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● Resource Information

CACVT Office:

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(effective May 9, 2007)

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Fax: 303-318-0651
E-fax: 309-408-3976
E-mail: info@cacvt.com / admin@cacvt.com
Web: www.cacvt.com

Other Resources:

Colorado Veterinary Medical Association 303-318-0447 or 800-228-5429	www.colovma.org
Colorado State Board of Veterinary Medicine 303-894-7756 State Practice Act Colorado Board of Veterinary Medicine Rules and Regulations	www.dora.state.co.us/veterinarians
Colorado Veterinary Technology Schools Bel-Rea Institute 303-751-8700 or 800-950-8001	www.Bel-Rea.com
Colorado Academy of Veterinary Technology 719-432-6384	www.coloradovettech.com
Community College of Denver (CCD) 303-365-8374	www.ccd.edu/vet
Colorado Mountain College (CMC) 970-947-8210	www.Coloradomtn.edu
Front Range Community College (FRCC) 970-204-8670	http://frcc.cc.co.us
CVMF Animal Emergency Management Programs (AEMP) Colorado State Animal Response Team program Colorado Veterinary Medical Reserve Corps 303-539-7633 or 866-854-SART	www.coloradosart.org
Natl Assn of Veterinary Technicians in America (NAVTA) Andrea Ball, Executive Director 50 S. Pickett St. Ste 110, Alexandria, VA 22304 info@navta.net, Phone: 703-740-8737, Fax: 703-823-7237	www.navta.net
Veterinary Hospital Managers Association (VHMA)	www.vhma.org
Natl Commission on Veterinary Economic Issues (NCVEI)	www.NCVEI.org
American Animal Hospital Association (AAHA) 303-986-2800 or 800-883-6301	www.aahanet.org
Roberts Rules of Order	www.cyberbuzz.gatech.edu/apo/robert.html
A variety of manuals/books/seminar topics	www.energizeinc.com

Written Material:

The Volunteer Recruitment (and Membership Development) Book. Susan J. Ellis. Energize, Inc. Philadelphia, PA. 1996.

The Making of a Good Meeting. Kevin Wolf. Download: www.den.davis.ca.us/go/kjwolf

CVMA Code Governing Veterinary Technicians in Colorado Revised April 1992

NAVTA Model Practice Act Wording for Veterinary Technicians: www.navta.net

● Content of the www.CACVT.com Web Site

FAQs

- Overview www.cacvt.com/faqs
- For People Interested in Vet Tech Profession www.cacvt.com/faqinterestedvettech
- For Current Veterinarian Technicians www.cacvt.com/faqcurrentvet
- Survey www.cacvt.com/publicsurvey

Pet Owners/Public Area

- Overview <http://cacvt.civicpixel.com/petowners>
- Animal Behavior www.cacvt.com/animalbehavior
- Traveling with Pets www.cacvt.com/traveling
- Pet Loss Support www.cacvt.com/petloss
- List of Pet Sitters (Colorado) www.cacvt.com/petsitters
- Disaster Preparedness www.cacvt.com/publicdisaster
- Pet Overpopulation www.cacvt.com/overpopulation

Calendar www.cacvt.com/calendar

Contact Us

- Contact Us www.cacvt.com/contact
- Volunteer www.cacvt.com/contact
- Map www.cacvt.com/location

Home www.cacvt.com/home (Constantly changing)

Members Only

- Overview www.cacvt.com/members
- Monthly Newsletter www.cacvt.com/monthlynewsletter
- Directory www.cacvt.com/civCRM/profile?gid=1&reset=1&force=1&search=0
- Association Meetings www.cacvt.com/associationmeeting
- Association and Leadership Manual www.cacvt.com/leadershipmanual
- Directory of Acronyms and Organization Websites www.cacvt.com/acronyms
- Survey Results www.cacvt.com/membersurvey
- Promotional Materials www.cacvt.com/promotional
- Other Services www.cacvt.com/otherservices
- User Account Creation www.cacvt.com/user/register (this page is only accessed when users select Create New Account from the Log In page)

About CACVT

- Overview www.cacvt.com/aboutcacvt
- Vision and Mission www.cacvt.com/vision
- Office Location www.cacvt.com/location
- Governance www.cacvt.com/governance
 - Overview of SBVM www.cacvt.com/sbvm
 - Code for Veterinary Technicians www.cacvt.com/codevt
 - Colorado Veterinary Practice Act (Statute) www.dora.state.co.us/veterinarians/forms/Statute.pdf
- CASBOT Outreach www.cacvt.com/casbot
- Awards and Recognitions www.cacvt.com/awards
- History www.cacvt.com/history
- Newsletter Subscription www.cacvt.com/newsletter

CACVT Rosters

- Overview www.cacvt.com/rosters
- Staff www.cacvt.com/staff
- Executive Board www.cacvt.com/board
- Committees www.cacvt.com/committees
- Chapters www.cacvt.com/chapters

- Partners www.cacvt.com/partners
 - Partnership Opportunities www.cacvt.com/partneropp
 - Guidelines www.cacvt.com/partnerguidelines

CACVT Events www.cacvt.com/events

CACVT Membership

- Overview www.cacvt.com/membersmain
- Categories of Membership www.cacvt.com/membershipcategories
- Benefits of Belonging www.cacvt.com/benefits
- Application Forms www.cacvt.com/apply (for all membership categories)
- What's Your Responsibility? www.cacvt.com/responsibility

Continuing Education

- Overview www.cacvt.com/continuingeducation
- Guidelines www.cacvt.com/guidelines
- How to Submit www.cacvt.com/howtosubmit
- CE Submittal Form www.cacvt.com/cesubmitform
- CACVT Programs www.cacvt.com/cacvtceprograms
- Other Programs www.cacvt.com/otherprograms
- CE Program Approval www.cacvt.com/programapproval

Job Postings

- Overview www.cacvt.com/jobpostings
- Find a Job www.cacvt.com/jobs
- Post a Job www.cacvt.com/node/add/job
- List of Relief Technicians (Colorado) www.cacvt.com/relieftech
- List of Pet Sitters (Colorado) www.cacvt.com/petsitters
- Guidelines for Being Listed on Relief Technician or Pet Sitter List www.cacvt.com/rtpsguidelines
- Guidelines for CACVT Newsletter Employment Ad www.cacvt.com/employmentad
- Verifying Vet Tech Status www.cacvt.com/verifyvettech

