



THE ETHICS ROLL CALL

LISTENING TO THE INNER VOICE

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"The Challenge is to be a Light, not a Judge; to be a Model, not a Critic" –Steven Covey

How are we doing? An Ethics Center Status Report

According to J. Paul Getty, the formula for success is to rise early, work hard, and strike oil. Truly impeccable advice. And while most of us have never struck (nor drilled for) oil, those of us here at the Institute for Law Enforcement Administration have dutifully gotten up early and worked hard in furtherance of the goals of the Ethics Center since it was formed in November, 1992. Whether or not the work of the Ethics Center is ultimately deemed "successful" will, of course, be for others to determine, but to that end, we thought it might be worthwhile to update and report some of what has been accomplished over the past few years.

The Ethics Conference On October 17-19, 2002, the 11th Annual International Ethics Conference will be the first major gathering held at our new headquarters in Plano, Texas. Attracting approximately 150 attendees each year from across the profession, this event is distinguished by the range of topics and presenters who participate. Over the past several years the conference has welcomed attendees from across the United States, Canada, Great Britain, Sweden and Singapore.

The Ethics Train-the-Trainer Course As the flagship of educational endeavors at

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The 11th Annual Ethics Conference will be conducted October 17-19, 2002, at the new headquarters of the Center for American and International Law in Plano, Texas.

Have you ever wondered what a student in pursuit of an MBA learns in business school? And does that education impact student values? As reported in *Business Week Online* (March 11, 2002), the Aspen Institute wondered as well. To find out, they conducted two surveys of 1,978 MBA students who graduated in 2001, from thirteen leading business schools. They found that at the start of their studies in 1999, 68% of those surveyed said maximizing shareholder value was a company's top priority, while 75% said it was customer satisfaction, and 43% cited the production of quality goods and services. When surveyed again in 2001, things had changed: 75% put shareholder value at the top of the list (a 7% increase), 71% opted for satisfied customers (a decline of 4%), and 33% chose high-quality goods and services (a 10% drop). In that same survey, only 5% recommended improving the environment as a top priority, and a mere 25% saw the importance of creating value for the local community. The Aspen Institute survey also revealed some interesting gender differences:

Judge a company by its ethical standards when considering a job offer

- Women 14%
- Men 7%

See financial returns as a company's primary goal

- Women 67%
- Men 79%

Place a high value on a company's willingness to invest in employees and make a positive impact on society

- Women 55%
- Men 47%

Equate good compensation with a high quality of life

- Women 21%
- Men 31%

When I do good, I feel good. When I do bad, I feel bad. That's my religion.

Abraham Lincoln

Where Are Our Heroes?

By Peter Uhlman

I need to preface this by saying I am not an FOP member and I am not a cop, but I consider myself one of the everyday 250 million people who are fortunate enough to live in this great land. I happened to be in Philadelphia this past year for business. Moving up Market Street towards City Hall for my next meeting, I heard the distant beat of a drum, then chanting. As I grew closer to the demonstration, I saw the tops of banners and the mumbles of the megaphone became clear: "Free Mumia ... Racist Cops ... Brutality," they chanted. There were maybe a thousand people in attendance and all around on bikes, in cars on the beat were the Philadelphia police protecting them – clearing each intersection in front of the demonstrators, watching the crowd and maintaining order. It occurred to me I might not be able to do what the officers are doing. "Freedom of speech" might have become diluted in the bitter tears of a fallen comrade.

The paradox was blinding: 1,000 extremists will grab the headlines tonight while 1,000 cops walk into dark alleys putting their lives on the line. One thousand more will break up domestic fights, stop drunk drivers and protect the

rights and safety of all of us. And they will do it again tomorrow and the next day. There are no marches to thank them, no reporters to record them and no celebrities to endorse their cause.

Much has been made about our culture not having heroes anymore, about not having role models and about not having people to look up to. Well, where have they gone? Why is it easy to get one thousand people, corn fed on ignorance, to march in the hot sun? Why do we vilify the innocent and elevate the convicted absent heroes? Why do we find it necessary to manufacture and mold pop-culture martyrs to quench that thirst?

