



—
20
19



**THE LEGISLATIVE
ADMINISTRATOR**

Spring 2019



TABLE OF CONTENTS

- 2 President's Message
- 4 2018-2019 Executive Committee
- Committees
 - 5 Bylaws and Standing Orders
 - 7 Canadian-American Relations
 - 10 Inside the Legislative Process
 - 12 International Development and Communication
 - 15 Legislative Administrator
 - 16 Membership and Communication
 - 19 Professional Journal
 - 20 Program Development
 - 23 Site Selection
 - 24 Support Staff
 - 26 Technology Committee
- 29 Community Service Project
- 30 Flashback to the Fall
- 31 The House gets a Renovation!
- 33 WTF?
- 35 True Confessions
- 38 A Tribute to Flip and Jane Richards

A Message from the President



Our September gathering in Madison was an informative and enjoyable time, and it was great to see everyone. It was an honor to accept your vote of confidence as the ASLCS president and to share the vision for the coming year. I was proud to see our society welcome 38 new members.

In my years in ASLCS, I have been proud to see our number expand internationally, adding secretaries and clerks at the table from a world-spanning group of nations, states and provinces. Among them are our colleagues in the Association of Clerks-at-the-Table in Canada (CATTs), the Association of Chief Clerks of Mexico's State Legislatures and the Federal District of Mexico (ANOMAC), the Australia and New Zealand Association of Clerks-at-the-Table (ANZACATT), and the Secretaries' Association of the Legislatures of South Africa (SALSA).

I know we have all been glad to add members of these groups to our fellowship here, and to gain their friendship and wealth of knowledge moving forward. We had a fascinating roundtable during the fall meeting where clerks and secretaries from “Across the Seas” shared stories and wisdom from their experiences leading legislative bodies in their home countries.

There were more than a dozen other sessions and roundtables, where we all shared the unique knowledge our members possess to assist others in their duties. With sessions on the prevention of workplace harassment, maintaining a healthy work/life balance, and strategies to forge the next generation of leaders, I was proud of the valuable wisdom that was shared.

You should all remember the legislative exchange programs we sponsor – Canadian-American Exchange and Associate Exchange. They are priceless opportunities to get a real-world feel for the process in other states or even other nations, while offering your counterpart the chance to experience our jobs. Scholarships are available.

If you need more information on any of our programs, don't hesitate to contact Holly South in NCSL's Denver office.

I hope you join me in hope and optimism for the coming year in the Society, and in all of our chambers across the country.



Best Wishes,
Patrick Harris



2018-2019 EXECUTIVE COMMITTEE



**D. Patrick Harris
(AL)
President**



**Bernadette McNulty
(CA)
Associate Vice
President**



**Paul Smith (NH)
President-Elect**



**Brad Young (OH)
Secretary-Treasurer**



**William McGill
(VT)
Elected Principal**



**Jay Braxton (VA)
Elected
Associate**



**Claire Clift (NV)
Appointed
Principal**



**Brad Hendrickson
(WA)
Appointed
Principal**



**Ali Sagraves (OH)
Appointed
Associate**



**Ann Marie Walp
(TN)
Appointed
Associate**



**Robert Haney
(TX)
Immediate Past
President**



**Yolanda J. Dixon
(LA)
Immediate Past
Associate Vice
President**

BYLAWS AND STANDING ORDERS COMMITTEE MEETING MINUTES



Lisa Davis (MS)
Vice Chair



Tim Sekerak (OR)
Chair



Buddy Johnson (AR)
Vice Chair

Call to Order

The meeting of the Bylaws and Standing Orders Committee was called to order by Tim Sekerak (Ore.), chair.

Attendance

The following members of the committee were present: Tim Sekerak (Ore.), chair; Lisa Davis (Miss.), vice chair; Buddy Johnson (Ark.), vice chair; Effie Ameen (Colo.), Tim Carroll (Mass.), Liz Clark (Alaska), Claire Clift (Nev.), Yolanda Dixon (La.), Marilyn Eddins (Colo.), Kay Inabnet (Wis.), Martha Jarrow (Ark.), Sabrina NeKay Lewellen (Ark.), William “Bill” MaGill (Vt.), Steve Marshall (Vt.), Neva Parker (Calif.), Paul Smith (N.H.), Patsy Spaw (Texas), Alfred W. Speer (La.), Sherri Stacks (Ark.), Malisha Straw (Ark.), and Brad Young (Ohio). Others in attendance were Philip Cottingham (Texas), Susan Furlong (Nev.), Maryann Horch (Va.), Felisha Brown (Miss.), and Jeremy Weiss (Vt.).

Approval of Minutes

Upon motion by Paul Smith (N.H.), seconded by Claire Clift (Nev.), the minutes from the July 30, 2018, committee meeting at the NCSL Summit in Los Angeles were approved.

New Business

ASLCS President-Elect Patrick Harris (Ala.) addressed the committee. He said he appreciated the committee members’ service to the Society and encouraged them to “work hard and do right” over the coming year.

Following remarks by Mr. Harris, Mr. Sekerak reported to the committee that he and Mr. Harris had met earlier and discussed initiatives that at some point might come before the Committee:

- 1.) Bringing current and new international representatives into a closer, more member-like working arrangement within the ASLCS.
- 2.) Creating a new formal role for an associate member of the Executive Committee to conduct Society responsibilities now carried out by principal members on the Executive Committee.
- 3.) Updating international organization references now contained in the Society’s Standing Orders.

BYLAWS AND STANDING ORDERS COMMITTEE MEETING MINUTES (CONTINUED)

Committee members discussed whether and how to proceed on the initiatives. Mr. Speer observed that the committee traditionally had been a “drafting committee,” not a “debate committee,” in developing changes to the Society’s Bylaws and Standing Orders. Ms. Spaw, Mr. Smith, and Ms. Clift each commented on the practice of the committee acting in response to directives from the Executive Committee. Following discussion, the committee took no formal action but directed the chair to report to the President and Executive Committee that the committee would await further formal direction on the first two points. With respect for the third item of business, the chair agreed to pursue clarification on the status and activity of certain listed international groups with the International Communication and Development Committee and report back to the committee any information learned about impacts that might have on the Standing Orders.

Adjournment

Upon a motion by Paul Smith (N.H.), seconded by Maryann Horch (Va.), the meeting was adjourned.

Respectfully submitted,

Buddy Johnson (Ark.), vice chair



CANADIAN-AMERICAN RELATIONS COMMITTEE MEETING MINUTES



Jeff Finch (VA)
Vice Chair



Paul Smith (NH)
Chair



Liz Clark (AK)
Vice Chair

Call to Order

The meeting of the Canadian-American Relations Committee was called to order at 3:00 p.m. by Paul Smith (N.H.), chair.

Attendance

The following members of the committee were present: Paul Smith, chair (N.H.), Liz Clark, vice chair (Alaska), Crystalline Jones (Alaska), Janice Gadd (Utah), Jackie Schulz (Alaska), Alfred Speer (La.), Claire Clift (Nev.), Lindsey Vroegindewey (Mont.), Mary Gibson (Mass.), Bill McGill (Vt.), Marshall Long (Ala.), Jamie Oswalt (Ala.), Andrew Carpenter (Colo.), Tammy Wehrle (Wis.), Ali Sagraves (Ohio), Lori Roland (Alaska), Jason Hataway (Nev.), Yolanda Dixon (La.), Morgan Speer (Colo.), Susan Furlong (Nev.), Patsy Spaw (Texas), Stephanie Hall (Alaska), Alan Whittington (Tenn.), Leann Gallagher (Calif.), Jessica Kidd (Minn.), Donna Holiday (Ky.), Steve Marshall (Vt.), Julie Bochat (Mo.), Denise Weeks (N.C.), Andrew Heist (Alaska), Brad Hendrickson (Wash.), Bill Horn (Ala.), Brad Young (Ohio), Joyce Wright (Ala.).

The following guests from Canada were in attendance: Annette Boucher (Nova Scotia), Deborah Deller (Ontario), and Robert Benoit (Ontario).

Approval of Minutes

Upon motion by Stephanie Hall (Alaska), seconded by Bill McGill (Vt.), the minutes from the August Canadian-American Relations Committee meeting held at the NCSL Summit in Los Angeles were approved.