Veterinary Technician Programs

- Overview www.cacvt.com/vettechprograms
 - with link to What is Veterinary Technology? brochure in PDF www.cacvt.com/files/CACVT%20What%20is%20Veterinary%20Technology.pdf
- Types of Education Programs www.cacvt.com/educationprograms
- Colorado AVMA-Accredited Programs www.cacvt.com/coloradovt
- Careers in Veterinary Technology www.cacvt.com/careers

CACVT Merchandise www.cacvt.com/merchandise

Related Links www.cacvt.com/relatedlinks

Privacy Policy www.cacvt.com/privacy

● Acronyms and Related Web Sites

AAEVT	American Association of Equine Veterinary Technicians	www.aaevt.org
AAF	Animal Assistance Foundation	www.aaf-fd.org
AAFP	American Association of Feline Practitioners	www.aafponline.org
AAHA	American Animal Hospital Association (Lakewood, CO)	www.aahanet.org
AAHA-HPF	AAHA Helping Pets Fund	www.aahahelpingpets.org
AALAS	American Association Laboratory Animal Science	www.aalas.org
AAVDM	American Academy of Veterinary Disaster Medicine	www.cvmbs.colostate.edu/clinsci/wing/aavdm/aavdm.htm
AAVSB	American Association of Veterinary State Boards Reference site for state regulations, owner of VTNE	www.aavsb.org
ABVP	American Board of Veterinary Practitioners	www.abvp.com
ACVIM	American College of Veterinary Internal Medicine (Lakewood, CO)	www.acvim.org
AEMP	Animal Emergency Management Programs (under CVMF)	www.coloradosart.org
AEOC	Animal Emergency Operations Center (APHIS/USDA, Riverdale, MD)	www.aphis.usda.gov
AHA	American Humane Association	www.AmericanHumane.org
AHI	Animal Health Institute	www.ahi.org
AHS	American Heartworm Society	www.heartwormsociety.org
AI	Avian Influenza	
AI	Artificial Insemination	
AIL	American Income Life (insurance)	www.ail-of-co.com
AIMVT	Academy of Internal Medicine for Veterinary Technicians	www.aimvt.org
AKC	American Kennel Club	www.akc.org
APHE	Association of Professional Humane Educators	www.aphe.org
APHIS	Animal and Plant Health Inspection Service	www.aphis.usda.gov
ARS	Agricultural Research Service (USDA)	www.ars.usda.gov
ASAE	American Society of Association Executives (Wash. D.C.)	www.asaenet.org
ASPCA	American Society for the Prevention of Cruelty to Animals	www.asPCA.org
ASVMAE	American Society of Veterinary Medical Association Executives	www.vmaexecs.org
AVDT	Academy of Veterinary Dental Technicians	www.avdt.us
AVECCT	Academy of Veterinary Emergency & Critical Care	www.avecct.org
AVMA	American Veterinary Medical Association	www.avma.org
AVMF	American Veterinary Medical Foundation	www.avmf.org
AVTA	Academy of Veterinary Technician Anesthetists	www.avta-vts.org
AVTE	Association of Veterinary Technician Educators	www.avte.net
AZVT	Association of Zoo Veterinary Technicians	www.azvt.org
BAP	Bureau of Animal Protection	www.colorado.gov/ag/animals
Bel-Rea	Bel-Rea Institute of Animal Technology Veterinary Technology Program in Denver	www.Bel-Rea.com
BIG	Benefits & Incentives Group, Inc. (insurance)	www.bigroupinc.com
BMP	Best Management Practices	
BSE	Bovine Spongiform Encephalopathy	www.BSEinfo.org
CAACO	Colorado Association of Animal Control Officers	www.caaco.org
CAAHTT	Canadian Association of Animal Health Technologists and Technicians	www.caahtt-actsa.com
CACP	Colorado Alliance for Cruelty Prevention	www.cobar.org
CACVT	Colorado Association of Certified Veterinary Technicians	www.cacvt.com
CANPO	Colorado Association of Nonprofit Organizations	www.canpo.org
CAPC	Companion Animal Parasite Council	www.capcvet.org
CART	County/Community Animal Response Team (associated with SART)	www.coloradosart.org
CAWA	Certified Animal Welfare Administrator	
CASBOT	Community Assistance Supported By Our Technicians	
CBAP	Colorado Bureau of Animal Protection	www.colorado.gov/ag/animals
CCC	Citizens Corps Council	www.citizencorps.gov
CCD	Community College of Denver Veterinary Technology Program in Denver	www.ccd.rightchoice.org
CDA	Colorado Department of Agriculture	www.ag.state.co.us
CDC	Centers for Disease Control and Prevention	www.cdc.gov
CDPHE	Colorado Department of Public Health and Environment	www.cdphe.state.co.us
CE	Continuing Education	
CEAH	Centers for Epidemiology and Animal Health	www.aphis.usda.gov/vs/ceah/ceahpage.htm
CFAWA	Colorado Federation of Animal Welfare Agencies	www.cfawa.org
CFSPH	Center for Food Security and Public Health (Iowa State University)	www.vetmed.iastate.edu/services/institutes/cfsph/default.html
CLSD	Coalition for Living Safely with Dogs	www.livingsafelywithdogs.org

