INTERAGENCY CONNECTION

215 Dean A. McGee, Suite 320, Oklahoma City, OK 73102 **http://www.oklahoma.feb.gov/** **(405) 231-4167**

Chair's Corner

April provides us with a special opportunity to publicly recognize the efforts of so many administrative professionals within our organizations.

Your Federal Executive Board has a full day workshop planned, scheduled for "Administrative Professionals Day", to honor your front-line workers and support staff.

The training includes five different speakers who will address topics related to an increased level of efficiency and creativity, with the ultimate goal of an improved performance. Each year, this training provides a "networking" opportunity not usually afforded these employees. Please take advantage of this workshop and register your employees just as quickly as possible.

Our 2007 Leadership FEB program is now underway. The second day of activity will be hosted by the National Weather Service in Norman, and is scheduled to take place later this month. We have a larger group this year, with 23 participants from 11 different agencies; all of which are located in four geographic areas of the state. The group is off to a strong start, having already visited the National Park Service and U.S. Postal Service in Oklahoma City.

Over the next several months, the group will visit a number of our federal agencies. They will meet agency leaders who will share experiences and philosophies of effective management. In addition, the group will tour each facility and be given an opportunity to learn more about the services the agency provides. And finally, participants will be exposed to a number of books and writings suggested for leaders who strive for an increased level of effectiveness. ***Bottom line, it is a great opportunity!***

Our Annual Awards Luncheon is just around the corner. The event will take place during "Public Service Recognition Week" and is planned for May 7th. This is one of our biggest and most important events of the year. It continues to be a **HUGE SUCCESS**, only because of your efforts and desire to recognize the contributions of your employees and co-workers. Please register and make plans to join us.

Mike Roach, Chairman.

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Write effective e-mail and avoid embarrassing errors

By LILY WHITEMAN , FEDERAL TIMES February 26, 2007

The same qualities that make e-mail so convenient — its speed and informality — also make this form of communication vulnerable to embarrassing errors, misunderstandings and even career-busting blunders.

Some ways to avoid such problems and maximize the effectiveness of your e-mails:

- Don't reflexively send e-mails without considering whether your messages would be better communicated through phone calls or face-to-face conversations.
- Give each e-mail a specific, informative subject line so that its recipient will prioritize and file it appropriately, and, if necessary, be able to find it later in his crowded in-box.
- As early in your e-mail as possible, clearly explain what you want your recipient to do. Use headings, such as Action Requested, Deadlines and Next Steps.
- Refrain from using e-mails to convey corrections, criticisms or complaints. Why? Because an e-mail deprives the sender and receiver of opportunities to gauge each other's voice tone, facial expressions and body language and to modulate their viewpoints based on quick feedback from each other. In these situations, e-mail commonly triggers misunderstandings.
- Negative e-mails, because of their one-sided, ambush-like nature, also frequently inspire retaliation — as would a grenade thrown over a wall — rather than a desire to work cooperatively for mutual benefit.
- Use quotation marks sparingly, and don't use all capital letters — the verbal equivalent of SHOUTING!
- When you mention someone in an e-mail, copy that person in the e-mail as a courtesy. It's as rude to talk behind other people's backs in cyberspace as it is to do so anywhere else.
- Use the cc — copy — function to praise colleagues. For example, cc the supervisors of any colleagues whom you thank or congratulate in e-mails for significant contributions.
- Don't use the copy function to pressure, embarrass or tattle on your colleagues. For example, if you're attempting to cajole an approval, information or something else from a colleague, contact your colleague directly without copying an e-mail to all of his managers. If you must ratchet up the issue at hand because of your colleague's lack of cooperation, do so through direct communications with the appropriate managers rather than through mass mailings.
- Print out or back up important e-mails and their attachments immediately so that you'll have copies of them when your computer crashes.
- Be cautious about what you say in your e-mails. Any e-mail can be accidentally or intentionally forwarded to almost anyone else. And even though it's easy to lose e-mails, it's difficult to forensically delete them from computers and servers.
- Moreover, e-mails can be used as evidence, in or out of court. Indeed, many recent scandals — including those involving Monica Lewinsky, Jack Abramoff and Mark Foley, to name just a few — involved damning e-mails.

