



## Conducting a Globalization Audit

by Kit Brown-Hoekstra

For companies participating in the global market, one of the challenges is ensuring that customers and employees worldwide are treated equitably, and that they have access to the appropriate products, services, and support. Successful companies develop a strategy for accomplishing these goals by inculcating the organization with an understanding of how each area fits into the global strategy, and then implementing activities that support the goals...[Read more](#).

- **Writing**

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### Learning Languages

"I was 24 years old when I first began thinking and speaking in a foreign language. It was like being released from prison. I saw my cell door swinging open and my mind flying free. That was over 40 years ago, but the picture is as fresh now as if it had just happened."....[Read more](#)

- **Project Management**

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### Powering Past Post-PMP® Syndrome

Post-PMP® Syndrome (noun) – A group of symptoms commonly found after project managers tirelessly prepare to pass the PMP exam pass it and bring home the gold, and then find themselves asking: What's next?...[Read more](#).

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### Nominations for Goldsmith & Other Awards

Lots of member news this month--from new senior members to opportunities to volunteer and to nominate folks for awards ....[Read more](#).

- **Tidbits**

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### History of the Typewriter and the Future of English

Two articles await your reading pleasure; the first is the history of the typewriter and how it transformed the world of work. The second is an analysis of what American English might look like 2000 years from now... [Read More](#).

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## Feature

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# Conducting a Globalization Audit

by Kit Brown-Hoekstra

For companies participating in the global market, one of the challenges is ensuring that customers and employees worldwide are treated equitably, and that they have access to the appropriate products, services, and support. Successful companies develop a strategy for accomplishing these goals by inculcating the organization with an understanding of how each area fits into the global strategy, and then implementing activities that support the goals.

In addition, when beginning any new strategy or initiative, these companies measure a baseline, and then periodically re-assess how the company is doing in relationship to its goals.

As with any business audit, a globalization audit examines a cross-section of the company to determine how well the company is achieving its globalization goals. It is intended to be an objective look at the company's progress, so that managers can establish priorities and be proactive in their approach.

Globalization is an ongoing process, one where weighing the cost/benefit of each proposal is important to the success of both the strategy itself and to the company's financial stability.

## Globalization Defined

Globalization is the process of aligning the product design, marketing, packaging, and support materials with a product strategy that considers the worldwide market from conception through support and maintenance.

Becoming a truly global company involves every aspect of the business, and must be supported and directed by upper management if the strategy is to be successful.

## Identifying a Corporate Cross-section

It is unrealistic to examine every detail of every level of an organization during an audit. Instead, you can identify most issues by looking at a representative cross-section of the organization. As the audit progresses, you will find that certain themes arise. For example, your company might be excellent at assessing and targeting locales with localized marketing, but poor at building a corporate culture that is globally aware, which causes inconsistency in customer experience.

There are four levels of the organization that you need to examine. Choosing representative areas within each level will give you a good idea of how your company is doing:

- **Organizational:** Things at this level permeate the entire company. Corporate infrastructure, HR policies, accounting practices, inter-office relationships, strategic planning/priorities/objectives, corporate website, corporate culture/attitudes toward globalization are good places to start. In addition, a SWOT analysis can help you quickly see where you stand in relationship to your competitors. (SWOT = Strengths, Weaknesses, Opportunities, Threats)
- **Process:** Documented processes help companies perform consistently. By understanding where your company is on the process maturity scale, and by examining processes that directly impact international customers and employees, as well as the localization and internationalization processes, you can identify "pain points" and eliminate them.
- **Product Design:** Examine one or two representative product lines. Likely, similar issues exist for all your products. Look at the design process, the resulting product, and the success of that product in the global market. How well internationalized is the product? How well does the design team understand the needs of the global customer? How well is the product being marketed in different locales? What issues are arising in the supply chain, from purchasing to support?
- **Documentation:** Examine the user documentation and customer support materials for the representative product lines you selected above. How well internationalized is the documentation? How well does the documentation team understand the needs of the global customer? How well does the documentation team understand the localization process? What issues are arising during the localization process? How well-documented/well-internationalized are the style guides, templates, and other documentation tools? Does the documentation team understand how to internationalize the documentation?

Spend time talking to senior technical staff, to your international offices, and to your localization vendors. You will find many issues that people are already well-aware of, but that they are often lacking the tools or authority to correct. You will also find many issues, that once identified are obvious, but that you've never thought of because they didn't affect you directly.

## Determining Measurements

One mistake that many companies make when implementing a globalization strategy is that they try to do it all, and do it all at once. This is a recipe for failure. Instead, companies need to prioritize according to the the issue's impact. For example, it's an easy and inexpensive fix to get people to add their time zone to their email tag line to improve communication, but can be difficult and expensive to develop multicurrency support for purchases.

The following matrix shows one method for categorizing issues that you find during the audit:

Issue	Impact on Company	Impact on Customer/ Employees	Ease of Fixing	Cost of Fixing	Recommendations
Issue 1	High/ Medium/ Low	High/ Medium/ Low	1 = easy; 5 = extremely difficult	\$ = not expensive; \$ \$\$\$\$ = extremely expensive	Item 1 Item 2 Item 3

Depending on how much detail you want to go into, you can also create checklists that quantify certain areas, such as the website, processes, and documentation. Doing this extra work can assist in both making the fixes and in measuring progress toward your goal later on.

For example, you might look for some of the following in the documentation:

- Percent of re-use, both within product lines and across product lines
- Percent of fuzzy matches (available from localization vendor; it helps you determine how consistent the documentation is from release to release)
- Internationalization issues in the style guide and templates
- Number of DTP issues that arise due to template issues
- Percent of graphics containing text
- Number of cosmetic changes that impact localization

## **Making Recommendations**

When prioritizing the audit results, look for issues that have a high impact on the company, customers, or employees, but are relatively easy and inexpensive to fix. These are the "low-hanging fruit"--things you should do first because it will give everyone a feeling of progress without much effort or expense. Often, making small changes to processes or work patterns can have a huge impact. Solving these issues energizes people for tackling the more complex and difficult issues later on.

When making recommendations, ensure that each recommendation has the following characteristics:

- Put the results and recommendations in writing.
- Identify a specific action that will correct all or part of the problem. For more complex issues, this action might include a research and report component.
- Briefly explain the impact of not solving the issue. For example, the company is losing \$10 million USD/year in sales because we don't have multicurrency capabilities.
- Categorize the recommendations by area or other designation so that it is easy for the manager(s) affected to see what they need to do.
- Prioritize the recommendations with the most important at the top of the list for its category.
- Identify a metric for measuring success. For example, reduce international customer support calls by 5% after the next product release.

Plan for re-auditing problem areas in 6 months to a year, so that you can evaluate your progress.

## **Assigning Action Items**

Once upper management approves the recommendations, someone needs to be assigned to implement them. When assigning action items, be sure to identify the following:

- What is the action?
- Who owns the action? For complex issues, this might be a committee of people or a project team.
- When must the action be accomplished by?
- What constraints exist for accomplishing the action? (time, money, regulations, dependencies, etc.)
- Why is the action being performed? It is important that the person responsible for completing the action item understands why the action is needed and that he/she has all the background information required to make good decisions.

## Conclusion

Globalization audits are similar to any other business audit; they just focus on the international and global aspects of how the company does business. You will find that many of the issues can be resolved with education and awareness and, while they require time and commitment, do not require a significant outlay of cash.