Old Business

There was no old business discussed.

New Business

Chair Smith recognized the incoming ASLCS President Pat Harris (Ala.), who addressed the group. Mr. Harris explained the Canadian-American Relations Committee is his favorite ASLCS committee of all time, as it helped form some of the tremendous friendships with Canadian clerks that he enjoys to this day. He suggested the committee explore some new initiatives to permit Canadian Clerks-at-the-Table (CATTs) members to also be members of ASLCS. He hoped the committee could find additional avenues to expand training and share knowledge with our Canadian counterparts. He thanked the committee and departed saying, "Work hard, do right, send money."

Chair Smith announced the dates of the 2019 Canadian-American meeting (September 3-7), which will be held in Concord, New Hampshire. The room rate will be \$139 and 40 rooms will be reserved initially with the option to expand. He encouraged committee members to mark their calendars.

CANADIAN-AMERICAN RELATIONS COMMITTEE MEETING MINUTES (CONTINUED)

Chair Smith recognized the following distinguished guests from Canada who were in attendance: Ms. Annette Boucher, CATTS President from Nova Scotia, Deb Deller (retired) from Ontario, and Robert Benoit of Ottawa.

Ms. Boucher gave a bit of background on the CATTS organization and encouraged committee members to consider attending a meeting of the organization - generally held the end of July/beginning of August. Ms. Deller added the next CATTS meeting will be held August 5th - 9th in Ottawa (which unfortunately conflicts with the NCSL Summit in Nashville, TN). In thinking about the charge from President Harris, Chair Smith asked Ms. Boucher to describe the relationship between CATTS and the Commonwealth Parliamentary Association in terms of membership and whether consideration had been given to memberships out of their own association. She indicated that while CATTS participates with the CPA, it is an umbrella organization (similar to NCSL) and that they tend to invite the Parliamentary Clerks from the UK to their meetings, but there is no membership extended.

Alfred Speer (La.) volunteered to assist in the programming for the Joint Canadian-American meeting in 2019 and explained that because it will be hosted in the U.S. (Concord, New Hampshire), the Americans will be responsible for two-thirds of the program.

Joyce Wright (Ala.) gave a plug for the Canadian-American exchange program and the Jane Richards scholarship that supports this excellent opportunity. She said, "I can't imagine we're not sending someone every year," and encouraged ASLCS members to participate.

Adjournment

Upon a motion by Janice Gadd (Utah), seconded by Joyce Wright (Ala.), the meeting was adjourned.

Respectfully submitted,

Liz Clark (Alaska), vice chair



INSIDE THE LEGISLATIVE PROCESS COMMITTEE MEETING MINUTES



Jay Pearson (VA)
Vice Chair



Donna Robinson (KY)
Chair



Jeff Woodard (AL)
Vice Chair

Call to Order

The meeting of Inside the Legislative Process was called to order by Donna Robinson Holiday (Ky.), chair.

Attendance

The following members were present: Barrett Dudley (Ark.), Jay Braxton (Va.), Heshani Wijemanne (Calif.), Erin Gillitzer (Wis.), Mary Ann Krol (Ky.), Tamitha Jackson (Ark.), Tad Mayfield (Mo.), Jennifer Welch (Va.), Daniel Loyd (Ark.), Morgan Speer (Colo.), Heather Fahey (Ariz.), Polly Clark (Mo.), Stephen Zerdelian (Mass.), Ruby Johnson (La.), Jeff Beighley (Wis.), Misty Greene (N.C.), Bernadette McNulty (Calif.), Lisa Ortiz McCutcheon (N.M.), Lindsey Vroegindewey (Mont.), Nate Sanko (Pa.), and Max Majors (Colo.)

Guests in attendance were: Brenda Erickson, NCSL, ASLCS President-Elect Pat Harris (Ala.), Robert Benoit (Canada).

Approval of Minutes

Upon a motion by Jay Braxton (Va.), seconded by Bernadette McNulty (Calif.), the minutes of the last meeting held at the NCSL Summit in Los Angeles, California, were approved.

Old Business

The chair discussed topics that were discussed at the previous meeting for the Inside the Legislative Process website. The committee had requested that the chair produce a mock-up of the ASLCS Inside the Legislative Process website so the committee could give recommendations for updates to the site.

New Business

Committee members received copies of the mock-up proposed website changes. They discussed visual changes to the website, as well as adding listserv questions and answers and posting them online by topic and by state to make the site more user-friendly for clerk staff, as well as others, to search.

The committee requested that the site be more state-specific, with principals' names and roster information, as well as states' session schedules and responsibilities of each principals' office. They also suggested creating 6-8 "bubbles" with topics such as listserv, published sections, states (map), historical information, and topics by year. The 'bubbles' can be periodically rotated, with a hot topic "bubble" in the top left corner of the website.

INSIDE THE LEGISLATIVE PROCESS COMMITTEE MEETING MINUTES (CONTINUED)

Jay Braxton (Va.) suggested this page could serve as a one-stop shop for information. Upon the motion of Bernadette McNulty (Calif.), the committee agreed to proceed with webpage updates to be worked on by all committee members via email. Lindsey Vroegindewey (Mont.) also suggested a map with a link to each legislative website.

Jeff Beighley (Wis.) requested that when future surveys are sent to all principals, all support staff be alerted that a survey has been sent, so they may follow up to make sure the surveys are completed by their chamber.

Adjournment

Upon a motion by Bernadette McNulty (Calif.), seconded by Jay Braxton (Va.), the meeting was adjourned.

Respectfully submitted,

Donna Robinson Holiday (Ky.), chair

INTERNATIONAL DEVELOPMENT AND COMMUNICATION COMMITTEE MEETING MINUTES



Joyce Wright (AL)
Vice Chair



Obie Rutledge (OR)
Chair



Alfred W. Speer (LA)
Vice Chair

Call to Order

The meeting of the International Communication and Development Committee was called to order by Obie Rutledge (Ore.), chair.

Attendance

The following members of the committee were present: Obie Rutledge (Ore.), chair, Alfred W. Speer (La.), vice chair, Joyce Wright (Ala.), vice chair, Effie Ameen (Colo.), Liz Clark (Alaska), Claire Clift (Nev.), Susan Furlong (Nev.), Janice Gadd (Utah), Leann Gallagher (Calif.), Jason Hataway (Nev.), Bill Horn (Ala.), Russell Humphrey (Tenn.), Crystaline Jones (Alaska), Steven Marshall (Vt.), Nanette Mitchell (Tenn.), Jackie Schulz (Alaska), Sherri Stacks (Ark.), Patsy Spaw (Texas), Lindsey Vroegindewey (Mont.), Lori Roland (Alaska), Robert Haney (Texas), and Tammy Wehrle (Wis.).

Other attendees present include: Annette Boucher (Nova Scotia), Andrew Carpenter (Colo.), Phillip Cottingham (Texas), Deborah Deller (Ontario), Mary Gibson (Mass.), Marshall Long (Ala.), Mandi McGowan (Ore.), Jamie Oswalt (Ala.), Denise Weeks (N.C.).

Approval of Minutes

Upon motion by Joyce Wright (Ala.), seconded by Janice Gadd (Utah), the minutes from the committee meeting held at the 2018 NCSL Legislative Summit in Los Angeles, California were approved.

Old Business

Obie Rutledge (Ore.) recognized Liz Clark (Alaska), who reported that the International Directory is available online through the ASLCS website. Information will be updated as it is received but the hope is to have a completely updated version available in October.

Robert Haney (Texas) and Liz Clark (Alaska) reported on the ANOMAC meeting that they both recently attended in Toluca, Mexico. While there, Robert and Liz encouraged the members of AMOMAC to attend the 2019 PDS in Seattle. All agreed that maintaining communication with Edna Fuentes is key to keeping a relationship with ANOMAC. It was also suggested that the letter that is sent to their association inviting them to the ASLCS Professional Development Seminars be sent in Spanish rather than English.

It was then noted that the Central American Legislative Clerks Association (ATELCA) is no longer in existence. The Clerks from this Association are possibly being included in and attending the ANOMAC meetings. The ASLCS Standing Orders will need to be amended to remove ATELCA as an ASLCS International Partner.

