



INTERAGENCY CONNECTION

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Chair's Corner



As the fiscal year is coming to a close, my tenure as Chair of the FEB is also coming to an end.

The past two years have passed quickly and I look forward to transitioning

to "Ex Officio" status and serving in an advisory capacity to Joe Gallagher, our incoming Chairman and John Fox, our incoming Vice-Chair!

I have been honored to work with all of you and serve as Chairperson these past two years. Our FEB is a progressive and collaborative organization that brings our agencies together in many formats to share valuable information during changing times. It provides an excellent opportunity to allow us to benefit from ALL the best ideas out there!

I was fortunate to attend the National FEB Strategic and Operational meeting this summer in Washington, DC. The presentations we heard were encouraging in that high ranking individuals from Federal Agency Headquarters and White House Staff are familiar with the work of Federal Executive Boards and the value they can add. Nation-wide, the 28 FEBs make a solidified and strong network.

I will do everything needed to support our new FEB officers, while work continues in the planning of upcoming interagency opportunities for you and your employees.

September:

- Leadership FEB forum
- Federal Agency visits around the State

October:

- Leadership FEB forum & graduation
- Full day pre-retirement training workshops
 - CSRS
 - FERS
- Tabletop Exercise Planning meeting
- Executive Policy Council meeting to determine future activities.

On the horizon:

This time of year is when the FEB Office provides the following products that may serve useful for you in your planning and use:

- Annual Report
- Cost avoidance calculations for your agency,
- Future leadership development opportunities in Oklahoma (reducing the cost associated with travel),
- Emergency Communication plan that provides information on activities associated with inclement weather or other issues that could interfere with Federal agency operations.

Julie A. Gosdin
Julie Gosdin, Chairperson

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SEVEN SECRETS TO GETTING RESULTS THROUGH OTHERS

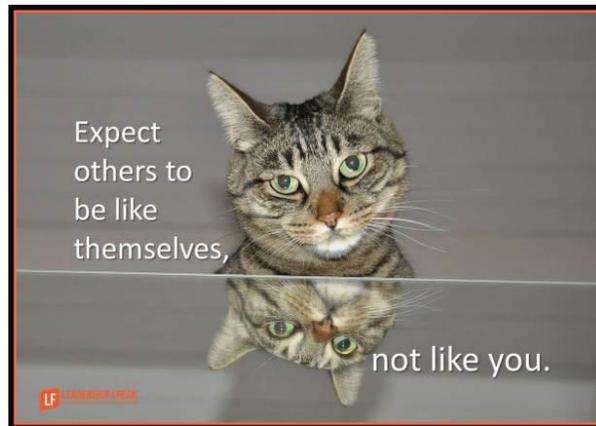
Brag about what you've helped others do, not what you've done.

Managers, who maximize talent, produce results *through others*. Talent that doesn't produce remarkable, reflects poor management.

You're in the way, if you can't get results through others.

Seven secrets to getting results through others:

1. **Focus on what others can do.** Your first thought is what *you* can do. Successful managers shift their thinking to what others can do. *The less you do, the more they get done.* This isn't about being lazy or negligent. Leverage their talent by getting out of the way.
2. **Build relationships with high-potential individuals.** Relationship building is trust building. Trust begins with what you do for others, not what they do for you. Respect their values and skills. *Expect people to be like themselves, not like you.*
3. **Describe results.** If you want results, you must describe them *before* they're achieved.
4. **Take action when you don't get results.** *Mediocrity is the result of tolerance.* If you're having the same performance conversation over and over, *you* are the problem.



5. **Develop the middle.** People are great at one or two things, average at many, and lousy at a few. The middle – average areas of skill – are the best opportunities for development. Develop people who deliver results by elevating their middle. Work to make their good skills great.

(Thanks to Milo and Thuy Sindel, "[Hidden Strengths](#)," for this idea.)

6. **Talk more about good performance than bad.** What are you doing well? What behaviors produce desired results? *Talking about what went wrong doesn't produce results.* You can't deliver positive results by "not doing" things.

7. **Have after-action meetings.** The military calls them AAR's, after action reports.
 - What worked?
 - What didn't work?
 - What will you do differently next time?

Bonus: Give support, but don't coddle.

Taken from the Leadership Freak, <https://leadershipfreak.wordpress.com/2015/06/30/7-secrets-to-getting-results-through-others/>



Spotlighting Information in Public Service

Did you Know?

