

State of Oklahoma Office of Personnel Management



**"We serve the people of
Oklahoma by delivering reliable
and innovative human resource
services to our partner agencies
to achieve their missions."**

**Fiscal Year 2004
Annual Report**

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State of Oklahoma Office of Personnel Management

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Contributors**

**Fiscal Year 2004
Annual Report**

Table of Contents

Page 7	Foreword
Page 10	Human Resources & Administration Cabinet
Page 13	Office of Personnel Management
Page 13	Organization
Page 13	History
Page 14	Strategic Planning
Page 15	Employee Recognition Program
Page 18	Public Service Recognition Week
Page 18	Certified Personnel Professional Program
Page 19	Take Our Daughters and Sons to Work® Day
Page 19	Charitable Contribution Campaign
Page 20	<i>CORE Oklahoma</i> Project for PeopleSoft Implementation
Page 22	Organization
Page 23	Office of the Administrator
Page 23	Administrator
Page 24	Executive Assistant to the Administrator
Page 24	Deputy Administrator for Programs
Page 24	Chief Policy Attorney
Page 26	Office of Communications
Page 26	Legislation
Page 26	Publications
Page 27	Carl Albert Public Internship Program
Page 29	State Mentor Program
Page 29	Mentor Selection Advisory Committee
Page 29	State Personnel Interchange Program
Page 31	OPM State Employee Assistance Program
Page 32	OPM State EAP Advisory Council
Page 33	Employee Selection Services Department
Page 33	Applicant Services Division
Page 34	Targeted Minority Recruitment Program/Outreach
Page 35	State Work Incentive Program
Page 36	Register, Test Administration, Applicant File Room
Page 36	Sanitarian & Environmental Specialist Registration Council
Page 37	Personnel Assessment Division
Page 39	Office of Equal Opportunity and Workforce Diversity
Page 39	Affirmative Action/Equal Employment Opportunity
Page 40	Affirmative Action Review Council
Page 40	Discrimination Complaints Investigator Training
Page 42	Advisory Council on Latin American & Hispanic Affairs
Page 43	Advisory Council on Asian American Affairs
Page 44	Oklahoma Commission on the Status of Women

Page 46	Financial Management Services Department
Page 46	Accounting and Reporting
Page 47	Budget
Page 47	HR, Payroll, and Benefits
Page 48	Network Management Services
Page 48	Purchasing and Support Services
Page 50	Human Resource Development Services Department
Page 50	Training and Development
Page 51	Certified Public Manager Program
Page 52	CPM Advisory Board
Page 53	<i>Quality Oklahoma</i>
Page 53	Productivity Enhancement Program (PEP)
Page 54	SHARE
Page 55	HRDS Courses
Page 57	CPM Participants
Page 60	Information Technology Services Department
Page 60	<i>CORE Oklahoma</i> , Employees Benefits System, Human Resource Management System, Human Resources Training System, Information Systems Services Support
Page 61	OK-CAREERS System, OPM Website, Payroll System
Page 62	Management Services Department
Page 63	Classification Division
Page 63	Agency Services Unit
Page 64	Injury Review Board
Page 64	Compensation Division
Page 67	State Employee Child Care Program
Page 67	State Agency Review Committee
Page 68	Executive Summary: FY 04 In Review
Page 75	FY 04 Expenditures
Page 76	FY 04 HR Legislation
Page 78	Oklahoma's Workforce

Foreword

Upon reflection, FY 04 was one of the most challenging years for the Office of Personnel Management. In the first FY 04 issue of the OPM Exchange "From the Desk of the Administrator," the impact of "significantly reduced FY 04 budget reductions" were described. In subsequent issues, there were reports on numerous OPM projects and activities involving OPM partners inside and outside of Oklahoma state government. As significant as these activities were, in this Foreword to the FY 04 OPM *Annual Report*, we believe it more appropriate and significant to reflect upon and dedicate this report to four extraordinary public servants who left state government during FY 04. Their contributions on behalf of the people of Oklahoma were great, and they have been missed.

Senator Keith Leftwich (D-Oklahoma City)

Born to John V. and Paulyne Leftwich on July 6, 1954, at Tinker Air Force Base, Senator Keith Leftwich was a lifelong student of history and of politics. As a student at Choctaw High School, Senator Leftwich served as a legislative page. He won a seat in the House of Representatives in 1982, and was in his fourth term as a state senator when he lost his battle with cancer on September 19, 2003. He told his fellow Senators during a point of personal privilege in February 2003 that the sacrifice of public service was the greatest service that one could give in life.



Upon learning of Senator Leftwich's death, Governor Brad Henry noted: "This is a great loss, not just for loved ones and friends, but for the entire state of Oklahoma. I don't think anyone in Oklahoma public service was more dedicated, enthusiastic or hardworking than Keith Leftwich. He was the model state lawmaker, the kind who lived and breathed public service 24 hours of every day of every year. Keith's constituents were truly blessed to have him representing their interests at the State Capitol."

During the 2003 session, Senator Leftwich chaired the Senate Transportation Committee and the Appropriations General Government and Transportation Subcommittee. OPM was privileged that Senator Leftwich agreed to serve as principal author of our 2003 request bill.

Dr. George Humphreys

On February 26, 2004, Dr. George Humphreys left his post as Research Director of the Oklahoma House of Representatives to become the Director of the Muhlenberg Campus of the Madisonville Community College in Kentucky. Dr. Humphreys began his public service career with the Oklahoma Legislative Council in January 1979, and with the Oklahoma House of Representatives in August 1980. He became House Research Director in 1985.



During my tenure with OPM, which began in 1991, Dr. Humphreys was the House staff "point man" on state human resources legislation. I and members of my staff spent many hours with him hammering out

Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration; Dr. George Humphreys, former Director of the Research Division of the Oklahoma House of Representatives; Dayna R. Petete, OPM Assistant Administrator for Communications and Legislative Liaison; and Marty Irwin, former OPM Associate Administrator for Policy Services, who retired in 1999.

and fine-tuning the provisions of House Bill 2331, *The State Human Resources Reform Act of 1994*, which required the OPM Administrator to establish standards for continuing training and certification of agency personnel officers and affirmative action officers, and created the Affirmative Action Review Council to review agency Affirmative Action Plans and to request an investigation of any agency it believes has violated EEO/AA laws or has established a pattern of non-compliance with affirmative action laws; and Senate Bill 464, the *Classification and Compensation Reform Act of 1999*, which created a classification system based on job families that incorporate a wide variety of jobs and that permits advancement through these families via career progression; broad pay bands and pay movement mechanisms that provide agencies with the flexibility to address recruitment and retention needs; and a performance management system that requires managerial accountability and supports a pay-for-performance culture.

Dr. Humphreys served the state above and beyond his responsibilities as Research Director. He served as Vice President of the Oklahoma Chapter of the American Society for Public Administration, and as Chair of the Jan Eric Cartwright Memorial Library Advisory Committee. Dr. Humphreys also served as a member of the Human Resources Management Advisory Committee, which was created by the Legislature in 1994, to study the unclassified state service, recruitment and selection, single leave, performance appraisals, and delegation of personnel functions. HRMAC completed a final report of its findings and recommendations in 1996, following a year-and-a-half of study.

James L. Howard

James L. Howard retired March 31, 2004, as Executive Director of the Oklahoma Merit Protection Commission. Mr. Howard and I began our career at the State Personnel Board, now OPM, within a couple of weeks of each other—I, to direct the statewide human resource development effort, and he to head up the state of Oklahoma's Merit System recruitment program—and both of us under the leadership of James C. Thomas, who provided outstanding service to the state of Oklahoma for over ten years as Director of the State Personnel Board and OPM Administrator.

Within two short years of beginning our tenure with the State Personnel Board, Mr. Howard and I were both caught up in the monumental effort to bring significant reform to the four-and-a-half decade old state government personnel system, in the form of Senate Bill 339, which was passed by the Legislature and signed by Governor George Nigh in May 1982. SB 339 established the Oklahoma Personnel Act as the statutory basis for the state Merit System of Personnel Administration, created the Office of Personnel Management as the administrative agency for the state personnel system, and the Ethics and Merit Commission (now the Oklahoma Merit Protection Commission) as a quasi-judicial entity that decides personnel-related disputes.

The purpose of the Oklahoma Personnel Act was to protect Oklahoma citizens from improper use of authority, protect state government officials and employees from unwarranted assaults on their integrity, and enforce the protections for classified employees and the state's citizens under the Merit System of Personnel Administration. Under the stewardship of the Office of Personnel Management and the Oklahoma Merit Protection Commission, which Mr. Howard led



Governor Brad Henry proclaimed March 24, 2004, "James L. Howard Day" in the state of Oklahoma. Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, presented the proclamation to Mr. Howard, Executive Director of the Oklahoma Merit Protection Commission, during a retirement reception hosted by MPC.

for 20 years, the Oklahoma Personnel Act continues to fulfill the purposes upon which it was founded in 1982.

Mr. Howard participated in a variety of activities during his tenure at the State Personnel Board/Office of Personnel Management—in addition to administering recruitment efforts for the state of Oklahoma, he also served as director of Management Services, which includes state employee classification and compensation; director of various special projects, including a classification study for the Department of Human Services; director of a comprehensive review of state agency affirmative action plans and preparation of an annual statistical report on the affirmative action progress made by state agencies; and, finally, as deputy administrator of OPM.

In his role as Executive Director of the Oklahoma Merit Protection Commission, Mr. Howard directed the statewide employment-related investigation and appeals process that is available to more than 30,000 state employees, and which includes investigations of all allegations of discrimination and other possible violations of laws and rules pertaining to state employment.

During his 20 plus years in state government, he has been a tireless supporter of employment equity and other important human resources issues, and of the adoption of state policies aimed at providing equal employment opportunity within the state service. In everything he has sought to accomplish during his service to the state of Oklahoma, Mr. Howard has consistently drawn upon a vast reservoir of experience that is characterized by dedication, effectiveness, and integrity.

Carolyn Williams

Carolyn Williams was a longtime member of the OPM Classification Team, working through the years as a Personnel Assistant, Personnel Specialist, Senior Personnel Specialist, Human Resources Programs Manager, and Human Resources Management Specialist. In February 2003, Ms. Williams marked 15 years of service to the state of Oklahoma, all of them at OPM.

Carolyn enjoyed participating in special OPM activities. She was particularly supportive of "Take Our Daughters and Sons To Work Day" and served as a member of the TODSTW Day Committee for several years.

Ms. Williams passed away on May 25, 2004.



Hank Batty, OPM Deputy Administrator for Programs, presented Carolyn Williams with a longevity certificate and 15-year pin during the February 2003 OPM Team meeting.



Carolyn Williams works with "Take Our Daughters and Sons to Work Day" participants from OPM.

Human Resources & Administration Cabinet

State law (Title 74, Section 10.3) provides that within 45 days of assuming office, each Governor may create, by Executive Order, a Cabinet system, which is limited to no more than 15 Cabinet areas. Each Cabinet area consists of executive agencies, boards, commissions, or institutions with similar programmatic or administrative objectives. The Governor is required to appoint, with the advice and consent of the Senate, a Secretary to head each Cabinet area.

During FY 04, Governor Henry's Cabinet consisted of 14 members: Brigadier General Harry M. Wyatt III, Adjutant General; Terry Peach, Secretary of Agriculture; Kathryn L. Taylor, Secretary of Commerce and Tourism; David Fleischaker, Secretary of Energy; Miles Tolbert, Secretary of the Environment; Scott Meacham, Secretary of Finance & Revenue; Terry Cline, Secretary of Health; Howard Hendrick, Secretary of Human Services; Oscar B. Jackson, Jr., Secretary of Human Resources & Administration; Pamela Warren, Deputy Secretary of Human Resources & Administration; Kevin Ward, Secretary of Safety and Security; Dr. Joseph W. Alexander, Secretary of Science and Technology; Susan Savage, Secretary of State; Phil Tomlinson, Secretary of Transportation; and Norman Lamb, Secretary of Veteran Affairs. Governor Henry has not yet appointed a Cabinet Secretary for the Education Cabinet area.

OPM Administrator Oscar B. Jackson, Jr. serves as Cabinet Secretary of Human Resources and Administration. Mr. Jackson was initially named OPM Administrator and Cabinet Secretary of Human Resources in June 1991, by Governor David Walters. In January 1995, Governor Frank Keating reappointed him to both positions, and in January 2003, Governor Brad Henry appointed Mr. Jackson OPM Administrator and Cabinet Secretary of the consolidated Human Resources and Administration Cabinet Department. At that time, Governor Henry also announced the appointment of Pam Warren as Director of the Department of Central Services, a post she had held since 1997, and Deputy Secretary of Human Resources and Administration. Ms. Warren previously served as Governor's Keating's Cabinet Secretary of Administration.

Mr. Jackson serves as the principal point of contact for the entities previously assigned to the Human Resources Cabinet—Oklahoma Merit Protection Commission, Oklahoma State and Education Employees Group Insurance Board, and the Employees Benefits Council—as well as the Human Rights Commission. The Oklahoma Employment Security Commission, which was previously part of the Human Resources and Administration Cabinet, was transferred to the Commerce and Tourism Cabinet by Executive Order 03-21 in September 2003. Ms. Warren serves as the principal point of contact for the entities listed below, which were previously assigned to the Administration Cabinet Department.

FY 04 Human Resources Cabinet

Employees Benefits Council

(www.ebc.state.ok.us)

Bryce Fair, Chair

Mitch Parsons, Executive Director

Oklahoma Human Rights Commission

(www.hrc.state.ok.us)

Teresa Rendon, Chair

Kenneth Kendricks, Executive Director

Oklahoma Merit Protection Commission

(www.okmpc.org)

Jerry D. Rackley, Chair

James L. Howard, Executive Director

Oklahoma State and Education Employees Group Insurance Board

(www.sib.state.ok.us)

Richard N. Womack, Chair

Bill Crain, Administrator

FY 04 Administration Cabinet

Accountancy Board (www.ok.gov/oab)

Carlos E. Johnson, Chair
Edith Steele, Executive Director

Licensed Architects and Landscape Architects (www.architects.state.ok.us)

Jim Bruza, Chair
Jean Williams, Executive Director

Board of Chiropractic Examiners (www.chiro.state.ok.us)

Dr. Ron Tripp, Jr., President
Elizabeth Kelly, Executive Director

Board of Cosmetology (www.cosmo.state.ok.us)

LaFaye Austin, Chair
Betty Moore, Executive Director

Board of Dentistry (www.dentist.state.ok.us)

Dr. James Sparks, President
Linda C. Campbell, Executive Director

Board of Registration for Professional Engineers and Land Surveyors (www.pels.state.ok.us)

Robert C. Zahl, P.E., Chair
Kathy Hart, Executive Director

Oklahoma Funeral Board (www.okfuneral.com)

Chris Craddock, President
Terry McEnany, Director

Horse Racing Commission (www.state.ok.us/%7Eohrc)

Ray Bayliff, Chair
Gordon L. Hare, Executive Director

Board of Medical Licensure and Supervision (www.okmedicalboard.org)

Dr. John Leatherman, Chair
Lyle R. Kelsey, Executive Director

Motor Vehicle Commission (www.omvc.state.ok.us)

Terry Reynolds, Chair
Roy Dockum, Executive Director

Board of Nursing (www.ok.gov/nursing)

Sue Mitchell, President
Kim Glazier, Executive Director

Board of Examiners in Optometry (www.optometry.state.ok.us)

David Cockrell, President
Russell Laverty, Secretary-Treasurer

State Board of Osteopathic Examiners

Gary R. Clark, Executive Director

Board of Pharmacy (www.pharmacy.state.ok.us)

James O. Spoon, President
Bryan Potter, Executive Director

Board of Examiners of Psychologists

Sue A. Fleming
Executive Officer

Public Employees Relations Board (www.ok-perb.state.ok.us)

Craig W. Hoster, Chair
Debbie Tiehen, Director

Real Estate Commission (www.orec.state.ok.us)

E. R. Andrew, Chair
Anne M. Woody, Executive Director

State Board of Licensed Social Workers (www.osblsw.state.ok.us)

Jeff Chace, Chair
Lyle Kelsey, Executive Director

Board of Examiners for Speech-Language Pathology and Audiology (www.obespa.state.ok.us)

Nuala South, Chair
Jeanie Wall, Executive Secretary

Used Motor Vehicle and Parts Commission (www.umvpc.state.ok.us)

John W. Maile, Executive Director

Board of Veterinary Medical Examiners (www.okvetboard.com)

Ronald W. Mollet, President
Cathy Kirkpatrick, Executive Director



Governor Brad Henry proclaimed March 24, 2004, "James L. Howard Day" in the state of Oklahoma. Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (right), presented the proclamation to Mr. Howard, Executive Director of the Oklahoma Merit Protection Commission, during a retirement reception hosted by MPC.



Mitch Parsons, Executive Director of the Employees Benefits Council and Dana Webb, Director of Legislative/Regulatory Affairs for the Oklahoma State and Education Employees Group Insurance Board, provided information regarding benefits-related legislation during OPM's annual legislative briefing on June 14, 2004.



Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, and Pamela Warren, Director of the Department of Central Services and Deputy Cabinet Secretary of Human Resources and Administration.

Office of Personnel Management

Organization

The Office of Personnel Management is headed by the Administrator who is appointed by the Governor and confirmed by the Oklahoma State Senate. Oscar B. Jackson, Jr. is the Administrator of the Office of Personnel Management. He also serves as the Governor's Cabinet Secretary of Human Resources and Administration. OPM administers the Merit System of Personnel Administration.

The work of OPM is divided among nine departments/divisions:

- Office of the Administrator,
- Office of Communications,
- OPM State Employee Assistance Program,
- Employee Selection Services (Applicant Services and Personnel Assessment),
- Office of Equal Opportunity and Workplace Diversity,
- Financial Management Services,
- Human Resource Development Services,
- Information Technology Services, and
- Management Services (Classification and Compensation).

OPM also is more informally organized into two Teams. The Management Team is comprised of department and division directors and others who report directly to the OPM Administrator, and the OPM Team is composed of all OPM Team members.

History

In 1936, state voters adopted the Social Security Amendment to the state constitution to comply with the federal Social Security Act. The Social Security Act required employment standards based on merit for state agencies supported by federal grants-in-aid. This action led to the state's first Merit System. In August 1938, a three-member Merit System Council was appointed by the Governor to administer the Merit System, which applied only to grants-in-aid agencies: Public Welfare (now the Department of Human Services), Employment Security, Health, and Civil Defense (now the Department of Emergency Management).

The purpose of the Merit System was to foster a competent career service free from political patronage. The System was patterned after a standard model provided by the federal Office of State Merit Systems and had no basis in Oklahoma law.

In 1959, the state Legislature created the Merit Act, thus giving the Merit System a statutory basis, and provided for the extension of the Merit System to other state agencies through the issuance of Executive Orders. The Act replaced the Merit System Council with a seven-member State Personnel Board to be appointed by the Governor. The Board appointed a director who employed staff.

In 1982, the Oklahoma Legislature passed major reform legislation that replaced the Merit Act with the Oklahoma Personnel Act and created OPM as the administrative agency for the state personnel system. It also created the Ethics and Merit Commission (now the Oklahoma Merit Protection Commission) as a quasi-judicial entity to decide personnel-related disputes.

Additional reforms were passed in the 1990s to provide state agencies with more flexibility while maintaining the basic protections of the Merit System. Since that time, OPM's role within state government has evolved from one that is primarily regulatory to one involving leadership,

service, and consultation.

The Merit System is a mature, comprehensive personnel system consisting of position classification; compensation and benefits; salary administration; recruitment; certification; human resource development; the Certified Public Manager Program; the Carl Albert Public Internship Program; and the OPM State Employee Assistance Program.

Agencies, positions, and employees that are subject to the Merit System are "classified". Procedures for the appointment of personnel to classified positions, the conditions of employment, and procedures for removal are governed by the Oklahoma Personnel Act and the Merit Rules of Personnel Administration. In FY 04, there were 65 Merit System state agencies.

The Oklahoma Personnel Act also contains provisions that apply to agencies, positions, and employees that are not subject to the Merit System. These agencies, positions, and employees are considered "non-Merit System" or "unclassified". There are few universal procedures for the recruitment and appointment of unclassified officers and employees or for the terms and conditions of their employment or removal; practices vary from one agency to another. In FY 03, there were 52 non-Merit System state agencies.

OPM also administers programs which affect both classified and unclassified employees, including agency payroll, direct deposit, and voluntary payroll deduction. Additionally, a number of state and federal personnel laws apply to all state employees.

Strategic Planning

In 1999, the Legislature created the *Oklahoma Program Performance Budgeting and Accountability Act* for the purpose of better prioritizing state funding needs, reducing program duplication, enhancing budgeting information necessary to improve the efficiency of state operations, and improving state services to the public.

This Act implemented the recommendations of the *Quality Improvement Task Force*, which was created by the Legislature during the 1998 session to study and recommend ways of making Oklahoma state government more efficient. The Act requires each state agency to make a strategic plan for its operations, covering five fiscal years. OPM's Strategic Plan for FY 03 - 07 contains the following commitments:

Our Mission

We serve the people of Oklahoma by delivering reliable and innovative human resources services to our partner agencies to achieve their missions.

Our Vision

The Office of Personnel Management: Human Resources Provider of Choice

The State of Oklahoma: Employer of Choice

Core Values and Behaviors

Integrity: We are trustworthy. Our actions are consistent with our words and we pursue the highest good for the State of Oklahoma. We keep our promises and we do what we say we will do. We accept full responsibility for our decisions and our actions.

Customer Service: We listen. We treat others as they wish to be treated. Our work reflects our best effort. We continually examine ourselves, our systems, and our processes to ensure that we can meet our internal and external customers' requirements.

Diversity: We value the ideas, background, experiences, and talents of each employee of the Office of Personnel Management. We respect each other. We are committed to ensuring that Oklahoma's state government workforce reflects the diversity of its citizenry.

Human Resources Excellence: We offer leadership in service to the Human Resources professional community through our ongoing efforts to discover, implement, and share best practices. We are experts in the field of HR Management and share our expertise with each other and with our partners throughout state service, and both the public and private sectors. We empower each other to achieve.

Innovation: We seek innovative solutions to human resources issues. We actively encourage creative approaches to human resources management. We are willing to experiment and take risks.

Partnering for Results: We create mutually-beneficial partnerships and work with our external and internal customers on an equal basis toward common goals, recognizing the obligations we have to one another.

Employee Recognition

Title 74, Section 4121 directs the OPM Administrator to establish an on-the-job employee performance recognition program that encourages outstanding job performance and productivity and authorizes state agencies to purchase recognition awards, provide for a formal or informal ceremony or banquet, and establish a cash award program to recognize outstanding performance in the workplace by agency employees. In addition, agencies may use operating funds to pay for a ceremony, banquet, or reception where employee recognition awards will be presented.

OPM's *Employee Recognition Awards* are divided into three categories: (1) the *Advisor Award* goes to an employee acting as liaison between OPM and agency HR officials; (2) the *Affiliate Award* goes to an employee supporting agency liaisons and their functions; and (3) the *Associate Award* is presented to an employee supporting all divisions of OPM. Each *Employee of the Quarter* receives a certificate and a \$50 cash equivalent award.