Much has been made about our culture not having heroes anymore. Where have they gone? It seems to me, we just stopped remembering where to look. They are all around us – on bikes, in cars, walking the beat, in alleys, in our homes, on our roads, protecting our rights and preserving our safety.

Peter Uhlman resides in Exton, Pennsylvania. This article appeared in The FOP Journal (April, 2002). Reprinted with permission.

★ Call for Presentations ★

The 11th Annual International Ethics Conference is scheduled for October 17-19, 2002, in Dallas, Texas. Persons interested in presenting a "break out" session (about 90 minutes in length) on a law enforcement ethics-related topic are invited to contact Dan Carlson at the Institute for Law Enforcement Administration, 972-664-3471, or via e-mail at dcarlson@cailaw.org.

Can We Be Sure Anymore?

By Dan Carlson

Following his usual routine, Mike drove directly home after finishing his midnight tour of patrol duty at the police department. After pulling his truck into the garage he picked up the morning newspaper lying in the driveway and walked into the house. His wife and son were just finishing breakfast before heading out to work and day care, so Mike joined them at the table and opened the paper. "Unbelievable," he sighed while scanning the headlines. "This scandal in the church just keeps getting bigger and bigger. I can't believe so many religious leaders violate the trust we place in them."

Three blocks away, Tom – pastor of a small-but-growing church – had just finished leading the morning worship service. He walked out of the sanctuary and headed to the parsonage next door, stopping briefly to pick up the morning newspaper lying in the driveway. As he entered the kitchen to prepare his breakfast he placed the paper on the table and scanned the headlines. "Unbelievable," he sighed. "Ten more criminal cases have been thrown out because the police lied in their applications for search warrants. I can't believe so many law enforcement officers violate the trust we place in them."

On the other side of town, Jennifer had just finished helping her younger brother and sister get ready for school. Since the school bus was not expected for about fifteen minutes, she walked out to the

driveway and picked up the morning newspaper. As a sixth grader with an interest in current events, she opened the newspaper and scanned the headlines. "Mom," she sighed "this is really sad. The entire front page is devoted to bad things in our church and police department. You always told us to look up to our pastors and police officers, but can we really trust them anymore?"

As she got up from the table for a second cup of coffee, Mike's wife leaned over his shoulder and scanned the front page story about the growing scandal that seemed to be consuming her church. "This is becoming more frightening every day," she said. "Especially since our son starts school next year, and we have talked about enrolling him at our church school. You and I were both raised in this religion, but do you think it is wise for us to send him there ... will he be safe?" Mike leaned back in his chair and rubbed his eyes. "I don't know," he said. "We just can't be sure anymore."

Troubled by the scandal rocking the police department in his city, Tom finished breakfast and called a friend – a pastor in a nearby community – to see what he thought about the situation. He was shocked by what he heard. "Over the past year, two women in my church told me about a local officer who stopped them and made lewd remarks," his friend said. "In both cases they complained to the police

chief, but their complaints were deemed unfounded since there were no independent witnesses. Now a third woman has come to me with the same complaint, and I don't know what to tell her. Should I suggest she complain to the chief? From what you have told me about the problem in your city and our past experience here, can we trust the police to investigate themselves?" Tom leaned back in his chair and rubbed his eyes. "I don't know," he said. "We just can't be sure anymore."

Struck by the sound of concern in Jennifer's voice, her mother stopped what she was doing and scanned the front page of the newspaper. As she reviewed the stories outlining problems in her church and local police department, her emotions ranged from deep disappointment to outrage. Like most adults, she knew that people who endeavor to present themselves as paragons of virtue sometimes conceal a much darker side. But her children still looked upon religious leaders and police officers as role models ... how should she go about helping them understand the failings of people in such high profile positions of trust? "Honey, you asked whether we can trust police officers and pastors," Jennifer's mother said. "I'm sorry to have to tell you this, but I don't know. I just can't be sure anymore."

I hate mankind, for I think myself one of the best of them, and I know how bad I am.