The benefits of globalization include improved market share, improved customer satisfaction globally, and improved inter-office relationships.

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*Kit Brown-Hoekstra is Principal of Comgenesis, LLC, a company that provides consulting on a variety of technical communication issues. She also edits this newsletter, and is an Associate Fellow of the Society for Technical Communication.*

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## Project Management

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# Powering Past the Post-PMP® Syndrome

By Michelle LaBrosse

*Post-PMP® Syndrome (noun)—A group of symptoms commonly found after project managers tirelessly prepare to pass the PMP exam pass it and bring home the gold, and then find themselves asking: What's next?*

Does this sound familiar to you? If so, you or someone you know may be suffering from Post-PMP Syndrome. Here are a few tips to make sure you get the most out of your PMP.

### **1. Don't keep it a secret.**

Send an e-mail out to team members and managers letting them know about your achievement. Talk to your manager about how you might be able to use your PMP immediately to help the organization. Volunteer to do a "lunch and learn" to help others in your organization learn more about the PMP and prepare for the exam. Update your resume and any online profiles where you professionally network. Put your PR hat on and get the word out.

### **2. Walk the walk.**

The best way to strut your PMP is to show results. Project Management is the art and science of getting things done, and now you can embody that with every project. In our careers, we are often as good as our last hit. You don't have to be a one-hit wonder. Now, you have the knowledge to keep charting, year after year, with success after success.

### **3. Become a student of history.**

Abe Lincoln has nothing on you. With your freshly-minted PMP credentials, you can show 'em how it's done. At the end of every project, capture best practices and lessons learned, creating invaluable documentation of hits and misses. You'll quickly become the "go-to" person who is always in the know.

### **4. Measure your successes.**

If you can show your value by measuring your successes, it's much easier to negotiate your next raise, promotion, transfer to another location or a virtual working agreement.

### **5. Network with other PMPs.**

Join a local Project Management Institute chapter and network with other PMPs. Know what is happening in other industries and how the PMP is being valued monetarily. If you're in an industry that doesn't value the PMP, maybe it's time

to explore opportunities in industries that do.

## **6. Volunteer at a non-profit.**

Is there a cause that is close to your heart? Use your PMP and your skills to help a local non-profit manage an important initiative. Not only will you be doing good for others, you'll be networking, meeting people outside your industry and stretching outside your comfort zone.

## **7. Check the job boards.**

Regularly check job boards so you can see what kinds of companies and industries are looking for PMPs and what the salary ranges are. This will give you a head start if you want to reposition yourself for a new opportunity.

## **8. Project confidence.**

Let your PMP shine through. Approach projects with a renewed sense of confidence. You'll inspire those around you with what you've learned and encourage others to improve their skills through your actions.

## **9. Keep it fresh with PDU courses.**

Successful people never stop learning, and part of keeping your PMP current is taking PDU courses. Maybe you've thought of having your own consulting practice; you can take a course on Building Your Consulting Practice and earn 50 PDUs. Whatever your interest is, explore PDU classes that keep your skills fresh and your PMP up to date.

## **10. Be a change agent.**

Use your PMP to be the fuel behind any goal you want to achieve. Whether it is personal or professional, treat your dream as a project, and use the skills of a PMP to get you there. You can be the change you wish to see.

So, say goodbye to the Post-PMP Syndrome and hello to the future you want to lead. Those three letters are more than a professional credential. They are personal power boosters. Get ready to take off!

## **Chief Cheetah Podcast Is Yours for the Downloading**

Want to hear what Michelle LaBrosse, PMP, and Chief Cheetah has to say about getting the most out of your PMP? Download our podcast at <http://podcast.cheetahlearning.com/podcastgen/> and hear the words straight from the Cheetah's mouth.

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*Learning.*

## ***About the Author***

*Michelle LaBrosse, PMP, is founder and Chief Cheetah of Cheetah Learning and author of Cheetah Negotiations and Cheetah Project Management. The Project Management Institute selected Michelle as one of the 25 Most Influential Women in Project Management in the World and one of only two women from the training and education industry.*

*Cheetah Learning is a virtual company and has 100 employees, contractors, and licensees worldwide. Michelle has run her company virtually for the past 20 years, growing it 100-fold in the past 20 years. She credits her success to using Cheetah's Project Management method to better manage people and technology, and has made it fast, easy and fun for more than 30,000 people to learn and do Project Management.*

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## Writing

# Can Learning Languages Help You Better Understand Science and Technology?

by Philip Yaffe

*"I was 24 years old when I first began thinking and speaking in a foreign language. It was like being released from prison. I saw my cell door swinging open and my mind flying free. That was over 40 years ago, but the picture is as fresh now as if it had just happened."*

I am a linguistic iconoclast. Throughout my life (I am now in my seventh decade), I have heard the mantra that learning a foreign language gives you invaluable insights into the cultures of the people who speak it. I don't believe it.

In addition to my native English (I grew up in Southern California, USA), I have become fluent in two other languages and have a good working knowledge of three more. I doubt that all this effort has given me any insights into the cultures of the people who speak these languages. At least no insights that I couldn't have acquired more easily in 30 - 60 minutes by reading a well-written essay or in a few hours by attending well-crafted social-cultural lectures.

By contrast, I have acquired a deeper understanding of science.

What does science have to do with language? Actually, very little. But it has a lot to do with flexible thinking. And this is where science and language learning converge.

Contrary to the common belief, science is not about certainty but rather uncertainty. Good scientists are always looking for what has been overlooked; that is, they are always searching for surprises and welcome them when they happen. They know that moment we believe a phenomenon is "natural" and must be that way, or that it is "unnatural" and cannot be that way, we are either heading for trouble or missing out on something important.

For example, Albert Einstein investigated the "unnatural" belief that a beam of light in space must always have the same velocity; other scientists had spent decades trying to disprove this. He wanted to see where this "unnatural" might lead. In fact, it led to  $E = mc^2$ , the formula for atomic energy, and transformed the world.

It is not necessary to be a genius like Einstein (who spoke German, French, Italian, and English), or even a scientist at all, in order to profit from the mind-stretching benefits of learning foreign languages. In our daily lives, we all make assumptions about how the world works; often we are not even aware that we are making them. And that's the danger. If we are insensitive to our assumptions, we are almost certain to end up believing things that aren't true and refusing to believe things that are true.

Learning languages can help correct this parlous state of affairs. How? Quite simply, because nowhere else are our assumptions more rapidly and forcefully challenged by other assumptions about what is or isn't natural that are equally valid.

Here are some simple examples.

### **1. Trailing Adjectives**

It is "natural" to put adjectives before a noun, for example, "an unidentified flying object". Well--not really. Many languages put adjectives after the noun, for example, "un objet volant non-identifié". You could argue the "naturalness" of these conflicting practices both ways. In English, we prefer to describe something before identifying what it is, as if to build up the suspense. In French, they prefer to identify what it is first and describe it afterwards. Who is right?

### **2. Optional Pronouns**

English speakers take it for granted that constructing a sentence requires a subject and a verb. The subject can be either a proper noun (John talks) or a pronoun (He talks). If you have any acquaintance with Spanish, you know that in this language the pronoun is usually not necessary. You would still say "Juan habla" (John talks); however, in most cases you would simply say "Habla" for "He talks". In fact, if you use a pronoun where it isn't required ("El habla"), you would be committing a serious error.