And, last but not least, as the presidential race heats up, remember that feds have been fired for using their government e-mail accounts for partisan political activities.

- Subject each e-mail to rigid quality controls. Check spelling in your computer document, and then proofread a hard-copy version of it. In proofreading, you will almost always catch typos and other errors that you would miss on the screen.
- Make sure to address each e-mail to the right person. The poster child for this principle is an author I know who accidentally sent an e-mail describing her publisher's unpleasant disposition not to her friend as intended, but to her publisher. Ouch! Not surprisingly, the publisher's disposition did not improve after receiving that e-mail.
- Avoid such address mistakes by writing the body of each e-mail into a blank, unaddressed e-mail. Once you finish composing and proofreading your e-mail, carefully type in its address manually; don't let your e-mail program guess the address and thereby potentially misdirect it. Train yourself to always double-check your address line again before hitting the send button.
- After sending an important or time-sensitive e-mail, confirm that it has reached its destination. Why? Because any e-mail can be blocked by a filter or, for no apparent reason, disappear into the electronic ether without ever reaching its destination or generating an error message.

Spotlighting Information in Public Service

Did You Know…

Traffic on US Highway 81 came to a near standstill as trucks began delivering construction materials to a flat area of farmland just south of Enid on a hot summer day sixty-five years ago. Construction of what would become Vance Air Force Base began on 12 July 1941 and it seemed the entire area was only a cloud of dust for the next several weeks as two shifts of workers graded and prepared the land. The construction company had actually begun work a month early. The War Department officially announced the project on 16 August at a cost of $4,034,583.

The first class of aviation cadets (Class 42-D), consisting of 63 members from Sikeston, Missouri, arrived on 14 December and moved into newly constructed barracks. Training started two days later and after training all day, the cadets typically returned to their quarters to clean windows, and scrub red Oklahoma dirt and mud from on going construction off the walls and floors.

One aviation cadet described the process as "trying to make a first class hotel from third grade lumber with a razor blade and a mop." Steady improvements continued over the years as new buildings were completed, muddy roads were graded and rolled, and sidewalks constructed.

The first aircraft used was the BT-13A, later supplemented by the BT-15. These were the only aircraft used for basic pilot training during World War II. However, in 1944 advanced students were graduated in the TB-25 and TB-26. For the duration of the war, the basic phase of training graduated 8,169 students, while the advanced phase of training graduated 826.

As the demand for pilots decreased after World War II, the Enid Army Flying Field (as it was named in 1943) closed Jan. 31, 1947. With the creation of the U.S. Air Force as a separate service in September 1947, it became evident that once again the Enid training facilities would be required. The base was reactivated, and its name changed to Enid AFB on Jan. 13, 1948, as one of the pilot training bases within Air Training Command.

Its mission was to provide training for advanced students in multi-engine aircraft. The four-month program, later expanded to six months, included training in the AT-6 and TB-25.

In keeping with the Air Force tradition of naming bases for deceased Air Force flyers, on July 9, 1949, the base was renamed after a local World War II hero and Medal of Honor winner, Lt. Colonel Leon Robert Vance Jr.

Late in 1950 the T-28 replaced the T-6, and in 1952 the Vance mission was changed from advanced multi-engine pilot school to basic multi-engine pilot school.

In 1956 the T-33 single-engine jet replaced the TB-25. The twin-engine T-37 jet, designed as a primary trainer, became operational at the base in 1961. Replacing the T-33 in 1963-64 was the T-38, an advanced supersonic jet trainer. The T-37 and T-38 are the aircraft still used for pilot training at Vance today.

