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EDUCATION:

Ph.D., Public Policy and Administration, 1987
Virginia Commonwealth University, Richmond, Virginia

Master of Public Administration, 1980
Virginia Commonwealth University, Richmond, Virginia

Bachelor of Music, 1973
East Carolina University, Greenville, North Carolina

ACADEMIC TEACHING EXPERIENCE:

East Carolina University, Greenville, North Carolina, 1992 to present. Professor promoted from associate professor, assistant professor, instructor, visiting assistant professor. Responsibilities include teaching, research, and service. Responsibility for instruction and grading of undergraduate courses in women in politics, women and public policy, American politics through music, public personnel management, American national government, and behavioral methodology; and master level courses in quantitative methods, politics and management in government, human resource management in public agencies, productivity in the public sector, contemporary problems in public personnel administration, organization theory, and women, public policy and administration.

Virginia Commonwealth University, Richmond, Virginia, 1988 to 1991. Part-time faculty. Responsibilities include development, instruction, and grading of master and doctoral level courses in policy analysis, and master level courses in evaluation research, executive leadership, and decision making.

PROFESSIONAL TEACHING EXPERIENCE:

Internal Revenue Service, various cities, 1974 to 1994. Instructed and facilitated 50 training classes and seminars ranging in length from one day to five weeks. Topics covered include management skills for entry-, mid-, top-, and executive-level managers, basic tax law, instructing techniques, writing skills, equal employment opportunity, career development, stress management, Myers-Briggs Type Indicator, customer service, and team building.

PUBLICATIONS:

Books:

Women, Men, and Human Capital Development in the Public Sector: Return on Investments, Lanham: Lexington Books Rowman and Littlefield Publishers, Inc. (2009).

Women, Power, and Political Change, Lanham: Lexington Books Rowman and Littlefield Publishers, Inc. (2007).

Journal articles:

"The Employer's Advantage in Sexual Harassment Cases: How the Courts Have Discouraged the Victim's of Sexual Harassment," *Review of Public Personnel Administration*, 24(1) (March 2004): 41-69.

"Performance Management Systems, Productivity, and Motivation: A Case Study," *Public Personnel Management*, 31(2) (Summer 2002): 141-159.

"Veterans' Preference, Women, and Career Advancement in the Federal Civil Service," *American Review of Public Administration*, 31(3) (September 2001): 313-339.

"Challenges and Opportunities for Women to Advance in the Federal Civil Service: Veterans' Preference and Promotions," *Public Administration Review*, 59(6) (November/December 1999): 523-534.

"Changing Racial Attitudes in Eastern North Carolina," (principal investigator with Thomas F. Eamon and Carl McCurley), *Southeastern Political Review*, 27 (2) (June 1999): 365-394.

"Gender and the Federal Senior Executive Service: Where is the Glass Ceiling?" *Public Personnel Management*, 26 (4) (Winter 1997): 545-558.

"Total Quality Management Development in Public Agencies Using the Myers-Briggs Type Indicator and The Adjective Check List: A Retrospective Case Study in the IRS," *Review of Public Personnel Administration*, 16 (4) (Fall 1996): 79-96.

"Measuring Productivity in Federal Agencies: Does TQM Make a Difference?" *American Review of Public Administration* 26 (March 1996): 19-39.

"Old Wine in New Bottles Tastes Better: Case Study of TQM Implementation in the IRS," *Public Administration Review*, 55(2) (March/April 1995): 147-158.

"Progress on the Journey to Total Quality Management: Using the Myers-Briggs Type Indicator and The Adjective Check List in Management Development," *Public Personnel Management*, 24(3) (Fall 1995): 365-397.

"Developing an Evaluation Design." *Employee Assistance* 4(6) (January 1992): 40-50.

"Difficulties, Assumptions, and Choices in Evaluating Employee Assistance Programs." *Review of Public Personnel Administration* 12(1) (September-December 1991): 70-80.

Book chapters:

"Disabled or Not Disabled: How Does the ADA Affect Employment Policies?" *Public Personnel Administration: Problems and Prospects*. 4th ed. Edited by Steven W. Hays and Richard C. Kearney. Englewood Cliffs, New Jersey: Prentice Hall, 2002.

