



# INTERAGENCY CONNECTION

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## Chair's Corner



The holiday season is upon us! Everyone has survived the end of the fiscal year and is elbow deep in budget issues and planning.

Our Federal Executive Board graduated another class of **Leadership FEB** at the end of October and is already planning next year's schedule! For those wishing to have an early opportunity to apply, a one-page registration is available in this newsletter and the full document is available on our website: [www.oklahoma.feb.gov/Forms/2016Leadership\\_FEB\\_Brochure\\_Final.docx](http://www.oklahoma.feb.gov/Forms/2016Leadership_FEB_Brochure_Final.docx). Not all eight forums are confirmed yet; but we expect they will before the beginning of the class.

In anticipation of winter weather, we have completed our **Emergency Communication Plan** ahead of schedule. This plan outlines how our FEB shares operational status information amongst Federal agencies in Oklahoma. This has been issued to all FEB members and has been posted on our website: [www.oklahoma.feb.gov/Forms/2016HazCoordinationFINAL.docx](http://www.oklahoma.feb.gov/Forms/2016HazCoordinationFINAL.docx)

Also ahead of schedule, our **FEB Annual Awards** nomination package has been posted to the website for those of you wishing to get an early start on award nominations. We have provided it in Word format on our website to make it convenient to complete the forms for printing:

[www.oklahoma.feb.gov/Forms/2016AwardNominationPkg.docx](http://www.oklahoma.feb.gov/Forms/2016AwardNominationPkg.docx)

With the holidays come hectic schedules; mailing packages to those we will not see over the holidays and travel to see family in other locations. There are a few federal agencies that "touch your life" during the holidays! Below is information to assist in your holiday plans for mail and travel:

**Mailing packages:** To ensure domestic mail delivery by December 24<sup>th</sup>, send mail by:

Standard Post Service	First-Class Mail Service	Priority Mail Service	Priority Mail Express Service
Dec 15	Dec 19	Dec 21	Dec 23

You can check their website: [www.usps.com](http://www.usps.com) for all your holiday mailing and shipping needs.

**Holiday Travel:** Since holiday travel seems to be the busiest travel time of the year, TSA has reminders of their security procedures to help you be prepared for security before leaving home. This reduces your stress going through the airport and reduces the time required to clear security. If you are a member of TSA Pre✓<sup>®</sup>, your clearing process will already be expedited.

Otherwise, for all you need to know about getting through airport security quick on your next trip visit:

[http://apps.tsa.dhs.gov/mytsa/guide\\_main.aspx](http://apps.tsa.dhs.gov/mytsa/guide_main.aspx)

Wishing everyone a safe holiday season and a productive New Year!

Joe Gallagher, Chairman

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## Leadership Secrets of Santa Claus

*Santa Claus is Coming to Town, Pay Attention!* by Jennifer Takagi



Santa is a miracle worker! As a child, I was always wide eyed on Christmas morning. (To be honest, I still am!) I didn't spend much time trying to figure out how it was done. I just knew it was done. Stockings were filled with goodies. I especially loved canned pears and typically found a jumbo can next to my stocking since it wouldn't fit inside. Presents were under the tree and spilled out into the living room for the entire family! I was so excited that I never stopped to wonder how Santa made it happen.

As an adult, I have to wonder, how did Santa do it? I know there is a workshop at the North Pole. There are many elves. I'm not sure how many elves, but based on movies like "The Santa Clause", there have to be a lot, maybe a couple of hundred. Also, based on the amount of work done, there has to be quite a workforce. Not to mention the reindeer.

Santa must be the CEO of the North Pole! He is probably the Plant Manager of the Workshop. Surely he has to delegate some of the management responsibilities because he can't possibly do it all. Elves probably handle packaging and delivery. Someone has to care for the reindeers. I'll bet he starts planning for next Christmas on December 26<sup>th</sup>!

What can we possibly learn from Santa? We all know he is extremely successful. Year after year, Christmas morning arrives

with stockings full of goodies and presents under the tree. If Santa weren't successful, the stockings would be flat, the tree would be bare, the milk would have gone sour and the cookies would be hard.