### **3. No Distinction between Male and Female**

English speakers learning French are often puzzled by the language's apparent inability to distinguish between male and female. For example, "This is his book" and "This is her book" in French are both "C'est son livre". The possessive adjective "son" means both "his" and "her". If it is absolutely necessary to distinguish between "his" book and "her" book, there is a way of doing so. However, it is employed only when absolutely necessary.

But isn't it always absolutely necessary? It seems so unnatural not to specify whether the book's owner is male or female. Isn't this fundamental information?

It may seem so, but it isn't. By the same logic, it should be fundamental information to distinguish between male and female when saying "This is their book", but we don't. "This is your book" can be either male, female, or both, but we never specify. Even "This is my book" can be either male or female, but again we don't specify.

Having grown up speaking only English, you probably have never noticed this inconsistency in the language. Neither had I. I simply knew that it was "natural" to distinguish between his and her book, until a Frenchman asked me why. I couldn't tell him.

### **4. Inclusive and Explicit Forms of "You"**

In English, we have only one way of saying "you", which covers all situations. Many languages have several ways of saying it, notably the "formal you" and the "familiar you". English used to have a familiar "you" (thou), but it has essentially disappeared. But in French and Spanish, for example, it is still widely used, making speakers of these languages

feel that English is somehow "incomplete".

Spanish speakers are particularly poorly served. In their language, not only do they have a formal and familiar "you", they have them both in the singular and plural. In other words, in Spanish there are four ways of saying "you": formal singular (one person), familiar singular (one person), formal plural (several persons), familiar plural (several persons). For Spanish speakers, having these four options is natural and necessary; not having them in English is unnatural and constricting.

## 5. Exclusive and Explicit Verb Forms

English has very few verb forms. For example, in the present tense we say "I cook", "You cook", "He cooks", "She cooks", "We cook", "They cook". In other words, there are only two forms of the verb, "cook" and "cooks", depending on whom we are talking about. In the past tense, English has only one verb form, for example, "I cooked", "You cooked", "He cooked", "She cooked", "We cooked", "They cooked". Likewise, in the future tense; everyone "will cook".

In other languages, this is quite unnatural, because they use distinct forms for each different person being talked about. For example, in French and Spanish "I" is associated with one verb form, "you" with a distinctly different verb form, "we" with yet another form, etc. And, of course, there are distinct verb forms for the "familiar you" and "formal you" (singular in French, and both singular and plural in Spanish).

But, don't all these differences make other languages significantly more complex than English? Yes, indeed. However, they also make them significantly more precise. For speakers of these languages, it is crucially important to make these distinctions, because this is how their minds have been trained to work. Just as it is crucially important for English speakers to distinguish between "his" and "hers" because this is how our minds have been trained to work.

Examples of these different ways of doing things from one language to another are endless. Each time we encounter them our mind opens up a little bit more because the unexpressed assumptions we all carry around with us are continually being challenged.

While growing up in California, I used to be strongly opposed to language learning because it seemed so difficult and pointless. I have since changed my mind. I now strongly advocate language learning. Not because knowing a foreign language teaches us very much about others, but because it teaches us so much about ourselves.

Accepting that language learning is more about mind expansion than culture implies that language teaching must be fundamentally reformed.

I live in Belgium, where speaking two or three languages is the norm rather than the exception. This is generally true throughout Europe. In these countries, teaching languages in the belief that people will actually use them makes sense. The mind-expanding aspects of the effort come along as a welcomed bonus.

However, for English speakers in general, and for Americans in particular, it is almost impossible to learn to speak foreign languages because it is so difficult to practice them outside of the classroom. Here, the mind-expanding aspects of language learning should be the primary objective, and courses designed and taught in consequence.

If this were done, I believe that the American fear - and dare I say loathing - of other languages could be reversed. The schools would lay down the foundations of a language without trying to force students into the hopeless and demoralizing

task of trying to speak it.

With this foundation firmly in place, when a person traveled to an area where that language is spoken, he would be able to rapidly turn his passive knowledge into active use. Even better, even if he traveled to an area with a totally different language, he would understand how languages work and therefore be ready to learn the new language rapidly and without fear.

Finally, the general aversion – and again dare I say loathing – many monolingual English speakers have of science and technology might also moderate. A mind made flexible by language learning would find it much easier to grasp and appreciate scientific principles than one still imprisoned in single-language rigidity.

In an age dominated by science and technology, surely this would be a benefit of ineffable importance.

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*Philip Yaffe is a former reporter/feature writer with The Wall Street Journal and a marketing communication consultant. He currently teaches a course in good writing and good speaking in Brussels, Belgium. His recently published book, In the T of the Storm: the Simple Secrets of Writing & Speaking (Almost) like a Professional is available from Story Publishers in Ghent, Belgium ([storypublishers.be](http://storypublishers.be)) and Amazon ([amazon.com](http://amazon.com)).*



# Newsletter



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## President's Column

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by **Mark Haselkorn**

I am still basking in the glow of the Montreal conference and all the wonderful people I was able to interact with there. As always, the conference charged me with new ideas and new connections to help pursue those ideas. Yet even though our 2008 IPCC is barely over, I cannot help thinking ahead to the wonderful concept of gaining all these new ideas and meeting all these people in the setting of Hawaii! Put the 2009 IPCC on your calendar now: July 19 -22. I'll see you on the beach and we can discuss everything from virtual communities to user-centered design while we watch the sun set (or rise if you are an early person). I'm psyched.

Oh, and by the way, if you'd like to volunteer to help the Hawaii organizing committee, contact **Brenda Huettner** at `bphuettner AT ieee DOT org`.

Aloha.

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***Mark Haselkorn** is the current President of IEEE-PCS, and works as Professor and Founding Chair, Department of Technical Communication; Director, Pacific Rim Visualization and Analytics Center; Director, Interdisciplinary Program on Humanitarian Relief at the University of Washington.*

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# Newsletter



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## Editor's Column

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### A Fresh Start

by Kit Brown-Hoekstra

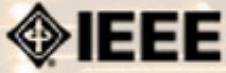
Many thanks to Brenda Huettner for putting together last month's issue while I was on my honeymoon. Now, that I'm back, you may notice a few changes in the coming months.

The first change is my name; I'm now Katherine (Kit) Brown-Hoekstra. I'm still getting used to it. At first, I thought I was finally getting an unusual name (Brown is the fifth most common surname in the USA), only to find out that Hoekstra is the equivalent of Smith or Jones or, dare I say, Brown, in the Netherlands....My mother-in-law thinks it's hilarious that I'm hyphenating because apparently the translation from the Dutch for Hoekstra is "house on the corner", so now I'm a "brown house on the corner" ....Ah well, my in-laws are a lot of fun and have been very welcoming. They are also trying to teach me Dutch....

My husband, Dave, is a civil engineer with an environmental company, and I'm now the proud stepmom to two teenagers and a dog of indeterminate breeding. Zach is a sophomore in computer science at Colorado State, and Kait is a sophomore in high school. Sandy, the stepdog, looks like a cross between a hound, a lab, and some kind of terrier. My border collie Merlin loves having all these new playmates, though he's gotten a bit obsessive about playing ball and frisbee.