Encyclopedia articles:

"Employee Assistance Programs," for *International Encyclopedia of Public Policy and Administration* (Vol. 2). New York: Henry Holt & Company, Inc., 1998: 753-756.

"Career Counseling," for *International Encyclopedia of Public Policy and Administration* (Vol. 1). New York: Henry Holt & Company, Inc., 1998: 340-342.

"Stress," for *International Encyclopedia of Public Policy and Administration* (Vol. 4). New York: Henry Holt & Company, Inc., 1998: 2178-2180.

"Alcoholism," for *International Encyclopedia of Public Policy and Administration* (Vol. 1). New York: Henry Holt & Company, Inc., 1998: 101-103.

Book review:

Supervision as Collaboration in the Human Services: Building a Learning Culture, by Michael J. Austin and K. M. Hopkins, Eds. *American Review of Public Administration*, vol. 38, no. 3 (September 2008) 380-382.

Review of Job Feedback: Giving, Seeking, and Using Feedback for Performance Improvement, by Manuel London. *Review of Public Personnel Administration*, vol. xx, no. 1 (Winter 2000): 68-72.

Proceedings:

"Changeable as Weather? Elected and Appointed Officials in Local Government," in *Proceedings of the Annual Meeting of the Midwest Political Science Association*, April 5, 2008.

City and County Managers: Professionalism, Election Systems, Relationships with Elected Officials, and Job Security," in *Proceedings of the Annual Meeting of the Midwest Political Science Association*, April 17, 2004.

"Women and Government: The Change Agents," in *PROceedings of the Ninety-Fifth Annual Meeting of the American Political Science Association*, September 2, 1999, Atlanta, Georgia.

"The Myers-Briggs Type Indicator, The Adjective Check List, and Federal Management Development: A Case Study in the Internal Revenue Service," in *Proceedings of the Leadership and the Myers-Briggs Type Indicator Second International Research Conference*, April 2, 1997, Washington, D. C.: 109-122.

OTHER RESEARCH ACTIVITY:

"City Managers' Tenure in Office: Changeable as the Weather?" Manuscript under review by *Review of Public Personnel Administration*.

"Female Presidential Candidates, Ideology, and Feminism: What's Gender got to do with it?" Manuscript under review by *Gender Issues*.

PRESENTATIONS:

Academic Conferences:

"Female and Male Veterans and Nonveterans: What's the Latest on their Career Advancement in the Federal Civil Service?" To Midwest Political Science Association Annual Meeting, Chicago, Illinois, April 3, 2009.

Men, Women, and Human Capital Development in the Internal Revenue Service: What's the Difference?

To the Annual Meeting of the American Society for Public Administration, Miami, Florida, March 22, 2009.

“Men, Women, and Organization Development: Return on Human Capital Investment,” to Southeastern Conference for Public Administration Annual Meeting in Orlando, Florida, September 26, 2008.

“Changeable as Weather? Elected and Appointed Officials in Local Government,” to Midwest Political Science Association Annual Meeting, Chicago, Illinois, April 5, 2008.

“Return on Human Capital Investment: Men, Women, and Organization Development in the Internal Revenue Service,” to Midwest Political Science Association Annual Meeting, Chicago, Illinois, April 13, 2007.

“Disfranchised Women versus Contemporary Feminist Policy Entrepreneurs: Political Agendas, Families, and Gender,” to Midwest Political Science Association Annual Meeting, Chicago, Illinois, April 13, 2007.

“Career Advancement of a Diverse Workforce: Men, Women, and Organization Development in the Internal Revenue Service,” to the American Society for Public Administration Annual Meeting, Washington, D. C., March 26, 2007.

“Barriers and Facilitators to the Advancement of Women in Public Service: What Every Mentor's Protégé Should Know,” to the Oxford Round Table, Oxford, England, August 12, 2004.

“City and County Managers: Professionalism, Election Systems, Relationships with Elected Officials, and Job Security,” to the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 17, 2004.

“The Employer's Advantage in Sexual Harassment Cases: How the Courts have Discouraged Victims of Sexual Harassment,” to the Annual Meeting of the Southeastern Conference of Public Administration, Columbia, South Carolina, October 2 to 5, 2002.

"Women and Government: The Change Agents," to the 72nd Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 8 to 11, 2000.

"Application of New Technology: Jenzabar and Blackboard," to the 72nd Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 8 to 11, 2000.