In 1960 Vance was selected by the Air Force as part of an extended experiment in contract services. Under this plan a civilian contractor furnishes the support facilities normally provided by base agencies. The contractor performs aircraft and base maintenance, ground transportation, fire protection, procurement, supply, photographic and other services. All military training, academic instruction and flying training continue, however, under military supervision. Serv-Air, Inc. began support services in October of 1960. Northrop Worldwide Aircraft Services, Inc., assumed the support services at Vance in 1972. Since 1960, Vance has had a contractor in place to provide support services. In March 1990 Air Force officials announced that Vance would add a new aircraft to its inventory. The 71st Flying Training Wing took delivery of the Beechcraft T-1 Jayhawk in December 1994, and moved to specialized undergraduate pilot training (SUPT) in September 1995. Under SUPT all students started out flying the T-37, then branch off to specialized training. Those heading for tanker/transport assignments will train in the T-1. Fighter, bomber, and reconnaissance pilots will train in the T-38. In July 1995, the BRAC Commission recommended closure of Reese Air Force Base, and Vance was given the joint specialized pilot training (JSUPT) mission. As of 2006, all joint specialized pilot training (JSUPT) students accomplish primary training in the T-6 Texan II.

The current operations squadrons that fall under the 71st Flying Training Wing are the Operational Support Squadron, the 8th Flying Training Squadron, the 25th Flying Training Squadron, the 32nd Flying Training Squadron, and the 33rd Flying Training Squadron. A reserve unit, the 5th Flying Training Squadron, augments all phases of flying training by providing qualified instructor pilots to the other flying squadrons.

In the many years that Vance has been active, it has consistently had a profound effect upon the community of Enid, Air Education and Training Command and the U.S. Air Force.

Who's the Boss?

By Brian Friel bfriel@nationaljournal.com

Every morning on the way to work, I walk across a section of a university campus. On a black metallic fence at the edge of the campus, welded in metal painted gold and soldered into place across the central balusters, is this phrase, in capital letters: "Seek truth and pursue it steadily."

It is a fitting imperative for the college's scholars, as well as for a journalist who sees it every morning. It reminds us that our obligation is not to a particular agenda or point of view, not to our professors or editors, and not to the interests of our readers or audience. The central obligation is to the truth. Discovering the truth is often no easy task, which the phrase acknowledges by encouraging its steady pursuit.

While the phrase is a noble instruction, there's no official oath for college students or reporters.

But when civil servants start a new job, they do something that no one in the private sector does. They are sworn in. They take an oath of office.

As a refresher, the oath is:

> "I do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God."

It is worth reminding yourself every day what you swore to support and defend. You did not promise allegiance to your immediate boss or your political overseers, or even to the citizens whom you serve. You swore an oath to the Constitution. Or, put another way, to the rule of law.

Pledging fealty to one's boss would be a much simpler promise. A boss is tangible, someone you can see and hear. Some federal workers at the Veterans Affairs Department, Internal Revenue Service, Social Security Administration and similar agencies answer to citizens throughout the course of the day, but many others never come in contact with the American public whom they serve. Still, the desires and interests of the people can be easily discerned.

The Constitution, like the truth, is intangible. And it is subject to interpretation. Constitutional scholars have for two centuries wrapped themselves up in ceaseless debates over the meanings of its articles and clauses.

It is thus easy to forget on a day-to-day basis that you took an oath to support and defend the Constitution. The competing demands of your boss, your executive branch supervisors, your legislative overseers and groups of citizens with varying interests can't be ignored, and they can easily cloud your vision.

It's unlikely that you'll wander by the oath of office, welded in gold lettering, each morning. And it's unnecessary to commit the Constitution to memory. But every once in a while, remind yourself that you are not just another worker with a regular old job; you are not there to serve the whims of those around you. You have committed to upholding the rule of law, or at least, in an imperfect world, pursuing its advancement steadily.

This document is located at
http://www.govexec.com/dailyfed/0207/022807mm.htm

> *"Real leadership is not about prestige, power or status. It's about taking complete responsibility for an organization's well-being and growth."*
> –Robert L. Joss, dean of the Stanford Graduate School of Business

