

HR Exchange

Volume 9 Issue 1

A publication of the State of Oklahoma Office of Personnel Management

First Quarter 2005

Vets Organization Presents Award to OPM Deputy Administrator

On April 7, 2005, the U.S. Department of Labor Veteran's Employment and Training Service recognized OPM Deputy Administrator for Programs Hank Batty with a *You Made A Difference in a Veteran's Life* certificate.

According to Archie Pierce, Veteran's Program Specialist assigned to the President's National Hire Veterans Committee, Mr. Batty assisted a veteran in the Tahlequah area in providing the documentation necessary to begin employment with the Department of Corrections. Joe Dyer, Director of the Veteran's Employment and Training Service for Oklahoma, noted that Hank Batty was well-known by his office as a valuable resource for veterans seeking employment.

"I just did what any other OPM Team member who received such a request to help would have done," Mr. Batty said, noting that an important part of the work of OPM's Applicant Services staff is to understand laws relating to employment opportunities for veterans and to ensure that all veterans who seek state employment are made aware of the programs and preferences established by law to assist them. "I am honored to be recognized by the U.S. Department of Labor and I accept this on behalf of all OPM staff who assist our state's veterans," he concluded.

OPM Nominates ICE for Award

Natasha Riley, OPM

OPM has nominated the ICE Project for the National Association of State Personnel Executives' (NASPE) *Eugene H. Rooney, Jr. Award for Innovative State Human Resource Management*.

On January 22, 2003, OPM implemented the ICE (Integrated Computerized Exami-

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Joe Dyer, State Director of Employment and Training for the U.S. Department of Labor (r), presents the "You Made a Difference in a Veteran's Life Award" to Hank Batty, OPM Deputy Administrator for Programs (l).

Grand River Dam Authority Hosts OPM Compensation Staff

Tiffany Tomlinson, OPM

On March 30 and 31, 2005, OPM's Compensation Team—Tom Patt, Austin Gilley, and Tiffany Tomlinson—trekked into northeastern Oklahoma for a familiarization visit to the Grand River Dam Authority in Vinita. The objective was to gain insight into the operation and jobs of the state-run utility to enable Team members to develop a more accurate utility compensation survey and study report.

State law requires OPM to conduct a comprehensive classification and compensation study of all GRDA classified positions. OPM has been doing this study on a bi-annual basis since the early 1990s. In previous years, OPM relied on salary survey data from Western Farmers Electric Cooperative. Unfortunately, 1999 was the last year that Western Farmers conducted a survey, so in recent years, OPM has had to do its own survey of electric utilities.

Since members of the current OPM Compensation Team had never been to the utility before, GRDA invited us to make a familiarization visit to become ac-

quainted with the actual operations and jobs, as well as to meet and discuss benchmark jobs, job descriptions, and the utility participants for the OPM survey.

After securing a car and PikePass, the three of us were off for a rough drive (not because of the driver, but the Oklahoma wind, of course) up Interstate 44 to Vinita. When we arrived at GRDA's office, we were surprised to see our names had been graciously added to the electronic welcome board in the lobby. After a tour of the administrative offices with GRDA's HR Director (and former OPM Team member) Tom Rickner and a delightful lunch at a place the locals call *The Blue House*, we began our tour of the GRDA facilities.

With Tom Rickner as our guide, we toured the electric power-generating facilities in Vinita, Chouteau, Salina, and Langley. At each stop, the Compensation Team watched GRDA employees perform various tasks and job duties, and met with in-

GRDA, continued on page 3

From the Desk of the Administrator

As many of you know, during my career with The University of Oklahoma and Oklahoma state government, I have been active in public sector professional human resource associations. My involvement has provided wonderful opportunities for professional development and networking, has benefitted me personally and professionally, and has been of value to my employing agencies and the state of Oklahoma.

I am particularly proud of my association with the National Association of State Personnel Executives (NASPE), for which I served as President in 1994-1995. NASPE is comprised of my counterparts in each state and U.S. territory. NASPE has supported OPM's efforts to reform the state government HR system since 1991, and was particularly helpful in 1999, when Senate Bill 464, the *Classification and Compensation Reform Act of 1999*, was being considered by the Oklahoma Legislature. This legislation, which was signed into law by Governor Frank Keating on June 10, 1999, made the most significant changes in Oklahoma's Merit System since it was created in 1959.

I am also extremely proud of OPM's organizational membership in the International Public Management Association for Human Resources (IPMA-HR), which represents nearly 6,000 public HR professionals throughout the world.

OPM also has an organizational membership in the Oklahoma Chapter of IPMA-HR, the Oklahoma Public Human Resources Association (OPHRA), for which Ron Wilson, HR Director for the Oklahoma Health Care Authority, serves as Chapter President.

In addition, OPM is active in the IPMA-HR Southern Region, which is comprised of Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, and Virginia. Dayna Petete, OPM Assistant Administrator for Communications and Legislative Liaison, will become President of the Region in July 2005 (she currently serves as President-Elect), and I serve with her on the Southern Region Governing Board.

I am also pleased to serve at the IPMA-HR national level as a member of the



IPMA-HR Executive Council, representing state HR agencies, and as President of the IPMA-HR Public HR Certification Council, which issues the IPMA-Certified Professional and IPMA-Certified Specialist designations. Currently, over 1,100 public HR professionals have received this designation since it was established by IPMA-HR in 1999.

I mention OPM's involvement in these two public HR organizations—NASPE and IPMA-HR—because I believe it is important for HR professionals to be involved in such organizations for their professional development and for the benefit of their organizations and the state of Oklahoma. This is a very challenging period for local, state, and federal employers, and public sector HR professionals will again be called upon to provide strategic HR services to assist governmental entities in providing the products and services our citizens need and deserve.

I encourage all state HR directors to take full advantage of the products and services an organization like IPMA-HR can provide. IPMA-HR membership provides access to a variety of resources. I would also encourage you to consider checking into IPMA-HR certification. Information regarding IPMA-HR membership and HR certification is available at www.ipma-hr.org.

OPM Issues CY 04 PMM Report

Tom Patt, OPM

Pay movement mechanisms are statutorily-authorized (Title 74, Section 840-2.17 of the Oklahoma Statutes) methods giving agencies flexibility to grant pay increases to employees in specific circumstances.

Agencies are required to report all pay movement mechanism usage to OPM on an annual basis. Using this information, OPM compiles the *Pay Movement Mechanism Usage Report*, which includes information regarding pay movement mechanism usage and costs, as well as an agency-by-agency breakdown of use. The Report for Calendar Year 2004 was released in February 2005.

In CY 04, a total of 58 state agencies spent approximately \$6.9 million on pay movement mechanisms for 6,302 employees. The projected cost for the remaining six months of FY 05 is approximately \$3.3 million.

The totals for CY 04 represent a 72.9 percent increase in cost from 2003. In 2003, agencies spent approximately \$4 million on pay movement mechanisms for 3,472 employees.

PMM Report, continued on page 3

Oklahoma Office of Personnel Management
2101 N. Lincoln Boulevard, Suite G-80
Oklahoma City, OK 73105
(405) 521-2177

Oscar B. Jackson, Jr.
Administrator and Cabinet Secretary of Human Resources & Administration

Dayna R. Petete
Assistant Administrator for Communications & Legislative Liaison
Editor

Hank Batty, Grayson Bedwell, Austin Gilley, Tom Patt, Natasha Riley,
Carrie Rohr, Joyce Smith, Brenda Thornton, Tiffany Tomlinson
OPM Contributors

This publication has been printed and distributed by the Office of Personnel Management as authorized by the Administrator, Oscar B. Jackson, Jr. One hundred copies have been printed at a cost of \$150.31. Copies have been deposited with the Publications Clearinghouse of the Oklahoma Department of Libraries.



OPM Compensation Team members (l to r) Austin Gilley, Tom Patt, and Tiffany Tomlinson review notes from their "field trip" to the Grand River Dam Authority.

GRDA, continued from page 1

dividuals who discussed their specific roles.

Pensacola Dam was the first hydroelectric facility constructed in Oklahoma. It was built by GRDA between 1938 and 1940, and is located between the communities of Langley and Disney, spanning a mile across the Grand River Valley and holding back 43,500 acres of water that form the Grand Lake O' the Cherokees.

Located at the Robert S. Kerr Dam, the Energy Control Center (ECC) is home to GRDA's System Operations Center, as well as the Communications and Supervisory Control and Data Acquisition (SCADA) Departments. The Robert S. Kerr Dam is located in Locust Grove.

The Salina Pump storage project was Oklahoma's first pumped-storage facility. It is located in the hills southeast of Salina, Oklahoma, along the Saline Creek arm of Lake Hudson. It was there that we met Hydro the Wonder Dog, a friendly stray whom the workers have adopted as a mascot. Hydro loves visitors and keeps a watchful eye on anyone who goes down into the facility.

My personal favorite stop on the tour was the coal-fired complex in Chouteau, which is GRDA's thermal-generation facility. After watching a video about the plant, we were given bright blue visitor hardhats

for the facility tour directed by Charles Barney, Assistant General Manager of Thermal Generation.

After we completed our tours, we met with Mr. Rickner; Robin Williams, HR Management Specialist; and Dave McCollaum, GRDA employee and OPEA employee representative; for the benchmark meeting. Through a collaborative process, we easily reached consensus on the benchmark jobs and the participant list for the survey. At the conclusion of the meeting, we all felt we had agreed on a set of benchmark jobs that was representative of the GRDA workforce, but which avoided some of the duplication from the previous survey.

All in all, the trip was very productive with regard to our upcoming survey. We learned a lot about the generation of electric power and we saw some pretty amazing scenery. Thank you GRDA for hosting OPM's Compensation Team!



House Bill 1969 returns the name of the Oklahoma Transportation Authority to the Oklahoma Turnpike Authority (effective 11/1/05).

Even though there was a general increase this year that takes the pressure off market relationships, there is still a need to make strategic adjustments to meet agency goals. Accordingly, agencies should focus on developing compensation objectives, strategies, and plans that have been integrated with the agency business and human resources strategies. Pay movement mechanisms should provide a key component of these plans.

OPM Compensation Team members are available for consultation on compensation-related issues.

Aging to Take Toll on State Workforces

*Reprinted with permission
Kathleen Murphy, Staff Writer
April 1, 2005, Stateline.org*

More than 25 states will experience huge employee turnover in the next decade and beyond as aging public servants retire, a recent report found. The hardest hit will be the state of Washington, but Maine, Tennessee, Michigan and Pennsylvania are right behind.

Sixty-four percent of Washington's workforce is eligible to retire between now and 2015. The figure for Maine is 59 percent, for Tennessee 58 percent, for Michigan 56 percent, and for Pennsylvania 54 percent.

Other states facing a significant near-future exodus of retirees include Nebraska, Delaware, and Rhode Island, forming what one study describes as a "personnel tornado on the horizon."

In general, state governments in New England and the mid-Atlantic will be most severely affected by the looming retirement wave. Rocky Mountain states will generally feel the least impact.

The aging trend is more pronounced in state governments than in the U.S. private workforce in general. According to the National Governors Association Center for Best Practices, 43.6 percent of state workforces collectively are comprised of individuals age 45 and older. This will soon force state administrators to cope with job vacancies and a loss of institutional memory, and it will place added stress on

Aging, continued on page 4

state pension systems and health insurance costs.

“In some states, it could be a crisis situation,” said Lynchburg (VA) College professor Sally Selden.

Selden was among a number of academics who examined the problem as part of the *Government Performance Project*, a recent \$4.7 million study of state management issues funded by The Pew Charitable Trusts. (Pew also funds Stateline.org.) The Albany, N.Y.-based Nelson A. Rockefeller Institute of Government did a similar study in 2002.

Looming retirements could cause acute shortages of state healthcare workers, legal professionals, natural scientists, engineers, educators and managers, the Rockefeller study found.