“Improving Teaching with Technology: Jenzabar.com and Women and Public Policy,” to the Annual Meeting of the North Carolina Political Science Association, Greensboro, North Carolina, April 1, 2000.

“Veterans' Preference, Women, and Career Advancement in the Federal Civil Service,” to the Annual Meeting of the Southern Political Science Association, Savannah, Georgia, November 4, 1999.

“Women and Government: The Change Agents,” to the Ninety-Fifth Annual Meeting of the American Political Science Association, Atlanta, Georgia, September 2, 1999.

"Case Study of a Performance Management System: One Organization's Attempt to Improve Productivity and Motivation," a paper prepared for the Annual Meeting of SECOPA, January 21, 1999.

"Changing Racial Attitudes in Eastern North Carolina: How, When--or Is It Possible?" (principal

investigator with Thomas F. Eamon and Carl McCurley), to the 55th Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 10, 1997.

"The Myers-Briggs Type Indicator, The Adjective Check List, and Federal Management Development: A Case Study in the Internal Revenue Service," to the Leadership and the Myers-Briggs Type Indicator Second International Research Conference, April 2, 1997, Washington, D. C.

"Analysis of the Professional Paper as a Capstone Experience in East Carolina University's Master of Public Administration Program," paper for presentation at the Twentieth National Conference on Teaching Public Administration, March 6, 1997, Richmond, Virginia.

"Productivity and TQM: Comparing the Public and the Private Sectors," to the Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 8, 1996.

"Media Effects on Racial Attitudes in Eastern North Carolina," (principal investigator with Thomas F. Eamon and Carl McCurley), to the 54th Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 18, 1996.

"Gender and Career Success: An Analysis of Federal Senior Executive Service Members' Careers," to the Annual Meeting of the Southern Political Science Association, Tampa, Florida, November 3, 1995.

"Measuring Productivity in Federal Agencies: Does TQM Make a Difference?" Paper presented to the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 6, 1995.

"Barriers and Facilitators to Career Advancement of Women in Public Administration," to the Southeastern Conference for Public Administration and Region VI Conference, Lexington, Kentucky, October 6, 1994.

"Public Administration and Total Quality Management: Old Wine in New Bottles," to the Region IV Conference of the American Society for Public Administration, Richmond, Virginia, October 1, 1993, and the Annual Meeting of the Southern Political Science Association, Savannah, Georgia, November 6, 1993.

"Developing Quality Leadership: Preparing to Meet and to Match Organizations' and Employees' Needs for Effective Leadership Skills," to Southern Political Science Association Conference, Atlanta, Georgia, November 6, 1992.

ASSOCIATION MEMBERSHIPS:

American Society for Public Administration, 1977 to present.

American Political Science Association, 1992 to present.

Midwest Political Science Association, 1995 to present.

Southern Political Science Association, 1993, 1995 to present.

International Public Management Association—Human Resources, 1995 to present.

APPLIED RESEARCH EXPERIENCE:

Colonial Services Board Community Coalition, Williamsburg, Virginia, 1989 to 1990. Conducted needs assessment under a Federally funded grant administered by the Virginia Department of Mental Health, Mental Retardation, and Substance Abuse Services, to develop a plan for adolescent pregnancy prevention.

Internal Revenue Service, Richmond, Virginia, 1992. Conducted survey research to analyze the quality of service that resources management division provided customers. Designed and administered survey, analyzed results, and submitted research report with recommendations.

Internal Revenue Service, Richmond, Virginia, 1992. Conducted focus group interviews to evaluate training for quality improvement process diagnostic technicians. Developed focus group interview questions, conducted interviews, analyzed results, and submitted research report with recommendations.

Internal Revenue Service, Richmond, Virginia, 1992. Analyzed the unpaid leave charged to Richmond District employees to determine whether minority employees received disparate treatment. Analyzed data related to unpaid leave, race national origin of employees, and disciplinary actions. Submitted research report with recommendations.

AWARDS AND DISTINCTIONS:

Grants:

Ford Foundation, for research related to Rowman & Littlefield Lexington Books contract for monograph titled *Human Capital Investments: Men, Women, and Organization Development*, \$10,000, funding denied, 2008.