In December 2003, Everett Slavik, Management Services, was chosen *Employee of the Year* from the Affiliate category, and Marsha Reeder, Financial Management Services, was named *Employee of the Year* from the Associate category. In addition, Tom Patt, Management Services, was named *Manager of the Year*; Dayna Petete, Office of Communications, received an *Administrator's Commendation Award*; Janet Anderson, Office of the Administrator, received an *Administrator's Commendation Award*; the ICE Implementation Team, made up of Natasha Riley, Juan Benavidez, Lance Cullen, Jamie Culp, Tom Impson, and Melissa Jolly, Employee Selection Services; John Schlichting and Frank Friel, Financial Management Services; Randy Peter and Bernie Buchenau, Information Technology Services; and the Human Resource Development Services Team, made up of Carrie Rohr, Grayson Bedwell, Lee Hayden, Joyce Smith, Michelle Boren, and Taheedah Raheem, received *Team of the Year* honors.

Before the inception of OPM's current *Employee Recognition Awards* program, awards for *Employee of the Year* and *Team of the Year* were presented in May to coincide with Public Service Recognition Week. In early FY 04, members of the *Employee Recognition Program Committee* recommended returning to this practice. To effect this change, in May 2004, "transitional year" *Employee Recognition Awards* were presented.

During the May 14, 2004, OPM Team meeting, Juan Benavidez, Employee Selection Services, was named *Employee of the Year* from the Advisor category; John Schlichting, Financial Management Services, was recognized as *Employee of the Year* from the Affiliate category; and Jose Posa, Financial Management Services, received the Associate category *Employee of the*

Year award. The OPM State Employee Assistance Program Team, made up of Robert Stevens, Warren Thompson, Deanna Miller, and Blanche Longoria, were honored as *Team of the Year*; Natasha Riley, Employee Selection Services/Personnel Assessment, was recognized as *Manager of the Year*; and Brenda Thornton, Equal Opportunity and Workforce Diversity, received an *Administrator's Commendation Award*.

During FY 04, members of OPM's *Employee Recognition Program Committee* included Bernie Buchenau, chair, Information Technology Services; Juan Benavidez and Cassandra Patmon, Employee Selection Services; Karen Luman, Management Services; Deanna Miller, OPM State Employee Assistance Program; Patti Ormerod, Financial Management Services; and Carrie Rohr, Human Resource Development Services.



Marsha Reeder and Everett Slavik
Employees of the Year
(December 2003)



Tom Patt
Manager of the Year
(December 2003)



Janet Anderson
Administrator's Commendation
(December 2003)



Randy Peter, Lance Cullen, Tom Impson, John Schlichting,
Frank Friel, Melissa Jolly, Juan Benavidez,
Natasha Riley, and Bernie Buchenau.
ICE Implementation Team—Team of the Year
(December 2003)



Jose Posa
Employee of the Year
(May 2004)

(Pictured with Bernie Buchenau,
OPM Employee Recognition
Committee Chair)



Dayna Petete
Administrator's Commendation
(December 2003)



Grayson Bedwell, Carrie Rohr, Taheedah Raheem,
Lee Hayden, and Joyce Smith.
HRDS Team—Team of the Year
(December 2003)



Natasha Riley
Manager of the Year
(May 2004)



Juan Benavidez
Employee of the Year
(May 2004)

(Pictured with Bernie Buchenau, chair of the
OPM Employee Recognition Committee.)



John Schlichting
Employee of the Year
(May 2004)

(Pictured with Bernie Buchenau, chair of the OPM Employee Recognition Committee.)



Robert Stevens, Warren Thompson, Deanna Miller, and Blanche Longoria
The EAP Team—Team of the Year
(May 2004)

Public Service Recognition Week

Public Service Recognition Week (PSRW), celebrated the first Monday through Sunday in May since 1985, is a time set aside each year to honor the men and women who serve America as federal, state, and local government employees. Throughout the nation and around the world, public employees use the week to educate citizens about the many ways in which government serves the people and how government services make life better for all citizens.

Each year the Governor declares the first full week in May as PSRW in Oklahoma. OPM and other state agencies plan a variety of activities during the week to celebrate state employees.



Brenda Thornton
Administrator's Commendation
(May 2004)

CPP Training/Certification

Since 1996, approximately 288 state employees have successfully completed the coursework and examination to become Certified Personnel Professionals (CPP)—employees assigned to professional HR positions in the executive branch of state government. Not only are these individuals required to attend four days of training, they must successfully complete an examination to attain certification as an HR professional, and a minimum of eight hours of training in professional HR administration each year in order to maintain certification. The curriculum combines classroom sessions taught by a cadre of OPM and state agency



Hank Batty visits with October 2003 CPP participants.

"subject matter experts", with one of the leading HR textbooks around today, *Human Resource Management*, by Robert L. Mathis, University of Nebraska at Omaha, and John H. Jackson, University of Wyoming.

Hank Batty, OPM Deputy Administrator for Programs, serves as CPP Program Coordinator.

Take Our Daughters and Sons to Work® Day

The Ms. Foundation for Women established *Take Our Daughters To Work® Day* in April 1993, as a city-wide program in New York. In April 2003, The Ms. Foundation for Women launched *Take Our Daughters and Sons To Work® Day* to broaden the discussion about the competing challenges of work and family. For girls to achieve their full potential, whether it is in the home, workplace, or community, boys also must be encouraged to reach their potential by participating fully in family, work, and community.

According to the Ms. Foundation, girls and boys want and envision a future in which they can be involved in all parts of their lives. In a study conducted by the Families and Work Institute, 90 percent of students who said they plan to have a job, also plan to have children. Eighty-one percent of those girls and almost 60 percent of boys said they will reduce their work hours when they have children. By creating an opportunity for girls and boys to share their expectations for the future in the context of seeing new opportunities, we will begin a conversation about the changes girls and boys hope for.

On April 22, 2004, Attorney General Drew Edmondson took time out of his busy schedule to visit with Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, and a group of young people who visited OPM on "Take Our Daughters and Sons to Work® Day."

Charitable Contribution Campaign

In 1989, the Legislature created a single combined charitable solicitation that enabled state employees to contribute to a variety of charitable organizations through payroll deduction. OPM is responsible for coordinating the activities of the State Agency Review Committee (SARC), which oversees, at the state level, the Oklahoma State Employee Charitable Contribution Campaign. Since 1989, state employees have contributed more than \$2.5 million to this combined fund-raising effort through the convenience of payroll deduction, a one-time contribution of cash or a check, and support of various agency activities. Through the 14th annual State Charitable Campaign (September 5 - November 14, 2003), employees of the State of Oklahoma pledged a record-setting \$402,450 to local and international charities. This represents a five percent increase over 2002 even though the number of contributors was down by two and one-half percent. The SCC gives state employees the opportunity to contribute at their workplace to approved non-profit agencies.

State employees working in the Oklahoma City area were responsible for the majority of pledges



Pictured with Mr. Jackson and Attorney General Edmondson are (back row, middle, l to r) Ashleigh Lieurance, daughter of Linda Roe, OPM Financial Management Services; Jordan Jackson, grandson of Mr. Jackson; (front row, l to r) Jaden Edwards, daughter of LaTisha Edwards, OPM Financial Management Services; Jordan Capps, grandson of OPM Associate Administrator and Chief Financial Officer Marilyn Capps; and Cameron Williamson, son of Cynthia Williamson, OPM Applicant Services.



Members of the Public Service Recognition Week Committee—Carrie Rohr, Janet Anderson, Diane Haser-Bennett, Austin Gilley, Hank Batty, and Natasha Riley hosted an old-fashioned ice cream social during PSRW 2004, and . . .

- *Most Contributions*—Oklahoma Department of Human Services (\$52,633 pledged);
- *Largest Percentage Increase*—Office of the Secretary of State (743 percent increase);
- *Highest Per Capita Gift Average*—Governor's Office (\$223 per capita).

The additional awards presented for improved contributions included:

- *Bronze Award*—10 agencies (1% - 5% increase);
- *Silver Award*—1 agency (5% - 10% increase);
- *Gold Award*—21 agencies (more than 10% increase).

The SCC is governed by the State Agency Review Committee, a board of state employees that is staffed by OPM. The campaign is managed locally by United Ways throughout the state. Since the campaign's inception in 1989, state employees have contributed nearly \$3 million to charities.

CORE Oklahoma

OPM's commitment to the CORE Oklahoma Project for PeopleSoft Implementation continued throughout FY 04. The highlights of this participation included:

- "Live" statewide switch to PeopleSoft Financials and Procurement pieces on November 1, 2003. OPM staff, particularly Financial Management Services Team members Marilyn Capps, Jose Posa, Linda Roe, LaTisha Edwards, and Marsha Reeder were involved in data validation and user acceptance phases that preceded the actual "go live" date.
- Five OPM employees who had been working on PeopleSoft implementation in FY 03 were transferred to the Office of State Finance effective July 1, 2004. They included Carol Barton, CORE Payroll Lead; Linda Belinski, CORE Security Lead; Oleda Hicks, CORE Human Resources Lead; and Theresa Walters and Sheila Oakley, CORE technical staff programmers.
- The CORE Oklahoma Project revised the planned "go live" implementation of Human Resources and Payroll that had been scheduled to occur July 1, 2004. Under the revised plan, state government was divided into five groups. Group 1, consisting of the Office of Personnel Man-

with a total of \$302,811. State employees, once again, demonstrated their spirit of giving by supporting the non-profit organizations in their communities. The agency campaign coordinators very enthusiastically engaged staff in a variety of activities, which is reflected in the increased participation level over last year.

At an awards reception in January 2004, metro area state agencies were honored for their campaign successes. Traveling trophies in three categories were presented for:



. . . Oscar Jackson and his granddaughter Camille Jackson were two of their best customers.

agement, the Office of State Finance, the Department of Central Services, and the Office of the Governor, went "live" on July 1, 2004. Group 2, comprised of 45 small agencies, boards, and commissions for whom OPM provides payroll and human resources services, were scheduled to "go live" with PeopleSoft on September 1, 2004. Groups 3, 4, and 5, including mid-size and larger state agencies and Higher Education, will go live on a date to be determined after January 1, 2005.

- OPM Management Services Team members Diane Haser-Bennett, David Hays, and Karen Luman provided input to CORE staff regarding system navigation requirements and reports that will be incorporated into the Human Resources piece.
- Human Resource Development Services Team member Carrie Rohr coordinated functional training schedules for agency staff in Groups 1, 2, and 3. A number of OPM staff also served as trainers in payroll and human resources functional courses.



HRDS Director Carrie Rohr coordinated CORE functional training for agency staff in Groups 1, 2, and 3.



On December 1, 2003, OPM Team member Lezlie Thiery (center) resigned after 15 years of employment with OPM. For nearly two years, Ms. Thiery served as OPM Human Resources Lead for the CORE Oklahoma Project for PeopleSoft Implementation. On December 2, 2003, Oleda E. Hicks (left), Department of Human Services, was appointed to serve as OPM Human Resources Lead for the CORE Project. Oleda Hicks has been employed by the State of Oklahoma since 1988. She initially worked for the State Insurance Fund (1988), and OPM (1988 - 1989), before joining DHS in 1989, where she has worked in the Human Resources Management Division in a variety of positions. Pictured with Ms. Hicks and Ms. Thiery is Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration.

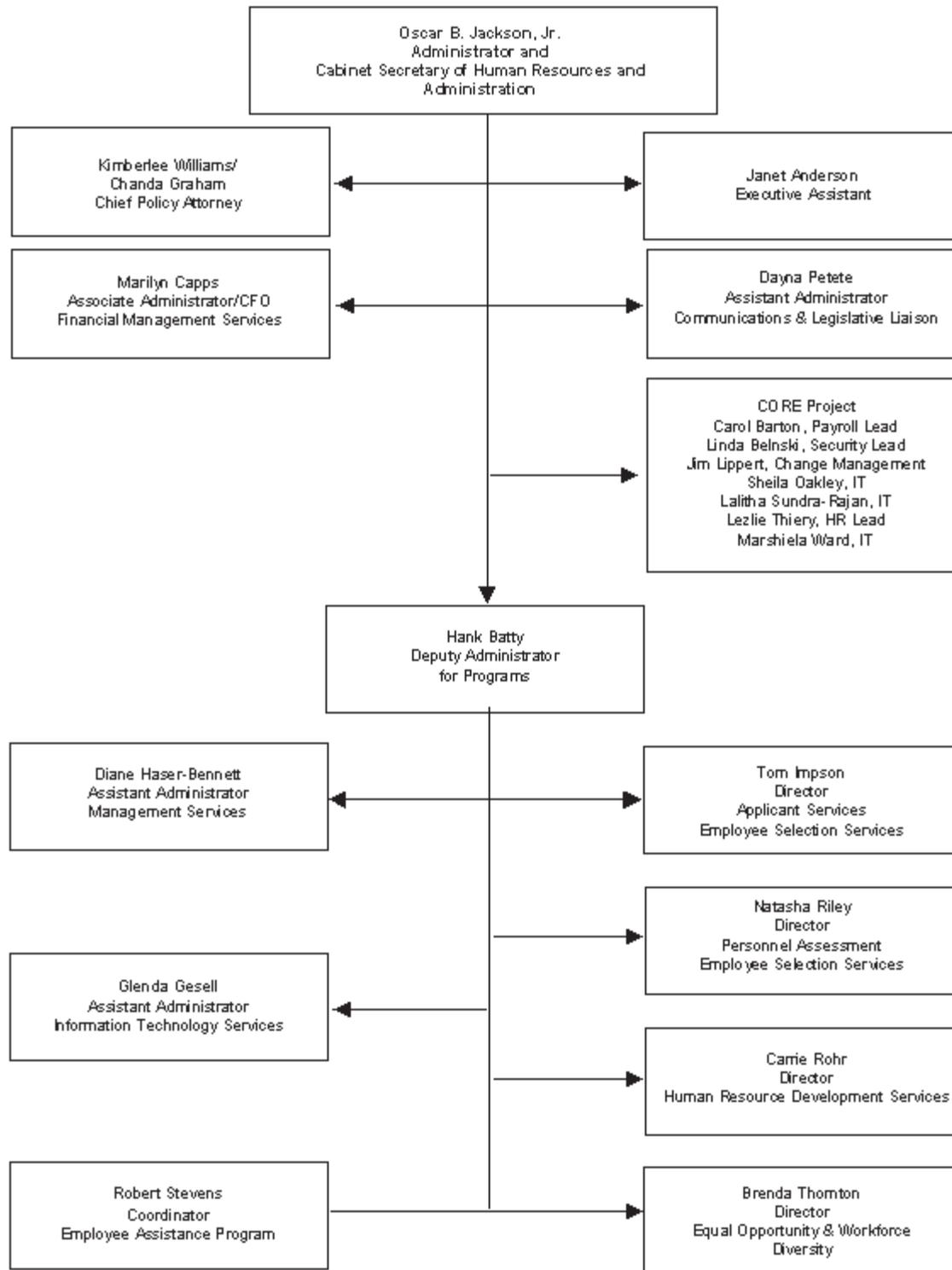


In September 2003, Carol Barton, OPM CORE/PeopleSoft Payroll and Benefits Lead, celebrated 15 years of service to the state of Oklahoma.

State agency HR staff members who volunteered to assist with user acceptance testing prior to "go-live" of the HRMS portion of the CORE system gathered at OPM on January 12, 2004, to discuss the project. The role of these individuals will be to check data in the new system against the data in the existing State Personnel and Payroll systems.



Organization



Office of the Administrator

During FY 04, the Office of the Administrator was comprised of Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration; Janet Anderson, Executive Assistant to the Administrator; Hank Batty, Deputy Administrator for Programs; and Kimberlee D. Williams, Chief Policy Attorney (July 2003 - March 2004) and Chanda Graham, Chief Policy Attorney (March 2004 - Present). The Office of the Administrator functions as the central operations team for OPM internal activities and provides administrative and legal services to Mr. Jackson as Cabinet Secretary of Human Resources and Administration.



Oscar B. Jackson, Jr., Hank Batty, Janet Anderson, and Chanda Graham.

Administrator

OPM Administrator Oscar B. Jackson, Jr. serves as Governor Brad Henry's Cabinet Secretary of Human Resources and Administration. Mr. Jackson was initially named OPM Administrator and Cabinet Secretary of Human Resources in June 1991, by Governor David Walters. In January 1995, Governor Frank Keating reappointed him to both positions.

On January 21, 2003, Governor Brad Henry announced the appointment of Mr. Jackson as OPM Administrator and Cabinet Secretary of the consolidated Human Resources and Administration Cabinet Department.

Mr. Jackson is chair of the Mentor Selection Advisory Committee, member of the Board of Trustees for the Oklahoma Public Employees Retirement System, member of the Employees Benefits Council, and member and vice-chair of the Committee for Incentive Awards for State Employees for the Productivity Enhancement Program and the State Agency Review Committee for the Oklahoma State Employee Charitable Contribution Campaign.

Since 2002, Mr. Jackson has been a member of the Board of Directors of the *Oklahoma Quality Award Foundation*. The *Oklahoma Quality Award Foundation* is a public non-profit organization formed in 1993 to recognize and support Oklahoma organizations using performance excellence tools. The Governor has presented the *Oklahoma Quality Award* since 1994. The Award criteria and evaluation process are patterned after the *Malcolm Baldrige National Quality Award* presented by the President and U.S. Department of Commerce every year.



During the 15th annual presentation of the Asia Society of Oklahoma Awards for Excellence on November 15, 2003, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, was recognized as an *Outstanding Civic Leader* along with Oklahoma Lt. Governor Mary Fallin and Dr. Kuang-Hua Chang, Associate Professor of Mechanical Engineering, University of Oklahoma.

Executive Assistant to the OPM Administrator

In her capacity as Executive Assistant to Mr. Jackson, Janet Anderson handles scheduling and provides liaison and administrative support to him in his dual role as OPM Administrator and Cabinet Secretary of Human Resources and Administration. She serves as the primary point of contact for the Governor's Office, Legislature, and agency Appointing Authorities, and also provides backup administrative support to the OPM Deputy Administrator for Programs and the Chief Policy Attorney.

Ms. Anderson received the *Administrator's Commendation Award* in December 2003.

Deputy Administrator for Programs

Hank Batty was appointed Deputy Administrator for Programs on January 1, 2004, after having served in that capacity on an interim basis since July 2002. Prior to his appointment as Deputy Administrator for Programs, Mr. Batty served in various capacities within OPM, including Assistant Administrator of Employee Selection Services, and Director of the Recruitment (now Applicant Services) Division.



The Deputy Administrator for Programs has responsibility for coordinating the work of the following programs: OPM State Employee Assistance Program; Employee Selection Services (Applicant Services and Personnel Assessment); Management Services (Classification and Compensation); Office of Equal Opportunity and Workforce Diversity; Human Resource Development Services; and Information Technology Services.

During the OPM rules hearing in October 2003, Hank Batty, Deputy Administrator for Programs, discussed several proposed rule amendments with Jack Dobbins, Oklahoma Tax Commission.

Mr. Batty also serves as coordinator of the Oklahoma Certified Personnel Professional Program. He is an active member of both the National Association of State Personnel Executives and the International Public Management Association for Human Resources, serving on IPMA-HR's Benchmarking Workgroup.



Chief Policy Attorney

Kimberlee Williams and Chanda Graham served as OPM's Chief Policy Attorney during FY 04. In March 2004, Ms. Williams left OPM to accept an appointment as Assistant General Counsel for the Department of Central Services. Ms. Graham, formerly a member of the Oklahoma Corporation Commission's legal staff, began working for OPM in March 2004.

The Chief Policy Attorney has lead responsibility for administrative rulemaking. During FY 04, Ms. Williams and Ms. Graham assisted the OPM Administrator, the State Agency Review Committee, and the Committee for Incentive Awards for State Employees in assessing their rulemaking needs, researching and drafting rule propos-

Kimberlee Williams and Chanda Graham

als, and preparing rulemaking documents in compliance with the Administrative Procedures Act. After rules are promulgated, state agencies are notified by *All Appointing Authority* memorandum, and the rules are posted on the OPM Website.

In addition to their rulemaking duties, during FY 04, Ms. Williams and Ms. Graham researched and drafted memoranda, letters, and declaratory rulings on questions of law, and advised OPM staff and other agencies on compliance with the Oklahoma Personnel Act, Administrative Procedures Act, Open Meetings Act, Open Records Act, and the Merit Rules. Ms. Williams and Ms. Graham also served as OPM's liaison to the Merit Protection Commission (MPC). In this capacity, they attended all MPC meetings and reported to the OPM Administrator regarding issues of interest to him in his roles as Administrator and Cabinet Secretary of Human Resources and Administration. Ms. Williams and Ms. Graham also represented the agency in appeals filed with MPC.



Mr. Jackson (l) was the keynote speaker for the 2003 Department of Corrections Longevity Awards Program, which was held December 2, at the Canadian Valley Technology Center in El Reno. Pictured with Mr. Jackson are Ted Logan, member, Board of Corrections; Ron Ward, Director, Oklahoma Department of Corrections; William R. Robinson, Correctional Security Officer III, Jackie Brannon Correctional Center, McAlester, OK, who was honored for 39 years of service to the state of Oklahoma; Bobby Boone, Deputy Director, Eastern Region; and John Grubbs, Warden, Jackie Brannon Correctional Center, McAlester.



Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (r) and Oscar Quiroga, chair of the Governor's Advisory Council on Latin-American and Hispanic Affairs (l) met with Governor Brad Henry on December 19, 2003, regarding the work of the Council.



During the 25th Annual Urban League Equal Opportunity Day on November 18, 2003, Susan Savage, Secretary of State, and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, presented a commendation from Governor Brad Henry to Marc Morial, President/CEO of the National Urban League, which declared Mr. Morial an "Honorary Oklahoma Citizen."

Office of Communications

The Office of Communications has responsibility for a wide variety of OPM functions, including OPM's legislative program, the Carl Albert Public Internship Program, the State Mentor Program, the State Personnel Interchange Program, such OPM publications as the *Annual Report* and the *HR Exchange*, and drafting speeches and press releases for the OPM Administrator. Dayna R. Petete is OPM's Assistant Administrator for Communications and Legislative Liaison. In addition, during FY 04, Ms. Petete taught two Human Resource Development Services classes (*Legislative Process* and *Administrative Law*); received the *Administrator's Commendation Award*, and was elected President-Elect of the Southern Region of the International Public Management Association for Human Resources.



Legislation

The Office of Communications monitors and analyzes legislation affecting the Oklahoma Personnel Act, the Office of Personnel Management, the Merit System of Personnel Administration, and state agency personnel. Since the OPM Administrator began serving as the Governor's Cabinet Secretary of Human Resources (and now Human Resources and Administration), the legislative function of the Office of Communications has broadened and now includes consultation on human resources issues with legislators and staff, as well as with members of the Governor's staff.

During each legislative session, Office of Communications Team members track hundreds of legislative proposals and analyze many of them. The purpose of these analyses is to keep the Governor and his staff aware of HR legislation and its potential impact on the Merit System in the event any HR bills reach his desk. At the end of each legislative session, staff members prepare an *All Appointing Authorities* memorandum summarizing HR legislation, which is disseminated to the Appointing Authority, HR director, and Equal Employment Opportunity/Affirmative Action or civil rights coordinator in each Merit System and non-Merit System agency in state government. Staff members also prepare an annual report of HR bills that were passed by the Legislature and signed into law by the Governor.