CMC	Colorado Mountain College Veterinary Technology Program in Glenwood Springs	www.coloradomtn.edu
CO VMRC	Colorado Veterinary Medical Reserve Corps	www.cosart.org/COVMRC.htm
COVOAD	Colorado Voluntary Organizations Active in Disasters Local Chapter of a national organization	www.nvoad.org
CSAE	Colorado Society of Association Executives	www.csaenet.org
CSEPP	Chemical Stockpile Emergency Preparedness Plan (US Army, Pueblo)	
CSREES	Cooperative State Research Education & Extension Service (USDA)	www.reeusda.gov
CSU	Colorado State University, Fort Collins, CO	www.colostate.edu
CVC	Central Veterinary Conference	www.cvcentral.com
CVMA	Colorado Veterinary Medical Association	www.colovma.org
CVMF	Colorado Veterinary Medical Foundation	www.cvmf.org
CVMP	Certified Veterinary Practice Manager (thru VHMA)	
CVT	Certified Veterinary Technician	
CVTEA	Committee on Veterinary Technician Education and Activities (AVMA program)	www.avma.org/education/cvea/cvtea_operating.asp
CVTS	Committee on Veterinary Technician Specialties (NAVTA)	
CWD	Chronic Wasting Disease	
DAVMS	Denver Area Veterinary Medical Society	www.davms.org
DEA	Drug Enforcement Administration	www.dea.gov
DFL	Dumb Friends League - Quebec St. and Buddy Center, Castle Rock	www.ddfl.org
DHS	Department of Homeland Security	www.dhs.gov
DMAS	Denver Municipal Animal Shelter	www.petfinder.org/shelters/CO52.html
DORA	Department of Regulatory Agencies	www.dora.state.co.us
EARS	Emergency Animal Rescue Service (part of UAN)	www.uan.org/ears
EDEN	Extension Disaster Education Network	www.agctr.lsu.edu/eden
EIEIO	The chorus from Old MacDonald Had a Farm	
EMAC	Emergency Management Assistance Compact (multi-state mutual aid)	
EOC	Emergency Operations Center	
EOP	Emergency Operations Plan	
EPA	Environmental Protection Agency	www.epa.gov
ESF	Emergency Support Function	
FDA	U.S. Food and Drug Administration	www.fda.gov
FEMA	Federal Emergency Management Agency	www.fema.gov
FMD	Foot and Mouth Disease	
FRCC	Front Range Community College Veterinary Technology Program in Fort Collins	www.frcc.cc.co.us
FSIS	Food Safety Inspection Service (USDA)	www.fsis.usda.gov
H	Henneke body condition score for horses	www.uky.edu/Ag/AnimalSciences/pubs/asc145.pdf
HABT	Human / Animal Bond Trust (pet loss support group)	www.humananimalbondtrust.org
HAP	Hunters Assistance Program (CVMA program)	
HCA	Harrison Center for Animals	
HMAH	Harrison Memorial Animal Hospital	www.hmah.org
HSBV	Humane Society of Boulder Valley	www.boulderhumane.org
HSUS	Humane Society of the United States	www.hsus.org
IAP	Incident Action Plan	
ICS	Incident Command System	
IVAPM	International Veterinary Academy of Pain Management	www.ivapm.org
IVNTA	International Veterinary Nurses and Technicians Association	www.ivnta.org
MACC	Multi-Agency Coordination Center	www.dola.colorado.gov/oem/MACC.htm
MDSA	Metro Denver Shelter Alliance	www.saverate.org
MHCD	Mental Health Center of Denver	www.mhcd.org
NACCHO	National Association of City and County Health Officials	www.naccho.org
NAHERC	National Animal Health Emergency Response Corps	www.aphis.usda.gov
NAHMS	National Animal Health Monitoring System	www.aphis.usda.gov/vs/ceah/cahm
NAVC	North American Veterinary Conference (Orlando, FL)	www.tnavc.org
NAVTA	National Association of Veterinary Technicians in America	www.navta.net
NCVEI	National Commission on Veterinary Economic Issues	www.ncvei.org
NCVTSA	National Conference of Veterinary Technician Specialty Academies	www.ncvtsa.org
NEDSS	National Electronic Disease Surveillance System	
NIAA	National Institute for Animal Agriculture	www.animalagriculture.org
NIC	National Incidence Command	
NIMS	National Incident Management System	www.fs.fed.us/fire/operations/niims.shtml
NPIC	National Pesticide Information Center	www.npic.orst.edu
NRP	National Response Plan	

ODP	Office of Domestic Preparedness (branch of US Department of Homeland Security)	www.ojp.usdoj.gov/odp
OEM	Office of Emergency Management	www.dola.state.co.us/oem
OIE	Office International des Epizooties	www.oie.int
PAA	Pets Across America	
PACFA	Pet Animal Care Facilities Act	www.colorado.gov/ag/animals
PAS	Peer Assistance Services	www.peerassist.org
PES	Professional Exam Service, NY (distributes the VTNE)	www.proexam.org
POF	Pet Overpopulation Fund	www.SaveColoradoPets.org
RACE	Registry of Approved Continuing Education (AAVSB)	
SART	State Animal Response Team (Emergency Preparedness)	www.coloradosart.org
SAWA	Society of American Welfare Administrators	www.sawanetwork.org
SNIP	Spay / Neuter Incentive Program (DAVMS program)	
SBVM	State Board of Veterinary Medicine contains practice act – governing body of veterinarians in Colorado	www.dora.state.co.us/veterinarians
SFCP	Scrapie Flock Certification Program	www.aphis.usda.gov/vs/nahps/scrapie
SHSAS	State Homeland Security Assessment and Strategy	www.ojp.usdoj.gov/odp/docs/info75.htm
SOX	Sarbanes Oxley (bill pertaining to non-profits)	www.sarbanes-oxley.com
SVBT	Society of Veterinary Behavior Technicians	www.svbt.org
TIVA	Technician Information Verifying Agency (transfer VTNE)	www.aavsb.org
TMAC	Table Mountain Animal Center	www.tablemountainanimals.org
TNJ	The NAVTA Journal	
TNL	The Next Level (CVMA program)	
UAN	United Animal Nations (emergency response)	www.uan.org
USDA	United States Department of Agriculture	www.usda.gov
USAHA	United States Animal Health Association	www.usaha.org
VCPR	Veterinarian-Client-Patient Relationship	
VECCS	Veterinary Emergency and Critical Care Society	www.veccs.org
VESPA	Veterinary Emergency and Specialty Practice Associations	www.vespassociation.org
VHMA	Veterinary Hospital Managers Association	www.vhma.org
VIN	Veterinary Information Network	www.vin.com
VLI	Veterinary Learning Institute (DAVMS CE Programs)	
VMAT	Veterinary Medical Assistance Team (FEMA)	www.vmat.org
VMRC	Veterinary Medical Reserve Core	www.MedicalReserveCorps.gov
VNN	Veterinary News Network	www.myvnn.com
VOAD	Voluntary Organizations Active in Disaster	
VP3	Veterinary Practice Partner Program (CVMF fund raising campaign)	
VSA	Veterinary Strategic Alliance	
VSPN	Veterinary Support Personnel Network (subsidiary of VIN)	www.vspn.org
VTH	Veterinary Teaching Hospital - CSU (Ft. Collins, CO)	www.cvmbs.colostate.edu/vth
VTS	Veterinary Technician Specialist (overseen by NAVTA)	
VTNE	Veterinary Technician National Exam (overseen by AAVSB)	
WMD	Weapons of Mass Destruction	
WVC	Western Veterinary Conference	www.wvc.org

Find a variety of links at www.vetcontact.com

click on "specialization" (under profession in left column), then click on "North America" at the top of the page

● State Associations

o Emergency Preparedness

CVMF Animal Emergency Management Programs (AEMP):

SART = State Animal Response Team

CART = County/Community Animal Response Team

VMRC = Veterinary Medical Reserve Corps

Contact Information

Colorado Veterinary Medical Foundation Harrison Center for Animals

191 Yuma Street, Denver, CO 80223

Front desk: 303-318-0447; Direct line: 303-539-7633

Fax: 303-318-0450

www.ColoradoSART.org

For more information on all programs: www.cosart.org or 303-318-0447 (toll free 866-854-SART).