Some states are already taking steps to address the issue. In Idaho, a state with one of the lowest percentages of retirement-bound workers, agency administrators are grooming future replacements by offering individuals who have been identified as potential leaders 300 hours of training.

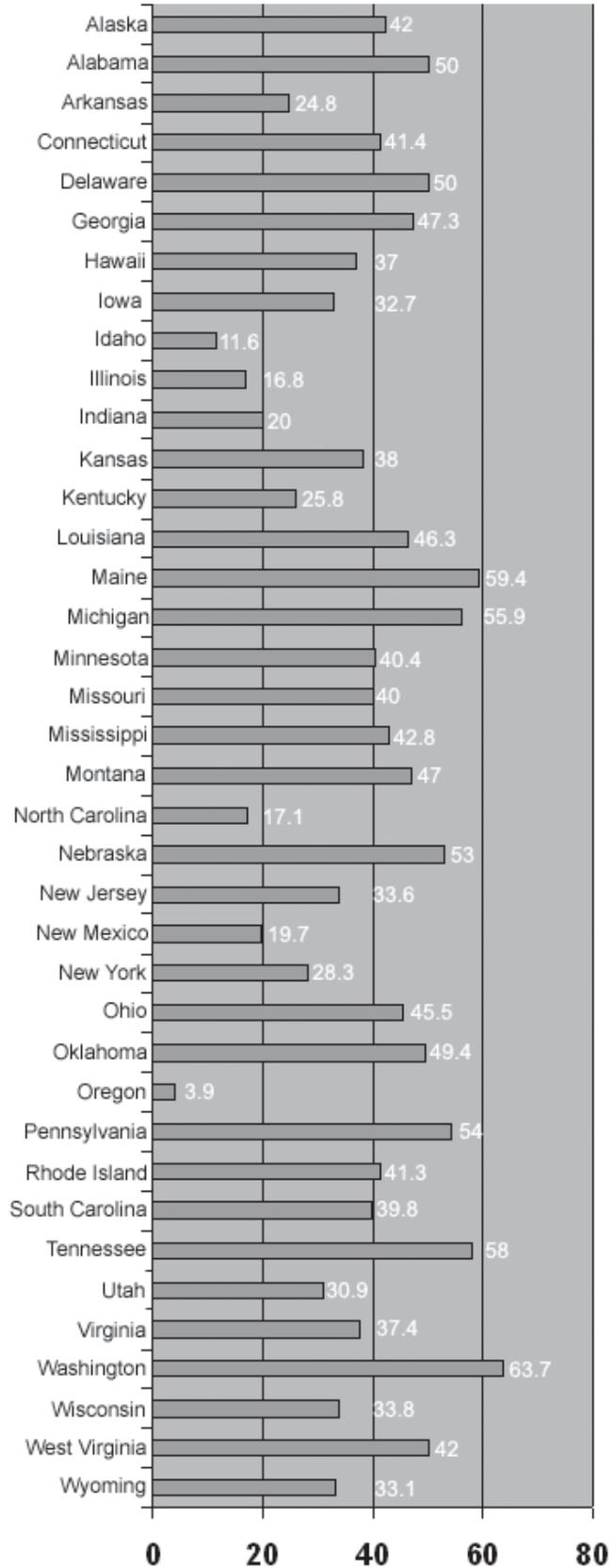
Virginia, South Carolina and Georgia are working with Monster.com, an online employment bulletin board, to recruit state workers, especially in the fields of healthcare and engineering. “We have to tell them why it’s cool to work in the public sector,” Sara Redding Wilson, director of Virginia’s Department of Human Resources Management, told Stateline.org.

In the state of Washington, the aging of the workforce could turn out to be a blessing in disguise. Gov. Christine Gregoire (D) wants to cut 1,000 middle managers from the state payroll. Dorothy Gerard, the state’s assistant personnel director who is herself retiring in April, said much of the reduction will be accomplished through retirement.



State offices will be closed on Monday, May 30, 2005, in observance of Memorial Day.

Percentage of current state employees eligible to retire as of 2015, by state:



Source: Government Performance Project, survey of 37 states
Graphic by Joseph Popiolkowski - Stateline.org

In Memoriam: David Hays

Tom Patt, OPM

On February 22, 2005, OPM lost a valued employee and good friend when David Hays, Director of OPM's Classification Division, passed away after a brief bout with cancer.

David's biographical details are fairly well-known, having been told and re-told over the past few months since his death. Many people know he was a career Air Force veteran who served in Vietnam, received many military honors, and retired after 26 years at the rank of chief master sergeant—the highest level of the noncommissioned officer leadership ranks. It is also a known fact that he received a degree in Accounting *summa cum laude* from the University of Central Oklahoma, a feat which is no surprise to those of us who are acquainted with his intelligence and capacity for hard work.

Finally, it is common knowledge that he worked for the Oklahoma Office of Personnel Management for over 17 years, eventually rising to the position of Director of Classification. As many either knew or surmised, he was a major contributor to two major human resource projects in his role as Classification Director: the implementation of the *Classification and Compensation Reform Act* in 1999 and the current conversion of the state's HR and payroll system to the PeopleSoft system.

These are all facts about the man that anyone could discover by simply reviewing his records. What isn't a well-publicized fact, but was readily apparent to those of us who worked with David for even the smallest period of time, was the true character of the man.

David's work with OPM epitomized the concept of service highlighted in OPM's Mission Statement: *We serve the people of Oklahoma by delivering reliable and innovative human resource services to our partner agencies to achieve their missions.* British author and humorist Douglas Adams summarized the essential ingredients of service in the following statement: *To give real service you must add something which cannot be bought or measured with money, and that is sincerity and integrity.* Those two ingredients, sincerity and integrity, defined David to a "T." David didn't have a "phony" bone in his body.



David Hays assists Christine Jolly, one of his many state agency customers (and, in this case, former staff members), with a classification question. David was considered by many to be a state government HR "information guru".

David Hays (standing, c), and his "partners in crime" Hank Batty and Tom Patt, help Diane Haser-Bennett celebrate a "milestone" birthday.



David was a HUGE OU football fan.



David Hays (white shirt) and other OPM Management Services Team members celebrate Public Service Recognition Week.

What you saw was what you got. He didn't try to put on airs or impress people with an elaborate vocabulary. He was plain-spoken and direct in his communications, never beating around the bush. Although he was a man of few words, those words always had an impact. However, despite his direct and candid communication style, he never expressed himself in a rude, curt, or careless manner.

David's friendliness and willingness to help others, coupled with his long experience and expert knowledge in human resources, made him a popular contact at OPM

for all levels of employees within the state. Each call was answered with the same courteous response and willingness to help. Luke Simms of the ABLE Commission recently described David as the "go-to guy" at OPM—the person you could call with just about any question and count on getting an accurate and thorough response.

David was also a man with a strong sense of values. A decorated veteran, he was extremely patriotic and loyal to his country. He was also a loyal and dedicated employee of the state. Driven by a strong work ethic,

David Hays, continued on page 6

David Hays, continued from page 5

he often had to be badgered by his manager to take annual leave that he was at risk of losing because it exceeded the regulatory carryover limit. It was a rare moment during the work day when David was not at his desk either pondering some document on his computer monitor, buried in a sea of paperwork, or on the phone with an agency client.

As seriously as he took his work, however, David was even more committed to his family. He was a devoted husband to his wife, Judy, and a loving father to his two sons, Steven and Michael, and their families. He was the model of a proud grandfather, displaying his grandchildren's artwork on the walls of his office and taking time out of his busy day to chat with them when they called their Grandpa at the office. If you wanted to elicit a smile out of David, all you had to do was mention his family.

All of us at OPM are still in shock at the sudden loss of our good friend, David. We are finding it difficult to continue in his absence, both professionally because he left such big shoes to fill, and personally because we deeply miss his companionship. However, we can take comfort in the fact that his life had an impact on so many people. Winston Churchill once said: *We make a living by what we get, but we make a life by what we give.* Based on that measurement criterion, David Hays had a full life indeed!



On April 7, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (l), attended the dedication of the new home of the J.D. McCarty Center for Children with Developmental Disabilities. The Center began operation in 1946, as a project of the 40 et 8, La Societe des Quarante Hommes et Huit Chevaux, an honor society of the American Legion, located in a building on the south campus of the University of Oklahoma in Norman, Oklahoma. In 1948, it became a state agency and moved to 1125 E. Alameda in Norman. The Center, which is now located at 2002 E. Robinson, was created for the care, maintenance, treatment, training, education, and physical and mental rehabilitation of residents of Oklahoma under the age of 21 who are afflicted with cerebral palsy or other developmental disabilities. Pictured with Mr. Jackson are (l to r) Curtis A. Peters, Director; Debbie L. Barrett, HR Programs Manager; and Tina Martinez, HR Management Specialist.

Story ideas for the "HR Exchange"? Contact the Editor at dayna.petete@opm.state.ok.us.

OSCPM Members Help OETA Raise Funds

Carrie Robr, OPM

On March 18, 14 members of the Oklahoma Society of Certified Public Managers (OSCPM) raised \$7,335.00 for public television at this year's Oklahoma Educational Television Authority (OETA) Festival 2005.

OSCPM volunteers included Barbara Taft, Commission for Teacher Preparation; Sandy Humphrey, Office of Juvenile Affairs; Barbara Kidder, Delphine Hill, and Paula Green, Department of Human Services; Brenda Sullivan, David Brown, and Mary Wilson, Oklahoma Tax Commission; Judy Dennis, Dru Bradford, and Joyce Sumner, Department of Transportation; Alex Easton and Marlene Asmussen, Oklahoma Health Care Authority; and Joyce Smith, OPM.

The programming during their time

slot included, *Wall Street Week* and *Washington Review*, followed by musical programs by Danny O'Donnell—*The Irish Tenor*, and *Magic Moments—Best of the 50's Pop*.

OSCPM has volunteered several times for this worthwhile event.

OSCPM is a nationally-recognized professional organization for state managers founded in June 1989. It is composed of supervisory- and management-level state and local government employees who are enrolled in the Certified Public Manager Program. The Oklahoma CPM Program is designed to improve service to the citizens of the state of Oklahoma. Participants in the Program become better resources for their agency and for the state through seminars, examinations, job-related projects, and by enhancing their management skills.

Survey Reveals that the "Lunch Hour" is "Disappearing"

Reprinted with permission
4/22/05 IPMA-HR Bulletin

According to a recent *Steelcase Workplace Index Survey*, a semiannual survey that measures trends in workplaces, 55 percent of American office workers said they do things other than eat lunch during their lunch hour in a typical workweek, and 40 percent of those say they have exchanged their traditional lunch hour for some extra time to catch up on work.

On average, office workers take just 36 minutes for lunch each day, and 14 percent do not take any time for lunch in an average workweek, according to the *Steelcase Workplace Index*. Northeastern office workers and those with a household income of \$50,000

Lunch, continued on page 7

OPM Issues EEO/AA Status Report

Brenda Thornton, OPM

According to the Oklahoma State Government Equal Employment Opportunity/Affirmative Action (EEO/AA) Status Report for FY 04, issued by OPM on April 8, the state of Oklahoma's workforce consisted of 33,316 employees in the 112 agencies, boards, and commissions required to submit a report. The information presented in this annual Report reflects the status of state agencies' efforts and progress in the area of affirmative action and equal employment opportunity during FY 04. All data in this Report is current as of June 30, 2004.

An analysis of Oklahoma state government's EEO/AA efforts for the reporting period July 1, 2003, through June 30, 2004, indicates progress was made overall proportionate to the employment of minorities and females. Compared to the FY 03 report:

The total number of employees in the state workforce indicates 120 fewer employees (33,436 v. 33,316) or a decrease of 0.36 percent.

- Employment levels for minorities indicate 57 more employees (6,660 v. 6,717) employed by the state, representing an increase of 0.3 percent.
- Overall minority representation in state government continues to exceed the civilian labor force (CLF) in the Adminis-

trative Support, Professional, and Paraprofessional job categories.

