



# INTERAGENCY CONNECTION

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## Chair's Corner



Turning my calendar to the last month of 2004 prompted me to evaluate the speed with which time passes.

Now, two months into my term as Chair of the Federal Executive Board, much has occurred and even more is planned for you and your employees!

We will be rolling out our *Leadership FEB* program designed specifically for executives, senior managers, and aspiring leaders within the federal sector. This program is unique in that it is designed for federal participants and showcases primarily federal agencies and their leaders. Built similarly to other "Leadership" models, this program provides a forum for participants to interact with local executives, sharing information and exploring unique challenges faced and addressed by federal leaders in Oklahoma. In addition to the nine forums in which the participants will interact and learn from each other, they will also have the opportunity for active dialogue with agency leaders on various management and leadership challenges.

By now, you have received the brochure outlining the *Leadership FEB* program, program dates scheduled, and registration information. Remember to register your employees by December 17<sup>th</sup>. If you need additional copies of *Leadership FEB* brochures, please call the FEB Office at (405) 231-4167 or visit our website: [www.oklahoma.feb.gov](http://www.oklahoma.feb.gov).

By now you have also received our annual survey. The FEB Office has received a healthy stack of responses. If you have not taken the opportunity to return yours, please be sure that you do. These responses will be used in our Executive Policy Council planning session, this month, to outline

our programs, meetings, and efforts.

Very soon, you will receive information on this year's Leadership Development Series. The training series that we began two years ago has been successful in that it provides agencies and employees maximum flexibility for training in the local area.

Each year we modify this effort based upon feedback from the previous year. This year's design incorporates 'tracks' from which an agency or employee can choose. As in the past, you can purchase the entire package of five training days at a maximum savings, choose the manager or executive track of three training days at a significant savings, or select individual training days to fit your needs.

Positive feedback from last year's sessions included:

- Training provided within the state saves time, money, and critical resources.
- Beneficial to have a designed package of training.
- Nice to have different speakers for each session, breaks the monotony of the same face, voice, and opinions.

I hope that you'll take advantage of the many things coordinated by the FEB this year and provide information on what you would like to see throughout the year.

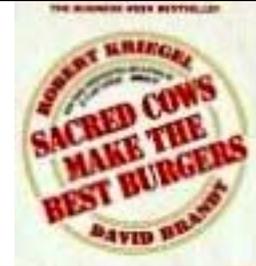
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# Leadership Book Review

Provided by *Gwenne Campbell, Director of the Atlanta FEB*

**Sacred Cows Make the Best Burgers**  
 (Paradigm-Busting Strategies for Developing Change-Ready  
 People and Organizations)  
 By **Robert Kriegel and David Brandt**



This is a delightful, easy to read book about change and why we resist change. Not only does it describe why we resist change, but it also provides clear-cut directions on making change happen.

The authors discuss some of the reasons we resist change: these are called sacred cows. They define a “sacred cow” in business as “an outmoded belief, assumption, practice, policy, system, or strategy, generally invisible that inhibits change and prevents responsiveness to new opportunities.” According to Kriegel and Brandt, cows trample creative and innovative thinking. They inhibit response to change and cost money and time. They list some sacred cows from the last few decades: the 40 hour workweek, job security, management by objectives, command-and-control, top-down decision-making, single paycheck household, etc. We can laugh at some of these when in reality many organizations are afraid to abandon what once made them successful. Others resist change because they believe it is “the fad of the week/month/year”. Others believe we are merely giving “lip service” to doing things differently. The bottom line is that most people are afraid to change because “we’ve always done it this way”. The authors say “dinosaurs don’t dance”. Change is uncomfortable, unpredictable, and often seems unsafe. It brings us face to face with the unknown.

Kriegel and Brandt give their sacred cows such interesting names: the paper cow; the meeting cow; the speed cow; the expert cow; the cash cow; the competitive cow; the customer cow; the low price cow; the quick reactor cow; the no-mistakes cow; the downsizing cow; the technocow; the team cow; and the work-till-you-drop cow. The book offers concrete strategies to help you: discover where sacred cows hide, round them up, and put

them to pasture. It helps you to prepare an environment in which new ideas can grow and flourish. You learn how to conquer the four types of resistance. You work on motivating people to welcome change and you have exercises to help you cultivate the seven personal characteristics of change-readiness so that you, your people and the organization can perform at peak levels at all times.

