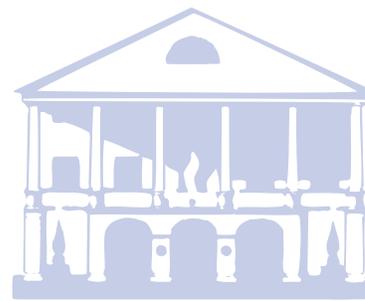


EXECUTIVE SUMMARY

Newsletter of the Federal Executive Institute Alumni Association

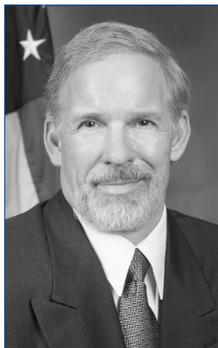


June 2018, Number 440

PRESIDENT'S COLUMN

A Successful, Insightful Executive Forum

By Peter (Duke) Duklis (P387)



Peter Duklis (P387)

Get ready for joyous June!

June 21 is the first official day of summer. So, now is the time to get ready for vacations, barbeques, picnics, outdoor

sports, picnics, and more. I recommend that you all get outside and enjoy yourselves. But remember to take care and be safe—make sure you have skin protection from the sun and those nasty insects, swim only in safe and protected areas, and practice fire safety.

The Federal Executive Institute Alumni Association (FEIAA) and its co-sponsors, the Federal Executive Institute (FEI) and Hooks Book Events, executed a great and insightful Executive Forum, “Dynamic Leadership for Challenging Times” on May 16 at the Marvin Center on the campus of The George Washington University. The forum was a great success with over 170 participants.

I would like to thank all the participants, including Jonathan Herrmann (Forum Committee chair), the FEIAA Board of Directors members, FEI, and Hooks Books, for all their hard work, great ideas, and dedication to making this event an immense success. Please take time to thank them. I would also like to thank everyone who spoke to me at the event and the following happy hour to express their appreciation and share ideas about how to make future Executive Forums event even more meaningful.

Please e-mail me with your aspirations and ideas for the Forum, this newsletter, and timely topics at office@feiaa.org or directly to me at peter.s.duklis@hud.gov. ■

IN THIS ISSUE

- 1 PRESIDENT'S COLUMN
A Successful, Insightful Executive Forum
- 2 FEI NEWS
Organizational Change and Innovation at the Mayo Clinic
- 3 Celebrating 50 Years of FEI
SES Leading EDGE Program
- 4 FEIAA NEWS
Help Us Go Green!
- 5 FEIAA Online Store Is Open for Business
Potential and Planning Were Consistent Themes at the Sold-Out 2018 Executive Forum
- 6 Executive Forum Highlight
Book Reviews
- 7 FEIAA Webinar: Culture Eats Strategy for Breakfast
Contribute to FEIAA's Webinar Series
Class Notes
Invitations Are Now Open to Join Our Program and Professional Development Committee
- 8 Calling All Authors!
PARTNER ACTIVITIES/EVENTS

“It takes no compromise to give people their rights ... it takes no money to respect the individual. It takes no political deal to give people freedom. It takes no survey to remove repression.” —Harvey Milk

FEI NEWS

Organizational Change and Innovation at the Mayo Clinic: A Case Study on Creating a Wellness Culture

August 28–30, Rochester, MN

The Federal Executive Institute invites you to attend an upcoming course in our Footsteps Series called “Organizational Change and Innovation at the Mayo Clinic: A Case Study on Creating a Wellness Culture,” which will take place August 28–30 in Rochester, MN. These courses are open to GS-15s, Senior Executive Service members, corporate and nonprofit senior leaders and Leadership for a Democratic Society (LDS) facilitators.

This will be a great opportunity to go behind the scenes at the Mayo Clinic with FEI to personally engage with innovators, researchers, and world-

continued on page 2

FEI NEWS

continued from page 1

renowned thought leaders. Participants will take a historical walk in the footsteps of two famous brothers and outstanding surgeons, Doctors William and Charles Mayo, to discover how they envisioned and created a learning community that has become one of the finest medical centers in the world.

Next, we will examine the newest thinking about how to establish successful workplace wellness programs, how to create effective public-private partnerships, and how to innovate for emerging trends in health care. This example of learning to innovate for

health care will provide a foundation to help you innovate in any field.

All of these experiences will be wrapped around a creative problem-solving process taught and continuously reinforced along the way by FEI faculty who will enable you to develop innovative solutions to your own organization's difficult challenges.