Office of Communications Team members also monitor House and Senate committee hearings and floor action in both houses during the session, and routinely respond to numerous inquiries concerning HR legislation throughout the year.

Publications

The Office of Communications is responsible for preparing a number of publications on behalf of OPM and the



OPM Team members Diane Haser-Bennett, Tom Patt, and Dayna Petete, confer before the annual OPM Legislative Briefing on June 14, 2004.



Oscar Jackson, Dayna Petete, Hank Batty, and Marilyn Capps discuss legislative proposals during the 2004 session.

Administrator. Each year OPM Management Team members compile pertinent information concerning OPM activities in support of the agency's mission in the *Annual Report*, which is required by the Oklahoma Personnel Act. Assistant Administrator Dayna Petete serves as editor of the *Annual Report*.

Office of Communications Team members also publish a newsletter, the *HR Exchange*, which is distributed quarterly to the director, HR staff, and civil rights personnel of both Merit System and non-Merit

System agencies. The *HR Exchange* provides a forum for the dissemination of information concerning OPM programs and activities. It also offers state agency HR and civil rights personnel the opportunity to share their experiences with OPM and other agencies, and to offer approaches or possible solutions to common issues of interest. Assistant Administrator Dayna Petete serves as editor of the *HR Exchange*.

Team members also publish a number of brochures and other documents related to various Department programs and activities.

OPM Administrator Oscar B. Jackson, Jr. is often a featured speaker at conferences hosted by various public sector organizations. Assistant Administrator Dayna Petete provides support for the Administrator by preparing speeches and PowerPoint presentations.

In addition, Assistant Administrator Dayna Petete serves as editor of the OPM Website, which is in its seventh year of operation.

Carl Albert Public Internship Program

The state Legislature created the Carl Albert Public Internship Program (CAPIP) in 1988. One purpose of CAPIP is to "assist students at institutions of higher education in gaining experience and knowledge in state government". This is fulfilled by the Undergraduate Internship Program. Undergraduates are employed for one or two academic semesters.

The second purpose, "to encourage recruitment of such students to pursue careers in state government service", is fulfilled by the Executive Fellows Internship Program for graduate students. Executive Fellows Interns may be employed for up to two years, and those who successfully complete a two-year internship are eligible for appointment to a position in the classified or unclassified state service.

In the years since its inception, CAPIP has become one of OPM's most important programs. Many state agencies use



OPM Team members Herman Johnson and Dayna Petete attended the University of Oklahoma's Martin Luther King Multicultural Career Fair on January 28 and 29, 2004. Pictured with Mr. Johnson and Ms. Petete is Anne Feher (c) of OU's Career Services Office.

Approximately 30 Executive Fellows and Undergraduate Interns attended the annual conference of the Oklahoma Society of Certified Public Managers on September 12, 2003. Attendance fulfilled the OPM-sponsored training requirement for Fall 2003, as well as the required job-related training provided by the employing agency.



CAPIP for a variety of reasons:

- Interns bring a wealth of talent and knowledge of the latest technology to an agency.
- Interns provide needed "person-power" at times when agencies are "doing more with less".
- Interns do not count against an agency's FTE limit.
- Interns fill gaps in the agency talent pool.
- The agency has the opportunity to evaluate potential employees before offering them permanent employment.

In addition, CAPIP opens beneficial avenues of communication with the state's colleges and universities, and may assist agencies in attaining Affirmative Action employment objectives.

During FY 04, 54 graduate students and 14 undergraduate students participated in internships at 12 state agencies, including the Department of Human Services, Department of Rehabilitation Services, Oklahoma Water Resources Board, Oklahoma Public Employees Retirement System, Oklahoma Employment Security Commission, Office of Personnel Management, Department of Transportation, Office of the Attorney General, Oklahoma State and Education Employees Group Insurance Board, Office of Juvenile Affairs, Oklahoma Health Care Authority, and Office of State Finance.



State employees participate in a group activity during "Administrative Law," which is taught by Dayna Petete, Assistant Administrator for Communications and Legislative Liaison, and is one of the Human Resource Development Services classes offered at Oklahoma State University in Tulsa.

Executive Fellows Interns pursued advanced degrees in 10 programs at eight public and private universities in the state. Undergraduate Interns were enrolled in four degree programs at three public and private colleges and universities in the state.

Since 1990, 445 Executive Fellows and Undergraduate Interns have chosen a career in state government following their participation in CAPIP. Assistant Administrator Dayna Petete serves as CAPIP Coordinator.



Patricia Schweitzer was an employee of the Oklahoma Tax Commission when she participated in the State Mentor Program from July 1997 to July 1999. She is now the Executive Coordinator for the Construction Industries Board.

State Mentor Program

The purpose of the State Mentor Program, created by the Oklahoma Legislature in 1994, is to develop the executive potential of employees in all branches of state government, with a special emphasis on women, racial minorities, and individuals with disabilities.

Participation in the State Mentor Program provides state agency directors the opportunity to utilize the knowledge, skills, and abilities of an outstanding state employee who has been identified by the Mentor Selection Advisory Committee as possessing executive potential. The Mentor Executive does not count against a host agency's FTE limit and, if the Mentor Executive's home agency does not require reimbursement, the host agency does not pay the Mentor Executive's salary. The Program

also offers agency directors and policy-level managers the chance to provide Mentor Executives with invaluable opportunities to participate in the discussion and resolution of a multitude of ever-changing issues and challenges, as well as access to the individuals who shape the policies that guide Oklahoma state government.

OPM solicited nominations for the first group of participants in November 1996, and for the second group of participants in August and November 1999, and provided an official application to each employee nominated. Agency staff members reviewed each application to determine whether the applicant met the minimum qualifications for the Program, and then solicited the endorsement of the Appointing Authorities of those employees who met the minimum qualifications. The employees who received the endorsement of their Appointing Authorities participated in the multi-part selection process that consisted of a writing exercise and interviews. The first group began their two-year rotations in July 1997, and the second group began theirs in July 2000.

OPM solicited nominations for a third group of participants in June 2002; in November 2002, members of the Mentor Selection Advisory Committee declined to make any recommendations to the OPM Administrator regarding participation in the State Mentor Program.

Mentor Selection Advisory Committee

The Oklahoma Legislature created the State Mentor Program in 1994, and at the same time established the seven-member Mentor Selection Advisory Committee.

The purpose of the Committee is to select candidates for the State Mentor Program and recommend those candidates to the OPM Administrator for approval. The Committee selects candidates from employees nominated by other state employees and may recommend up to five candidates to the OPM Administrator during a two-year period.

The Office of Communications provides staff support for the Committee, which did not meet in FY 04.

State Personnel Interchange Program

In 1986, the Oklahoma Legislature created the State Personnel Interchange Program and gave the OPM Administrator responsibility for establishing programs to facilitate the interchange

of employees among state governmental entities; evaluating the efficient utilization and deployment of state personnel; and adopting rules necessary to implement the Program.

During FY 04, one employee of the Oklahoma State Senate was interchanged to the Oklahoma Tourism and Recreation Department. Since the Program's inception, approximately 66 individuals have participated in the State Personnel Interchange Program.

Participation in the State Personnel Interchange Program permitted State Senate receptionist Cinda Hughes to work as a representative of the Oklahoma Department of Tourism and Recreation when traveling throughout the United States as *Ms. Wheelchair America*. Senate President Pro Tempore Cal Hobson presented Ms. Hughes with a special citation when she began her reign as *Ms. Wheelchair America 2004*, while Senate Chief of Staff Tom Walls looked on. Senator Hobson noted that, "Cinda is the kind of person who refuses to say, 'I can't.' She looks at a particular situation as a challenge and simply figures out the best way to make it happen. That should be an inspiration to every Oklahoman in this state, and I'm sure she will inspire people all over the country. And, the State Personnel Interchange Program is a perfect example of how agencies can cooperate to take advantage of gifted state employees in a way that benefits the entire state."



On April 27, 2004, Dayna Petete, Assistant Administrator for Communications and Legislative Liaison, was chosen President-Elect of the Southern Region of the International Public Management Association for Human Resources (IPMA-HR). She will become President of the organization on July 1, 2005. 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. Members of the Oklahoma delegation to the Southern Region Conference included (l to r) Diane Haser-Bennett, OPM; Ray Bennett; Dayna Petete, OPM; Shirley Jackson; Jeannette Williamson, Oklahoma State and Education Employees Group Insurance Board; Oscar B. Jackson, Jr., OPM; and Patti Ormerod, OPM.



Dayna Petete is also an active member of the state government General Counsel's Forum, which meets monthly to discuss various legal and legislative issues of interest to state agencies. In October 2003, Oklahoma biographer and attorney Bob Burke (seated) spoke to members regarding the many books he has written about famous Oklahomans. Pictured with Mr. Burke is Grant Moak, Office of the Attorney General.

Employee Assistance Program

In 1988, Governor Henry Bellmon created the State Employee Assistance Program (EAP) within OPM by Executive Order; the Legislature made the OPM State EAP a statutory program in 1992. Initially, the OPM State EAP was created to provide assistance to state agencies in establishing work-related stress-prevention procedures.

The OPM State EAP, which is voluntary, provides assistance to state agencies in their management of employees whose personal problems may have a negative impact on job performance. The OPM State EAP also assists employees and their family members who are seeking corrective



Warren Thompson, Deanna Miller, Blanche Longoria, and Robert Stevens.

help with medical or mental health problems, including alcohol or drug abuse, and emotional, marital, familial, financial, or other personal problems. Specifically, the OPM State EAP provides:

- Referral Services—Maintaining contacts with community service providers for the purpose of networking and coordinating services to state agencies and employees.
- Education/Training—Focusing attention on the personal concerns of employees that have a negative impact on productivity, while generating awareness of the EAP as a source of assistance. OPM State EAP Team members conduct classes on *Managing the Troubled Employee*, *Stress Management*, and mandatory drug and alcohol training.
- Counseling—Resolving problems related to alcohol or drug abuse and emotional, marital, family, mental health, financial, and other personal problems, while developing short- and long-term goals.
- Critical Incident Debriefing—Providing crisis intervention to agencies for troubled employees and their family members by offering professional emergency services.

In FY 04, OPM State EAP Team members included Robert Stevens, Coordinator; Warren Thompson, Representative; Deanna Miller, Representative; and Blanche Longoria, Administrative Assistant. Ms. Longoria also serves as OPM's Wellness Coordinator. In addition, in May 2004, the OPM State EAP Team was chosen OPM *Team of the Year*.

During FY 04, members of the OPM State EAP Team provided assessment, referral, consultation, and problem-resolution assistance to 31 Oklahoma City Housing Authority employees and their family members. The OPM State EAP Team received 60 telephone calls for information about the program from OCHA employees.

During FY 04, OPM State EAP Team members assisted 218 individuals—

- 12.5 percent of whom were supervisors,
- 87.5 percent were non-supervisors,
- 72 percent were from the Oklahoma City area,
- 12 percent were from Tulsa,
- 3 percent were from Lawton,

- 3 percent were from Enid,
- 10 percent were from other areas of the state.

Out of 218 referrals made during FY 04—

- 64 were for work-related problems,
- 198 were related to family conflict or parent/child problems,
- 91 were for marital problems,
- 87 were for mental health or alcohol/drug problems,
- 84 were self-referred, and
- 36 were referred by a supervisor.

During FY 04, OPM State EAP Team members provided 5,312 actual clock hours of direct services—four percent for EAP counseling; were active in the Oklahoma Chapter of the Employee Assistance Program Association; and continued to distribute the EAP *It Works* video, as well as hundreds of stress balls and stress cards to various state agencies. Also during FY 04, a total of 41 state employees consented to participate in a client survey to assist the EAP with quality control.

OPM State EAP Advisory Council

In 1994, the Legislature created the Employee Assistance Program Advisory Council to advise the OPM Administrator on policy issues related to the OPM State Employee Assistance Program (EAP) and to provide support for the expansion and improvement of EAP services available to state employees and their families.

During FY 04, Reverend Dick Virtue, retired, Norman, OK, served as chair of the Council, and Jimmy Durant, Director of Public Policy, SSM Healthcare of Oklahoma, Oklahoma City, OK, served as vice-chair. Members included Jim DeSilver, retired, Norman, OK; Senator Kenneth Corn (D-Howe); Delbert Rice, Director of Human Resources for the World Publishing Company, Tulsa, OK; Representative Susan Winchester (R-Chickasha); Bob Craig, Administrative Director, Oklahoma State Senate; Representative Neil Brannon (D-Arkoma); and Don Dyer LPC, Shawnee, OK.



During FY 04, members of the OPM State EAP Advisory Council included (l to r) Senator Kenneth Corn; Jimmy Durant, vice-chair; Jim DeSilver; Rev. Dick Virtue, chair; Representative Susan Winchester (R-Chickasha); Bob Craig; Don Dyer; and Delbert Rice.

Employee Selection Services

The Employee Selection Services Department consists of the Applicant Services Division, which administers the recruitment system for Merit System agencies, and the Personnel Assessment Division, which develops and validates a variety of employee selection procedures for state government.

Applicant Services



Cynthia Williamson, Rebecca Coyote, Patty Nelson, Laraine German, Tom Impson, Nikki Montgomery, Herman Johnson, Amanda Dean, and Harry Gentry.

Members of the Applicant Services Team process applications submitted by individuals seeking employment with the state of Oklahoma to determine if applicants meet minimum qualifications for classified positions. Members of the Applicant Services Team also rate applicant education and experience and review agency requests to promote, demote, transfer, or reinstate employees.

During FY 04, Applicant Services Team members included Tom Impson, Rebecca Coyote, Amanda Dean, Harry Gentry, Laraine German, Herman Johnson, Denise Miles, Nikki Montgomery, Patricia Nelson, and Cynthia Williamson. Tom Impson served as Acting Director of Applicant Services in FY 04.

Twenty-nine state agencies currently have direct on-line access to job registers established by OPM. These agencies employ over 80 percent of all classified employees in state government.

During FY 04, Applicant Services Team members processed 69,957 state employment applications and conducted 7,257 ratings of training and experience. In FY 04, state agencies hired 2,510 applicants from certificates, 29 applicants through the *Persons With Severe Disabilities Employment Program*, and three applicants through the *Special Disabled Veterans Program*.

The Oklahoma Personnel Act authorizes delegation of human resources functions normally conducted by OPM to individual state agencies. Specific guidelines for obtaining this authority are found in the Merit Rules. Delegated functions are subject to audit by OPM to determine compliance with applicable Merit Rule provisions, as well as the delegation agreement. In June 2004, OPM del-



During the OPM Team meeting on July 11, 2003, Applicant Services Acting Director Tom Impson was honored for 15 years of state service.



During FY 04, OPM, Department of Corrections, Oklahoma State Department of Health, Oklahoma Department of Mental Health and Substance Abuse Services, Department of Public Safety, Office of Juvenile Affairs, and Oklahoma Employment Security Commission pooled their energies to produce a new recruitment brochure targeting bilingual applicants. The brochure, *The State of Oklahoma Wants You*, provides detailed information to bilingual applicants. For each participating agency, the brochure identifies jobs both by titles and specific job codes that need employees with bilingual skills. Also, the brochure lists contact information for the HR office of each participating agency so that bilingual applicants can make contact after having completed the application and testing process through OPM.

Members of the Applicant Services Team coordinate recruitment activities under the Fair Employment Practices Act (FEPA). FEPA is an optional hiring procedure used by state agencies to employ females, blacks, Hispanics, Asian/Pacific Islanders, and American Indians/Alaskan natives who are legal residents of the state in an effort to satisfy Affirmative Action hiring goals. FEPA applicants must meet minimum qualifications and pass any required examination. During FY 04, OPM issued 840 FEPA certificates and agencies hired 47 FEPA applicants.

Team members also maintain a Female/Minority Talent Bank, which enables OPM to better match an agency's hiring needs with the employment interests of applicants. Herman Johnson serves as OPM's Targeted Minority Recruitment Coordinator.

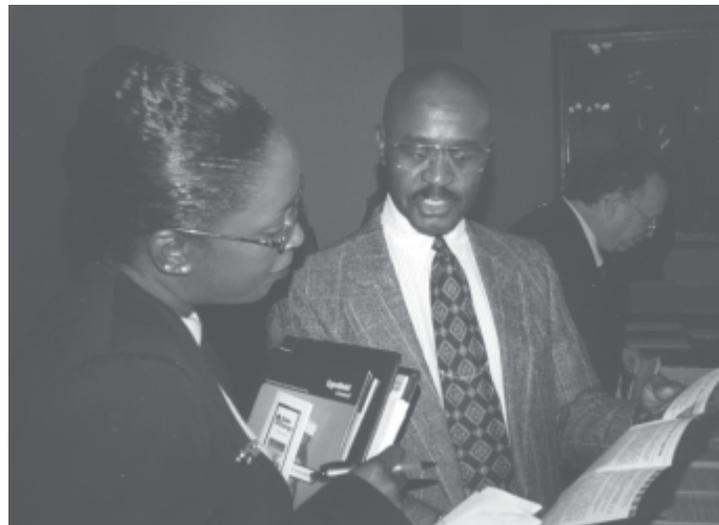
Members of the Applicant Services Team attend numerous career fairs each year. Team members participated in the follow-

Applicant Services Team member Herman Johnson assists a participant during the March 2004, Langston University Career Fair.

egated authority to the Oklahoma State Department of Health (OSDH) to review the minimum qualifications of internal candidates for promotion, demotion, transfer, and reinstatement. Members of the Applicant Services Team provided training to OSDH human resources staff members in minimum qualification review and made available all necessary materials. The Department of Human Services and the Department of Transportation have also been delegated authority to review the minimum qualifications of internal applicants.

The Applicant Services Team also administers the Priority Reemployment Consideration (PRC) program. Since 1982, state law has provided that permanent classified employees and regular unclassified employees separated through a reduction-in-force may be eligible for PRC. PRC permits separated employees to apply for classified job titles for which they meet all requirements for the job, and to be given consideration by Merit System agencies before applicants on Merit System registers. Applicants may be eligible for PRC for up to 18 months or until they are appointed to a state job with the same or higher pay band than their previous job family level.

Recruitment and Outreach



ing events during FY 04:

- **September 2003:** RN/University of Oklahoma Health Fair, OU Health Sciences Center Complex, Oklahoma City; Langston University Fall Career Fair, Langston, OK; OSU/OKC Spring Job Fair, Oklahoma City.
- **October 2003:** University of Central Oklahoma Fall Career Fair, Edmond, OK; Workforce Oklahoma/Tinker Air Force Base Job Fair, Midwest City, OK.
- **November 2003:** Rose State College Career Fair, Midwest City, OK; Urban League of Greater Oklahoma City 25th Annual Equal Opportunity Day Career Fair/Luncheon, Oklahoma City.
- **January 2004:** Martin Luther King Multi-Cultural Career Fair, Oklahoma City;
- **February 2004:** "Step Into Your Future" Job Fair, Moore/Norman Technology Center, Norman, OK; University of Oklahoma Annual Athletic Career Fair, Norman, OK; Career Fair 2004, Southwestern Oklahoma State University, Weatherford, OK; Redlands Community College Career Expo 2004, El Reno, OK.
- **March 2004:** Oklahoma City Community College Spring Job Fair, Oklahoma City; Opportunity Day 2004, Wes Watkins Technology Center, Wetumka, OK; Langston University Spring Career Fair, Langston, OK; OSU/OKC Spring 2004 Job Fair, Oklahoma City; "Career Options 2004," Springlake Metro Tech, Oklahoma City.
- **April 2004:** Spring 2004 Job Fair, St. Gregory's University, Shawnee, OK; "Career Day 04," Oklahoma Christian University, Oklahoma City; Annual Statewide BLN & DRS Job & Technology Fair, The Omniplex, Oklahoma City; Mock Interviews/Resume Critique, Moore/Norman Technology Center, Norman, OK.
- **May 2004:** Workforce Oklahoma Career Center "Spring Job Fair," Oklahoma City.



Applicant Services Team member Nikki Montgomery was named OPM *Employee of the Quarter* in May 2004. OPM Employee Recognition Committee chair Bernie Buchenau presented Ms. Montgomery with her certificate.

State Work Incentive Program

The State Work Incentive Program (SWIP) was created by the Legislature in 1997, to permit state agencies to hire individuals participating in the Temporary Assistance to Needy Families (TANF) program as unclassified employees.



On May 19, 2004, OPM Applicant Services Team member Laraine German provided training to Leanne Beale, Donna Simpson, and other representatives of the State Department of Health related to certification of minimum qualifications pursuant to a delegation agreement between OPM and SDOH. Since 1994, OPM has had the authority to enter into delegation agreements which permit state agencies to perform HR functions traditionally performed by OPM. OPM maintains oversight of the delegated functions through formal audit activities and informal meetings.

The Legislature amended the provisions governing the Program in 2000 to permit vocational rehabilitation clients of the Department of Rehabilitation Services (DRS) to participate in the State Work Incentive Program.

During FY 04, state agencies made six SWIP appointments; three were certified by the Department of Human Services as participants in the TANF program, and three were certified by DRS as vocational rehabilitation clients.

Register, Test Administration, Applicant File Room



Leann Miller, Sandie Wein, Emilou Hiebert, Melissa Jolly, Cassandra Patmon, and LaVerne Fullbright.

The Applicant Services Team also is responsible for services related to applicant registers, test administration, and applicant files. During FY 04, Team members included Emilou Hiebert, LaVerne Fullbright, Melissa Jolly, Leann Miller, Cassandra Patmon, and Sandie Wein.

Register Team members establish and maintain registers of eligible applicants for jobs in the classified state service. Team members issue certificates of eligible applicants to Merit System agencies and audit appointments and other actions listed by agencies on returned certificates. During FY 04, the Register Team issued 3,948 certificates.

Members of the Register Team also maintain lists of former state employees who have been separated through reduction-in-force and who are eligible for Priority Reemployment Consideration.

During each workday at OPM, Test Administration Team members administer Merit System examinations. During FY 04, members administered 13,691 employment exams, including 11,162 on-line examinations using the Integrated Computerized Examination (ICE) system. Team members also recorded and scored 6,117 examinations administered through *Career Techs* across the state and at the *Tulsa Workforce Oklahoma* office.

In addition, Team members administer a variety of special examinations, including examinations for Certified Personnel Professionals and Certified Procurement Officers, as well as examinations for the Certified Public Manager Program and Oklahoma Highway Patrol applicants.

Members of the Applicant File Room Team are responsible for establishing and maintaining the files of all active applicants for employment in the classified service; transferring applications of individuals hired to the Employee File area; and periodically transferring inactive files to the Oklahoma State Archives.

Sanitarian and Environmental Specialist Registration Advisory Council

In 1983, the Legislature created the Sanitarian and Environmental Specialist Registration Advisory Council. The Council works in conjunction with the State Board of Health to promulgate rules governing the examination and registration of sanitarians and environmental specialists, define categories and limitations for such registration, and provide continuing education requirements for the renewal of registration.

The Council consists of the Commissioner of Health or designee; the Executive Director of the Department of Environmental Quality or designee; the OPM Administrator or designee; one

member appointed by the Director of the Oklahoma City-County Health Department; one member appointed by the Tulsa City-County Health Department; two state employees appointed by the Commissioner of Health; and two members appointed by the Executive Director of the Department of Environmental Quality—one employed by private industry and one employed by the Indian Health Service or by tribal government.