Federal Correctional Institution (FCI), El Reno

The Federal Correctional Institution (FCI) in El Reno is a medium security federal correctional institution (housing approximately 1100 inmates) with an adjacent minimum security satellite camp (approximately 250); both housing male offenders.

As part of their Reentry initiative, both facilities hosted a Children's Day event.

The FCI camp held events on June 14 and 15, 2014. During the Saturday event at the Camp, 70 inmates received visits from 145 adults and 136 children. On the same day, at the medium security institution, 45 inmates received visits from 74 adults and 101 children.

During the Sunday event, 73 inmates at the Camp were visited by 126 adults and 214 children, while 48 inmates at the FCI were visited by 80 adults and 104 children, respectively.

Institution staff planned and facilitated numerous activities for the children and their parents. Activities included several hobby craft activities, physical fitness activities, games and snacks.

The children particularly enjoyed the calf feeding at both the FCI and Camp, as

several of our stock from the Dairy Operation was made available. Many of the children had never had the opportunity to bottle feed a baby calf.

The minimum security Camp also maintains an active fire crew. As part of the activities, the fire trucks were available for the children to sit in as they dressed in our fire suits, and the inmate fire crew gave a fire safety demonstration.

These are only a few of the highlights of the event.

We are extremely proud of the level of professionalism and participation from our staff. Numerous staff from

all departments participated both days, either providing supervision or facilitating activities.

Many of the children and families expressed their heart felt appreciation for our encouragement and emphasis on the agency's Reentry initiatives such as Children's Day Activities. Many of the children wrote thank you cards to the Director of the Bureau of Prisons to show their appreciation for this event. These cards were forwarded to the Director, who was so impressed with the event; he shared them with the Attorney General, and ultimately the President of the United States.





Thrift Savings Plan (TSP)

Maximize Your Retirement Savings: The Power of Compounding

How Compounding Works

Compounding is powerful because it allows you to make money not just on the money you contribute to your TSP account every year, but also on the money that it earns. Compounding makes it possible for your retirement savings to increase exponentially.

For example, if you start with \$100 and, over the course of a year, you earn a 5% rate of return, at the end of the first year, you'll have \$105. If you leave that money alone, and the next year you also earn a 5% rate of return, you'll have \$110.25 at the end of year two.

So, in the second year, you earned 5% on your original \$100 contribution and another 5% on the \$5 you earned during the first year. At this rate, your original investment is doubled in less than 15 years.

Benefits of Compounding

Of course, it is impossible to know what your rate of return will be in any particular year, but it is important to understand how the power of compounding works in your favor.

The more years you have to save, the more effective it is. So the earlier you begin contributing to the TSP, and the longer you are able to leave the money in your account, the greater the opportunity you have to enjoy the benefits of compounding.

Whether you are covered by the FERS retirement system, by CSRS, or you are a member of the uniformed services,

participating in the TSP can significantly increase your retirement income. As the chart below shows, the earlier you start making your own contributions, the more time your account has to increase in value through the compounding of earnings.



Information in this chart assumes an annual salary of \$40,000, employee and agency contributions of 5% each, and a 6% average annual rate of return.

You can also generate your own results using the TSP calculator [How Much Will My Savings Grow?](https://www.tsp.gov/planningtools/howSavingsGrow/howSavingsGrow.shtml) by visiting <https://www.tsp.gov/planningtools/howSavingsGrow/howSavingsGrow.shtml>

Source: www.tsp.gov



THE COMPLETE LIST OF TOXIC BEHAVIORS THAT POISON TEAMS

Toxic behaviors connected to communication:

1. Assume silence is agreement.
2. Overstate teammate's opinions and question their motives.
3. Sweep difficult topics under the carpet.
4. Speak for others. Begin sentences with "you" – you always and you never.
5. Polish terminology until the message is lost, obscure, and acceptable to everyone on the planet.

Toxic behaviors connected to lack of humility and disrespect:

1. Tolerate drifters.
2. Allow power-members to drone on and on.
3. Share your feelings without regard for others.
4. Make decisions in private meetings, before team meetings begin.
5. Fight for everything you want.
6. Don't adapt, as a matter of principle.
7. Start over when late-comers arrive.
8. Interrupt each other.
9. Use sarcasm to put people in their place.
10. Refuse to admit you're wrong and pretend you know more than you know.