IBM Center for The Business of Government, for research related to Rowman & Littlefield Lexington Books contract for monograph titled *Human Capital Investments: Men, Women, and Organization Development*, \$20,000, funding denied, 2008.

East Carolina University Faculty Research and Development Committee, Department of Political Science, for research related to Rowman & Littlefield Lexington Books contract for monograph titled *Human Capital Investments: Men, Women, and Organization Development*, \$5722 stipend and \$1,256 data set, Summer 2008.

East Carolina University Faculty Research and Development Committee, Department of Political Science, for research related to the gender based wage gap, organization development, and the Internal Revenue Service, \$5419 stipend and \$1,256 data set, Summer 2007.

East Carolina University Curriculum Committee award to develop an experimental course, Politics and Music, \$2,000, Spring Semester 2006.

American Association of University Women, Amount to be determined, Return on Human Capital Investment: What Every Mentor's Protégé Should Know, American Association of University Women's Scholar-in-Residence Award Letter of Intent, denied, 2004.

Thomas W. Rivers Endowment Fund to travel to Oxford University, Oxford, England to present a paper and collect data from the Bodleian Library at Oxford University. Project title: Barriers and Facilitators to the Advancement of Women in Public Service: What Every Mentor's Protégé Should Know. \$750, application denied because Rivers funds are not available 2004.

Title IX Implementation in American Colleges and Universities: Do Sexual Harassment Victims Find Justice in Institutions and Courts? Source: Proposed to the American Association of University Women in 2003-2004. \$34,300 from the American Association of University Women for a research project, denied.

Title IX Implementation in American Colleges and Universities: Do Sexual Harassment Victims find Justice in Institutions and Courts? Source: Proposed to the American Association of University Women in 2002-2003. \$54,797 Requested. In support of research to develop a scholarly monograph. This research would also support my teaching (secondary), denied.

Roosevelt Library, 511 Old Albany Post Road, Hyde Park, NY Amount: \$2,500. Title: Grants-in-Aid, Franklin D. Roosevelt Library. In support of research for scholarly monograph: *C'est la Guerre: Women as Policy Entrepreneurs*. Support: Primarily, support of research. Secondary, support of teaching. 2001-2002, denied.

College of Arts and Sciences, research grant, to complete a scholarly monograph: *Women as Policy Entrepreneurs: C'est la Guerre*, \$8,000, East Carolina University, Greenville, North Carolina, Summer 2002.

Research Travel Award, to travel to Seneca Falls, New York, in March 1999, to begin a scholarly monograph on women in government, \$300, East Carolina University, Greenville, North Carolina.

Vice Chancellor for Research and Graduate Studies, Research/Creative Activity Grant, to begin a scholarly monograph: *Women in Government: Women and Change*, \$8256, East Carolina University, Greenville, North Carolina, May 1999.

College of Arts and Sciences Noncontinuing Academic Enhancement Funds, for data from the Federal Government's Central Personnel Data File, \$2,099, East Carolina University, Greenville, North Carolina, December 1996.

Vice Chancellor for Academic Affairs, Faculty Microcomputer Program, for DELL Opti-Plex GXM 5166 and Hewlett Packard Desk Jet 690C, East Carolina University, Greenville, North Carolina, December 1996.

Vice Chancellor for Research and Graduate Studies, Research/Creative Activity Grant, for "Challenges and Opportunities for Women to Advance in the Federal Civil Service: Veterans' Preference and Education," \$9253, East Carolina University, Greenville, North Carolina, December 1996.

Faith and Politics Institute, to conduct race relations research in Eastern North Carolina, \$7500, Washington, D. C., 1994 to 1995.

Research Travel Award, to complete and present a manuscript to the SECOPA Conference in Lexington, Kentucky on October 6, 1994, \$323.08, East Carolina University, Greenville, North Carolina.

Internal Revenue Service, to plan and deliver career development program for employees and managers, \$200, Richmond, Virginia, July 19, 1994.

Internal Revenue Service, to plan and deliver organization development intervention for managers, \$1600, Baltimore, Maryland, April 20, 1994.

College of Arts and Sciences Faculty Enhancement Stipend, to attend Inter-University Consortium for Political and Social Research, \$675, East Carolina University, Greenville, North Carolina, June 28 to July 23, 1993.