Colorado State Animal Response Team (SART)

This program is managed by the Colorado Veterinary Medical Foundation (CVMF). The Colorado SART program serves to build statewide animal and animal agricultural emergency response capacity and in partnership with government agencies and non-governmental organizations.

Established in April 2003 as a national pilot program sponsored by the American Veterinary Medical Foundation and the North Carolina State Animal Response Team. SART is not a government agency, but rather a not-for-profit public-private partnership serving all of Colorado.

SART will not control animal responses during disasters, since control is primarily at the local level. SART will serve as a resource center for County/Community Animal Response Team (CART) programs during emergencies.

The "team" is a combination of:

- *State* agencies that provide support to local communities and other state agencies through the Colorado Emergency Operations Center in Centennial, CO.
- *Local* emergency management and animal/agricultural resources working through County (or Regional) Animal Response Team (CART) programs.
- *Non-governmental organizations* that provide resources, professionals, and volunteers in support of state and local agencies.
- *Volunteers and private sector businesses* who support the program!

The goals of the Colorado SART program are:

1. To facilitate a prompt and effective response to animal emergency issues in Colorado in a manner consistent with the National Incident Management System and the Colorado Emergency Operations Plan.
2. To reduce threats to the health and safety of humans and animals
3. To minimize the economic impact of animal issues during emergencies
4. To maximize resources available for recovery efforts related to animals and animal agriculture

County/Community Animal Response Team (CART)

These are local networks of government, not-for-profit organizations, businesses, livestock producers and individual volunteers. CART will be the core resource for addressing many animal emergency issues in the state of Colorado.

Colorado SART is working with state and national partners to develop and deliver training opportunities at the local level through SART training, training delivered by partner agencies, and to develop packaged training programs that CART programs can deliver within their own community or region.

Colorado Veterinary Medical Reserve Corps (CO VMRC)

This program provides veterinary professionals with the training and credentialing necessary to support animal health and public health emergency responses.

The COVMRC program provides an opportunity for the entire veterinary practice team to participate, including: Veterinarians, Veterinary technicians, Veterinary assistants, office managers and all support staff members, Students in veterinary medical programs, and Retired veterinary professionals

CO VMRC personnel may be deployed one of three general ways:

1. By local emergency management to provide veterinary and public health support in emergency situations.
2. By the State Veterinarian in an animal health emergency or other state-level incident where veterinary personnel are needed.
3. CO VMRC members may also sign up for the National Animal Health Emergency Response Corps for deployment as paid temporary USDA employees during an emergency event in the US or even in support of other nations!

o Metro Denver Shelter Alliance

The Metro Denver Shelter Alliance was formed in 2000 by public and private animal service providers in order to better assist pets and people and to reach a common goal – reducing euthanasia by increasing the number of animals adopted and reunited at shelters throughout the community.

The mission of the Metro Denver Shelter Alliance is to foster collaborative efforts of local animal welfare groups to increase the live release rate of companion animals in our community and promote responsible pet ownership.

The Web site (www.Mdsalliance.org) has a variety of resources including:

- ❖ Pet restrictions: shows county or cites and their individual pet restrictions.
- ❖ Relinquishment
- ❖ Helpful links
- ❖ Map of MSSA members: CACVT's name is on this map.

- ❖ Keeping your pet healthy:
 - Spay and neuter
 - Vaccinations
 - General Health
 - Behavior

o Coalition for Living Safely with Dogs

The Coalition for Living Safely with Dogs is a group of Colorado animal health, care, and control professionals who have come together to offer assistance to municipalities striving to create and enforce good dangerous dog laws. The Coalition also aims to educate owners and the general public on how to live safely with dogs. There are many issues that cause the problem of dangerous dogs and potentially dangerous dogs. A well-planned proactive community approach will result in the best possible solutions to these issues.

Dangerous Dogs: A National Issue with Local Effects

As dogs and other household pets have become interwoven into the fabric of the American family, the number of households owning dogs has increased. Most recent estimates indicate that there are more than 60 million pet dogs in the U.S, more per capita dogs than any other country in the world. With this increase, the potential for dog bites also increases.

In the 1980s the national media profiled a number of dog maulings, some of which involved children who were severely or fatally injured. In response to these attacks, communities in Oregon, New Mexico, Ohio, and Colorado began to ban breeds of dogs that were perceived as dangerous, including Rottweilers, German Shepherds, Chows, and Pit Bull-type dogs. Owners of these types of dogs expressed outrage and challenged the breed bans in court, although most of the bans were upheld as constitutional exercises of police power.

Not all states have followed the same breed-specific legislation trend. Some legislatures and municipalities have prohibited breed-specific laws and have favored more aggressive breed-neutral dangerous dog law. The question about how best to legislate the behavior of dogs and the owners still weighs heavy on the minds of legislatures and city councils across the country. The materials contained in this website are designed to help dog owners, members of the community, public policy makers, teachers, and students who are seeking comprehensive solutions to dangerous dogs.

On their Web site (www.livingsafelywithdogs.org):

- ❖ Coalition Releases Dog-Bite Survey Data: Final Report and Key Findings and Recommended Action Steps
- ❖ Lists current dog laws
- ❖ Dog safety tips
- ❖ Resources
- ❖ Area for the media

● National Associations

o NAVTA

The President shall appoint one person to serve as the National Association of Veterinary Technicians in America (NAVTA) representative. This person shall be the main contact for NAVTA and will supply NAVTA with Association information (e.g., for their quarterly publication). This person will also attend NAVTA functions as deemed appropriate by the Executive Board.

NAVTA Model Practice Act Wording for Veterinary Technicians can be found on their Web site at www.navta.net or contact the CACVT office.