I mentioned a few months ago that we will be migrating the newsletter to Drupal and changing the design. This is still planned; it is just taking a bit longer than we anticipated due to other projects and priorities. We are working to include a commenting feature in the new design so that you can comment directly on articles that interest you. We hope that this sparks some good dialogue amongst the members.

I'm working to get some additional columnists and article authors contributing. If you would like to contribute, please contact me.



## Book/Web Site Reviews

*Editor's Note: Several IEEE members have written books of interest to PCS members. If you would like to have it reviewed by a newsletter volunteer, please contact Kit Brown at [pcsnews.editor AT ieee DOT org](mailto:pcsnews.editor@ieee.org).*

## Websites of Interest in International Communication

By Kit Brown

Here are some websites that might be useful to people interested in international communication:

- **Common Sense Advisory** (<http://www.commonsenseadvisory.com/>): A research and consulting company that specializes in international business. Loads of great information.
- **Multilingual** (<http://www.multilingual.com/>): One of the few magazines devoted to the localization industry. They also participate in Localization World and other educational seminars. The guides they publish quarterly provide in-depth articles on a variety of localization and internationalization topics.
- **GALA** (<http://www.gala-global.org/>): Trade association for localization companies. They do a lot of educational outreach, including seminars and forums internationally.
- **LISA** (<http://www.lisa.org/>): Standards association for the localization industry. They do forums in various locations around the world.
- **Moorhead State University** (<http://www.mnstate.edu/gunarat/ijr/ic.html>): lists several categories of information that students of international communication might be interested in.
- **Intercultural and International Communication** (<http://novaonline.nv.cc.va.us/eli/spd110td/interper/culture/cultnaction.html>): Compilation of articles on this topic.

## International Communication Bookshelf

By Kit Brown

Most technical communicators have certain books that are essential to their work. Here are some of my books on international communication:

- Andrews, Deborah. (ed.) (1996) *International Dimensions of Technical Communication*. Washington, D.C.: STC Press. While the technological bits are obviously outdated, much of the human interaction still holds true, though we understand the impact of culture on communication better than we did when this was written.
- Esselink, Bert. (2000) *A Practical Guide to Localization, 2nd ed.* Amsterdam: John Benjamins Publishing Company. Bert is a former coworker of mine from Lionbridge who has been in the localization industry for many years. This is a fabulous book on the practical issues of localizing products and product documentation.
- **Ferraro, Gary.** (2002) *Global Brains: Knowledge and Competencies for the 21st Century*. Charlotte, NC USA: Intercultural Associates, Inc. This book takes Hofstede's theories and applies them to today's business world. I found

myself saying YES! frequently as I read it. It is designed to help you think differently about communication and learning in today's world.

- **Hoft, Nancy. (1995) *International Technical Communication*.** New York: John Wiley & Sons. This was the book that brought the issues of international communication to the forefront of many technical communicators' minds, and influenced many of us to rethink how we dealt with the internationalization of documentation. This book was based on her PhD thesis, and as such, has a lot of recommendations that are based on ideal situations, rather than reality. Nonetheless, it's a valuable book for understanding international communication and implementing internationalization strategies.
- **Kohl, John. (2008) *The Global English Style Guide*.** Cary, NC USA: SAS Institute. This book is an excellent resource for documentation teams that are trying to develop internationalization standards for their content.
- **Lingo Systems. (2006) *The Guide to Translation and Localization*.** Portland, OR USA: Lingo Systems. These guys update the guide about every 2-3 years, and it's a great introduction to localization.
- **Savourel, Yves. (2001) *XML Internationalization and Localization*.** Indianapolis, IN USA: SAMS Publishing. This is the best book I've found for explaining how to design XML-based systems with localization in mind. It is very detailed with excellent examples. You do need to know XML before tackling it, however.
- **Tedopres International. (2004) *The New Language in International Business: Simplified English, 2nd ed.*** Tilburg, The Netherlands: Tedopres International. This book discusses the importance of clear language in international communication, and provides an argument for using Simplified English in our technical documentation.
- **Yunker, John. (2003) *Beyond Borders: Web Globalization Strategies*.** Boston: New Riders Press. This book was the first book to walk web masters through the intricacies of developing a globalized website. It is chock full of good advice on managing large, multilingual sites.

What's on your bookshelf?

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## Tidbits

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*Editor's Note: I am always looking for strange, fun, or interesting technical communication tidbits. Please contribute freely.*

## History of the Typewriter

Contributed by Brenda Huettner

The evolution of the typewriter is part of the ongoing history of the human need to communicate. The development of the typewriter was the result of a desire both to speed up this process and to produce an aid for the blind in reading and writing. Gradually a machine emerged that revolutionised the work of the writer. Painstaking tasks that were normally carried out by hand ....[Read more.](#)

## American English circa 3000 AD

Contributed by Brenda Huettner

It is the nature of languages to evolve. This article by Justin Rye discusses what American English might look like in 3000 AD. He compares today's English with Old and Middle English, and extrapolates what it might look like in the future. ....[Read more.](#)



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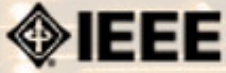
## Job Announcements

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*Editor's Note: We have had several requests to post job openings. If you would like to post your opening, please send the job announcement in a Word document with minimal formatting to Kit at [pcsnews.editor@ieee.org](mailto:pcsnews.editor@ieee.org). The jobs will remain on the list until the closing date listed in the announcement.*

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## Society News: Member News

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### PCS Senior Member

### Region 5 Award Nominations

### Goldsmith Award Nominations

### Women in Engineering Volunteer Opportunity

### IEEE/UN Humanitarian Challenge

### IEEE Engaging the World Newsletter

## New PCS Senior Member

Contributed by Brenda Huettner

Congratulations to Gary Simpson, of the Region 8 UK/Republic of Ireland section, on his promotion to senior member!

## Nominations for Region 5 Outstanding Volunteers

By Region 5 Recognition Committee

You can help recognize the efforts of outstanding volunteers by nominating someone for one of the prestigious Member and Geographic Activities awards. Each award has a unique mission and criteria, and offers the opportunity to honor distinguished colleagues, inspiring teachers and corporate leaders.

Do you know someone who has made substantial Regional contributions through innovative projects, exemplary leadership, service, or by fulfilling the goals as related to Transnational Activities? Consider nominating them for one of the following awards:

- MGA Achievement Award
- MGA GOLD (Graduates of the Last Decade) Achievement Award
- MGA Innovation Award
- MGA Leadership Award
- MGA Larry K. Wilson Transnational Award

The deadline for nominations is 15 October 2008. More information and nomination forms are available: <http://www.ieee.org>.

[org/web/volunteers/mga/home/Awards/index.html](http://www.ieee.org/web/volunteers/mga/home/Awards/index.html)

## Nominations now open for 2009 Alfred N. Goldsmith Award

By Muriel Zimmerman, PCS Awards Chair

Nominations are now open for 2009 Alfred N. Goldsmith Award for Distinguished Contributions to Engineering Communication.

Members of the technical communication community are invited to submit nominations for the 2009 Alfred N. Goldsmith Award for Distinguished Contributions to Engineering Communication. A nomination form, with links to information about criteria for the award and a list of previous winners, is available online at <http://ewh.ieee.org/soc/pcs/index.php?q=node/164>.

Nominations are open until March 1, 2009.

