



# INTERAGENCY CONNECTION

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## Chair's Corner



### Public Service Recognition Week:

I want to congratulate all of the federal employees whose accomplishments were recognized during the FEB's Awards program last month. In reading through the professional and personal accomplishments

listed in the program, I can honestly say I'm proud to be associated with such a talented, dedicated and competent group of people.

I also want to call to your attention to two federal leaders recognized during the luncheon by the American Society of Public Administration.

Lindy Ritz, Director of the Mike Monroney Aeronautical Center, received the "Administrator of the Year" award, while Adam Walms, Director of the VA Medical Center in Muskogee, received the "Distinguished Service Award". Congratulations to both!

Because of several requests for information regarding the award recipients, a complete list of all recognized is now available on our website.

Federal Times published a special report on "Public Service Recognition Week" in the May 7, 2007, edition, entitled "Federal Executive Boards Make a Difference in Communities". Oklahoma was one of eight FEBs identified as making a real contribution to the efficiency of the federal community. Our thanks to thank Larry Flener, a long standing member of the

Executive Policy Council, for providing the information used in the report.

In other news, our Leadership FEB participants visited FAA for their May forum. In the midst of a full day tour, they were given the opportunity to participate in a simulated aircraft evacuation. Most everyone agreed the experience changed their view towards flight safety.

### Coming in June:

This month our FEB will have the opportunity to participate in a FEMA/FEB workshop in San Antonio. The meeting is designed to be a forum for discussion, and a time in which updates in Homeland Security issues can be provided to senior managers responsible for COOP activities. Those in attendance will be from Arkansas, Louisiana, Oklahoma, New Mexico and Texas.

Also, the month provides another opportunity for a day of leadership training. The "Leadership Challenge" program will be offered on June 13, 2007, at the Holiday Inn in Norman. Susan Carnahan is the featured speaker. Her presentation has always received high reviews. Registration information is provided in this newsletter.

  
Mike Roach, Chairman

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## ***2007 Public Service Recognition Week Awards***

Monday, May 7<sup>th</sup> was the FEB sponsored Awards Program to kick off Public Service Recognition Week.

Public Service Recognition Week, 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 of us.

Following are the individuals recognized in this year's event:

### **Clerical-DoD**

Connie Gill, Oklahoma City Air Logistics Center  
Cheryl Martin, Defense Information Systems Agency  
Tammy Siders, US Army Corps of Engineers, Tulsa  
*And the Category Winner is Yolanda Eschner, from Delta Battery, Ft. Sill*

### **Clerical**

Alethia Deavers, VA Medical Center, Muskogee  
Mary Lance, VA Medical Center, Oklahoma City  
Elizabeth Lucas, Mike Monroney Aeronautical Center  
*And the Category Winner is Peggy Desmuke from VA Regional Office in Muskogee*

### **Outstanding Community Service**

Linda Rakett, Mike Monroney Aeronautical Center  
Bobbie White, 71 MSS/DPM, Vance AFB  
Sherri Williams, VA Medical Center, Oklahoma City  
Marlene Blackmon, Social Security Administration, Moore  
*And the Category Winner is Johnnie Baker III, from Aviation Systems Standards, Oklahoma City*

### **Outstanding Customer Service**

Lenna Bost, 55 ARS, Altus AFB  
Benny Boyles, VA Medical Center, OKC  
Eugene Doser, Aviation Systems Standards  
Justin Magee, Social Security Administration, OKC  
Toni Main-Valentin, Mike Monroney Aeronautical Center  
Kelly Rutherford, VA Medical Center, Muskogee  
Jim Southcott, VA Regional Office, Muskogee

### **Outstanding Customer Service (cont'd)**

William Stockdale, Oklahoma City Air Logistics Center  
Tina Wayman, Reynolds Army Hospital, Fort Sill  
Kimberly Whitman, Defense Information Systems Agency  
Felicia Woolard, NEXRAD, Norman  
*And the Category Winner is Larry Flener, from US Postal Service, Oklahoma City*