■ Specialties (officially recognized by NAVTA)

AIMVT	Academy of Internal Medicine for Veterinary Technicians Includes small animal, large animal, cardiology,	www.aimvt.com
AVDT	Academy of Veterinary Dental Technicians	www.avdt.us
AVECCT	Academy of Veterinary Emergency & Critical Care	www.avecct.org
AVTA	Academy of Veterinary Technician Anesthetists	www.avta-vts.org
SVBT	Society of Veterinary Behavior Technicians	www.svbt.org

Other potential Groups

AAEVT	American Association of Equine Veterinary Technicians	www.aaevt.org
AZVT	Association of Zoo Veterinary Technicians	www.azvt.org

■ Model for Passing Legislation

When proposing a new piece of legislation or making changes to a current law, there are a series of steps that are taken to increase the chances of success. The following can be used as a model to guide you through those steps. Since the legislative process varies from state to state, use this as a guideline only and make appropriate changes where necessary.

Knowledge about your own state legislative bodies, how they function, who the state legislators are, and how to contact them in an acceptable fashion should be researched before beginning the process. This information can be obtained by calling your state Congressional Office. They should be able to provide you with a list of the legislators by district and county, as well as the appropriate way to contact them. This office should be able to also provide information on the legislative body meeting dates and times. Many states also provide this information on a state government's web site.

General guidelines for developing and introducing a legislative proposal.

Consider the budget, fundraising, and lobbying.

1. Form a task force from members from your organization who are interested in working on the project. The task force must decide exactly what the organization wants their proposal to accomplish. It should be prepared to demonstrate how the new legislation will benefit the profession and the consumer. The proposal must not be an individual crusade, but an objective of the whole organization.

2. The task force writes the proposal and presents it to the organization for their review and feedback. Any changes are forwarded back to the task force.

3. The task force reconvenes to review and discuss the suggested changes and rewrites the proposal. The proposal is now ready to be submitted to a legislator.

4. The task force should identify a legislator who may have either experience or some connection to the proposed legislation. They should be contacted and asked to sponsor the proposal. If the legislator is willing to sponsor the proposal, they will review and rewrite the proposal as needed to meet their guidelines.

5. After rewriting, the legislator returns the proposal back to the task force for review. Modifications to the proposal may now be made and then returned to the legislator.

6. The legislator will now draft and submit the proposal to the Legislative Council. The proposal is now considered a bill and assigned a number. At this point only the legislative body can make amendments.

7. The bill must now be taken before the congress where it will go through the following steps. (Remember, the bill must pass both the House of Representatives and the Senate)

The bill will be subjected to a Committee Hearing in one branch of Congress. In the Committee Hearing, both proponents and opponents testify why the bill should or should not become law.

The Committee will make a recommendation either to:

- pass the bill. The bill will then be sent on through the legislative process.
- defeat the bill. The bill "dies" at this point and no further action takes places.
- amend the bill. The Committee can make amendments to the bill at this time.

If passed or amended, it now goes to the floor for discussion and vote. Again, the Congress can vote to:

- pass the bill with a majority vote. If so it continues through the process.
- defeat the bill, now considered "dead" with no further action taken.

If passed, the bill is sent to the other legislative body where the whole process takes place again.

8. If the bill passes both legislative branches, it is sent to the Governor office. If the Governor signs the bill, it will become a new law.

Note: If the bill is passed in one legislative body, but is amended at the second legislative body's Committee Hearing, and passed on the floor of the second legislative body, the bill is sent before the Legislative Conference Committee. The Legislative Conference Committee's responsibility is to decide if the amended bill is acceptable to both legislative branches. If not, the bill "dies," but if acceptable, is forwarded to the Governor.

Words of caution/helpful hints

1. Choose the state legislators cautiously who will introduce the bill. The individuals should understand and truly support and believe in your proposal. Consider choosing someone from the Majority Party (typically Republican).

2. Try to gain support from at least one legislator from the Senate and one from the House of Representatives (preferably from the same party).

3. It will be advantageous to identify a legislator from one's own district to sponsor the bill, because your vote in the upcoming election is important to them.

4. Write to the state's Legislative Council to request a copy of their rules for proposal submissions. This set of rules will state how many sponsors a particular bill can have, the deadline for submission, etc.

5. Submit your proposal early enough in the legislative session so it can be rewritten before submission to the Legislative Council.

6. Legislators have a great number of bills to vote on each session. Make every effort to meet with your legislator(s) by contacting the State Congressional Office and ask to be put on the legislator's schedule concerning the proposal. The bill

will have a greater chance of success if a meeting can be arranged to explain the cause, purpose, and background of the proposal.

7. Keep track on the progress of the bill (possibly identifying 3-4 participants that can attend meetings at the Capitol). When the bill makes it through the Committee Hearings, but before it reaches the floor to be voted on, members of the organization must contact their legislators soliciting their support. Write a letter, call them on the telephone, or e-mail them. The more legislators hear from the constituents, the more attention they pay to a new bill proposal. Encourage others who will be directly affected by the legislation to contact the legislators also. These may include pet owners, local animal support organizations, veterinary technician students, veterinarians etc.

As more states begin to look at changes to their veterinary practice act related to veterinary technicians, NAVTA hopes this guideline will aid those involved in the legislative process.

o VHMA

Colorado has a group of practice managers and interested individuals who meet on a monthly basis. While not an official chapter of VHMA, they do serve as a support group for people in the Denver Metro area. They generally meet at the CVMA-Harrison Center for Animals.

■ Specialty

CVPM

Certified Veterinary Practice Manager

www.vhma.org (click on “certification”)

o AVMA

■ Career & School Information

go to www.avma.org

❖ In green column under "Education," click on “Accreditation”

❖ Look for appropriate category in left hand column

- About Accreditation
- Veterinary Technology Programs
- Distance Learning Programs
- Accreditation of Veterinary Technology Programs - Committee on Veterinary Technician Education and Activities (CVTEA)
- Professional Resources

■ A Career in Veterinary Technology

go to www.avma.org

❖ In yellow column under "Careers," click on “A Career in Veterinary Technology”

❖ Look for appropriate category

- Your Career in Veterinary Technology
- Duties and Responsibilities
- Career Opportunities
- Education Required
- Salary
- Professional Regulations
- Veterinary Technician Specialties
- Veterinary Technician Associations

● Additional Information

o Qualities of Volunteers

1. Dedicate yourself to continual self-improvement.
2. Read and understand your job description.
3. Ask questions if you are not sure.
4. Ask for help when needed.
5. Treat everyone with respect.
6. Use good mannerisms and common courtesy at all times.
7. Dress and act professionally at all times.
8. Inform management of any problems that occur.
9. Offer constructive criticism for improvement.
10. Ask for more responsibility as you master your position.
11. Remember you must be the member's advocate.
12. Enjoy coming to every meeting – if you can't, don't come.
13. If you are having a bad day, fake it!

o Characteristics of Exceptional Employees

How Do You Rate?

