Portico

SEATTLE CHAPTER, SOCIETY FOR DESIGN ADMINISTRATION

Spring 2014

Excellence in Design Firm Management SDA

Best practices for managing good client relations

Consultants in the A/E/C industry know that good client relations play an important part in the sustainability of their business. The success of your current and future projects depends on positive client relations.

Client relations are no longer the responsibility of just one or two people in the firm. Your employees might not be aware that they, regardless of position or years of experience, also have a role in developing or greatly enhancing client relations. Instilling a culture of positive client relations management in your office, and helping all employees achieve that culture, enables a win-win situation.

Two firms, Parsons Brinckerhoff and BHC Consultants, share their best practices for managing good client relations.

Jonathan Kreitler, Marketing Manager at Parsons Brinckerhoff, moderated an in-house panel discussion on what employees can do to create and further client connections. The panelists were experienced project managers sharing a multitude of stories, and the attendees were from various disciplines including civil, planning, admin, and marketing. The discussion resulted in a list of external and internal opportunities for beginning and managing client relations, as well as best practices and philosophies.

External Opportunities

- Get involved with industry associations
- Identify associations that are most appropriate/ of interest to you
- Volunteer to be on a committee – this creates

(Continued on page 2)

Are you a tweeter on Twitter?

Do you feel left out when people talk about Twitter? Are you anxious to start tweeting but afraid that asking questions will reveal your lack of knowledge? Is your Twitter account set up, but looking silent and dismal?

Answer these 10 questions, and you'll be well on your way to chirping up a storm!

1. What name will you choose as your Twitter handle—company name or personal name or both? Learn more from this Twitter ebook: http://blog.hubspot.com/blog/tabid/6307/bid/4495/Twitter-Handles-Dos-and-Don-ts-and eBook.aspx .
2. Where do I start? Sign up at www.Twitter.com.
3. What graphic will you use as your Twitter background? What's a background? Learn more at twitter.com/settings/accounts.
4. What graphic will you use as your header? What's a header? Learn more at https://support.twitter.com/articles/127871.
5. What words, including keywords, will you place in your bio? (You have 160 characters to work with.)
6. What website do you want to link to from your business Twitter account? (Answer: your website's home page or if you don't have one, your LinkedIn account profile.)
7. What photo will you use on your business Twitter account? (Answer: the same one you use on all other professional social

(Continued on page 4)

Hold the Date!

March 20: Dump it, Save it, Archive it: Using a Retention Policy to Manage your Firm's Documents

April 17: Lean Principles for Lean Times

May 14-17: EDSymposium14 Nashville, TN

May 29: Chapter Board of Directors' Installation

Inside this issue:

Good client relations (continued from page 1)

a chance to collaborate with clients and other industry professionals
- Maintain college connections
- Volunteer (associations, client functions, conferences)
- Maintain project contacts (during and after project work)
- Become a resource to your internal/external clients (someone they can call with questions, doesn't always have to be related to your project)
- Get to know other firms and consultants in the industry
- Check-in regularly with your clients (have a communication plan)
- Bring technical staff to client meetings, it's a good investment
- Celebrate your clients' successes: attend awards, galas, etc.
- Consider bringing others to business development meetings with new contacts

Internal Opportunities

- Develop and use your internal network
- If interested in a client, identify staff with connections to that client and learn how you can engage
- Communicate
- Be honest about how projects are going. Bring concerns back to the office for an open discussion on how to mitigate problems/ concerns.

Best Practices/Philosophy

- It takes personal initiative to develop your network
- Quality project performance is the best and most important marketing
- LISTEN to your contacts/ clients
- Engage externally, but don't overextend
- Relationships are long-term–they take time to develop
- Clients have long memories (for both good and bad experiences)
- Connect with the right people–internally and externally. Personality and communication styles are important
- It's important to recognize and control projects with issues
- Engage with clients and contacts using social media (Linkedin, Twitter, etc.)
- Follow up on leads

Jon Davies, Director of Client Services at BHC Consultants, recommends sharpening your networking skills, building a lasting client base, and implementing a business development schedule.