UPCOMING EVENTS
April 2007

Apr 2, 2007	**Passover Begins**
Apr 3-5, 2007	**Excellence in Government Conference**, Washington, DC
Apr 6, 2007	**Good Friday**
Apr 8, 2007	**Easter**
Apr 10, 2007 All Day	**Leadership FEB** National Weather Service
Apr 11, 2007 7:30 a.m.	**Mayors Committee on Disability Concerns** 222 NW 15th St, Rm 203, OKC POC: FEB Office, 405-231-4167
Apr 18, 2007 10:00 a.m.	**Interagency Training Council** Bureau of Land Management 7906 E. 33rd Street, Tulsa POC: Ellen Parrott, 405-419-4291
April 19, 2007 12:00 noon	**Black Program Council** Small Business Administration 301 NW 6th, Ste 116, OKC POC: Zeb Willie, 405-734-3089
Apr 19, 2007 2:30 p.m.	**American Indian Council** Allegiance Credit Union 4235 N. Meridian, OKC POC: Katy Lantagne, 405-522-5409
Apr 20, 2007	**Grand Opening** National Park Service Washita National Battlefield Cheyenne, OK
Apr 24, 2007 11:00 a.m.	**Federal Employees Care Council** LaLuna's Restaurant 409 W. Reno, OKC POC: Tom Burton, 405-954-0625
Apr 25, 2007 All Day	**Administrative Professionals Day** FEB Training, Clarion Conference Cntr 737 S. Meridian, OKC POC: FEB Office, 405-231-4167
Apr 26, 2007 2:00 p.m.	**Emergency Preparedness Council** Federal Highway Administration 300 N. Meridian, OKC POC: LeAnn Jenkins, 405-231-4167
Apr 27, 2007 12:00 noon	**Naturalization Ceremony** 200 N.W. 4th St, OKC POC: FEB Office, 405-231-4167
Date TBD	**Shared Neutrals Councils** POC: FEB Office, 405-231-4167
Agency Visits:	Apr 11, Stillwater

FEBs promote & support national initiatives and respond to local needs of federal agencies and the community.

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 the 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:

- Jim Akagi, US Drug Enforcement Administration
- Michael Deihl, Administrator, Southwestern Power Administration, Tulsa
- Sam Jarvis, Director, VA Regional Office, Muskogee
- Larry Flener, Representative for the District Director, US Postal Service
- Joe Keffer, Warden, Federal Transfer Center
- Dottie Overal, Director, Small Business Administration
- Patti Ford, Director of Staff, Tinker AFB
- Lindy Ritz, Director, FAA Mike Monroney Aeronautical Center
- David Wood, Director, VA Medical Center

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@gsa.gov no later than the 15th of each month.

Elected Officers:

Chair: **Mike Roach**, U.S. Marshal
US Marshals Service
Western District of Oklahoma

Vice-Chair: **Kevin McNeely**
OKC Field Office Director
US Department of Housing and Urban Development

Staff:

Director: LeAnn Jenkins
Assistant: Karen Harrington
Program Support: Constance Ward

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

It's Tax Time Again!

The Free File program is a free federal tax preparation and electronic filing program for eligible taxpayers developed through a partnership between the Internal Revenue Service (IRS) and the Free File Alliance LLC, a group of private sector tax software companies. Since Free File's debut in 2003, more than 15.4 million returns have been prepared and e-filed through the program. Free File allows taxpayers with an Adjusted Gross Income (AGI) of $52,000 or less in 2006 to e-file their federal tax returns for free. That means 70 percent of all taxpayers – 95 million taxpayers – can take advantage of the Free File program.

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Begin at: http://www.irs.gov and click on the free file logo on the left side of the screen.

Why are taxpayers getting extra time to file and pay? Taxpayers will have extra time to file and pay because April 15 falls on a Sunday in 2007, and the following day, Monday, April 16, is Emancipation Day, a legal holiday in the District of Columbia.

By law, filing and payment deadlines that fall on a Saturday, Sunday or legal holiday are timely satisfied if met on the next business day. Under a federal statute enacted decades ago, holidays observed in the District of Columbia have an impact nationwide, not just in D.C. Under recently enacted city legislation, April 16 is a holiday in the District of Columbia. The IRS recently became aware of the intersection of the national filing day and the local observance of the new Emancipation Day holiday after most forms and publications for the current tax filing season went to print.

Individuals in the District of Columbia, as well as in six eastern states, already had an April 17 filing date prior to this announcement because they are served by an IRS processing facility in Massachusetts, where Patriots Day will be observed on April 16. These individuals are still required to file on April 17.

