

STC NorCal

Chapter Leadership Day 2

“Designing the New UI of Tech Comm”

Welcome

We know we have to transform our profession, but how? And in what way?

Last month marked the three-year anniversary of the NASDAQ peak and subsequent precipitous decline. The Street.com's Internet Index of technology stocks has fallen a staggering 93% since March of 2000. For many of us, the last two years have been brutal. The dot com bust was followed by September 11th, and when we managed to catch our breath, many technical writing jobs had disappeared offshore to India and other countries. We've been laid off, down-sized, and passed over for work we previously would not have even considered. Many of our members are living on savings, credit cards, or the largesse of relatives. The situation is dire. Yet, as we will discuss today, the problems we now face started long before our current economic decline.

I have talked to many technical communicators this year about our profession and how we need to change it. Opinions vary, from bringing technical writers in at the early design stages of a software project to exploring alternative writing careers to leaving the profession altogether. I doubt there is any one solution that will fit all of us.

What I do know, though, is that now is the time for us to come together as a community and grapple with the changing world and our role in it. Now is the time for us to do the hard work to forge a new creative vision of what a technical communicator is. If we succeed, our work lives will be transformed, and transformed for the better.

Viki Maki, Director

Today's Agenda

8:30–9:00 a.m.	Continental Breakfast
9:00–9:30 a.m.	Welcome Viki Maki, Director Beau Cain, Master of Ceremonies
9:30–10:30 a.m.	Andrea Ames, Keynote Speaker
10:30–10:45 a.m.	Break
10:45–11:30 a.m.	“Industry Direction: Status Report for Technical Communicators” Marc Smircich, San Francisco STC President Susan Harlan, East Bay STC President-Elect Presenter: Susan Harlan
11:30 a.m.–12:15 p.m.	“Making the Business Case for Documentation User Assistance” Kathryn Munn, Berkeley STC President Viki Maki, Berkeley STC Senior Member Presenter: Viki Maki
12:15–1:30 p.m.	Lunch and Networking
1:30–2:00 p.m.	Judy Goloboff, Keynote Speaker
2:00–2:45 p.m.	“Courting Human Resources” Chris Muntzer, NorthBay STC President Beau Cain, Silicon Valley STC President Presenters: Chris Muntzer and Beau Cain
2:45–3:00 p.m.	Closing Remarks by Beau Cain
3:00–3:45 p.m.	Optional brainstorming sessions on: “Passing the Baton” “Planning Infotopia” “Collaborating on Inter-chapter Projects”

Thanks to Our Volunteers

Thanks to the leadership of the six chapters and the following individuals who made today possible:

- Melody Brumis
- Beau Cain
- Larry Gottlieb
- Bonni Graham
- Susan Harlan
- Joe Humbert
- Patrick Lufkin
- David McCoard
- Viki Maki
- Richard Mateosian
- Qwaltney Mountford
- Kathryn Munn
- Chris Muntzer
- June Schaefer
- Marc Smircich
- Ashwini Tharval
- Erika Reier

Andrea Ames,
Keynote Speaker



Andrea Ames

Andrea L. Ames, M.S., is a technical communicator specializing in user-centered product interface and online information architecture and design, interaction design, and usability. She has more than 20 years of experience designing, developing, and producing usable technical and scientific information for products, software user interfaces, multimedia and online information systems, and print documentation.

Andrea is a Senior Information Developer at IBM Corporation, where she leads information development for a large data management product. She is a member of the STC international Board of Directors; coordinator for two University of California Extension technical communication certificates; and a published author and freelance writer. She teaches at the university level and speaks internationally at professional conferences.

Over the years, Andrea has participated extensively in the STC at all levels, and has received many honors and awards. She is an Associate Fellow, Silicon Valley Chapter, is currently 2nd Vice-President of the Society, was Region 8 Director-Sponsor (1998–2001), and has often been a presenter at Society Conferences.

Judy Goloboff, Ph.D.
Keynote Speaker



Judy Goloboff, Ph.D.

Judy is a career and life coach, counselor, teacher, manager and business trainer, human resources executive, and all-around people developer. She offers coaching, training, and mentoring in the following:

1. Improving people and planning skills in your current job
 - a. Cross-functional communication and project management
 - b. Team and organization leadership
 - c. Coaching and strategic people development
2. Managing upward (your boss), downward (those supervised by you), or sideways (your peers) Developing and implementing a life/career plan, or, where do I go from here?
 - a. Determining what's most important to you
 - b. Defining and evaluating your marketable skills and deciding which you prefer to use
 - c. Creating a business résumé and marketing yourself both within your current organization and elsewhere
 - d. Improving networking, interviewing and negotiating skills
3. Providing specific coaching and training in the human resources field for one who wishes to enter it or one wanting to broaden and deepen HR skills, either as an HR professional or manager in other functional areas.
 - a. Compensation communications
 - b. Performance management and corrective action
 - c. Manager and employee coaching
 - d. Personnel planning and recruitment
 - e. Manager and employee training and development

Judy earned Bachelors Degrees in English and Computer Science, a Master's Degree in Counseling, Ph.D in Counselor Education and Organization Development. Additional training included a 3-year post-graduate program in Gestalt Therapy. She worked for 13 years in public education as a teacher and counselor, then moved to higher education for 3 years before entering the business world as Human Resources Manager at a Fortune 100 telecom company. After sixteen years in human resources management in telecom, software, multimedia, insurance, and medical management companies, she now devotes herself to human resources consulting and life/career coaching for individuals and groups.