Tips for more productive networking

- Always bring a handful of business cards. Exchange cards with people that you meet.
- Don't be a wallflower. Walk over to people and make conversation.
- Get a drink from the bar and hold onto it. This includes non-alcoholic beverages. Having a glass in your hand can help shy people overcome nervousness.
- Do not sell while networking. Your mission is to make contacts, not to get a client to sign a contract.
- If you've never attended a meeting of a particular group before, go with a friend who can introduce you to people in the group.
- Dress in proper business attire. Your comfortable well-worn Dockers and golf shirt are not appropriate for a business gathering.
- The best way to make friends and get people talking is to ask them questions. Instead of talking all about you, ask other people about what they do.
- When you get back to the office, follow up with a short note or e-mail that says how much you enjoyed meeting them and let's keep in touch. You might also enclose another business card and a brochure about your services.
- Keep a database of contacts. List all the things that you learned about the person, e.g., family, hobbies, interests, etc.
- When making referrals, think of the people in your database first. Sending a lead or business to a person is a great way to cement the relationship between you.

Keys to building client relationships

- Seek out clients who can provide a steady flow of assignments rather than an occasional project.
- Invest your time wisely.
- Build a personal relationship. Visit with the client now and then. An occasional cup of coffee, lunch or dinner is a good way to get to know someone.
- Participate in client activities. Accept any invitations you receive to attend Christmas parties or similar events. Make sure you say hello to the client at conferences and other industry events. Drop by clients' booths if

(Continued on page 3)

Good client relations (continued from page 2)

they're exhibiting at conferences.

- Send your client copies of pertinent news articles and items that you know they are interested in.
- Pick up the phone or send an e-mail to say hello every now and then. Just say hello–don't ask about new business.
- Cultivate relationships with as many people in the client organization as you can. Even people you think are unimportant can have a major say over whether you get hired.
- Be especially considerate of secretaries, assistants, and receptionists. They wield a lot of influence over who gets into the decision maker—and who doesn't. And they might be promoted one day and become your client.
- Never be rude or lose your temper. Always be patient, courteous, and friendly.
- Remember clients have all the power. Clients can choose to 'fire' you at any time, for any reason…or for no reason.

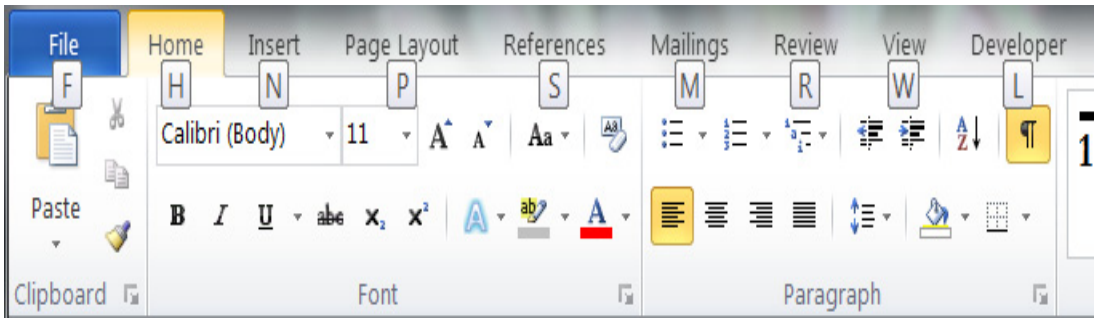
Top 10 things to implement tomorrow

1. Plan next week *this* week.
2. Plan one business development task every day and DO IT!
3. Call at least one prior contact every week.
4. Contact at least one prospect every week.
5. Debrief on proposals and projects regularly. Win or lose!
6. Analyze your competition for each market. Answer three questions: Who is getting the jobs? Why are they beating your firm? How do their marketing and sales efforts differ from yours?
7. Call your last 10 clients and ask them for a referral or help them solve a current problem.
8. Solicit letters of recommendation from clients and use them as marketing tools.
9. Write a letter to all your present clients simply thanking them for their business.
10. Make a list of your network contacts. Contact one each day to exchange lead information. Find a way to help them as this is the best way to build a strong network.

Technology Transfer: Did Your Mouse Die?

What do you do when your mouse dies? You press the **Alt** key.

While in Word (or other Microsoft programs), press **Alt** to display the short-cut keys to continue working when your mouse decides to call it a day.