- Female representation increased to 55.3 percent from 55 percent.
- Employment levels for females indicate 37 more employees (18,383 v. 18,420) employed by the state or an increase of 0.20 percent.
- Overall, females in Oklahoma state government are utilized at a rate higher than the CLF (55.3% v. 46.2%).

Each agency in all branches of state government is required to develop and adopt a written affirmative action plan for submission to OPM no later than September 1 of each year. Affirmative action plans for executive branch agencies are subject to the approval of the OPM Administrator. The Administrator submits all plans to the six-member Affirmative Action Review Council, which reviews the plans for compliance with the standards adopted by the Administrator, and makes recommendations to the Administrator to reject or approve the plan. Each plan approved by the Administrator is constructed according to the standards contained in OAC 530:10-3-33 through 530:10-3-33.11 and the *Manual for Affirmative Action Plans in Oklahoma State*

EEO/AA, continued on page 9



OPM Equal Opportunity and Workforce Diversity Team members
(l to r) Linda Williamson and Brenda Thornton.

Lunch, continued from page 6

or more are most inclined to skip lunch altogether. The survey also showed that 15 percent of men and 14 percent of women are inclined to skip their lunches entirely.

The *Steelcase Workplace Index* revealed that Americans try to accomplish a great deal during their lunch hour, as they selected one or more activities accomplished during this time period. Aside from eating, socializing with friends (53 percent), running errands (44 percent), having a working lunch with colleagues (38 percent) and reading (37 percent) are among the most common activities, followed by 28 percent who call friends or family members on the telephone, 27 percent who go shopping, 14 percent who exercise, nine percent who use the time to go to the doctor, six percent who check in on the kids in daycare, and one percent who use that time to go on job interviews.

The Steelcase Workplace Index Survey was commissioned by Steelcase Inc. and conducted by Bruskin Goldring Research of New Jersey, among 1,000 American men and women, 18 years of age or older.

According to the Steelcase Workplace Index, 47 percent (or 298 respondents) of the employed Americans surveyed (employed Americans comprised 630 of the survey's 1,000 respondents) work in an office setting.

Steelcase helps people have a better work experience by providing products, services and insights into the ways people work. The company designs and manufactures architecture, furniture and technology products. Founded in 1912 and headquartered in Grand Rapids, Mich., Steelcase (NYSE: SCS) serves customers through a network of more than 900 independent dealers and approximately 14,000 employees worldwide. Fiscal 2004 revenue was \$2.3 billion. Learn more at <http://www.steelcase.com>.



***The First Session of the
50th Oklahoma Legislature is
scheduled to adjourn sine die by
5:00 p.m. on Friday, May 27,
2005 [HCR 1092 (2004)].***

Agency HR Changes Since 1/05

Department of Central Services

Gale Lawrence
HR Director

Leann Morrow
HR Programs Manager II

Gerry Smedley
Rules Liaison

Office of State Finance

Debbie Davis
HRMS Assistant Administrator
Information Services

Colby Kruse
HR Assistant

Oklahoma Health Care Authority

Debra Martin-Barber
Assistant HR Coordinator II

Department of Human Services

Carla Chatman
HR Services Coordinator III

Rená Bigby
Administrative Programs Officer I

State Department of Health

Robert Plett
HR Management Specialist I

Randy Wray
HR Programs Manager III

State Insurance Department

Joe Garcia
HR Manager
Retired

Kathy Haney
HR Manager

Oklahoma State Bureau of Investigation

Tanara Lang
HR Management Specialist
Interagency transfer from OBNDDC

Office of Juvenile Affairs

Brandon Fleener
HR Management Specialist II
L.E. Rader Center

Gale Lawrence
HR Programs Manager III
Employee Services Unit

Resigned to become HR Director at DCS

Leanne Saunders
Institutional Deputy Superintendent
L.E. Rader Center

Narcotics & Dangerous Drugs Control

Tina Tate
HR Programs Manager

Office of Personnel Management

Crystal Burke
HR Management Specialist
Applicant Services

Debbie Davis
Payroll Administrative Assistant
Management Services
Resigned to accept a position at OSF

Greg Thomas
Director of Classification
Management Services

Leann Morrow
HR Programs Manager
Management Services
Resigned to accept a position at DCS

Katrina Parham
HR Management Specialist
Applicant Services

James Perez
HR Management Specialist
Management Services
Resigned

Oklahoma Tax Commission

Heather Stroup
Administrative Assistant

Department of Public Safety

Jerry Metcalfe
HR Director

All Appointing Authorities Memos Since 1/05

OPM 05-24 (4/21/05)

Proposed Emergency Amendments to Merit System of Personnel Administration Rules

OPM 05-23 (4/21/05)

2005 Public Service Recognition Week
2005 State Employee Recognition Day

OPM 05-22 (4/11/05)

Revision To List Of Organizations And Policies Approved For State Employees' Voluntary Payroll Deductions

OPM 05-21 (4/6/05)

Take Our Daughters and Sons to Work® Day

OPM 05-20 (3/31/05)

Revisions to List of Organizations and Policies Approved for State Employees' Voluntary Payroll Deductions

OPM 05-19 (3/31/05)

Revision to List of Organizations and Policies Approved for State Employees' Voluntary Payroll Deductions

OPM 05-18 (3/31/05)

2006 Holiday Schedule for State Employees

OPM 05-17 (3/03/05)

Emergency Amendments to the Merit Rules for Employment

OPM 05-16 (3/03/05)

Emergency Amendments to the State Agency Review Committee Rules, re: State Charitable Campaign

OPM 05-15 (3/03/05)

Emergency Amendments to the Direct Deposit Rules

OPM 05-14 (3/03/05)

Emergency Amendments to the VPD Rules

OPM 05-13 (3/01/05)

Supervisory Training Requirement Report

OPM 05-12 (2/22/05)

Certified Personnel Professional Training

OPM 05-11 (2/18/05)

Grading the States

OPM 05-10 (2/18/05)

Employment Issues Concerning Members of the Uniformed Services

OPM 05-09 (2/18/05)

Implementation of Enrolled House Bill 2005 for Employees on Military Leave of Absence

OPM 05-08 (2/11/05)

Pay Movement Mechanism Usage Report

OPM Committee Calendar

Affirmative Action Review Council

9/21/05, 10/19/05,
11/16/05, 12/14/05—8:30 a.m.
Oklahoma Water Resources Board

CPM Advisory Board

Meets at the call of the chair

Child Day Care Advisory Committee

Meets at the call of the chair

OPM State EAP Advisory Council

7/27/05, 10/26/05—10:00 a.m.
Office of Personnel Management
Conference Room G-91

Governor's Advisory Council on Asian American Affairs

7/27/05, 10/26/05—2:00 p.m.
Office of Personnel Management
Conference Room G-91

Governor's Ethnic American Advisory Council

5/20/05, 8/19/05, 11/18/05—3:00 p.m.
Office of Personnel Management
Conference Room G-91

Governor's Advisory Council on Latin American & Hispanic Affairs

7/25/05, 10/24/05—2:00 p.m.
Office of Personnel Management
Conference Room G-91

Committee for Incentive Awards for State Employees

Meets at the call of the chair

Mentor Selection Advisory Committee

Meets at the call of the chair

State Agency Review Committee

8/10/05 & 11/9/05—2:00 p.m.
Office of Personnel Management
Conference Room G-91

Oklahoma Commission on the Status of Women

5/26/05—1:30 p.m.
419C State Capitol
8/25/05, 9/22/05,
10/27/05, 11/17/05—1:30 p.m.

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Calendar, continued from page 8

Office of Personnel Management
Conference Room G-91

Note: Calendar subject to change. Call (405) 521-2177 for most recent information concerning OPM Advisory Bodies and other entities staffed by OPM.

For agendas, log on to the OPM Website at www.opm.state.ok.us and open the "OPM Advisory Body Meetings" link under "Quick Links."

EEO/AA, continued from page 7

Government. OPM maintains a copy of each agency's Affirmative Action Plan for review by interested parties.

Agencies with fewer than two employees are not required to report workforce data. In addition, the Attorney General has determined that the Administrative Director of the Courts cannot be required to submit an affirmative action plan to OPM for the judicial branch of state government unless directed to do so by order of the Supreme Court of Oklahoma (Attorney General Opinion 2001-16). The Administrative Director of the Courts did not submit a plan for the reporting period covered by this Report.

The EEO/AA report is prepared by OPM and distributed to the Governor, President Pro Tempore of the Senate, and Speaker of the House of Representatives pursuant to Title 74, Section 840-2.1 of the Oklahoma Statutes. Copies are also distributed to the members of the Oklahoma Black Caucus. The full Report is located on the OPM Website (www.opm.state.ok.us) under *Did You Know?*

The members of the Affirmative Action Review Council are Peggy J. Carter, Affirmative Action Officer for the Oklahoma Department of Corrections, Chair; R. Charles Smith, Civil Rights Administrator for the Oklahoma State Department of Health, Vice-Chair; Representative Opio Touré, Oklahoma House of Representatives (District 99); Representative Jabar Shumate, Oklahoma House of Representatives (District 73); Carole S. Call, Assistant Equal Opportunity Officer and Director of Institutional Research for the University of Oklahoma Health Sciences Center; and Glenda F. Love, Director of the Ronald McDonald House, Tulsa, Oklahoma.

Oscar B. Jackson, Jr., Administrator of the Office of Personnel Management and

Cabinet Secretary of Human Resources and Administration, stated, "Our numbers for this past year are reflective of the state of Oklahoma's commitment to equal employment opportunity and affirmative action. I commend all state agencies for their efforts in this area, along with the Council and my staff for their hard work."

For additional information, contact Brenda C. Thornton, Director, OPM Office of Equal Opportunity and Workforce Diversity, at (405) 521-3082, or brenda.thornton@opm.state.ok.us; or Linda Williamson, Administrative Assistant, OPM Office of Equal Opportunity and Workforce Diversity, at (405) 521-3358, or linda.williamson@opm.state.ok.us.

OPM Hosts CPP

OPM hosted the annual Certified Personnel Professional training course from April 19 - 22 at the Tom Steed Center. Twenty-nine state employees representing 16 state agencies attended the four-day course.

The state agency HR professionals listed below have received the designation of "Certified Personnel Professional" since January 2005. The Certified Personnel Professional (CPP) designation is awarded to state employees assigned to professional HR positions in the executive branch of state government who attend a four-day training course, successfully complete an examination, and attend a minimum of eight hours of training in professional HR administration each year.

Sandra Hawkins & Becky Ridenour
Department of Environmental Quality

Shelly Renee Munguia & Randy Wray
State Department of Health

Joan F. Barnett, Tamar Hinton,

Vicki Pettiford, Calvin Small, Al Smith
Department of Human Services

Marquetta Dickenson
Legislative Fiscal Office

Debra Mankin
*Department of Mental Health
& Substance Abuse Services*

Patricia Neff
Oklahoma Corporation Commission

Charles Harryman
Construction Industries Board

Missy Cain & Robin Stowe
Oklahoma Tax Commission

Crystal Burke, LaTisha Edwards,

Katrina Parham, Tiffany Tomlinson
Office of Personnel Management

Patsy Puckett
Department of Public Safety

Marqueta Goad
Department of Rehabilitation Services

Impson Heads Applicant Services

Veteran OPM team member Tom Impson was recently named Director of OPM's Applicant Services Division. Mr. Impson served as interim Director prior to his official promotion in November 2004.

As Director, Mr. Impson is responsible for planning, directing, and coordinating the application and testing services at OPM, as well as the external recruiting processes for state government, including oversight responsibility for the Targeted Minority Recruitment Program and the statewide Merit System testing conducted by the Oklahoma Department of Career and Technology Education, the Oklahoma Employment Security Commission, and placement offices of selected Oklahoma universities. Mr. Impson and his staff also assist state agencies with recruitment-related issues such as job announcements and certifying internal candidates for promotion, transfer, reinstatement, or demotion.