During FY 04, Council members included Mike Bailey, Gary Collins, Jim Echelle, Ted Evans, Alisa Mankins, Rocky McElvany, Kevin Meeks, OPM Team member Patty Nelson, and Mark Radzinski.

Personnel Assessment

The Personnel Assessment Team develops and validates a variety of employee selection procedures for state government, including written tests, ratings of training and experience, performance tests, structured interviews, and certification tests.

During FY 04, members of the Personnel Assessment Team included Juan Benavidez, Rebecca Coyote, Lance Cullen, Jamie Culp, Jennifer Jepson, and Natasha Riley.



Jennifer Jepson, Juan Benavidez, Lance Cullen, Rebecca Coyote, and Natasha Riley.

During FY 04, Personnel Assessment Team members developed or revised 14 written content-validated job knowledge tests, and developed or revised 16 ratings of training and experience. Of those 16 ratings of training and experience, one was a supplemental questionnaire. Additionally, Team members developed three structured interviews, and conducted 35 meetings with agency employees to review new or existing selection devices.

Personnel Assessment Team members reviewed 339 requests for recruitment to ensure that an appropriate selection device was assigned to each register. Also, Team members reviewed revisions to 18 Job Family Descriptors to ensure appropriate knowledge, skills, and abilities were incorporated.

In addition, Team members:

- Developed a survey for the OU Health Sciences Center on emergency preparedness;
- Began a job analysis of 11 job families for development of a new written test for 20 advanced clerical registers;
- Made presentations at agencies and in HRDS courses on the Performance Management Process (PMP) and structured interviewing.

The computerized test development, administration, and scoring system for Merit System testing, known as "ICE" (Integrated Computerized Examination), completed its first year of implementation on January 10, 2004. At the end of FY 04, 97 of 130 Merit System exams were available to applicants in the computer-administered form, and approximately 80 percent of all test administrations at OPM were being given in ICE. Those applicants taking a test in ICE are able to get the results of the test immediately upon completion of the test. Furthermore, applicants earning passing scores have their names placed on the applicable registers the same day, and many times within minutes of completing the test. During FY 04, this system also became available to remote testing sites partnering with OPM to deliver Merit System testing around the state. The Mid-America Technology Center in Wayne and the Pontotoc Technology Center in Ada began using the ICE system to deliver Merit System tests in FY 04.



Personnel Assessment Team members Juan Benavidez and Natasha Riley attended the 28th annual conference of the IPMA Assessment Council (IPMAAC) in Seattle, Washington, June 20 - 23, 2004. Also pictured are David Hamill (l), President-Elect of IPMAAC and senior research psychologist for the U.S. Department of Homeland Security, and Jeff Feuquay (r), a past president of IPMAAC and former OPM Assistant Administrator for Employee Selection Services.

The Personnel Assessment Team is also responsible for conducting an annual audit of agencies' use of the Performance Management Process (PMP). The Oklahoma Personnel Act requires the OPM Administrator to conduct an annual random audit of state agencies for compliance with the state's performance management system. In FY 04, the Personnel Assessment Team conducted the second annual audit. Team members requested a random sample of PMPs from 16 Merit System and non-Merit System agencies for the audit. Of those 16 agencies, 15 responded. At the end of FY 04, Team members had completed 14 audits and sent individual audit reports to the Appointing Authorities of six agencies. Individual reports will be provided to each audited agency's Appointing Authority, and a summary of the results will be provided to the Governor, Senate President Pro Tempore, and Speaker of the House of Representatives.

The Oklahoma Personnel Act also required OPM to develop a new form in FY 04 for Appointing Authorities to use in their required annual written confirmation of the agency's compliance with statute regarding employee performance evaluations. The Personnel Assessment Team designed one form for reporting the extent of an agency's compliance with statutory requirements, and one form for an agency to report exemption from statutory requirements. These forms were due at OPM on January 1 as required by statute. A summary of the forms submitted to OPM were then provided to the Governor, Senate President Pro Tempore, and Speaker of the House of Representatives.

On May 28, 2004, Personnel Assessment Team member Juan Benavidez presented a research paper during the 16th Annual Convention of the American Psychological Society in Chicago, Illinois. Mr. Benavidez's paper, *Measurement Equivalence Across Self and Peer Performance Ratings: Do You See What I See*, examined whether peer and self-ratings on a 360° performance measure were made using the same mental construct, same measurement scale, and without systematic error. He was also co-author of another paper that was presented at this same conference, *Predicting FAA Air Traffic Controller Performance with a Personality-Based Biodata Questionnaire*.

Personnel Assessment Director Natasha Riley accepted a 2004 Quality Oklahoma Team Day Governor's Commendation on behalf of the ICE Team, which included Juan Benavidez, Lance Cullen, and Natasha Riley, Personnel Assessment; Bernie Buchenau, Bunny Illeperuma, and Randy Peter, Information Technology Services; Frank Friel and John Schlichting, Financial Management Services; and Tom Impson and Melissa Jolly, Applicant Services.



Equal Opportunity and Workforce Diversity

During FY 04, the work of the Office of Equal Opportunity and Workforce Diversity (EOWD) related to Equal Employment Opportunity, affirmative action, and the investigation of complaints of discrimination. Team members continued to provide staff support to the Affirmative Action Review Council, Governor's Advisory Council on Asian-American Affairs, Governor's Advisory Council on Latin American and Hispanic Affairs, the Martin Luther King, Jr. Memorial Commission, the Oklahoma Commission on the Status of Women, and, beginning in June 2004, the Governor's Ethnic American Advisory Council.



Linda Williamson and Brenda Thornton

During FY 04, EOWD Team members included Brenda Thornton, Director, and Linda Williamson, Administrative Assistant.

Affirmative Action/Equal Employment Opportunity

EOWD Team members provide services that support the development and continuance of a diverse state workforce. In 1984, the Legislature enacted House Bill 1681, the first Oklahoma law requiring state agencies to prepare Affirmative Action Plans (AAPs). This legislation also required OPM to report annually on the progress made by governmental entities in the area of affirmative action, including the status of the recruitment of women, men, and minorities within EEO job categories.

Subsequent legislation gave the OPM Administrator the responsibility for implementing the state's affirmative action policies and for ensuring Equal Employment Opportunity in state government, and made agency Appointing Authorities responsible for affirmative action efforts and progress by requiring each agency to submit an AAP to OPM annually.

The Administrator has assigned to EOWD the responsibility for reviewing AAPs to ensure their compliance with the Oklahoma Personnel Act and the Merit Rules, and for reporting the results of its review to the Affirmative Action Review Council (AARC), which also reviews AAPs submitted by state agencies. During FY 04, Team members reviewed 110 AAPs.

During FY 04, EOWD again published its *Oklahoma State Government Equal Employment Opportunity/Affirmative Action Status Report* on the OPM Website. The report is issued on an annual basis in accordance with the Oklahoma Personnel Act, which mandates that agencies, boards, commissions, departments, and offices of each branch of state government prepare an annual AAP and file it with OPM by September 1 of each year. The Status Report issued during FY 04 is the collated data from state agency AAPs for the reporting period beginning July 1, 2002, and ending June 30, 2003.

Highlights from the report indicate:

- The State of Oklahoma's workforce consisted of 33,436 employees in the 110 reporting agencies, boards, and commissions—a decrease of 1,039 state employees (-3.014 percent) from

the 34,475 reported as of June 30, 2002.

- When comparing FY 03 to FY 02 percentages, minorities are represented at a higher percentage rate (19.9% v. 19.7%) even though the raw numbers indicate an overall decrease of 141 minority employees from 6,801 in FY 02 to 6,660 in FY 03.
- The female representation remained at 55 percent of state government's total workforce even though raw numbers indicate a 2.99 percent decrease or -566 female employees from 18,949 in FY 02 to 18,383 in FY 03.

OPM submitted a copy of the annual Status Report to the Governor, Speaker of the House of Representatives, and President Pro Tempore of the Senate as required by the Oklahoma Personnel Act. Through affirmative action, equal opportunity, and targeted minority recruitment efforts, state government made proportionately greater progress in the employment of ethnic minorities and females during FY 04.

Affirmative Action Review Council



In 1994, the Legislature created the Affirmative Action Review Council (AARC) to assist the OPM Administrator in the implementation of Equal Employment Opportunity and Affirmative Action (EEO/AA) efforts in state government.

The OPM Administrator consults with members of the AARC concerning the standards that executive branch agencies must follow in adopting their Affirmative Action Plans (AAPs). The AARC reviews agency AAPs and assists the Administrator in preparing the annual status report regarding EEO/AA efforts in state agencies. During FY 04, members of the AARC recommended 110 AAPs to the OPM Administrator, which he subsequently approved.

On December 2, 2003, EOWD Director Brenda Thornton presented a special commendation, requested by Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, from Governor Brad Henry to the Oklahoma Alliance for Civil Rights, Inc. R. Charles Smith, Civil Rights Administrator for the Oklahoma State Department of Health, and president of the Alliance, accepted the award on behalf of the organization. Mr. Smith also serves as a member of the Affirmative Action Review Council.

During FY 04, Peggy Carter, Department of Corrections, served as AARC chair. Members included Representative Opio Toure (D-Oklahoma City); Senator Maxine Horner (D-Tulsa); Carole Saunders Call, University of Oklahoma Health Sciences Center; R. Charles Smith, State Department of Health; and Jabar Shumate, University of Oklahoma.

Equal Opportunity and Workforce Diversity Team members provide staff support for the AARC.

Discrimination Complaints Investigator Training

The EOWD Team also coordinates, in cooperation with the Oklahoma Alliance for Civil Rights, Inc., training for all individuals who investigate complaints of employment discrimination in executive branch agencies. State law requires these individuals to complete four days of initial discrimination complaints investigator training either conducted or approved by OPM; a minimum of one investigation under the guidance of a senior Equal Employment Opportunity (EEO) investigator; and a minimum of six hours of classroom instruction or 0.6 Continuing Education Units (CEUs) in training each calendar year, and other annual training that may be announced by OPM. Persons who complete annual training must submit proof of completion that is acceptable to OPM. To date, 62 individuals have been certified as discrimination complaints investigators, including 20 Senior Investigators and 42 Primary investigators.



On October 24, 2003, the Oklahoma Alliance for Civil Rights, Inc. presented "Looking at a New Paradigm: Macro & Micro Cultures in the Workplace—Can't we all just get along?" and Awards Luncheon. During the luncheon, the Alliance presented certificates on behalf of OPM to individuals who had achieved "Senior Certification" or "Certification" status as investigators of complaints of discrimination as required by the Oklahoma Personnel Act and the Merit Rules.

Individuals receiving certificates included Joan Barnett, Department of Human Services (DHS), Cheryl O'Rourke, Oklahoma Transportation Authority; John White, Department of Transportation; Peggy Carter, Department of Corrections; Phyllis Bennett, DHS; Nancy Ellis, DHS; Jamie Fannin, Department of Environmental Quality; Sherry Dowe, DHS; Charlotte Wyatt, DHS; R. Charles Smith, Health Department; Dr. Sherleen H. Jackson, DHS; Ray Turner, Department of Rehabilitation Services; Elizabeth Fine, DHS; and Barbara Williams, Oklahoma Employment Security Commission.



OPM's partner in this training venture is the Oklahoma Alliance for Civil Rights, Inc. (OACR), an organization composed of individuals in the public and private sectors employed in the areas of personnel, affirmative action and/or Equal Employment Opportunity.

Members assist and support affirmative action and Equal Employment Opportunity personnel by identifying recruitment sources; serving as a network for professional information and development in the area of Equal Employment Opportunity and affirmative action; disseminating information to schools, organizations, and agencies; and advocating for progress in the area of Equal Employment Opportunity.

In April 2004, EOWD Team members created the OPM-3—the form Civil Rights Administrators, affirmative action officers, and Discrimination Complaints Investigators may use to submit their annual training requirements to EOWD, as required by OAC 530:10-3-22 and 530:10-3-78. The form, which is available on the OPM Website, was created in response to requests from Civil Rights Administrators, affirmative action officers, and Discrimination Complaints Investigators that EOWD provide both a reminder and a consistent means of submitting annual training information.

EOWD also assisted the Martin Luther King, Jr. Coalition with Martin Luther King, Jr. Day activities on January 19, 2003, by coordinating the Governor's Bell Ringing Ceremony at the Historical Society. Speakers included Governor Brad Henry, Mr. Roosevelt Milton, and members of the Legislative Black Caucus.

On August 1, 2003, EOWD Director Brenda Thornton attended the *Technical Assistance Program Seminar* presented by the U.S. EEOC in Oklahoma City.

Governor's Advisory Council on Latin American and Hispanic Affairs



Council chair Oscar Quiroga presented a *Certificate of Appreciation* to outgoing Council chair Juanita Salazar Lamb during the October 2003 meeting.

York International hosted the July 14, 2003, Council meeting. It was at this meeting that Karen Gentry, Director, Driver License Examining Division of the Department of Public Safety, announced that driver license testing in Spanish would commence in Fall 2003.

During the October 27, 2003, Council meeting, the Governor's Advisory Council on Latin American and Hispanic Affairs honored the memory of Senator Keith Leftwich by establishing the annual *Senator Keith Leftwich Outstanding Legislative Amistad Award*. The award was presented to him posthumously and accepted by Mrs. Debbe Leftwich. Other legislators recognized during this meeting for their support on issues of interest to the Council, and who provide assistance in fulfilling the Council's mission to enhance the quality of life for Hispanics in Oklahoma, included Senator Kelly Haney, Senator Charles Ford, Senator Bernest Cain, Representative Mike Tyler, Representative Kevin Calvey, Representative Darrell Gilbert, Representative Al Lindley, Senator Penny Williams, and Senator Mike Fair.

The City of Guymon hosted the April 26, 2004, Council meeting. The Council met with officials representing the city, law enforcement, school and hospital administrators, and industry representatives. The purpose of this meeting was to address how the Hispanic influx affected these areas of the city and what the Council could do to help identify and find effective ways to respond to outstanding issues. As a result, the Council hoped it could assist the city and Hispanic community in blending cultures and building bridges to form a

Governor Frank Keating created the Governor's Advisory Council on Latin-American and Hispanic Affairs in 1996 by Executive Order 96-26, and Governor Henry continued the Council in Executive Order 03-07. The Council's primary mission is to expand opportunities for Oklahoma Hispanics in education, employment, health, housing, culture, and recreation. Council members also advise the Governor on the development and implementation of policies, plans, and programs related to the special needs of Hispanics. In FY 04, the major focus of the Council was to work with the Department of Public Safety to offer the driver license test in Spanish, to have the driver license study manual printed in Spanish, and to ensure that no legislation was passed mandating "English-only" in the state of Oklahoma.



Karen Gentry, Director of the Department of Public Safety Drivers' License Examining Division reports to the Council on DPS efforts to ensure the publication by DPS of the Oklahoma driver license manual in Spanish and the translation of the online driver license examination into Spanish during the October 2003 meeting.



On October 27, 2003, the Governor's Advisory Council on Latin American and Hispanic Affairs presented the first annual *Senator Keith Leftwich Legislative Amistad Award* posthumously to the late Senator Keith Leftwich, who passed away on September 19, 2003. Senator Leftwich was the sponsor of Senate Bill 596, allowing in-state college tuition to all deserving Oklahoma high school graduates. SB 596 was passed during the 2003 legislative session and was signed by Governor Brad Henry on May 12, 2003. Mrs. Debbe Leftwich accepted the award on behalf of her late husband.

Those in attendance during the presentation of the *Senator Keith Leftwich Legislative Amistad Award* included Juanita Salazar Lamb, Governor's Advisory Council on Latin American and Hispanic Affairs; Council member Giovanni Perry; Council member Yolanda Charney; Rep. Darrell Gilbert; former Senator Kelly Haney; Debbe Leftwich; Rep. Kevin Calvey; Senator Penny Williams; Rep. Al Lindley; Council member Teri Mora; Council member Guillermo Rojas; and Council chair Oscar Quiroga.

harmonious community.

During FY 04, Oscar Quiroga was appointed by Governor Henry to serve as chair with Giovanni Perry being elected by Council members to serve as vice-chair. Other members included Richard Bonilla,

Yolanda Charney, Nancy Galvan, Juanita Salazar Lamb, Sebastian Lantos, Teri Mora, and Guillermo Rojas. Matthew Mollman and Jerry Orellana resigned during FY 04.

Governor's Advisory Council on Asian American Affairs

In 1995, Governor Frank Keating created the Governor's Advisory Council on Asian American Affairs by Executive Order. Governor Brad Henry continued the Council by Executive Order 03-07. The mission of the Council is to provide advice and assistance to the Governor on policy issues related to the arts, economic development, health and human services, human resources, education, and other issues affecting the Asian American population of Oklahoma.

The Council is currently made up of eight representatives from the state's Asian-American community who are appointed by the Governor. The Governor may designate additional members of the Council from the Health and Human Services, Safety and Security, Human Resources, Administration, and Education Cabinet areas to serve in a nonvoting *ex officio* capacity.



During FY 04, Hung Le served as chair of the Council. Members included Tinny Chang, Kyung-Whan Min, M.D., Rita Raman, M.D., Dr. Yoshi Sasaki, and Vasithy Sengdara. During FY 04, Paulus Tangdang resigned and Rex Chen, who had been a Council member since 1995, passed away on October 1, 2003.

During FY 04, members of the Governor's Advisory Council on Asian American Affairs included Vasithy Sengdara, Tinny Chang, Dr. Yoshi Sasaki, Dr. Rita Raman, Rex Chen, and Hung Le, Chair.

Governor's Ethnic American Advisory Council



Members of the Governor's Ethnic American Advisory Council include (seated, l to r) Dr. Riaz Adhmad; Dr. Sandra K. Rana, Chair; Mohammad Farzaneh; (standing, l to r) Linda Williamson, OPM Office of Equal Opportunity and Workforce Diversity; Dr. Basel S. Hassoun; Malaka A. Elyazgi; Marjaneh Seirafi-Pour, Vice Chair/Secretary; Karen E. Bak; Dr. Mohammad Karami; and Brenda C. Thornton, Director of OPM's

Office of Equal Opportunity and Workforce Diversity. The Council will elect a chair and vice chair from its membership at the first meeting of each year.

During FY 04, Governor Henry appointed Riaz Ahmad, Ph.D., Zaheer U. Baber, M.D., Karen E. Bak, Malaka A. Elyazgi, Mohammad Jauadian Farzaneh, Bassel S. Hassoun, M.D., Mohammad Karami, D.D.S., Sandra Kaye Rana, Ed.D., and Marjaneh Seirafi-Pour to the Council.

Oklahoma Commission on the Status of Women

The Oklahoma Legislature created the Oklahoma Commission on the Status of Women in 1994 to:

- Act as an advisory entity on equity issues relating to gender bias; monitor legislation to determine whether it is discriminatory toward one gender or the other;
- Act as a resource and a clearinghouse for research on issues related to women and gender bias;
- Report annually to the Governor, President Pro Tempore of the Senate, and Speaker of the House of Representatives regarding its activities; and
- Make recommendations concerning needed legislation or regulatory changes relating to equity and gender bias.

The Commission consists of 30 members who serve staggered five-year terms; ten members

On May 27, 2004, Governor Brad Henry established the Governor's Ethnic American Advisory Council by Executive Order 04-21. The mission of the Council is to provide advice and assistance to the Governor on the development and implementation of policies, plans, and programs relating to the needs and values of the Ethnic American community.

The Council is to consist of not less than five or more than 15 representatives of Ethnic Americans of the Middle East/Near East community who are appointed by the Governor. The Governor may designate additional members of the Council representing state government to serve in a nonvoting *ex officio* capacity.



Debbe Leftwich served as OCSW chair until December 2003, when she was elected to the Oklahoma State Senate. Pictured with Senator Leftwich is Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration.

are appointed by the Governor, ten by the President Pro Tempore, and ten by the Speaker. During FY 04, members included Bernice Mitchell, Betty Boyd, Kipp Crutchfield, Bob Darcy, Senator Mary Easley, Marilyn Ehlers, Vicki French, Helen Jo Hardwick, Catherine Haynes, Sallie Henderson, Kathryn Jones, Rebecca Kennedy, Lou Kerr, Senator Debbe Leftwich, Senator Angela Monson, Jilda Motley, Rita Newton, Rowena Ogden, Jennifer Paustenbaugh, Dara Derryberry Prentice, Patricia Presley, Claudean Reynolds, Shelia Sheaman, Renita Shofner, Marlene Smith, Representative Barbara Staggs, Margaret Swimmer, Pat Martin, Bobbye Treadwell, Janelle Anne Walker, and Mary Walker. Debbie Leftwich served as chair of the Commission until she was elected to the state Senate in December 2003. Bernice Mitchell succeeded her as chair.



On August 28, 2003, Oklahoma Lieutenant Governor Mary Fallin spoke to members of the Oklahoma Commission on the Status of Women (OCSW) regarding the activities of the Special Task Force for Women Incarcerated in Oklahoma, which was created by Senate Bill 810 (2003). It is the responsibility of the Task Force, which is composed of 11 members including the Lieutenant Governor and the OCSW chair and vice-chair, to consider such factors as the inmate's education and literacy level, gender bias, policies, and procedures that may have contributed to the high incarceration rate of women in Oklahoma.



The Commission held its annual retreat on June 17, 2004, at Oklahoma State University. Featured speaker was Dr. Trish Long, Oklahoma coordinator for the Institute for Women's Policy Research, who discussed her report, *The Status of Women in Oklahoma: Politics, Economics, Health, Rights, Demographics*. Pictured are Dr. Long and Commission chair Bernice Mitchell.



During FY 04, Management Services Team member Marianne Sanchez assisted EOWD Director Brenda Thornton by providing support for the various councils staffed by EOWD while EOWD Administrative Assistant Linda Williamson was on leave.



EOWD Director Brenda Thornton received an OPM Administrator's Commendation Award in May 2004.

Financial Management Services

The Financial Management Services Team provides a variety of diverse support services to OPM management and staff including budget, accounting, payroll, procurement, support services, agency human resources and benefits administration, and network management services. Administrative support services include reception, mailroom, graphic art, and copying services; records management and publications clearinghouse support; and telecommunications and maintenance of the agency's intranet, *OPMnet*.



Marsha Reeder, Jeff Marsden, Mark Winn, T.V. Muralidharan, John Schlichting, LaTisha Edwards, Patti Ormerod, Jose Posa, Marcia Alexander, Pearl Barnes, and Marilyn Capps.

In addition to the support provided to OPM departments during FY 04, FMS Team members spent numerous hours in support of the statewide CORE project in the Accounts Payable, General Ledger, Procurement, and Human Resources and Payroll modules participating in testing and integration phases of the PeopleSoft product.

During FY 04, FMS Team members included Marcia Alexander, Pearl Barnes, Marilyn Capps, LaTisha Edwards, Frank Friel, Patti Ormerod, T.V. Muralidharan, Jose Posa, Marsha Reeder, Linda Roe, John Schlichting, Steven Snyder, Debbie Tingler, and Mark Winn. Marilyn Capps serves as OPM's Chief Financial Officer and Associate Administrator for Financial Management Services.

Accounting and Reporting

The Accounting and Reporting Team prepares and distributes monthly financial statements to Management Team members as a tool to manage their fiscal responsibilities. Generally Accepted Accounting Principle (GAAP) Reports are prepared at fiscal year end for inclusion in the state of Oklahoma Comprehensive Annual Financial Report (CAFR).