Samuel Johnson

Calvin and Hobbes

by Bill Watterson



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Internal Affairs and Trust

By Robert J. Duffy

Law Enforcement is a wonderful and honorable profession, and one in which I am extremely proud to claim membership. Words like courage, honor, service, integrity, and compassion describe the profession we love, but there is a "dark side" to policing; we have a dirty little secret called the Code of Silence. There is hypocrisy in our profession, and the time is long overdue for us to confront it. The word hypocrisy, by the way, comes from the Greek "hypokrisis" which means "acting a part or pretending to be what one is not."

How can we proclaim integrity as a hallmark of our profession but then collectively denigrate those with the responsibility for investigating wrongdoing? I am talking, of course, about Internal Affairs investigators. I dare say that in many police departments across this country, individuals assigned to Internal Affairs are largely disrespected and unappreciated by rank and file officers and command staff alike. It is time that we, as a profession, align our words and promises with our actions. Public trust is an essential element in the world of policing, but to be trusted we must first be trustworthy and able to be taken at our word.

Consider, for example, just a few of the glaring differences between the way police officers investigate crimes, as compared to the way we handle investigations of police misconduct.

*When a criminal arrest is made or an investigation is completed, there is a basic expectation that officers will be willing to testify in court. Police testimony, after all, is a cornerstone of our criminal justice system. But when asked to assist in an investigation of police misconduct, we often come up against the Code of Silence, typified by a strong resistance to cooperate or testify.

*Police officers routinely demonstrate precise memory of events far in the past,

with incredible ability to recognize guns and evidence from great distances on a dark night. But when it comes to internal investigations, they often experience wholesale memory loss extending even to the most basic facts of an incident that may have occurred only hours – if not minutes – before. Time and time again, officers standing just a few feet away from an event involving alleged misconduct, seem – for some reason – to have heard and seen nothing.

*In criminal investigations, witnesses are often immediately separated in order to ensure that the quality of information is intact and has integrity, and officers willingly submit immediate reports and documentation of their actions. But when asked to provide information for an internal investigation, those same officers immediately invoke and are provided a 48-hour notice before being compelled to give their version of the facts. It is troubling to think that a police officer needs 48 hours to gather his or her thoughts (or collaborate with other officers) in order to get their "stories straight."

*During criminal investigations, officers despise perjurers and are contemptuous of those who refuse to cooperate with a police investigation or who state that they neither saw nor heard anything. But during internal police investigations, officers who testify or provide information against fellow officers are described as "rats," "cheese eaters," or "scum."

These are just a few examples of areas demanding attention. The culture of policing can be both good and bad, and while we must celebrate and keep the positive things, we must also commit ourselves to changing those that demean and diminish our profession and integrity. As we go about building trust in the police culture, there are several areas upon which we must focus:

* Leaders at every level must recognize integrity as a priority in our profession and our organizations. To that end, we must avoid the propensity to "sit on the fence," and work toward being respected as opposed to being popular. Let's face it, too many supervisors do not want to lead, and

too many cops accept less than excellence from themselves and their peers. Strong leadership requires courage, but that should be an expectation any time somebody recites the oath to become a police officer.

*The proverbial "line in the sand" must be drawn when it comes to integrity. We must be willing to accept mistakes, but we must expect only the truth. There can be no tolerance for lying or a lack of honesty in our profession.

*As a profession, we must take steps to encourage and stand behind those assigned to investigate wrongdoing in our ranks. Support must cut across all ranks from the Chief to the last police officer hired, and rather than viewing them as pariahs, leaders must champion Internal Affairs investigators as respected organizational heroes.

If we are to demand that law enforcement be viewed and fully accepted as a profession, then it is imperative that we be worthy of the public trust. To that end we must demand of ourselves and our colleagues that we be taken at our word every single day.

Robert J. Duffy is Chief of Police in Rochester, New York. These remarks are excerpted from his speech before the National Internal Affairs Investigators Association on October 1, 2001 in Rochester.

Just remember, there's a right way and a wrong way to do everything and the wrong way is to keep trying to make everybody else do it the right way.

Colonel Potter
M*A*S*H

"Remember the Heroes?"