Tom Impson joined OPM in 1988, following his graduation from Southeastern Oklahoma State University with a Bachelor of Arts in History. He was promoted to Senior Personnel Specialist in February 1990, in the Applicant Services (formerly, Recruitment) Division and continued to serve as a supervisor until his promotion to Director.

OPM Represented at NASPE Mid-Year Conference

Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, and Hank Batty, OPM Deputy Administrator for Programs, attended the Mid-Year Conference of the National Association of State Personnel Executives (NASPE), January 28 - 30, 2005, in Washington, D.C.

Each year, in late January - early February, state HR directors and their deputies meet to discuss common issues, problems, and opportunities confronting state HR departments. This year 33 executives from 26 states attended the meeting. Highlights of the conference included discussions on competency-based hiring, rising benefit costs, HR architecture, and HR metrics. Mr. Jackson, who has participated in NASPE longer than any other attendee, made a presentation on the *History of NASPE*, noting many of the changes in HR and the

growth of the NASPE organization since its inception in 1977.

"The NASPE mid-year meeting is an informal gathering where we and our peers are free to speak frankly about issues affecting us all," noted Mr. Jackson. Mr. Batty added, "I never fail to come away from the NASPE mid-year with a better understanding of problems common to us all and some of the best practices for addressing them." He added that the conference also gives both he and Mr. Jackson a better sense of where Oklahoma's HR practices stand in comparison to other states.

The NASPE Annual Meeting will be held in Denver, Colorado from July 16 - 20, 2005. A major focus of this conference will be developing and using HR metrics, i.e., measurements of outputs and results that will help evaluate HR's contribution to broader public goals and missions.



NASPE mid-year participants included (standing, l to r) Oscar Jackson, Oklahoma; Alma McKinney, Missouri; Ann Heilman, Idaho; Sara Redding Wilson, Virginia; Tony Garrant, Texas; Nancy Dering-Martin, Pennsylvania; Hank Batty, Oklahoma; (seated, l to r) Anne Soileau, Louisiana, NASPE President-Elect; Sam Wilkins, South Carolina, NASPE President; and Jeff Schutt, Colorado, NASPE Past President.

Congratulations!

On May 2, 2005, the Oklahoma Chapter of the American Society for Public Administration presented its 2005 Administrator of the Year Award to Mike Fogarty, Chief Executive Officer of the Oklahoma Health Care Authority, and its Distinguished Public Service Award to Ms. Norma Noble, Oklahoma Department of Commerce, and Dr. Ernest Holloway, President of Langston University, during the annual Public Service Recognition Luncheon, sponsored by the Oklahoma Federal Executive Board.

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nation) system. Using this software, applicants can take a Merit System exam on a computer and get the results immediately after answering the last question. The ICE system automatically scores an applicant's test and thereby completely eliminates the waiting time for test results.

Modifications to this commercial product along with in-house programs allow applicants who receive passing scores and have met any other requirements to have their names placed on the registers for the applicable jobs usually within ten minutes of completing the test and, at the latest, within the same working day. When taking a pencil and paper test, an applicant waits at least two days to be placed on the register and four days to receive test results in the mail.

This system is currently available at two sites—OPM and the Mid-America Technology Center in Wayne, Oklahoma. These two locations allow nearly 60 percent of applicants statewide to use the ICE system. The ICE system provides a significant increase in the level of service to the applicants. Currently, OPM has 16 computers available for administering tests. If all 16 computers are occupied, applicants are often willing to wait up to 30 minutes to be able to use the ICE system.

To achieve this program's benefits, OPM uses the commercial ICE product, as well as programs written by OPM Information Technology Services Team members. The in-house programs transfer test scores and applicant data from ICE to the mainframe applicant tracking system where registers and applicant information are updated with the identifying code for tests taken, test dates, and scores. Data is also transferred from the mainframe system to the ICE system to give applicants authorization to take specific tests in ICE.

This program provides better service to both applicants and hiring agencies. Benefits of this program for the applicant include providing immediate feedback with the score from the exam, and same day placement on the job register. State agencies also benefit from the faster placement on registers. Many state jobs have such high turnover that they are left open for recruitment and testing continuously. Agencies may re-

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Growing Success: Strategic Planning & the Results-Driven Organization

Duane Smith, Executive Director
Oklahoma Water Resources Board

Introduction

At the Oklahoma Water Resources Board we've learned through experience that change is inevitable and flexibility—our willingness and ability to adjust to that change—is one of the most important characteristics of a successful organization.

Compared to most state agencies, the Water Board is small in size. However, considering the breadth of our jurisdiction in the management and protection of Oklahoma's water resources, the OWRB's impact on the lives of state citizens is substantial. Also, our size has its advantages in that it has made us a more manageable organization and one that benefits from a very personal, close-knit interaction among staff.

In 1999, the Oklahoma State Legislature passed House Bill 1622 and Governor Keating ratified the bill's planning-conscious *Oklahoma Program Performance Budgeting and Accountability Act*. At the time, however, the OWRB had *already* begun taking a hard, often critical, look at how we do business. How are we spending the public's money? How can we use our fiscal resources in a more efficient manner? With this in mind, how can we not only maintain, but also improve the product we deliver to Oklahomans? In discussing our initial strategic plan, we determined early on that we don't want to be just *good* at what we do. We want to be *great*.

For six years now, strategic planning concepts have helped Water Board staff to establish clearly defined goals in moving agency programs forward. As a program management tool, we've seen the value of planning in improving overall efficiency and services to the public. We have eliminated duplicate programs and tasks, and our strategic plan has helped staff prioritize activities, which dictates how we allocate limited funds at the agency. The plan enables us to justify our annual budget request to the State Legislature. Legislative members appreciate that we have implemented a sound



and flexible methodology in managing our fiscal resources.

But sometimes it's not the destination, but the journey that's most important. Apart from the plan itself, the planning *process* has been invaluable. Through it we've discovered our weaknesses—what's keeping us from "greatness"—and identified the measurements of superior performance and practices that tell us when we've reached our lofty goal.

We've taken a very critical look at what we do and how we do it. Is a particular activity still important, is it still necessary, or has it become an archaic task that we're just doing out of habit? Should programs be eliminated? Should we seek a potentially radical change in agency rules and state statutes that brings us more in line with present-day conventions and priorities? Through strategic planning and increased emphasis on our management skills, we're doing a much better job of supporting and developing staff and we have vastly improved as an agency.

Background: Strategic Planning

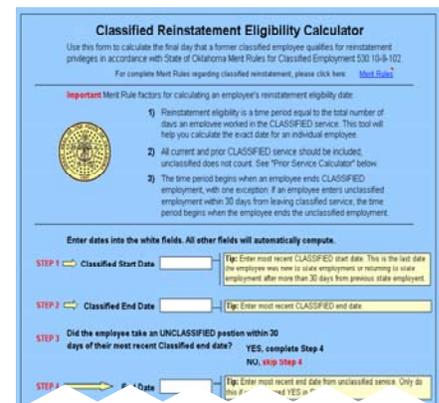
Recognizing the extreme importance of a strong central plan, in March 1999 the Water Resources Board convened its first

OPM Creates Reinstatement Calculator

Austin Gilley, OPM

If a state employee leaves the classified service, on what date does his or her reinstatement privileges expire? You no longer have to count calendar pages to get an answer.

The OPM Management Services Team has devised a tool that helps explain reinstatement eligibility and provides a step-by-step calculator for computing the exact date that reinstatement privileges expire.



The screenshot shows a web-based form titled "Classified Reinstatement Eligibility Calculator". It includes instructions to use the form to calculate the final day a former classified employee qualifies for reinstatement. The form lists three important merit rule factors: 1) Reinstatement eligibility is a time period equal to the total number of days an employee worked in the CLASSIFIED service. 2) All current and prior CLASSIFIED service should be included. 3) The time period begins when an employee ends CLASSIFIED employment, with one exception. Below the factors are input fields for "Classified Start Date" and "Classified End Date", and a question about unclassified positions. The form also includes a "Next Step" button and a "Print" button.

The reinstatement date has become more important with the implementation and use of PeopleSoft. When an employee separates, agency staff members are required to enter the date in the *Expected to Return Date* in the corresponding field on the employee's Employment Data screen.

The calculator is in Microsoft Excel format and is available online at www.youroklahoma.com/coreoklahoma/areas_hr.html. It is also located on the OPM Website (www.opm.state.ok.us) under *Quick Links*.

For information on reinstatement rules and procedures, please consult OAC 530:10-9-102 or contact a member of the OPM Management Services Team.



For information regarding
Oklahoma's Certified Public
Manager Program, contact Carrie
Rohr at (405) 521-6344.

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official planning team of agency managers. Gathering for multiple daylong sessions, 25 individuals determined to be “relentless in improving [the agency’s] effectiveness and efficiency.” To guide us objectively through the process, we sought assistance from a private management consultant. Months later, following several meetings of the management team, the OWRB commenced development of its first strategic planning document.

Recognizing that going from good to great requires a rock-solid framework—a clarity of purpose—early on we adopted a rather progressive guiding principle. We decided to assert ourselves as “*The Water Agency*” in Oklahoma and be aggressive in that pursuit. While we recognize that several state environmental agencies actually have jurisdiction over various water-related programs, the Water Resources Board’s broad statutory authority related to water quantity and quality management places us in a unique position among our sister agencies.

Our collective commitment to being *The Water Agency* was clearly expressed in our plan’s vision statement. We developed a mission statement describing the Water Board’s many roles in the environmental arena—managing, protecting, and planning for Oklahoma’s long-range water needs.

A major factor that helped clarify our vision in developing the framework of our fledgling strategic plan was (and is) the professionalism and expertise of Water Board staff. In addition to being highly educated

individuals possessing expert knowledge on Oklahoma’s water issues, employees of the OWRB are intelligent, energetic, and dedicated. These traits have become essential building blocks to success.

A primary element of our first strategic plan, completed in the fall of 2000, and subsequent plans is identification of agency programs that command the highest priority for the upcoming year(s). As a group and in teams, high priority programs—as well as other important agency projects, studies, and tasks—are broken down into more manageable components, each of which is assigned to teams and/or individuals.

Through strategic planning workshops and by managers institutionalizing a free and open environment, great ideas become effective and successful programs. The agency’s management team meets at least once each year to analyze agency successes and failures, adjust goals, and—through brainstorming sessions and related methods to encourage innovative thinking—develop the upcoming years’ strategic plan. Our annually updated plan, which normally envisions a four-year planning horizon, includes new and/or continued sets of priorities that encompass our agency direction.

Communication throughout a high priority program’s evolution and implementation is critically important and a successful project requires input from *everyone* involved. Consistent dialogue between members of each project planning team through formal meetings, one-to-one email,

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OWRB’s lead management team (standing, l to r): Joe Freeman, Dean Couch, Derek Smithee, (seated, l to r) Mike Mathis, and Jim Schuelein.

Why Diversity Training is Important

*Gary Davidson, Director
Downtown College Consortium*

Workforce development professionals are often asked why diversity training is important. This is a good question.

Just what tangible results can we expect from diversity training? Perhaps it would be beneficial for this discussion to define the term diversity. Diversity, simply put, is the recognition of differences. These may be differences in race, ethnic backgrounds, physical abilities, culture, religion, language, gender, and the list could go on.

Diversity training is important for one very simple reason—solving problems. As our society becomes more global, we need to recognize and appreciate our differences. Not for some “feel good” reason, but to allow us to understand and work constructively with people whose backgrounds are different from our own.

Diversity training is more than increasing awareness about workforce diversity, although that is an important first step. It should develop concrete skills that your employees can use that will enhance communication and improve productivity. Consider this fact: nearly one in five Americans speaks a language other than English at home. Most speak Spanish, followed by Chinese. Our state’s economic well-being depends upon our ability to fully utilize our most precious resource—our people.