1. Good attitude most of the time and enthusiastic about the association.
2. Leaves personal problems at home most of the time.
3. Considerate of other members, pitches in to help wherever needed.
4. Considerate of the feelings and rights of others.
5. Communicates well with others.
6. Is a good "team person" most of the time.
7. Rarely exhibits poor appearance or offensive habits.
8. Pressure or tension does not hinder performance.
9. Rarely absent from meetings/events.
10. Rarely late to functions.
11. Uses good judgment when solving a problem.
12. Is consistent in his/her attitudes.
13. Concentrates on what he/she is doing.
14. Always greets individuals with a smile.
15. Always makes another feel important.
16. Smiles most of the time, even when talking on the phone.
17. Always shows the "we care" attitude.
18. Communicates well with others.
19. Has good telephone skills. Answers phone properly, politely, speaks slowly, uses "hold" button properly, and gets correct messages.
20. Does not make excessive number of mistakes.
21. A fast, yet effective, worker.
22. Can take orders and carry out properly.
23. Finishes what is started. Adjusts easily to different work conditions and environments.
24. Takes pride in his/her work.
25. Often suggest beneficial changes and profit/cost improvements.
26. Cleans up after themselves. Seldom leaves a mess.
27. Always maintains a professional image.
28. Does not talk too loud or use abrasive language.
29. Highly organized and efficient.

o Complaint Procedure

Complaints will not go away – they must be dealt with.

Basic Assumptions about Complaints:

1. Complaints are good – they give you the opportunity to improve.
2. Clients/members who complain usually want to remain your client/member.
3. Clients/members are giving you another opportunity to make it right.
4. Clients/members want to be “fair” if they are treated “fairly.”
5. It is easier for clients/members to stay with you than to take chances on being happy elsewhere.

Anger Management Thoughts:

1. You cannot maintain anger at someone who agrees with you.
2. It is no fun fighting with someone who won't fight back.
3. Being wrong is not necessarily malpractice.
4. Members/clients calm down if they feel you are looking after their best interest.

Complaint Procedure:

1. Listen
 - a. Stop what you are doing – give the person your undivided attention.
 - b. Maintain eye contact. If on the phone, make appropriate remarks of acknowledgment and understanding.
 - c. Allow for complete problems to be voiced without interrupting and starting counter-arguments.
 - d. Accept and acknowledge the person's feelings without indicating fault.
2. Empathize
 - a. Put yourself in the person's place.
 - b. Stay calm.
 - c. Offer a statement of empathy (e.g., “I'm sorry that...” or “I understand that...”)
3. Inquire
 - a. Gain as much information as you can concerning the problem to assist your decision for the best route to handle the complaint.
 - b. Don't assume anything.
4. Act
 - a. Explain suggested solutions concerning the things you can do.
 - b. Get the person's approval on the recommended action.
 - c. Do something extra.
5. Conclude
 - a. Thank the person.
 - b. Ask if you can help him/her with anything else.
 - c. Follow up with feedback to the person as needed.

o Human Relations

- ❖ The six most important words: I admit that I was wrong.
- ❖ The five most important words: You did a great job.
- ❖ The four most important words: What do you think?
- ❖ The three most important words: Could you please...?
- ❖ The two most important words: Thank you!
- ❖ The one most important word: We.

No matter how hard we strive for consistent quality and excellence, “stuff” happens! Mistakes are made, things fall through the cracks, and people are disappointed. When errors, whether by commission or omission, occur, it is important to acknowledge them and not to be defensive about them.

Even when we try to do the best we can to satisfy a client, some refuse to be satisfied. Then it is especially important to listen to what the client is really saying. Ask what the client would have you to do to improve or to make things right.

While you may not be able to satisfy all of the people all of the time, “you can catch more flies with honey than you can with vinegar.” Furthermore, if you really work on “delighting” your internal clients, it will have a wonderful snowball effect on your external clients.

Positive attitudes are infectious, creating an atmosphere in which everyone does better work and provides better service.

● Articles

o The Hidden Qualities Of Great Leaders

What are the qualities of truly great leaders? Not the ones you think.

From: Issue 76 | November 2003, Page 135 **By:** James Champy [(james.champy@ps.net), chairman of Perot Systems' consulting practice, is the author of *X-Engineering the Corporation* (Warner Books, 2002).]
<http://www.fastcompany.com/magazine/76/jchampy.html> original link thru ASAE

It's been said that hard times create the best leaders. I'm not so sure. The inexperienced leader certainly develops new skills when business is in the dumps, the company is in crisis, or shareholders want more earnings and maybe a few heads. But hard times don't really forge great leaders. Rather, in hard times, the hidden qualities of great leaders just show up.

There are more books on the shelves that try to explain the source of greatness than any manager could possibly read or rationalize into a single theory for personal growth and development. I've contributed to this excess myself with a book called *The Arc of Ambition: Defining the Leadership Journey* (Perseus, 2001). I'm still convinced that a manager's personal ambition is critical to his or her success, but it's not the sole route to greatness.

Some traits, of course, are obvious: vision, passion, discipline, and persistence. But I have been both amused and distressed over the past two years observing and advising managers who exhibit these bravado traits, because they don't always work in hard times.

The vision thing seems hollow when business is stuck in a two-year slump. The troops get tired of hearing the same thing without a recovery in sight. You can have passion for an idea or a product, but that passion isn't worth very much if your competitors have a better idea or product. And these days, discipline seems to be a euphemism for cost reduction. Only persistence may have value in difficult times.

But there are a few other qualities that inspire people, get a company through challenges, and return it to a path of growth. These qualities lead to sustained greatness, not just a flash during good times. They are often hidden, not touted. I see them only in the very best leaders.

Managing must, of course, begin with an objective. But understanding where you're going should quickly be followed by empathy, an attribute that is both a hard and soft quality. Understanding what your people, your customers, your suppliers--and even your competitors--are going through is critical to making intelligent decisions when business conditions are difficult. The caring part of empathy, especially for the people with whom you work, is what inspires people to stay with a leader when the going gets rough. The mere fact that someone cares is more often than not rewarded with loyalty.

Next to empathy lies the willingness to understand your personal responsibility for what trouble you and your company are in. I once saw a manager who periodically let his company fall into chaos just so that he could exercise his brilliance in cleaning up the mess.