Dr. Gary W. Sykes

The image on my computer screen saver depicts the former World Trade Center bathed in lights with the U.S. Flag on one tower, and on the other, the patches of the Port Authority Police, the New York Fire Department and the New York Police Department. In the foreground are the silhouettes of a police officer and a firefighter. It is a moving poster that captures the sentiment that everyone feels following the September 11th attack on all of us.

In a sense, we are all New Yorkers. That City is the quintessential place where all that is America, from the finest to the worst, is represented. That City remains the "Golden Door" for most of our ancestors who comprise "the huddled masses yearning to breathe free." And there is truth to the statement, "If you can make it there, you can make it anywhere." The attack was aimed at all of us and we stand together. The response to this attack was, without question, our finest hour in which Americans demonstrated their true spirit of caring, generosity, patriotism and unity.

Hundreds of rescue workers lost their lives that terrible day, but as members of the law enforcement community we mourn in a special way for the police officers who gave their last breaths to "serve and protect" in those final, terrible moments as the buildings collapsed. Such acts of heroism make every police officer walk taller, stand straighter and lift up his or her head a little higher. Those who died brought honor to all who wear the badge.

Some few officers, though, continue to render themselves unworthy to bear that honor. That became clear in a New York City courtroom recently, where former NYPD officer, Joseph Gray was on trial for multiple counts of manslaughter. According to *The New York Times* (April 29, 2002), Gray was off-duty and driving drunk when he ran a red light and killed four people – all members of the same family – who were crossing the street.

According to prosecutors, Gray had consumed eighteen beers after completing his midnight tour of duty, and prior to the incident. (See related story, page 7.)

The tarnish on my World Trade Center poster and the memory of the fallen officers comes from the testimony of some of Gray's fellow officers regarding their actions while investigating this horrific fatal accident. For example, one NYPD highway patrolman, Martin Finkelstein, told jurors that as he was trying to decide how to measure Gray's level of intoxication following the wreck, he and a union official discussed which sobriety test he could most likely "beat." He revealed under cross examination that, "(t)hinking back to that time, my intention was to give the subject (Gray) a benefit."

A second officer admitted that Gray was given preferential treatment – he was held in juvenile detention and was not handcuffed – and a third told the jury that he failed to ask Gray if he had been drinking and did not talk to any of the witnesses at the scene. And if that was not enough, Officer David Gaskin, who investigated the accident, said he and others failed to diagram the position of the victims and "overlooked" marking the blood spots which left the prosecution without reliable evidence about the speed of Gray's van.

Although there is more to come about the trial and the outcome is unknown, what is bothersome is the clear and convincing evidence from the officers themselves about the deferential treatment of Gray by

those who investigated this horrible accident.

There are two tragedies in this story: the lives lost due to a thoughtless, careless and irresponsible officer, and the integrity compromised when officers abandoned their duty in the name of personal loyalty at the expense of their oath. In failing to treat Gray as they would any other suspected drunk driver who has just killed four people, the officers dishonored the memory of all those who have served and lost their lives in this noble occupation.

When officers place loyalty to each other above every other value, it damages the sentiment embodied in the dramatic poster depicting the World Trade Center. Do we look in vain for officers who hold duty, justice and honor in high regard?

Character is doing the right thing when nobody's looking. There are too many people who think that the only thing that's right is to get by, and the only thing that's wrong is to get caught.

J.C. Watts



Class photograph of the Ethics Train-the-Trainer conducted at the ILEA in Richardson, TX, April 15-19, 2002

Are You a Trustworthy Person?

By Mark Towers

Trust is defined in the dictionary as the ability "to place confidence - to depend." In life, only two things are permanent - your relationships and your reputation. Everything else is transitory. Since trust is the most important ingredient of relationships and reputation, this quiz will address the all-important issue of trustworthiness. Give yourself one point for each "yes" answer to the following ten scenarios:

(1) I seek to align what I believe with how I live. People who have lived great lives by continually striving to align their thoughts, feelings and actions motivate me. Some examples include Martin Luther King, Jr., Mother Theresa, Abraham Lincoln, Gandhi, and Rosa Parks.

(2) I see myself as honest and others view me as honest. I behave as if everything I do is being observed. I believe that my character is more important than my competence.