## Represent PCS on IEEE Women in Engineering Committee

Contributed BY Mark Haselkorn and Keyanna Tennant

In an attempt to better serve IEEE members worldwide, the IEEE Women in Engineering Committee (WIEC) is requesting that each IEEE Society appoint a representative to the Women in Engineering Committee. The representative position is a non-voting position and would serve for the calendar year.

In 2007, WIE had Society Liaisons from AP, AESS, CAS, CPMT, CIS, EMC, LEOS, MTT, OE, NPS, R, PEL, PE, RA, and UFFC.

The representative (who should be member of IEEE WIE) will act as a conduit between your Society and WIEC. The following is a short description of what the job entails.

Act as a liaison between the Society and the WIE Committee. Participate in WIE Committee meetings and report to the Society President at regional meetings on WIE status and activities.

The WIEC meets monthly via one-hour teleconference meetings and traditionally twice a year in person. Representatives attendance at the in-person meetings is not required but encouraged and any expenses associated with travel is the appointed Societys responsibility.

If you are interested in acting as the PCS representative, please contact Mark Haselkorn at [markh AT u DOT washington DOT edu](mailto:markh AT u DOT washington DOT edu).

## IEEE/UN Humanitarian Challenge

Contributed By Luke Maki

IEEE is collaborating with the United Nations to develop technologies that serve and meet identified needs in the world. The committee has whittled the challenges to three:

- Reliable Electricity
- Data Connectivity for Rural Health Offices
- Local Management and Tracking of Supply Distribution

The committee will meet in Washington, D. C. USA in November to discuss next steps.

## **IEEE Engaging the World Newsletter**

IEEE corporate has launched a newsletter called *Engaging the World*. This newsletter is intended to highlight IEEE members' efforts to make the world a better place. View the newsletter at

<http://newsmanager.commpartners.com/ieetw/issues/2008-08-27/email.html>.

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## Society News: AdCom News

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### AdCom Nominations

By Atsuko K. Yamazaki, Chair, Nominating Committee

The election closed 15 September 2008. Results will be posted in the October newsletter.

The following people have been nominated for the Advisory Committee (AdCom).

- **Helen M. Grady**, Mercer University, U.S.A.
- **Thomas Orr**, University of Aizu, Japan
- **Julia M. Williams**, Rose-Human Institute of Technology, USA
- **George F. Hayhoe**, Mercer University, USA
- **Marie C. Parette**, Virginia Tech, USA
- **Sandy Bartell**, The Boeing Company, USA

Each of the candidates was asked to respond to a set of questions. Please review their statements on the PCS site on the **Nominations Page** and then vote for the three candidates you would like to represent you this year. Ballots are due via email to [atsuko@sic.shibaura-it.ac.jp](mailto:atsuko@sic.shibaura-it.ac.jp) or via online voting by 15 September, 2008. **[Click here to vote online.](#)**

According to Society bylaws, each year, six AdCom member-at-large seats shall be filled by election as follows. Three seats shall be filled by election by current members of the Society in good standing from among the slate presented by the nominating committee. That election shall be conducted prior to the fall AdCom meeting in the manner prescribed by the nominating committee. The three candidates receiving the greatest number of votes in the balloting shall be declared elected. In case of a tie, the winner(s) shall be selected by lot from among the candidates receiving an equal number of votes.

The other three seats shall be filled by election by the current members-at-large of the AdCom from among the names remaining on the slate presented by the nominating committee. This election shall take place at the fall AdCom meeting. Only members-at-large are eligible to cast votes in the election of these three members-at-large.



# Newsletter



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## Society News: PCS Events

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### Looking for Pubs Chair: 3rd Annual RFID Conference

By Luke Maki

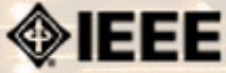
PCS has an opportunity to once again be technical co-sponsor of the annual RFID Conference, to be held 27 - 28 April 2009 in Orlando, Florida. The 2009 International IEEE Conference on RFID addresses key topics and issues related to RF-based identification and communication systems, and will feature keynotes, presentations on technology advances and panel discussions on pressing topics.

IEEE RFID 2009 is the third annual conference that brings together researchers and practitioners from both academia and industry to share research results and knowledge in the areas of RFID technologies, their supporting large-scale distributed information systems and their applications.

Anyone who would like to volunteer to help should contact **Luke Maki** at [luke DOT maki AT boeing DOT com](mailto:luke DOT maki AT boeing DOT com).

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# Newsletter



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## Society: Non-Society Events

The following events are listed in chronological order with the earliest events first. This list is by no means exhaustive, but is intended to provide readers with information they may find helpful. It is updated each month.

### ICMIT 2008

### CISSE 2008

### STC-ETC Chapter conference

### IMETI 2009

## ICMIT 2008

<b>Conference:</b>	4th IEEE International Conference on Management of Innovation & Technology (ICMIT2008)
<b>Dates:</b>	21-24 September 2008
<b>Location:</b>	Bangkok, Thailand
<b>Website:</b>	<a href="http://www.ICMIT2008.org">http://www.ICMIT2008.org</a>

ICMIT2008 is the 4th International Conference on Management of Innovation and Technology, first initiated by the IEEE Engineering Management Society Singapore Chapter in 2000. ICMIT2008 intends to bring together scholars, industrialists, and entrepreneurs interested in improving their research and development, and business applications in innovation and technology management across a global network of diverse platforms. This conference is co-sponsored by IEEE Singapore Section and IEEE Technology Management Council.

ICMIT 2008 will include papers on the following topics:

- Technology Management
- Innovation Policy and Management
- Process Innovation
- Managing IT and E-Commerce
- Knowledge Management
- Project Management
- Supply Chain Management
- Sustainable Development
- Global Production Network
- Technology Intelligence and Planning



- New Product Development
- Entrepreneurship
- Human Resource Management
- Intellectual Property Right and Patent
- R&D Management
- Risk Management
- Six Sigma and Quality Management
- Service Science and Innovation
- Other Technology Management Issues

Authors are requested to submit full papers to the ICMIT 2008 conference via the conference website. The full paper should be no longer than 6 pages, including title of the paper, keywords, name and affiliation of the authors. All submissions will be peer-reviewed for technical merit and content. Accepted papers will be published in the conference proceedings which will appear in IEEEExplore database and indexed by Engineering Index (EI).

## STC-East Tennessee Conference

<b>Conference:</b>	Practical Conference on Communication: "Technical Communication in a Global Economy"
<b>Dates:</b>	9-11 October 2008
<b>Location:</b>	Chattanooga, TN USA
<b>Proposal Due:</b>	7 July 2008
<b>Website:</b>	<a href="http://www.stc-etc.org/pcpc.asp">http://www.stc-etc.org/pcpc.asp</a>

PCOC is back! The East Tennessee Chapter of the Society for Technical Communication revives this popular conference at The Chattanooga hotel and conference center in Chattanooga, Tennessee October 10 - 11, 2008. This 25th PCOC event begins with an outdoor evening reception at the hotel Thursday, October 9 and continues in a multi-track, multi-session format in the conference center all day Friday and Saturday.

Keynote speaker Dr. Mark Mendenhall, distinguished business professor and expert in global leadership, will provide insight into the global corporate culture. Fun fall activities in the Chattanooga area make this an ideal conference to attend with family.

For a PDF with all of the "Call for Papers" information, click the following link:

<http://stc-etc.org/PCOC25Call4Papers.pdf>.

For additional information on the conference, go to <http://stc-etc.org/pcoc.asp>.