I don’t want to give the entire book away but some key points are worth noting:

- ☑ People are the gatekeepers of change
- ☑ Don’t try to get people to buy-into change. Cultivate a change-ready environment.
- ☑ Good companies respond quickly to change; great companies create change.
- ☑ Nothing is sacred. Challenge everything.
- ☑ Teams don’t just happen. They have to be developed, facilitated, and motivated.
- ☑ The biggest risk is not taking any; the biggest mistake is not making any.
- ☑ Technology is no magic bullet. High-tech needs high-touch to be highly successful.
- ☑ Create trust, not fear. Focus on possibilities, not limitations: strengths not weaknesses.
- ☑ Create passion with inspired visions, burning platforms, empowered employees and personalized rewards.
- ☑ Balance challenges with resources. Too much challenge: Panic Zone. Too little: Drone Zone.
- ☑ Change readiness can be learned. The seven traits are resourcefulness, optimism, adventurousness, drive, adaptability, confidence, and tolerance for ambiguity.

The book is fun reading but practical enough to cover real issues and can be a big help to anyone who is trying to move his or her organization forward.  
*Gwenne Campbell*



## SPOTLIGHTING INFORMATION -- Did you Know?...

### **Federal Bureau of Prisons**

The Federal Bureau of Prisons (FBOP) falls under the direction of the U.S. Department of Justice. The FBOP was established in 1930, in order to provide more progressive and humane care for Federal inmates, to professionalize the prison service, and to ensure consistent and centralized administration of all 11 Federal prison in operation at that time. Today, 74 years later, the FBOP consist of 104 institutions, 6 Regional Offices, a Central Office (head quarters), 2 staff training centers, and 28 community corrections offices. The FBOP is responsible for the care and custody of approximately 180,000 Federal offenders.

The FBOP protects public safety by ensuring that Federal offenders serve their sentences of imprisonment in institutions that are safe, humane, cost-efficient, and secure.

The FBOP is a nationwide system established to incarcerate inmates who have been convicted of Federal crimes, or who are currently awaiting trial or sentencing on Federal charges.

The FBOP ensures institution security through a combination of physical features, security technologies, classification of inmates based on their specific risk factors, and direct staff supervision.

Constrictive interaction and frequent communication between staff and inmates are the most important and productive measures utilized to ensure accountability, security and positive inmate behavior.

The FBOP has one very important motto; the motto simply states, "All employees are correctional workers first". This means that all staff no matter what your specific job is, your rank or current position is responsible for the orderly operation of the institution first.

The FBOP provides many self-improvement programs to the inmate population. These programs include working in the prison industry program, participating in a vocational training program, participating in various educational programs, substance abuse programs, as well as various institution jobs that provide specific hands on training. All inmates are required by policy to work within the institution as well as participate in various programs. The inmate's pre-prison history will mandate which programs are mandatory and which are voluntary.

In con-junction with the above programs, the FBOP provides all inmates pre-release programs to prepare them for reentry into the community. These programs include classes in resume writing, classes in job seeking and job retention skills, and placement into community corrections centers (half-way houses) prior to the actual release dates.

The FBOP success is based on their ability to implement, oversee and continually adjust to the needs of the changing population as well as each specific institution.

### **Bureau of Land Management**

The Bureau of Land Management (BLM) falls under the umbrella of the U.S. Department of Interior. The BLM was established in 1946 when the Grazing Service and the General Land Office were merged. When the BLM was initially created, there were over 2,000 unrelated and often conflicting laws for managing the public lands. The BLM had no unified legislative mandate until Congress enacted the Federal Land Policy and Management Act (FLPMA) of 1976.

The BLM oversees the administration and management of approximately 261 million surface acres of America's public lands, primarily located in 12 Western States and Alaska. The BLM also manages an additional 300 million acres of below ground mineral estates located throughout the country.

The FLPMA of 1976 declared it the policy of the United States that "the public lands be retained in Federal ownership, unless as a result of the land use planning procedure provide in this Act, it is determined that disposal of a particular parcel will serve the national interest.

Through FLPMA, Congress made it clear that the public lands should be held in public ownership and managed for "multiple use".

Lands currently under the BLM offer more recreational opportunities over a broader geographical area than any other Federal land agency. Recreational opportunities include hiking, fishing, hunting, boating, horseback riding, fossil collection, camping, and numerous other recreational activities.

One of the most noted programs that the BLM manages is the management and protection of wild horses and burros on public lands. This program manages and oversees the adoption of wild horses and burros. If you are interested in additional information concerning this program, you can read more about it on the BLM official Adopt-a-Horse website [www.adoptahorse.blm.gov](http://www.adoptahorse.blm.gov).

The BLM website [www.blm.gov](http://www.blm.gov) offers numerous categories from which to extract information pertaining to the BLM. The categories include a news update, this category has the latest news releases as well as achieved new releases, an information subsection that list selections such as Frequently Asked Question (FAQ), Doing Business with the BLM, How Do I, ect. The directory subsection provides a list of the addresses and phone numbers of each BLM office.