1. Press the **Alt** key first, to enable the short-cut keys: **F** for File, **H** for Home, **N** for Insert, **P** for Page Layout, **W** for View, etc.
2. Then, press any of those short-cut keys to activate the sub-menu items. For example, to Save the document, press **F** to open the *File* menu to get to the short-cuts for *Save* and *Save As*.
3. Or, press **N** to open the *Insert* menu, and from there you can insert a table (press T), insert a picture (press P), insert a hyperlink (press I), or insert a page break (press B).

President's Message

Hello, SDA.

2014 started off on a high note in Seattle with the Super Bowl XLVIII win. Even people who don't usually follow football could not help but be affected by the enthusiasm that brought our city together. I was particularly inspired by something Russell Wilson said in a post-game interview: "At the beginning of the season I told our guys, 'Hey, why not us?'"

Our chapter also started 2014 on a high note with some excellent programs; yet, we are facing a critical time and we have decisions to make. I am very proud of what we have accomplished as a chapter this year, but we are struggling with the same problems of membership growth, financial support, and leadership succession. At our February business meeting, we elected a nominating committee to select officers for the 2014-2015 board year. We also started a discussion on "Why is SDA membership valuable to me?"

I want to hear from each and every one of you:

What do you get out of your membership?

What are you not getting that you wish you were getting?

We are planning an evening to get together and talk about our chapter and its direction for the coming year. I want to be able to give the new board some ideas about where we can scale back, or where we can beef up, or where we can change what we're doing to make each of you a true believer in, and marketer of, SDA.

I am challenging each of you to start thinking:

"Why not us?

Why not me?

What am I willing to put in to receive the value I want?"

As a chapter, we cannot rely on the same people to continue to do the same jobs over and over. It's time to evaluate where we are and where we want to be, and working together as a team, we can get there.

I'm looking forward to hearing from you!

Stacy Rowland, CDFA

Twitter (continued from page 1)

networking sites.)

8. What will your first tweet be?
9. Will your account be public or private? Will you protect your site or not. Learn more here: twitter.com/settings/account.
10. Who will you invite to connect to you on Twitter? Let me know your handle [and I will follow you]. You can follow me at @mariamarsala.

Bonus Tip:
Social networking allows you to connect with your clients on a more personal level, too. It's a way for you to connect with clients without them feeling like they're being sold to.

After you create your Twitter account, you have an opportunity for your staff to call your AAA clients to learn what their Twitter handles are and then invite them to follow you.

Other ways to notify clients that you're ready for them to connect with you on Twitter are to mail them a postcard announcement, put an announcement notice on your blog, and create links from your website to your social networking sites.

Of course, don't use Twitter or any other social networking platform if you aren't sure how to do so in a compliant manner, consistent with your firm's social media policies. Always check with your Compliance Department before doing something new on any social media venue.

Spotlight on members: Sarah Shults and Renae Howard

Located in Seattle, **Weinstein A|U** really keeps **Sarah Shults** hopping!

Not only is Sarah a Principal, she is the Controller and IT Manager, and she also handles all of their HR functions and provides contract review and negotiation.

Sarah has been at Weinstein for almost 14 years, and admits that the demands of her position and the overall fluctuation in workload can be a challenge when it comes to balancing work and home demands.

Sarah joined SDA in 2008 for the same reasons many members do: the networking and educational opportunities. She says that an advanced Excel class would be great; she's looking for tips and tricks to make the program easier and more useful in her daily tasks.

One of Sarah's goals for 2014 is to get CDFA certified. In her spare time, she enjoys painting and cycling.

Renae Howard, CDFA, is not only an SDA member; she's an entrepreneur, running her own bookkeeping business, *Watching the Bottom Line*, since 2004.

In addition to full-charge bookkeeping, Renae provides occasional HR and office management/ administrative support. Her biggest challenge is finding enough time to sleep and exercise, while still meeting deadlines and most importantly, raising her son. All of these demands don't leave her much time for her hobbies, which include dancing, baking, and gardening.

Renae joined SDA in 1997 at the recommendation of her employers, who first saw the benefits of membership within their office manager, and who encouraged new hires to join as well. She was drawn to the educational opportunities and mentorship from fellow members, and would love to learn more about writing Employee Handbooks.

For SDA, Renae would like to see the Seattle Chapter develop more leaders, and have more rotation among the board members.

SDA members: Check out this local opportunity!

Take this quiz.

It's time for me to grow (enhance, strengthen, develop) my leadership skills.

☐ Yes ☐ No

I am open to career-advancing strategies.