### **Outstanding Diversity Contribution**

Angela Johnson, Mike Monroney Aeronautical Center  
Tammie Kierstead, VA Medical Center, OKC  
*And the Category Winner is Albert Olvera, from the VA Medical Center in Muskogee*

### **Outstanding Employee with a Disability**

Joyce Allen, Social Security Administration, Moore  
John Noel, VA Medical Center, Muskogee  
*And the Category Winner is Dianna Sheik from the VA Medical Center in Oklahoma City*

### **Outstanding Law Enforcement**

Quincy Boyd, VA Medical Center, Oklahoma City  
Matt Ralls, US Secret Service, Oklahoma City  
Richard Rooney, Federal Correctional Institution, El Reno  
*And the Category Winner is William Muller, from the Oklahoma City Economic & Identity Crimes Task Force, US Secret Service*

### **Supervisory/Managerial-DoD**

Troy Delfs, 3 Combat Communications Squadron  
Toby Kaiser-Arnett, Oklahoma City Air Logistics Center  
Barbara Milam, Fort Sill  
William Piersall, Defense Information Systems Agency  
*And the Category Winner is Nolen Moore, Jr., Vance AFB*

### **Supervisory/Managerial**

Chas. Fred Anderson, Aviation System Standards  
Phillip Branan, VA Medical Center, Muskogee  
Russell Cook, NEXRAD, Norman  
Anthony Potter, Mike Monroney Aeronautical Center  
Priscilla Salyers, US Secret Service, OKC  
Michelle Sherman, VA Medical Center, OKC  
Kim Weeks, VA Regional Office, Muskogee  
*And the Category Winner is Anita Kinyon., USDA Rural Development, Stillwater*



## 2007 Public Service Recognition Week Awards (cont'd)

### Technical, Professional & Administrative GS-8 and below-DoD

Micah Nelson, Defense Information System Agency  
Bridgett Brown, VA Medical Center, OKC  
*And the Category Winner is Sharon Young, Reynolds Army Hospital, Fort Sill*

### Technical, Professional & Administrative GS-8 and below

Erin Foster, NEXRAD, Norman  
Donnie Long, Federal Correctional Institution, El Reno  
Michelle Pitman, Aviation System Standards, OKC  
Steven Williams, Social Security Administration, OKC  
*And the Category Winner is Brynlee Dobbins, VA Regional Office, Muskogee*

### Technical, Professional & Administrative GS-9 and above-DoD

Michael Clayton, 3<sup>rd</sup> Combat Communication Squadron  
Scott Gill, Oklahoma City Air Logistics Center  
Colin Johnston, NEXRAD, Norman  
Mary Loveless, Vance AFB  
Boone Nicolls, Altus AFB  
Lorene "Edwina" Poole, US Army Corps of Engineers, Tulsa  
William "Bill" Richards III, Defense Information Systems Agency, OKC  
Jessie Williams III, Reynolds Army Hospital, Fort Sill  
*And the Category Winner is Russell Bennett, Staff Judge Advocate Office, Fort Sill*

### Technical, Professional & Administrative GS-9 and above

Michelle Chalker, Housing & Urban Development, OKC  
Johnie Dandridge, Social Security Administration, Moore  
Joseph Haines, Federal Correctional Institution, El Reno  
Jose Olivero, Social Security Administration, OKC  
Anthony "Tony" Perry, VA Medical Center, OKC  
Susan Ramos, USPS Nat'l Center for Employee Development, Norman  
Nancy Taylor, VA Medical Center, Muskogee  
Scotty Wright, VA Regional Office, Muskogee  
Spencer Zeavin, Federal Correctional Institution, El Reno  
*And the Category Winner is Honey "Amber" Natale, Mike Monroney Aeronautical Center, OKC*

### Trades and Crafts

David Barnett, Federal Correctional Institution, El Reno  
Larry Boling, VA Medical Center, Muskogee  
*And the Category Winner is Rory Reiner, VA Medical Center, OKC*

### Outstanding Teams Award

Shared Service Center, Mike Monroney Aeronautical Center  
*And the Category Winner is Large Infrared Countermeasures, Aviation System Standards*

### American Society of Public Administrators Awards (ASPA)

#### *Distinguished Public Service Award:*

Adam Walms, Director, VA Medical Center, Muskogee

#### *Administrator of the Year Award:*

Lindy Ritz, Director, Mike Monroney Aeronautical Center, Oklahoma City

### **Only a few things Last Forever**

Few of us would argue that we live in a period where today's innovations are considered old school by tomorrow.