As you can see, the responsibilities of the BLM are vast and numerous. A few of the responsibilities that fall under the BLM umbrella include Federal land management, below ground mining oversight, as well as animal adoption.



## Performance Evaluation – From Both Sides of the Table

Which photo illustrates your experience?



*This article was taken from the September 2004 edition of “Issues of Merit”, a publication of the U.S. merit Systems Protection Board, Office of Policy and Evaluation.*

Performance appraisal discussions are often met with apprehension on both sides of the table. Now that it’s performance appraisal time for much of the workforce, we offer some suggestions on how to make it work better for both supervisors and employees.

Here are some steps that supervisors and employees can take to make performance evaluations more productive and less stressful. As the table illustrates, performance evaluation is most effective when it is conducted as a joint venture. Supervisors and employees are in this together, even if they sit on opposite sides of the table. And we note that there’s no law that says that supervisors and employees can’t sit on the *same* side of the table to discuss performance. In fact, sitting side-by-side can lead to a better, less adversarial communication.

### Supervisors

### Employees

	Supervisors	Employees
Prepare	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Keep track of the employee’s roles, performance, and accomplishments</li> <li><input checked="" type="checkbox"/> Make sure that performance standards and goals are current and relevant, and apply them.</li> <li><input checked="" type="checkbox"/> Ask the employee for input.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Keep track of your accomplishments — and obstacles you’ve overcome— throughout the year.</li> <li><input checked="" type="checkbox"/> Review and understand your performance standards.</li> <li><input checked="" type="checkbox"/> Provide input.</li> </ul>
Communicate	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Talk to the employee throughout the year.</li> <li><input checked="" type="checkbox"/> Give timely feedback. When possible, provide coaching during the game, not after the fact.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Inform your supervisor of your accomplishments throughout the year.</li> <li><input checked="" type="checkbox"/> Find out how you’re doing while you can still “raise your game” or change it.</li> </ul>
Discuss the Big Picture	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Review strategic goals and objectives and how the employee contributed.</li> <li><input checked="" type="checkbox"/> Let the employee know how he or she fits in.</li> <li><input checked="" type="checkbox"/> Make the organization’s priorities clear. Talk about the goals, projects, and tasks that <i>really</i> matter.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Let your supervisor know what’s happening “on the ground.”</li> <li><input checked="" type="checkbox"/> Discuss how you fit into the organization.</li> <li><input checked="" type="checkbox"/> Understand which roles, projects, and tasks “add value” – and learn which ones don’t.</li> </ul>
Listen	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Allow the employee to provide his or her perspective.</li> <li><input checked="" type="checkbox"/> Look for insights into the employee’s work and the work environment.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Seek to understand your agency’s and your supervisor’s priorities.</li> <li><input checked="" type="checkbox"/> Look at how your work impacts the overall organization.</li> </ul>
Look to the Future	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Provide balanced feedback.</li> <li><input checked="" type="checkbox"/> Discuss what the employee can do – not just what the employee could have done.</li> <li><input checked="" type="checkbox"/> Look ahead to future assignments, challenges, and skill needs.</li> <li><input checked="" type="checkbox"/> Plan for development—not just “getting the work done.”</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Discuss what you should keep on doing and what you can do differently.</li> <li><input checked="" type="checkbox"/> Look for assignments that use your skills to good advantage—or help you build new ones.</li> <li><input checked="" type="checkbox"/> Seek training and development so that you remain valuable (and marketable).</li> </ul>



## FEHBP Open Season: Watch for big changes to coverage, premiums

Taken from Tim Kauffman's Federal Times article on October 11, 2004

Many employees and retirees will see major changes to their health-care insurance next year. Some plans are raising their premiums far above the 7.9% governmentwide average. Others are overhauling their package of benefits. Still others are leaving the Federal Employees Health Benefits Program altogether.

Here are some of the major changes to look out for during the open season, Nov. 8 to Dec. 13:

 **Plan Merger.** The Secret Service Employee Health Association has merged into the Special Agents Mutual Benefit Association (SAMBA). The two plans combined cover nearly 15,000 employees and retirees.

With the merger, SAMBA will offer a standard option plan in addition to its high option in 2005. Members enrolled in the current SAMBA plan who make no enrollment changes will be placed automatically in the high option, while those in the Secret Service plan who do nothing will be placed in the standard option.

Bi-weekly premiums in the non-postal high option are increasing 6.7% for individual coverage and 7.3% for family coverage. Compared to the Secret Service plan in 2004, premiums in SAMBA's new standard option are 23% less for self and 29% less for family.

The SAMBA plan is open to current and retired employees at the FBI, Secret Service, Justice and Homeland Security departments, and certain other law enforcement agencies, SAMBA said in a news release.