Will the IRS be open on April 16? Yes. Emancipation Day is not a federal holiday. Accordingly, IRS offices will be open, as usual, on April 16.

My IRS tax instructions say I should file by April 16, 2007. Is this correct? This is not correct. At the time these instructions were approved for printing, IRS believed it was correct. Thus, any IRS form, instruction or publication that currently shows an "April 16, 2007" due date should now be read as "April 17, 2007."

Will IRS forms and publications be updated? Most of the IRS forms and publications have already gone to print and will not be updated. However, the IRS Web site at IRS.gov will include information alerting taxpayers to the new filing deadline.

GOVEXEC.COM DAILY BRIEFING

Agencies urged to lead way on engaging older workers

By Brittany R. Ballenstedt March 5, 2007

The federal government should be a model for the private sector in terms of how it engages and retains older workers, according to a recent report from the Government Accountability Office.

The government -- as an employer of millions that is facing a wave of retirements -- must set a standard for changing the culture of retirement and removing obstacles to older workers staying in their jobs past when they're eligible to leave, the report stated.

The report (GAO-07-438SP) highlighted conclusions from a December 2006 GAO forum on retirement that drew participants representing federal agencies, private sector businesses and unions.

"The aging of the baby boom generation, increased life expectancy and declining birth rates have created a demographic tsunami that poses serious future challenges for individuals, employers and the economy," Comptroller General David M. Walker said in the report. By 2025, labor force growth is expected to be less than a fifth of what it is today, the report noted.

GAO concluded that if older employees stayed in the labor force longer, even on a part-time basis, it could mitigate some of the economic pressures on Social Security. It also would supplement individual retirement incomes and help finance health care.

"If you really value employees with good experience, instead of losing them, maybe there is something we can do to keep them longer and train the people behind them," said John Palguta, vice president for policy and research at the nonprofit Partnership for Public Service in Washington.

One key challenge is that there is a limited pool of employees interested in working longer. That's due to financial incentives for federal employees to retire as soon as possible, the desire on the part of some of them to stop working or change careers, and requirements that make continuing in some federal jobs unappealing or unfeasible because of health issues.

Many older workers face age discrimination and have difficulty keeping their skills up to date, and some employers have skewed views about the cost of hiring and retaining such workers, the report stated.

The government should address these challenges through new recruitment strategies, workplace flexibility, benefit and incentive packages, and a consistent performance management system, forum participants said. They also said there is a need to improve the financial literacy of workers and help them better prepare for retirement.

The government could help create models of employment for older Americans through legislation or regulations increasing flexibility for both employers and workers, the report said.

GAO's report comes on the heels of the release of a white paper by the Partnership for Public Service on a new initiative designed to entice retiring private sector baby boomers to consider "encore" careers within the federal government.

"The federal government should tap into the pool of talented workers who are represented by the baby boomers," Palguta said.

A Partnership survey found that 70 percent of retirees say they want to continue work in some capacity. And if those employees are leaving a career in the private sector, "the public sector may be very attractive because it gives [retirees] the opportunity to do something meaningful," Palguta said.

But it should be a two-way street, with some public service retirees moving to private sector jobs as well, Palguta said. "It is a healthy and beneficial exchange. The door can swing both ways."

10 Reasons Every Agency Should Focus on What Makes it Special

Agencies with strong brands enjoy at least 10 advantages over their weakly branded counterparts.

Top talent: People want to work for agencies with strong brands, and their employees are proud to be there. As reported in the book Brad Warfare: *10 Rules for Building the Killer Brand* by David F. D'Alessandro and Michele Owens (McGraw-Hill, 2001), *Fortune* magazine found in 2000 that the average number of job applicants per opening was twice as high for companies on its Top 10 Most Admired list as for those on its 100 Best Companies to Work For list.

Improved reputation: Strongly branded agencies have improved credibility among key stakeholders. The perception is that they're doing a good job at achieving their mission.

Leadership: A strong brand implies that the chief executive officer knows how to guide and direct the agency based on its mission, core values and culture, and managers know how to direct front-line employees.