I want to emulate Santa and be the best leader/manager/employee I can be! Santa has some secrets to his leadership style that makes him so successful that he was willing to share a few:

1. Build a Wonderful Workshop.
2. Choose Your Reindeer Wisely
3. Make a List and Check it Twice.
4. Listen to the Elves.

There are several more in the book [The Leadership Secrets of Santa Claus](#) available from WalkTheTalk.com, Resources for Personal and Professional Success. Let me just say that we all need to take lessons from Jolly Ole Saint Nick on being an effective leader all year long to produce the results we need!

As you near the end of the first quarter, take some time to plan for the rest of the year so you can be as successful as Santa Claus with employees as happy as the elves!



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## Spotlighting Information in Public Service

### Did you Know?

#### The VQ-4 Shadows

By LCDR Kevin Haaksma and LTJG Kaitlyn Bussell

In 1961, the TACAMO mission began as a test program to determine the feasibility of an airborne Very Low Frequency (VLF) communications system and, using a U.S. Marine corps KC-130 aircraft as a test vehicle, the Weapons Systems Test Division was able to conduct this program. The overwhelming success of the course of testing prompted funding for the first production aircraft. This project was designated “Take Charge and Move Out,” or *TACAMO*.

In order to avoid long lead-time delays, four U.S. Air Force C-130s were taken from production in early 1963, and after extensive modification, the aircraft was designated C-130G. The first of these aircraft, BUNO 151890, was delivered on 26 December 1963. At that time, its communications equipment consisted of removable vans which could be installed and uninstalled within a matter of hours. A few years later, plans were formulated in 1966 to expand the TACAMO program, which included permanently installing the communications suites in eight aircraft and redesignating them as EC-130Qs. On 1 July 1968, Fleet Air Reconnaissance Squadron Four (VQ-4) was established at NAS Patuxent River, Maryland as a permanent operational squadron.

In 1974, the next major aircraft modification incorporated a new Power Amplifier, a Dual Trailing Wire Antenna system and a high-speed reel system for deploying and retracting the trailing wire antennas. Additional improvements included satellite communications and an enhanced VLF capability.

In the 1980s, it was recognized that the C-130s, in some cases the oldest in the fleet, were in need of replacement. The hunt was on for the successor of the “Mighty Herc.” Eventually, the B707-320 airframe was chosen, modified extensively, and redesignated the E-6A Hermes, named for the Greek messenger of the gods. The Navy E-6s were the last 16 aircraft to roll off of Boeing’s venerable 707 line after 30 years of production. On 25 January 1991,

the VQ-4 Shadows took delivery of their first E-6A, and in November of 1992, the squadron’s home port was changed to Tinker AFB, near Oklahoma City, Oklahoma.

On 20 September 1999, VQ-4 took delivery of its first E-6B, now renamed “Mercury,” the Roman equivalent of its preceding name. The E-6B featured upgraded systems that enable it to perform the USSTRATCOM Airborne Command Post (ABNCP) “Looking Glass” mission. Upgrades included: a Battlestaff module to provide enhanced command, control, and communications for the nation’s nuclear arsenal; the Airborne Launch Control System to permit airborne launch and control of ICBMs; UHF C3 Radio Subsystem; Digital Airborne Intercommunications Switching System; MILSTAR Airborne Terminal System (satellite communications); and a High Power Transmit Set for enhanced communications.

From October 2006 to April 2009, VQ-4 supported the Global War on Terror as a vital component of Task Force 124’s Forward Deployed Detachment, assigned to Al Udeid AB, Qatar. Displaying the incredible versatility of aircraft and crew, the Shadows ensured timely relay of urgent information such as improvised explosive device detonations and medical evacuation request from convoys that were out of radio contact with headquarters. During two and a half years on station, TF-124 (which is comprised of the entire TACAMO fleet) Airborne Communication crews handled 16,813 tactical support calls in direct support of troops on the ground.