INTERNATIONAL DEVELOPMENT AND COMMUNICATION COMMITTEE MEETING MINUTES (CONTINUED)

New Business

Obie recognized President-Elect Pat Harris who stopped in to talk about what the committee's objective will be for the year. Pat is interested in expanding ALSCS's relationships with other international legislative/parliamentary organizations. The initial focus will be to reach out to the Parliamentary Commonwealths in the United Kingdom. A subcommittee chaired by Russell Humphrey (Tenn.) was appointed to work on this task. The members appointed to serve with Russell on the subcommittee are Butch Speer, Obie Rutledge, and Joyce Wright.

Discussion then focused on outreach to the American Territories to encourage their attendance at the ALSCS meetings. It was determined that there needs to be discussion as to whose responsibility it is to contact those legislative staffs.

Obie recognized two of our international guests who were present at the meeting. Deborah Deller, retired Clerk of the Legislative Assembly in Ontario, and Annette M. Boucher, Legislative Counsel and Assistant Clerk of the Nova Scotia House of Assembly.

Adjournment

Upon a motion by Claire Clift (Nev.), seconded by Effie Ameen (Colo.), the meeting was adjourned.

Respectfully submitted,

Joyce Wright (Ala.), vice chair



LEGISLATIVE ADMINISTRATOR COMMITTEE MEETING MINUTES



Heshani Wijemanne (CA)
Vice Chair



Ann Marie Walp (TN)
Chair



G. Paul Nardo (VA)
Vice Chair

Call to Order

The meeting of the Legislative Administrator Committee was called to order by Ann Marie Walp (Tenn.), chair.

Attendance

The following members of the committee were present: Ann Marie Walp, chair (Tenn.), Heshani Wijemanne, vice chair (Calif.), Morgan Barton (Mo.), Julie Bochat (Mo.), Jim Drake (Ariz.), Misty Greene (NC), Wendy Harding (Wyo.), Donna Robinson Holiday (Ky.), Scott Kaiser (Ill.), Julie Martyn (Wis.), Tad Mayfield (Mo.), Bernadette McNulty (Calif.), and Sarah Schaben (Mo.).

Other members/guests in attendance included Pattie Wehmeir (Mo.), Jeremy Weiss (Vt.), Stephen Zerdelian (Mass.), and Dana Rademan Miller (Mo.).

Approval of Minutes

Upon a motion by Scott Kaiser (Ill.), seconded by Bernadette McNulty (Calif.), the minutes from the committee meeting at the 2018 NCSL Legislative Summit in Los Angeles were approved.

Old Business

The previous chair, Sarah Schaben (Mo.), announced that the Fall 2018 Legislative Administrator had just been mailed out to ASLCS members.

New Business

The chair asked the committee to think about the types of material that could be included in the next issue of the Legislative Administrator. Various ideas were suggested to the chair and will be considered as material for upcoming issues.

The committee also discussed the upcoming deadlines and some of the challenges with printing costs. The previous chair provided helpful advice and information on how to manage these things.

Adjournment

Upon a motion by Scott Kaiser (Ill.), seconded by Bernadette McNulty (Calif.), the meeting was adjourned.

Respectfully submitted,

Heshani Wijemanne (Calif.), vice chair

MEMBERSHIP AND COMMUNICATION COMMITTEE MEETING MINUTES



Sabrina Nekay Lewellen (AR)
Vice Chair



Melissa Bybee-Fields (KY)
Chair



Jay Jacobs (KY)
Vice Chair

Call to Order

The meeting of the Membership and Communication Committee was called to order by Melissa Bybee-Fields, (Ky.), chair.

Attendance

The following members of the committee were present: Melissa Bybee-Fields (Ky.), chair; Sabrina Lewellen (Ark.), vice chair; Jay Jacobs (Ky.), vice chair; Paul Smith (N.H.), President-Elect; Susan Aceves (Ariz.); Nicole Albers (Texas); Ann Cornwell (Ark.); Yolanda Dixon (La.); Barrett Dudley (Ark.); Marilyn Eddins (Colo.); Heather Fahey (Ariz.); Sue Frederick (N.C.); Tamitha Jackson (Ark.); Buddy Johnson (Ark.); Jessica Kidd (Minn.); Mary Ann Krol (Ky.); Lourdes Litchfield (Texas); Elaine Logan (Mo.); Daniel Loyd (Ark.); William "Bill" Magill (Vt.); Carrie Maulin (Idaho); Claudia Mendoza-Perez (Calif.); Gena Plummer (Nev.); Sherry Rodriguez (Nev.); Ali Sagraves (Ohio); Timothy Sekerak (Ore.); Angela Smith (La.); Morgan Speer (Colo.); Ellen Thompson (Wyo.); Anabel Urbina (Calif.); Jeryn Vesperat (Wis.); Patience Worrel (Texas); and Brad Young (Ohio).

Other members/guests in attendance: President Pat Harris (Ala.) and Holly South (NCSL).

Approval of Minutes

Upon a motion by Paul Smith (N.H.), seconded by Carrie Maulin (Idaho), the minutes of the last meeting held July 30, 2018, during the 2018 NCSL Legislative Summit in Los Angeles, California were approved.

New Business

Chair Melissa Bybee-Fields welcomed everyone. She read the summary of the Membership and Communication Committee and asked if anyone had any thoughts as to what our charge should be as a committee, other than the New Member Orientation at the Fall PDS. One thought she had was to somehow help with the mission to increase membership and participation. Paul Smith, ASLCS President-Elect (N.H.) mentioned that the Standing Orders give duties to the President-Elect that include outreach to new Principal and Associate members. The suggestion was given that the Membership and Communication Committee could assist in that duty. Mr. Smith also talked about a formal mentoring program that would be coming soon for all members.

To help with increasing communication, it was suggested that the committee could help set up peer groups using listservs or Facebook groups so that the different sections of ASLCS could communicate amongst themselves about issues that come up during the year.

MEMBERSHIP AND COMMUNICATION COMMITTEE MEETING MINUTES (CONTINUED)

Discussion then turned to our main duties of the New Attendee Orientation. The following suggestions were given to improve the new attendee experience:

- Sponsors and new attendees meeting before the first reception and possibly walking over together for that first social function.
- Open hospitality suite an hour before so that there is more time to talk before the suite gets busy and loud.
- Better communication/announcements on how to select if you want to become a sponsor for a new attendee. Possibly have Holly include that in the email announcing registration is open.
- More interaction opportunities for sponsors and new attendees, possibly at our Concurrent where they could be paired up for a game, or a special lunch with their sponsor one of the "lunch on your own" days.

There was discussion about the Concurrent Session that the committee sponsors every year. The Amazing Race, which was organized by Maryann Horch (Va.), was a huge success this year. Members were asked for ideas for another interactive concurrent we can do that is fun and informative. Family Feud and a State Scavenger hunt were some suggestions. It was noted that some introverts may be more comfortable with smaller groups instead of the Family Feud idea.

The next item discussed was the Passport. It seemed to go over well. If it is done again in Seattle it was suggested that it could be an App on your phone as you check in or do things. The thought was that some people didn't carry their passports with them to every event.

Adjournment

Upon a motion by Bill Magill (Vt.), seconded by Susan Aceves (Ariz.), the meeting was adjourned.

Respectfully submitted,

Melissa Bybee-Fields (Ky.), chair



PROFESSIONAL JOURNAL COMMITTEE MEETING MINUTES



Wendy Harding (WY)
Vice Chair



Bernadette McNulty (CA)
Chair



Morgan Barton (MO)
Vice Chair

Call to Order

The meeting of the Professional Journal Committee was called to order by Bernadette McNulty (Calif.), chair.

Attendance

The following members of the committee were present: Wendy Harding (Wyo.), vice chair, Morgan Barton (Mo.), vice chair, Jeff Beighley (Wis.), Melissa Bybee-Fields (Ky.), Sarah Curry (Ore.), Jacquelyn Delight (Calif.), Kay Inabnet (Wis.), Ruby Johnson (La.), Tad Mayfield (Mo.), Neva Parker (Calif.), Donna Schulte (Mo.), Timothy Sekerak (Ore.), Heshani Wijemanne (Calif.), Ann Krekelberg (Alaska), Pattie Wehmeir (Mo.), Ethan Strutton (Mo.), Joy Engelby (Mo.), Misty Greene (N.C.), Ellen Misloski (Mo.), and Yolanda Dixon (La.).