Toxic behaviors connected to diversity and innovation:

1. Don't mix genders.
2. Marginalize new members who don't know that you've always done it that way.
3. Invite the same people to the table, year after year.
4. Explain why new ideas won't work as soon as they are introduced.

Toxic behaviors connected to planning and execution:

1. Get lost in the weeds.
2. Don't identify project-champions.
3. Don't talk about purpose and goals.
4. Assume things won't work and remind everyone when they didn't.
5. Solve every problem and address every imaginable contingency before you try something.

Toxic behaviors connected to meeting agendas:

1. Don't state the purpose for the meeting.
2. Write long agendas.
3. Deal with a few "quick" items before you address important topics. Don't leave enough time for the big stuff.
4. Discuss, but don't decide.



Four top tips for making teams work:

1. Identify the reason for the team's existence.
2. Connect everything you do to the reason for the team's existence.
3. Assign champions and establish deadlines for every project or initiative.
4. Monitor energy. When you feel energy going up or down, ask, "What just happened?"

<https://leadershipfreak.wordpress.com/2015/07/21/the-complete-list-of-toxic-behaviors-that-poison-teams/>



Avoiding Burnout

Maintaining a Healthy, Successful Career



© iStockphoto

Learn to avoid burnout in your career.

It's the beginning of the week, and Mia is already longing for the weekend.

For the past few months she's been feeling out of sorts at work, and she's not quite sure why. For instance, she's always tired, she feels disengaged and unmotivated most days, and she's constantly checking how long it is until she can go home.

Mia is also snapping at her colleagues (something she never used to do), and she feels that there's never enough time to get everything done. This leaves her feeling perpetually behind and demoralized.

Mia is showing classic signs of burnout. In this article, we'll look at what burnout is, what its consequences are, and how you can avoid burnout in your career.

What is Burnout?

Two important definitions of burnout are:

- "A state of physical, emotional, and mental exhaustion caused by long term involvement in emotionally demanding situations." – Ayala Pines and Elliot Aronson.
- "A state of fatigue or frustration brought about by devotion to a cause, way of life, or relationship that failed to produce the expected reward." – Herbert J. Freudenberger.

Between them, these definitions embrace the essence of burnout, with the first stressing the part that exhaustion plays in it, and the second focusing on the sense of disillusionment that is at its core.

Anyone can become exhausted. What is so poignant about burnout is that it mainly strikes people who are highly committed to their work: You can only "burn out" if you have been "alight" in the first place.

While exhaustion can be overcome with rest, a core part of burnout is a deep sense of disillusionment, and it is not experienced by people who can take a more cynical view of their work.

Specific symptoms of burnout include:

- Having a negative and critical attitude at work.
- Dreading going into work, and wanting to leave once you're there.
- Having low energy, and little interest at work.
- Having trouble sleeping.
- Being absent from work a lot.
- Having feelings of emptiness.
- Experiencing physical complaints such as headaches, illness, or backache.
- Being irritated easily by team members or clients.
- Having thoughts that your work doesn't have meaning or make a difference.
- Pulling away emotionally from your colleagues or clients.
- Feeling that your work and contribution goes unrecognized.
- Blaming others for your mistakes.
- Thinking of quitting work, or changing roles.

Stress and Burnout

So, what's the difference between stress and burnout? Although the two share some characteristics, there are distinct differences.

Stress is often relatively short-term, and it is often caused by a feeling that work is out of control. You might experience stress several days in a row, especially when you're working on a large project or under a tight deadline.

However, once the situation changes, stress often lessens or disappears entirely. (Stress can affect you over the longer-term, however, if you're consistently experiencing these things.)



Burnout often takes place over a longer period. You might experience it if you believe your work is meaningless; when there's a disconnect between what you're currently doing and what you truly want to be doing; or when things change for the worse – for example, when you lose a supportive boss, or when your workload increases beyond a sustainable point.

You go through "the motions" instead of being truly engaged. Over time, this leads to cynicism, exhaustion, and, sometimes, poor performance.

Causes of Burnout

People experience burnout for a variety of reasons.

Lack of autonomy is a common cause, so you might experience burnout if you don't have much control over your work, or if you feel that you never have enough time to finish tasks and projects.

Another common cause is when your values don't align with the actions, behaviors, or values of your organization, or of your role.