☐ Yes ☐ No

I am looking for a new or different, professional challenge.

☐ Yes ☐ No

I want to get involved in the A/E/C industry.

☐ Yes ☐ No

If you answered yes to any those questions, SDA has the perfect opportunity for you!

The Nominating Committee will be looking for candidates to serve on the Seattle chapter board of directors for the 2014-2015 term.

- President
- President-Elect
- Vice President
- Recording/Corresponding Secretary
- Treasurer
- Director(s)

Here's your chance to join a team that is dedicated to helping the chapter (and the organization as a whole) further its mission.

Are you ready for a new (another) opportunity?

Please contact the Nominating Committee, Shannon Soady (ssoady@dlrgroup.com), Renae Howard (renaehowardbookkeeper@gmail.com), or Laura Preftes (laurap@lpdengineering.com) to express your interest in running for office. Or, to learn first-hand about what's involved when you serve on the chapter's board of directors, contact any of the current board members (see last page for contact information).

Who is shaping your policies, procedures, and practices?

What's the make up of your firm's staff? All Baby Boomers? Predominately Generations X and Y? A nice balance of all three generations?

Have you changed your policies, procedures, or practices because of the differing expectations or demands from your diversified employees?

According to surveys, the younger generations want and expect flexible work hours and the ability to check their smartphones whenever they feel like it. In fact, one survey by Cisco* showed that Gen Y's won't work at a firm if the firm bans access to social media.

We were curious to find out what A/E/C firms have done or are doing, so we asked them to share what changes, if any, have been made to accommodate the generational differences.

Gretchen Renz (Bernardo | Wills): Some of the changes we've made weren't designed specifically to meet Gen X needs or Gen Y needs, but were in response to our changing demographic (more families in the office) and new technologies. In order to appeal to our Gen X staff, we have instituted a variety of flexible schedule options to help achieve some sort of work/life balance. We have also made it possible to log into the network remotely so that staff can work at home in an emergency. For our Gen Y staff, we've recognized that putting down the cell phone is not possible, so we've relaxed the rules for personal device use, and made syncing systems and forwarding email to personal devices easy. In response to Gen Y's collaborative work style, we designed our new office with lots of break out space and desk arrangements that promote collaboration. The changes have improved morale and increased job engagement for all generations.

Dana Thompson (Callison): We actually have not made any adjustments or changes to accommodate those three generations. We have made the shift to hire the brightest and most talented recruits coming out of college.

Anonymous in Colorado: No changes have been made formally at my firm. The culture here is pretty much, "fit in with our culture or leave." However, I have noticed over time that some obvious gen-related behaviors seem to be quietly accommodated for those few who exhibit them. Typically, it's looking the other way when they work highly flexible work schedules. The attitude is that "I work plenty of extra hours, and the firm should accommodate me when I want to come in late or leave early."

Stacy Rowland (Berger Partnership): My firm allows flexibility in work hours. Employees can come and go at the times that suit them best, as long as the work gets done and meetings aren't missed. I don't know if this policy was instituted specifically for the younger generations, but it does seem to keep people satisfied and pleased with their work situation.

Shannon Soady (DLR Group): Our firm is making a conscious effort to court the younger generation because they will be our next leaders. By investing in continual software upgrades, a more casual workplace, more flexibility, and lots of leadership opportunities, we're trying to ensure they stay with us long enough to really learn our business and firm so they can effectively lead the firm in the coming years. And, we're seeing more of our older, longer term employees retire.

Renae Howard (Watching the Bottom Line): The firms I have worked with [my clients] have made an effort to build community in a variety of ways to engage all staff (social media, volunteer programs, beer Friday events, as well as summer picnics, etc). There has been a little bit of training on sensitivity, but for the most part it has been about principals/managers respecting the differences. The firms I've seen where this hasn't been done keep losing talented, newer staff because the more experienced generations don't know how to understand, motivate, and engage them. The turnover keeps hurting their project success and ultimately their profitability.

Tracey Bessellieu (Parsons Brinckerhoff): Studies show that Generation X and Y are the largest population of employees in the workplace today with millennials quickly progressing to make up 40% of organizations in 2020. At Parsons Brinckerhoff, Gen X and Y combined, constitute over 50% of our U.S. population. This growing demographics has given us the opportunity to look at a few key areas and make significant changes to accommodate these groups.

