is slated for completion this year. Fund-raising efforts to industry to support this very specialized program are underway.

All this hard work is paying off as the SPAsystem® begins to be recognized by both industry and people in the standards world as the future for standards development and use worldwide. ♦

In Memoriam

Gassan N. Salman, who had been an IEEE staff member for five years, died February 9. He was 36.

Born in Venezuela, he had lived in Somerville, N.J.

Gassan joined the IEEE in 1991 as a programmer in Standards, and in 1994 was promoted to senior programmer for the SPAsystem®.

He received a bachelor's degree in Computer Science at Boston University in 1986.

Surviving is his wife Zalia, three brothers and two sisters.

The IEEE extends its sympathy to his family. We will miss Gassan very much.



GRANTLAND®



THE STAFF Circuit

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Spectrum
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Standards
Karen McCabe

Technical Activities
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