Society for Technical Communication

In 1953, two organizations concerned with improving the practice of technical communication were founded on the East Coast: the Society of Technical Writers, and the Association of Technical Writers and Editors. These organizations merged in 1957 to form the Society of Technical Writers and Editors.

In 1954, a similar organization, the Technical Publishing Society was founded on the West Coast. In 1960, it merged with the Society of Technical Writers and Editors to form the Society of Technical Writers and Publishers.

In 1971, the Society of Technical Writers and Publishers changed its name to the Society for Technical Communication. Today, STC is the largest professional society in the world dedicated to the advancement of the theory and practice of technical communication.

Through information sharing and industry leadership, STC helps professionals design effective communication for a technical world. Because technology touches everyone, STC promotes public welfare by encouraging the development of better-educated professionals whose jobs are to make complicated information usable by many.

The organization's growth has mirrored our growing dependence on technology. Initially, STC was primarily made up of engineers who, among other activities, wrote instructions and descriptions of how electrical and mechanical products worked. A profound change took place as the pervasiveness of technology and the need to understand it became an integral part of our everyday lives. With the emergence of the Internet and online communication, our members now focus on supporting all aspects of the rapidly evolving world of technology.

The organization began because those working in the field recognized themselves as professionals with unique training and career issues. Today, STC is nearly 50 years old, with 150 chapters and 25,000 members worldwide. STC offers industry leadership and the education, networking, and information required in a world where change is “the way it is.”

Northern California Chapters and Activities

The six Northern California STC chapters, in order of their founding, are:

- Silicon Valley
- East Bay
- San Francisco
- Berkeley
- Sacramento
- NorthBay

The Northern California Chapters jointly share support for several activities which do not attach themselves to any specific chapter.

- Ken Gordon Scholarship
- Northern California Technical Publication Competition (Touchstone)
- Annual Region 8 Conference

Silicon Valley

Silicon Valley History

The Silicon Valley Chapter of the STC began in early 1958 as the Golden Gate Chapter of the Technical Publishing Society with around 35 members. A copy of the chapter’s first newsletter—Vol.1, No. 1, published May 1958, recently found and available on the chapter’s web site—notes that 5 officers and a 7 person Board of Directors were elected February 14, so the chapter was well organized by that date.

Early speakers included Anthony Boucher, noted Science Fiction writer, editor and book reviewer, and Dr. William Pemberton, who along with S. I. Hayakawa, was an early proponent of general semantics.

STC Society records indicate the name was changed to the El Camino Chapter in November 1976, and finally to the Silicon Valley Chapter in June 1983.

With around 877 members (down from around 1500 at the height of the technology boom) the Silicon Valley chapter has long been the largest chapter in the STC.

The chapter was recently awarded the Society's Pacesetter Award for its Mentor Directory. It received a Chapter of Excellence Award for 2001-2002.

Silicon Valley Chapter at a Glance

- Membership

877

- Meetings

The Silicon Valley Chapter meets in both Sunnyvale and Santa Cruz. Sunnyvale meetings are held on the fourth Thursday of each month, except when they conflict with holidays. Meetings are held at the Four Points Sheraton, 1250 Lakeside Drive, Sunnyvale, (408) 738-4888.

Santa Cruz meetings are held monthly the Tuesday or Wednesday before the Sunnyvale meeting, at Peachwood's Steak House, 555 Highway 17, Santa Cruz, CA 95060, (831) 426-6333. Meeting dates are determined and publicized in a timely manner.

Networking, 6:00 P.M., Jobs Corner, Beverages, Dinner Buffet, 7:00 P.M., Announcements, 7:15 P.M., Presentation, 7:30 P.M.

- Newsletter

Connection

- Annual Events

Volunteers' Recognition Dinner, coincides with June general membership meeting

Job Fair, scheduled as feasible

- Web site

www.stc-siliconvalley.org

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East Bay

The first organizational meeting of the Pacifica Chapter was held at the Lawrence Radiation Laboratory at UC Berkeley in February 1962.

East Bay Chapter History

What is now the East Bay Chapter held its first organizational meeting in February 1962 and became official in Society records in June 1962.

From the beginning, chapter members discussed what to name the new chapter. San Francisco Bay, Pacific Coast, California, Berkeley-Bay, Sierra-Bay, and Far West were among the names considered; however Pacifica—named for the Ocean, not the Town—was the name that won out. After some twenty years, in November 1982, the name was again changed, this time to the East Bay Chapter, to better reflect the chapter's area of service.