 **Plan changes.** The largest plan in the FEHBP, Blue Cross and Blue Shield Association's standard option, will make a couple of changes intended to enhance its benefits package.

Enrollees will be able to get physicals each year, instead of once every three years. In addition, neurological testing and medically necessary eye exams will be subject only to office visit copayments. Enrollees previously had to meet the calendar year deductible and pay 10% of the total cost for those services.

Aetna HealthPlan is overhauling its health maintenance organization plan, called Open Access, in 2005 to eliminate the requirement that enrollees get referrals from their primary care physicians before going to specialists.

Premiums will increase as a result, although Aetna did not reduce benefits and lowered the daily co-payment required for hospital stays from \$250 to \$150 in its basic option.

 **Big increases.** Enrollees in the second-largest plan, the Mail Handlers Benefit Plan, will face another significant premium increase in 2005. Premiums in the high option will increase between 58%-86%, while standard option will rise between 37%-49%.

Most of the 300,000 employees and retirees in the Mail Handlers are enrolled in the high option, which has higher premiums but also more generous benefits than

many other plans. Healthier enrollees have left the plan in recent years as premiums have escalated, leaving behind enrollees who use care more often and drive up costs even further.

First Health, a managed care company that administers the Mail Handlers plan, is making a number of changes to its cheaper standard option in an attempt to drive more enrollees to that plan. Medical and prescription drug deductibles are being reduced, while preventive screenings will be provided at no cost to enrollees.

 **Plan terminations.** Three plans covering a combined 2,250 enrollees are canceling coverage in all or part of the FEHBP. They are HealthSpring of Alabama Inc., OmniCare Healthplan and Vista Healthplan. Employees in those plans must choose a new plan during the open season.

 **New options.** Eighteen plans are offering a high-deductible plan with a health savings account or health reimbursement arrangement. GEHA and the Mail Handlers Benefit Plan are available nationwide. Aetna HealthFund is available to enrollees in 32 states and the District of Columbia. The other plans are available to employees in limited regions.

Eight existing companies are adding 12 new standard options that will be available to certain employees and retirees.

The companies and their locations are: Av-Med in Florida; Coventry Health Care of Kansas; Fallon Community Health Plan in Massachusetts; GHI HMO Select in New York; Health America in Pennsylvania; Kaiser Foundation Health Plan in California, Colorado, Georgia, Maryland, Virginia and Washington, D.C.; United HealthCare of Ohio; and SAMBA, nationwide.

 **New companies.** Eight insurance companies are new to the FEHBP in 2005. All are health maintenance organizations, although some are offering a high-deductible plan with a health savings account or health reimbursement arrangement.

The new plans are Coventry Health Care of Delaware, which serves Delaware, Maryland, New Jersey and Pennsylvania; Coventry Health are of Georgia; Coventry Health Care of Nebraska; Carolina Care Health Plan in South Carolina; Community Health Plan in Missouri; NevadaCare; Global Health Inc. in Oklahoma; and Prevea Health Plan in Wisconsin.

 **Plan expansions.** Aetna, Health America, Health Plan of Nevada, Humana CoverageFirst and PacifiCare Northwest Region all are expanding into new locations.



## 25 Years of Civil Service Reform

<http://www.fedsmith.com/articles/articles.showarticle.db.php?intArticleID=366>

By Ralph Smith FedSmith.com

The Civil Service Reform Act of 1978 was one of the last major "reforms" of the federal civil service structure. The law established OPM, the MSPB, the FLRA and the Office of Special Counsel.

The Merit Systems Protection Board (MSPB) is tooting its own horn with its release of the Silver Anniversary Edition of the Issues of Merit newsletter. The newsletter is a compilation of the topics the MSPB considers to have been the most important in preserving merit in the federal workforce over the past 25 years of the agency's existence.

Topics discussed in the special issue of the newsletter include the "rule of three" in federal hiring; merit principles surveys of the civil service; sexual harassment in the workplace; removing poor performers in government; federal vacancy announcements; and changing federal personnel offices.

The newsletter is an interesting historical compilation of events that have impacted the federal workplace. Those who have been around a few years will recall the drive to eliminate the federal personnel manual and to get rid of large numbers of federal personnel specialists (both of which were accomplished) and various calls to make it easier to fire incompetent federal employees (which has not been accomplished).

This special issue newsletter (<http://www.fedsmith.com/articles/references/iom25.pdf>) is a good overview of the broader issues many federal employees have seen in recent years.

## SES Appraisal System Certification

As agencies approach the new process of having their executive's performance assessment criteria certified by the Office of Personnel Management, some have found it to be more labor-intensive than others.