Approval of Minutes

Upon motion by Neva Parker (Calif.), seconded by Joy Engelby (Mo.), the minutes from the NCSL Legislative Summit committee meeting in Los Angeles were approved.

Old Business

Tim Sekerak (Ore.) reported that the subcommittee on Case Law is gaining momentum on a social media article, which should be available for the 2019 volume. The Technology Subcommittee is completing a survey they are designing.

New Business

The Chair re-established two subcommittees (Case Law and Technology) and created a new subcommittee on Legislative Procedure. The Case Law Subcommittee members are: Tim Sekerak (Ore.), chair, Heshani Wijemanne (Calif.), Morgan Barton (Mo.), and Misty Greene (N.C.). The Case Law Subcommittee has reviewed some cases and is preparing to draft an article relative to social media. The Technology Subcommittee members are: Joy Engelby (Mo.), chair, Ethan Strutton (Mo.), Jacquelyn Delight (Calif.), Jeff Beighley (Wis.), Ann Krekelberg (Alaska), and Sarah Curry (Ore.). The Technology Subcommittee is going to finalize the survey they are designing and research why some chambers choose between ‘in-house’ versus contractor program development for application. The Legislative Procedure Subcommittee members are: Neva Parker (Calif.), chair, Wendy Harding (Wyo.), Tad Mayfield (Mo.), Melissa Bybee-Fields (Ky.), Donna Schulte (Mo.), Pattie Wehmeir (Mo.), and Ellen Misloski (Mo.). The Legislative Procedure Subcommittee will be looking at processes and procedures in the different chambers such as amending legislation and conference committee usage and procedure.

Adjournment

Upon a motion by Kay Inabnet (Wis.), seconded by Tim Sekerak (Ore.), the meeting was adjourned.

Respectfully submitted,

Bernadette McNulty (Calif.), chair

PROGRAM DEVELOPMENT COMMITTEE MEETING MINUTES



Sarah Bannister (WA)
Vice Chair



Tammy Letzler (TN)
Chair



Effie Ameen (CO)
Vice Chair

Call to Order

The Program Development Committee meeting was called to order by Sarah Bannister, vice chair.

Attendance

The following members of the committee were present: Sarah Bannister (Wash.), vice chair; Effie Ameen (Colo.), vice chair; Susan Aceves (Ariz.); Joshua Babel (Ariz.); Jim Drake (Ariz.); Heather Fahey (Ariz.); Barrett Dudley (Ark.); Martha Jarrow (Ark.); Sabrina Lewellen (Ark.); Sherri Stacks (Ark.); Malisha Straw (Ark.); Anabel Urbina (Calif.); Marilyn Eddins (Colo.); Robin Jones (Colo.); Max Majors (Colo.); Carrie Maulin (Idaho); Jennifer Novak (Idaho); Jay Jacobs (Ky.); Ruby Johnson (La.); Angela Smith (La.); Ron Smith (La.); Felisha Brown (Miss.); Lisa Davis (Miss.); Elaine Logan (Mo.); Sarah Schaben (Mo.); Gene Plummer (Nev.); Sherry Rodriguez (Nev.); Jeanine Wittenberg (Nev.); Lisa Ortiz McCutcheon (N.M.); Laura Bone (N.C.); Sue Frederick (N.C.); Gregg Glass (Tenn.); Daniel Hicks (Tenn.); Tara Jenkins (Tenn.); Nanette Mitchell (Tenn.); Callie Nobles (Tenn.); Nicole Albers (Texas); Scott Caffey (Texas); Philip Cottingham (Texas); Lourdes Litchfield (Texas); Nanci Longoria (Texas); Patience Worrel (Texas); Mary Andrus (Utah); Nancy Ellison (Utah); Leah Thacker (Utah); Maryann Horch (Va.); Michael Jackson (Va.); Erica Manson (Va.); Tara Perkinson (Va.); Jennifer Welch (Va.); Erin Gillitzer (Wis.); Jeryn Vesperat (Wis.); and Ellen Thompson (Wyo.).

Approval of Minutes

Upon a motion by Barrett Dudley (Ark.) and seconded by Angela Smith (La.), the minutes of the last meeting held during the 2018 NCSL Legislative Summit in Los Angeles, California, were approved.

Old Business

The committee did not discuss old business.

New Business

The committee discussed the 2018 PDS program and what should be repeated for next year. One idea was keeping one plenary session by an outside speaker and making the second plenary session the Mason's Manual session. Another suggestion was having a microphone available for audience participation in concurrent sessions. The committee also discussed a desire to recycle past programs less frequently. The committee brainstormed a list of 25 potential ideas for topics to cover at the 2019 PDS.

PROGRAM DEVELOPMENT COMMITTEE MEETING MINUTES (CONTINUED)

The list included: Running effective meetings; conference calls; new member orientation; health and wellness; effective staff training; rule revisions; ethics for staff; use of social media; proofreading tips; proofreading versus editing; sage wisdom; civic education; mentoring; time management; going paperless; recycling; fundraising for PDS (for host states); career development as legislative staff; ghost stories from the capitol; broadcasting/live streaming practices; recruiting and retaining session staff; job descriptions/ads; performance reviews; conflict resolution; developing public speaking skills; introduction to ASLCS for new members; explanation of committee duties; how international groups interact with ASLCS; crucial conversation training; working with people of different age ranges; respect for the institution; confidentiality and attorney-client privilege.

Adjournment

Upon a motion by Sherry Rodriguez (Nev.), seconded by Martha Jarow (Ark.), the meeting was adjourned.

Respectfully submitted,

Sarah Bannister (Wash.), vice chair
Effie Ameen (Colo.), vice chair



SITE SELECTION COMMITTEE MEETING MINUTES



Mandi McGowan (OR)
Vice Chair



Lee Cassis (WV)
Chair



Ron Smith (L.A.)
Vice Chair

Call to Order

The meeting of the Site Selection Committee was called to order by Mandi McGowan (Ore.), vice chair, at 2:00 p.m. on behalf of Lee Cassis (W.Va.), chair, Site Selection Committee.

Attendance

The following members of the committee were present: Mandi McGowan (Ore.), vice chair, Ron Smith (La.), vice chair, Jamie Oswalt (Ala.), Jennifer Novak (Idaho), Sarah Bannister (Wash.), Marshall Long (Ala.), Bill Horn (Ala.), Alan Whittington (Tenn.), Ellen Thompson (Wyo.), Andrew Heist (Alaska), Sue Frederick (N.C.), Laura Bell (Wash.), Lourdes Litchfield (Texas), Jason Hataway (Nev.), Jeanine Wittenberg (Nev.), Sarah Schaben (Mo.), Jim Drake (Ariz.), Elaine Logan (Mo.), Angela Smith (La.), Greg Glass (Tenn.), Mary Gibson (Mass.), Rob Hunt (Maine), Heather Priest (Maine), Susan Aceves (Ariz.), Morgan Barton (Mo.), Pattie Wehmeir (Mo.), Melissa Bybee-Fields (Ky.), Jenny Manning (Ark.), Donna Schulte (Mo.), Lucy Hepburn-Darris (Mo.), Jessica Kidd (Minn.), Claudia Mendoza (Calif.), Meggan Foesch (Wis.), Tara Jenkins (Tenn.), Callie Nobles (Tenn.), Daniel Hicks (Tenn.), Laura Bone (N.C.), Nanci Longoria (Texas), Scott Caffey (Texas), Jeremy Weiss (Vt.), Nanette Mitchell (Tenn.), Jackie Schulz (Alaska), Lori Roland (Alaska), Anabel Urbina (Calif.), Joyce Wright (Ala.), Ann Cornwell (Ark.), Sherry Rodriguez (Nev.), Gena Plummer (Nev.), Stephanie Hall (Alaska), Nicole Albers (Texas), Patience Worrel (Texas), Brad Hendrickson (Wash.), and Obie Rutledge (Ore.).

Approval of Minutes

Upon a motion by Joyce Wright (Ala.), seconded by Ann Cornwell (Ark.), the minutes of the last meeting held Monday, July 30, 2018 during the Legislative Summit in Los Angeles, California were approved.