Citizen compliance: People are more likely to comply with rules set forth by a name they know, recognize and understand than one they are unfamiliar with.

Customer service: The strong brand instills in employees core values that lead them to listen better and respond to citizens.

Citizen education: Employees have a clearer sense of mission and communicate it consistently in guidelines and educational documents they issue to the public.

Decision-making: The vision, mission, values and common culture clarify for employees at all levels how to make decisions about matters large and small.

Reduced confusion: Customers are better able to distinguish a well-branded agency from others that are a former iteration or sound similar.

Internal communication: Employees are united by a common vision, values and culture. They communicate openly abut matters of importance.

Funding: Congress is more apt to fund the programs of a strong brand, based on a perception that the agency deserves significant appropriations.

How do you build a strong brand like those enjoyed by the FBI, Secret Service and Coast Guard? It starts with brand assessment, that is finding out how your key stakeholders see you versus how you see yourself. For example, you may think your agency is "citizen-centric," but the public might see it as remote and indifferent.

Next comes brand strategy. Based on research inside and outside the agency, you articulate the vision, core values, common culture, positioning and other key attributes. You focus more on the vision, values and culture because you already have a name and mission.

Third are brand communication guidelines: How do you want your graphics, website, press materials, recruitment documents and other materials to look? The goal is to arrive at a consistent identity that allows for some variation to keep things interesting. You want to reinforce the vision, mission, values and culture in all you say and do.

Fourth is a brand launch. No matter how well you do your research, think through your strategy and sharpen your presentation, you'll need a change implementation program to prepare your employees and customers for a shift in the way you communicate about yourself. Everyone, at every level, should be encouraged and rewarded for living the brand in a way that will be visible both on the inside and on the outside. Some organizations even produce a brand reference book to guide employees in this endeavor.

Finally, you'll need a brand management system - ongoing measurement and tracking of how the brand is doing. This can range from how well identity and image standards are upheld to measurements of the brand's reputation as portrayed in the media to programs that assess how well employees are upholding the values established by the brand. The key is to tie a business outcome metric to a combination of elements of the brand.

If you haven't thought about your brand lately, or have discarded the work you've done on it recently, now might be the time to pick it back up and do some new thinking. Your brand can provide an opportunity to meet and even exceed your agency's strategic goals.

Written for *Government Executive* by Dannielle Blumenthal, Ph.D., a public affairs specialist in government

Oklahoma Federal Executive Board

2007 Public Service Recognition Week
Employee of the Year Awards Banquet

American Society for Public Administration

Public Service Recognition Week: May 7-13, 2007!	***Event information:*** **Date: Monday, May 7, 2007** **Time: 11:30am-1:00pm** **Location: Clarion Meridian Hotel & Convention Center 737 S. Meridian**

Driving Directions to Event: Take I-40 west from I-35 to Exit 145, turn LEFT onto S. Meridian, Clarion is on the right. (specific directions can be obtained from www.mapquest.com)

Complimentary on-site parking is available.

If you require special dietary accommodation, please contact the FEB Office, 405-231-4167.

Name:_____ Agency: _____

Address: _____ Phone: _____

Cost: $20.00 per person

Payment:

[ ] Cash [ ] Check [ ] Credit Card [ ] Voucher

[ ] Enclosed [ ] Pay at the Door

Luncheon Tickets will be mailed to the address listed above for all pre-paid registrations with sufficient time to receive before the luncheon. This allows expedited entry into the event, without checking in at the registration table.

Please mail to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Ste 320 Oklahoma City, OK 73102
Or fax to:	405-231-4165

Make checks payable to: Oklahoma Federal Executive Board

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through April 20, 2007. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!

The Leadership and Knowledge Management System

More detailed information available at: http://www.opm.gov/hcaaf_resource_center/4-1.asp

"Leaders must assume responsibility for the development of future leaders as coaches, mentors, teachers, and most of all, exemplars within and without leadership development programs." *Organizations Growing Leaders: Best Practices and Principles in the Public Sector*

The Leadership and Knowledge Management system focuses on identifying and addressing agency leadership competencies so that continuity of leadership is ensured, knowledge is shared across the organization, and an environment of continuous learning is present.