In the early days, the chapter had about 35 members, mostly connected with Lawrence Livermore Laboratory. Chapter dinner meetings cost \$4.25 and alternated between the east and west side of the Caldecott tunnel. In fact the chapter held meetings all over the East Bay: Hayward, Castro Valley, Newark, Oakland, Berkeley, Walnut Creek, Livermore, Dublin, Lafayette and Concord. Today the chapter has settled down a bit and usually meets at the elegant Crow Canyon Country Club in Danville.

Given its large service area, it is not surprising that the East Bay Chapter has sired several other chapters. A few East Bay Chapter members joined members of other chapters to form the San Francisco Chapter in 1980-81 and in 1987 East Bay Chapter President Dr. C. J. Wallia, helped to start the Berkeley Chapter to better serve those west of the hills.

The early chapter appears to have been very eclectic in its interests. It sponsored field trips to visit air traffic controllers in Hayward, and the west coast production facilities of the Wall Street Journal. On other occasions, it listened to cartoonist Charles Schultz (Peanuts), and held a slide show of an African Safari. It also occasionally held joint meetings with the Society for General Semantics and the Society of Art Directors.

The chapter's first newsletter, *Pacifica News*, was published in the fall of 1962. Two years later, in 1964, the name was changed to *East Bay Log*. Finally, in September 1996, the name was changed to *Devil Mountain Views*, with Melody Brumis as editor. *Devil Mountain Views* has thrice won awards in the STC international newsletter competition: Excellence in 1998-99 and 1999-2000, and Merit in 2001-2002.

Today the East Bay Chapter primarily serves members living or working in the corridor of Highways 580 and 680 in the east San Francisco Bay Area. Its members work in such diverse fields as software application development, hardware manufacturing, research, electronics, and telecommunications.

East Bay Chapter at a Glance

- Membership
164
- Meetings
First Thursday of each month at the Crow Canyon Country Club, 711 Silver Lake Drive, Danville. Member orientation, 5:30 P.M., Dinner, 6:30 P.M., Program, 7:30 P.M.
- Newsletter
Devil Mountain Views
- Web site
www.ebstc.org

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San Francisco

San Francisco Chapter History

The San Francisco Chapter was started in 1980-81. The founders included Mary V. Wildensten, Louis Perica, and Paul Libeu.

According an early chapter history published in *Active Voice*, the chapter was formed when Louis Perica suggested to a group of technical writers, some of whom were members of other chapters, that it would be more convenient for them to meet in San Francisco. Perica is credited with naming the chapter newsletter *Active Voice*.

Mary Wildensten was honored as a founder at the June 1988 chapter meeting. Louis Perica died in 1989.

Some evidence exists that in the first few years the chapter felt isolated from the rest of STC. To change this, Jim Dexter, who served as president from June 1985 to June 1987, embarked on an ambitious plan of chapter building. He split the duties of the president in two. Jim concentrated on building bridges between the various STC chapters and with the Society, while Vice-President Deena Aerenon concentrated on the day-to-day affairs of the chapter and building a strong board with clear duties. The formula proved successful, and soon the chapter was developing its own strong sense of identity.

Throughout the mid- and late-1980s, the chapter met at the Engineers Club in San Francisco's financial district. The chapter later moved its meeting to a restaurant in the Wells Fargo building on Montgomery Street, and finally to the London Wine Bar on Sansome, where it continues to meet.

By the late-1980s, the chapter was becoming known as one of the most energetic and innovative in the region. The chapter published a series of networking guides and also published several editions of a job search manual.

Throughout the 1990s, the San Francisco chapter continued to innovate. Around 1992, the San Francisco Chapter became one of the first STC chapters to have a web presence. Around 1995, the chapter began sponsoring an annual scholarship for San Francisco State University students. In 1995 and 1997, chapter president Patrick Lufkin and economist David Bradwell wrote several annual salary surveys, earning the chapter a pace-setter award.

San Francisco Chapter at a Glance

- Membership
215
- Meetings
Third Wednesday of each month at the London Wine Bar, 415 Sansome, in San Francisco's Financial District. Networking, 6 P.M., Program, 7 P.M.
- Newsletter
Active Voice
- Annual Events
Scholarship for students in the Technical and Professional Writing program at San Francisco State University
Holiday party for the December meeting
- Web site
www.stc-sf.org

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Berkeley

Berkeley Chapter History

The Berkeley Chapter started with 19 members in the summer of 1987 as an offshoot of the East Bay chapter. The East Bay's recently elected president, Dr. C. J. Wallia, wanted to start a Berkeley chapter, which could better serve the membership living west of the hills. The first officers were:

- Dr. C.J. Wallia, President
- Susan Harwell, Vice President and Newsletter Editor
- Robert Williams, Secretary
- Marla Wilson, Treasurer

On August 24, 1987, Berkeley received its “subsidiary chapter” status. The chapter received terrific support from the other chapters in the Bay Area, which at that time included East Bay, Sacramento, San Francisco, and Silicon Valley. Each provided the new chapter with grant money to keep it afloat until the chapter rebates arrived in August. By December 1987, it had grown to 42 members. Its first elections, held in April 1988, resulted in changes for two of the offices: Ray Bruman, president; Amy Kuettner, Vice President, Programs. By June of 1988, the chapter was out of the probationary period that all start-up chapters go through, and was formally accepted as a full-fledged chapter of the Society.