Old Business

Brad Hendrickson (Wash.) provided the committee with additional details on the upcoming 2019 Professional Development Seminar (PDS). The 2019 PDS will be hosted in Seattle, Washington on Sunday, September 22, 2019, through Friday, September 27, 2019. To help future host states with budgeting, Brad was able to provide the committee with their approximate budget, which is \$70,000. Rob Hunt (Maine) and Heather Priest (Maine) are interested in exploring the possibility of hosting the 2020 PDS.

New Business

Obie Rutledge (Ore.) mentioned Oregon's interest in hosting in 2021.

Adjournment

Upon a motion by Jennifer Novak (Idaho), seconded by Ann Cornwell (Ark.), the meeting was adjourned at 2:30 p.m.

Respectfully submitted,
Mandi McGowan (Ore.), vice chair

SUPPORT STAFF COMMITTEE MEETING MINUTES



Martha Jarrow (AR)
Vice Chair



Neva Parker (CA)
Chair



Ann-Marie Sweeney (PA)
Vice Chair

Call to Order

The meeting of the Support Staff Committee was called to order by Neva Parker (Calif.), chair, at 2:18 p.m.

Attendance

The following members of the committee were present: Martha Jarrow (Ark.), vice chair, Mary Andrus (Utah), Joshua Babel (Ariz.), Jeffrey Beighley (Wis.), Laura Bell (Wash.), Laura Bone (N.C.), Jay Braxton (Va.), Felisha Brown (Miss.), Scott Caffey (Texas), Sarah Curry (Ore.), Lucy Darris (Mo.), Lisa Davis (Miss.), Jaci Delight (Calif.), Nancy Ellison (Utah), Joy Engelby (Mo.), Erin Gillitzer (Wis.), Stephanie Hall (Alaska), Andrew Heist (Alaska), Daniel Hicks (Tenn.), Kay Inabet (Wis.), Michael Jackson (Va.), Tara Jenkins (Tenn.), Ruby Johnson (La.), Robin Jones (Colo.), Becky King (Ky.), Nanci Longoria (Texas), Jenny Manning (Ark.), Erica Manson (Va.), Callie Nobles (Tenn.), Neva Parker (Calif.), Tara Perkinson (Va.), Colleen Rust (Wash.), Nate Sanko (Pa.), Donna Schulte (Mo.), Ron Smith (La.), Leah Thacker (Utah), Jennifer Welch (Va.), Emily White (Mo.), Jeanine Wittenberg (Nev.), Alan Whittington (Tenn.), and Patience Worrell (Texas).

Approval of Minutes

Upon motion by Lisa Davis (Miss.), seconded by Jeanine Wittenberg (Nev.), the minutes from the July 30, 2018 Support Staff Committee meeting in Los Angeles were approved.

New Business

Neva Parker (Calif.), chair, explained the purview of the Support Staff Committee. First order of business for the committee is the Associate Exchange Program. In October the committee will begin searching for interested host states. Applications will be accepted through the month of November. And in December, the applications will be sent to the committee to select the two participants. Those who participated in the program in the past shared their experiences with the committee.

The chair also asked for opinions on the staff breakout sessions. Jaci Delight (Calif.) expressed that the breakouts at the beginning of the PDS are helpful for follow-up discussions throughout the week. The general consensus of the committee was that the breakout breakfast tables need to be emphasized more during the PDS. Ruby Johnson (La.) mentioned that the new attendees were not aware they were to sit at the tables pertaining to their breakout. She noted that in 2014, the assigned breakout table information was included in the new attendee packet that new attendees received prior to the PDS. She suggested that the breakout table information could be added to the packet for next year. Other suggestions made by the committee members were: have the breakfast tables all week as an option; labeling the tables so they stand out more during breakfast; offer more tables for each section; and communicate with first time attendees. Scott Caffey (Texas) suggested that at each breakout session, the host state demonstrate their processes for that particular section (i.e., Wisconsin demonstrated their Journal process during the breakout).

SUPPORT STAFF COMMITTEE MEETING MINUTES (CONTINUED)

The third topic was the Legislative Expo. The committee agreed that the Expo being held at breakfast encouraged more attendees to participate. Jeanine Wittenberg (Nev.) noticed that states with raffles and prizes attracted visitors. Joy Engelby (Mo.) suggested that it might be a good idea to ask participants what they'll be showcasing at the Expo so we can have a flyer or some notification to the attendees of the PDS of what exhibits will be at the EXPO. It could go out with Holly's "What You Need to Know" before the PDS e-mail or some other way. Another suggestion was to have an Expo table set up for the next year's PDS host as an introduction to that state.

President Pat Harris offered remarks to the committee saying that the Legislative Expo was very successful, and that the committee should continue to expand on the ideas discussed.

The next topic was the concurrent sessions. The chair explained to the committee that President Pat Harris has issued a directive to all committees to focus on encouraging more international attendees, and that the Support Staff committee can tie that directive into the concurrent sessions. It was noted that the roundtable discussions went well for the cross-training concurrent session. Ron Smith (La.) emphasized the success of the Amazing Race concurrent session. It was noted that the Amazing Race questions regarding ASLCS were challenging and informative, and the game encouraged group collaboration. A session incorporating those same concepts might be a good idea. Jaci Delight (Calif.) suggested that the "You Can't Make This Stuff Up" concurrent session be a stand-alone session because of its popularity, and that maybe the competing technology concurrent session lacked attendance because of it. Sarah Curry (Ore.) suggested sending a survey to international ASLCS members to see what topics they would find useful. Other suggested topics: generational and learning style differences; ethics; switching from member or campaign staff to nonpartisan, including elected to staff, staff to elected; and social media training. Michael Jackson (Va.) suggested a session on health and wellness; expanding on that idea, Ruby Johnson (La.) suggested a group Zumba or yoga class. The chair said she will email committee members the past concurrent session examples to start getting ideas for Seattle.

Adjournment

Upon a motion by Alan Whittington (Tenn.), seconded by Mary Andrus (Utah), the meeting was adjourned.

Respectfully submitted,

Jacquelyn Delight (Calif.)

TECHNOLOGY COMMITTEE MEETING MINUTES



Scott Kaiser (IL)
Vice Chair



Joshua Babel (AZ)
Chair



John Hollman (IL)
Vice Chair

Call to Order

The meeting of the Technology Committee was called to order by Joshua Babel (Ariz.), chair.

Attendance

The following members of the committee were present: Josh Babel, chair (Ariz.), Scott Kaiser (Ill.), vice chair, Andrew Carpenter (Colo.), Sarah Curry (Ore.), Jacquelyn Delight (Calif.), Joy Engelby (Mo.), Robert Haney (Texas), Michael Jackson (Va.), Jay Jacobs (Ky.), Crystalline Jones (Alaska), Becky King (Ky.), Ann Krekelberg (Alaska), Erica Manson (Va.), Julie Martyn (Wis.), Carrie Maulin (Idaho), and Ethan Strutton (Mo.).

Approval of Minutes

Upon motion by Crystalline Jones (Alaska), seconded by Ann Krekelberg (Alaska), the minutes from the meeting at the NCSL Legislative Summit in Los Angeles were approved.

Old Business

Robert Haney (Texas) stated the major duty for the Technology Committee was to produce a session for the annual Professional Development Seminar each year, but the committee is trying to expand that. The committee is charged with reviewing the Society's Facebook policy and the website for Inside the Legislative Process. The committee needs to review, and update if necessary, the group of administrators responsible for this each year.

Ann Krekelberg (Alaska) mentioned that the concurrent session the Technology Committee presented was very informative, but the slides and visual aides were difficult to see from all areas of the room. It was mentioned that the Technology Committee could possibly come up with a set of hints or guidelines to post prior to next year's Professional Development Seminar to assist members with creating their presentations to address this issue.

New Business

Joshua Babel (Ariz.) moved on to new business and the order of ASLCS President Pat Harris (Ala.) for the Technology Committee to work with the Roster Committee and move forward with publishing the Roster online in a usable format. Joy Engelby (Mo.) will act as a liaison between the two committees. There was a discussion of inviting new vendors to the Legislative Expo and possibly other events next year to introduce new ideas or technologies that would be beneficial to all attendees. One idea was Microsoft and showcasing some of their Office 365 capabilities.