We are constantly upgrading, whether it is our computers, our cell phones, our automobiles, our televisions, or our homes. Many of us have just accepted the old adage, "nothing lasts forever." However, the U. S. Postal Service will soon begin sales of a new 41-cent stamp that will be good for mailing one-ounce First-Class letters anytime in the future regardless of price changes -- **Forever**.

Featuring the Liberty Bell image and the word "forever," the *Forever* stamp goes on sale April 12; customers can begin using the stamp when postage changes May 14. The Liberty Bell was selected because it resonates as one of the nation's most prominent and recognizable symbols associated with American independence.

Research has shown that customers prefer the *Forever* stamp for the convenience it offers by easing the transition for mailing letters when prices change. When postage changes in the future, it will reduce the need to buy one- and two-cent stamps. Once prices change May 14, the *Forever* stamp will remain on sale at the 41-cent First-Class one-ounce letter price until the next price change. The *Forever* stamp will then be available at the new price.

Complete details about the new stamp are available in Postal Bulletin 22203 (3-29-07). The Postal Bulletin also provides instructions for obtaining first day of issue postmarks, which by the way, are not available forever – just 60 days. *Taken from usps.com/forever4newsletter*



## How to develop resiliency

By Maj. Wistaria Joseph, 71st Mission Support Squadron commander for the Vance AFB newspaper

In late March, I had the great fortune to meet Dr. Al Siebert, author of *The Resiliency Advantage*, at a leadership seminar in Oklahoma City. Doctor Siebert is internationally recognized for his research into the inner nature of highly resilient survivors. His research also peers into the public sector to determine how public service members continue to do what they do every day.

The seminar centered on leadership skills for developing workforce resiliency, which I found to be interesting and confirmed a lot of my previous leadership training. This training was also very timely because it provided good reminders to help me in my job to prepare Vance AFB for the personnel challenges imposed by Personnel Services Delivery, National Security Personnel System, PBD 720 reductions, Force Shaping, Reductions in Force and the impending A1 Transformation which merges manpower and personnel with the services career field.

According to Doctor Siebert, “highly resilient people know how to bounce back and find a way to have things turn out well. They thrive in constant change because they are flexible, agile, creative, synergistic and learn from experience.” Resilient people know how to gain strength from adversity. Dr. Siebert also noted that there are five levels of resiliency, just like Maslow’s hierarchy of needs,

At Level 1 you need to be able to maintain your emotional stability, health and well-being. This is key to sustaining health and energy. A key attribute of resilient people is that they tend to be healthy and rarely have sick days. So instead of teaching “stress management” maybe it is time to incorporate self-reliance. To my amazement, Doctor Siebert is over 70 years of age, yet walks, travels and enjoys life like a man many years junior to his biological age. In my opinion, one good thing about the military lifestyle is that it keeps its members young. Our fitness test, along with our need to maintain a deployable ready posture, drives us to keep physically healthy.

Level 2 is where problem solving skills are

integrated. By focusing outward on the challenges you face, you are able to deal better with problems emotionally. So instead of taking things personally, step back, look at problems objectively and you will be amazed at how much of the emotion is removed from the problem itself.

Level 3 turns you inward toward the roots of resiliency. This is the time when you are able to develop a strong inner self through self-esteem, self-confidence and a positive self-concept.