The simple facts suggest that our country has a looming labor shortage. The combination of baby boom generation retirements and women’s labor force participation reaching all time highs suggests that labor will likely be in short supply over the next two decades.

Diversity training is vital to Oklahoma’s economy, because it facilitates the development of our culturally-diverse workforce. All Oklahomans, whether poor or underserved, represent a resource we cannot afford to ignore. Futurist Ed Barlow summed it up very well when he said, “Economic vitality will be directly related to the ability to attract, retain and celebrate diversity.”

*Editor’s Note: Gary Davidson was employed
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by the state of Oklahoma from July 1979 until September 2002, working for OPM, the Oklahoma Corporation Commission, and the ABLE Commission. He may be reached at the Downtown Library/Learning Center, 300 Park Avenue, Oklahoma City, OK 73102; (405) 232-3382; g davidson@downtowncollege.com; www.downtowncollege.com. The Downtown College Consortium is an alliance of five colleges and universities—Oklahoma City Community College, Oklahoma State University-Oklahoma City, Redlands Community College, Rose State College, University of Central Oklahoma—offering credit and non-credit classes in downtown Oklahoma City. The Consortium offers all levels of college classes, including graduate level.

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and telephone conversations—even short chats around the “water cooler”—ensure that the OWRB’s vision remains consistent with day-to-day work. Lines of communication have been so effective that managers and staff recently broke through the agency’s traditional organizational barriers and are now cooperating on non-linear, inter-divisional high priority programs.

To make sure we are on schedule with important tasks and deadlines, we’ve created a project monitoring system to track progress on our high priority programs. Program team leaders deliver quarterly updates to management outlining the status of each project. Why or why not is the project on schedule? What additional support from management or our partners is required to complete the project on time? Resulting information is then presented in formal updates to the collective nine-member Water Board, the agency’s governing body, during monthly meetings.

But reporting and communication aside, delivering results is what counts. Pursuant to one of the original primary goals of the *Oklahoma Program Performance and Accountability Act*, we will soon implement a performance audit system that subjects our programs to outside evaluation of effectiveness. Consistent and objective program planning holds us accountable to the citizens of Oklahoma.

Innovative Budgeting— Utilizing “SOPPADA”

Faced with impending budget chal-



On February 23, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (l), was the keynote speaker for the annual Retired Educators for Youth Agricultural Programs (REYAP) luncheon, which was held at the state Capitol. REYAP was founded in 1994 by five retired vocational agriculture teachers—Sam Combs, Jr., W.G. Parker, James R. Johnson, A.W. Hampton, and M.E. Gamble. REYAP is dedicated to leadership, scholarship, citizenship, and economic development that assists African-American young people realize the personal growth and career opportunities available in the field of agriculture. Pictured with Mr. Jackson is REYAP Executive Director Rita Combs and REYAP President Sam Combs, whose father was a co-founder of the organization.

lenges, in 2003 we charged our leadership team with development of potential cost-savings measures for the agency. The team elected to utilize the “SOPPADA” approach because of its prior success at the OWRB in resolving mid-level agency issues.

“SOPPADA” is a set of tools commonly employed by organizations and/or teams to systematically address problems. More specifically, every proposal begins with a *Subject*, then a clear, concise, and measurable *Objective*. The *Present Situation* is described, and then, in simple statements, a *Proposal* is offered on how to meet the objective. *Advantages* detail the most significant anticipated changes that are expected once the change is implemented. Of course, wise planning involves an analysis of potential roadblocks, or *Disadvantages*, and how they can be overcome. Finally, assuming approval, the *Action to be Taken* is explained, including concise steps for implementation and assessment.

At the OWRB, we have tried to create an atmosphere where new and innovative thoughts are encouraged and welcomed, where workers are fearless about offering up their ideas and concepts, and the term “bad idea” does not exist. Ideas are judged, not the persons who have the ideas. True failure is a *deficiency* of ideas. This “fearless

innovation” philosophy reaped tremendous dividends in our budgeting exercise. Armed with the SOPPADA tool, we ended up with a wealth of excellent suggestions to cut program costs.

We are now looking at ways to scale down, expand, and/or integrate programs to increase efficiency and avoid duplication of effort. We are outsourcing activities. Through better utilization of technology—including the agency Website and associated Web-based applications—we strengthen our assertion as the state’s premier water information source and provide staff with the tools to improve productivity. Building alliances strengthens our water management programs and helps us secure grants, matching funds, and other often underutilized revenue sources to fund much-needed projects.

“Leading Up”: The OWRB Model

Through past experience, we’ve learned that successful leadership at the OWRB is contingent, in the very least, upon two primary behaviors: listening to people and doing what you say. With this in mind, between 1999 and 2002, Water Board management constructed and finalized its Leaders/Managers Model, which defines the ex-

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OPM Team Member MetroTech “Student Success Story”

OPM Team member Jim Patterson has been named a *Student Success Story* by MetroTech:



- Past experience: Worked at a manufacturing company for over 20 years. He was almost 50 years old when the company laid-off several workers and closed its Oklahoma City plant.
- Graduated: 2004.
- Successes: Making a career change late in life. Raised math skills three grade levels by attending Metro Tech’s EEC (Educational Enhancement Center) lab. Completed Computer Repair and Networking (CRN) program before choosing the Customer/Administrative Services program.
- New work experience: State of Oklahoma Office of Personnel Management.

According to Jim, “Instructors at Metro Tech expect you to succeed and make sure you gain the skills needed for your career. The time management skills I learned have been most valuable.”

Currently, Mr. Patterson is an Administrative Technician in the OPM copy shop.

Metro Technology Centers (Metro Tech) is a career and technology education district with five campuses serving the greater Oklahoma City metropolitan area. Metro Tech offers a variety of training and career programs to high school students, adults, and business and industry. Over 65 full-time programs and hundreds of short-term classes are available, as well as customized training for business and industry.

*For information regarding PEP,
contact Joyce Smith at
(405) 522-3617.*



On April 13, members of the State Agency Review Committee (SARC) presented a Certificate of Appreciation to OPM Chief Policy Attorney Chanda Grabam for her “contributions in providing expert legal advice to the members of the SARC board on the rule revision taskforce. Your patience, focus and dedicated customer service was essential for completing the amendments and in the development and design process. The implementation of these improved rules were a direct result of your diligence in completing the rulemaking process to include final approval by the Governor.”

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expectations of managers as we interact with agency staff in three focal areas: (1) providing direction; (2) investing in people; and (3) coaching and guiding. Since its creation, we have strived to implement the model’s practices and tools, and we routinely revisit the model, incorporating new experiences and learnings.

Through our Leaders/Managers Model, agency leaders are asked to provide direction by ensuring that our project plans are well organized and project teams are supplied with a clear direction. The model stresses the importance of alliances and partnerships to our business. Specifically, the model reminds us that the primary determinant of success in dealing with our customers is not just meeting, but exceeding expectations. We invest in people and create a climate where each contributor wants to excel. We seek out development and training opportunities and celebrate the successes and contributions of our staff. Through coaching and performance reviews, we practice positive reinforcement as we develop and improve our employees while confronting performance issues in a timely and positive manner. We also recognize that staff must be well informed to do an effective and thorough job.

After utilizing the model for a short

time, we recognized that the Water Board would benefit from a new and unique approach to management—i.e., “leading up.” Kindled by the agency’s relatively open atmosphere and healthy interaction between management and staff, leading up is dependent upon leaders trusting subordinates and putting the interests of the organization ahead of their own. Management listens to staff and urges them to say candidly what they think while providing them with sufficient individual authority to move the agency forward. In this way, employees are not only *encouraged* to lead but are *obliged* to do so. According to Michael Useem, management expert and author of *Leading Up: How to Lead Your Boss So You Both Win*, “If people are afraid to help their leaders lead, their leaders will fail.”

We continue to nurture the leading up philosophy. During the summer of 2003, we initiated “key players” meetings through which all staff, managers and subordinates alike meet to discuss the agency’s direction and values, as well as provide input. These discussions were so beneficial it became evident that we should have involved our key players during an earlier planning stage.

To increase the effectiveness of leaders and managers by obtaining honest feedback

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from other managers, peers, and subordinate employees, the OWRB initiated its first 360 Leadership Development Survey in 2001. The survey, custom designed to codify and measure the expectations and practices of OWRB leaders, reflects practices defined in both the State Office of Personnel Management's Performance Management Process and our agency's Leadership/Management Model. We asked our external consultant to design the survey, interpret the data, and then help each participant create a personal action/development plan. This "360-degree" feedback survey was administered online.

Initially beginning with our top-level managers, including myself, who benefited from six months of individual management development, we have expanded the 360-degree survey to include all agency leaders. Recently, we revised the process to include "peer coaching" where each participant is asked to help another manager implement his or her individual development plan. Each aspect of a manager's development plan is revisited periodically, initially after three months, to measure success and, if necessary, tweak performance. To strengthen the OWRB's Performance Management Process (PMP), development plans originating from the surveys may be included in future personnel evaluations. We plan to administer the 360 survey to each member of our management team every three years.

Going from Good to Great

Our journey to excellence has occurred, as such efforts must, with neither sudden crises nor major incentives as motivators. But many organizations that experience the good to great transformation can't identify the specific moment, event or particular point in time. It's a subtle changeover. On teaching a young Helen Keller, her teacher Anne Sullivan once said, "People seldom see the halting and painful steps by which the most insignificant success is achieved."

Has the Water Board achieved greatness? Conceding that we will never be truly satisfied with our achievements or efficiency, things are happening at the OWRB that convince me we are definitely functioning at a much higher level.

Building pride among staff has become

critical, especially during the state's recent budget crunch when money was relatively scarce. Our employees have exhibited a day-to-day commitment to excellence. They are empowered and I think this freedom has encouraged creativity as we look for innovative ways to address Oklahoma's water supply and water quality challenges.

Consistent with our water agency theme, the Water Board's management team and staff have made a concerted effort to expand our water-related data collection activities. In line with our legislatively mandated authority in maintaining Oklahoma's water quality standards, we resolved that it is also our responsibility to gather sufficient data required to classify Oklahoma waters and establish a monitoring program capable of alerting us when waters are threatened by pollution sources.

In 1999, around the time we instituted strategic planning principles, the OWRB launched the Beneficial Use Monitoring Program (BUMP), an ambitious surface water quality monitoring network that consists of hundreds of sites throughout the state. BUMP represented Oklahoma's first statewide comprehensive monitoring system and it has been an enormous success. The network now includes more than 300 stream segments and lakes and, beginning last year, the Legislature included \$1 million in the OWRB's annual base funding for the program. Plans are underway to expand the effort to groundwater quality monitoring, a vital component of any water quality assessment program.

The continued growth and recognition of the Water Board's Financial Assistance Program, which to date has provided more than \$1.35 billion in loans and grants for community water and sewer construction projects, is another terrific barometer of our agency's success. The program has become one of Oklahoma's most popular source of water/wastewater infrastructure financing and in 2003 Standard and Poor's issued an "AAA" rating to our Drinking Water State Revolving Fund Program and an "AA+" rating to our Bond Loan Program. The result of these high standards has been affordable and reliable water and sewer system financing for Oklahoma's cities, towns, and rural communities, collectively saving them many millions of dollars. Since in-

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Thomas Named Classification Director

On April 11, longtime OPM Team member Greg Thomas was appointed Director of OPM's Classification Division.

A graduate of East Central University, Mr. Thomas began his service as a state employee in 1988 with the Department of Human Services—Southern Oklahoma Resource Center in Pauls Valley. In June 1989, Mr. Thomas accepted a Personnel Specialist position in OPM's Classification Division.



During his tenure at OPM, Mr. Thomas has been detailed to special duty in the Applicant Services Division and in 1995, he had the opportunity to serve on the *Governor's Performance Team*. While working in OPM's Classification Division, Mr. Thomas has served in numerous roles ranging from a front-line analyst to manager.