The Birth of the Newsletter

Not surprisingly, the first name of the newsletter was the *Berkeley Chapter Newsletter*. In October, 1988, Kevin Countryman, the winner of the Newsletter Naming Contest, changed the name to the *Ragged Left*. Kevin also designed the flag for the newsletter. The design has changed over the years, but the name remained the same.

In the Beginning, There Were Meetings

It appears from chapter archives that the first meeting was September 1, 1987, at Shattuck Avenue Spats in downtown Berkeley. The chapter continued to meet there until April 1988, when it moved to Cody's bookstore on Telegraph Avenue. Cody's served its needs until the spring of 1990, when it moved back to downtown Berkeley to the Yenching Restaurant. In early 1998 it switched to the Cafe de la Paz in north Berkeley, and in spring of 2000, moved to the Silver Dragon in downtown Oakland. Currently, the chapter meets at Vo's Restaurant in Oakland.

Berkeley Chapter at a Glance

- Membership
156
- Meetings
Second Wednesday of each month at Vo's in downtown Oakland,
Networking, 6 P.M., Program, 7 P.M.
- Newsletter
Ragged Left
- Annual Events
Annual party held in the spring
- Web site
www.stc-berkeley.org

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Sacramento

The first meeting was held on December 5, 1985, in a conference room at Hewlett-Packard in Roseville, California.

Sacramento Chapter History

The Sacramento Chapter was started in November, 1985, with 30 members. The founding members were:

- Ellen Ashcraft, President
- Lorna LaVerne, Vice President/Newsletter
- Kristine Manlove, Secretary/Treasurer
- Sharon Van Maren, Public Relations
- Joan Levers, Membership

In November, 1985, Ellen Ashcraft and Lorna LaVerne mailed out the first newsletter from STC Sacramento to STC members in the Sacramento area. The chapter was assigned all unaffiliated members who lived near Sacramento.

In that first newsletter, Ellen and Lorna talked about all the decisions that needed to be made to get the chapter going and the fact that the new chapter would "...need to lay the groundwork for activities..." and entice people into taking advantage of all the opportunities that STC had to

offer. Much of that first year was spent getting the chapter going, creating a logo, recruiting new members, and keeping members interested with various presentations at the meetings.

Sacramento Chapter at a Glance

- Membership
198
- Meetings
First Wednesday of each month at the Hilton Sacramento Arden West in Sacramento. Networking, 6 P.M., Presentation, 7 P.M.
- Newsletter
The Capital Letter
- Annual Events
Writer in the Workplace Conference held each spring in conjunction with American River College.
- Web site
www.stcsacramento.org

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NorthBay

According to San Francisco Chapter records, Paul Libeu, a San Francisco Chapter founder, may have hosted STC meetings in the North Bay for a time after he moved there in the 1980s.

NorthBay Chapter History

In 1994, around the dawn of the commercial Internet, Glenn Shapley was a Technical Writer at Hewlett Packard in Santa Rosa. Shapley reports that he was surrounded by engineers who had their own professional organization (IEEE) and he was feeling rather isolated. Not a person to ruminate in silence, he contacted the STC Society offices. He learned that there had been a start-up chapter at one time, but that it had been short lived.

Shapley went to work pulling together all of the STC members north of the Golden Gate and started the NorthBay Chapter.

The meeting were \$2 for members and \$4 for non-members, and remain so today.

The NorthBay Chapter serves technical communicators in Telecom Valley and includes Sonoma, Marin, Napa, and other counties in Northern California.

NorthBay Chapter at a Glance

- Membership
74
- Meetings
Third Wednesday of each month at Symmetricon (formerly True Time), 3750 Westwind Blvd., Santa Rosa, 5:30 P.M.
- Newsletter
northbay news
- Web site
www.stc-northbay.org

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Northern California Regional History

The Northern California chapters share a history of supporting a number of activities which do not attach to any particular chapter, but which are nonetheless, an important part of our collective history.

Northern California Technical Publication Competition

As near as can be determined, Technical Publications Competitions in Northern California started up several times. Reportedly, competitions were held in the mid-1960s, but at press-time no information about these very early competitions is available.

Larry Gottlieb reports that in 1977 he and Shirley Taft co-founded the 1978 Northern California Regional Technical Publications Competition. He says that this competition was the first of its kind in Northern California since the mid-1960s, and is the competition that spawned what we have today.

The 1978 competition was co-sponsored by the Pacifica and Golden Gate chapters. It received over 100 entries, and held its awards ceremony on the Stanford Campus, March 24, 1979. The competition had eight judges, who selected 42 winners, 6 of whom went on to win awards in STC's 26th Annual International Technical Communication Conference.