Definition

A system that ensures continuity of leadership by identifying and addressing potential gaps in effective leadership and implements and maintains programs that capture organizational knowledge and promote learning.

Standard

Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the organization. Knowledge management must be supported by an appropriate investment in training and technology.

Critical Success Factors

Each system is based on critical success factors that make up the overall system. Critical success factors are the areas on which agencies and human capital practitioners should focus to achieve a system's standard for success and operate efficiently, effectively, and in compliance with merit system principles. The Leadership and Knowledge Management system is comprised of five critical success factors:

- Leadership Succession Management
- Change Management
- Integrity and Inspiring Employee Commitment
- Continuous Learning
- Knowledge Management.

Each critical success factor has several key elements that indicate effectiveness and are linked to suggested indicators that identify how well the agency is doing relative to key elements. Together, these critical success factors ensure:

A constant flow of leaders who can properly direct an agency's efforts to achieve results

A workforce with the competencies required to achieve the agency's mission

That the workforce is motivated to use its competencies in service of the agency's mission.

Applicable Merit System Principles

The following merit system principle is especially relevant to the Leadership and Knowledge Management system:

Employees should be provided effective education and training in cases in which such education and training would result in better organizational and individual performance. (5 U.S.C. 2301(b)(7))

Annual FEB
Administrative Professional's Day Training
April 25, 2007

Tell them you appreciate them in a way they'll remember!

Send them to a day of training on Administrative Professional's Day that will provide ideas on how they can perform more efficiently, improve communication skills and leave them energized and ready to tackle their duties, refreshed.

SUPER HERO
PERFORMANCE-BASED TRAINING
For the
ADMINISTRATIVE PROFESSIONAL

Date:	Wednesday, April 25, 2007 -- (Administrative Professional's Day)
Time:	7:30 a.m. Registration, 8:00 a.m. - 4:00 p.m. Training
Location:	Clarion Meridian Hotel & Convention Center, 737 S. Meridian, OKC, OK 73108
Cost:	$75.00
Who Should Attend?	Front line employees who represent the organization to outside customers and inter-organizational employees. Those individuals who utilize their skills to navigate difficult days to the benefit of the organization.

Topics	Presenter	Objective
Getting & Staying Organized	Ronda Mikles, President Mikles' Marketing & Management, Inc	How to increase efficiency through organizational skills.
True Colors	Mary Waggoner, Asst Director of the National Conference Logistics Center, OU	Understanding and appreciating human behavior.
Stress Management (working lunch)	Charlotte Lankard, Integris Health, James L. Hall, Jr. Center for Mind, Body & Spirit	How to relax in stressful times to be more effective (at work and at home).
One-Minute Manager & the Monkey	Michael Roach, US Marshal for the Western District of Oklahoma	Using your time more efficiently.
Managing Multiple Projects	Derek England, Asst Director for Prospective Student Services and Scholarships, University of Central Oklahoma	Receive innovative ideas, tips and strategies for tracking multiple projects.

Registration

Name_____ Agency_____

Phone_____ Fax _____

Method of payment: [ ] Cash [ ] Government Voucher [ ] Credit Card [ ] Pay at the door

Mail registration to:	Federal Executive Board 215 Dean A. McGee, Ste 320 Oklahoma City, OK 73102
Or fax to:	405-231-4165

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through April 20, 2006. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!

SUN	MON	TUES	WED	THUR	FRI	SAT
1	**2** Passover Begins	**3**	**4**	**5**	**6** Good Friday	**7**
8 Easter	**9**	**10** Leadership FEB	**11** 7:30 Mayors Committee Agency Visits-Stillwater	**12**	**13**	**14**
15	**16**	**17**	**18** 10:00 ITC	**19** 12:00 BPC 2:30 AIC	**20** Grand Opening NPS Visitor Center	**21**
22	**23**	**24** 11:00 FECC	**25** Administrative Office Professionals Day Trng	**26** 2:00 Emgcy Prep /COOP Council	**27** Naturalization	**28**
29	**30**	**31**				

Excellence in Government Conference

April 2007

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