Benefits: Applying lessons from the Mayo Clinic experience, participants will diagnose their own organizational culture, envision a dynamic future, and create innovative strategies to meet current organizational needs, from wellness programs to

public-private partnerships and beyond.

Competencies addressed: Creativity and Innovation; External Awareness; Vision; Partnering; Political Savvy

Tuition is \$3,500. Lodging and airfare are not included, but a group of rooms is available at the government rate. Several meals are included. Find out more and register at <https://leadership.opm.gov/programs.aspx?course=287> or contact FEI at feiregistrar@opm.gov. ■

FEIAA OFFICERS

President: Peter (Duke) Duklis (P387)

Vice President: KimOanh Nguyen-Lam (P382)

Treasurer: Scott Johnston (P371)

Executive Secretary: Trina Smith (P413)

Immediate Past President: Marc Flaster (P323)

BOARD MEMBERS

Glenda Arrington (P434)

Janettarose Greene (P404)

Colin Gwin (P423)

Jonathan Herrmann (P331)

Amy Johnson (P406)

James Laws (P381)

Deb Schweikert (P272)

PROGRAM COORDINATOR

Maya Laws Barney

Fax: (202) 331-7779

E-mail: office@feiaa.org

FEI LIAISON

Michael Belcher (P391)

Phone: (434) 980-6360

E-mail: Michael.Belcher@opm.gov

WEBSITE/STORE/FOUNDATION

www.feiaa.org

SOCIAL MEDIA

Facebook:

www.facebook.com/feialumniassociation

LinkedIn:

www.linkedin.com/grp/home?gid=147565

MEMBER SERVICES

CALL ANYTIME

(703) 725-2863

NEWSLETTER EDITOR

Beth Lawton

E-mail: beth@canoemediaservices.com



The Federal Executive Institute (FEI) is celebrating 50 years of service and leadership training. This is #10 in a series of articles from FEI that takes a look back at key moments in FEI history.

Looking to the Future for the Leadership for a Democratic Society Program, Federal Executive Institute

In 2013, Matthew Stafford, FEI Dean of Faculty, wrote a paper outlining where FEI had come from, where it was, and where he hoped it would go. Stafford's main goal was for FEI to return to the cutting-edge of the leadership development field. He planned to achieve this by retaining FEI's underlying curriculum while ingraining the use of technology to begin the learning process before the executives arrived and continue it after they returned to their agencies.

The LDS program has a rich and respected history for offering top-notch, executive leadership-development for many years.

The current program is a 4-week, resident program aligned along four key themes: "Values-Based Leadership"; "Transforming Organizations"; "Policy in a Constitutional System" and "Global Perspectives."

Further, given the remarkable progress that has been made in leadership theory and development in just the past two decades, FEI leaders have recognized a need to revise the program substantially to return it to the cutting-edge position in the field that it once held.

FEI is not seeking an expansion of the resident period for its LDS program. Yet more time is needed if LDS is going to achieve the results that FEI desires. Ongoing work to create distance-learning capabilities will support the temporal expansion of LDS in two ways—both before and after the resident experience.

FEI NEWS

To facilitate FEI's continuing effort to remain on the cutting edge of leadership development, special time periods will be identified within each LDS schedule for "Project X" presentations. These will be experimental learning opportunities, offering either new ideas or theories. Through the identification of these experimental periods, FEI will ensure that leadership researchers and relevant presenters are offered a continuing opportunity to share "the latest and greatest" with FEI's matriculating executives.

After an intense review of existing procedures, policies and products, the leadership that came on board in 2012 has moved out in a variety of different directions to enhance every aspect of the Institute's mission.

FEI was created to serve as a vehicle for positive change in the Federal Government. It is applying the lessons it teaches to reinvent itself to better serve OPM, the Federal Government but most importantly, the American people who are at the very heart of all that the Institute provides. ■

SES Leading EDGE Program

The Federal Executive Institute's Senior Executive Development Portfolio, SES Leading EDGE, is a government-wide continuum of learning that strengthens the Senior Executive through all phases of the Senior Executive Service (SES) life cycle, starting with entry into the SES. Below is a list of course offerings for fiscal year 2018.

SES Orientation Briefing: Being Future Ready—Leading America's Workforce

A two-day, government-wide orientation briefing for new Senior Executives, the SES Orientation Briefing is an excellent addition to your agency SES onboarding program. Learn more at <http://cldcentral.usalearning.net/mod/page/view.php?id=3897>.