During its long life, the competition has been held under various names including *Northern California Technical Communication Competition* or simply *NCTCC*, and *Vision of the Scribe*, but since 1994 has been called *Touchstone*. It takes its name from the touchstone of assaying, a fine stone against which ores are touched in order to judge their quality. Under whatever name, the competition remains one of the largest in the STC, often attracting several hundred entries.

In the early days, competition management rotated from chapter to chapter, but this led to problems with each chapter having to “reinvent the wheel.” Now the competition is managed by a standing committee that helps to provide continuity from year to year.

Over the years the competition has evolved with the profession, and now accepts both print and on-line entries in some two-dozen categories. In most years, the competition culminates in a lavish banquet honoring award recipients.

Distinguished entries in each competition are automatically entered in the Society level competition which announces its winners at the Annual Society Conference each spring. At the local level, many of the winning entries are assembled into traveling road shows, where they serve as examples of excellence that may inspire others.

In addition to honoring the best that has been produced in technical communication, over the years the competition has trained hundreds of volunteer judges to skillfully peer-review the work of others. Judging is a rich and rewarding experience. Judges often take what they have learned back to their workplace, and help to raise standards in the profession.

Any proceeds from the competition are used as seed-money for the following competition, and to fund the Kenneth Gordon Scholarship.

Dr. Kenneth M. Gordon Scholarship

Each year the combined Northern California STC Chapters award Dr. Kenneth M. Gordon Scholarships to several outstanding students of technical communication or a related field. The Awards are usually in the range of \$500 to \$2000. Those eligible may also receive a complimentary basic student membership in STC.

The scholarship is named for Dr. Kenneth M. Gordon. Dr. Gordon worked as a technical editor at the Lawrence Livermore Laboratory and was a popular, long time member of the East Bay chapter. He was president of the chapter from 1985–88, and also its newsletter editor. He

is remembered as an early advocate for the Northern California Technical Publications Competition, and for having contributed greatly to the success of STC in Northern California in the early years.

The scholarship was created in 1992, when the East Bay Chapter discovered that it had \$20,000 left over from having run a very successful 1990–91 Technical Publication Competition.

Dr. Gordon had recently died, and it was suggested that \$10,000 of the proceeds be set aside to establish a scholarship in his name. Under the Chairmanship of June Schaefer, a scholarship committee made up of members from the various chapter was formed to manage the scholarship

To this day, the scholarship is funded by the competition.

Region 8 Conference

Region 8 includes 21 chapters with nearly 3000 members in California, Nevada, Hawaii, Australia, and New Zealand. With 1700 members, Northern California holds almost 60 percent of the regional membership and about 10 percent of the international membership.

With such a large service area, the annual Region 8 Conference moves around the region and is hosted by a different chapter each year. The conference was held in Northern California in 1993 (Silicon Valley) and in 1998 (East Bay). Plans are in the works for it to be held in Sacramento in 2004.

Like the annual STC Society conference each spring, the Region 8 Conference strives to keep our membership in touch with each other and abreast of the rapid changes taking place in the field. Depending on available resources and the ambition of the organizers, the conference may be a one- or two-day affair. The conference is usually held in the fall, around October or November, but may be held at other times.

The most recent Region 8 Conference to be held in Northern California (1998) was directed by Gwaltney Mountford, and organized under the theme: *Charting New Waters, Guiding Others in a World of Change*. It was held in San Ramon, and drew attendees from as far away as New Zealand.

While we've concentrated on those conferences that were held in Northern California, Northern California STC members continue to make important contributions to every Region 8 Conference, regardless of where it is held.

Annotated Bibliography

Alpi, Robert. "It's a Small (Business) World After All." *The Talent Economy* Feb. 2003: 21-26.

This article provides advice for American companies that are making the leap into becoming multi-national businesses. Globalization requires taking into account the local culture and work ethics of each country. Companies should resist the temptation to relocate Americans to fill positions. They should hire a Country Director to understand the culture and legalities of doing business in a foreign country. Communication is crucial for running a division in another country. New technologies facilitate communication. Whenever possible, companies should use email as a way to communicate, and bad news should be communicated with a phone call instead of email.

Brenner, Robert. "Towards the Precipice: Robert Brenner on the Crisis in the US Economy." *London Review of Books* 25.3. 6 Feb. 2003 <http://www.lrb.co.uk/v25/n03/bren01_.html>.

"EarthLink to Close Facilities, Cut 25% of Work Force." *Wall Street Journal* 28. Jan. 2003.

EarthLink is eliminating about 1,300 employees, or about 25% of its workforce. EarthLink will close call centers in Dallas, Seattle, Sacramento, and Pasadena over the next two months.

Engardio, Pete, et al. "The New Global Job Shift." *BusinessWeek Online*. 3 Feb. 2003 <<http://www.careerjournal.com/salaries/hotissues/20020722-jeffrey.html>>.

"The Grief Process." *Creative Job Search*. 24 Mar. 2003 <<http://www.jobservice.us/cjs/cjsbook/tran2.htm>>.

Griffiths, Dave. "The Theory and Practice of Outsourcing." *Proceedings of the 48th Annual Conference* (2001). STC. 24 Mar. 2003 <<http://www.stc.org/proceedings/ConfProceed/2001/PDFs/STC48-000183.pdf>>.