Team members manage agency accounts receivable, preparing quarterly billings to Merit System agencies based on the average number of classified employees each agency employed during the quar-

Gladys Bennett, Oklahoma Historical Society, and FMS Team member Marsha Reeder discuss proposed amendments to the voluntary payroll deduction rules during the rules hearing hosted by OPM on March 18, 2004, in the Concourse Theater.



ter and OPM's cost to operate during the same quarter. The Voluntary Payroll Deduction billing is prepared on a monthly basis and is based on an administrative fee of two percent of gross annual insurance premiums and one percent of gross annual retirement plans payments. Receipts from both of these billings are deposited into the state of Oklahoma's General Revenue Fund.



During FY 04, OPM signed a software licensing agreement with the Oklahoma State Bureau of Investigation (OSBI) that allows the agency to request and receive criminal history background checks via e-mail. Oklahoma State and Education Employees Group Insurance Board (OSEEGIB) and OPM were the first state agencies to take advantage of this innovative opportunity. The new process reduces OSBI response time from a maximum of 72 hours to 15 minutes. It is very quick, convenient, and efficient. The new process includes a simple data application to complete and submit to the OSBI. Within seconds, the sender receives confirmation and an assigned batch number to help track the request. Shortly thereafter, the sender receives the actual response to the background check request. Pictured are Linda Roe, OPM, and Debbie Goodloe, OSBI.

Employees Benefits Council for programming support services provided by OPM's Information Technology Services Department, and FY 03 General Revenue carryover.

Human Resources and Benefits

The Human Resources and Benefits Team is responsible for internal personnel services for all OPM employees, including development of agency personnel policies, processing personnel transactions, coordination of employee benefits, grievance management, safety, workers compensation, and the *Americans With Disabilities Act*. Human Resources and Benefits Team members prepared OPM's Affirmative Action Plan for FY 04, which was presented to and approved by the Affirmative Action Review Council on December 17, 2003.

During FY 04, Human Resources and Benefits Team members conducted benefit informational meetings for OPM employees, processed all employee benefits changes during the annual open enrollment period, and assisted em-

Accounts payable activities management, including payment of travel and miscellaneous claims and payroll claim funding, are the responsibility of the Accounting and Reporting Team. During FY 04, Team members processed 1,130 miscellaneous and travel claims and 82 payroll claims.

Supply and fixed assets inventory management is managed by conducting an annual physical inventory of both types of assets in order to have an accurate accounting for GAAP reporting, as well as the improved accountability of assets. Departmental supply usage reports are prepared to assist in further identifying program costs, provide better accountability, and maintain an adequate supply of stock on hand for commonly used items.

Budget

OPM's final FY 04 Budget Work Program was \$4,919,564. Merit System agencies provided 93.5 percent of OPM's funding and the remaining 6.5 percent funding was derived from revolving funds consisting of fees charged to other state agencies for participation in the Certified Public Manager Program, other specialized training provided for state employees, reimbursement from the



FMS Team member John Schlichting sets up a projector for an OPM Team meeting.



One of the Charitable Contribution Campaign activities during FY 04 involved showing support for your favorite sports team. FMS Team member Patti Ormerod (l) and Management Services Team member Diane Haser-Bennett (r) went all out to express their respective allegiances.

During FY 04, NMS implemented network infrastructure changes to accommodate a migration to Microsoft Windows Active Directory. NMS provided the technical support in the implementation of electronic delivery of Merit System examinations in Oklahoma City and select *Career Techs.* NMS also provided technical support during the implementation of the State Exit Interview Survey.

Purchasing and Support Services

Purchasing and Support Services Team members greet agency visitors on a daily basis, both in person and on the telephone, and may be the only contact the general public and other state agency personnel ever have with OPM. During FY 04, the administrative receptionist handled more than 24,000 telephone calls and faxes.

Team members offer copying, graphic art, and mailing services for all OPM departments. During FY 04, Team members produced approximately 1.2 million copies, with a large portion resulting in training manuals and materials used in Human Resource Development Services Department workshops. In addition, OPM spent \$29,000 in postage during the year to mail in excess of 129,000 letters to applicants and other miscellaneous business correspondence, and the graphic artist completed 289 projects for various agency departments.

During FY 04, Purchasing and Support Services Team members executed over 300 purchase orders and contracts to provide OPM staff with routine goods and services, as well as for HRDS instructors in order to facilitate training for employees statewide.

OPMnet, OPM's intranet, provides employees with a convenient method for obtaining information and tools necessary for conducting day-to-day business. Agency policies and procedures, along with forms and information about departments are available for employees through *OPMnet*.

On August 8, 2003, FMS Team member Pearl Barnes celebrated 20 years of state service.

employees with new enrollments and changes during the course of the year.

Network Management Services

Network Management Services (NMS) provides comprehensive support for the agency's networked computing needs and strives to maintain a modern, secure, and efficient data center that provides transparent access to agency network resources. NMS maintains and supports common desktop workstations and operating systems for agency users along with end-user application support and basic Microsoft Windows use skills training.

During FY 04, NMS implemented network infrastructure changes to accommodate a migration to Microsoft Windows Active Directory. NMS provided the technical support in the implementation of electronic delivery of Merit System examinations in Oklahoma City and select *Career Techs.* NMS also provided technical support during the implementation of the State Exit Interview Survey.





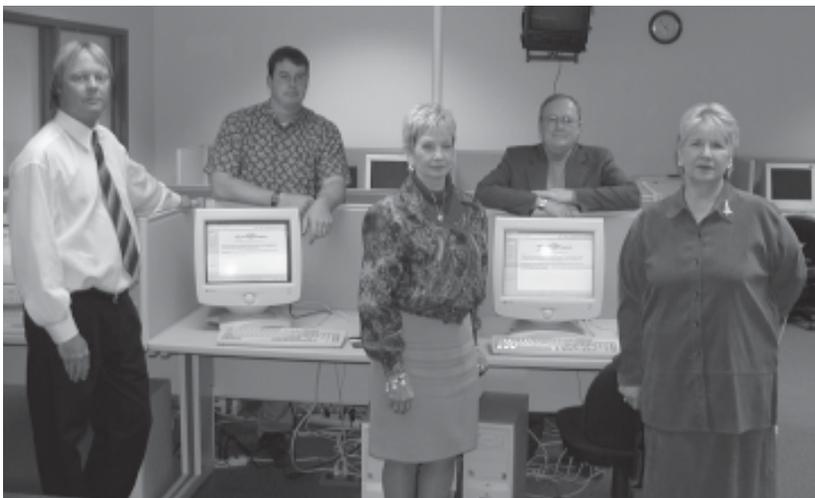
During FY 04, FMS said goodbye to NMS Team member Frank Friel (r), who accepted an appointment with the Department of Human Services. Pictured with Mr. Friel are NMS Team members (l to r) John Schlichting and Jeff Marsden.

November 2003 brought about a big change for OPM's Purchasing and Support Services Team. The ADPICS System was replaced with the new centralized PeopleSoft System. Team members received training and began using the new system to encumber funds and process various purchasing documents.

The Purchasing and Support Services Team also administers the state Voluntary Payroll Deduction (VPD) Program through which employees may have employee association dues; credit union payments; supplemental life, accident, and health insurance premiums; supplemental retirement plan payments; insurance premiums for legal

services; college savings plan payments; and *Oklahoma Today* magazine subscription fees; automatically deducted from their paychecks. State law prescribes the requirements that associations, credit unions, insurance companies, and the Oklahoma College Savings Plan must meet to participate in the VPD program. During FY 04, 17 credit unions, three employee associations, and 14 insurance billing units participated in the state VPD program.

On December 12, 2003, OPM Team members welcomed Linda Webb (l), Manager of Communications, Counseling, and Special Projects for the Oklahoma Public Employees Retirement System, who talked about OPERS' two-and-a-half percent "step-up." Pictured with Ms. Webb are Oscar B. Jackson, Jr. (c), OPM Administrator and Cabinet Secretary of Human Resources and Administration, and Patti Ormerod (r), OPM's HR manager.



OPM Network Management Services Team member John Schlichting (l) set up the Integrated Computerized Examination (ICE) system in the Pontotoc Technology Center in Ada, Oklahoma, on December 16, 2003. Pictured with Mr. Schlichting are Pontotoc Technology Center staff members John Anderson, Assistant Manager, Information Systems; Linda Medlock, Director of Student Services; Greg Pierce, Superintendent; and Shirley Wood, Assessment Center Coordinator.

Human Resource Development Services

Members of the Human Resource Development Services (HRDS) Team provide professional development and training services to state employees in order to improve the quality of the state workforce. In August 2003, Carrie Rohr became OPM's HRDS Director.

During FY 04, Team members included Grayson Bedwell, Michelle Boren, Lee Hayden, Tauheedah Raheem, Carrie Rohr, Joyce Smith, Marsha Anderson, and Shelley Wise.

Training and Development

During FY 04, there were 361 total training days, with an average of three classes per day. Members of the HRDS Team either conducted or supported 600 training programs for 10,400 state employees.

The HRDS Team participated in the training function of the *CORE Oklahoma* project and helped coordinate the training of state employees in the new integrated human resources, purchasing, and payroll software package throughout FY 04. Approximately 276 sessions of 13 different *CORE* courses were conducted statewide for 3,386 state agency participants.

The HRDS Team works to ensure that courses are both relevant and current by periodically revising courses and creating new courses. Courses added during FY 04 included, *The Changing Workplace*, *Business Etiquette*, *Structured Interview Process*, and *Facilitation Skills*.

The HRDS Team also administers the state's Mandatory Supervisory Training Program for executive branch agencies. The Oklahoma Personnel Act requires employees appointed to supervisory positions to complete 24 hours of training within 12 months of assuming a supervisory position, and 12 hours of training each year thereafter. In FY 04, HRDS Team members reported that over 85 percent of state agency managers and supervisors fully met the mandatory supervisory training requirement for calendar year 2003, and another seven percent partially met the requirement.

Members of the HRDS Team also continued partnerships with the Interagency Training Council of the Oklahoma City Federal Executive Board and the Oklahoma State University Cooperative Partnership, which provides executive-level training to state employees at discounted rates. During FY 04, *Quality Oklahoma* Coordinator Joyce Smith was elected to a second term as chair of the Federal Executive Board (FEB) Interagency Training Council (ITC). Under her leadership, the membership of ITC increased and the Council's goal to become intergovernmental at all levels was achieved.

Also during FY 04, OPM hosted the National Association for Government Training and Develop-



Carrie Rohr, Joyce Smith, Grayson Bedwell, Marsha Anderson, Shelley Wise, and Lee Hayden.



NAGTAD Conference attendees gathered at the National Cowboy and Western Heritage Museum for an evening event during the September 2003 gathering, which was hosted by OPM. Pictured (l to r) are Greg Smiles, NAGTAD President, New Jersey; Marianne Gaudin, NAGTAD President-Elect, Mississippi; HRDS Director Carrie Rohr, and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration.

ment (NAGTAD) Annual Conference, September 28 - October 1, 2003, in Oklahoma City. Thirty-five participants from throughout the country networked and discussed trends in the area of training and development.

CPM Program

In 1986, OPM Administrator Jim Thomas created the Certified Public Manager (CPM) Program as a comprehensive management training program for

state employees. Since its inception, over 760 state employees have participated in the program. The CPM Program has been honored by the Council of State Governments as an exemplary state management program. During FY 04, 270 employees from 48 state agencies, boards, and commissions, as well as the city of Oklahoma City and Tulsa County, were enrolled in the CPM program. OPM conducted 186 sessions of CPM-required courses, administered 125 tests, and approved 132 projects.

Howard Hendrick, Director of the Department of Human Services and Cabinet Secretary of Human Services, gave the keynote address at the 16th Annual CPM Graduation Ceremony in September 2003, during which 26 candidates representing 11 state agencies received the CPM designation. During the graduation ceremony, Pamela Clark, Department of Human Services, received the *Gerald D. Wilkins Good Work! Award* for her project, "Developmental Disabilities Service Division Medication Administration." Pam was the FY 04 nominee for the Askew Award given by the American Academy of Certified Public Managers. The Askew Award is presented to the author of the outstanding project in each accredited state. Three hundred and sixteen participants have graduated from the CPM Program since its inception.



More than 300 government managers and supervisors attended the Oklahoma Society of Certified Public Manager's 14th Annual Educational Conference on September 12, 2003. Speakers included Bobbie Staten from North Carolina, whose topic, *Batteries Not Included*, was a motivational presentation designed to give participants the "jump start" they've been missing. She challenged the audience to

On December 5, 2003, the Oklahoma Society of Certified Public Managers (OSCPM) named Mary Wilson (c), Oklahoma Tax Commission, 2003 OSCP M of the Year. Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (l), presented Ms. Wilson with her award and a certificate signed by Governor Brad Henry declaring December 5, 2003, "Mary Wilson Day" in the state of Oklahoma. Pictured with Ms. Wilson and Mr. Jackson is OSCP M President Judy Dennis, Oklahoma Department of Transportation.

charge their battery while they laugh and learn to work smart, work together, and fall in love with their job again. Other speakers included Dr. Marla Sanchez, Dr. James Crutcher and Tim Tall Chief, Department of Health, Steve Gilliland, and Bob Oros. Burns Hargis entertained the audience during his luncheon speech. He challenged the attendees to continue to make a positive difference in Oklahoma government.

The CPM Program is designed to improve services provided by state government to Oklahoma citizens. Participants in the Program enhance management skills through seminars, examinations, and job-related projects. Graduates offer improved resources to their agencies and to the state. CPM's long-range goal is to help agencies identify and develop the skills of state government's future leaders.

The CPM Program is a three-level program consisting of 237 required classroom hours and 63 elective classroom hours: Level I—Basic Supervisory Skills, 75 classroom hours; Level II—Middle Management Skills, 84 classroom hours; Level III—Advanced Management Skills, 78 classroom hours.

In addition, candidates must complete four exams and four work-related projects. Each October, HRDS conducts a four-day Executive Development Seminar for CPM participants. The Executive Development Seminar is the capstone assignment in the CPM curriculum. It duplicates the high demand for flexibility and multi-tasking in today's workplace and its increasing reliance on problem-solving groups.

Participants must apply their CPM coursework and leadership skills to complete a task force report under deadline. In addition, each participant is required to attend the main speaker sessions.

Graduation from the CPM program substitutes for one year of professional experience in business or public administration in many Merit System job families that require such experience as part of the minimum qualifications. With agency approval, individuals receiving the certification may be eligible for skill-based pay.

The American Council of Education (ACE) has approved the Oklahoma CPM Program for up to 15 hours of upper-division baccalaureate credit or up to nine hours of graduate credit in the areas of Public Administration, Management, or Human Relations. Oklahoma state colleges and universities have accepted the ACE recommendations. To date, 43 CPM graduates have taken advantage of this benefit.

During FY 04, Carrie Rohr served as Board Member-at-Large on the National Certified Public Manager Consortium Board of Directors.

CPM Advisory Board

In 1986, the OPM Administrator created the Certified Public Manager (CPM) Program as a comprehensive management-training program for state government employees. The CPM Advisory Board, which met for the first time in 1996, advises the OPM Administrator on CPM policy,



Edward Manuel, Oklahoma Employment Security Commission, 2002 recipient of the CPM "Good Works Award," presented the "Good Works Award" plaque to 2003 recipient Pamela Clark, Department of Human Services.

admission requirements, curriculum, standards, and graduation requirements.

HRDS Team members provide staff support to the Board, which did not meet in FY 04.

Quality Oklahoma

The *Quality Oklahoma* program became statutory during the 2004 legislative session. On May 12, Governor Brad Henry signed Senate Bill 1385, which established *Quality Oklahoma* as a "quality management function within the Office of Personnel Management to assist state agencies in fully integrating quality management concepts and models into their business practices for the purpose of improving the overall efficiency and effectiveness of state government."

The intent of the program remains to improve state services to Oklahoma citizens, empower decision-making at the lowest level, and encourage continuous improvement in meeting customer requirements and system redesign.

Quality Oklahoma Team Day 2004 featured 34 exhibitors representing 15 agencies. More than \$25 million in cost savings or revenue generation by these projects was documented during FY 04 for a cumulative total of more than \$289.5 million since 1993. Bob Byrne, Manager of Business Excellence for Boeing Companies, gave the keynote address during Team Day 2004. He and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, presented 17 *Governor's Commendation Awards* and six specialty awards for projects selected as best practices.



Carrie Rohr (l), Director of OPM's Human Resource Development Services Division, and Joyce Smith, *Quality Oklahoma* Coordinator, stand next to Governor Brad Henry's Proclamation declaring May 6, 2004, *Quality Oklahoma* Team Day in the state of Oklahoma.

HRDS instructors conducted 16 courses for 22 days of Quality training during the HRDS fall and spring semesters. The Quality catalog includes: *Quality Oklahoma Problem Solving Process (PSP)*, *Quality Improvement Process (QIP)*, *Quality Tools*, *Facilitation Skills*, *Awards and Recognition*, and *Business Etiquette*. The *Business Etiquette* course evolved from the former *Presentation Skills* course.

Productivity Enhancement Program

The Productivity Enhancement Program (PEP) is now coordinated through the HRDS *Quality Oklahoma* program. PEP is the state's official employee suggestion program. Through PEP, successfully implemented ideas, programs, and projects resulting in measurable savings are eligible for awards. There are three types of awards: non-cash, cash, and unit incentive awards.

Non-cash awards may be given for any idea, but usually are presented for ideas relating to improved safety, efficiency, and morale for employees and/or services to customers. Non-cash awards are certificates and lapel pins. This award is presented at the discretion of the agency head.

Individual cash incentive awards are given for ideas that save money or generate income for an agency. This award is a minimum of 25 percent of the savings and can be up to \$10,000, paid in

one lump sum payment that does not exceed the actual savings. Awards are made from the agency's budget. The implemented suggestion must be outside the scope of a person's regular job duties.

Group awards, called unit incentive awards, are given to divisions, work teams, or entire agencies. They are presented for ideas which reduce costs of operations without decreasing the level of services. Cash awards may be up to 25 percent of the total savings. Selection of recipients of cash awards and unit incentive awards are determined by the State Employee Incentive Awards Committee.

SHARE Program

During the year, several OPM employees participated in the *State employees Having an Active Role in Education (SHARE)* Program. The SHARE Program allows OPM employees to use one hour a week of paid leave to volunteer time at selected schools tutoring students in reading. OPM volunteers worked with students at Longfellow Elementary and Millwood Middle Schools. Employees also donated school supplies in an agency-wide effort to support the schools. Longfellow Elementary School recognized volunteers at an awards luncheon. Millwood volunteers were recognized during the retirement reception for Principal Nathan McGuire.



On March 31, 2004, Randy Woods, Department of Human Services (DHS), received a \$2,500 (\$1,700 after taxes) individual cash incentive award for his implemented suggestion of accessing the Internet to get free automobile value information and discontinuing the purchase of blue books. Pictured (l to r): Robin Parrish, Office of the Governor; Larry Harmon, DHS; Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration; Judy Wyatt, DHS; Mike Jackson, DHS; Randy Woods, DHS; Howard Hendrick, DHS Director and Cabinet Secretary of Human Services; Governor Brad Henry; Pam Warren, Director of the Department of Central Services and Deputy Cabinet Secretary of Human Resources and Administration, and Chair, Committee for Incentive Awards for State Employees; Shirley Crum, DHS; and Faye Waits, DHS.



During FY 04, OPM SHARE participants included (l to r) Oscar Jackson, Office of the Administrator; Joyce Smith, HRDS; Blanche Longoria, OPM State EAP; and Cynthia Williamson, Applicant Services.



Members of the Oklahoma delegation to the Society of Government Meeting Professionals Conference held in Nashville, Tennessee, in May 2004 included Tracy Blair, Leann Jenkins, Mark Mann, Bob Donaldson, Gail Russell, Kristen Zebert, Kimberly Anders, Crystal Mappes, Paige Williams, OPM Team member Carrie Rohr, and Heather Williams.

FY 04 HRDS Courses

Title of Course	Total Days	Total Participants
Administrative Law	4	104
Advanced Creative Problem Solving	4	70
Affirmative Action Plan Training	1	3
Americans With Disabilities Act (ADA) Title I 2004 Conference	1	54
Applied Leadership	8	159
Awards and Recognitions	6	118
Business Etiquette	6	146
Certified Personnel Professional (CPP) Training	4	24
Challenges of Supervision	16	182
Change Management	4	54
Changing Workplace	4	53
Conducting Effective Group Meetings	4	80
CPM Executive Development Seminar	4	31
CPM Orientation	1	23
Delegation and Control	7	173
Developing Creative Problem Solving Skills	9	231
Developing Effective Negotiating Skills	8	153
Disability Awareness (Office of Handicapped Concerns)	6	109
Effective Communication In Management	10	154
Effective Stress Management	13	279
Effective Time Management Techniques	19	248
Ethics In Public Management	16	251
Everyday Creativity	6	137
Facilitation Skills	4	21
Four Roles of Leadership (Oklahoma Military Department)	4	4
Gender Games In Management	5	93
How to Conduct On-the-Job Training	6	117
Introduction to Hay Job Evaluation	2	26
Investigation Complaints of Discrimination (Phases I & II)	4	51
Lateral Thinking for Supervisors	5	104
Legislative Process	6	148

Title of Course	Total Days	Total Participants
Listening Skills for Managers	3	69
Management 2000	2	16
Managing Conflict	9	212
Managing Diversity In the Workplace	4	69
Managing the Grievance Process	2	34
Managing the Troubled Employee Through the EAP Process	12	40
Mediation Skills for Personnel Supervisors (Supreme Court)	4	21
Motivating for Performance	9	166
New Approaches to Individual & Organizational Development	8	70
Oklahoma Alliance for Civil Rights 2003 Conference	1	37
Merit Protection Commission Appeals Process	2	35
One Minute Manager	7	142
OPHRA Training Seminars (2003 - 2004)	2	96
Performance Management Process (PMP)	1	21
Performance Measurement	4	40
Personnel Law Video Festival	4	75
Personnel Policies and Practices	5	131
Planning Skills for Managers	2	50
Policy Analysis	3	68
Program Evaluation	4	144
Progressive Discipline	6	176
Public Speaking and Effective Presentations	4	40
Quality Oklahoma Processes	4	29
Quality Tools	4	43
Risk Management Policyholders Seminar 2003-2004	1	93
Safety Management	4	95
Seven Habits of Highly Effective People (OMD)	4	4
Strategies for Improving Communication	10	123
Structured Interview Process	8	121
Supervision for New Supervisors—Phases 1 & 2	10	54
Systems Management	2	30
Team Building	9	155

Title of Course	Total Days	Total Participants
Violence In the Workplace	9	216
Workplace 2003	4	27
Workplace Energy	4	107
Workplace Sexual Harassment & Discrimination	6	162
World Trends	5	125
Writing Skills for Managers	5	116
Totals: 65 courses	379	6,989

FY 04 CPM Program Participants

Agency	Candidates	Total Graduates
ABLE Commission	1	2
Accountancy Board	0	1
Advancement of Science & Technology	2	2
Agriculture	4	2
Architects Board	0	1
Auditor & Inspector	2	2
Central Services	1	3
City of Oklahoma City	2	2
Civil Emergency Management	1	2
Commerce	0	3
Commission on Children and Youth	1	0
CompSource Oklahoma	2	3
Conservation Commission	1	0
Corporation Commission	2	2
Corrections	20	9
Cosmetology Board	2	3
Council on Judicial Complaints	1	0
Council on Law Enforcement Training	2	0
Dentistry Board	0	1
Election Board	1	1
Employees Benefits Council	0	1
Employment Security Commission	8	8

Agency	Candidates	Total Graduates
Environmental Quality	6	1
Finance	0	5
Group Insurance Board	0	4
Health Care Authority	4	4
Health Department	11	5
Historical Society	1	0
Housing Finance Authority	1	2
Human Services	56	103
Insurance Department	2	0
Bureau of Investigation	1	1
J.D. McCarty Center	1	0
Juvenile Affairs	9	2
Labor	3	1
Land Office	0	3
Libraries	0	1
Medical Licensure & Supervision	1	0
Medicolegal Investigations	2	5
Mental Health	2	1
Military Department	4	1
Mines	1	0
Narcotics & Dangerous Drugs Control	0	1
Nursing Board	0	1
Osteopathic Examiners	1	0
Pardon & Parole Board	5	3
Office of Personnel Management	4	4
Oklahoma City/County Health Department	10	0
Pharmacy Board	0	3
Public Employees Association	1	0
Public Employees Retirement System	0	2
Public Safety	15	6
Real Estate Commission	0	1
Rehabilitation Services	7	21
State Senate	1	0

Agency	Candidates	Total Graduates
State Treasurer	1	1
Tax Commission	13	15
Teacher Preparation Commission	0	1
Tourism	4	0
Transportation	48	59
Transportation Authority	1	1
Tulsa County District Attorney	1	0
Used Motor Vehicle & Parts Commission	0	1
Veterans Affairs	4	4
Water Resources Board	1	0
Totals: 59	270	316



During FY 04, HRDS Team member Joyce Smith was named an Oklahoma Quality Examiner by the Oklahoma Quality Award Foundation, an organization founded in 1993, to provide Oklahoma businesses and organizations with a process for measuring and sustaining growth and economic and service excellence.