TECHNOLOGY COMMITTEE MEETING MINUTES (CONTINUED)

Becky King (Ky.) mentioned possibly reaching out to some of the vendors that attend the NALIT conference and see if they would be interested in attending our conference as well. Robert Haney (Texas) suggested the committee work early to generate a list of potential sponsors, and to be sure we work with the Host State Committee to coordinate our efforts.

Joshua Babel (Ariz.) moved on to ideas for next year's Professional Development Seminar in Seattle, Washington. Scott Kaiser (Ill.) suggested a discussion centered on how different states broadcast their legislative sessions and committee hearings, and whether it was handled internally or outsourced to a Public Access Channel. Another suggestion for a topic brought up by Scott Kaiser (Ill.) was if any chambers were transcribing their floor sessions, and the challenges and successes they have had doing that. As a final suggestion for concurrent topics in 2019, Sarah Curry (Ore.) mentioned social media topics and policies as they relate to members and chambers.

Adjournment

Upon a motion by Carrie Maulin (Idaho), seconded by Julie Martyn (Wis.), the meeting was adjourned at 2:10 p.m

Respectfully submitted,

Joy Engelby (Mo.)

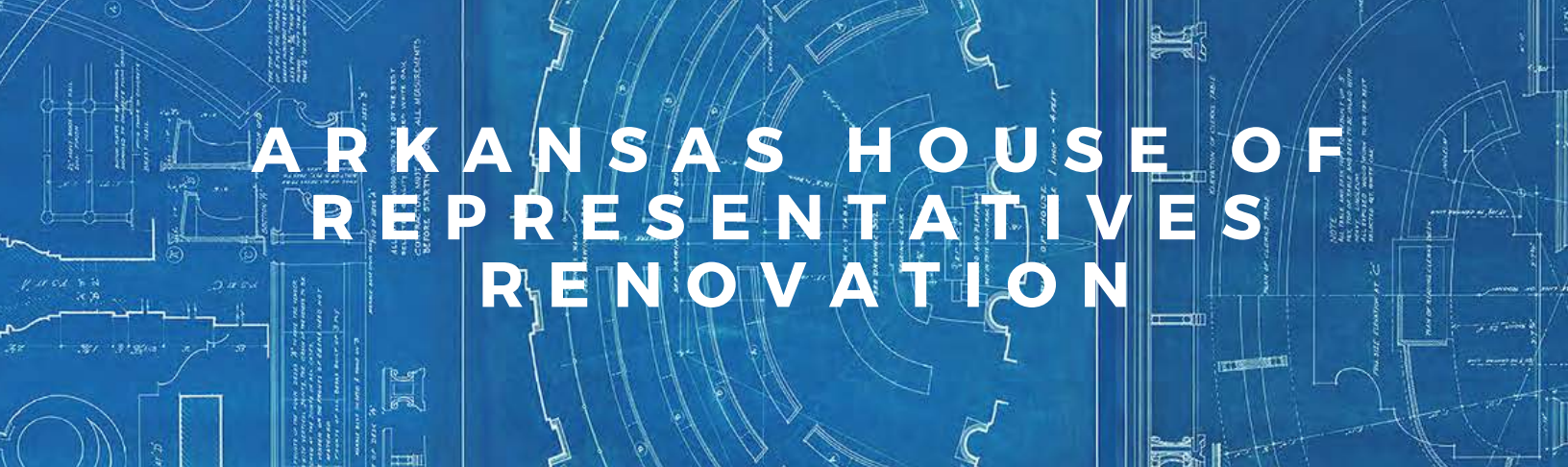


COMMUNITY SERVICE PROJECT: DANE COUNTY HUMANE SOCIETY



FLASHBACK TO THE FALL: MADISON, WISCONSIN!





ARKANSAS HOUSE OF REPRESENTATIVES RENOVATION

By: Barrett Dudley

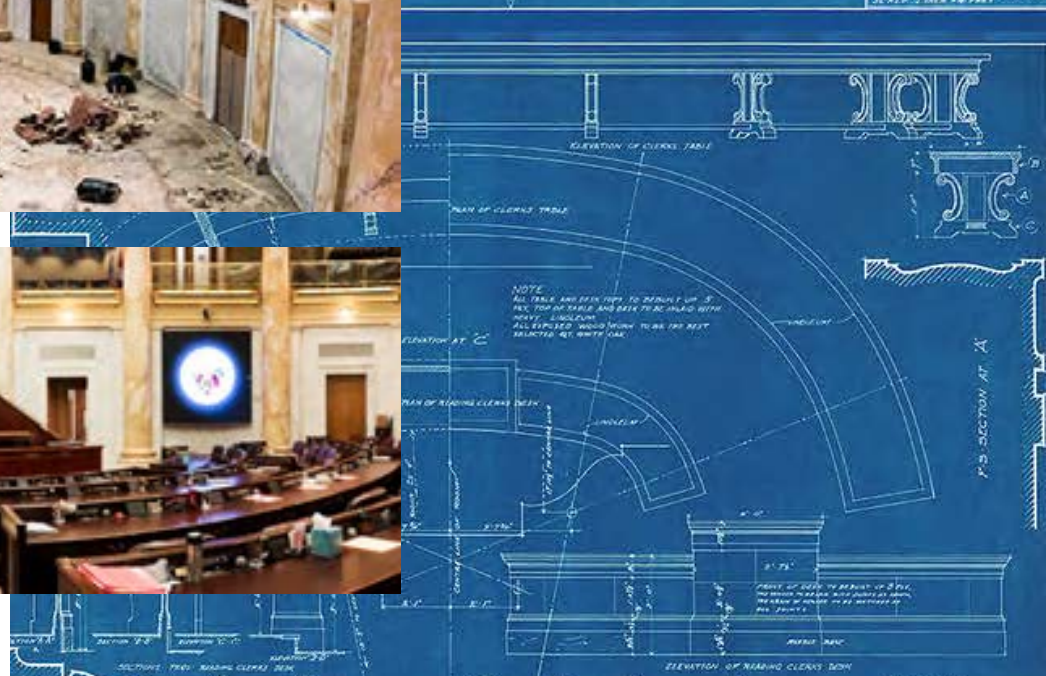
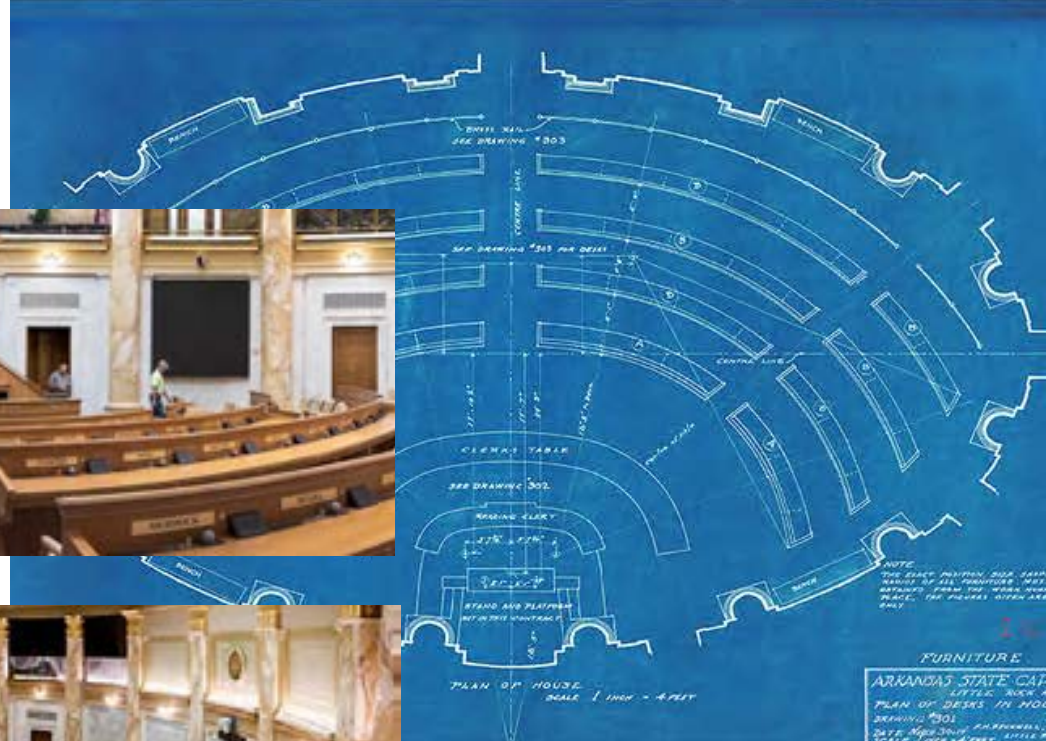
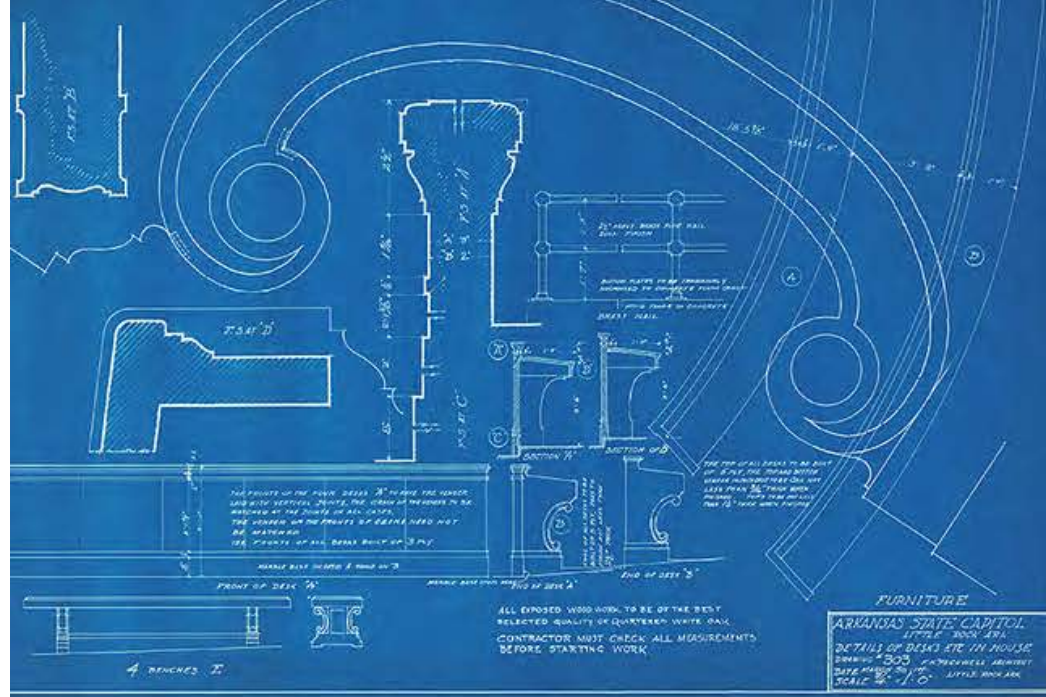
For more than a decade the Arkansas House of Representatives has gone through an incremental renovation of the house chamber, which has culminated in the completion of the original architect's design for the room. In 1909, then gubernatorial candidate George Donaghey partially ran his campaign on completing the embattled and unfinished capitol. He pushed for continued construction of the building, and in 1911, he deemed the capitol fit for occupation. When the general assembly met that year, many of the details of the building remained unfinished. This included the original plans for the members' desks in the house chamber. They were set aside, and substitute furniture was installed. Since then, there have been some changes to the chamber, but prior to the most recent renovation, the chamber had not had any major changes since the 1960s.