Agencies must meet the following criteria to have their executive performance-appraisal systems fully certified:

- Align individuals' performance goals with agency mission, goals and annual performance plan
- Base performance goals on consultations with the executive and make them specific to his/her area of responsibility
- Define results that are measurable and focus on tangible outcomes
- Consider a balance of factors in appraisals, such as employee and customer satisfaction and leadership ability
- Make meaningful distinctions among executives' performance levels and have at least one level above fully successful
- Designate a senior performance officer to assess the agency's annual performance and link it with executive compensation
- Compare performance of agency and each major program and function area with the agency's performance goals
- Ensure ratings for senior employees and subordinates reflect performance expectations and measures
- Provide pay increases that make meaningful distinctions among executives' performance levels

Taken from Federal Times article dtd September 27, 2004, Source of information: Office of Personnel Management



## **New Government Website Offers One-Stop Financial Education**

The Financial Literacy and Education Commission, composed of 20 federal agencies, recently announced the launch of a federal government website devoted to financial education. [www.mymoney.gov](http://www.mymoney.gov) is dedicated to helping Americans understand more about their money--- how to save it, invest it, and manage it to meet your personal goals.

The [www.mymoney.gov](http://www.mymoney.gov) site has been in the works since March, with the Commodity Futures Trading Commission taking the lead role in its development. Billed as a helpful resource for all Americans, the site is a coordinated entry point to all federal financial literacy and education programs.

The [mymoney.gov](http://mymoney.gov) site allows for quick location of a number of financial topics of interest to consumers. Clicking on a topic redirects consumers to a categorized list of links that offer specific information on a topic. The amount of information is vast, but special effort was put into keeping it well organized, officials said.

Agencies making up the Financial Literacy and Education Commission include:

- Board of Governors of the Federal Reserve System
- Commodity Futures Trading Commission
- Department of Agriculture
- Department of Defense
- Department of Education
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of Labor
- Department of Treasury
- Department of Veterans Affairs
- Federal Deposit Insurance Corporation
- Federal Trade Commission
- General Services Administration
- National Credit Union Administration
- Office of the Comptroller of the Currency
- Office of Personnel Management
- Office of Thrift Supervision
- Securities and Exchange Commission
- Small Business Administration
- Social Security Administration
- White House Office of Presidential Personnel

## **CAP Program now Government-wide**

The Department of Defense (DoD) established the computer/Electronic Accommodations Program (CAP) in 1990 to eliminate employment barriers for its employees with disabilities. In 2001, CAP was expanded by Congress to serve as the government's centrally funded program to provide assistive technology and services free of charge to Federal agencies that have a partnership agreement with CAP. Since its inception, CAP has filled over 35,000 requests for accommodations for individuals with visual, hearing, dexterity, and cognitive disabilities within DoD and the Federal government.

CAP provides assistive technology and services to people with disabilities, Federal managers, supervisors, and IT professionals, increasing employment opportunities and access to the information technology environment.

If you have a disability and your are employed by a component of DoD or by one of the Federal agencies in partnership with CAP, you are eligible to benefit from CAP services. If you are a human resource manager or hiring official, CAP can help you increase your hiring of people with disabilities by eliminating the costs of accommodations.

CAP provides accommodation to individuals who are blind, have low vision, are deaf, heard of hearing, or have a dexterity, communication, cognitive, or learning disability. CAP provides these services to eligible customers within the continental United States and abroad.

CAP conducts needs assessments to identify the most appropriate solutions for each individual requesting an accommodation. In addition to providing the accommodation, CAP covers the cost of installation, integration, and training for the assistive technology.

CAP is available to conduct presentations on the program and provide guidance on creating an accessible computer and telecommunication environment within your agency. Visit their website at [www.tricare.osd.mil/cap](http://www.tricare.osd.mil/cap) or call 703-681-8813.



## Ten Ways to Improve Your Personal and Professional Lives

Taken from PA Times, a publication of the American Society of Public Administration, authored by Terri Levine

Be the change you want to see occur in the world around you. We can't make other people be more considerate, helpful, honest, etc., but if everyone were to work on him or herself and develop these attributes, our world would be a better place.

1. *Don't be judgmental.* Look for and recognize the good in yourself and in others. We are all capable of so-called good and bad behaviors and we all have our good and off days. We are all unique and it is wonderful that we are different and not all the same—in our appearance, our thoughts, our opinions, our likes and dislikes. Being different is not threatening, it is not bad, it is just different. Embrace the differences and be happy for the variety.

Likewise, forget the concepts of right and wrong. People are not good or bad or right or wrong; they just are. If you were in their shoes maybe you would act differently or maybe not. Being judgmental wastes time and cuts you off from opportunities and meaningful relationships—because you are not perfect either, and your judgment might be worse than the person's you are judging.