In May 2004, HRDS Director Carrie Rohr received a Certificate of Appreciation for her "contribution and dedication to the successful implementation of the Financial and Procurement phase of the CORE Project."

Twenty-four employees from 18 state agencies attended the Certified Personnel Professional (CPP) Training course November 4 - 7, 2003. CPP instructors included Dayna Petete, Brenda Thornton, Carrie Rohr, Hank Batty, James Perez, Natasha Riley, David Hays, Kimberlee Williams, and Tom Patt, OPM; Jack Dobbins, Oklahoma Tax Commission; and Dr. Robert Mathis, author of "Human Resource Management," the textbook for the course. Pictured are Leigh Newby, Department of Public Safety, and Carrie Rohr, OPM.



Information Technology Services

The OPM Information Technology Services (ITS) Team provides responsive automated systems services for all state agencies in the management of human resources information.

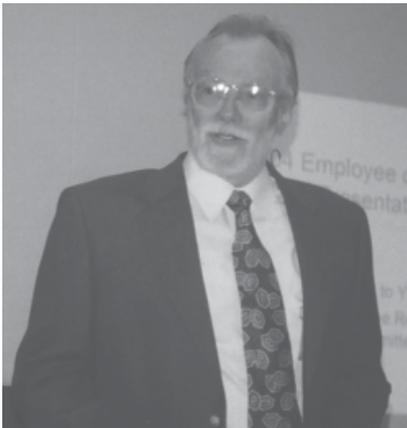
During FY 04, the ITS Team included Linda Belinski, Bernie Buchenau, Robert Clayton, Sharon Dossey, Glenda Gesell, Janice Halley, Linda Helms, Bunny Illeperuma, Sheila Oakley, Randy Peter, Carol Pillow, Valsamma Reghunathan, Linda Spivey, Lalitha Sundara-Rajan, Raymond Wainscott, Theresa Walters, Marsheila Ward, and Kim Wojcak. Glenda Gesell serves as OPM Assistant Administrator for Information Technology Services.



Randy Peter, Glenda Gesell, Janice Halley, Linda Spivey, Robert Clayton, Linda Helms, Marsheila Ward, Carol Pillow, Theresa Walters, Valsa Reghunathan, Sheila Oakley, and Linda Belinski.

CORE Oklahoma

During FY 04, the ITS Team supported the *CORE Oklahoma* project by providing information about existing systems and creating extracts of the data they contain. ITS Team members Marsheila Ward, Linda Belinski, Theresa Walters, Sheila Oakley, and Lalitha Sundra-Rajan were assigned to work on the Project.



During FY 04, ITS Team member Bernie Buchenau served as chair of OPM's Employee Recognition Committee.

Employees Benefits System

Since 1993, the ITS Team has been supporting the Employees Benefits Council (EBC) by maintaining the Employees Benefits Council System. Although EBC converted to the new Benefits Administration System (BAS) in October 2002, the ITS Team continued to maintain the old system throughout FY 04 in order to preserve its employee history.

HRMS

The Human Resource Management System (HRMS) provides automated management of information related to the employment of over 40,000 state employees and the agencies where they work. The ITS Team has been maintaining the existing system

and at the same time providing information to the *CORE Oklahoma* project.

HRDS Training System

This system allows the Human Resource Development Services Department to schedule courses and provides an on-line capability for agencies to enroll their employees in these courses.

Information Systems Services Support

The Information Systems Services Support Team handles all activities involved with the coordination of requests for services between users and operating and/or applications system



During FY 04, ITS Team member Robert Clayton (l) served as a member of OPM's Charitable Contribution Campaign. Also pictured is Frank Friel, Financial Management Services, who won the "Guess How Many M & M's Are in the Jar" contest.

staff. This Team is also responsible for providing system training, user support, preliminary user acceptance testing, and the coordination and submission of all computerized processes.

OK-CAREERS System

The Oklahoma Computerized Applicant Recruitment, Examination, and Employee Reporting System (OK-CAREERS) supports OPM's effort to provide each Oklahoman with a fair and equal opportunity for state employment by enabling OPM to provide lists of qualified individuals to agencies seeking to hire classified employees. It also enables OPM to track the progress of individuals through various stages of application, testing, registration, certification, and appointment.

During FY 04, the ITS Team implemented the Certificate Address Download System (CADS), which enables OPM customer agencies to easily obtain name and address information from OK-CAREERS for their own clerical use.

During FY 04, the ITS Team extended the functionality of the Integrated Computerized Examination (ICE) on-line testing software, purchased in 2003, while continuing to maintain the interface between OK-CAREERS and ICE.

OPM Website

The ITS team provides technical support for the maintenance and development of the OPM Website. The OPM Website provides state employees, agency human resources personnel, and the general public with information about the services provided by OPM. During FY 04, the ITS Team continued to maintain OPM's Website.

Payroll System

The Payroll System provides automated and standard payroll processes for customer agencies in all of Oklahoma's 77 counties. It is designed to satisfy the current operating requirements of many related entities, including the seven retirement systems, the Employees Benefits Council, insurance vendors, financial institutions, and state employees.

During FY 04, the ITS Team provided a great deal of information to the *CORE Oklahoma* project to establish the new payroll system, while simultaneously maintaining the existing system. The ITS Team also made various changes to the system required by state and federal law. During FY 04, the Payroll Support/Direct Deposit Unit of the Management Services Department was temporarily assigned to ITS to perform the duties normally assigned to ITS Team member Linda Belinski who was appointed Security Lead for the *CORE Oklahoma* project.

ITS Team members Bunny Illeperuma, Bernie Buchenau, and Randy Peter were members of the ICE implementation team, which won a *Governor's Commendation* during 2004 *Quality Oklahoma* Team Day. Also pictured is Natasha Riley, Personnel Assessment Division.



Management Services

Members of the Management Services Team are responsible for functions related to the classification, compensation, workforce planning, transactions, and records of Merit System employees.

The primary responsibility of the Classification Division of the Management Services Department is to maintain an employee classification system for all classified state employees and to properly allocate the positions within that system. The Agency Services Unit is part of the



James Perez, Marianne Sanchez, David Hays, Dolly Tennery, Faith Frazier, Karen Luman, Debbie Davis, John Bonny, Sharon Dossey, Diane Haser-Bennett, Michele Morris, Tom Patt, Ron Thatcher, Leann Morrow, Austin Gilley, and Greg Thomas.

Classification Division and is assigned responsibility for providing assistance to 45 smaller Merit System and non-Merit System agencies with their HR management needs based on the administrative capacity and resources of those agencies.

The Compensation and Workforce Planning Division of the Management Services Department administers a variety of compensation policies and programs for state government and assists state agencies in developing workforce planning strategies to systematically address the state's future workforce needs.

During FY 04, Management Team members continued to support the *CORE Oklahoma* project as the final stages of development were completed and the project moved into the implementation phase. Primary emphasis during the year shifted to reviewing and testing the programs and processes adopted during the development phase to ensure that they were compatible with existing and projected business needs.



In December 2003, OPM said goodbye to longtime Classification Team member Connie Hollins. Also pictured are OPM Administrator and Cabinet Secretary Oscar Jackson and fellow Management Services Team members Diane Haser-Bennett and Greg Thomas.

During FY 04, the Management Services Team included John Bonny, Debra Davis, Christa Dorsey, Sharon Dossey, Faith Frazier, Austin Gilley, Diane Haser-Bennett, David Hays, Connie Hollins, Amber Hubbart, Karen Luman, Debra Martin-Barber, Michele Morris, Leann Morrow, Tim Morrow, Tom Patt, James Perez, Delphine Pilate, Marianne Sanchez, Everett Slavik, Dolly Tennery, Ron Thatcher, Greg Thomas, Carolyn Williams, and Kim Wojcak. Diane Haser-Bennett serves as OPM's Assistant Administrator for Management Services.

In May 2004, the Management Services Team and other OPM Team members were

deeply saddened by the death of Carolyn Williams who had been part of the Department since February 1988.

Classification Division

A primary responsibility assigned to Classification Team members to meet statutory requirements involves the classification of positions and employees. This includes the classification of positions in the classified service through the job audit and position allocation process and monitoring the allocation of unclassified positions to insure consistency with various authorizations to establish positions in the unclassified service. It also includes ensuring the proper classification of employees consistent with position allocations through reviewing and processing various personnel transactions regarding appointments, promotions, transfers, and other actions.



On April 30, 2004, OPM conducted an Open Meeting to adopt revisions to the Historical Programs Administrator Job Family Descriptor (JFD) for the Oklahoma Historical Society (OHS) and revisions to the Liquefied Petroleum Gas Inspector JFD for the Liquefied Petroleum Gas Administration (LPGA). Attending the meeting were (l to r) Bill Glass, LPGA Director, and Gladys Bennett, OHS HR Director. They are pictured with David Hays (r), Director of OPM's Classification Division.

Related to this is the responsibility for maintaining a job code system for jobs in both the classified and unclassified service of the state, which is used by all agencies, including those in the executive branch, legislative branch, and judicial branch. Team members provide consultative services to agencies as needed to assist agency staff in processing the numerous personnel transactions allowed under the Merit Rules. David Hays is Director of Classification.

Activities completed by the Classification Team during FY 04 included:

- Completed 689 position audits;
- Reviewed 9,208 personnel transactions;
- Posted 857 unclassified position allocations;
- Responded to 3,744 telephone contacts from agencies and employees; and
- Issued 387 unclassified job codes.



During FY 04, ASU, Transactions, and Employee File Room Team members included (l to r) Karen Luman, Faith Frazier, Amber Hubbard, Dolly Tennery, and Debbie Davis.

Agency Services Unit

The Agency Services Unit (ASU) was created by the Legislature in 1994 and became fully operational in December 1995. Its purpose is to assist agencies with their human resources management needs based upon the administrative capacity and resources of the various agencies. ASU Team members act as liaisons to 18 Merit System agencies and 27 non-Merit System agencies. Other responsibilities include processing and posting or approving agency personnel transactions, providing payroll services for approximately 45 small agen-



On September 5, 2003, OPM Management Services Team member Greg Thomas attended the dedication ceremony for the Oklahoma Department of Veterans Affairs Lawton-Fort Sill Veterans Center. Also pictured are ODVA HR staff members Janine Scifries and Susan McClure.

the transfer of Debbie Davis from Employee Files to the ASU Payroll Team. Sharon Dossey continued her temporary assignment to the CORE Oklahoma project assisting in implementation activities related to payroll.

During FY 04, ASU Team members Karen Luman and Leann Morrow, and Management Services Assistant Administrator Diane Haser-Bennett taught both the one-day and the two-day *Personnel Policies and Practices* HRDS courses.

Injury Review Board

The purpose of the statutory Injury Review Board is to review requests submitted by members of the Law Enforcement Retirement System for leave as a result of an injury sustained during the performance of assigned law enforcement duties. The Board is made up of three members—one member appointed by the law enforcement officer's employer, one member appointed by the OPM Administrator, and one member appointed by the Governor. The OPM Administrator's appointment serves as chair of the Board. Classification Team member Greg Thomas serves as the current chair of this board.

During FY 04, the Board considered 20 requests for injury leave and approved 10 of them.

Compensation Division

The Compensation and Workforce Planning Team is responsible for the administration and oversight of the compensation program for the state's classified workforce, which consists of approximately 26,000 employees, and to a lesser extent the unclassified workforce, consisting of approximately 10,200 employees. Tom Patt is Direc-

cies, maintaining the direct deposit system for all state agencies including higher education, and maintaining the employee file system consisting of records for all current Merit System employees and a large number of former employees. Karen Luman is the manager of the ASU.

During FY 04, ASU Transactions Team members processed 33,311 individual personnel transactions submitted by agencies, as well as an additional 7,965 actions related to longevity dates and job qualification reviews. Also, the responsibilities for payroll support to smaller agencies and all direct deposit activities, which had been temporarily assigned to the Information Technology Services Department (ITS) during FY 03, were returned to the Agency Services Unit Team in April 2004 with



Members of the OPM Compensation and Workforce Planning Team (l to r) James Perez, Tom Patt, Everett Slavik, and Austin Gilley, on their way to the State Capitol in early December 2003, to distribute copies of the FY 04 OPM Annual Compensation Report to the Governor and legislative leadership and staff.



In August 2003, OPM Team members said goodbye to Compensation Team member Debra Martin-Barber (second from l) who left OPM to accept a position with the Oklahoma Health Care Authority. Pictured with Ms. Martin-Barber are (l to r) Janet Anderson, Laraine German, Brenda Thornton, and Cynthia Williamson.

tor of Compensation and Workforce Planning.

During FY 04, Compensation and Workforce Planning Team members provided advice and assistance to agency HR staff in the appropriate use of pay movement mechanisms (PMMs) and the development of salary administration plans. According to OPM's 2003 *Pay Movement Mechanism Report*, which was released in February 2004, the number of PMMs decreased slightly, while the cost increased slightly from CY 02 to CY 03. Transactions decreased from 3,774 in 2002 to 3,472 in 2003, while total costs increased from \$3,799,330.53 to \$4,013,416.54. The Report projected that the cost for PMM usage for FY 04 would be \$4,023,552.88.

A major responsibility of the Compensation and Workforce Planning Team is administration of the Job Content Review (JCR) process. In this process, teams of trained employees evaluate jobs using the Hay Guide Chart Profile factoring system. Evaluations are based on the degree to which jobs reflect know-how, problem solving, accountability, and other relevant factors. Based on the results of this evaluation, jobs are assigned to the appropriate pay band in the classified salary structure. During FY 04, five JCR Committees were convened to review a total of 14 classified job family levels. State agency JCR participants include Ron Wilson, Oklahoma Health Care Authority; Gary Sloup, Department of Transportation; Susan McClure, Department of Veterans Affairs; and David Peugh, Department of Human Services. OPM Classification Team member Greg Thomas also is a regular participant.

Each year in its *Annual Compensation Report*, the Compensation and Workforce Planning Team compares the state's average pay rates for selected benchmark jobs in the classified service with market survey rates. The goal of this "market pricing" is to determine the competitiveness of the state's pay practices for classified employees with those prevalent in the external market.

The *FY 04 Annual Compensation Report*, submitted December 1, 2003, by OPM to the Governor and legislative leadership, indicated that, on average, classified employee pay was 11.3 percent below the competitive labor market—the same percentage deficit as the previous year.

Also, the Report compared the costs of the state's fringe benefits package (paid leave, insurance, employer retirement contributions, and legally-required benefits such as Social Security, Medicare, unemployment insurance, workers' compensation, and tem-



Tom Patt and Diane Haser-Bennett attended the Joint Pay Conference in New Orleans September 29 - October 1, 2003. Also pictured is Ken Otte, Compensation Manager for the State of Kansas (c).

porary disability insurance) with those provided by employers in the market. Overall, the state's benefit costs as a percent of pay were lower than those in the market in the areas of health care, defined benefit plans, and defined contribution plans. Benefit levels in leave and holiday were slightly greater in the state package than in the market. In the future, consistent with the availability of funds, OPM plans to pursue a benefit value study to provide a more appropriate comparison of the state's benefit package with the market.

In addition, the Report indicated that in FY 03 the overall turnover rate for the classified workforce as a whole was 11.2 percent and the voluntary turnover rate was 9.6 percent. The overall turnover rate reflects resignations, retirements, and discharges that occurred during FY 03, while the voluntary rate is based on resignations and retirements only. The FY 03 figures were slightly lower than the previous year's rates of 11.8 percent and 10.3 percent respectively. The Compensation Team plans to continue to trend state employee turnover data from year to year, and will use this data, as well as other available retention data, to assist agencies in developing strategies for addressing retention problems. The Compensation Team also encourages state agencies to conduct their own analyses of turnover based on their own data and experience.

Survey sources used for the FY 04 salary benefit analysis include the OPM State of Oklahoma Compensation Survey; the Central States Salary Survey and the Southeastern States Salary Survey, both of which consist of data from states contiguous to Oklahoma; the Oklahoma State Chamber of Commerce Survey; the Oklahoma Hospital Association Survey; and Compensation Data, a salary benefits survey conducted by CompData Surveys.



The Biennial Compensation Review Board met on October 23, 2003, and December 15, 2003. Pictured (l to r) are Ron Wilson, HR Director for the Oklahoma Health Care Authority and Governor's appointee to the Board; Diane Haser-Bennett, OPM Assistant Administrator for Management Services; Tom Patt, OPM Director of Compensation and Workforce Planning; and Al Smith, HR Director for the Department of Human Services and Governor's appointee to the Board.

Following the issuance of the Annual Compensation Report, the newly created Biennial Compensation Review Board convened to review the Report and consider its findings. Created during the 2003 legislative session by Senate Bill 194, the Board consists of members appointed by the Governor, the Legislature and the Oklahoma Public Employees Association. After reviewing the Report and receiving a briefing by Tom Patt, OPM Director of Compensation and Workforce Planning, the Board issued its own recommendations, which included increasing the midpoints that were identified in the study for all job family descriptors (JFDs) to within 95 percent of the market, and providing for targeted salary increases for JFDs that were at least 15 percent below the market based

upon the study. The Board also recommended a tuition waiver for children of state employees at state colleges and universities, as well as the adoption of a formalized exit interview program to determine causes of state employee turnover.

In the area of workforce planning, a major accomplishment was the implementation of an online statewide exit interview survey. After having researched and evaluated a number of survey tools used currently by state agencies and other public sector entities outside Oklahoma, the online survey was selected as the most effective way to gather data related to causes of state employee turnover. This approach allows employees across the state to participate while ensur-

ing that their responses are kept confidential, which ensures a high response rate from separating employees and increases the validity of the exit data. Moreover, managers are able to access data regarding separations both within their agency and across state government.

State Employee Child Care Program

The Tulsa Child Development Center, which opened in August 1992, as a pilot on-site child care center for state employees, closed its doors on May 28, 2004.

In 1989, the Legislature authorized the OPM Administrator to implement a pilot program establishing day care centers for children of state employees, and to appoint an advisory committee to review the child care needs of state employees, recommend suitable sites for centers, and monitor and evaluate the operation of the centers. The Tulsa Center opened in the Kerr-Edmondson state office building in 1992, and in 1995, the Legislature permitted the development of additional centers. Since 2001, the Center has been open to children of state employees, as well as to children of non-state employees, with provisions to ensure that the child care needs of state employees are met first.

Since 2001, the Community Action Project (CAP) of Tulsa County has operated the Center under a competitively-bid contract with the state. When the contract was again up for bid in 2004, there were no bidders who met the minimum cost requirements for operation of the facility as established by the Department of Central Services. As a result, the state had no choice but to close the Center.

Since the inception of the Program, the State Employee Child Care Advisory Committee reported annually to the Governor, President Pro Tempore of the Senate, and Speaker of the House of Representatives regarding the progress of the State Employee Child Care Program. The Committee did not meet in FY 04.

State Agency Review Committee

In 1989, the Legislature created a single combined charitable solicitation entity that enables state employees to contribute to a variety of charitable organizations through payroll deduction. The Compensation Division is responsible for coordinating the activities of the State Agency Review Committee (SARC), which oversees the Oklahoma State Employee Charitable Contribution Campaign. During FY 04, SARC members included Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, *ex-officio*; Rhonda Burgess, Office of Juvenile Affairs, chair; Mike Wester, Department of Human Services, vice-chair; Diane Haser-Bennett, OPM; Michelle Kirby, Department of Veterans Affairs; Nancy Barrett, Oklahoma Department of Transportation; Norma Goff, Department of Human Services; and Brenda Sullivan, Oklahoma Tax Commission.

Contributions statewide in Oklahoma for FY 04 were approximately \$402,450.

SARC members include Mike Wester, Brenda Sullivan, Nancy Barrett, Rhonda Burgess, Michelle Kirby, OPM Team member Diane Haser-Bennett, and Norma Goff.



Executive Summary: FY 04

Communications Team

Legislation:

- Drafted OPM request bill and successfully guided it (and a trailer bill) through the legislative process.
- Reviewed 908 House Bills (plus multiple versions of various bills), 38 House Joint Resolutions, 51 House Concurrent Resolutions, and 28 House Resolutions; and 788 Senate Bills (plus multiple versions of various bills), 27 Senate Joint Resolutions, 47 Senate Concurrent Resolutions, and 50 Senate Resolutions, to determine their impact on the state government personnel system.
- Tracked approximately 46 pieces of legislation having a direct impact on the state personnel system, completed written analyses on all 46 of these bills for Governor Henry and his staff, and prepared 25 pieces of correspondence to members of the Legislature regarding the provisions of these measures.
- Monitored approximately 308 House and Senate bills on such topics as benefits, other state agencies, appropriations, retirement, technology, purchasing, sunset, and workers' compensation.

Carl Albert Public Internship Program:

- Out of 85 applicants (59 graduate and 26 undergraduate), 29 were hired as CAPIP participants (23 Executive Fellows and six Undergraduate Interns).
- Total of 67 working participants (54 Executive Fellows and 13 Undergraduates) in seven different state agencies.
- Fifteen Executive Fellows were converted to regular state employment following two-year internship.
- One Undergraduate Intern was hired from the register as a classified employee.

Publications:

- Edited and produced one *Annual Report*, four *HR Exchange* newsletters, four *CAPIP News* newsletters, 12 *General Counsel Legal Briefs* newsletters, and three *IPMA-HR Southern Region Southern Region News* newsletters.