The way they learn: Gen X and Y prefer to learn in smaller classrooms or by self-paced study.

Parsons Brinckerhoff offers:

360 Collaboration:

- Blog style collaboration

(Continued on page 7)

Who is shaping your policies, procedures, and practices? (continued from page 6)

- Detailed information at the click of a mouse

PB University:

- Self-paced online learning on relevant topics
- Courses available outside of our network allow for flexibility in the time and place you take the course

Tuition Reimbursement:

- In a highly competitive marketplace, we offer tuition reimbursement for licenses, certifications, degrees, etc.
- Allows our employees to continue their education and add value while employed with PB

Professional Growth Network (PGN): Through PGN, Gen X and Millennials:

- Are given recognition for their contributions
- Work collaboratively with our Senior Leaders on complex issues that affect our strategy and goals
- Create a forum of knowledge-sharing on a global level with their peers

Recognition: We have and participate in programs offering emerging professionals the opportunity for exposure. For example:

- Emerging Paper Competition
- Chairman's Prize for Innovation
- Enginuity Contest

LAUNCH–our graduate onboarding program:

- Builds a cohort for new hires
- Allows employees the opportunity to learn about Parsons Brinkerhoff and build on their career development and goals
- Acknowledges the importance of welcoming our new employees and showing them how their contributions fit in to the organization
- Gives the younger generation direct access to Senior Leadership

Work Environment:

- Moving away from standard cubicles, conventional meetings rooms, and private offices
- More open, collaborative work stations
- Energy efficient environment (sensor-sensitive lights, filtered water, recycling)
- Flex-time schedules vs. the traditional 9 to 5 work day; employees can choose the times that are more effective to their work style

Technology:

- Personalization is a large part of individuals' lifestyles today. With BYOD (Bring Your Own Device), employees can keep their personal cell phone (iPhone, Galaxy, Droid, etc.) and still have access to their email and contacts.
- Shows flexibility aside from the rigid "traditionalist" Blackberry model
- Reduces frequency of carrying around two cell phones

Steve Weinberg (Glumac): In 2012, I presented a session to Glumac's Board and Principals on generational differences and the impact I thought it was having, and how a mentoring program would nurture and thus help retain staff. We had experienced a high turnover among the younger staff coming into the firm.

We talked about the generational differences, and the negative impacts of turn-over, such as:

- Re-hiring
- Re-training
- Project interruption and delays
- Client dissatisfaction
- Lowered morale
- Company reputation ("churn and burn")
- Disruption and instability of work environment
- Brand degradation
- "Brain drain" (loss of project knowledge)
- "Un" sustainability

I also talked about the oversimplified view of the accounting/billing mentality, which is staff are either being utilized (billing time to a project) or are not being utilized. The "not" is called overhead, and I believe there is a negative perception to that.

The industry standard is that overhead should be minimized and utilization should be high, and overhead becomes a generic bucket for everything that is not billable (or good) and is blandly and blindly fuzzy. Even one of our principals shared his concern that "overhead activities should not be a default for lack of productivity."

What I hope to see is that overhead moves from an opaque, black box of "wasted" activities to a value-added and trackable set of investments in our future. Those investments are *education*, *marketing*, and *mentoring*.

As a result of the presentation and discussion, we started an internal mentoring program that connects our newer, more junior employees with more seasoned employees. Our mentoring program works, and we have top-down support from our CEO, who is personally very "tuned into" the generational issues.

Twila Wittman (Wood Harbinger): We have a committee that takes

(Continued on page 11)

Keeping the mentoring relationship exciting

Dena Berrios is a Senior Certified Administrator and works in the Detroit office of Parsons Brinckerhoff. She has been with the firm for nine years. She began serving as a mentor in 2008, and has experienced good and not-so-good mentor/mentee relationships. Her recent and most successful experience as a mentor began in 2010 and continues to this day. This article was originally published in a Parsons Brinckerhoff internal newsletter (All Points Bulletin...Project Administration CoP 047, Winter 2013). Reprinted by permission.

Mentoring can be fun and exciting but over time, it can easily become tedious and boring. Like any relationship, it all depends on how much effort you put into keeping it exciting that will make a difference. Accomplishing this takes some thought, a little creativity, and a bit of planning.