In 2003, Mr. Thomas graduated from the Certified Public Manager program. He is also one of a select few who have received the IPMA-CS designation from the International Public Management Association for Human Resources.

Sign Up Now for IPMA-HR's Audioconference Series

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January 2005 IPMA-HR News

IPMA-HR's 2005 Audioconference series focuses on current and emerging HR issues in the public sector. Each live, interactive, 90-minute session provides you and your staff with a convenient and economical way to get up to speed on topics important to your day-to-day operations.

The IPMA-HR Audioconference Series is an excellent educational tool. You and

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ception of the program, more than \$600 million in bonds have been issued without a default in OWRB bond repayments.

Forming and nurturing alliances has made the OWRB a more responsive and effective agency. Water policy and legislation are not created in a vacuum and management of our surface and groundwaters requires the cooperation of numerous agencies, special interest groups, and individuals. Through strategic planning, we discovered that common ground exists in every conflict, and attempts at reconciliation with those who harbor opposing views are necessary in seeking the resolution of often-contentious water issues.

For example, we've forged critical alliances with the poultry industry, farming organizations, and municipalities in both Oklahoma and Arkansas to resolve emerging nutrient pollution problems in the Illinois River basin and other important rivers in the northeast region of the state. Similar alliances are playing an important role in our multi-year study of the Arbuckle-Simpson aquifer, a vital economic and natural resource for south central Oklahoma. And through establishing partnerships with untraditional yet resourceful collaborators—such as tribal governments—the Water Board has placed itself in a better position to secure funding for important studies and programs.

Utilizing technology, we are vastly im-

proving our efficiency. Through our Website, the OWRB provides the public with easy access to information and online applications that free up staff for other important work. We strive to provide our employees with the tools—including network infrastructure, computers, software, field instruments, and other specialized equipment—required to accomplish their jobs. The agency's commitment to Geographic Information System (GIS) technology has revolutionized how we store, manipulate, disseminate, and display water resource data to better serve our public.

Recognizing that many key Water Board employees are fast approaching retirement age, the agency is proactively addressing this impending transition so that we maintain our level of program management and customer service. Through succession planning, we are implementing an apprenticeship system to identify and train replacement staff in both the technical and managerial skills required to assume veteran duties. This strategy also applies to normal attrition and the related challenges we face in retaining our professional staff.

Conclusion

To grow success you must cultivate success. While it takes time, patience, and persistence, success is its own reward in a healthy organization. As McDonald's founder, Ray Croc, said, "Happiness is a by-product of achievement."

While the Water Board's internal planning and leadership growth experiences leave us well prepared for a transition to the future, we cannot become passive. Future success won't happen unless we build upon our momentum and stay vigilant in our pursuit of greatness. While we must remain focused on our goals and consistent in our actions, we must also continue to improve in how we lead both individually and as an agency. Ultimately, however, our success will be measured not only by how well we manage, protect and improve Oklahoma's water resources, but by the positive impact we have upon the lives of Oklahomans.

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ceive hiring certificates from these continuously open registers at any time they choose. Getting applicants on these registers faster makes the names of applicants who earn passing scores available to hiring agencies that same day, and usually within minutes of completing the test.

ICE has proven useful for both scheduled and walk-in testing. Once an applicant's information is in the mainframe applicant system, ICE essentially eliminates the waiting time for placement on the register. Extra measures are taken to ensure that walk-in applicants who are found to meet the minimum qualifications and want to test the same day will also get placed on the register soon after testing in the ICE System. The approval to test for these applicants is keyed into ICE and these applications receive first priority for data entry into the mainframe system. If the mainframe system does not have applicant information that corresponds to the data that ICE sends, then ICE will keep sending the data until the mainframe system has the corresponding applicant information. Usually, the applicant information has been entered into the mainframe system before the applicant completes the test in ICE, so the applicant is still placed on the register in ten minutes or less.

OPM ITS Team members worked closely with the vendor on modifications to the commercial software. They also developed the programs that are virtually an intermediary—delivering data between the ICE System and OPM's mainframe applicant system. Not only does ICE send test

ICE, continued on page 17



Robert Stevens, Coordinator of the OPM State Employee Assistance Program (l), was the featured speaker at the March meeting of the Oklahoma General Counsel Forum. Pictured with Mr. Stevens is John Miley, Deputy General Counsel, Oklahoma Employment Security Commission (r).



The ICE Project received a Governor's Commendation during 2004 Quality Oklahoma Team Day. ICE Team members (l to r) Natasha Riley, Bunny Illeperuma, Bernie Buchenau, and Randy Peter are pictured in front of their booth on Team Day 2004.

ICE, continued from page 16

data to the mainframe system, but the mainframe system also sends applicant information to ICE that authorizes the applicant to take a test in ICE.

OPM ITS Team members continue to add programs that extract information from the ICE database to assist test developers and test monitors. For example, a Web-based program was developed that allows test monitors to enter an applicant identification number and the test code number to receive a list of the test items that the applicant answered incorrectly including identification of the selected answer choice. These reports are needed when an applicant requests a test review. Another example is a Web-based program that allows OPM Team members to see the open test sessions for any given date or date range. An open test session would indicate that the test had not been scored, so this helps ensure that all test administrations have been scored.

The success of this program is measured by the number of test administrations delivered through ICE, formal and informal applicant evaluations of the system, and the average time it takes for an applicant passing the exam to get placed on the register.

All tests for registers currently open for recruitment are available in ICE. OPM first reached this milestone in April 2004. From May 1, 2004, through February 28, 2005, 9,996 test administrations were given in the ICE system. That is 59 percent of all state-

wide test administrations. At OPM, ICE usage averaged 82 percent during this time. Contrast this with the first three full months of operation (February 1, 2003 – April 30, 2003) in which OPM ICE usage averaged 66 percent and overall statewide usage averaged 39 percent. (ICE was not introduced to remote sites until November 2003.)

Another measure of the success of this program is the feedback received from applicants and test monitors, which has been overwhelmingly positive. A formal survey of applicants was conducted at the initial implementation. Each applicant using the software was encouraged to complete a survey after taking a test. Of the 60 applicants completing the survey, 93 percent (56) gave 100 percent positive feedback, and seven percent (four) gave 80 percent positive feedback.

Test monitors have said that the ICE System makes test administration much easier and that the applicants greatly appreciate the instant results.

The average time between completing a paper and pencil test and being placed on the register is two days. The time between completing a test in ICE and being placed on the register is at most ten minutes—a 99.65 percent reduction in time!

The time it takes for an applicant to receive mailed results of a paper and pencil test is four days. The time it takes for an applicant to receive results of a test taken in ICE is the time it takes to click a mouse

button—a 100 percent reduction in time!

OPM's goal is to make ICE available to all remote testing sites and virtually eliminate the use of paper tests. This will reduce postage costs and eliminate further delays in placing applicants on registers due to mailing time of answer sheets. These testing sites partner with OPM to provide a service to their communities by administering Merit System exams locally. Twenty of these sites are Career and Technology Education Centers and one is an Employment Security Commission local office. Although only two of these remote testing sites—the site in Wayne and previously the site in Ada—have been able to provide the necessary hardware to utilize ICE, current implementation of the ICE system has already provided a significant increase in OPM's service to applicants and hiring agencies.

Commission on the Status of Women Hosts Hall of Fame Ceremony

Leslie Thomas, Intern
Oklahoma Commission on the Status of Women

The six newest members of the Oklahoma Women's Hall of Fame were inducted on March 31, 2005, during a ceremony in the Chamber of the House of Representatives at the state Capitol. Inductees included Dr. Wanda L. Bass; Judge Nancy Coats; Lt. Governor Mary Fallin; former state Senator Bessie S. McColgin; Dr. Jeanine Rhea; and Judge Stephanie K. Seymour.

The dedication of **Dr. Wanda L. Bass** to her profession, community, and state are exemplified by her honorable philanthropic efforts. In her professional life as chair of First National Bank and Trust Co. of McAlester, Dr. Bass has worked hard to ensure women receive professional recognition as bankers. To Bass, volunteerism and giving back to the community are just as important, if not more so, than her business career. She is heavily involved in attracting economic development to the McAlester area and is recognized statewide for her donations to arts, educational, and civic projects throughout the state and in the McAlester area.

The **Honorable Nancy L. Coats**, District Judge (Active Retired) is well-known
Hall of Fame, continued on page 18



Oklahoma Women's Hall of Fame inductees for 2005 include (l to r) Dr. Wanda Bass, Judge Stephanie Seymour, Dr. Jeanine Rhea, the late Representative Bessie McColgin, Judge Nancy Coats, and Lt. Governor Mary Fallin.

for her persistence, passion, and resolve to transform a goal into a reality. One of her goals was realized in 2002, when the first Mental Health Court in the region was established. Judge Coats was appointed Presiding Judge of the Mental Health Court of the Seventh Judicial District and served in that position, in addition to presiding over her regular docket, until her retirement from the bench in September 2004. She has been commended for her work on behalf of the rights of the mentally ill by several organizations including the Oklahoma Psychological Association Board of Directors.

The **Honorable Mary Fallin**, Lt. Governor of the State of Oklahoma, has been making history since 1994, when she was elected the state's first woman and first Republican Lt. Governor. She was re-elected in 1998 and 2002. During her tenure, Lt. Governor Fallin has pursued an aggressive agenda focusing on economic development, education, health care, and government reform. As Lt. Governor, she has taken a special interest in advancing the issues of women business owners and lends her support and time to events and projects associated with the National Association of Women Business Owners and other organizations that strive to improve the status of women in the workplace.

Bessie A. McColgin was the first woman to be elected to the Oklahoma House of Representatives. In 1920, just one year after the passage of the 19th Amendment to the U. S. Constitution, which granted women the right to vote, and preg-

nant with her tenth child, Ms. McColgin was elected by a landslide to be a member of the Oklahoma House of Representatives. An early pioneer Oklahoman, Ms. McColgin homesteaded in Roger Mills County and was a devoted mother and wife, dedicated civic and religious worker, and public-spirited citizen. She lived a life filled with purpose and noteworthy achievements and strived to build a better community and state for all Oklahoma children.

Dr. Jeanine Rhea has diligently worked since the 1970s to facilitate and promote diversity in the classroom and the workplace. Through her role as an educator in Oklahoma State University's College of Business Administration, she has taught countless women and minorities the importance and benefits of diversity in the workplace. Since the early 1990s, Dr. Rhea has continued this legacy through an annual professional Women's Business Leadership Program conducted in partnership with the Oklahoma International Women's Forum. Dr. Rhea's career has been dedicated to building women's esteem and business acumen, furthering their networking skills, and mentoring students for a successful future.

The **Honorable Stephanie Kulp Seymour** has had an outstanding career as an attorney and a judge. She was the first female partner at Doerner, Saunders, Daniel & Anderson (formerly Doerner, Stuart, Saunders, Daniel & Anderson); first woman appointed to the Tenth Circuit Court of Appeals; first woman to serve as

Chief Judge for the Tenth Circuit; first woman to serve as Chair of the United States Judicial Conference; and senior panel member of the first all-female, three-judge panel to sit for the Tenth Circuit. In addition, Judge Seymour was the leading force in establishing the Oklahoma State-Federal-Tribal Judicial Council; she served on the Tulsa Human Rights Commission Task Force on Women and Task Force on Women and Credit; incorporated Call Rape, Inc.; and served on the Legal Advisory Panel of the Tulsa Task Force for Battered Women.

OPM Hosts Another Successful Quality Oklahoma Team Day

Joyce Smith, OPM

On May 5, 2005, 59 teams representing 17 state agencies displayed their successful projects during the 11th Annual *Quality Oklahoma* Team Day held at the state Capitol in Oklahoma City. Teams shared information on how they benefitted their agency and the citizens of Oklahoma by improving customer service and satisfaction, reducing time, decreasing costs, generating revenue, greatly improving employee morale, cutting red tape, better managing resources, and/or creating partnerships with other organizations.