Other causes include:

- Having unclear goals or job expectations.
- Working in a dysfunctional team or organization.
- Experiencing an excessive workload.
- Having little or no support from your boss or organization.
- Lacking recognition for your work.
- Having monotonous or low-stimulation work.

If you suspect you might be experiencing burnout, take our [Burnout Self-Test](#) .

Consequences of Burnout

Clearly, the consequences of burnout can be severe. Your productivity can drop dramatically; and this not only impacts your career, but it negatively impacts your team and organization as well. Your creativity will also be affected, so you're less likely to spot opportunities (and you don't have the interest or desire to act on them), and you may find excuses to miss work or take days off sick.

Career burnout can also spill over into your personal life, negatively impacting your well-being and your relationships with friends and family.

Note: Burnout can cause a variety of health problems including sleeplessness, physical ailments and sicknesses, depression, and even substance abuse. If you're concerned for your health, speak with an appropriate health professional.

How to Avoid Burnout

When feelings of burnout start to occur, many people focus on short-term solutions such as taking a vacation. While this can certainly help, the relief is often only temporary. You also need to focus on strategies that will have a deeper impact, and create lasting change.

Let's look at specific strategies that you can use to avoid burnout:

1. Work with Purpose

Do you feel that your career has a deeper purpose, other than just earning a paycheck? Most of the time, [rediscovering your purpose](#) can go a long way towards helping you avoid burnout and keeping stress at bay.

Look at the deeper impact of what you do every day; how does your work make life better for other people? How could you add more meaning to what you do every day?

These are important questions, so spend time thinking deeply on them. You could also use the [PERMA Model](#) to bring more meaning and happiness to your life.

If you think that you're in the wrong role or career, [develop a career strategy](#) to help you plan for a career that's better for you. Or, use [job crafting](#) to shape your role, so that it fits you better.

2. Perform a Job Analysis

When you experience work overload day in and day out, you can start to feel as if you're on a treadmill and that you'll never catch up. This is demoralizing, stressful, and often leads to burnout.

Perform a [job analysis](#) so you can clarify what's expected of you, and what isn't. This tool will help you identify what's truly important in your role, so that you can cut out or [delegate](#) tasks that aren't as essential.



If you feel that your boss is assigning more work than you can handle, then schedule a private meeting to discuss the issue. Let him or her know that your excessive workload is leading to burnout. Come prepared with some options that could be considered for shifting certain tasks or projects to someone else.

You can also make life easier by learning how to [manage conflicting priorities](#) + and [deal with unreasonable demands](#) + .

3. "Give" to Others

One quick and easy way to add meaning to your career is to give to others, or to help them in small ways.

When you do this, it makes you feel good. Even the smallest act of kindness can re-energize you and help you find meaning in your work.

4. Take Control

You can avoid or overcome burnout by finding ways to create more autonomy in your role. Try talking with your boss to see if he or she is willing to let you have more control over your tasks, projects, or deadlines.

You'll also feel more in control of your work if you [manage your time effectively](#) + . Learn [prioritization techniques](#) + , and make use of [To-Do Lists](#) + or an [Action Program](#) + to take control of your day. Then tie these in with daily, weekly, monthly, and yearly [personal goals](#) + .

5. Exercise Regularly

Exercise can help alleviate stress and create a sense of well-being. You will also experience increased energy and productivity when you exercise regularly. What's more, regular exercise will help you [get a good night's sleep](#) + .

[Get more exercise](#) + by getting up earlier, or even by exercising at lunchtime. You might also be more motivated to exercise by teaming up with colleagues, or by setting up an office fitness challenge.

6. Learn to Manage Stress

When not managed well, short-term stress can contribute to burnout. This is why you should learn how to [manage stress](#) effectively.

There are several strategies that you can use to cope with stress. For instance, you could keep a [stress diary](#) + to document what routinely causes you stress. Practicing deep breathing, [meditation](#) + , and other [relaxation techniques](#) + can help you calm down when you're experiencing stress.

You can also manage the way you think – this can contribute to stress. By monitoring your thoughts and practicing [positive thinking](#) + , you can change unhelpful reactions and manage your emotions through a stressful situation.

Key Points

Burnout is a mixture of professional exhaustion, and disillusionment with other people, the organization, or the career, over the long term.

Symptoms of burnout include low energy, a loss of interest in your work, and irritability with colleagues or team members. As such, it can cause low productivity, high absenteeism, low creativity, and even health problems.