## CISSE 2008

<b>Conference:</b>	The Fourth International Joint Conferences on Computer, * * Information, and Systems Sciences, and Engineering (CISSE 2008)
<b>Dates:</b>	5-13 December 2008
<b>Location:</b>	Virtual
<b>Proposal Due:</b>	6 October 2008

**Acceptance Date:** 6 November 2008  
**Registration Due:** 26 November 2008  
**Website:** <http://www.cisse2008online.org>

CISSE 2008 provides a virtual forum for presentation and discussion of the state-of-the-art research on computers, information and systems sciences and engineering. CISSE 2008 is the fourth conference of the CISSE series of e-conferences.

The virtual conference will be conducted through the Internet using web-conferencing tools, made available by the conference. Authors will be presenting their PowerPoint, audio or video presentations using web-conferencing tools without the need for travel.

Conference sessions will be broadcast to all the conference participants, where session participants can interact with the presenter during the presentation and (or) during the Q&A slot that follows the presentation. This international conference will be held entirely online. The accepted and presented papers will be made available and sent to the authors after the conference both on a DVD (including all papers, powerpoint presentations and audio presentations) and as a book publication.

Conference participants - authors, presenters and attendees - only need an internet connection and sound available on their computers in order to be able to contribute and participate in this international ground-breaking conference. The online structure of this high-quality event will allow academic professionals and industry participants to contribute their work and attend world-class technical presentations based on rigorously refereed submissions, live, without the need for investing significant travel funds or time out of the office.

## LISA Forum Europe

**Conference:** LISA Forum Europe  
**Dates:** 8-12 December 2009  
**Location:** Dublin, Ireland  
**Website:** <http://www.lisa.org/Dublin.613.0.html>

The LISA Forum Europe will be concentrating on the business impact in the globalization industry of operating without standards. Multiple tracks, case studies and end-user presentations will focus attention on the executive issues, skill sets and business challenges associated with implementing standards to meet worldwide customer requirements.

### Key Topics

- Concrete Steps for Incorporating Standards into Enterprise Content Management Systems
- Benchmarking Your Globalization Engineering and Workflow Processes
- Translation Automation Standards: What is Feasible Today and What Will It Take to Implement?
- How Can Standard Methods (Best Practice) Enable More Companies to Use MT More Efficiently?
- Content Creation Standards: Current Practices for Product Globalization

## IMETI 2009

<b>Conference:</b>	2nd International Multi-Conference on Engineering and Technological Innovation
<b>Dates:</b>	10-13 July 2009
<b>Location:</b>	Orlando, FL USA
<b>Proposal Due:</b>	24 September 2008
<b>Notification:</b>	17 November 2008
<b>Final Paper:</b>	4 February 2009
<b>Website:</b>	<a href="http://www.2009iisconferences.org/IMETI">http://www.2009iisconferences.org/IMETI</a>

Engineering activities are based on the development of new Knowledge (scientia), new 'made things' (techné) and/or new ways of working and doing (praxis). Scientia, Techné and praxis are three important dimensions of a comprehensive conception of Engineering as a whole. Engineering, as Scientia, is mostly developed in academia; as techné is practiced in industry generating technological innovations; and as praxis is carried out in technical and non-technical organizations, supporting managerial activities and technical procedures, via methodical and methodological design and implementation. This is why Engineering provides one of the most solid academic and professional substrata for bridging among Universities, industries and governments.

Publications and conferences related to Engineering are usually oriented to one of its three dimensions. While this is an adequate thing to do when disciplinary focus is sought, it does not represent Engineering as a whole and it misses the very important synergic relationships among the three kinds of engineering activities mentioned above. This is why a group of scholars, professionals and consultants, in the field of engineering, considered the possibility of initiating a publishing process and organizing a conference where presentations will not be reduced to one of the Engineering's dimensions, but to foster the participation of academics, practitioners and managers in the three dimensions of Engineering, in the same conference, or in the same publication, so they can synergistically interact with each other. A consequence of this purpose is the organization of IMETI 2009, and the publication of multiple-author books series, where submissions will be accepted for the presentation of:

- New knowledge (Engineering as Scientia)
- New products and services, i.e. technological innovations (Engineering as techné)
- New technical and managerial methods and methodologies (Engineering as praxis)
- New meta-engineering (Engineering of Engineering activities) knowledge, innovations and methodologies

More details regarding the notion of Engineering and reasoning supporting the definition given above can be found in the article "The Essence of Engineering and Meta-Engineering: A Work in Progress" (Callaos, 2008), which is available at [www.iis.org/Nagib-Callaos/Engineering-and-Meta-Engineering](http://www.iis.org/Nagib-Callaos/Engineering-and-Meta-Engineering).

There will also be corresponding e-conferences during the 15 days before and after the conference, where each session to be included in the conference program will have a corresponding electronic pre-conference and post-conference virtual session for 15 days. In the electronic pre-conference sessions, authors will have access to the papers to be presented at their session and to an associated electronic forum, so they can be better prepared for their face-to-face conference session. Similarly, electronic post-conference sessions will complement and support a follow-up of the respective conference sessions, via an electronic forum and the possibility of evaluating papers presented at the associated session. These evaluations will also support the selection process for the papers to be published in the JSCI journal.



## Calls for Articles/Proposals/Courses

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### Transactions Special Issue

### LeaderPoint Executive Experience

### Mentors Needed

### IEEE Educational Opportunities

### IEEE Transactions on Instrumentation and Measurement Special Issue

### IEEE Systems Journal Special Issue

## Transactions Special Issue

**Call for Papers:** <http://ewh.ieee.org/soc/pcs/index.php?q=node/141>

**Proposal Due:** various

A special issue is planned for the PCS *Transactions*. Topic is Assessment in Professional Communication.

## AIIM Certificate courses in ECM Best Practices

**Courses:** <http://www.aiim.org/education/certificate.asp>

**Location:** various locations and online

Enterprise Content Management (ECM) is about managing your information assets. It is a framework which enables the management of information assets across an organization, and ties in platforms and programs including:

- Capture/Imaging
- Electronic Document Management
- Electronic Record Management
- Business Process Management
- Collaboration

- Web Content Management
- Digital Asset Management.

The Enterprise Content Management (ECM) Certificate Program reflects the global best practices in use across our 50,000 members. The program covers the strategies, tools, and technologies used to capture, manage, store, preserve, and deliver information in support of business processes.

- Learn global best practices for planning and implementing ECM
- Discover real world solutions and best practices for challenges you face
- Learn from experts in the field who are able to answer your questions, available to address your comments, and willing to accept your feedback
- Position yourself to be tomorrow's leader by enhancing your business and professional skills

## LeaderPoint Executive Experience

**Courses:** <http://www.leaderpoint.biz/ieee.htm>  
**Educational Partnerships:** [www.ieee.org/partners](http://www.ieee.org/partners)  
**Location:** Kansas City, Missouri USA

LeaderPoint, a company specializing in executive and management development sessions and newest member to the IEEE Education Partners Program, is offering members a 10% discount on its Executive Experience session. The session, a five-day, comprehensive development program designed to advance leadership and management skills, is held in Kansas City, Mo. The Executive Experience will help participants gain the following skills:

- Build cooperation in seizing opportunity and gaining greater commitment
- Practice using systematic tools for strategic planning
- Diagnose and correct dysfunctional group dynamics
- Focus personal development in specific areas
- Develop a management mindset for improving business results

Each session has an assessment component which provides a summary of LeaderPoint's observations, the participant's comments, and specific recommendations.