Many managers are also prepared to blame their business conditions on others, or in times like this, the economy. They sit still, waiting for things to improve. Great leaders are quietly introspective, always asking whether they are a cause of the organization's problems or whether they are doing what needs to be done.

To take decisive action, great managers are always searching for the truth. They look for ideas in strange places and encourage debate in search of the right decision. They also recognize the obvious: When a meeting room is quiet, no one is saying what they think. The Austrian philosopher Karl Popper demonstrated this searching quality when he said to his students, "I may be wrong and you may be right, and by an effort, we may get nearer to the truth."

The willingness to be so open requires the strength to make yourself vulnerable. It also requires a great leader to encourage people to speak truth to power.

Too philosophical, you say. Don't hard times call for hard heads and hard decisions? Well, who would you follow into battle: the manager who spouts the vision thing, reads from the company's press releases, and feigns passion as the ship is sinking? Or the manager--a smart one, of course--who displays empathy, understands how his behavior affects success or failure, and is open to discovering the truth? The latter hidden qualities are those that lead to sustained greatness.

In that case, I think of Jim Burke, the former chairman of Johnson & Johnson who managed his company through the Tylenol crisis. I also think back to Harry Truman, who went from managing a haberdashery to managing the country--searching for the truth and telling it as he saw it. No pollsters or PR folks told Harry what to say.

It's time for greatness to show up again.

o Articles from *Executive Leadership*, National Institute of Business Management

www.nibm.net; 800-543-2055; 1750 Old Meadow Road. McLean, VA 22102-4315

■ 8 keys to leadership greatness

To reach your full potential as a leader, apply these eight laws identified by retired Air Force Reserve Maj. Gen. William A. Cohen, now a professor of leadership at California State University:

1. Maintain absolute integrity. When Leonard Roberts became CEO of Arby's, the fast-food chain was struggling. He turned it around by promising more service, support and money to his franchisees. When Arby's owner disagreed and refused to pay staff bonuses, Roberts resigned from the board in protest and was eventually fired. He survived that firing—and a subsequent firing as CEO of Shoney's for a similar stand-to take the reins of Tandy Corp., largely because of his renown in the franchise world. "You cannot maintain your integrity 90 percent and be a leader," Roberts says. "It's got to be 100 percent."

2. Know your stuff. Not yet 30 by the time he directed "Jaws," Steven Spielberg already was a self-made man. Rejected twice by the University of Southern California's film school, Spielberg simply took over an abandoned trailer at Universal Studios, started making contacts and cranked out a short film. The studio president signed him to a seven-year contract because Spielberg proved that he knew his stuff.

3. Declare your vision. In fewer than 25 words, can you recite to yourself how your organization makes money and where you plan to be in five years? "Most companies fail in their growth because they don't have a vision," says former Southwest Airlines CEO Howard Putnam. "When you have a vision and someone comes to you with some convoluted idea, you can hold it up to the vision and ask, 'Does it fit? Does it fly? If not, don't bother me.'"

4. Show uncommon commitment. Dell Computer Corp. rose from nowhere to No. 1 in six months because of Michael Dell's commitment to speed. He also saved money through assembly and distribution deals that saved even more time. Is Michael Dell uncommonly focused on faster, smarter, better? Says former Intel CEO Andrew Grove: "I have bruises on my back from Mr. [Dell] when we can't keep up with them."

5. Expect positive results. Start by turning disadvantages into advantages. In the early 1900s, steel magnate Andrew Carnegie commissioned a reporter named Napoleon Hill to research success. One of Hill's discoveries: Hidden within every disadvantage or obstacle lay an equally powerful opportunity. Successful leaders look for those opportunities.

6. Take care of your people. Mark Peters worked as director of operations at a Florida fire alarm company. Peters oversaw five managers, four of whom held college degrees. The one who didn't, Irv, became Peters' go-to man, but he earned far less than the other four because of the company's bias toward degreed employees. Peters wound up pleading Irv's case to the company president. And ultimately, he won both the raise and Irv's loyalty.

7. Put duty before self. Homer Laughlin China Co. survived the Great Depression but, by the late 1970s, cheap imports almost did it in. Laughlin's owners were well-positioned to call it quits, but they knew that liquidating the firm would destroy their community. So they stuck it out for the good of their fourth- and fifth-generation workers. They invested in a new kiln and revived an old design called Fiesta. Bloomingdale's launched the revived brand, and Homer Laughlin is now the largest U.S. pottery company.

8. Stand out in front. When Peter Ueberroth agreed to run the 1984 Olympic Games in Los Angeles, he promised they'd make \$15 million in profit. That seemed impossible. Ueberroth plunged in and personally negotiated sponsorship contracts worth millions. During the Games, Ueberroth led the way by wearing the uniform of a different Olympic worker each day. By the time the Games ended, they'd made \$215 million in profit.

■ Why the best leaders take action first and ask questions later

Aspiring leaders often assume that their role models are successful because they make careful decisions. The truth is a little more complex. While it is true that executives who act impulsively—without considering available intelligence—risk making huge mistakes, it is also true that highly effective leaders believe quick action is the key to success.

Here's why:

There is no answer book. Today's leaders face an extremely fluid marketplace. Instead of poring over old data in an effort to thoroughly understand a new challenge, leaders are better served by taking small steps to "test" their gut feelings—then refining their direction as results begin coming in.

Timing is everything. In this Internet-savvy world, your competitors can figure out your business development plan almost as soon as you do. "Implementing the second-best idea *now* is a better strategy than doing the best idea a week from now. It's a bigger risk to delay making decisions than to make marginal ones," warned Stanford professor Charles O'Reilly in an issue of *Entrepreneur*.

Winning is a numbers game. Successful salespeople believe every "No" they get brings them one step closer to hearing "Yes." Great leaders make decisions with a similar mindset. When a problem is particularly complex or novel, they act swiftly and move on to the next opportunity.

■ Profiles in Leadership ---George Washington, builder of business

Not too many people think of George Washington as a business leader.

In truth, the father of our country strove to make his Virginia home, Mount Vernon, the most modern, diversified, efficient and profitable plantation possible. He not only ramped up his annual grain production from 257 bushels to 6,241 in just five years, but he also built entirely new enterprises, including fisheries and a distillery.

He did it through leadership encapsulated in these elements:

Expertise. Washington kept abreast of the latest theories and techniques to improve efficiency. The automated milling machinery he installed in 1791 reduced the labor requirement from five men to three. People today who suggest that leaders don't need a thorough grounding in their subjects are simply wrong.