During the 2005-2006 biennium, work began to replace the speaker's rostrum and relocate the media from the house floor to a designated area in the chamber's West Gallery. Next came the tedious task of restoring the scagliola columns and cleaning the marble walls in the chamber. This multi-year project had to be completed in stages as to not disrupt the legislative session. Following this, the viewing galleries were refurbished, and the North Gallery was reconstructed to eliminate paneling from the 1960s.

The restoration project next focused on the ornate ceiling, walls and stained glass dome in the chamber. Tests were conducted to identify the original paint colors for the walls and ceiling. This provided a color palette, consisting of 19 shades of paint, which was used to complete the project. When the 330 stained glass panels were removed and cleaned, it was discovered they were installed in an incorrect order. The panels were numbered and ultimately gave the restoration architects a map to the intended original design.

With the dome, ceiling, walls and galleries complete, the next phase was to replace voting display boards with full-motion video display boards. The new boards are connected to a dedicated computer in the chamber and have the ability to mirror anything on the computer screen, in addition to displaying the vote tallies. The final phase of the house renovation project included replacing the members' desks and chairs, altering the speaker's rostrum to match the desks, rewiring the chamber, installing digital voting machine equipment and new flooring.

The architect chosen to complete the restoration project consulted with the capitol historian who discovered the 1914 blueprints of the chamber in the archives from architect F. H. Peckwell. Until now, the original design for the members' desks had never been utilized. The blueprints were used to design the quarter sawn white oak desks and speaker's rostrum. The entire project was completed in the fall of 2018 and, over a century later, accomplishes the original design of the house chamber.



WTF: Why does the Legislature Vote Twice on Bills?

By Ken Picard



Why do the state's Senate and House of Representatives vote twice on a given bill before it can move on to either the other chamber or the governor's desk? Isn't one trip through the legislative sausage grinder sufficient to smooth out the unpalatable gristle and satisfy the principles of representative democracy?

Short answer to the latter: No. This seemingly redundant practice, which dates back several centuries, serves as a procedural speed bump to slow the wheels of government and prevent it from running over its own citizens.

For a more nuanced explanation, we contacted Bill MaGill, clerk of the Vermont House, and John Bloomer, secretary of the Vermont Senate. They are the state's constitutionally designated parliamentarians, legislative historians, publishers and keepers of their respective chambers.

"I believe what you are talking about relates to bills having to be read three times," MaGill explained via email. This procedure, which originated in English common law, was incorporated by Thomas Jefferson into the parliamentary rules of Congress and, later, of individual state legislatures.

"Here's how it works: When a bill is introduced, it's read once on the floor of the House or Senate and is then referred to a committee. If the committee acts on the bill, it hears testimony, debates the merits and then votes it out of committee, recommending that the bill either be passed as introduced or be amended. Next, the bill is read a second time on the floor, where the full chamber votes to either amend the bill further or advance it to a third and final reading, followed by a final vote. Second and third readings must be held on different days.

Upon second reading, the question [for lawmakers] isn't 'Shall the bill pass?' but 'Shall the bill be read a third time?' Bloomer said. "Meaning, 'We're happy with what we've done, so let's sleep on it and think it over.'" Where is this safeguard against legislative buyer's remorse spelled out? Not in the Vermont Constitution but in Mason's Manual of Legislative Procedure, a parliamentary guidebook used by 77 of the 99 state legislative chambers across the country, according to the National Conference of State Legislatures. (Why 99 chambers and not 100? Nebraska has a unicameral system.)

"Specifically, section 720.2 of Mason's Manual provides the justification for the three-readings rule: "to prevent hasty and ill-considered legislation, surprise or fraud, and to inform the legislators and the public of the contents of the bill."

Paul Mason (1898-1985), the parliamentarian, historian and assistant secretary of the California state senate who penned the eponymous manual's first edition in 1935, didn't coin the expression "hasty and ill-considered legislation." That phrase had been kicking around in parliamentary parlance since at least the early 1800s. It's also been used to justify the executive veto and bicameral legislatures, whereby the upper house — that is, the senate — checks the passions and whims of the so-called "people's house."

How often does the thrice-read/twice-voted-on rule actually prevent rushed or poorly crafted laws? In Vermont, it's uncommon for the House or Senate to approve a bill on second reading only to kill it on third.

Far more common are bills that undergo major reconstructive surgery late in the legislative process, only to die ignoble deaths before making it to a third reading. Such was the case in 2013 when then-senator Peter Galbraith (D-Windham) proposed an amendment to a comprehensive campaign finance reform bill that would have banned corporate and union campaign contributions. As *Seven Days'* Paul Heintz reported at the time, Galbraith's Senate colleagues voted 21 to 8 in favor of his amendment — only to deep-six the entire bill one week later. Also commonplace are bills that get passed speedily in times of crisis.

Recently retired University of Vermont political science professor Garrison Nelson cited the example of President Franklin D. Roosevelt, who, shortly after being sworn in in March 1933, convinced Congress to pass the Emergency Banking Relief Act — in one day— to stop the run on the banks. It worked.