Assuming you have had a mentor/mentee relationship for a while now, you have already spent time discussing the basics that help you get to know one another and established a trusting relationship where the mentee is comfortable coming to you for advice. Since this relationship has evolved, it is easy for the regular conversations to become unfocused, off growth areas, and even a bit boring. When this started happening with my mentee I began looking for new ideas to focus our conversations on growth areas, but still have something new to discuss.

While participating in a local "mentoring month" event, I received a list of ice breaker topics that could be used for building a mentee/mentor relationship. I really liked the idea of having thought provoking questions that could help inspire a real discussion with my mentee. Because any relationship takes effort from all parties involved, I reached out to my mentee and we did a planning call. We took the list that was already put together, reviewed it for what we liked, added a few items, and tweaked it a bit more to make it suitable for us; a predetermined script is not exciting at all. We settled on 11 topics, one per month, which became our monthly "Coffee with Your Mentor" focus. The final month we looked at our accomplishments for the year, goals for the following year and discussed how those topics helped us grow. Using this idea was an exciting way to keep the conversations from getting stale and focusing our calls on the business at hand, but still allowed us to openly transition the conversation to other areas.

Some of the questions included:

- Who is in your personal and professional network? How do you build that network?
- How do you manage work/life balance?
- What books have influenced your ideas and thoughts the most?
- What are your strengths? What are your weaknesses?
- What is it that you really want to be and do?
- What are you doing well, and not well, to get you there (follow-up from previous topic)
- If you could change your life in one way, what would you change?

Although this idea was very successful for us, it was important to think of a new and creative idea for the following year so that our calls would continue to focus on growth in a new way. As the year came to a close I found myself on the lookout for another

(Continued on page 9)

Sound Bites

I wanted to thank you for your field-shading tip [Dorothy Skan's Microsoft Word presentation to the Seattle Chapter]. I was just working on a document, needed to shade a field, and whipped out your hand outs. Yay!! (Audree DeAngeles, Senior Technical Editor, Aspect Consulting)

Mentoring (continued from page 8)

idea that would keep us engaged but still inspire thought provoking discussions. Keeping an eye open for ideas to share with my mentee, I found a great book on procrastination that I hoped would inspire thought and analysis for personal growth areas. This book, "It's About Time! Six Styles of Procrastination and How to Overcome Them" by Linda Sapadin and Jack Maguire, helped to identify characteristics of our individual procrastination styles and ways to move past those; a great discussion topic! I ran across a great article on why procrastination is *good*…another discussion topic for sure! Since procrastination is related to productivity that became the next topic area to inspire thought.

I felt it was important to change the set-up of the call to a focused theme that still inspired thought and reflection. The new focused themes then became the planned topics of the following year.

Some of the themes included:

- Procrastination: What is your procrastination style? How did this help you reflect on ways you can improve your work and home life? What areas in your life can procrastination be good? How?
- Productivity: Using what you have learned about how you procrastinate, what changes have you made to increase your productivity?
- Planning: What tools do you use to manage your work and home life and get everything accomplished?

> *A mentor empowers a person to see a possible future, and believe it can be obtained.*
>
> *-Shawn Hitchcock*
> *Illinois State University*

While all of our calls had a planned topic, it was only there to assist the flow of discussion and self-reflection. All of our scheduled calls would cover much more than the topic at hand, and we also had frequent conversations in between those calls to discuss anything that was happening at that time.

Being a mentor is a very rewarding experience, and you quickly become friends with your mentee as they turn to you to help guide them. You learn about their family, their hopes and dreams, goals and their life. You become a confidant that they trust with information they don't share with just anyone. This is a trust that builds over time through open discussions and should not be treated lightly. Spending time thinking of creative ways to help your mentee grow will in turn have you reflecting on those same topics; your experience and guidance will be needed throughout the relationship to help the growth. You are the one that will help them learn things about themselves that will help them see "a possible future, and believe it can be obtained."

Over time this mentor/mentee relationship will transform even further into one where the *mentee* can even become the *mentor*. When the mentor begins turning to the mentee for advice and sharing their own answers and reflections to these topic questions, the relationship transitions to another level of mentoring. This new relationship is mutually rewarding and encourages growth and self-reflection from both parties as they grow and learn.

Although not all mentoring relationships experience this type of success, many do. It is important to continue to find ways to keep the relationship exciting by looking for new ways to inspire growth and self-reflection. As I read newspaper articles, blogs, books and magazines, I am always on the lookout for things that I can share with my mentee that will inspire exciting conversation.