Grimes, Ann. "War Promotes Rush to Invest in Homeland-Security Ventures." *Wall Street Journal Online*. 24 Mar. 2003 <http://online.wsj.com/article_print/0,,SB104845826666655000,00.html>.

One consequence of the war in Iraq may be "a bubble in homeland-security investing." Because many firms that develop security solutions are small niche companies, VCs can get a significant stake in the corporation and get a good return on their investment. VCs are especially interested in applications that

have uses in the commercial sector. Entrepreneurs are also benefiting from contracts to develop applications for the military, such as Savi Technology's \$90 million contract for a radio frequency tracking system for the Department of Defense.

Hackos, JoAnn. *Managing Your Documentation Projects*. New York: John Wiley & Sons, Inc., 1984.

Hackos, JoAnn and Ann Rockley. "Single Sourcing White Paper." *SingleSource Associates* (1999). 31 Mar. 2003 <http://www.infomanagementcenter.com/pdfs/white_paper_001.pdf>.

This white paper is the first in a The Single Sourcing Series of white papers. The rest of the series is available for purchase from the Center for Information Development Management (CIDM) at www.infomanagementcenter.com. The first paper in the series describes how single sourcing differs from traditional approaches to documentation development. It covers the following topics: a definition of single sourcing, sources of information, benefits of single sourcing, information modeling, changing roles of technical writers, technology required to implement single sourcing, and the methodology of single sourcing. This white paper provides some useful ideas, even for those who do not purchase the remainder of the series.

Hall, William P. "Maintenance Procedures for a Class of Warships: Structured Authoring and Content Management." *Technical Communication Online* 48.2 (2001). 23 Mar. 2003 <<http://www.techcomm-online.org/issues/v48n2/full/0460.html>>.

Hamur, Sridhar. "Cheaper is Better: HP to Move Major Portion of IT Service Work Offshore." *HPWorld* 6.2.

HP is enthusiastically joining the likes of IBM, EDS, Accenture, and Microsoft in moving work offshore to places like India, The Philippines, and China. HP has already moved its internal financial services to service centers in India, Mexico, and Spain. Now HP is outsourcing most of its "IT services work" to foreign countries, primarily India. IT services work includes custom software development, application maintenance, help desk, call desk, systems integration, and other areas. According to a report from Forrester Researcher, HP's actions are part of a trend for offshoring. The report predicts that at least 3.3 million US service jobs will be exported by 2015. HP says that it is exporting these jobs due to the quality of the software development, as well as for cost cutting. In New Jersey, State Senator Shiley K. Tuner has

attempted to fight this trend by introducing a bill requiring that state funds go to employ only people who are US citizens or legally able to work in the country.

Hart-Davidson, William. "On Writing, Technical Communication, and Information Technology: The Core Competencies of Technical Communication." *Technical Communication Online* 48.2 (2001). 23 Mar. 2003 <<http://www.techcomm-online.org/issues/v48n2/full/0454.html>>.

This long, scholarly article, which is 21 pages of downloaded text, focuses on this question: why not us? Why can't technical communicators shape the emerging technologies that are in IT, which is where about 60% of STC members work? The author argues that part of the problem is a lack of theory in technical communication. Then article applies the theories of linguists and philosophers to technical writing. The theorists include Jacques Derrida, Lucy Sherman, Mark Poster, Johndan Johnson-Elliota, Robert Johnson, Bonni Nardi, Vicki O'Day, and others. The bibliography includes 19 references for those who wish to explore this topic in more detail.

Jeffery, Nancy Ann. "Boomers Become Interns to Experience New Posts." *Career Journal*. 2 Apr. 2003 <<http://www.careerjournal.com/salaries/hotissues/20020722-jeffrey.html>>.

Kirby, Carrie. "Outlook for Tech Jobs Still Gloomy/Hiring Directors' Expectations Lower." *San Francisco Chronicle*. 2 Apr. 2003 <<http://www.sfgate.com/cgi-bin/article.cgi?file=/chronicle/archive/2003/04/02/BU282965.DTL>>.

Kirkpatrick, Donald. *Evaluating Training Programs*. San Francisco: Berrett-Koehler Publishers, Inc., 1998.

Langberg, Mike. "Economy is Cyclical, and so is Silicon Valley." *San Jose Mercury*. 22 Feb. 2003 <<http://www.bayarea.com/mld/mercurynews/business/5239127.htm>>.

Lynem, Julie N. "Five Who Landed on Their Feet: Bay Area Residents Describe How They Found Jobs During a Bleak Hiring Environment." *San Francisco Chronicle*. 2 Mar. 2003 <<http://www.sfgate.com/cgi-bin/article.cgi?file=/chronicle/archive/2003/03/02/BU212428.DTL>>.

“Making the Case for Information Development Management.” *Best Practices* 3. 2 (2001). 31 Mar. 2003 <<http://www.infomanagementcenter.com/pdfs/ssbusinesscase.pdf>>.