(3) I am not afraid to admit that I am wrong. I initially may resist doing so, but ultimately, I follow through and do it.

(4) Initially, I give a person the benefit of the doubt. In other words, I seek to trust him/her right away. I am not wary of them. However, I also "check it out" and verify to ensure that the person is someone who can be trusted.

(5) I seek to involve others. I know that people support what they help create. Even though they may not always have a vote in the matter, I want them to have a voice.

(6) I see myself as a caring person. I realize that praising and recognizing others are key factors in developing trusting and lasting relationships.

(7) I don't shy away from being accountable. I know that personal accountability is a key hallmark of trustworthiness.

(8) I evaluate my strengths and non-strengths on a regular basis. I leverage my strengths and work on my non-strengths.

(9) I believe that competition is good and has its place. On the other hand, I also find it necessary to reduce competition, jealousy and defensiveness to reduce barriers and create a sense of community.

(10) I keep hope alive both at work and at home. My optimism, faith and resilience enable me to get past obstacles and on to other challenges.

Scoring system:

PERFECT 10: Your life is not about leaving a legacy. It is about living a legacy! Your trustworthiness is truly an inspiration to those who come into contact with you. Three W's are in order here: WOW! Way to Go! Wonderful!

EITHER 8 or 9: Congratulations are in order. You are someone who is extremely trustworthy and undoubtedly motivated to attain a perfect ten. You have got to be a tremendous asset to your family and workplace.

EITHER 6 or 7: You are on the right track. You are wrestling with issues and addressing them. Study the questions where you did not give yourself a "yes" answer. Address these questions each week until you feel that you can answer each question affirmatively.

EITHER 5 or BELOW: You are to be commended for taking this quiz. You just took a good, hard look at you. Awareness is the first step to making necessary changes. Don't castigate yourself. Take action.

These are some suggestions to consider for improving your score:

* Keep a daily journal and express yourself in relation to your trustworthiness. Review your insights. Making the time to actively work on you is the best investment that you can make.

* At this time, you may be in a situation that is not conducive to developing your character and unleashing your full potential. Dialogue with someone you trust about either changing the situation or changing yourself in relation to the situation.

* Get inspired. Read the biographies of great people and/or rent the movies that depict their lives. Get on the Internet and conduct a search by using the words "trust building." Study trustworthiness and, more importantly, follow through on aligning what you believe with how you live.

Mark Towers is a professional speaker and the founder of Speak Out Seminars (816-578-4516). Reprinted with permission.



At the Ethics Train-the-Trainer conducted April 15-19, 2002, at the ILEA: (left to right) Billy McCullough, Colleyville P.D., TX; Wes Rodriguez, Montgomery County Sheriff's Department, TX; Ovidiu Draganescu, Romanian Parliament, Bucharest, Romania.

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the Ethics Center, the Train-the-Trainer has now equipped almost 6,000 graduates with the materials, skills, insights and confidence to teach ethics in their own agencies and academies. Those graduates, incidentally, represent more than 750 organizations from across 45 of the United States, the District of Columbia, Canada, and Great Britain. In April, 2002, a member of the Romanian Parliament was the first to attend from eastern Europe. In addition, the Ethics Center is in discussion with a university near London, England, regarding their request to host the Ethics Train-the-Trainer at their facility.

Ethics Roll Call With the January, 2002, edition, Ethics Roll Call became an "online" publication. With a readership in excess of 5,000 at the end of 2001, the decision to shift to an electronic format will allow even greater numbers of law enforcement practitioners to access this widely-acclaimed periodical, while realizing considerable savings in printing and postage. We continue to print a small number of "hard copies" for use at training courses and conferences, but for the most part, Ethics Roll Call can be accessed and downloaded at www.theILEA.org.

The Ethical Courage Award At the 7th International Ethics Conference in October, 1998, the first Ethical Courage Award was presented to Chief Jeff Harbin of the Carnegie, PA, Police Department. Intended to honor and reflect the character and actions of the person to whom it is presented, this award has been given annually at the ethics conference. Other recipients include Mr. David Snyder, former Chief of Police at the Texas State Technical Institute in Lubbock, TX; Mr. Perry Dunlop, former Constable with the Cornwall, Ontario, Police Service; and Officer Keith Batt, Pleasanton, CA, Police Department. Details about their awards can be viewed on our web site at www.theILEA.org.