SES Enterprise Leadership Lab: Leading with Evidence—Innovative Strategies to Drive Government Effectiveness

The Leading with Evidence Lab, delivered in collaboration with the Office of Management and Budget Evidence Team, features a hands-on, real-world simulation and explores emerging trends and innovations in how Senior Executives can integrate data and evidence into their decision making to produce better program outcomes and more effective policies. Learn at <https://cldcentral.usalearning.net/mod/page/view.php?id=31595>.

SES Enterprise Leadership Lab: Cyber-Breach—What Every Senior Executive Needs to Know (and Do) When It Happens

The Cyber-Breach Lab is a hands-on simulation to experience the stress and pressures inherent in a cyber-breach and to recognize and deal with the difficult strategic, cultural, and operational considerations that emerge. Learn more at <https://cldcentral.usalearning.net/mod/page/view.php?id=15415>.

For more information about the FEI SES Leading EDGE portfolio, please contact SES-Leading-EDGE@opm.gov or call (434) 980-6278. ■

FEIAA NEWS

Help Us Go Green! The Executive Summary Newsletter Is Going Digital

Trina M. Smith (P413), FEIAA Board Member and Communications Committee Chair



Trina M. Smith (P413)

Alumni Association and the FEI itself, and class notes from FEI alumni. Distributed to active FEI Alumni Association members, the mission of the newsletter is to keep

The *Executive Summary* is the official alumni newsletter of the Federal Executive Institute Alumni Association. The *Executive Summary* has been a cornerstone of the Alumni Association for more than 30 years. The monthly newsletter highlights the latest news from the FEI

alumni, FEI faculty, and friends informed, interested, and connected to the Federal Executive Institute and the Federal Executive Institute Alumni Association.

Over the past few years, we have seen a rapid change in the way that people seek and receive information. Printed media is declining as many people seek their news on digital platforms and mobile devices. An essential part of the Alumni Association is to communicate effectively and stay connected with alumni; therefore, we must keep up-to-date with people's preferred ways of receiving information.

continued on page 4

FEIAA NEWS

continued from page 3

With this in mind, we have made the difficult decision to redirect some of our resources from print to the digital world. This will be our final print issue of the *Executive Summary*. The digital version will look essentially the same and appear in a similar format. However, you will be able to view it on your desktop, laptop, tablet, smartphone, or other mobile device. The time and expense that we save with the decision to go digital will be redirected into an increased social media presence and an improved website.

When each issue of the *Executive Summary* is available, you'll receive an e-mail alert with a link directly to the

latest issue. The *Executive Summary* digital edition will be posted and archived on the FEIAA.org website. If you want a hard copy of an article to read at a later date, simply print the pages you want and skip the rest!

Now is a good time to make sure your e-mail address is up to date. **There is no need to subscribe**; if you are an active member of FEI Alumni Association, we have your e-mail address on file, and you will automatically receive the newsletter.

Don't miss out on news! We suggest that members make the FEIAA email address a contact in their e-mail to prevent the e-mail alert from going to spam. Simply add office@feiaa.org to your contact list. ■

FEIAA Online Store Is Open for Business

The Federal Executive Institute Alumni Association online store is open for business. Now you can show your FEI pride by wearing a top-quality T-shirt or hat, or put your support of FEI on display at the office with a tumbler, soft-bond journal, or portfolio. Shopping is as simple as going online to www.feiaa.org and clicking on FEIAA Store! from the menu on the right-hand side of the homepage.

"We are excited about our new product offerings and thrilled to partner with Team Brandscape to manage the store. We hope you will be too," says Janet Rose Greene, LDS 404, FEIAA Membership Committee.

Located in Charlottesville, VA, Team Brandscape is a well-established provider of promotional products and can easily customize gifts for your LDS class graduation. For the full list of available FEIAA products, go to www.feiaa.org. We are in the process of expanding the variety of available products and restocking old favorites. If you don't see what you want right away, check back soon!

Profits from the store are used by the Alumni Association to support the shared goals of the FEI and FEIAA. ■



Potential and Planning Were Consistent Themes at the Sold-Out 2018 Executive Forum

With co-sponsors The Federal Executive Institute and Hooks Book Events, FEIAA developed an exciting event on "Dynamic Leadership for Challenging Times."

Dynamic leadership is a critical competency for those at the forefront of public service—executives who must maneuver through an ever-changing environment marked by increasing demands to achieve their organization's mission.