This article outlines some of the considerations from making the business case for single-sourcing projects. Projects that are in growth or sustaining modes are most likely to receive funding for such a single-sourcing project. From the customers’ perspective, a key benefit is providing customized information. For the business’s perspective, internal efficiencies are a key benefit. To realize this benefits, authors may shift their focus from publications to becoming experts in a domain of knowledge. Another benefit is increased sharing of content between technical documentation and training materials. From the employees’ perspective, single-sourcing requires learning new skills and knowledge. These areas include learning XML and other new technologies, becoming an expert in a domain of knowledge, learning how to create structured information, and becoming specialists in areas like Web-based production and information architecture.

“Measuring the Value Added by Professional Technical Communicators.” *Technical Communication* 42.4 (1995).

The February 1995 issue of *Technical Communication* is a special report on how technical communicators can add value to companies. STC members can find the entire text of this copy in the archives of *Technical Communication* at www.stc.org. The articles in this issue include the following: “Adding Value as a Professional Technical Communicator,” “A Good Installation Guide Increases User Satisfaction and Reduces Support Costs,” “How the Process and Organization Can Help or Hinder Adding Value,” and “Estimating the Cost of High-Quality Documentation.”

“Offshore Information Development,” Center for Information Development Management (CIDM). <<http://www.infomanagementcenter.com/pubs.htm>>.

This publication looks at challenges and hidden costs associated with doing business in other countries, with a special focus on India. JoAnn Hackos is the director of the CIDM, which is an agency that does research in technical communication issues. This publication costs \$150 for CIDM members and \$295 for non-members.

“Picture Grim for Job Rebound.” *San Jose Mercury News* 23 Feb. 2003.

Redish, Janice. “Adding Value as a Professional Technical Communicator.” *Technical Communication Online* (1995). 30 Mar. 2003 <<http://www.techcomm-online.org/issues/v42n1/pdf/0002.pdf>>.

It pays off in the long run to invest time into design and development at the start of a project. But selling that idea to management requires demonstrating exactly how good technical communication adds value to the company. There are four ways to measure value added: outcomes measures (increased benefits or reduced costs), customer satisfaction, estimates of value added, and perception of the value of documentation. Some ways to put a dollar figure on the value added include the savings due to reduced calls to customer support and the amount of time customers save as a result of having good documentation. The article also discusses applicable metrics from other disciplines, such as information professionals, trainers, human factors, and usability. Adding value goes beyond just the numbers. Technical communicators add value by pointing out what not to document and by finding other means of documenting materials. Technical communicators should make sure that they get credit for their added value to the organization.

This article is part of the special report “Measuring the Value Added by Professional Technical Communicators” in the February 1995 issue of *Technical Communication*. This edition has other articles about adding value. STC members can read the full text of the report in the archives at www.stc.org.

Richardson, Jean. “Offshore Development: Responding to the Trend as a Business and as a Worker.” *The Cursor*. 30 Mar. 2003 <http://www.sao.org/newsletter/pdfs/mar03/jean_richardson_0303.pdf>.

Patel, Sandip. “Riding the Offshoring Wave.” *IBM Business Consulting Services*. 13 Mar. 2003 <<http://www-1.ibm.com/services/strategy/files2/gw510-9158-00f.pdf>>.

Sarkar, Pia. “Economy to Stay Stalled: UCLA Economists See No Recovery.” *San Francisco Chronicle* 13 Mar. 2003.

Satir, Virginia, et al. *The Satir Model*. Palo Alto: Science and Behavior Books, Inc., 1991.

Strauch, Joel. "The Perils of Offshore Outsourcing and What Companies Can Do to Avoid Them." *The Talent Economy* Feb. 2003: 15-19.

Offshore outsourcing provides the promise of 25 to 40% cost savings, but companies should proceed with caution and carefully decide what to outsource. They should not be "blinded by savings" to the point where they take business risks. Data security is a big issue. Sending data offshore can mean losing control of it. One strategy is to provide offshore vendors with dummy data for testing systems. A second area of concern is what happens if there is war in India and Pakistan, though consultants downplay the danger of political instability. A third area of concern is cultural differences. For example, outsourcing companies in India may execute "a dumb idea, whereas a US company would let you know... it's a dumb idea." A fourth area of concern is the laws of different countries, especially in terms of intellectual property. Many offshore outsourcers set up companies in the USA so trials will take place in that country.

Sukach, Rebecca, et al. "Implementing Single Sourcing in Your Organization." *Proceedings of the 49th Annual Conference* (2002). STC. 24 Mar. 2003 <<http://www.stc.org/proceedings/ConfProceed/2002/PDFs/STC49-00032.pdf>>.

Single sourcing is a possible solution for companies that are seeking ways to improve quality and reduce document development time. But it is not the right answer for every company. To sell this idea, you must be prepared to make a business case for single sourcing. Good preparation is required to get approval for a pilot project. Switching to single sourcing requires a paradigm shift from the book paradigm to the information encapsulation paradigm (chunking). This new paradigm focuses on creating information elements, which are "the smallest, sensible slice of information a writer can produce," such as the steps in a procedure or the explanation of a concept.