Honors and other Noteworthy Activity:

East Carolina University Chancellor's Committee on the Status of Women, designated *2009 Woman of Distinction*.

Elected to American Society for Public Administration's Section on Women in Public Administration's Board, 2009-2011.

American Society for Public Administration, Certificate of Recognition for service on the Program Advisory Committee for the 67th National Conference of the American Society for Public Administration.

American Society for Public Administration, Section on Personnel and Labor Relations, award for best article published in the *Review of Public Personnel Administration* in 2005.

One of 35 scholars invited to Oxford Round Table on Women in Leadership, Oxford University, England, August 8 to 13, 2004.

Appointment to the Mental Health Area Board by the Pitt County Board of Commissioners, 1999-2002.

Chairperson, Joint Developmental Disability and Clinical Services Committee, Pitt County Mental Health Board, 2000-2002.

Pi Alpha Alpha, Elected a Member in the National Honor Society for Public Affairs and Administration, East Carolina University Chapter, 1993 to present.

American Society for Public Administration, Elected President of the Eastern North Carolina Chapter, 1994 to 1996.

Merit-Pay-Extended Distinguished Performance ratings and Special Achievement awards, Internal Revenue Service, 1985, 1988, 1991, and 1992.

Outstanding Young Women of America designation, 1980 and 1981.

Certificate of Appreciation in Recognition of Contributions toward Improving Communications and Services to the Public, Internal Revenue Service, 1974.

Scholarship, St. Louis Institute of Music, 1969.

Dean's List and Honor Roll, East Carolina University, 1970 through 1973.

ACADEMIC SERVICE:

Reviewer for *American Review of Public Administration* and *Review of Public Personnel Administration*.

Faculty Welfare Committee, East Carolina University, 2009-2011.

Faculty Grievance Committee, East Carolina University, 2006-2008.

Honors Committee, Department of Political Science, East Carolina University, 1999-2002; 2005 to present. Chairperson 2006-2007.

Alternate representative to the Graduate Council, East Carolina University, 1997-2003; 2005 to present.

Faculty Research and Development Committee, Department of Political Science, East Carolina University, 1996-2006. Committee Chair, 1999-2006.

Tenure and Promotion Committee, Department of Political Science, East Carolina University, 1998-present.

Personnel Committee, Department of Political Science, East Carolina University, 1998-present.

Master of Public Administration Program Committee, Department of Political Science, East Carolina University, 1992 to present.

Women's Studies Executive Committee, College of Arts and Sciences, East Carolina University, 2000-2003.

Chair, Public Administration Minor Committee, Department of Political Science, East Carolina University, 1999-2005.

Research and Creative Activities Grant Committee, East Carolina University, 1997 to 2003.

Interim Director, Master of Public Administration Program, 1995 to 1996.

Peer Teaching Review Committee, 1994 to 1996.

Teaching Effectiveness Committee, East Carolina University, 1993 to 1995.

Teaching Effectiveness Subcommittee to revise Student Opinion of Instruction Survey, East Carolina University, 1993 to 1995.

Director, Master of Public Administration Internships, 1993 to 1998.

Undergraduate Curriculum Committee, Department of Political Science, East Carolina University, 1992 to 1994.

Ad Hoc Committee to Develop Mentoring Program for Department of Political Science, East Carolina University, 1992 to 1993.

CONSULTING AND SERVICE TO COMMUNITY:

Workshop, "Career Planning for Protégés and Mentors," to employees of Pitt County Government, Greenville, North Carolina, October 14 to November 4, 2008.

Presentation, "Women and Political Participation," to League of Women Voters, New Bern, North Carolina, November 1, 2005.

Presentation, "Factors Affecting Women's Career Advancement: What Every Mentor's Protégé Should Know," to Federal Executive Association and Federally Employed Women, Richmond, Virginia, November 18, 2003.

City of New Bern, North Carolina, external consultant, Organization Development Initiative for

Department Heads and City Manager, and Fire Department, January 2000 to Present.

Pitt County Mental Health Area Board, 1999-2001. Vice Chairperson of the Board, 2001. Chairperson of Joint Developmental Disabilities and Clinical Services Committee, 2000 to 2001.

Pitt County Memorial Hospital, external consultant, presentation on customer service to housekeeping staff, December 14, 1998; and presentation on data displays, May 1, 1993.