With guidance from captivating speakers, attendees learned about the power of inspiration and communicating that feeling as a leader, leading up effectively, empowering teams, and more. Speakers included best-selling author Daniel Pink, whose research-based, actionable books on chronobiology and other topics are popular among executive leaders. Pink's afternoon keynote—

which he joked was poorly timed—focused on the best times of day to do certain things. "We think timing is an art, but it's really a science based on research, data, and evidence," he said, explaining that the hidden patterns of our day affect performance more than we realize. In corporate America, afternoon earnings calls tend to be more negative than morning calls. In the education field, tests should be given first thing in the morning to maximize student performance. Time of day effects can explain up to 20 percent of our variance in performance.

Offering practical advice, Pink said, "When organizations schedule meetings, they only use one criteria: availability. 'Who's available and is there an empty room?' We need to think about the type of meetings and the type of people. Is the meeting analytic? Are a lot of larks (morning

FEIAA NEWS

people) going to attend? ... We need more strategic thinking about the meetings that we spend so much time in.”

A lot of these meetings involve communication and our role as leaders to inspire people to act—the topic leadership coach and author Christy Hedges tackled in her morning presentation. To be an inspirational leader, she reminded attendees, be present by listening, asking, breathing, and centering oneself. Taking one deep breath before diving into a new task can change a person's energy and presence. Listening—not for data and not to form a response, but really listening—is one of the top qualities of inspirational leaders, Hedges noted. She also talked about fostering true buy-in on projects by enabling team members to co-create projects and feel ownership of them.

Morning speaker Rob Kramer, who teaches action-based leadership, talked about leading up in the workplace, which

itself requires vision, courage, patience, and effective communications. To be able to lead up, or influence those above you in a positive way, you must be seen as a high performer. Leading up also requires building a relationship of trust, leveraging power and influence strategically, and focusing on what you can change.

Leading effectively also requires agility, according to speaker Russ Linden. While that's not exactly something our government was designed for in the 1800s, agility requires leadership—what he called “eyes-on, hands-off leadership.” Empowering your front line, creating a shared consciousness, and flexibility can accomplish this.

All of this will add up to leaving a legacy of service, leadership, and integrity, noted Daphne Jefferson, who started as a GS-5 and retired from the Senior Executive Service—only to return from retirement to continue serving. “Your legacy begins today.” ■

Executive Forum Highlight: Kristi Hedges on Leadership and Communication



Kristi Hedges

Kristi Hedges was the kick-off speaker for this year's Executive Forum. As a leadership coach, her passion is at the intersection of leadership and communication. To her, that's where senior leaders “get all the real work done.”

A few years ago, Hedges notes, she became “obsessed with this idea of inspiration.” Inspirational leadership (which may be indicated by stage presence and big crowds or followings) is not the same as being an inspiring leader. Kristi has had hundreds of conversations with people about inspiration. She has also looked at decades of social science research on inspirational leadership. This became the basis for her book *The Inspiration Code: How the Best Leaders Energize People Every Day*.

The important elements of inspiration are (1) transcendence (the awareness of new or better possibilities), (2) receptiveness (openness to an influence outside of oneself), and (3) motivation (feeling compelled to bring an idea into action).

Hedges identifies six ways to be an inspiring leader:

- 1. Be Present.** Listen, ask, breathe, center yourself. It's a mind shift. If we're still thinking about the last meeting, we aren't present. “Listening feels like caring. Attention feels like respect.” Be consistent. “Say, ‘Hey, this meeting is important to me.’”
- 2. Shift Listening.** We listen to solve problems. We listen for data, to analyze, to get the end. “We listen with a pretty strong agenda.” To be inspiring, we need to listen a little bit differently. “When we take

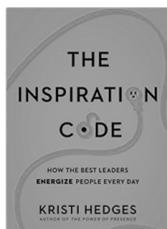
perspective, we actually shape perspective.” Are we listening to diagnose or to understand?

- 3. Foster True Buy-In.** For true buy-in, a feeling of co-creation must exist. “There's an opening for people to step through and be a part of that co-creation.” Facilitate meetings, take input from all sides, do surveys. Who's the most bought-in to any new vision? The people who created it!
- 4. Build Potential.** Potential is a big part of growth—see it in others and help people build it in themselves. We just have to call it out, she explained. Leaders can share what they see and what they know, including saying, “I see _____ in you,” or “You're always good at _____.” (There should be no attachment to outcome—just a small gesture that resonates for people.) Additional examples include, “I'm proud of you for _____,” and “You've got this!”
- 5. Get Emotional.** We're told to be dignified, professional, stoic. To be inspirational, we must be comfortable with emotion. The emotions are already there—think about emotional contagion and group affect and how it makes culture change so difficult.
- 6. Calibrate Energy.** Guess whose mood is most contagious? The leader's! We look up for clues. Knowing what emotion you're putting into a situation is part of trying to bring emotion out in others. Confidence? Joy? Anger? Urgency? It's all contagious. Calibrate your energy and meet your audience in the middle. “You want to bring them along.”