Sylvester, David A. "Picture Grim for Job Rebound." *San Jose Mercury* 23 Feb. 2003.

The layoffs are continuing in Silicon Valley. For this year, 10 companies have announced 5,400 layoffs. The forecast of Economy.com projects that half of the Silicon Valley companies will not grow or will have layoffs, while the other half is planning moderate employment growth. The valley will have 955,000 jobs by the end of the year, about 100,000 below the peak in Q1 2001. The employment numbers are not expected to reach the peak levels again until 2001. However, the Mercury News reports that employers are looking to increase their head count

by 5 to 10% over the next years. Many young and new industries are hiring. Also, there is demand for qualified engineers and scientists, for accounts and finance officers, and web designers.

Tam, Pui-Wing. "Tech Companies Scramble to Fill Military Orders." *Wall Street Journal Online*. 24 Mar. 2003 <<http://online.wsj.com/article/0,,SB104846571258843700,00.html>>.

Some companies in Silicon Valley are getting a boost to their profits from military and government contracts, though it is a short-term boost that probably will not pull the valley out of its doldrums. The government's annual IT budget (excluding military spending) is about \$60 billion. Merrill Lynch & Co. is forecasting an 8% increase this year and a 12% increase in 2004.

During the boom in the 1990s, Silicon Valley focused on consumer goods, rather than military and government contracts. Now some firms are hustling to fulfill military orders. In four weeks (one-quarter of the normal time), Plantronics refocused its entire corporate efforts to supply the military with 500 customized headphones to plug into tactical radios. IBM is experiencing double-digit growth in business from government agencies at all levels. Oracle is getting 20% to 25% of sales from government spending. Silicon Graphics has won a \$26 million contract from the Defense Department, which means that the percentage of its revenue from government contracts has increased to 35% of total revenues (from 22% to 24% before 9/11). Palm and Immersion Corp also compressed their production cycles for meet military contracts.

Only a select few companies are benefiting from this new source of business. Also, despite the increase in military business, military contracts provide only a small percentage of the revenues for many of these businesses. Finally, these military contracts do come at a cost, as consumer oriented projects may have to take a back seat to the military contracts.

Tanner, Steve. "Oracle to Farm out Software Jobs to India." *Silicon Valley Biz Ink*. 21 Feb. 2003 <<http://www.svbizink.com/headlines/article.asp?aid=4270&iid=288>>.

Taylor, T. Shawn. "One Way or Another, More Jobs are Going." *Chicago Tribune* 12 Feb. 2003.

Totty, Michael. "Ten Technologies You Need to Know About Now." *Wall Street Journal* 31 Mar. 2003.

This article describes ten emerging technologies, as well as the market forces that encourage those technologies to succeed. For example, consumers must see and understand the value of a product.

"Writers and Editors." *Occupational Outlook Handbook 2002-03* Ed. U.S. Department of Labor, Bureau of Labor Statistics. 24 Mar. 2003 <<http://www.bls.gov/oco/ocos089.htm>>.

In the "Job Outlook" section of this article, the Bureau of Labor Statistics (BLS) is forecasting a faster than average increase in employment of writers and editors through 2010. Publishing directly to the Internet will be a growth area. Also, there will be increasing demand for technical writers "with expertise in specialty areas, such as law, medicine and economics" due to expanding knowledge in technical areas. Another source for new jobs is openings created when people retire or choose other professions.

The job market will be competitive. The best opportunities are for people with specialized training. The developments in technology will result in an increasing need for user's guides, instruction manual, and training materials. Writers with technical skills on the Internet may have an advantage in finding a job.

Advances in the "law, science, and industry" create demands for people who can translate the discoveries for a more general audience. Such writers must have both technical skills and expertise in the subject area.

Zuckerman, Susan. "State Squares Job Loss Number with Reality: S.F. Area Miscalculated by 150%, San Jose by 54%." *San Francisco Chronicle* 1 Mar. 2003.

Official state data has grossly underestimated job losses for the two years ending December 2002. Corrected counts show that the San Jose area lost 149,200 jobs, which is 54% more than previous estimates. The San Francisco area lost 92,900 jobs, which is 150% more than previously estimated. These adjustments put the job loss figures in line with estimates based on payroll reports. Even though Santa Clara County represents 8% of the state's economy, it suffered 50% of the state's job losses.

Internet Resources

Technical Communication <http://www.stc.org>

STC members have access to an extensive archive of materials about technical communication. If you click the [Members Only] tab on the top of the home page, you can select the [Pubs Search] page. This page is the gateway to an archive that includes the full text of the following publications:

- *Intercom* (the monthly newsletter) from 1996 to the present
- *Technical Communication* (the quarterly publication with scholarly articles) from 1995 to the present
- Annual Conference *Proceedings* from 1993 to the present

The STC Management SIG, Business Management link has numerous resources related to building the ROI for technical documentation. See <http://www.stcsig.org/mgt/Reference/Business.htm>