
Biographical Sketch

Trudy K. Jenzer, B.S.

Current Position: Senior Analyst and Project Manager

Education: B.S., Journalism and English, Radford University

Trudy Jenzer has more than 30 years of combined experience in the fields of public affairs, employee communication and training, and instructional design. She has worked for Human Technology (HT) for 6 years. During this time, she has developed numerous classroom and web-based courses, assuming responsibility for all aspects of the development process, from facilitating focus-group sessions and identifying training needs, to piloting, finalizing, and evaluating each course.

Prior to joining HT, Ms. Jenzer was a public affairs reservist for the Federal Emergency Management Agency (FEMA). She was deployed to natural disasters throughout the country and assigned to support the Federal response to the September 11th terrorist attack on the Pentagon. Ms. Jenzer also was an independent consultant, providing communication, facilitation, and training services to more than 20 government agencies and nonprofit organizations. Early in her career, she worked for the Commonwealth of Virginia, holding director positions in the field of public information and employee communication for nearly 20 years.

Ms. Jenzer completed FEMA's Master Trainer Program in 2000.

Recent Experience

- Manage the design and development of training for **FEMA** including:
 - **Emergency Support Function (ESF) 15 – External Affairs Training.** This ongoing project will include a web-based basic awareness course for the general emergency management audience providing an overview of the ESF 15 Annex to the National Response Framework (NRF). A second web-based course will be tailored to the audience of external affairs practitioners.
 - **New Hire Orientation—Mission Ready.** This new course is set to be piloted in November 2010. The training is intended to prepare all new full- and part-time permanent FEMA employees to become mission-ready, contributing members of the emergency management team and to manage their personal career path as FEMA employees. The course is envisioned to be offered every two weeks and will be mandatory for all new employees.
 - **Policy, Procedure, and Practice for External Affairs.** This training for FEMA full-time External Affairs staff and reservists was piloted in January 2010. A dramatic change from previous, component-specific External Affairs courses (e.g., Congressional Affairs Basic Training, Intergovernmental Affairs Training, Community Relations Training), this training is structured around a four-week curriculum that includes a two-week field deployment and a mentoring component. This new approach emphasizes the importance of a unified External Affairs strategy while continuing to develop component-specific skills through hands-on breakout sessions.
 - **Intergovernmental Affairs Leadership Training.** The role of the Assistant External Affairs Officer – Intergovernmental Affairs (AEAO-IGA) is to set up and manage an operation addressing the disaster response and recovery issues of local and State elected and appointed officials. This training was designed to develop the skills necessary for success as an AEAO-IGA as reflected in the AEAO-IGA Task Book. This course was first offered in 2009.

Recent Experience (Continued)

Trudy K. Jenzer, B.S.

- **External Affairs Leadership Training.** The External Affairs Officer (EAO) is responsible for managing six unique, but interrelated, functional areas (i.e., Congressional, Private Sector, Community Relations, Intergovernmental, Plans and Products, and Joint Information Center). To be successful, the EAO must be able to lead a team and create a cross-component synergy. Further, the EAO must reach out vertically and horizontally, forging collaborative relationships with Agency leadership and external partners. While other courses address component-specific skills or general management practices, this course addresses the leadership skills necessary for success as an EAO. (The Plan of Instruction for this course is currently being reviewed by FEMA Headquarters and the Regions.)
- **Public Information Officer Training for Local and State Personnel.** FEMA provides training to local and State audiences in a number of ways, including developing materials for delivery by State training professionals. In response to feedback from these audiences and professional organizations (e.g., National Emergency Management Association), FEMA redesigned its Basic Public Information Officer Training with the support of Human Technology. The design process involved key stakeholders and resulted in the development of three classroom-based courses tailored to specific needs among public information professionals. The new curriculum includes Public Information Awareness Training, Basic Public Information Officer Training, and Joint Information Center (JIC) Training. The Public Information Awareness Training is currently being converted into an online option.
- Conducted research and analysis to evaluate and recommend enhancements to the **FEMA Master Trainer Program** (MTP). The MTP, which includes six week-long courses, a practicum, and an optional workshop, is designed to build training capacity among local, State, and Federal professionals. As part of this research project, a competency model was developed to articulate the skills and characteristics necessary for success as an instructor, an instructional designer, and a training program manager.
- Managed the design and development of training for **Customs and Border Protection** (CBP), Department of Homeland Security, including:
 - **Supervisory Leadership Training.** This two-week classroom-based course is designed to develop leadership skills in new supervisors. The Office of Personnel Management (OPM) Executive Core Qualifications provide the framework for identifying and addressing both common supervisory challenges and those unique to the CBP field experience.
 - **Incumbent Supervisor Training.** This one-week course is taught in the classroom to seasoned CBP supervisors. The course concentrates on the supervisor's responsibility and opportunity to fight corruption by being a model of integrity and professionalism, making ethical decisions, and opening a dialogue with employees.
 - **Public Affairs Training.** One course related to this discipline is Basic Public Information Officer (PIO) Training for Border Patrol Agents. Many Agents are tasked with PIO duties as a temporary assignment and do not have formal training in the field. This training is designed to help them quickly develop effective strategies to communicate with the public and the news media. A second course was developed for Border Patrol Assistant Chiefs and other leadership positions to hone spokesperson and strategic messaging skills. A Basic Public Information Officer course also was designed for CBP public affairs professionals at Headquarters and in the field.