To avoid burnout, follow these tips:

1. Work with purpose.
2. Perform a job analysis, and eliminate or delegate unnecessary work.
3. Give to others.
4. Take control, and actively manage your time.
5. Get more exercise.
6. Learn how to manage stress.

Remember, if, at any time, stress and burnout are causing you to worry about your health, seek the advice of an appropriate health professional.

Article copied from:

<http://www.mindtools.com/pages/article/avoiding-burnout.htm>

If you receive this newsletter in hard copy, please visit the web article to access the hyperlinks provided in this article.



UPCOMING EVENTS September 2015

Sep 2, 2015	Agency Visits: Altus
Sep 9, 2015	Agency Visits: McAlester
Sep 10, 2015 All Day	Leadership FEB Forum Fort Sill POC: FEB, 405-231-4167
Sep 11, 2015	Agency Visits: Oklahoma City
Sep 15, 2015	Agency Visits: Oklahoma City
Sep 21, 2015 1:00 p.m.	OPM/FEB Conference Call POC: FEB, 405-231-4167
Sep 21-22	L-548 COOP Class Houston, TX POC: FEB, 405-231-4167
Sep 22, 2015	Agency Visits: Stillwater
Sep 23-25	L-550 COOP Class Houston, TX POC: FEB, 405-231-4167

INSPIRATION CORNER

I believe in the sacredness of a promise, that a man's word should be as good as his bond; that character—not wealth or power or position—is of supreme worth.
—John D. Rockefeller, Jr.

The wise person possesses humility. He knows that his small island of knowledge is surrounded by a vast sea of the unknown.
—Harold C. Chase

Let us show, not merely in great crisis, but in everyday affairs of life, qualities of practical intelligence, of hardihood and endurance, and above all, the power of devotion to a lofty ideal.
—Theodore Roosevelt

The ear of the leader must ring with the voices of the people.
—Woodrow Wilson

In the realm of ideas, everything depends on enthusiasm; in the real world, all rests on perseverance.
—Johann Wolfgang von Goethe

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:

- Jeffrey Allen, Executive Director, Air Force Sustainment Center
- David Andra, Meteorologist-in-Charge, National Weather Service Forecast Office, Norman
- Michelle Coppedge, Director, FAA Mike Monroney Aeronautical Center
- David Engel, Chief Administrative Judge, Social Security Administration, Tulsa
- John Fox, Warden, Federal Transfer Center
- Dottie Overall, Director, Small Business Administration
- Betty Tippeconnie, Superintendent, BIA-Concho Agency

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) 231-4167 or email to LeAnnJenkins@gsa.gov no later than the 15th of each month.

Officers

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Traditional versus Roth TSP contributions

The Thrift Savings Plan offers you two ways to save for retirement. You may elect to defer your federal pay into a traditional account, before state and federal income taxes are deducted, or you may defer your pay, after taxes, into a Roth account. You may use one, the other or both options, and start or stop either or both types of contributions when you like.

Based on the questions I receive from Federal Times readers through the “Ask the Experts” forum online, the “pay now and not later” approach offered by the Roth account is inherently appealing to many TSP participants. The reason is often the idea that paying tax on a smaller amount—usually assumed to be the contribution—is better than paying tax on the larger amount—usually assumed to be the withdrawal. The problem here is that this is not inherently the case. To illustrate this fact, consider some arithmetic:

Start with \$10,000 and remove 25 percent, or \$2,500 for tax payments. Invest the remaining \$7,500 in a Roth account until it doubles to \$15,000. Withdraw it from the Roth a few years from now, tax-free, and you’ll have \$15,000 to spend on that new iPhone with the built-in hair dryer. Instead you could contribute the same \$10,000 before taxes from your paycheck into a traditional TSP account, leave it there until it doubles in value to \$20,000 withdraw it, pay 25 percent, or \$5,000 in taxes and be left with \$15,000 to spend on that new iPhone.

In the Roth example, you only paid tax on \$10,000, while in the traditional example you paid tax on twice that amount. Yet, in each case you were left with the same spendable income, all the way through. In part, it’s the way the world works, and in part it’s the analytic method I used. The key to the results was that I held the tax rates the same for both the contributions and the withdrawals, and that I based the analysis on comparable gross, or pretax, investment amounts. Both of these

assumptions are reasonable possibilities—maybe even likely—but not the only possibilities. If the tax rates differ on either end of the analysis, or if I assume that the TSP’s contribution limits are reached in each case, the results will be different.