Training:

- Provided training in *Legislative Process* and *Administrative Law* for 275 state employees through agency-sponsored training conferences and HRDS classes.

Dayna Petete, Assistant Administrator for Communications and Legislative Liaison, received an Administrator's Commendation in December 2003, and was elected 2004 - 2005 President-Elect of the Southern Region of the International Public Management Association for Human Resources in April 2004.

During FY 04, the Communications Team included Dayna Petete, Ann Craven (7/03 - 12/03), and Janis Craig (5/04 - present).

OPM State Employee Assistance Program Team

Assistance to State Employees:

- Provided 5,312 actual clock hours of direct services—74 percent were for EAP counseling.
- Assisted 218 state employees and their family members—
 - 12.5 percent were supervisors,
 - 87.5 percent were non-supervisors,
 - 72 percent were from the Oklahoma City area,
 - 12 percent were from Tulsa,
 - 3 percent were from Lawton,
 - 3 percent were from Enid,
 - 10 percent were from other areas of the state.
- Out of these 218 referrals—
 - 64 were for work-related problems,
 - 198 were related to family conflict or parent/child problems,
 - 91 were for marital problems,
 - 87 were for mental health or alcohol/drug problems,
 - 84 were self-referred, and
 - 36 were referred by a supervisor.
- Received responses from 41 individuals who participated in a client survey designed to assist EAP with quality control. Of those responding, 34 percent were between the ages of 40 and 49, 62 percent were female, and 80 percent were white. Of the state employees responding, 30 percent had worked for the state from two to five years, 28 percent from six to ten years, and 87 percent were non-supervisors.
- Provided training for 750 state employees on *Effective Stress Management, How to Handle the Troubled Employee, Drug-Free Workplace, Violence in the Workplace, and Crisis Incident Training*.
- Sent or delivered 2,255 EAP pamphlets, 645 stress balls, 555 stress indicator cards, and nine *It Works!* videotapes to various state agencies.
- Provided assistance to Oklahoma City Housing Authority Employees pursuant to a contract with the Authority: Received 60 telephone calls for information about EAP from Authority employees and their family members, and provided assessment, referral, consultation, and problem-resolution assistance to 31 Authority employees.

OPM State EAP Team was named *OPM Team of the Year* in May 2004.

During FY 04, the OPM State EAP Team consisted of Robert Stevens, Warren Thompson, Deanna Miller, and Blanche Longoria.

Employee Selection Services Team

Applicant Services:

- Processed 69,957 state employment applications.
- Conducted 7,257 ratings of training and experience.

- State agencies hired 2,510 applicants from certificates, 29 applicants through the *Persons With Severe Disabilities Employment Program*, three applicants through the *Special Disabled Veterans Program*, 47 applicants from 840 *Fair Employment Practices Act (FEPA)* certificates, and six appointments through the State Work Incentive Program.
- Participated in the delegation of authority to the Oklahoma State Department of Health (OSDH) to review the minimum qualifications of internal candidates for promotion, demotion, transfer and reinstatement, joining the Oklahoma Department of Human Services and the Oklahoma Department of Transportation in having this authority.
- Participated in the development of a brochure, published by the Department of Human Services, aimed at recruiting bilingual applicants to state employment.
- Participated in 25 job/career fairs.

The ICE Implementation Team (including Applicant Services Team members Tom Impson and Melissa Jolly) was chosen as an OPM *Team of the Year* in December 2003.

During FY 04, the Applicant Services Team included Tom Impson, Rebecca Coyote, Amanda Dean, Harry Gentry, Laraine German, Herman Johnson, Nikki Montgomery, Patty Nelson, and Cynthia Williamson.

Personnel Assessment:

- Developed or revised 14 written content-validated job knowledge tests.
- Developed or revised 16 ratings of training and experience; of these, one was a supplemental questionnaire.
- Developed three structured interviews.
- Conducted 35 meetings with agency employees to review new or existing selection devices.
- Replaced two Merit System tests that had been heavily used since they were created in 1981 and 1993—one was for Correctional Security Officer and the other was for nine different basic clerical registers ranging from Administrative Technician to Secretary. Both tests were replaced with two parallel test versions in order to reduce the overexposure that occurs when one test is taken by hundreds of applicants each year.
- Reviewed 339 requests for recruitment to ensure that an appropriate selection device was assigned to each register.
- Reviewed revisions to 18 Job Family Descriptors to ensure appropriate knowledge, skills, and abilities were incorporated.
- Developed a survey for OU Health Sciences Center on emergency preparedness.
- Began a job analysis of 11 job families for development of a new written test for 20 advanced clerical registers.
- Made presentations at agencies and in HRDS courses on the Performance Management Process (PMP) and structured interviewing.
- The computerized test development, administration, and scoring system for Merit System testing for state jobs, known as "ICE" (Integrated Computerized Examination) completed its first year of implementation—
 - 97 of 130 Merit System tests were made available to applicants in the computer-administered form, and approximately 80 percent of all test administrations at OPM were being given in ICE.

- ICE became available to remote testing sites partnering with OPM to deliver Merit System testing around the state—Mid-America Technology Center in Wayne and the Pontotoc Technology Center in Ada.
- Conducted the second annual audit of state agencies for compliance with the state's performance management system—requested a random sample of PMPs from 16 Merit System and non-Merit System agencies; of those 16 agencies, 15 responded; completed 14 audits; sent individual audit reports to six agency Appointing Authorities.
- Developed a new form for Appointing Authorities to use in their required annual written reporting of the agency's compliance with the statute regarding employee performance evaluations.

ICE Implementation Team (including Personnel Assessment Team members Natasha Riley, Lance Cullen, Juan Benavidez, and Jamie Culp) was chosen as an OPM *Team of the Year* in December 2003.

Personnel Assessment Director Natasha Riley was chosen OPM *Manager of the Year* in May 2004.

Personnel Assessment Team member Juan Benavidez was named an OPM *Employee of the Year* in May 2004, and presented a paper at the American Psychological Society Conference in Chicago in June 2004.

During FY 04, the Personnel Assessment Team was made up of Juan Benavidez, Rebecca Coyote, Lance Cullen, Jamie Culp, Jennifer Jepson, and Natasha Riley.

Equal Opportunity and Workforce Diversity Team

Equal Opportunity/Affirmative Action:

- Published *Oklahoma State Government Equal Employment Opportunity/Affirmative Action Status Report*, which consists of the collated data from state agencies' Affirmative Action Plans for the reporting period beginning July 1, 2002, and ending June 30, 2003. Highlights from the report indicate:
 - The state of Oklahoma's workforce consisted of 33,436 employees in the 110 reporting agencies, boards and commissions—a decrease of 1,039 state employees (-3.014 percent) from the 34,475 reported as of June 30, 2002.
 - When comparing FY 03 to FY 02 percentages, minorities are represented at a higher percentage rate (19.9 percent v. 19.7 percent) even though the raw numbers indicate an overall decrease of 141 minority employees from 6,801 in FY 02 to 6,660 in FY 03.
 - The female representation remained at 55 percent of state government's total workforce even though raw numbers indicate a 2.99 percent decrease or 566 female employees from 18,949 in FY 02 to 18,383 in FY 03.
- Developed and delivered six training courses to state agency officials with responsibility for producing agency Affirmative Action Plans.
- Reviewed 110 Affirmative Action Plans, which were later submitted to the Affirmative Action Review Council and OPM Administrator Oscar Jackson.
- Created form that civil rights administrators, affirmative action officers, and discrimination complaints investigators may use to submit annual training requirements to OPM; posted on Website.

Staff Support to Councils and Commissions:

- Provided staff support to the Affirmative Action Review Council (met four times), Governor's Advisory Council on Asian-American Affairs (met four times), Governor's Advisory Council on Latin American and Hispanic Affairs (met five times), and the Oklahoma Commission on the Status of Women (met ten times).

EOWD Director Brenda Thornton received an *Administrator's Commendation* in May 2004.

During FY 04, the Equal Opportunity and Workforce Diversity Team included Brenda Thornton and Linda Williamson.

Financial Management Services Team

Accounting and Reporting:

- Processed 1,130 miscellaneous and travel claims.
- Processed 82 payroll claims.
- Implemented PeopleSoft Accounts Payable.

Network Management Services:

- Implemented network infrastructure changes to accommodate a migration to Microsoft Windows Active Directory.
- Tightened network security.
- Provided technical support in the implementation of electronic delivery of Merit System examinations at OPM and two Career Techs.

Purchasing and Support Services:

- Executed over 300 purchase orders and contracts.
- Implemented PeopleSoft Procurement.
- Administrative receptionist handled more than 24,000 telephone calls and faxes.
- Copy Shop Team produced approximately 1.2 million copies, with a large portion resulting in training manuals and materials used in Human Resource Development Services workshops.
- Mail Room Team mailed over 129,000 letters to applicants and other miscellaneous business correspondence.
- Graphic artist completed 289 projects for various agency departments.

Budget:

- Prepared OPM's Annual Budget.
- Implemented PeopleSoft General Ledger.

HR and Benefits:

- Prepared OPM's annual Affirmative Action Plan, which was presented to and approved by the Affirmative Action Review Council on December 17, 2003.
- Conducted annual benefit informational meetings for OPM employees, processed all employee benefits changes during the annual open enrollment period, and assisted employees with new enrollments and changes during the course of the year.

- Implemented PeopleSoft HRMS/Payroll System.

FMS Team member Marsha Reeder was chosen as an *OPM Employee of the Year* in December 2003.

The ICE Implementation Team (including FMS members Frank Friel and John Schlichting) was chosen an *OPM Team of the Year* in December 2003.

FMS Team members John Schlichting and Jose Posa were chosen *OPM Employees of the Year* in May 2004.

During FY 04, the FMS Team was made up of Marilyn Capps, Patti Ormerod, Linda Roe, LaTisha Edwards, Marsha Reeder, Pearl Barnes, Marcia Alexander, T.V. Muralidharan, Debbie Tingler, Jose Posa, Steven Snyder, John Schlichting, Frank Friel, and Mark Winn.

Human Resource Development Services Team

Training:

- Hosted 361 total training days, with an average of three classes per day.
- Conducted or supported 600 training programs for 10,400 state employees.
- Coordinated 276 sessions of 13 different *CORE Oklahoma/PeopleSoft* courses that were conducted statewide for 3,386 state agency participants.
- Reported that over 85 percent of state agency managers and supervisors fully met the mandatory supervisory training requirement for calendar year 2003, and another nine percent partially met the requirement.
- Successfully recruited experts from OPM and other state agencies to teach HRDS workshops—16 of the 27 HRDS instructors were state employees.

Certified Public Manager Program:

- Conducted 186 sessions of CPM required courses, administered 125 tests, and approved 132 projects.
- Hosted annual ceremony during which 26 candidates representing 11 state agencies graduated.
- Reported that CPM participants included 270 employees from 48 state agencies, boards, and commissions, as well as the city of Oklahoma City and Tulsa County were enrolled.

Quality Oklahoma:

- Hosted Team Day 2004 which featured 34 exhibitors from 15 state agencies representing more than \$25 million in cost savings; presented 17 *Governor's Commendation Awards* and six specialty awards for projects selected as best practices.
- Conducted 16 sessions of *Quality Oklahoma* courses (22 days of training).

Productivity Enhancement Program:

- Assumed responsibility for administering PEP.

The HRDS Team was chosen an *OPM Team of the Year* in December 2003.

HRDS Team hosted National Association for Government Training and Development (NAGTAD) conference.

Carrie Rohr served as Board Member-at-Large for the National Certified Public Manager Consortium.

Joyce Smith was elected to a second term as chair of the Federal Executive Board (FEB) Inter-agency Training Council (ITC).

During FY 04, the HRDS Team included Carrie Rohr, Joyce Smith, Grayson Bedwell, Lee Hayden, Shelley Wise, Michelle Boren, Marsha Anderson, and Tauheedah Raheem.

Information Technology Services Team

CORE Oklahoma:

- Supported *CORE Oklahoma/PeopleSoft* HRMS implementation by providing information about existing systems and creating extracts of the data they contain.
- ITS Team members Marsheila Ward, Linda Belinski, Teresa Walters, Sheila Oakley, and Lalitha Sundra-Rajan were assigned to work full-time on the Project.

OK-CAREERS:

- Implemented the Certificate Address Download System (CADS), which enables OPM customer agencies to easily obtain name and address information from OK-CAREERS for their own clerical use.
- Extended the functionality of the computerized test development, administration, and scoring system for Merit System testing for state jobs, known as "ICE" (Integrated Computerized Examination), while continuing to maintain the interface between OK-CAREERS and ICE.

The ICE Implementation Team (including ITS Team members Randy Peter and Bernie Buchenau) was chosen an OPM *Team of the Year* in December 2003.

Management Services Team

Classification:

- Completed 689 position audits.
- Reviewed 9,208 personnel transactions.
- Posted 857 unclassified position allocations.
- Responded to 3,744 telephone contacts from agencies and employees.
- Issued 387 unclassified job codes.

Agency Services Unit:

- Processed 33,311 individual personnel transactions submitted by agencies, as well as an additional 7,965 actions related to longevity dates and job qualification reviews.

Compensation and Workforce Planning:

- Reported in 2003 *Pay Movement Mechanism Report*, which was released in February 2004, that the number of PMMs decreased slightly, while the cost increased slightly from CY 02 to CY 03; transactions decreased from 3,774 in 2002 to 3,472 in 2003, while total costs increased from \$3,799,330.53 to \$4,013,416.54; cost for PMM usage for FY 04 would be \$4,023,552.88.
- Convened five JCR Committees to review a total of 14 classified job family levels.

- Reported in the *FY 04 Annual Compensation Report*, submitted December 1, 2003, that, on average, classified employee pay was 11.3 percent below the competitive labor market—the same percentage deficit as the previous year; overall, the state's benefit costs as a percent of pay were lower than those in the market in the areas of health care, defined benefit plans, and defined contribution plans; benefit levels in leave and holiday were slightly greater in the state package than in the market; overall turnover rate for the classified workforce as a whole was 11.2 percent and the voluntary turnover rate was 9.6 percent, which were slightly lower than the previous year's rates of 11.8 percent and 10.3 percent respectively.
- Developed an on-line exit interview for use by all of state government.

Management Services Team member Tom Patt was chosen as *OPM Manager of the Year* in December 2003.

Management Services Team member Everett Slavik was chosen as an *OPM Employee of the Year* in December 2003.

FY 04 Expenditures

FY 04 Budget Activity	Total Expenditures	Total FTE
Administration	\$1,361,189	18.8
Employee Selection Services	\$779,395	17.9
Human Resource Development Services	\$306,295	4.7
Management Services	\$868,782	17.4
Information Technology Services	\$1,456,719	22.4
Totals	\$4,772,381	81.2

FY 04 Expenditure Categories

Salaries/Benefits	\$4,241,322
Professional Services	\$139,171
Equipment	\$32,497
Other Operating Expenses	\$359,391
Total Expenditures	\$4,772,381

FY 04 Funding Sources

General Revenue Fund	\$4,699,506
Benefits Council Reimbursement Fund	\$14,307
OPM Revolving Fund	\$58,568
Total Funding	\$4,772,381

Note: In FY 04, \$4,673,136 was billed to Merit System agencies and deposited to the General Revenue Fund upon receipt of payment. The average state agency cost per classified FTE was \$176.79.

FY 04 Legislation

During the 2004 session, the Oklahoma Legislature passed a number of human resources-related bills that affect state agencies and employees.

Compensation

House Bill 2005 (Mitchell, et al./Morgan & Robinson) provides an annualized salary increase of \$1,400.00 on January 1, 2005, to all full-time and part-time officers and employees (with certain exceptions), including temporary and other limited-term employees, who are employed by the state on the last working day of December 2004, and an annualized salary increase of \$700.00 on July 1, 2005, to all full-time and part-time state officers and employees (with certain exceptions), including temporary and other limited-term employees, who are employed by the state on the last working day of June 2005. *Noncodified; effective July 1, 2004.*

House Bill 2006 (Mitchell & Bonny/Morgan & Robinson) establishes salary ranges for the directors of nonappropriated agencies and increases the salary caps for the directors of appropriated agencies by \$1,400. *Section 2 creates 74:3601.2; effective January 1, 2005. Section 3 is noncodified; effective July 1, 2004.*

Direct Deposit

Senate Bill 1580 (Fisher/Askins) requires all state employees to participate in the direct deposit payroll system. Employees hired after December 31, 2004, must identify a financial institution that will serve as a personal depository agent for the employee at the time he or she enters on duty with the state. Those hired before December 31, 2004, who are not currently participating in the system, have until June 30, 2007, to identify such a financial institution. Also requires the OPM Administrator to adopt direct deposit rules that include limited exceptions to the required participation of state employees. *Amends 74:292.12; effective August 27, 2004.*

Leave

Senate Bill 1385 (Capps/Braddock) provides that leave earned during a month is not available for use until the beginning of the following month. *Amends 74:840-2.20; effective July 1, 2004.*

Senate Bill 1385 (Capps/Braddock) adds compensatory time to the list of options employees have to account for absences under the Family and Medical Leave Act (FMLA). *Amends 74:840-2.22; effective July 1, 2004.*

Senate Bill 965 (Morgan & Robinson/Mitchell & Bonny) makes 74:840-2.20 consistent with OAC 530:10-15-11, which prohibits the accumulation of annual leave in excess of the limits in 74:840-2.20, but which permits employees to accumulate annual leave in excess of the maximum—so long as the excess is used during the same year (calendar or "rolling") in which it accrues. *Amends 74:840-2.20; effective July 1, 2004.*

Longevity

Senate Bill 1385 (Capps/Braddock) provides that upon implementation of the CORE Oklahoma/PeopleSoft Human Resource Management System (HRMS) system, employees will receive their longevity checks during their anniversary month, rather than the month following their anniversary month. Implementation of this provision will occur pursuant to the CORE/PeopleSoft HRMS phased deployment schedule established by the Office of State Finance. *Amends 74:840-2.18; effective July 1, 2004.*

Miscellaneous

Senate Bill 601 (Smith/Peters) makes it a misdemeanor, punishable by a fine of not more than \$1,000, or imprisonment for no more than one year, to knowingly make a materially false, fictitious or fraudulent statement or representation on an application for state employment. *Amends 21:358 & 359; effective November 1, 2004.*

Senate Bill 1105 (Gumm/Carey & Adkins) requires state agencies to allow employee organizations with payroll deduction privileges pursuant to 62:7.10 to hold meetings on state property during non-working hours and provide information to state agencies to be included in new employee packets. Also requires the OPM Administrator to promulgate rules governing the annual distribution of employee organization materials by state agencies. *Creates 74:843, et seq.; effective November 1, 2004.*

Performance Management Process

Senate Bill 1385 (Capps/Braddock) clarifies that the Performance Management Process (PMP) is the only performance appraisal system that may be used by state agencies; provides flexibility to agencies to rate a probationary employee at least 30 days before the end of the probationary period rather than exactly 30 days before the end of the period; and clarifies that agencies are to report (rather than confirm) their compliance with the PMP provisions of the Oklahoma Personnel Act and Merit Rules. *Amends 74:840-4.17; effective July 1, 2004.*

Quality Management

Senate Bill 1385 (Capps/Braddock) establishes a quality management function within OPM to assist state agencies in fully integrating quality management concepts and models into their business practices for the purpose of improving the overall efficiency and effectiveness of state government. *Amends 74:840-1.6A; effective July 1, 2004.*

Veterans Preference

Senate Bill 1136 (Corn/Smithson, et al.) requires an agency conducting a reduction-in-force to give preference to veteran affected employees over non-veteran affected employees who have equal retention points. *Amends 74:840-2.27C; effective November 1, 2004.*

Senate Bill 1227 (Milacek/Roggow & Covey) requires that ten points be added to the final grade of any veteran who has passed an exam and submitted proof of having a service-connected disability. *Amends 74:840-4.14; effective November 1, 2004.*

Oklahoma's Workforce

The table below reflects the number of classified and unclassified state employees (versus full-time-equivalent or FTE employees) employed by both Merit System and non-Merit System agencies on June 30, 2004, as reported through state payroll records.

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
Merit System				
ABLE Commission	030	41	5	46
Agriculture, Food, & Forestry	040	377	88	465
Central Services	580	157	43	200
Children & Youth Commission	127	14	9	23
Commerce	160	7	112	119
CompSource Oklahoma	390	226	188	414
Conservation Commission	645	6	71	77
Consumer Credit	635	8	9	17
Corporation Commission	185	273	97	370
Corrections	131	4,297	393	4,690
Cosmetology Board	190	11	3	14
Dentistry Board	215	1	4	5
Education	265	14	336	350
Election Board	270	21	14	35
Emergency Management	309	23	5	28
Employees Benefits Council	815	28	4	32
Employees Group Insurance	516	150	39	189
Employment Security Commission	290	642	117	759
Engineers & Land Surveyors	570	3	4	7
Environmental Quality	292	499	79	578
Ethics Commission	296	3	4	7
Fire Marshal	310	26	3	29
Funeral Board	285	0	4	4
Grand River Dam Authority	980	394	102	496
Handicapped Concerns	326	6	2	8
Health Care Authority	807	0	352	352
Health Department	340	1,655	610	2,265
Historical Society	350	112	39	151
Human Rights Commission	355	12	3	15
Human Services	830	6,799	1,027	7,826
J. D. McCarty Center	670	121	38	159
Office of Juvenile Affairs	400	909	85	994
L. P. Gas Administration	445	6	6	12

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
Merit System, continued				
Department of Labor	405	88	24	112
Commissioners of the Land Office	410	43	12	55
Department of Libraries	430	62	4	66
Medical Licensure Board	450	17	7	24
Mental Health & Substance Abuse	452	1,151	779	1,930
Merit Protection Commission	298	5	1	6
Military Department	025	181	195	376
Narcotics & Dangerous Drugs Control	477	78	18	96
Office of Personnel Management	548	68	23	91
State Bureau of Investigation	308	267	39	306
Osteopathy Board	525	1	4	5
Pardon & Parole Board	306	32	10	42
Peanut Commission	535	0	1	1
Pharmacy Board	560	2	7	9
Physician Manpower Training	619	3	3	6
Public Employees Retirement System	515	34	14	48
Department of Public Safety	585	1,397	64	1,461
Real Estate Commission	588	15	4	19
Department of Rehabilitation Services	805	*725	**148	873
School of Science & Math	629	6	64	70
Science & Technology Center	628	0	18	18
Secretary of State	625	29	6	35
Securities Commission	630	2	26	28
Office of State Finance	090	70	56	126
Oklahoma Tax Commission	695	709	210	919
Teachers Retirement System	715	24	23	47
Tourism & Recreation Department	566	315	853	1,168
Department of Transportation	345	2,371	83	2,454
Oklahoma Transportation Authority	978	510	25	535
Department of Veterans Affairs	650	1,585	172	1,757

*Department of Rehabilitation Services—Number of classified employees includes 176 employees of the Disability Determination Division whose salaries are funded in whole by federal funds and who are exempted from the agency's FTE limit. [Source: Department of Rehabilitation Services.]

**Department of Rehabilitation Services—Number of unclassified employees includes 77 contract instructional personnel at the Oklahoma School for the Blind and Oklahoma School for the Deaf, and eight employees of the Disability Determination Division whose salaries are funded in whole by federal funds and who are exempted from the agency's FTE limit. [Source: Department of Rehabilitation Services.]