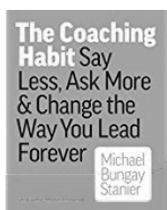
For more information, consult Kristi's book *The Inspiration Code: How the Best Leaders Energize People Every Day*. ■

FEIAA NEWS

Book Reviews

***The Inspiration Code* by Kristi Hedges**

As Kristi Hedges was working on her first book, *The Power or Presence*, she noticed that she could evoke energy by asking questions, but she didn't see this kind of energy inside companies. She had hundreds of conversations with people about inspiration and looked at decades of social science research on inspirational leadership. Four values were very clear: present, personal, passionate, and purpose. This became the model for her book *The Inspiration Code*. This book is designed to help you inspire and motivate others to use their given talents to be the best they can be. ■

***The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever* by Michael Bungay Stanier**

Bungay Stanier reveals how to unlock potential in others. He unpacks seven essential coaching questions to demonstrate how—by saying less and asking more—you can develop coaching methods that produce great results. Each of the seven habits is broken down into distinct chapters in the book:

- Get straight to the point in any conversation with “**The Kickstart Question.**”
- Stay on track during any interaction with “**The Awe Question.**”
- Save hours of time for yourself with “**The Lazy Question,**” and hours of time for others with “**The Strategic Question.**”
- Get to the heart of any interpersonal or external challenge with “**The Focus Question**” and “**The Foundation Question.**”
- Finally, ensure others find your coaching as beneficial as you do with “**The Learning Question.**” ■

FEIAA Webinar

Culture Eats Strategy for Breakfast: How to Build Innovation Value into Your Organization

July 19, 2018, noon to 1 p.m. (EST)

Typically, government has not been known for innovative practices—but does it have to be that way? The answer is a resounding “No!” However, you need to put innovation into your culture, not just have it as a strategic goal. This webinar talks about innovation—what it is (which may not be what you think), how to get senior management and your team to embrace it, tips to instill innovation in your office culture, how you can learn from mistakes, and what you can do as you lead people to make innovation a prized quality in your team.

Presenter Deb Schweikert started out her career after obtaining her master's degree in counseling psychology by working for The Ohio State University for six years, eventually serving

as director of financial aid counseling. She then moved to United Student Aid Funds in Indianapolis, IN, where she headed their compliance review unit. Continuing in the student loan arena, she worked for Sallie Mae prior to becoming the deputy director of the Louisiana Office of Student Financial Assistance, which oversaw all the state scholarship and loan programs for Louisiana students.

Schweikert then joined the U.S. Department of Education in 1992, first serving as the deputy director of the Advisory Committee on Student Financial Assistance, a congressionally mandated committee supported by the Department of Education. She was then recruited by the Student Financial Aid Division to be the

policy director for the Direct Loan Task Force. In 2011, she became the assistant inspector general for management at the Federal Deposit Insurance Corporation, where she works today. Schweikert is responsible for the Inspector General's budget, procurement, training, records management, facilities, and personnel operations.

****If you are not a member of the Federal Executive Institute Alumni Association and would like to take part in this webinar, please contact Christine Kalambary at office@feiaa.org. For more information on FEIAA, please go to our website at <http://www.feiaa.org>. ■**

FEIAA NEWS

Contribute to FEIAA's Webinar Series

By Jonathan Herrmann (P331)



Jonathan Herrmann
(P331)

Chair the FEIAA Program and Events Committee. One of the committee's jobs is to organize, schedule, and host FEIAA's webinar series. You can find past webinars archived on the FEIAA homepage (www.feiaa.org) under "Member Community/OnDemand Training."

The committee is looking for FEI graduates who would like to present a topic as part of the webinar series. This is an excellent way to share insights and information on

issues related to leadership, trust, and other timely topics. The webinars are usually held on the third Thursday of the month, and they are conducted via the GoToWebinar platform.

You might be interested in digging deeper into practices or techniques you learned during your time at FEI, or you may want to talk about a commitment you made there and how it worked out when you got back to the office and implemented it. You might also share how your organization is meeting challenges from the new administration.