2. *Respect.* Don't make the mistake of thinking your rights are the only ones that count. Don't ignore the other person's rights. Our fundamental right is to be respected. Being wealthy does not make a person more deserving of respect and neither does a high-flying career with a fancy title. Respect is not about material issues or where one sits on the social ladder. Respect is acknowledging another human being's dignity and treating them how you wish to be treated yourself. We all came on to this earth equal and we're all checking out as equals. What happens in between is just a series of different life experiences.

3. *Be a Good Listener.* How often do you really listen to other people? How often do you plan what you are going to say next while they are talking, or allow your mind to drift off onto something else instead of concentrating on their every word? It takes practice to be a good listener, but in being one, you are showing respect and in a position to better comprehend the real message being given to you. You avoid misunderstandings and missed instructions. Furthermore, the other person will appreciate your attention and return the courtesy.

4. *Be interested—not interesting.* This goes hand in hand with being a good listener. People love to talk about themselves and will delight in the opportunity to do so, so ensure you ask questions and take an interest in what they are telling you. Don't worry about them hogging the limelight—you can have

your turn during the conversation. Have you ever met someone who only talks about themselves? Count the number of times you use "I" in your conversations. Judging, arguing points, interrupting the conversation, and using "I" a lot are sure signs you need to review your communication skills.

5. *Respond from your Heart.* We tend to respond to others using our head, not our heart. We formulate stories about us, we defend our ego or we judge other people or what they have said. If we respond from our heart, we can respond with understanding and a sense of connection. Find something good to say about people and to people. Build people up—don't knock them down. Go with your gut instincts.

6. *Be truthful.* There is a good reason for the saying "honesty is the best policy." Nothing good ever comes from lies and there is a difference between being diplomatic and telling an outright lie. Nobody trusts a liar. If you've made a mistake, welcome to the human race. You don't have to lie to cover it up. You don't have to tell your truth brutally, there are gentle and tactful ways of delivering truths and you should think carefully before you speak. But don't try to be deceitful because it has a habit of coming back to haunt you and in those situations you are worse off than if you had just come clean in the first place, as uncomfortable as that may seem at the time.

7. *Be helpful.* When you need a helping hand, don't you appreciate the person who comes up and offers that to you? Wouldn't you like the opportunity to repay them? You can be that person that others look to respectfully and with gratitude, who will, one day, repay the gesture. What comes around, goes around. If you want people to be helpful to you, you must be helpful to others. It doesn't matter whether this is assisting your Boss with a special project you can see he needs help with, or a co-worker who is struggling with a large workload, or an elderly neighbor struggling up the stairs with her arms full. People do remember kindnesses.

8. *Maintain your Integrity and your Dignity.* People with their integrity intact are easier to deal with in work or personal situations. They know where they stand and you know where you stand with them. You will feel better about yourself when you set your standards and stand by them and you will attract those who respect your standards and who have standards of their own. Learn to say no gracefully. You have as much right as everyone else on the planet to have your own opinion and your own way of doing things.



9. *Go the Extra Mile.* I mean this in a couple of ways. First, whether you are either asked to do something, or you are offering to do something, remember that if something is worth doing in the first place, then it is worth doing well. And while you are at it, what little touches can you offer to improve it? For example, who would you rather go to for your shoeshine—Mr. A does a wonderful buff and polish and is timely and not too expensive. Mr. B also does a wonderful buff and polish, he is also timely and not expensive, but he is also cheerful and interested in you and whistles while he works, so after your polish, you go on your way feeling on top of the world. Mr. B just went the extra mile for you. He didn't just polish your shoes, he lifted your spirits and made you feel good.

If you are offering a co-worker assistance with copying some documents, go the extra mile and ask if she needs a hand stapling them or collating them. Going the extra mile need not involve a large expense of time, energy or money, but its value to the recipient is often priceless, and one day, it will be reciprocated.

10. *Say what you mean and mean what you say.* Neither beat around the bush being evasive, nor make promises you can't keep. On the other hand, if you say you are going to do something, do it. Be known as a reliable person. Honor your promises and agreements wherever possible—this stems back to integrity.

*Prepare to be flexible if need be, but know that you don't have to bend over so far backwards that your back snaps.* Being assertive and being aggressive are two entirely different things and you do not need aggression to be assertive. In fact, you are better off without the aggression. If you are wishy-washy and allow people or circumstances to be unconcerned for your position, you will develop that reputation and find more and more people willing to walk all over you and more situations in which it occurs. Being like this does not prove you are valuable to anybody—it just means you are a pushover.