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
Merit System, continued				
Water Resources Board	835	76	32	108
Will Rogers Memorial Commission	880	4	14	18
65 Merit System Agencies		26,711	6,834	33,545
		81%	19%	100%
<hr/>				
Non-Merit System				
Accountancy Board	020	0	8	8
Aeronautics Commission	060	0	10	10
Alcohol & Drug Tests Board	772	0	5	5
Architects Board	045	0	4	4
Arts Council	055	0	16	16
Attorney General	049	0	172	172
Auditor & Inspector	300	0	157	157
Banking Department	065	0	40	40
Boll Weevil Eradication Organization	039	0	77	77
Bond Advisor	582	0	3	3
Career & Technology Education	800	0	383	383
Centennial Commission	007	0	8	8
Chiropractic Examiners Board	145	0	2	2
District Attorneys Council	220	0	37	37
Firefighters Retirement Board	315	0	12	12
Office of the Governor	305	0	36	36
Horse Racing Commission	353	0	76	76
House of Representatives (includes 101 Representatives)	422	0	344	344
Indian Affairs Commission	360	0	4	4
Indigent Defense System	047	0	125	125
Industrial Finance Authority	370	0	11	11
Insurance Department	385	0	123	123
J. M. Davis Memorial Commission	204	0	10	10
Law Enforcement Education & Trg	415	0	36	36
Law Enforcement Retirement System	416	0	4	4
Legislative Fiscal Office	423	0	39	39
Office of the Lieutenant Governor	440	0	7	7
Marginal Wells Commission	446	0	4	4
Board of Medicolegal Investigations	342	0	71	71
Department of Mines	125	0	36	36
Motor Vehicle Commission	475	0	4	4
Nursing Board	510	0	32	32

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
Non-Merit System				
Nursing Home Administrators Board	509	0	3	3
OK Educational Television Authority	266	0	68	68
Optometry Board	520	0	7	7
Police Pension & Retirement Board	557	0	10	10
Private Schools Board	563	0	4	4
Psychologists Examiners Board	575	0	3	3
Scenic Rivers Commission	568	2	20	22
Senate (includes 48 Senators)	421	0	220	220
Space Industry Development Authority	346	0	2	2
Speech Pathology & Audiology Board	632	0	2	2
Supreme Court	677	0	153	153
Teacher Preparation Commission	269	0	13	13
Tobacco Board	092	0	2	2
Treasurer	740	0	73	73
University Hospitals	825	0	4	4
Used Motor Vehicle Commission	755	0	21	21
Veterinary Medical Examiners Board	790	0	6	6
Wheat Commission	875	0	5	5
Wildlife Commission	320	0	387	387
Workers Compensation Court	369	0	95	95
52 Non-Merit System		2	2,987	2,989
		1%	99%	100%

**Total State Government
(excluding Higher Education)**

117 State Agencies	26,713	9,821	36,534
	74%	26%	100%

State Workforce

The figures below, as reported in the *OPM Equal Employment Opportunity/Affirmative Action Status Report*, reflect state government employment, excluding Higher Education, as of June 30, 2004.

Category	Gender	White	Black	Hispanic
Officials/Administrators	Males	926 (50.0%)	51 (2.8%)	10 (0.5%)
	Females	697(37.7 %)	56 (3.0%)	6 (0.3%)
Professionals	Males	4,261 (30.5%)	367 (2.6%)	80 (0.6%)
	Females	7,049 (50.4%)	936 (6.7%)	139 (1.0%)
Technicians	Males	1,544 (53.4%)	79 (2.7%)	31 (1.1%)
	Females	858 (29.7%)	112 (3.9%)	17(0.6%)
Protective Services	Males	2,635 (68.5%)	183 (4.8%)	65 (1.7%)
	Females	448 (12.1%)	66 (1.9%)	14 (0.4%)
Para-professionals	Males	552 (17.7%)	163 (5.2%)	28 (0.9%)
	Females	1,640 (52.3%)	418 (13.4%)	91 (2.9%)
Administrative Support	Males	504 (10.7%)	58 (1.2%)	17 (0.3%)
	Female	3,179 (67.7%)	462 (9.7%)	114 (2.4%)
Skilled Craft	Males	717 (77.8%)	33 (4.1%)	7 (0.8%)
	Females	33 (3.9%)	7 (1.1%)	0 (0.0%)
Service Maintenance	Males	1,043 (51.7%)	131 (6.3%)	49 (2.4%)
	Females	513 (25.3%)	66 (3.1%)	24 (1.2%)
Totals	Males	12,182 (36.6%)	1,065 (3.2%)	287 (0.9%)
	Females	14,417 (43.3%)	2,123 (6.4%)	405 (1.2%)
Grand Total		26,599 (79.9%)	3,188 (9.6%)	692 (2.1%)

By Gender & Race/Ethnicity

The workforce information was compiled from data submitted by state agencies. The percentage shown is the percentage of the total state workforce for the particular category.

Category	Gender	American Indian	Asian/Pacific Islander	Total
Officials/Administrators	Males	52 (2.8%)	10 (0.5%)	1,049 (56.7%)
	Females	36 (2.0%)	6 (0.3%)	801 (43.3%)
Professionals	Males	280 (2.0%)	121 (0.9%)	5,109 (36.5%)
	Females	608 (4.3%)	140 (1.0%)	8,872 (63.5%)
Technicians	Males	114 (4.1%)	45 (1.5%)	1,813 (62.8%)
	Females	58 (2.0%)	31 (1.1%)	1,076 (37.2%)
Protective Services	Males	335 (8.7%)	15 (0.4%)	3,233 (84.6%)
	Females	58 (1.5%)	2 (0.1%)	588 (15.4%)
Para-professionals	Males	65 (2.1%)	11 (0.3%)	819 (26.2%)
	Female	114 (3.6%)	46 (1.5%)	2,309 (73.8%)
Administrative Support	Males	51 (1.1%)	7 (0.2%)	637 (13.5%)
	Females	276 (5.9%)	40 (0.8%)	4,071 (86.5%)
Skilled Craft	Males	110 (11.9%)	0 (0.0%)	867 (95.2%)
	Females	4 (0.5%)	0 (0.0%)	44 (4.8%)
Service Maintenance	Males	135 (6.7%)	11 (0.5%)	1,369 (67.5%)
	Females	43 (2.1%)	13 (0.6%)	659 (32.5%)
Totals	Males	1,142 (3.4%)	220 (0.7%)	14,896 (44.7%)
	Females	1,197 (3.6%)	278 (0.8%)	18,420 (55.3%)
Grand Total		2,339 (7.0%)	498 (1.5%)	33,316 (100%)

Classified Service Appointments By Job Family—FY 04

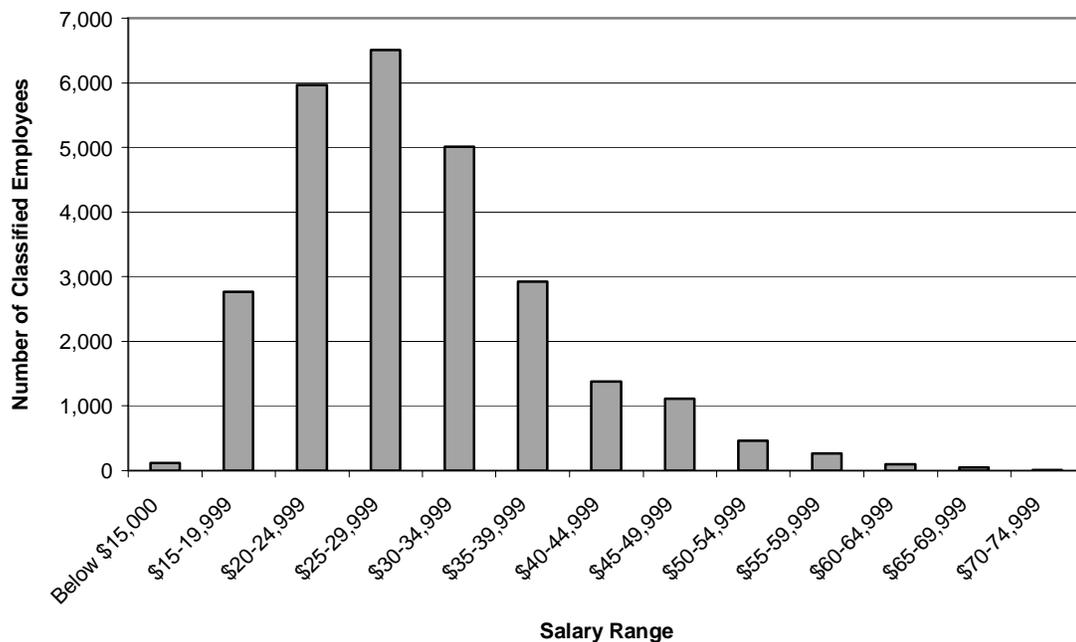
Classified Service Applications and Appointments By County—FY 04

County	Applications	Appointments	% Appointed FY 04	% Appointed FY 03	% Difference
Oklahoma	24,612	453	1.8	1.8	0.0
Cleveland	6,205	303	4.9	5.5	-0.6
Tulsa	4,738	175	3.7	3.1	0.6
Comanche	4,219	210	5.0	1.3	3.7
Canadian	2,156	37	1.7	1.6	0.1
Pottawatomie	1,561	74	4.7	5.7	-1.0
Pittsburg	1,416	71	5.0	4.6	0.4
Out-of-state	1,261	22	1.7	1.8	-0.1
Muskogee	1,248	39	3.1	5.0	-1.9
Garfield	775	77	9.9	11.3	-1.4
Mayes	768	54	7.0	4.7	2.3
Carter	768	45	5.9	4.5	1.4
Grady	748	23	3.1	2.7	0.4
Stephens	705	18	2.6	3.4	-0.8
Lincoln	687	25	3.6	3.2	0.4
Logan	668	9	1.3	2.4	-1.1
Others	15,437	923	6.0	6.0	0.0
Total	67,972	2,558	3.76%	3.6%	0.2%

Breakdown of Salary Ranges for Classified Employees—FY 04

Annual Salary Range	Number of Employees	Percent in Range
Below \$15,000	114	0.43
\$15 - 19,999	2,765	10.37
\$20 - 24,999	5,972	22.40
\$25 - 29,999	6,513	24.43
\$30 - 34,999	5,008	18.79
\$35 - 39,999	2,918	10.95
\$40 - 44,999	1,379	5.17
\$45 - 49,999	1,112	4.17
\$50 - 54,999	459	1.72
\$55 - 59,999	260	0.98
\$60 - 64,999	97	0.36
\$65 - 69,999	45	0.17
\$70 - 74,999	11	0.04
\$75 - 79,999	3	0.01
\$80 - 84,999	2	0.01
Over \$85,000	1	0.004
Total	26,659	100%

Number of Classified Employees Within Salary Ranges



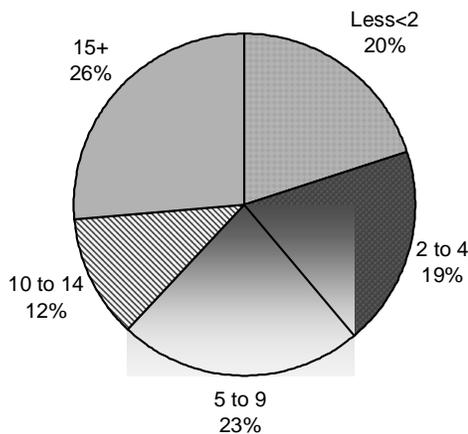
Age and Years of Service of State Employees

Average age: 44.9

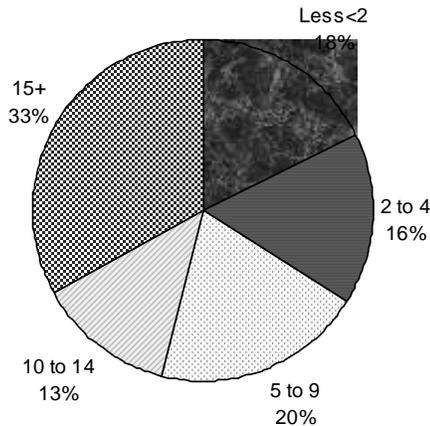
Average state service: 10.6 years

Average agency service: 9.2 years

Agency Years of Service



State Years of Service

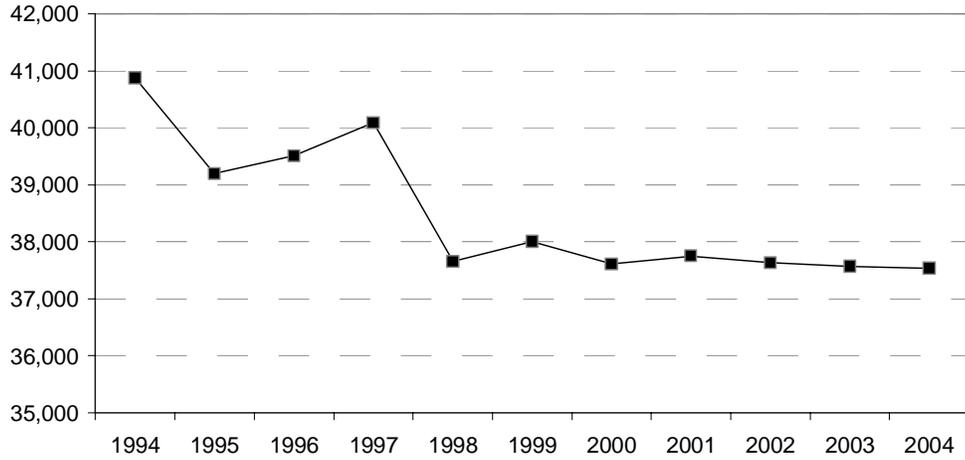


Number of State Employees By Fiscal Year

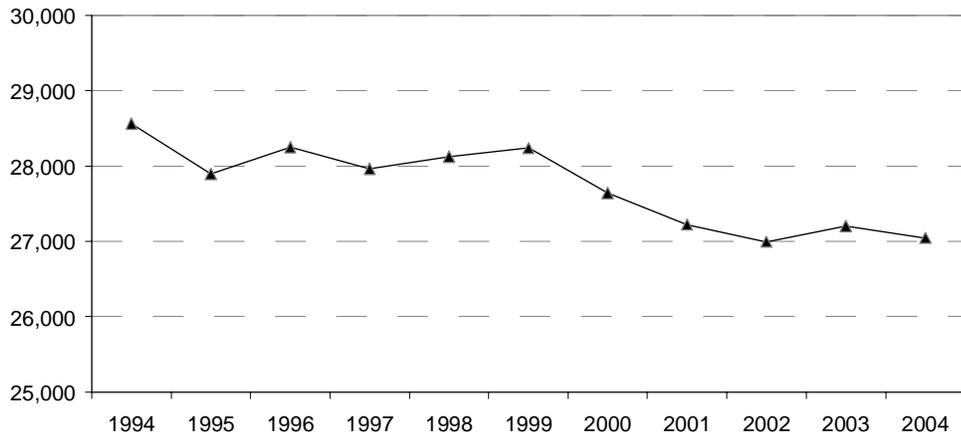
Year	Total State Employees	Classified Employees	Unclassified Employees
1994	40,874	28,561	12,313
1995	39,196	27,894	11,302
1996	39,507	28,249	11,550
1997	40,088	27,961	11,385
1998	37,653	28,123	9,619
1999	38,009	28,235	9,774
2000	37,610	27,642	9,657
2001	37,752	27,222	10,302
2002	37,634	26,995	10,440
2003	37,570	27,202	9,843
2004	37,536	27,044	10,492

Number of State Employees By Fiscal Year, continued

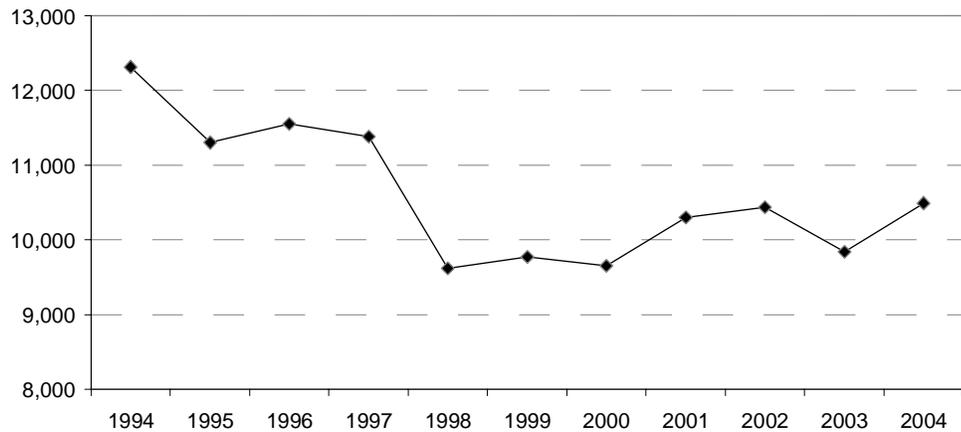
Total Employees



Classified Employees



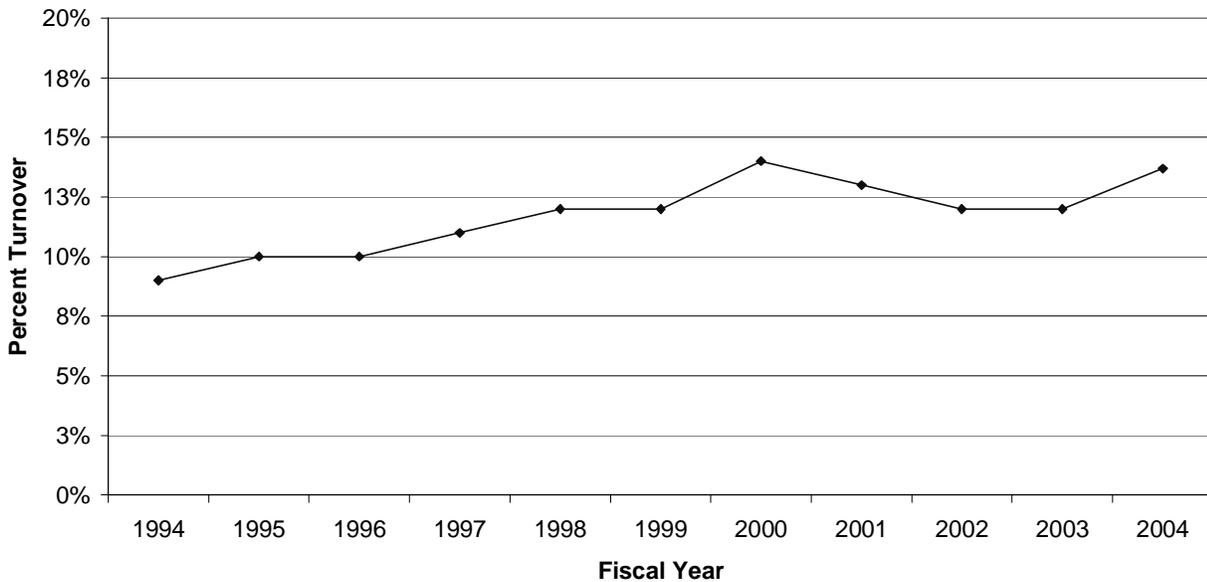
Unclassified Employees



Multi-Year Classified Employee Turnover Comparison

Fiscal Year	Resignation	Retirement	Discharge	Total	Turnover Rate %
1993	1,536	630	142	2,308	8.0
1994	1,723	736	161	2,620	9.0
1995	1,857	601	196	2,654	10.0
1996	1,723	685	266	2,674	9.5
1997	1,975	735	323	3,033	10.8
1998	2,269	670	413	3,352	11.9
1999	2,305	658	339	3,302	11.7
2000	2,688	700	413	3,801	13.8
2001	2,495	714	363	3,572	13.1
2002	2,139	715	415	3,269	12.1
2003	2,000	641	458	3,238	11.9
2004	2,270	720	479	3,705	13.7

Classified Employee Turnover Trend



FY 04 Classified Service Employee Turnover By Agency

Agencies With Turnover

Agency Name	Resignation	Retirement	Discharge	Other	Total	Total Classified Employees 6/30/04	Classified Turnover %
ABLE Commission	4	2	0	7	13	50	26.00
Agriculture, Food, & Forestry	18	8	2	0	28	403	6.95
Central Services	28	8	4	6	46	197	23.35
Children & Youth Commission	4	0	0	1	5	13	38.46
CompSource Oklahoma	12	9	2	1	24	229	10.48
Consumer Credit	1	0	0	0	1	9	11.11
Conservation Commission	1	1	0	0	2	7	28.57
Corporation Commission	44	7	1	2	54	317	17.03
Corrections	346	116	71	2	562	4,307	13.05
Cosmetology Board	1	0	1	0	2	11	18.18
Education	1	0	0	0	1	25	4.00
Emergency Management	0	1	1	0	2	23	8.70
Employees Benefits Council	3	0	0	3	6	25	24.00
Employment Security Commission	38	29	9	5	81	667	12.14
Engineers & Land Surveyors	1	1	2	0	4	4	100.00
Environmental Quality	27	8	2	2	39	491	7.94
Fire Marshal	1	0	0	0	1	26	3.85
Grand River Dam Authority	14	8	1	0	23	392	5.87
Group Insurance Board	6	3	5	0	14	152	9.21
Health Department	166	41	7	28	242	1,711	14.14
Historical Society	7	5	2	1	15	123	12.20
Human Rights Commission	3	0	0	0	3	15	20.00
Human Services	628	167	93	29	917	6,919	13.25
J.D. McCarty Center	26	2	14	1	43	113	38.05
Office of Juvenile Affairs	126	28	31	33	218	954	22.85
Department of Labor	8	2	1	0	11	88	12.50
Commissioners of the Land Office	0	0	0	1	1	42	2.38
Department of Libraries	2	3	1	2	8	70	11.43
Medical Licensure Board	0	1	0	1	2	19	10.53
Mental Health & Substance Abuse	170	40	52	8	270	1,185	22.78
Merit Protection Commission	1	0	0	0	1	6	16.67
Military Department	21	5	3	0	29	181	16.02
Narcotics & Dangerous Drugs Control	5	1	0	2	8	82	9.76
Office of Personnel Management	10	1	0	6	17	76	22.37
State Bureau of Investigation	12	3	1	1	17	270	6.30
Pardon & Parole Board	2	3	0	2	7	36	19.44
Public Employees Retirement System	6	0	0	1	7	34	20.59
Public Safety	45	21	3	2	71	1,397	5.08
Real Estate Commission	1	1	1	1	4	15	26.67
Rehabilitation Services	35	17	1	5	58	709	8.18
Secretary of State	1	0	0	0	1	28	3.57
Securities Commission	0	1	0	0	1	3	33.33
State Finance	1	2	0	3	6	68	8.82
Tax Commission	35	35	5	5	80	786	10.18
Teachers Retirement System	1	1	0	0	2	25	8.00
Tourism & Recreation	27	10	0	28	65	371	17.52
Department of Transportation	65	87	12	4	168	2,376	7.07
Oklahoma Transportation Authority	40	12	18	1	71	503	14.12
Department of Veterans Affairs	273	28	133	14	448	1,420	31.55
Water Resources Board	3	2	0	1	6	71	8.45
Total	2,270	720	479	236	3,705	27,044	13.70%