There are 10 key attributes and skills found in resilient people. The 10 attributes and skills are to be playful and have childlike curiosity, to learn from life experiences, to adapt quickly, have a solid self-esteem and self-confidence, have good friendships, loving relationships, express feelings honestly, expect things to work out well, read others with empathy, use intuition, and defend yourself well. By building on these 10 key attributes, you develop resiliency skills at Level 4.

At the top of the triangle is Level 5, where you can exercise your talent for serendipity. At this high level you are able to learn good lessons from bad experiences. When you can clearly look back on anything bad that has happened in your life and learn something from it, you incorporate the highest most level of resiliency. The struggle to bounce back and recover from setbacks can lead to developing strengths and abilities that you didn’t even know were possible.

As military members and employees of a military service, each of us deals with adversity constantly. There is no doubt that today’s Air Force is more dynamic and going through more change than most people care to encounter. When faced with adversity and change, your mind can create either barriers or bridges to a better future. Resiliency cannot be taught, only learned. However, by using some of the tools Doctor Siebert has revealed, we can further develop our resilient workforce to embrace and learn from the ever revolving door of changes in our military because resiliency gives you a competitive advantage while sustaining your health and happiness.



## Americans rely on public servants

By Sen. DANIEL AKAKA

Federal Times, May 07, 2007

In 1961, President Kennedy said, “Ask not what your country can do for you, but what you can do for your country.”

Since then, Americans have accepted the call to serve their country with enthusiasm by working as federal, state and local government employees. And for the past 23 years, America has been honoring the men and women who serve the public and work for the greater good.

Public Service Recognition Week is set aside each year to applaud the work of federal, state and local government employees who provide essential services Americans rely on every day. The examples are numerous.

Americans drive to and from work on streets maintained by public servants, we drink water that is tested for quality by public servants, we rely on new technology developed by public servants.

Public servants save lives as firefighters, police officers or members of the Coast Guard. They preserve our environment by keeping our parks clean, by discovering new ways to live “green” or by working at waste-water treatment plants. They work to improve government services by eliminating waste, fraud and abuse. They keep our nation safe as members of our armed forces or as diplomats.

There are few areas of our lives that are not touched and enhanced by what public servants do.

Federal, state and local government employees are dealing with a multitude of complex issues. These issues are at the forefront of many American’s minds — homeland security, pandemic influenza, globalization, global climate change and war.

At the heart of these issues are public servants, grappling with policies, programs and decisions that affect us, working hard in the hopes of making America a stronger and safer nation.

Public workers are not in it for fame, attention or glory. In fact, it’s usually the case that the better job they do, the less attention they get.

Generally, no one writes or calls when his sewer is working or when his drive to work is smooth. No one says thank you for a child’s education or another safe and secure day for the nation.

Public servants have a strong desire to serve because they want to make a difference and contribute to the

success of our government. And they do.

Through their dedication and professionalism, federal, state and local government employees use their skills to effect tangible differences that over the long haul make a great impact in their communities and around the world. In small and large ways, public servants work to maintain and enhance the quality of our lives.

While Public Service Recognition Week provides a time to honor federal, state and local government employees for their achievements, it is also an opportunity to showcase their exciting and challenging work to inspire a new generation to serve their country.

Working for the public good is a high and noble calling, and this annual celebration is the perfect opportunity for federal agencies to recruit new employees.

A new public work force needs cultivating, and the time to do so is now. According to the Office of Personnel Management, more than 60 percent of the nation’s federal employees will be eligible for retirement by 2016.

When young people look for direction in life, they look for inspiration in the work of others. Public Service Recognition Week allows us to highlight the achievements of individuals, teams and agencies that make breakthroughs in science and medicine, protect our borders from illegal drugs, and use innovative ways of teaching to inspire young people to work for the public good.

Work in the public sector offers opportunities to effect positive change, from local communities through issues of global importance, and I encourage our youth to step up and fill the need as more workers move toward retirement.

As we celebrate Public Service Recognition Week, May 7 through 13, with award ceremonies, exhibits on the National Mall and events across the nation, I hope that Americans will take time to remember how public servants have positively affected their lives and find their own way to answer the call to serve their country.