*Terri Levine is CEO of Coaching Instruction, a master certified coach, public speaker, and author of "Stop Managing, Start Coaching." Contact via the website: [www.terrilevine.com](http://www.terrilevine.com)*

### **Executive Training Program to Launch After Year's Delay**

<http://federaltimes.com/index.php?S=482323>

By Tim Kauffman--Federal Times Online--Nov 1, 2004

After a year's delay, the Office of Personnel Management (OPM) will begin accepting applications this month for a program intended to recruit the next generation of senior executives.

In an Oct. 29 memo to agency chief human capital officers, OPM Director Kay Coles James said OPM will begin accepting applications Nov. 15 for the Senior Executive Service Federal Candidate Development Program, or Fed CDP. Jobs that will be filled through the program will be posted at [www.usajobs.opm.gov](http://www.usajobs.opm.gov).

OPM is a year behind schedule in launching the program, which is the first governmentwide effort to recruit, train and certify a group of qualified employees for placement in senior career positions. OPM officials had announced it would begin accepting applications for the program in mid-November 2003, but the job postings never materialized.

A source familiar with Fed CDP's development said OPM delayed the launch in part because of concerns over the potential impact of a reverse discrimination complaint that had been filed at a Cabinet-level agency. OPM officials long have touted Fed CDP as one way to increase diversity in the senior executive ranks, since the program will be open to both internal and external applicants. In an Oct. 29 news release,

OPM said it has notified hundreds of organizations representing minorities, veterans, people with disabilities and midlevel managers about the program's launch.

OPM did not immediately return a call seeking comment on the program's launch.

Applicants who are selected for the program will be placed into full-time developmental positions at the GS-14 or -15 levels. Participants will spend more than a year in training and development exercises intended to prepare them for entry into the SES. Those who succeed and are certified by an SES qualifications review board will become eligible for noncompetitive promotion to the SES.

OPM officials have said between 30 and 40 applicants will be selected for the first year of the program. Participating agencies will receive an additional SES position for each candidate they agree to hire to help ensure candidates are placed in the senior corps after completing the program successfully.

In a statement, OPM's James said the program will help agencies recruit employees to take over for retiring senior executives. About two-thirds of senior executives can retire in the next few years.



# Upcoming Events December

<b>Dec 6, 2004</b> 9:00-12:00 1:00-4:00 pm	<b>OPM Training</b> Hiring Flexibilities Emergency Preparedness & HR Issues 921 NE 13 <sup>th</sup> Street, VA Medical Center POC: FEB Office, 405-231-4167
<b>Dec 8, 2004</b>	<b>Hanukkah</b> 
<b>Dec 8-10, 2004</b>	<b>Excellence in Government-West Conf</b> San Diego, CA POC: FEB Office, 405-231-4167
<b>Dec 9, 2004</b> 6:30 pm	<b>Society of Govt Meeting Professionals</b> Westin (Sheraton) Hotel POC: FEB Office, 405-231-4167
<b>Dec 14, 2004</b> 10:00 am	<b>Executive Policy Council</b> POC: FEB Office, 405-231-4167
<b>Dec 15, 2004</b>	<b>FEB Staff Training</b>
<b>Dec 15, 2004</b> 10:00 am	<b>Interagency Training Council</b> Arvest Bank POC: Sherri Beasley, 405-231-5854
<b>Dec 17, 2004</b> 3:00 pm	<b>Black Program Council</b> Bldg 469, Tinker AFB POC: Gloria Hall, 405-954-3734
<b>Dec 25, 2004</b>	<b>Christmas</b> 
<b>Dec 26, 2004</b>	<b>Kwanzaa</b> 
<b>Dec 31, 2004</b>	<b>New Year's Eve</b>
<b>Dec 31, 2004</b>	<b>Opening Night-Downtown OKC</b> Many volunteers coordinated and provided by the FEB's Federal Employees Care Council. POC for Volunteers: Mike Birdsong, 405-297-4014
<i>Councils with no meetings in December:</i>	<b>American Indian Council</b> <b>Community Outreach Council</b> <b>Federal Employees Care Council</b> <b>Shared Neutrals Council</b>

*I cannot give you the formula for success, but I can give you the formula for failure—try to please everybody.*  
—Herbert Bayard Swope

*There is a great man who makes every man feel small. But the real great man is the man who makes every man feel great.*  
—G.K. Chesterton

## Your Federal Executive Board

"Federal Executive Boards (FEBs) are generally responsible for improving coordination among federal activities and programs in...areas outside of Washington, D.C...FEBs support and promote national initiatives of the President and the administration and respond to the local needs of federal agencies and the community." (GAO-04-384)

*We applaud the efforts of the Oklahoma FEB Executive Policy Council members who ensure information is provided to direct our activities and efforts:*