More recently, and controversially, one month after the 2012 Sandy Hook Elementary School shootings, New York Gov. Andrew Cuomo signed the New York Secure Ammunition and Firearms Enforcement Act of 2013 to prevent criminals and mentally ill individuals from purchasing guns. That bill underwent no public hearings or testimony and became law less than 24 hours after it was introduced, Mason's Manual notwithstanding.

So, is the three-readings rule a mere parliamentary nicety, like the manual's guidelines against lawmakers interrupting their colleagues on the floor or referring to one another by name rather than by district? Though the manual is not binding like a constitutional or statutory provision, it still serves a vital role in the lawmaking process.

"Mason's is not a rule book," noted Alfred Speer, clerk of the Louisiana House of Representatives, in a video produced by the 2020 Mason's Manual Commission. "It does not have a definitive answer to every potential issue. Think of it as a guidebook that takes fundamental principles and applies those principles to the legislative process."

Incidentally, Mason's Manual doesn't define "ill-considered legislation," either. That's determined by each citizen, according to his or her own political persuasion.

True Confessions of an LSMI Attendee

By: Heshani Wijemanne



I had the privilege of attending the Legislative Staff Management Institute (LSMI) this year. Conveniently held in Sacramento each year (convenient for those of us living in the Sac area!), LSMI is a program that offers legislative staff a unique opportunity to build upon their management and leadership skills. I call LSMI a unique opportunity primarily because the program, as co-directed by the University of Southern California Sol Price School of Public Policy and the California State University Sacramento Center for California Studies, is specifically designed for individuals in the legislative world, which, as we all know, is a unique world indeed.

While LSMI may seem to be a run-of-the-mill leadership and management skills program I can assure you, it is not. LSMI is both mentally and physically taxing. Of course, this really depends on how one decides to experience LSMI. This eight-day program is jam-packed with various speakers, activities, and reflection. The diverse selection of speakers, who were particularly engaging, enlightened us on topics such as negotiation, communication approaches, leadership techniques, behavioral styles, managing and adjusting expectations, and being open to new perspectives in our ever-changing work environment. We also had the opportunity to engage in some not-so-typical activities including white water rafting, an escape room challenge, and a “Meta-4” simulation.

In all honesty, even after hearing rave reviews from my esteemed colleagues, I went into LSMI thinking it would be a nice way to strengthen my existing management skills, perhaps even gain new skills or techniques along the way.

After the first full day, however, I realized it was going to be a lot more than just jotting notes down on a piece of paper. Not only does LSMI get you out of your comfort zone, but it also forces you to tackle the issues that come to light as a result of being outside of your comfort zone.

One of the most challenging and revealing exercises we were tasked with was the Leadership Energizes 360! assessment. This evaluation measures how you, your supervisors, your peers, and those that report to you, perceive your leadership skills. Each evaluator is asked to answer 50 questions on a rating scale and 4 open-ended questions. The questions have been developed to assess the following broad areas: individual behavior and characteristics, group and team processes, and organizational context. I was fortunate enough to have eight colleagues complete the evaluation on my behalf. I was also required to complete my own self - assessment. The minds behind Leadership Energizes 360! provide some advice before we begin to review our results, “...we must learn to be comfortable with the uncomfortable AND uncomfortable with the comfortable.” I really took those words to heart as I reviewed my ratings and the remarks from my various colleagues.

The most challenging aspect of this exercise was not the overall rating I received – in fact, I was fairly satisfied with my overall assessment and score, especially since my self-assessment was not far off from what others seem to perceive about my leadership and management skills.

It was actually the anonymous, open-ended responses that left me thinking, and still thinking. Although it was not difficult to determine whom the comments were coming from, the anonymity allowed my colleagues to answer the questions with true candor.

For the most part, I found the feedback to be flattering and reassuring. Although, I definitely felt like I had to prepare myself each time I read a new response, for fear someone would reveal some unknown inadequacy about the way I run my office or the way I interact with people in the workplace. To my relief, I did not come across any cringe-worthy rhetoric. In fact, every single comment, no matter if it was positive or constructive, was helpful in one way or another.

Initially, what I found most reassuring was the consistency of the responses. Generally, people felt similarly about the way I conduct myself in the workplace. Even in the instances where I was given constructive feedback, there seemed to be an overall consensus about the way I do things. This was reassuring because it told me that I tend to be consistent in my habits and the way that I treat people and situations in the workplace.

However, in considering the advice I described earlier, I also took this “comfortable” thing and thought about how it can possibly be an “uncomfortable” thing. For example, I questioned whether I should actually be getting less consistent feedback, due to the nature of my relationships (i.e. the staff I oversee vs. my own supervisor). Food for thought.

Another thing that was a challenge for me, and I assume for most of the LSMI attendees, was the feedback that suggested areas where there is room for improvement and growth. Although I did anticipate such feedback, when you actually see it written out for your benefit, it creates quite the self-revelation – it becomes a bit more of a reality, a reality that you immediately feel compelled to acknowledge and address. I ended up being very comfortable with this seemingly uncomfortable situation, because (1) I knew that there was something I needed to work on and clarify in order to cultivate understanding and (2) I appreciated the willingness of my colleagues to share that information with me in order to assist in my professional growth.

I could go on and on about the Leadership Energizes 360! assessment, and my ongoing reflection as a result of it, but I hope that my somewhat vague verbosity on the topic demonstrates how meaningful the evaluations were, and how much they contributed to my personal and professional growth.

Another part of the program that contributed a great deal to my personal and professional growth was learning about the various behavioral and social styles that exist in the workplace. Based on the results of yet another assessment, each of us were categorized under one of the following social styles: amiable, analytical, driving, or expressive. Not only did we come to terms with what our social style says about us and the way others may perceive us, but we also spent time discussing the significance of identifying the social styles of others and how being aware of another’s social style can greatly improve our interactions with them.

By recognizing certain observable characteristics in others, we learned how to use a person's social style to develop more productive and communicative relationships. Much like one can make an informed decision about something, this new perspective has enabled me to make more informed interactions with my colleagues, in order to facilitate more efficient workflow and communication. There is no one universally accepted way to communicate with people. For example, some of us may internalize an office conflict or miscommunication, while others may opt to be more assertive or verbal about that frustration. Being aware of the differences in these social styles, and then being able to act and communicate accordingly, is key to building successful relationships in the workplace. This education in social styles has given me the context to approach communication on another level. I believe that this new perspective has created a mutually beneficial situation for myself and anyone I interact with, in both my personal and professional life. Even if I am not able to pinpoint whether I am dealing with an "expressive" or a "driving" personality, I will still take steps to ensure I am communicating in the most effective way possible.

Regardless of whether you decide to attend LSMI and learn about the social styles among us, I hope most, if not all, of you recognize that we each have our own way of communicating. And, as such, it is important to realize that an ineffective working relationship may not be the result of an ineffective staff member, but rather an ineffective form of communication between two different social styles.

It is important that we try to be more aware of these differences and act accordingly, with the intent to cultivate positive interactions with our colleagues. I hope that this recollection of my experience with LSMI has somewhat piqued your interest. As you may have noticed, I intentionally left out some of the details of this experience (i.e. What does it actually mean to be an "amiable"?). The first reason being, I did not want to bore everyone with a myriad of details, details that I could have gone on and on about - that was not the purpose of this piece.

Second, I urge everyone that is able to, to attend LSMI for themselves. Sure, it would be interesting to hear about the details of each thought-provoking lecture I sat through, but it clearly would not be the same as you having attended the program yourself. I believe each person's experience with LSMI is going to be different. It really depends on what you happen to reflect upon in the moment, which may end up surprising you.

I highly recommend LSMI and encourage ASLCS members to attend. The Betty King Scholarship is available to assist ASLCS members with some of the costs associated with LSMI, and may be awarded to both Principal and Associate members.

I would like to thank the ASLCS Executive Committee for selecting me as the recipient of the 2018 Betty King Scholarship - LSMI was a truly transformative experience that has made a lasting impact on my personal and professional life.

If you have any questions about LSMI, please feel free to contact me. I would be happy to discuss my experience in more detail - maybe then you will be able to guess my social style.

IN LOVING MEMORY OF FLIP AND JANE RICHARDS