**Sen. Daniel Akaka**, D-Hawaii, chairs the Senate Homeland Security and Governmental Affairs subcommittee on oversight of government management, the federal work force and the District of Columbia



## UPCOMING EVENTS June 2007

<b>Jun 6, 2007</b>	<b>Agency Visits: Stillwater</b>
<b>Jun 13, 2007</b> All Day Training	<b>Leadership Challenge (Training)</b> Holiday Inn, Norman POC: FEB Office, 405-231-4167
<b>June 13, 2007</b> 7:30 a.m.	<b>Mayors Committee on Disability Concerns</b> 222 NW 15 <sup>th</sup> St, Rm 203, OKC POC: Diana Hubbard, 405-297-4544
<b>Jun 19, 2007</b> All Day	<b>Leadership FEB</b> FBI/ CBP, Nat'l Air Training Center
<b>Jun 19-21, 2007</b>	<b>FEMA/FEB Meeting</b> San Antonio, TX
<b>June 20, 2007</b> 10:00 a.m.	<b>Interagency Training Council</b> POC: Joyce Smith, 405-522-3617
<b>Jun 21, 2007</b> 8:00 a.m.	<b>Shared Neutrals Councils</b> IHOP, 401 E California, OKC POC: FEB Office, 405-231-4167
<b>June 21, 2007</b> 12:00 noon	<b>Black Program Council</b> Small Business Administration 301 NW 6 <sup>th</sup> , Ste 116, OKC POC: Zeb Willie, 405-734-3089
<b>June 21, 2007</b> 2:30 p.m.	<b>American Indian Council</b> Allegiance Credit Union 4235 N. Meridian, OKC POC: Katy Lantagne, 405-522-5409
<b>Jun 27, 2007</b> 2:00 p.m.	<b>Emergency Preparedness Council</b> USDA APHIS 4020 N. Lincoln, OKC POC: LeAnn Jenkins, 405-231-4167
<b>Jun 29, 2007</b> 12:00 noon	<b>Naturalization Ceremony</b> 200 N.W. 4 <sup>th</sup> St, OKC POC: FEB Office, 405-231-4167
<b>Date to be Determined</b>	<b>Federal Employees Care Council</b> POC: Tom Burton, 405-954-0625

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

*Enthusiasm is at the bottom of all progress. With it there is accomplishment. Without it there are only alibis.*  
--Henry Ford

## 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
- Barry Dodson, Director, USDA Risk Management Agency
- Sam Jarvis, Director, VA Regional Office, Muskogee
- Larry Flener, Representative for the District Director, US Postal Service
- Joe Keffer, Warden, Federal Transfer Center
- Dottie Overall, 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](mailto:LeAnnJenkins@gsa.gov) no later than the 15<sup>th</sup> 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.



## OPTIMISM PAYS!

Taken from, "Creativity Fringes" published by the Eastern Region Forest Service, May 2007

Optimism pays! Being optimistic can make the difference. It turns out that optimists fare better than pessimists in most aspects of life, including relationships, work, school, sports, etc. In general, optimists get depressed less often, embrace change, want to succeed, are creative and have more ideas than do pessimists.

And there's more: Optimists live longer. A Dutch study on cardiovascular health found that pessimists die sooner of heart disease than optimists, but they also die sooner from just about everything. Optimists, on the other hand, typically found themselves in a loop where their hard work, creativity and thinking leads to success, which leads to more self-confidence which leads to the desire to work ever harder, and contribute more ideas, which leads to more success, etc.

The good news is that you can choose to be an optimist, even if it doesn't come naturally. Researchers say optimism is 25 percent inherited; the rest is up to you. One way to become more optimistic is to "fake it till you make it." One study found that participants who acted more assertive and energetic...even if they didn't feel like it...actually felt happier after the experiment. This approach has a surprisingly strong and immediate impact on people's emotions. An optimist will naturally be more creative. Here are some ways for you to be more optimistic as we face changes occurring in the Forest Service.