The Ethics Center continues to enjoy a strong presence and voice in the law enforcement ethics dialogue on an international level. The Center is represented on the Ethics and Image Committee of the International Association of Chiefs of Police, and in January, 2002, staff accepted an invitation from the U.S. State Department to participate in the first law enforcement ethics conference in Mexico City, Mexico. Reflective of interest at the highest organizational levels, Ethics Center staff have spoken before a number of exec-

utive gatherings including the Ontario Association of Chiefs of Police; San Diego County Chiefs Association; Leadership 2000, Vancouver, Canada; Futuristics and Law Enforcement Conference sponsored by the FBI; US Drug Enforcement Administration; Wisconsin Executive Development Institute; National Organization of Black Law Enforcement Executives Conference; Texas Constables Leadership Institute; Texas Sheriff's Association; and the Law Enforcement Management Institute of Texas.

It should be pointed out that the foregoing list of "accomplishments" is presented with a deep sense of humility and appreciation, for there is no question that the Ethics Center would have long ago ceased to exist were it not for the support and encouragement it receives from many, many quarters. Needless to say, first among those deserving of our heartfelt gratitude is the multitude of police practitioners who perform their difficult and dangerous professional duties each day in thoroughly altruistic fashion. They continue to be our role models, teachers and inspiration.



Scenes from the Ethics Train-the-Trainer conducted April 15-19, 2002, at the ILEA: (clockwise from upper left) Karen McNamara, Dallas P.D., TX; Pat Proudler, Bradenton P.D., Tx; Steve De La Rosa, Waco P.D., TX; Chris McCall, Hobbs PE. NM; Debbie Davis, San Angelo, P.D., TX; Terry Carter, Hays County Sheriff's Office, TX.

Outstanding Call, Judge!

In the aftermath of a horrible accident involving a drunk off-duty New York City Police officer who killed four members of the same family with his van, an investigation showed that he had spent part of the day drinking beer outside his Brooklyn station house. He was charged with multiple counts of manslaughter, and a probationary police officer who had been drinking with him that day was fired in August, 2001. Arguing that he had been dismissed simply to quell negative publicity about the fatal accident, the probationary officer

went to court seeking reinstatement. According to the *New York Times* (March 16, 2002), his request was denied by Judge Bruce Allen, who noted that the purpose of probation was to determine someone's fitness for the police force. The judge went on to explain his reasoning this way:

Prospective police officers may be held to especially high standards of fitness and good moral character. Given the importance of maintaining public confidence in police officers, it was neither irrational nor suggestive of an improper motive for the department to react to the highly publicized events by firing this probationary officer.

Ethics Roll Call is published quarterly by the Ethics Center at the Institute for Law Enforcement Administration (formerly the Southwestern Law Enforcement Institute), P. O. Box 830707, Richardson, Texas 75083-0707. Telephone: 972/664-3471. Fax: 972/699-7172. This publication is not operated for pecuniary gain, and articles may be reprinted provided due credit is given to the *Ethics Roll Call*. Signed articles are accepted with the understanding that the Institute for Law Enforcement Administration possesses the exclusive right of original publication. Authors are requested to assign copyright to the Institute for the collected work, while permitting the author unlimited use of the article and ordinary copyright protection. Opinions expressed do not necessarily reflect the views of the Institute for Law Enforcement Administration.

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Ethics Roll Call is now an "On-Line" Publication



Beginning with the January, 2002, edition, *Ethics Roll Call* made the leap from a traditional "paper-and-ink" print format to that of an "on-line" publication. At our web site (www.theILEA.org/publications) visitors can access the same popular assortment of law enforcement ethics-related articles, research and photographs as have customarily been available in printed form. And like the print version, "on-line" readers can download, print out and duplicate *Ethics Roll Call* for further distribution.

www.theILEA.org/publications

Wisdom is knowing what to do next; virtue is doing it.

David Star Jordan
"The Philosophy of Despair"

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