I invite your ideas and interest—please respond to office@feiaa.com. Your input is always welcome! 🏠

Class Notes

Dr. Irma McClaurin Featured in Spring Issue of *Ms. Magazine*



Dr. Irma McClaurin
(P391)

Dr. Irma McClaurin, P391, an independent consultant, is featured in an article titled "Curating History" in the Women's Studies/LEGACY section in the spring 2018 issue of *Ms. Magazine*. Interviewed by Janell Hudson, McClaurin explains why she established the "Irma McClaurin Black Feminist Archive," a collaboration with the University of Massachusetts Amherst's Department of Special Collections and University Archives and the DuBois Center. In the

article, McClaurin states, "The Black Feminist Archive is a

legacy project ... [and] an opportunity for [black women] to be curators of our own history."

Ever wonder about your fellow Leadership for a Democratic Society graduates after the FEI experience? *So do we!*

Class Notes in the *Executive Summary* and on the FEIAA website is the place to read about the recent events in the lives of your FEI-LDS colleagues. But these events—such as new jobs, promotions, retirements, trips, marathons, marriages, and personal accomplishments—will appear only if you send us details. They can be serious or funny.

Please send items to us at office@feiaa.org. Be sure to include your FEI program number.

This is YOUR column. Your colleagues are as eager to hear about you as you are to hear about them. 🏠

Invitations Are Now Open to Join Our Program and Professional Development Committee

By Jonathan Herrmann (P331), *Committee Chair*

Are you interested in volunteering to be a committee member?

The Program and Professional Development Committee provides leadership development techniques and information for FEIAA members, FEI graduates, and Federal Executives to aid in advancing their careers.

Committee member have several important responsibilities, working with FEIAA Board members to coordinate the following events:

- Monthly Webinars — Present topics germane to the professional climate and members' needs.
- Quarterly SES Experiences — Collaborate with Senior Executives Association members to provide content and information for the SES application process and experience (e.g., Executive Core Qualifications/interviews).
- Annual Executive Forum — Provide face-to-face experiences for attendees with leadership experts and networking opportunities among participants.

Our meetings are held the first Tuesday of each month from noon to 1 p.m. (ET) at various locations.

If you would like to find out more about this role or wish to express your interest in joining the committee, please contact us via office@feiaa.org. We hope you will consider joining us. 🏠



FEDERAL EXECUTIVE INSTITUTE
ALUMNI ASSOCIATION
1100 Connecticut Avenue, NW
Suite 900
Washington, DC 20036

RETURN SERVICE REQUESTED

Calling All Authors!

FEIAA encourages its members to provide an article on a leadership or management principle that is consistent with FEI's values-based leadership curriculum.

Articles can be between 500 and 1,500 words in length. The FEIAA Board of Directors reserves the right to decline contributions that are not consistent with the goals of the association. If you have written an article or small research paper that you feel would be informative to our readership, please send it to our FEIAA newsletter editor at office@feiaa.org. ■

PARTNER ACTIVITIES/EVENTS

COFFE

The Council of Former Federal Executives (COFFE) holds eight luncheons a year featuring speakers on a variety of topics of national and international importance. The series is taking a summer break and will return September 24, 2018.

Luncheons are typically held at the Holiday Inn, Westpark, in Rosslyn, VA. The luncheon begins at 11:30 a.m. with a social period that is followed by lunch, the presentation, and a question and answer session; the entire event ends by 1:30 p.m. The cost of the luncheon is \$25 for COFFE members and \$30 for nonmembers.

We urge nonmembers who attend luncheons to help support COFFE by joining the organization. The annual

dues are \$30 and are tax-deductible. The recent increase in the luncheon price is intended as an incentive to increase our membership, which will make COFFE a stronger voice in the growing movement to protect civil servants.

COFFE thanks its partner organizations—FEIAA, the Senior Executive Association, National Active and Retired Federal Employees Association, and the National Capital Area Chapter of the American Society for Public Administration—for helping to spread the word about COFFE's luncheons. ■

Alan L. Freed Public Policy Seminars

Each year, Alan L. Freed Associates (ALFA), an FEIAA affiliate since 1980, offers public policy seminars that have become a widely recognized and highly respected component of leadership training and executive development in the Federal Government. Most of the seminars are held at the Capitol Hill Club in Washington, DC.

More information about these programs is available at www.publicpolicyseminars.com. Be sure to call ALFA at (703) 684-8807 when you register, and identify yourself as an FEIAA member to qualify for the 5 percent FEIAA member discount. ■