It's up to you! Being an optimist is a choice. In the Forest Service today, we are facing many challenges and frustrations, but we each have choice in how to handle these difficulties. When we let events influence our moods, we become servants to these events. However, we can free ourselves

from other influences and choose to be happy. Here are some suggestions:

***Pay attention to your thoughts***...whenever you find yourself thinking negatively, dwell on a problem or feeling upset about something; change your mind-set by focusing on solutions, not problems. Consider that obstacles are actually opportunities for growth. Ask yourself what you can do to turn the situation around and then act on it! You will be surprised how much creativity you have.

***Laugh***...choose friends who are optimistic and make you laugh. Pessimism and optimism are both contagious. To promote a healthy outlook, hang out with optimistic friends. Watching funny movies and reading humorous book will help you too. Laughing helps your creativity.

***Exercise***...when you exercise, your body releases endorphins, feel good substances that reduce stress and anxiety. Exercise also helps diffuse tension, clears you mind and helps your thinking.

***Help others***...it's better to give than to receive. Perform at least one act of kindness each day. Making others happy actually increases your happiness quotient.

***Help yourself***...not only should you be kind to others, but be kind to yourself too. Do something each day that brings you happiness...call a friend, read, listen to music, eat an ice cream cone, feed the ducks, etc. Helping yourself will benefit your personal creativity.

*The pessimist sees difficulty in every opportunity.*

*The optimist sees the opportunity in every difficulty.*

--Winston Churchill



## Fourth Quarter Blues

**GOVEXEC.COM** By Mark A. Abramson

The fourth quarter of an administration can be problematic for career civil servants. Many of the starting players and regulars begin to leave. Substitutions become frequent and agency teams start to lose energy as plans and missions wind up in a holding pattern.

As the Bush administration approaches the end of its game, many will focus on the 2008 election and beyond, when a new team will head to Washington. It's no wonder so many managers and executives catch the fourth quarter blues. Here are three rules to keep you in the game.

- Stay focused; you still have a job to do. Regardless of what you read in the newspapers, the American public has not sent you a message. They might have sent your bosses a message, but they expect you to keep doing your job. Citizens expect continuity in government and the continued delivery of high-quality service.
- The administration might be slowing down at the policy level, but there can be no slowdowns on the career side of government. There will be fewer new initiatives and less excitement in the halls, but your job has not changed. Statutory laws still must be administered. The agency's strategic plan has not gone away, and you have an obligation to complete it as successfully as you can. In fact, you might even need to put extra effort into bringing initiatives such as the President's Management Agenda to fruition in the fourth quarter.

Use your time wisely. You have an opportunity to start thinking and planning for the next administration, which will begin on Jan. 20, 2009. This is a good time to assess the state of your organization. Have you updated your workforce plan? Do you have the right staffing mix for the remainder of the decade, or should you hire people with certain skill sets? Does the agency's strategic plan need a review?

Creative thinking and planning is vital for the next game. Don't waste time simply waiting for the next team to show up and give you a new plan. You should have an agenda to present to them. The new team will appreciate your guidance.

- If you are appointed in an acting capacity, take the position seriously. Career civil servants often are named as acting officials until a new political appointee arrives, which can take a long time, if ever at this point in the administration.
- Even in these unsettled times, it is critical to assess the state of your organization and attempt to actually improve it during your tenure. Acting officials tend to avoid tough decisions. If you have a tough personnel decision to make, make it, and if you have to sign off on a controversial new regulation, do it, instead of handing off a pile of unfinished business.
- It's always easier to wait for the guy in charge. But quarterbacks don't quit calling plays just because they might not start in the next quarter. There is simply too much to do, and the stakes are too high to wait for the next person to show up.

It's natural and understandable to catch the fourth quarter blues. But it is unacceptable to stay in a funk for the next two years. Take time to review your strategy, catch your breath and stay in the game. There is still much to do.