Greenville Chamber of Commerce Involved Leadership Institute, presentations on political efficacy, Greenville, North Carolina, March 8, 1994; March 14, 1995; December 12, 1995; and, January 14, 1997.

Internal Revenue Service, external consultant, presentations and facilitator of organization development initiatives, 1992 to 1994.

Richmond Chapter of The Association of Labor-Management Administrators and Consultants on Alcoholism, Inc., Richmond, Virginia, external consultant, Evaluation of Employee Assistance Programs, March 1987.

FORMAL CONTINUING EDUCATION FOR PROFESSIONAL DEVELOPMENT:

Enhancing Statistical Skills for Research and Teaching, East Carolina University, June 12-21, 2009.

Enhancing Intermediate Statistical Skills for Research and Teaching, East Carolina University, May 19-22, 2008.

Human Research Refresher Two Course, Collaborative Institutional Training Initiative, University of Miami, July 17, 2008.

Preventing Sexual Harassment for Faculty and Staff of East Carolina University, New Media Learning, LLC, August 4, 2007.

Preventing Employment Discrimination for Faculty and Staff of East Carolina University, New Media Learning, LLC, August 3, 2007.

UMCIRB Training through the University of Miami, 2002-2003.

A Guide to Foundation Grant Funding: Faculty Development Workshop, November 27, 2001.

Instructional Strategies for Online Content Workshop Series: Faculty Development Workshop, East Carolina University, Spring Semester 2001.

Enhancing Advanced Statistical Skills for Research and Instruction: Faculty Development Workshop, East Carolina University, June 7 to 11, 1999.

An Introduction to Logistic Regression: Faculty Development Workshop, East Carolina University, October 8, 10, and 15, 1996.

Enhancing Basic Statistical Skills for Research and Instruction: Faculty Development Workshop, East Carolina University, May 22 to 26, 1995.

Enhancing Intermediate Statistical Skills for Research and Instruction: Faculty Development Workshop,

East Carolina University, May 29 to June 2, 1995.

Peer Review Workshop, East Carolina University, May 18, 1995.

Measure by Measure: Regional Conference on Benchmarking and Performance Measurement, Southern Growth Policies Board, June 13 and 14, 1994.

Teaching Portfolios Workshop, East Carolina University, January 26, 1994.

General College Advising workshop, East Carolina University, August 18, 1993.

Inter-University Consortium for Political and Social Research, University of Michigan at Ann Arbor, June 28 to July 23, 1993

PROFESSIONAL EXPERIENCE:

Management Achievement Program Career Advisor, 1990 to 1993, Internal Revenue Service, Richmond, Virginia. Managed the program and facilitated managers' career planning and development using individual assessment instruments and structured feedback sessions. Participated in decisions to certify managers' readiness for career advancement. Facilitated organizational development initiatives. Completed special projects and studies.

Customer Service Coordinator, 1988 to 1990, Internal Revenue Service, Richmond, Virginia. Designed and implemented strategies for a new program with objectives to facilitate delivery of quality customer service and to improve the organization's image. Designed and conducted research projects to analyze the quality of customer service, program and policy effectiveness, and systemic problems.

Chief, Training and Development Branch, 1978 to 1988, Internal Revenue Service, Richmond, Virginia. Complete responsibility for administration of approximately 300 training programs for approximately 3,000 trainees per year. Responsibilities included managing one million dollar financial plan, staffing branch and instructor cadre, managing branch staff, designing and instructing courses, facilitating organizational development initiatives, career counseling, conducting training needs assessments, and conducting program evaluations.

Employee Development Specialist promoted from Administrative Intern, 1974 to 1978. Internal Revenue Service, Richmond, Virginia. Under supervision of the branch chief, responsibilities included designing and instructing courses, career counseling, evaluating programs and instructors, administering classroom and on-the-job training programs, and completing assignments in the personnel, public affairs, and facilities management branches.

PROFESSIONAL STUDIES:

Internal Revenue Service, various cities, 1973 to 1993. Completed 50 professional training classes and seminars ranging in length from one day to five weeks. Topics covered include management skills, basic tax law, employee training and development, personnel administration, labor relations, writing skills, organizational development, women in management, stress management, office automation, Myers-Briggs Type Indicator, group dynamics, and quality and customer service.