Innovation. The two-story, round threshing barn Washington designed was the first of its kind in 1795. Imagining an opportunity to ship salted fish out to the booming West Indies, Washington set up three fisheries. During the busy spring planting, when he needed all hands in the fields, he leased the fisheries to tenants. The fisheries marked his first success at large-scale commercialization.

Experimentation. Washington bought and tested the latest tools and equipment, making his own modifications. He tried new farming practices such as crop rotation and composting. He cross-bred donkeys with horses to produce mules because tests had convinced him that mules showed more endurance and required less food than workhorses.

Trust. The general both trusted and was trusted. Not even a month after Washington had hired James Anderson to take over the huge estate's day-to-day operations, Anderson proposed establishing a distillery. Washington feared that the business would attract unsavory characters and proposed locating the operation near the mansion, where he could keep an eye on things. But Anderson persuaded his boss to put the distillery near the gristmill and river for efficient processing and shipping.

Calculated risk. The distillery succeeded immediately. In fact, its expansion-based on Anderson's recommendations-grew the business so quickly that Washington ran into a cash-flow problem. With five stills running full time at eight times the rate of the two-still operation, Washington quickly consumed his own corn, and he had to buy it elsewhere, depleting cash. Washington turned to barter and to wider markets, eventually shipping spirits to as many as 270 clients. And, unlike farming, the expanded distillery stayed in production year-round.

- Adapted from "George Washington: Patriot, President, Planter and Purveyor of Distilled Spirits," Philip Brandt George. *American History*.

■ Tackle change in 30-day bursts

Three of every four change initiatives don't produce the desired results. *The main reason:* Change projects lack the urgency of "real work," and managers let them slide.

So, to persuade your team to take change efforts seriously, put members on a 30-day strategic-planning cycle:

1. Meet with your team monthly to pinpoint the most important actions needed to implement the change.
2. Make someone responsible for each action by a certain date. While some actions will take only a few days and others will take longer than 30 days, the idea is to monitor each step's completion.
3. Check your progress every 30 days, building a new plan for the next 30 days.

Warning: Once you impose those deadlines, some people will commit only to what they're absolutely convinced they can do. It's your job to make them stretch themselves by not lowering your sights.

- Adapted from "*Making Sense of Strategy*," Tony Manning. AMACOM.

o Why Etiquette Matters

June 1, 2007

From: Plan Your Meetings Magazine; www.planyourmeetings.com/feature/2007/06/01/why-etiquette-matters

By Kristi Casey Sanders

Every time you meet someone, you are an ambassador for your company. Meetings and events puts planners front and center and in a business that's built on relationships, business etiquette and good old-fashioned manners play an important role. Here are some important things to keep in mind:

You're never fully dressed without a smile.

Don't contribute to a toxic workplace. The simple act of smiling has proven benefits: It lowers your blood pressure, reduces stress, releases endorphins, boosts your immune system and makes you seem more attractive, younger, confident and successful. No wonder smiling is contagious. Try smiling while recording your outgoing voice message or speaking on the phone; it improves your articulation and adds a pleasant note to what you're saying.

Pay attention.

Of course you're an expert multi-tasker; you're a meeting planner. But make sure the people you are speaking with know you care about what they are saying. Turn off phones and Blackberries during meetings. When you're speaking with someone on the phone, don't distract them with the sound of you catching up on e-mails, eating lunch or driving at the same time. Give them your full attention.

Don't depend on digital media to get your message across.

According to a study released by the Journal of Personality and Social Psychology, there's a 50 percent chance that each e-mail you send will be misinterpreted. Do yourself, your vendors and clients a favor and call if you have important matters to discuss.

Time is money.

Don't make people wait for you. If an appointment or a phone call is important to you, your company and your client, be on time. Similarly, respect your attendees' time and make sure programs start on time.

Honesty is the best policy.

Know your budget and your event specifications before contacting a vendor or sending out an RFP. Don't contact vendors you know your budget can't accommodate. Don't string people along if your group cannot use their services. Be honest about how the facility or vendor can improve and earn your business; you may need to use them next time.

Playing hardball is a bad way to make friends.

Negotiations are an art form, and honey will get you farther than vinegar. You don't want to use a vendor that undercuts safety or service to deliver a lowball figure, so make sure that the price you agree on is what your client needs, and what the provider needs to do their best work.

Don't be greedy.

When you are the guest on a site visit, a FAM tour or another event, you are there to network, to research and to do business. Don't expect gifts just for showing up, don't demand extra gift bags to take home to friends, and don't overindulge in alcohol. Conduct yourself with respect for yourself, your peers and your hosts.

Do unto others ...

Return phone calls. Don't take out your bad mood on other people. Treat everyone you know with respect. Don't expect to get something for nothing. Let people know when they've done a good job. Be supportive. Don't get stuck obsessing about a problem: Work to find solutions with your partners. Send thank-you notes. Tip for good service. Keep in touch with people you like working with; in this industry you never know where they're going to end up.

o Seven Steps to Successful Project Management

SkillPath Seminars Newsletter June 2009: www.skillpath.com

SkillPath Seminars • 6900 Squibb Road • Mission, KS 66202 • 1-800-873-7545

Anyone can become a master project manager, no matter the size or scope of the task at hand. Follow these seven vital steps to help ensure smooth sailing and successful project completion:

1. **Set a goal:** While this will definitely take time and energy since it requires exceptional communication and project clarity, your project won't be successful without setting a goal
2. **Determine the project objectives:** Unclear objectives will cause confusion, frustration, anger, repetition of work, and a missed deadline while you figure out just what the project was really supposed to accomplish
3. **Establish checkpoints:** Checkpoints let you know where you are in the process and if you are ahead or behind
4. **Keep all team members informed:** Team members will not be happy to find out that they wasted three hours on a task that you forgot to tell them was no longer needed. Communicate, communicate, communicate and then communicate again.
5. **Empower yourself and project team members:** Many project leaders find it difficult to give team members the true power they need to succeed on the project. Total control will likely lead to total failure. Remember to trust your team members, and empower them to carry out the task you have assigned.
6. **Encourage creativity:** Team members can be an excellent source of ideas since they each bring their own unique experiences to the table. Don't hesitate to rely on them for successful problem solving. You may be pleasantly surprised at their inspiration.
7. **Reinforce the commitment and excitement of team members:** When team members feel empowered and have a sense of project ownership, they will be willing to "go the extra mile" for the project--and you. Excited and committed team members will pay huge dividends to you as the project leader, the project and your company.