*This column is published at <http://www.govexec.com/dailyfed/0407/042507mm.htm>*



## Supervision 101

### *Mark your calendar for meeting with your employees*

taken from Issues of Merit, April 2007, a publication of the U.S., Merit Protection Board, Office of Policy and Evaluation

Supervision is a tough job, and many Federal Supervisors have not received the training and mentoring they need to prepare them for the challenges they face. In the Merit Principles Survey 2005, only 55% of employees stated that their supervisors have good management skills while only 30 percent felt their supervisors deal effectively with poor performers. About half the employees said their supervisors provide timely performance feedback and provide coaching, training, or other assistances to help them improve their performance. This article is the first in a series dedicated to helping supervisors develop the basic skills they need to effectively manage their work groups. Here, we discuss the importance of meeting face-to-face each individual employee on a regular basis.

One of the most critical elements of managing performance is the interaction between the supervisor and employee. Meeting regularly with each employee for an individual update helps to create and sustain an ongoing, personal dialog with each team member. As you spend time with your employees reviewing their progress and providing coaching and feedback, you are both providing practical assistance and developing a trusting working relationship.

Regular meeting ensure that there are no surprises for employees in mid-year or year-end appraisal discussions when the supervisor brings up deficiencies. Rather, problems are identified and discussed early and can be solved thoughtfully and collaboratively. Regular meetings also prevent unwelcome surprises for supervisors. Instead of discovering problems weeks or months into a project, individual updates provide an opportunity for supervisors to review the employee's work and for employees to discuss difficulties they are having before trouble occurs.

How often you meet with each employee—weekly, biweekly, or monthly—will depend on a number of factors, including the number of employees you supervise, their jobs and level of experience, your workload and the work environment. The important thing is to regularly set aside time for individual updates.

Are you thinking that you don't have time to meet regularly with each employee? Research has shown that the time invested in carefully reviewing employees' progress and giving them feedback will result in higher productivity and far fewer

performance problems—saving you time and increasing your effectiveness.<sup>1</sup> Suggestions for preparing for and conducting individual updates are listed below. Together, they provide a framework you can adapt to meet your and your employees needs.

#### **Prepare for the Update**

- Establish a schedule for meeting regularly with each employee, and stick to the schedule
- Ask employees to prepare a brief summary of their progress on each assignment, including key milestones achieved, successes, their support and information needs, and problems or obstacles.
- Spend a few minutes reviewing what you want to discuss with the employee. Note key points such as:
  - ✓ Positive feedback for recent accomplishments;
  - ✓ Constructive feedback and coaching for behaviors or actions that need improvement;
  - ✓ Information on new assignments;
  - ✓ An explanation of priorities;
  - ✓ Information regarding resources;
  - ✓ A review of the employee's developmental progress or training needs

#### **Conduct the Update**

- Take notes of key points during the meeting.
- Ask the employee to review his or her work since your last update. Provide positive or constructive feedback and coaching to the employee on each item as needed.
- Discuss the items you noted when you prepared for the meeting.
- Ask the employee if there is anything else he or she would like to discuss.
- Express appreciation for the employee's contributions

#### **After the Meeting**

- Review and refine the notes you took. Write points to cover in the next meeting or new future.
- File your notes and your copy of the employee's summary in the employee's performance folder.
- Follow-up as promised during the update by providing the employee with the support or information needed.

Regular meetings with individual employees may seem like a time intensive activity, but the rewards include higher productivity and effectiveness.

<sup>1</sup>For instance, see Buckingham & Coffman, *First Break All the Rules: What the World's Greatest Managers Do Differently*, 1999 and Hale, *Performance-Based Management: What Every Manager Should Do To Get Ready*, 2004



# FEMA-certified “Train the Trainer” course for COOP Program Managers



Through a partnership of FEMA and the Oklahoma FEB, we will be hosting the above training in Oklahoma City. This training is a 2-1/2 day format intended to leverage resources and multiply results. Upon successful completion of the training, the attendee receives FEMA certification.