- Ron Berryhill, Director, USDA Risk Management Agency
- Dennis Callahan, Warden, Federal Transfer Center
- Michael Deihl, Administrator, Southwestern Power Administration, Tulsa
- Col Dean Despinoy, Commander, 507<sup>th</sup> Air Refueling Wing
- Steve Gentling, Director, VA Medical Center
- Bill Fillman, Director, VA Central Area, Muskogee
- Larry Flener, US Postal Service
- Dottie Overal, Director, Small Business Administration
- Chris Puckett, Director of Staff, Tinker AFB
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- Michael Roach, US Marshal, US Marshals Service, Western District

This newsletter is published monthly as a cost-effective tool for communicating events and issues of importance to the federal community in Oklahoma. If you have news of interest, please fax to the FEB Office at (405) 231-4165 or email to [LeAnnJenkins@juno.com](mailto:LeAnnJenkins@juno.com) no later than the 15<sup>th</sup> of each month.

### Elected Officers:

- Chair:** **Dottie Overal**, Director  
Small Business Administration
- Vice Char:** **Chris Puckett**, Director of Staff  
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### Staff:

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*Please feel free to copy this newsletter & distribute. The newsletter is available on our website, <http://www.oklahoma.feb.gov> where you can also request to receive it electronically.*



# Office of Personnel Management Training Opportunities



- Hiring Flexibilities
- Emergency Preparedness

## Two ½-Day Training Opportunities tailored for Hiring Officials and HR representatives

### Session Descriptions

**OPM Hiring Flexibilities Symposium:** Don't let talented job-seekers be discouraged by a lengthy and cumbersome hiring process. Learn about available hiring flexibilities and how they can be used to improve the federal hiring process to include:

- appointing authorities for veterans
- applying the criteria for seeking direct hire authority
- student and excepted service employment authorities
- using the category rating procedures for competitive examining

The session will also address strategies for implementing these flexibilities through practical applications. Plan to engage in lively and productive conversation related to these topics. We urge you to send individuals on your staff that would benefit from this training. This includes Human Resource Representatives and Hiring Officials.

**Emergency Planning – The Human Capital Perspective:** This training will provide information on the human resources flexibilities to be used to explore workforce issues associated with potential short-term or substantial relocation operations, and the need to consider and integrate HR rules, regulations and practices into continuity planning to be sensitive to yet optimize human resources in a crisis.

<b>Date:</b>	Monday, December 6, 2004
<b>Place:</b>	VA Medical Center, 921 N.E. 13 <sup>th</sup> Street, Oklahoma City
<b>Parking:</b>	Convenient parking is provided in a lot on the N.E. corner of Lincoln and N.E. 8 <sup>th</sup> Street with shuttle service provided from the east side of the parking lot to the VA Medical Center. Shuttle service will return everyone to their vehicles at the end of each session. \$1 per person will be collected at the registration table from each person using this service.
<b>Cost:</b>	No Charge for the training session(s)
<b>Will Attend:</b>	<input type="checkbox"/> OPM Hiring Flexibilities Symposium (9am-12noon) <input type="checkbox"/> Emergency Planning – The Human Capital Perspective (1pm-4pm) <input type="checkbox"/> Both

### Registration Form

Name: \_\_\_\_\_ Agency: \_\_\_\_\_

Position Title: \_\_\_\_\_ Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Mail to: Oklahoma Federal Executive Board  
215 Dean A. McGee, Ste 320  
Oklahoma City, OK 73102

Or fax to: (405) 231-4165



<i><b>SUN</b></i>	<i><b>MON</b></i>	<i><b>TUES</b></i>	<i><b>WED</b></i>	<i><b>THURS</b></i>	<i><b>FRI</b></i>	<i><b>SAT</b></i>
December 2004			<b>1</b>	<b>2</b>	<b>3</b> 12:00 Naturalization	<b>4</b>
<b>5</b>	<b>6</b> 9:00-4:30 OPM Hiring Flexibilities 3:00 LFCC Mtg	<b>7</b>	<b>8</b>  <i>Hanukkah</i>	Excellence in Govt-West Conf		<b>11</b>
<b>12</b>	<b>13</b>	<b>14</b> 10:00 Executive Policy Council	<b>15</b> 10:00 ITC	<b>16</b>	<b>17</b> 3:00 BPC	<b>18</b>
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>  <i>Christmas</i>
<b>26</b>  <i>Kwanzaa</i>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b> <i>Opening Night New Years Eve</i>	

OKLAHOMA FEDERAL EXECUTIVE BOARD  
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*We wish to thank the FAA Franchise for their monthly assistance in the duplication and distribution of this newsletter.*