Participants can contact LeaderPoint at any time for follow-up work, questions, and concerns. For more information on LeaderPoint visit <http://www.leaderpoint.biz/ieee.htm>. For general information on the IEEE Education Partners Program visit [www.ieee.org/partners](http://www.ieee.org/partners).

## Mentors Needed

**Website:** <http://www.leaderpoint.biz/ieee.htm>  
**Contact:** [www.ieee.org/partners](http://www.ieee.org/partners)

The IEEE Mentoring Connection is looking for "online" mentors to help guide younger IEEE professionals in career planning and professional development. Currently, 989 mentees, but only 440 mentors have registered to participate.

Mentor participation is open to all IEEE members above the grade of Student Member. Soon, we will be inviting Graduate Student Members to join the program. These members have graduated with their first professional degree and are presently in a graduate program (Masters, MBA, PhD, etc.). We will need additional mentors in the program to handle the requests from this new group. We need you!

Presently our mentors represent the following positions:

- Associate Dean and Professor
- Director of Engineering
- Senior Sales Engineer
- Project Manager
- Corporate Owner
- Consultant
- R&D Technical Manager
- Licensing Manager
- Division Manager - Control Systems
- Electrical Engineer
- Vice President Research
- Director - Customer Operations
- Computer Scientist - Branch Chief
- Senior Product Development Engineer
- Design Engineer - Power
- Retired

If you have received an invitation to join the program and been thinking about it, now is the time to join. If you have already signed in as a mentor - thank you for participating.

Gary Hinkle, a mentor in the program, says "Helping young engineers develop in their careers is very rewarding. Working with some of these individuals has proven to be quite a challenge, because of the diversity among those seeking mentors. I'm glad to be contributing to this program."

The program enables the mentee to select their mentoring partner online from a list of individuals who have volunteered to serve as mentors. After mentors are identified as a potential match, they are contacted and asked to begin establishing a relationship.

Interested members can visit <http://www.ieee.org/mentoring> for information on the roles and responsibilities of each mentoring partner, including additional program information and an FAQ page. Potential mentors are asked to review the time and effort commitment to the program necessary to ensure a successful mentoring partnership. To enter the program website, please go to <http://www.mentoringconnection.com> and use the IEEE Group ID "IEEE2006" to enter for the first time. Once in, you will need to set your own User ID and Password.

If you have any questions, please contact Cathy Downer, Regional Activities, at [c.downer AT ieee DOT org](mailto:c.downer@ieee.org).

## Educational Opportunities from IEEE

<b>Online Courses:</b>	Expert Now <a href="http://ieeexplore.ieee.org/modules/modulebrowse.jsp">http://ieeexplore.ieee.org/modules/modulebrowse.jsp</a>
<b>Educational Partnerships:</b>	<a href="http://www.ieee.org/web/education/partners/eduPartners.html">http://www.ieee.org/web/education/partners/eduPartners.html</a>
<b>CEUs</b>	<a href="http://www.ieee.org/web/education/ceus/index.html">http://www.ieee.org/web/education/ceus/index.html</a>

Staying technically current in today's ever-changing workplace is a career must if you want to maintain your professional edge or your P.E. license as required by more than 30 states in the US. IEEE offers an innovative new product called *Expert Now* as well as a growing service, Education Partners Program to help meet your continuing professional development needs.

Expert Now is a collection of over 65, one-hour long, interactive online courses on a variety of topics, including, but not limited to, the following:

- aerospace
- circuits & devices
- communications
- computing
- laser & optics
- microwave theory & techniques
- power
- reliability
- signal processing
- software.

Presented by experts in the field, each course brings to your desktop the best tutorial content IEEE has to offer through its technical meetings that take place worldwide. Continuing Education Units (CEUs) can be earned upon successful completion of the assessment. To review the course catalog visit <http://ieeexplore.ieee.org/modules/modulebrowse.jsp>.

For those looking for a more robust educational experience, more along the lines of a longer online course, or a more traditional classroom setting, the IEEE Education Partners Program can prove helpful in your search for continuing professional development opportunities. Exclusive for IEEE members, it provides access to more than 6,000 online courses, certification programs, and graduate degree programs at up to a 10% discount from academic and private providers that IEEE has peer reviewed to accept into the program. To review the current list of partners participating in the program visit <http://www.ieee.org/web/education/partners/eduPartners.html>.

Another way to browse for a course or educational events taking place in your area is through the courses registered with IEEE to offer CEUs. To review what's available in your area visit <http://www.ieee.org/web/education/ceus/index.html>.

IEEE is an Authorized provider of CEUs through the International Association for Continuing Education and Training, as well as an authorized provider of CEUs for the Florida State Board. IEEE CEUs are also accepted by the New York State Board, and can easily be converted into PDHs. One CEU is equal to 10 contact hours of instruction in a continuing education activity. IEEE CEUs readily translate into Professional Development Hours (PDHs) (1 CEU = 10 PDHs).

For more general information on IEEE's Continuing Education products and services, visit <http://www.ieee.org/web/education/home/index.html>. Specific inquiries can be directed to Celeste Torres via email, [c.torres AT ieee.org](mailto:c.torres@ieee.org), or by phone +1 732 981 3425.

## ***IEEE Transactions on Instrumentation and Measurement*** **Special Issue on Biometric Instrumentation and Measurement**

**Call for Papers:** <http://www.dti.unimi.it/~piuri/pages/TIM-SpecialIssueBiometricIMCFP.pdf>

**Submission Period:** February 15 - March 1, 2009

**Publication Date:** December 2009

Biometrics is a growing and important applications area receiving significant interest as a result of the criticality and the social impact of its applications. In addition, the increasing worldwide interest in security makes biometrics even more valuable and desirable, from many perspectives including its theory, technologies, design methodologies, and applications. The constituencies that may benefit from this ever growing field include academia, industry, government, and the general public.

To create a biometric system various issues need to be studied in a comprehensive and integrated way: from sensing to measurement procedures, from signal analysis and interpretation to quality assessment, from feature extraction to classification and analysis, from knowledge creation to extraction, and much more. Integration and cooperative combination are other key aspects of biometrics applications.

This special issue is focused on publishing original papers that address instrumentation and measurement aspects of the design, implementation and applications of biometrics. Guest Editors of this special issue are: Fabio Scotti, University of Milan, Italy; David Zhang, The Hong Kong Polytechnic University, Hong Kong; Evangelia Micheli-Tzanakou, Rutgers University, USA.

Questions about the special issue should be directed to Dr. Fabio Scotti ([fabio.scotti@unimi.it](mailto:fabio.scotti@unimi.it)).

## ***IEEE Systems Journal*** Special Issue on Biometrics Systems

**Call for Papers:** <http://www.dti.unimi.it/~piuri/pages/ISJ-SpecialIssueBiometricsSystemsCFP.pdf>

**Proposal Due:** January 15, 2009

**Publication Date:** August 2009

The increasing needs for security as well as medical diagnosis make biometrics more and more valuable world-wide, both



as theory, technologies, design methodologies, and applications are concerned. To create a biometric system various issues need to be studied in an integrated way: from sensing to measurement procedures, from signal analysis and interpretation to quality assessment, from feature extraction to classification and analysis, from knowledge creation to extraction, from algorithms to data structure, from computational complexity to system performance, from system engineering to software engineering, from privacy to social implications, and much more. Integration and cooperative combination are another key aspects of biometrics systems and applications.