**In return:** The employee agrees to attend the 2-1/2 day training, understanding that in return, he/she must provide a one-day interagency training on the topic for agencies served by the Oklahoma FEB prior to September 30, 2005 (if taking the June course) and December 31, 2005 (if taking the August course). *(FEB Staff will assist in coordinating facilities, A/V, distribution of information, etc. The employee will be responsible for the instruction and should possess the necessary skills to speak before a group and successfully instruct the material.)*

<b>Course title:</b>	L548: COOP Managers Training Course (train the trainer format)
<b>Location:</b>	OKC Public Works Training Center, 800 N. Portland, Oklahoma City
<b>Date:</b>	October 22-24, 2007
<b>Time:</b>	8:00 a.m.–4:30 p.m. on first 2 days and 8:00 a.m.—12:00 noon for last day

We wish to utilize one of the forty “Train the Trainer for COOP Managers” slots available for the following individual:

Name: _____	Agency: _____
Address: _____	_____
Phone/Fax: _____	Email: _____

**A signed copy of FEMA Form 75-5 must also accompany this form (available on our website at [www.oklahoma.feb.gov/Forms/FEMA75.pdf](http://www.oklahoma.feb.gov/Forms/FEMA75.pdf)) Call the FEB Office at (405) 231-4167 to have this form faxed to you if you do not have internet access.**

\_\_\_\_\_  
Employee Date

We as the agency will support the time necessary for our employee to attend the 2-1/2 day training and instruct the material for a one-day awareness session coordinated by the FEB within fiscal year 2007-2008.

\_\_\_\_\_  
Agency Leader Date

Please return this registration form to the FEB Office **no later than October 1, 2007** in order to ensure sufficient materials.

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



True leadership stems from an internal sense of direction and purpose. That is fostered throughout this seminar as participants learn to take responsibility for their actions and their people.

**In this seminar Susan teaches skills in:**

- The Value of Vision.  
Develop a "vision" to see the whole picture of managing and supervising.
- The Importance of Team-Building.  
Learn the secrets of motivating and inspiring others to achieve better results through teamwork.
- Diffusing Potential Explosive Conflicts.  
Recognize the roots of workplace conflict and know how to deal with them.
- Gaining Confidence and Credibility.  
Be seen by those around you (and above you) as authoritative and in control.
- Getting Your Message Heard.  
Present your ideas in a way that generates respect.
- Stress Reducers That Really Work.  
Handle on-the-job pressure with specific stress reducing techniques.
- Balance Competing Demands.  
Excel at your job and enjoy your personal life too.



**Who Will Benefit From This Program?**

Leaders who are eager to develop existing skills, use dynamic new tools and techniques and make important contacts

Supervisors or managers whose job success demands a solid working knowledge of the most effective team-building concepts.

Managers who long to deal decisively with related conflict or difficult situations.

Date:	Wednesday, June 13, 2007
Time:	7:30am registration; Seminar is from 8:00am-4:00pm
Location:	Holiday Inn, 1000 N. Interstate Drive, Norman, OK
Cost:	\$145.00 per person

**Lodging:** To receive the federal government rate, make reservations BEFORE May 23<sup>rd</sup> and identify yourself as attending the FEB workshop Call the Holiday Inn (Norman) for reservations: 405-364-2882

### REGISTRATION

Name: _____	Agency: _____
Phone: _____	Fax: _____

**Method of payment:**     Cash             Government Voucher             Credit Card

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 June 8, 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!



SUN	MON	TUES	WED	THUR	FRI	SAT
		June 2007			1	2
3	4	5	6 Agency Visits: Stillwater	7	8	9
10	11	12	13 7:30 Mayors Committee Leadership Challenge	14	15	16
17	18	19 Leadership FEB	20 10:00 ITC	21 8:00 Shared Neutrals 12:00 Black Program Council 2:30 American Indian Council	22	23
24	25	26	27 2:00 Emgcy Prep Council	28	29 Naturalization	30

OKLAHOMA FEDERAL EXECUTIVE BOARD  
 215 DEAN A. MCGEE AVENUE, STE 320  
 OKLAHOMA CITY, OK 73102-3422  
 OFFICIAL BUSINESS ONLY

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