The analysis always requires that the analyst make predictions about the future, and these predictions, while unreliable, will heavily influence the analytic results, and the conclusions drawn from those results. In addition to the influence of an analyst’s assumptions, your individual circumstances will determine the type of analysis that best suits the decision and the results that will be produced by that analysis

In addition to the results of scenario and mathematical analysis, there are other factors to consider when deciding between traditional and Roth TSP contributions. Once you make a Roth contribution, both types of money in your account must be invested and managed the same way. Each withdrawal you make will come, proportionately, from each type of money. When you reach the point when you must begin withdrawing your money, your Roth balance will be used in determining the size of the required withdrawal each year—something that does not happen in a Roth IRA or a regular, taxable investment account. These are complicating factors that should be carefully understood, considered and weighed against any benefit that is expected to accrue before you decide to make Roth TSP contributions.

Finally, when considering whether or not to contribute to the Roth TSP, you should benchmark that option against the alternatives of contributing to a Roth IRA, if you are eligible, or to a regular, taxable investment account. It may be possible, using one or both of these alternatives, to obtain similar results using a less complicated solution.

Taken from Federal Times article (July 2015), written by Mike Miles, a Certified Financial Planner licensee and principal adviser for Variplan LLC, an independent fiduciary in Vienna, Virginia.



One-Day Pre-Retirement Training Seminars-2015



Be sure you are financially prepared to do all the things you've planned for your retirement!!



<p>CSRS session topics:</p> <ul style="list-style-type: none"> ➤ Overview of CSRS ➤ Survivor Benefit ➤ Thrift Savings Plan (to include Roth TSP) ➤ Voluntary Contribution Program ➤ Federal Employee Health & Life Insurance Programs ➤ Social Security ➤ Federal Long Term Care Program ➤ Flexible Spending Accounts ➤ Annuity Calculation ➤ Phased Retirement 	<p>FERS session topics:</p> <ul style="list-style-type: none"> ➤ Overview of FERS ➤ Survivor Benefit ➤ Thrift Savings Plan (to include Roth TSP) ➤ Federal Long Term Care Program ➤ Federal Employee Health & Life Insurance Programs ➤ Social Security ➤ Flexible Spending Accounts ➤ Annuity Calculation ➤ Phased Retirement
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TIME: 8:00 a.m. - 4:00 p.m. (each day) Registration will begin at 7:30 am
LOCATION: Remington Park, One Remington Place, Oklahoma City, OK
COST: \$65.00 per person to cover facility expenses
INSTRUCTOR: Financial planner compensated by First Command, these sessions are educational ONLY. No solicitation is permitted during the training.

- Sign me up for the CSRS Only session on Wednesday, October 21, 2015.**
 I am also covered by a special retirement provision (Firefighter/Law Enforcement/Air Traffic Controller)
- Sign me up for the FERS Only session on Thursday, October 22, 2015.**
 I am also covered by a special retirement provision (Firefighter/Law Enforcement/Air Traffic Controller)

Seating is limited to 75 per session. Once a session is filled, future registrants will be notified and provided the opportunity to be placed on a waiting list for the next Pre-Retirement session.

Payment must be made in advance Cash Check Credit Card—Phone #:

NAME(S): _____
 Spouses are welcome to register, as well, this form can be used to register both; double the registration fee.

AGENCY: _____

ADDRESS: _____

PHONE: () _____ EMAIL: () _____

Mail this registration form to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Suite 320 Oklahoma City, OK 73102
Fax to:	(405) 231-4165
Email to:	LeAnn.Jenkins@gsa.gov or Lisa.Smith-Longman@gsa.gov

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, please notify the FEB office no later than October 14th to accommodate individuals who may be on a waiting list.



SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2 Agency Visits: Altus	3	4	5
6	7	8	9 Agency Visits: McAlester	10 Leadership FEB	11 Agency Visits: OKC	12
13	14	15 Agency Visits: OKC	16	17	18	19
20	21 1:00 OPM Conf Call	22 Agency Visits: Stillwater	23 10:00 ITC	24	25	26
	L-548 in Houston		L-550 in Houston			
27	28	29	30	September 2015		

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