This special issue is directed to collect original papers that address any aspect of the design, implementation and application of biometrics systems, by focusing on a system-level perspective. Guest Editors of this special issue are: Vincenzo Piuri, University of Milan, Italy; Jie Tian, Chinese Academy of Sciences, China; and Evangelia Micheli-Tzanakou, Rutgers University, USA.

Questions about the special issue should be directed to Prof. Vincenzo Piuri ([vincenzo.piuri@unimi.it](mailto:vincenzo.piuri@unimi.it)).

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## Guidelines

# Newsletter Article Submission Guidelines

by Kit Brown

Submit articles by the **15th day of the month before publication**. The newsletter is published monthly around the 1st of the month. The **editorial schedule** provides the proposed themes for each month. Additional suggestions are always welcome.

For book and website reviews, see also the **book and website review guidelines**.

If you have questions, comments, or suggestions, please contact **Kit Brown**.

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*Please do NOT submit articles as LaTeX files. They do not convert to HTML very well, and it's a major headache to ensure that text renders correctly. Also, turn off curly quotes if using Word. Acceptable file formats are .TXT, .DOC, and .RTF. Graphics can be .JPG, .GIF, or .PNG format.*

**Writing Tips:** If you aren't sure how to construct the article, try using the 5-paragraph essay method. (Note: The 5-paragraph concept can be expanded to longer formats, so don't be overly literal about the five paragraphs.)

1. Identify your theme and 3 main points in the introductory paragraph. This lead paragraph should draw readers in and make them want to read on.
2. Use each of the 3 body paragraphs to discuss the one of the 3 main points you identified in the first paragraph. (discuss them in the order that you listed them in the introduction). Show, don't tell. Give examples. If you express an opinion, back it up with evidence.
3. Summarize your thoughts in the conclusion paragraph and provide the reader with any actions that you want him/her to take. (The conclusion should not introduce new information, but should encapsulate what was said in the article and provide recommendations if appropriate.)

**Guidelines:** Please review the following information when submitting articles or regular columns to the newsletter:

- **Submit articles electronically in MSWord or RTF format to [pcsnews.editor AT ieee.org](mailto:pcsnews.editor@ieee.org).** These formats are more easily available to me than other word processing applications.

- **Provide articles that are 200-1000 words in length.** People tend to scan rather than read in an online environment. Short, well-written and relevant articles will be more beneficial to the audience than longer ones.
- **Provide a short bio (~25 words) and contact information.** Readers want to know about you. At a minimum, write a bio that tells your name, company, primary job title, email address and why this topic is of interest to you or what experience you have in the area you wrote about. (This doesn't count as part of your word count.)
- **Indicate whether the article is time sensitive.** Because of size considerations and editorial schedule, newsletter articles may not be published immediately upon submission, unless it is date critical (e.g., information about the upcoming conference or an article about a current event that relates to technical communication.)
- **Indicate copyright information if applicable.** If you own the copyright for an article, indicate this with your submission so that we can provide appropriate attribution. If you don't own the copyright, but think an article is interesting, provide the article, along with the contact information for the copyright holder and the name of the publication where it was originally published.
- **Insert the URL into the text so that I can easily create the link.** For example, if you want to reference the w3c, you would say "refer to the W3C (<http://www.w3c.org>) guidelines". Don't create the hyperlink in Word.
- **Provide complete bibliographic information for references.** Include author(s), title, date of publication, publisher, page numbers or URL, ISBN number.
- **Use a friendly, casual tone.** We want to invite people to read and to make the information as accessible as possible.
- **Use 1-inch (2.54 cm) margins; don't indent paragraphs.** I have to reformat the text so it's better to minimize the formatting you include. Instead of indenting, put an extra line between paragraphs
- **Avoid using lots of formatting within the text.** I will have to format the articles for the online environment, so don't put lots of bold and italic in the text.
- **Use subheadings generously.** Subheadings help the reader identify the information that is important to them. Subheads are especially helpful in orienting the reader in the online environment.
- **Use active voice and short sentences.** At least 40% of our audience is outside of N. America. For many members, English is their second (or third) language. Short sentences and active voice are easier to absorb and understand than complex sentence structures.
- **Avoid jargon and "big" words when a simpler term will work.** Approximately 90% of our audience is engineers who need to write effectively on the job. Avoid using writer's jargon, or explain the term in the context. By "big" words, I mean complicated, less commonly used words that may have the same or similar meaning to other, more commonly used words (e.g., instead of "obfuscate", just say "confuse").
- **Avoid idioms.** Idiomatic phrases are those colorful sayings we use to mean something else. For example, "once in a blue moon", "jump right in", "on the fly". Unfortunately, these sayings often have no equivalent in other languages, and can be difficult for non-native English speakers to interpret.
- **Submit graphics as JPGs or GIFs.** Web graphics need to be in one of these formats for most browsers. SVGs and PNGs are not yet universally accepted. If you want graphics included in your article, you need to give me the JPG. Don't just embed it in Word.



# Newsletter



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## Guidelines

## Editorial Schedule for 2008

by Kit Brown

The following table shows the proposed themes for each issue through the year. If something particularly timely occurs during the year, these themes may change.

If you have questions, comments, or suggestions, please contact **Kit Brown**.

Web 2.0

### Editorial Schedule for 2008

Month	Theme
January 2008	Writing
February	Web 2.0
March	Proposals/Business Cases
April	Agile Documentation/ Writing Requirements
May	Project Management
June	User-Centered Design
July/August	Information Economy
September	International TC
October	Reports and White Papers
November	Information Architecture
December	Presentations

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## Guidelines

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# Book and Website Review Guidelines

by Kit brown

Have you read a good book lately? Found a website you can't wait to tell people about? Here's your chance to share your newfound knowledge with your colleagues.

Here are some hints for constructing the review:

1. Include the complete bibliographic information for the book or website immediately after your byline. For example:  
*Now, Discover Your Strengths* by Marcus Buckingham and Donald O. Clifton. 2001. The Free Press: New York. pp.260. ISBN: 0-7432-0114-0. URL: <http://www.strengthsfinder.com>
2. In 2-3 sentences, tell the reader what the book or website is about and how it relates to technical communication.
3. Provide 2-3 things you got out of the book or website, and if applicable, 2-3 things that you wish they had done differently. Opinions are OK if they are supported
4. Support your opinions using specific examples from the book or website. This analysis should be brief--1-2 paragraphs at most.
5. Conclude with a recommendation of how this information might be useful to the user.

The reviews should meet the following guidelines:

- **Keep it short.** The reviews should be 300-500 words. A couple of paragraphs can tell the reader a great deal about what the book/website is about and why one should read it.
- **Focus on the big picture.** In a short review, there isn't room to go page by page and analyze every detail. Instead, pick out the main themes and write about the overall impression. This style is much more interesting to read.
- **Use an informal, conversational tone.** Pretend you are talking to someone about the book or website, and that you only have one minute to explain it to them. What would you tell them about it?
- **Review the article guidelines.** These guidelines provide more detail about the grammar and style for presenting the information, as well as the format the editor needs to receive the information in.