EDSymposium14: May 14-17 in Nashville

Don't forget—early bird registration for EDSymposium14 ends March 15! Don't miss out on more than 18 continuing education credits, plus the other activities planned, such as the Awards banquet, installation of the new national Executive Committee, and the *Diamonds and Denim* party. And don't forget about the national scholarships that provide funding to attend.

The EDS14 brochure outlines everything you need to know; check it out: http://www.sdanational.org/?page=EDS14Registration.

Formatting the footnote separator line (Microsoft Word)

Wouldn't it be wonderful if you could change the plain, old boring footnote separator (the horizontal line that appears above footnotes) in your Microsoft Word documents? Or easily fix the separator if for some reason it shows up centered on the page? Dorothy Skans (Production Document Specialist at Parsons Brinckerhoff) shows you first how to fix the separator, and then how you can change the look of the separator.

Fixing the separator

1. Open the Word document that contains the Footnote
2. Make sure you are viewing the document in Draft mode (View > Document Views > Draft)
3. Click on Show Notes (References > Footnotes > Show Notes)
4. Click on the down arrow in the Footnotes window that opens at the bottom of the document
5. Click on Footnote Separator from the drop down menu
6. Apply changes just as you would any text* (the two most common fixes Dorothy typically has to make: remove the space after the line, and change the left margin to 0)
7. Click on the "X" at the right side of the Footnotes window to close the window

Changing the plain, old boring separator

If you want to get fancy with your separator, follow steps 2 through 5 above, and then:

- Highlight the separator
- Click on Clip Art icon (Insert > Illustrations > Clip Art)
- Type "divider" in the Search for: window and click Go
- Scroll through the samples and click on your choice (you won't actually see the new divider in that Footnote Separator window until you change back to Print Layout mode)

*The footnote separator defaults to "Normal" style. Once you make your changes to the separator, you can create a new Style for later use:

- Click on the separator
- Go to Styles (Home > Styles > New Styles)
- Enter "Footnote Separator" in the Name: box and click OK

Next Up

MAR 20 — **Dump it, Save it, Archive it: Using a Retention Policy to Manage your Firm's Documents.** Presented by Catherine Blake (Callison).

APR 17 — **Lean Principles for Lean Times.** Presented by Patrick Watson (Jacobs).

MAY 29 — Chapter Board of Directors' installation. Location and program TBD. Note: This is being held on the fifth Thursday of May.

Check our website for more details (sda-seattle.org). Seattle Chapter events are also published in the *Puget Sound Business Journal*, *AIA eNews*, *Seattle P-I*, and the *Daily Journal of Commerce*. For questions about any of the chapter programs, or if you have suggestions for SDA programs, please contact Renae Howard at renaehowardbookkeeper@gmail.com.

About SDA

For over 50 years, the Society for Design Administration (SDA) has promoted education and best practices in management and professional standards of design firm administration. SDA membership stretches across the United States and Canada, and is composed of personnel working in the design industry for architectural, engineering, construction, and related industry firms.

Look, click, learn.
Seattle Chapter SDA:
www.sda-seattle.org
Like us on Facebook

National SDA:
www.sdanational.org

Portico is published quarterly. Please send comments, suggestions, announcements and articles to the Editor Judy Beebe at beebe@pbworld.com.

Generational employees (continued from page 7)

suggestions (anonymous or not) from staff, and from those suggestions we now have, for example:

- Paid bereavement leave
- Reimbursement for gym fees
- Employer matched charitable donations up to $200 a year

We also hold ice cream socials, picnics, and an end-of-the-year party, and we provide flu shots and support a variety of charitable causes.

While there may not be specific policies in place for the newer generations, we try to have flexible hours for those that need to take time off for family issues and additional educational opportunities, or if people need to work outside the standard 8 AM to 5 PM. We encourage people to use their personal or vacation time. For many departments, if warranted, working remotely from time to time is acceptable. We have "casual Fridays." Our leadership has an open-door policy, and encourages suggestions. We hold quarterly meetings, department meetings, and individual meetings to keep staff informed of company news.

All in all, it's one of the more flexible places I have ever worked, and in that sense, it is appealing to a variety of generations.

** Data from Cisco: http://tinyurl.com/nxd2x6w*