The *Quality Oklahoma* Program was established in April 1992 at OPM. *Quality Oklahoma* initially focused on training state employees in Total Quality Management processes, tools, and teamwork utilizing the six-step problem solving and nine-step quality improvement process models. The initiative encompasses six components: communication, training, recognition, systems integration, measurement, and leadership.

Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, opened the 2005 awards ceremony, and state Senator Angela Monson (D-Oklahoma City), was the keynote speaker. The following speciality awards were presented (see photos, pages 23 - 24):

- The *Time, Attendance, and Activity* (Department of Labor) project won the coveted *Quality Crown Award*;

Team Day, continued on page 19

Team Day, continued from page 18

- The *Bill Johnson Correctional Center Wellness Committee* (Department of Corrections) won the *Employee Empowerment Award*;
- The *James Crabtree Correctional Center Bridge Project* (DOC) won the *Extra Mile Award*;
- The *Medicaid on the Web: A Medical Provider Solution* (Oklahoma Health Care Authority) project won the *Motivating the Masses Award*;
- The *TRIPS (Travel Reimbursement Invoice Payment System)* (State Department of Health) project won the *Red Tape Reduction Award*; and
- The *James Crabtree Correctional Center Bridge Project* (DOC) won the *Best Booth Award*.

Twenty-three projects, representing “best practices”, received *Governor’s Commendation Awards: Staff Injury Reduction Improvement Project* (Jim Taliaferro Community Mental Health Center, Department of Mental Health and Substance Abuse Services); *Inventory Control Processes* (DOC); *Checks and Balances—Meeting Customer Needs Through Improved Technology* (CompSource Oklahoma); *NW Center for Behavioral Health Video Court Commitment Program* (Northwest Cen-



Senator Angela Monson delivered the 2005 Quality Oklahoma Team Day keynote address.



ter for Behavioral Health, ODMHSAS); *OKDHS Office of Communications Web Site Redesign* (DHS); *T.R.I.P.S. (Travel Reimbursement Invoice Payment System)* (SDOH); *Competency Treatment Program* (Oklahoma Forensic Center, ODMHSAS); *Oklahoma Department of CareerTech Teacher Induction System* (Oklahoma Department of Career and Technology Education); *Joint Oklahoma Information Network* (Oklahoma Commission on Children and Youth); *The Bridge Project* (James Crabtree Correctional Center, DOC); *Eligibility and Premium Accounting System Implementation* (Oklahoma State and Education Employees Group Insurance Board);

When Disaster Strikes (Oklahoma Corporation Commission); *Care of the Patient in Seclusion and Restraint* (Carl Albert Community Mental Health Center, ODMHSAS); *Medicaid on the Web: A Medicaid Provider Solution* (OHCA); *Oklahoma’s Breast and Cervical Cancer (BCC) Treatment Program* (OHCA); *e-Synchronist Business System Statewide Implementation* (Oklahoma Department of Commerce); *OKDHS State Games Organizing Committee* (DHS); *Key to Life Substance Abuse Treatment Program Reorganization Project* (William S. Key Correctional Center, DOC); *Electronic Benefit Transfer Daycare* (DHS); *Time, Attendance, and Activity* (ODOL); *Quality Jobs Program Process Involvement* (ODC); *Medicaid State Supplemental Drug Rebate Program* (OHCA); and *Operator Certification Online Testing Program* (Department of Environment Quality).

Charlotte, North Carolina, Site of 2005 IPMA-HR Southern Region Conference

Dayna Petete, OPM

Approximately 215 participants from 12 states, including seven from Oklahoma, attended the 58th annual IPMA-HR Southern Region Training Conference, April 23-27, 2005, in Charlotte, North Carolina.

IPMA-HR (International Public Management Association for Human Resources) represents the interests of over 5,500 human resource professionals in federal, state, and local government and from all levels of public sector human resources. The Association’s goal is to provide information and assistance to help HR profes-

sionals increase their job performance and overall agency function by providing cost effective products, services, and educational opportunities.

IPMA-HR is divided into four Regions: Central, Eastern, Southern, and Western. The Southern Region is composed of IPMA-HR Chapters in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, and Virginia.

Conference, continued on page 20



Oklahoma’s IPMA-HR Southern Region delegation included (l to r) Richard Rea, Oklahoma City Metropolitan Library System; Shirley Jackson; Cynthia Braun, Office of Juvenile Affairs; Dayna Petete, OPM; Diane Haser-Bennett, OPM; Ray Bennett; and Oscar Jackson, OPM.

Speakers at this year's Conference included Jeanne Robertson (*Meeting the Challenges*); Drake and Associates (*Human Capital Management Tools*); Willow Jacobson (*Planning and Developing Your Workforce for Today and Tomorrow*); Dr. Heather Lee and Dr. Korell Kanoy (*Hiring for Emotional Intelligence*); Fagan Stackhouse (*Skills & Competencies for HR Directors and Directors-to-Be*); Joe Lineberry and Marvin Stokes, AON Consulting (*Saving Benefits Dollars Amid Rising Costs*); Oscar Jackson, Bill Wilder, and Valeria Willis (*Developing the HR Team to Meet Today's/Tomorrow's Challenges*); Linda Linfors, Julia Sain, and Rhonda Hornbacker (*Recruiting and Hiring People with Disabilities*); Paul Draeger, Center for Creative Leadership (*Why HR Needs to Be a Strategic Player and How to Become One*); Gary Redding, Aon Consulting (*How to Reward Top Performers with Shrinking Budgets*); Jonathan Crotty, Partner, Parker Poe Adams & Bernstein, L.L.P. (*Domestic Violence and the Workplace*); and Richard L. Rainey, Womble Carlyle Sandridge & Ruice, PLLC (*Legal Update*).



In October 2004, members of the Southern Region Governing Board nominated Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, for 2005 IPMA-HR President-Elect at a meeting held during the IPMA-HR International Training Conference in Phoenix, Arizona. On April 25, 2005, the Southern Region officially endorsed Mr. Jackson's candidacy by approving Resolution 2005-03, which was prepared by Resolutions Committee Chair Richard Stokes, Tennessee.

On April 27, 2005, Southern Region President Donnie Simmons "passed the gavel" to Dayna Petete, OPM Assistant Administrator for Communications and Legislative Liaison, who was elected President-Elect at last year's Conference in Atlanta. Ms. Petete will take office on July 1, 2005.

SIB Offers Seminars

HealthChoice and the Oklahoma State and Education Employees Group Insurance Board (OSEEGIB) are offering seminars in three different cities to inform state employees close to retirement about their health insurance options.

The seminars are currently scheduled in the following locations:

- **Oklahoma City**—Friday, June 3, 1:00 p.m. to 3:00 p.m.; 3545 NW 58th, 5th Floor Boardroom.
- **Tulsa**—Wednesday, May 11, 10:00 a.m., 1:30 p.m., and 4:30 p.m.; Tulsa Technology Center-Lemley Campus, 3420 S. Memorial, Career Service Center, Section A.
- **McAlester**—Thursday, June 2, 10:00 a.m.; Kiamichi Technology Center, 301 Kiamichi Drive, Seminar Center Auditorium.

For more information about the seminars, please call HealthChoice Member Services at (405) 717-8701 or (800) 543-6044.

Outstanding undergraduate and graduate student applicants are available through the Carl Albert Public Internship Program. Contact Dayna Petete at (405) 521-6293 for information.

your staff can participate from the comfort of your office or conference room, all for a single registration fee.

Sessions are scheduled on the second Thursday of the month from 1:00 p.m. - 2:30 p.m. Eastern Time, and registered participants will receive the speaker's handout materials prior to the call, toll-free phone number, and instructions on how to join the call and how to ask questions during the questions/answer period. Register for individual sessions or save when you register for any combination of four sessions or the complete series of all nine calls.

- **Audioconference Fees:** \$99 each (member); \$150 each (non-member).
- **Save!** Any four: \$ 345 (member); \$550 (non-member).
- **Save more!** All nine: \$780 (member); \$1,250 (non-member).

For more information about the IPMA-HR Audioconference Series, please visit www.ipma-hr.org.

Audioconference Schedule

- **May 12, 2004**—Performance Management.
- **June 9, 2005**—HR Technology.
- **September 8, 2005**—Public Sector: The Employer of Choice.



On April 12, 2005, several members of the OPM Team attended a presentation by Dr. T.H. Baughman, University of Central Oklahoma Professor of History and Geography, entitled, "Leadership Lessons from the Antarctic". Dr. Baughman is the author of "Shackleton of the Antarctic". The lecture, which was hosted by Leadership Oklahoma, was held at the Oklahoma City Museum of Art. Pictured (standing, l to r) are Joyce Smith, Janet Anderson, Dr. Baughman, Dr. Don Betz, UCO Provost and Vice-President for Academic Affairs and President of Leadership Oklahoma, Oscar Jackson, Diane Haser-Bennett, and Marilyn Capps. Not pictured is Tom Patt.

- **October 6, 2005**—Personnel Legal Update. *Presenter:* Ines Vargas Fraenkel, Lierbert Cassidy Whitmore.
- **November 10, 2005**—Benefit - Cost-containment.

Oscar Jackson Named One of “75 Who Made a Difference”

On April 29, 2005, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, was recognized by the University of Oklahoma College of Education as one of 75 *Who Made a Difference*, during *A Celebration of Education in Oklahoma*, the annual scholarship fund-raising dinner for the College and part of the 75th anniversary celebration for the 2004 - 2005 school year.



Mr. Jackson has served as Scholarship Chair for the Oklahoma City/Norman Chapter of the OU Black Alumni Society and Friends since 1997. During this period, and in cooperation with OU Diversity Enrichment Programs and OU Alumni Affairs, 58 scholarships valued at more than \$70,000 were awarded.

Mr. Jackson has been honored for his efforts to help increase African-American enrollment through recruitment and financial aid. He has received both OU's *African-American Outstanding Alumni Award* and *Regents Alumni Award*.

Mr. Jackson has a Bachelor's degree in Business Education from the University of Oklahoma, and has completed graduate work in Public Administration, with an emphasis in public personnel administration.

ODOT Employees Discuss the Value of CPM

Carrie Rohr, OPM

Fifty Certified Public Manager (CPM) candidates and graduates from the Department of Transportation met on March 31, 2005, to discuss “The Value of CPM at ODOT.” Attendees were asked to share their perceived value of CPM within the agency. Some of the responses included: the project papers have had a positive impact not only on ODOT, but also on the citizens of Oklahoma; the program provides management tools for managers to use everyday; CPM promotes better communication within the agency; the CPM Program provides enhanced opportunities for career advancement.

Randy Jones, a CPM graduate, talked with the group about why he enrolled in the Program and how it has helped him in his career. Mr. Jones said he realized the CPM program would give him the skills necessary to be successful on the job. He advised new candidates that they needed to be highly motivated, dedicated, and committed to the completion of the CPM program. Although Mr. Jones graduated from the CPM program in 1997, he stated that he uses what he learned in CPM everyday. He said, “CPM doesn't guarantee promotion, but it instills confidence and competence for future opportunities.”



ODOT employees listen to testimonials regarding the usefulness of the Certified Public Manager Program in Oklahoma state government.

Kurt Harms is a staunch supporter of CPM. Mr. Harms stated that 41 percent of the personnel and 71 percent of the supervisors and managers in his work area, ODOT's Right of Way Division, are either CPM candidates or graduates. The division had 55 employees in 1995, and only 44 employees in 2005. Mr. Harms stated that he's been able to manage the turnover in his Division because of the CPM candidates and graduates who work there—the Program prepared them to be successful managers and leaders.

Susan Bohl, CPM graduate from the Department of Human Services, shared what DHS is doing with CPM candidates and graduates. CPM participants have formed a steering committee, developed a mission statement, and are currently helping the Executive Team with different projects within the agency. After Susan's presentation, the ODOT employees brainstormed about what they would like to see happen with CPM within the agency. Some suggestions included: developing a steering committee to work on special projects assigned to senior management; developing a mentor program to assist new candidates through the process; using CPM as a workforce planning tool; and developing a pay incentive for CPM graduates.

For more information regarding the Certified Public Manager Program, contact Carrie Rohr, Director OPM's Human Resource Development Services, at (405) 521-6344.

On the value of giving people an opportunity to earn:

An Adrenaline Rush

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Why do people go to work in the government? For the high salaries? For the big bonuses? For the awesome perks? For the public adulation? People who seek employment in the government for one of these reasons are people who we don't want working in government. They just aren't smart enough.

Most of the people who chose to work in the public sector did so because they sought to accomplish something—something significant. They wanted to save the world—or, at least, their own small part of the world. They chose public service because they wanted to serve some larger purpose.

Over the years, they may have grown cynical. They may have been beaten down by the system, by the abundance of the rules, by the drudgery of the paperwork, by the continual second-guessing. They may have concluded that it is impossible, in their agency at least, to save any part of the world—no matter how small. Still, regardless of how cynical their outside facade, they often still harbor a hidden, repressed desire to contribute to something significant.

For public managers, this latent (if well buried and well disguised) aspiration can be a big advantage. But how can the leaders of a public agency tap this yearning? How can they revive this deactivated desire?

Answer: Give people something meaningful to accomplish—a real opportunity to earn the personal satisfaction that comes from doing something truly worthwhile.

This is another reason why a *performance target* is so useful. It can be truly motivational. A performance target can give people that real opportunity to earn the personal satisfaction that comes from doing something truly worthwhile.

From the beginning, a performance target provides people with a compelling challenge. It not only gives people the proverbial reason to get out of bed in the morning. It provides focus and meaning for their work. And in government, such a target can be much more compelling than the monthly

sales quota.

A performance target can relieve people from the drudgery of their daily routine. They will, of course, still have to fill out the paperwork. Everyone does. But the paperwork is no longer itself the purpose. Achieving the target is. Their work is important—perhaps even their paperwork is important—because they are contributing to a significant, well established, and well accepted purpose.

Individuals may, of course, have their own, small, personal performance target. But that target is important only because it is essential to achieving an even larger target—a larger purpose.

Then, at the end, when they have achieved their target, it provides them with a feeling of accomplishment. They have won. They undertook to do something significant, and they did it. Without the explicit target, they might never have gotten to this goal. And even if they had, they would never have experienced the same sense of success—the same thrill of striving and achieving something truly worthwhile.

An easily achievable or inconsequential target will do little. The target must be significant. It must require real effort. If people determine that it will be easy to hit the target, or if they recognize that it is unconnected to any larger purpose, they will feel little need to devote much energy, effort, or intelligence to the undertaking.

“Make no little plans,” observed Daniel Burnham, the architect who helped rebuild Chicago after the great fire of 1871. “They have no magic to stir men's blood.” Instead, Burnham urged us to “think big.”

This is an advantage to managing a public agency. It is much easier to find something big to think about. Yes, it is possible to make little plans. But it is easier to make big ones. In government, it is much easier to create the magic that will stir the blood of employees, collaborators, stakeholders, and citizens.

People are not attracted to government by the opportunity to fill out the paperwork. They want big. And the manager of any public agency—regardless of whether the organization is large or small—has the opportunity to give them something big.

It might not be obvious what this big opportunity might be. But it is there. In any public agency, creative leaders can find it.

And once they find it, they need to make everyone in the organization—and people outside of it too—part of this big, magical plan. They need to give everyone a chance to contribute to achieving this blood-stirring target.

For once this big target has been achieved, all of the contributors will experience the blood-stirring, adrenaline rush that comes with a triumphant victory.

Moreover, once they have felt this sense of accomplishment—once they have experienced the adrenaline rush—they will be addicted. They will want it again. They will not be satisfied with just one victory. They will want to win again—and again.

Thus, the public managers' motivational challenge is to give their employees—and others—that first opportunity to be a part of something significant, to learn how exhilarating it feels to contribute to a big success. Then, the public manager has to give them another chance to do it again—and then again.

Public managers need to provide their people with repeated opportunities to earn the motivational rush of adrenaline that comes from making big plans and achieving them.

Robert D. Behn is the author of “Performance Leadership: 11 Better Practices That Can Ratchet Up Performance” and a lecturer at Harvard University's John F. Kennedy School of Government.

As a member of the team of Kennedy School faculty who lead executive-education programs for the public sector, Bob chairs “Driving Government Performance: Leadership Strategies that Produce Results.” He also conducts custom-designed executive programs for public agencies, most recently in Lisbon.

*2005 Public Service Recognition Week was celebrated May 2 - 8.
2005 State Employee Recognition Day was observed on May 4.*

Quality Oklahoma Team Day 2005 Speciality Award Winners

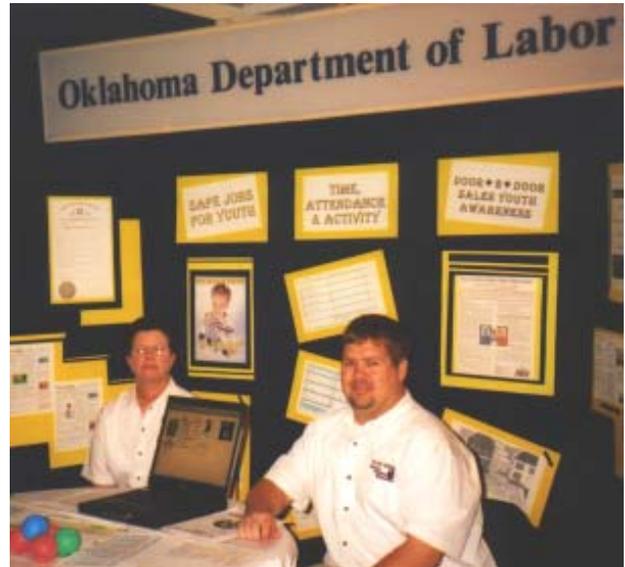


The **Quality Crown Award** is the top award given on Quality Oklahoma Team Day. It is presented to the project that demonstrates the use of quality processes and performance excellence in the written application.

The **Employee Empowerment Award** is presented to the project that gave agency employees the authority to problem solve and resolve an issue.

The 2005 recipient of this award was the Bill Johnson Wellness Committee, Bill Johnson Correctional Center, Department of Corrections. Participants included Angela Allison, Debbie Barby, Shawna Cayot, Earl Epps, Sandy Gleyre, Randy Harding, Ron Kephart, Mary Lou McEllhatten, Clark Reinbart, Misty Rohrer, Sgt. Key Schrock, and Sgt. Chris Stewart.

According to the Bill Johnson Correctional Center: "Effective wellness programs have proven to reduce on-the-job injuries, decrease the use of sick leave, increase employee longevity, and improve employee morale. The committee gathered data from several other facilities regarding the use of their exercise centers, organized fundraising events, and surveyed employees for needs assessment. The committee then opened a wellness center for employees to utilize on the grounds of BJCC. The committee organized several other events, including health and fitness assessments for all employees, a 'Breathefree' Smoking Cessation Program, self-defense classes, and discounted memberships to Curves and the J.R. Holder Wellness Center on the campus of Northwestern Oklahoma State University. The committee strives to continue to improve the health and wellness of all employees at BJCC."



The 2005 recipient was the Department of Labor's "Time, Attendance, and Activity" project. Participants included Ulric McMillan, Sherri Henderson, Denise Edwards, and Barbara Austin. According to the Department of Labor: "It is our goal to seek ways to more efficiently use technology coupled with creativity. Taking our agency motto to heart—'TEAM ODOL . . . Better, Faster, Smarter'—several time and paper consuming facets of our agency's day-to-day workload have been streamlined into one very effective and powerful time sheet. Not only is the agency realizing cost savings (over \$37,000 annually, not including savings for the cost of paper and storage), but simplification allows time for other responsibilities and greater focus on customer service. The agency has improved the quality of information with fewer steps, less effort, and less paper."



The **Extra Mile Award** is presented to the project that stepped “outside the box” and moved mountains to make good things happen. The recipient of the **Best Booth Award** is selected by a special *ad hoc* committee for its aesthetic appeal. It does not necessarily have to be the most expensively adorned or the showiest display. It is considered the most attractive and inviting. The 2005 recipient of both Awards was “The Bridge Project,” James Crabtree Correctional Center, Department of Corrections. Participants included Eric Franklin, Jerry Chrisman, Rodney Redman, Tommi Berg, Doug Byrd, Sgt. Nall, Sgt. Ekman, Brandy Pag, and Darlene Robison.

According to the James Crabtree Correctional Center: “This team recognized that James Crabtree Correctional Center had an inmate idleness problem within the facility. We housed approximately 850 inmates, 35 years of age and older, at medium and minimum security. Approximately

250 of them were without institutional jobs. Idleness among inmates can lead to disruptive behaviors, a feeling of worthlessness, and depression. We sought ways of employing these inmates, specifically targeting the elderly, sick, and disabled. We decided the inmates would build and produce items for the needy in the community. We would crochet afghans for our elderly in surrounding care centers; produce toys for children, especially during the Christmas season; and donate our products to families who suffered loss from fire, weather, or simple financial devastation at no cost to the recipients or their caregivers. From these ideas, and with inmate input and naming of the project, the ‘Bridge Project’ began. The name came from their desire to ‘bridge the gap between society and the inmates’, recognizing all of the hardship and loss their crimes had caused and their desire to ‘give back to society’.”

The **Motivating the Masses Award** is presented to the project that involved a large number of people, agencies, and partners. The 2005 recipient was “Medicaid on the Web: A Medicaid Provider Solution,” Oklahoma Health Care Authority. Participants included Jim Kelley, Lori Kann, Paula Guillion, Connie Steffee, John Calabro, Donna Witty, Drew Boyer, Andy Chase, Brett May, and Lynn Puckett. Partners included Scott Mack, Integris Grove General Hospital, Mayes County Regional Health Center, Baptist Regional Health Center, Dr. Samuel W. Ong, Enid Family Medicine, Deaconess Hospital, Emergency Physician Billing Services, OU Health Sciences Center, W.W. Hastings Indian Hospital, and Mercy Hospital.

According to the Oklahoma Health Care Authority: “To be able to efficiently and appropriately pay on a weekly cycle Medicaid providers who bill weekly for providing care to nearly 600,000 beneficiaries is absolutely vital to the Medicaid program. Without providers there is no program. Oklahoma has established itself as a national leader in government requirements and technology to more efficiently process claims from Medicaid providers. We were one of the first payers, including commercial and government, to process claims with HIPAA transactions and code sets prior to the mandatory October 2003 date. Throughout 2004, ongoing quality improvement efforts have been made that continue to enhance the value of Medicaid on the Web for providers.”



The **Red Tape Reduction Award** is presented to the project that eliminated unnecessary steps and made things easier and more beneficial. This year’s recipient is “T.R.I.P.S (Travel Reimbursement Invoice Payment System), Oklahoma State Department of Health. Participants included John C. Burks, Jr., Thor Shaffer, Cinnamon Walker, Grace Brown, Ronney Maxwell, Ray Hankins, and Keith Lindsay. Partner was Advancia Corporation.

According to the State Department of Health: “Our accounting and information technology divisions developed and implemented an automated travel reimbursement program to improve customer service and satisfaction. The reimbursement time has been reduced by approximately 6,900 hours per year, resulting in estimated savings of \$108,000 per year in staff time. Errors have been reduced by over 85 percent. Travelers now receive reimbursement within ten days instead of six weeks. This results in greater staff satisfaction that enables staff to more fully focus on the health needs of our state.”