Since its establishment, VQ-4 has evolved into a squadron of approximately 400 Officers and Sailors, making it one of the largest aviation squadrons in today’s Navy. A reflection of its extraordinary dedication to safety and operational excellence, the Shadows have surpassed 38 years and 352,000 flight hours of Class A mishap-free operations.





## Picking the right retirement date

Taken from Federal Times, October 2015 edition

Here it is, mid-September, and those of you who have the right amount of age and service are asking, “What’s the best date to retire?” While there is no single best date to retire—sorry about that!—some dates are better than others. Let me explain.

### Time of Month

The time of month that’s best to retire is different for CSRS and FERS. If you are a FERS employee, you have to retire no later than the last day of a month if you want to be on the annuity roll in the following month. If you are a CSRS employee, you can retire up to the third day of any month and be on the annuity roll in the same month. However, your annuity payment for that month will be reduced by 1/30<sup>th</sup> for every day you aren’t on the annuity roll.

Clearly, picking the wrong date by as little as one day can affect your annuity. If you are a FERS employee who retires on Jan. 1 instead of Dec 31, you won’t be on the annuity roll until Feb. 1, and you won’t receive your first month’s annuity payment until March 1.

### COLAs

When you retire also affects your annual cost-of-living adjustment, which is based on the month you are first on the annuity roll. For example, to receive a full COLA in January 2017, a FERS retiree would have to retire no later than Nov. 30, 2015, and a CSRS employee no later than Dec. 3, 2015.

### Unused Leave

You have a limit on how many hours of annual leave you can carry over from one leave year to the next. For most employees, that’s 240 hours. You’ll receive a lump sum payment for any unused annual leave.

To calculate the amount of that lump sum payment, your agency will treat every hour of annual leave as if you were still on the job. Assuming that there’s a pay increase in 2016, the closer you retire to January 9, 2016 (the last day of the 2015 leave year), the larger your

lump-sum payment will be. That’s because more of those hours would be paid at the higher hourly rate. However, unless you’re willing to give up one month’s annuity in exchange for the additional annual leave hours you’ll gain by completing a pay period (and the higher hourly rate at which your unused annual leave will be paid), you’ll need to retire no later than Dec. 31 (FERS) and Jan. 3 (CSRS).

### Taxes

What your tax burden will be depends on the time of year you retire. If you retire at the end of the year, the amount you pay in taxes will be greater than if you had retired earlier in the year and had less income to report. On the other hand, your income for the following year will be lower, because you’ll be receiving an annuity, a portion of which will be tax exempt. To find out how much, go to [www.irs.gov/pub/irs-pdf/p721.pdf](http://www.irs.gov/pub/irs-pdf/p721.pdf). The lump-sum payment you receive for any unused annual leave—and any buyout you receive—will be treated as ordinary income and taxed accordingly.

### Some final thoughts

Obviously, there are a lot of variables to consider when you decide which retirement date is best. However, in the long run, a few extra dollars can’t compare with the more important questions that need to get answered. Answers that often get lost when playing the numbers game. Among them are these: Are you financially able to retire? And are you mentally and physically ready to retire?

So, before you decide to retire, consider the short-and long-term financial consequences of your decision, have a clear idea of why you are leaving government and make a good start on figuring out what you’ll do after you retire. If you do that, you’ll be in a better position to pick your own best retirement date.

*Article was written by Reg Jones, retired as head of retirement and insurance policy at the Office of Personnel Management.*



## Ask better questions to get better information

### Try some of these tips to improve how you get information from employees

Posted on Managebetter.biz: September 23, 2015

Sometimes being a good manager means acting like an investigative journalist: You must ask questions that go beyond the obvious and reveal what's going on behind the scenes. Try some of these tips to improve how you get information from employees:



• **Ask open-ended questions.** Avoid any question that can be answered with a yes or no. Instead, ask questions that prompt the employee to go into greater depth. Focus on using questions that start with what, how, and why.

• What questions are useful for discovering causes. (“What happened?”)

• Why questions are useful for exploring motivations. (“Why did you do it that way?”)

• How questions are useful for eliciting information on a process. (“How did it happen?”)

• **Keep your questions short, focused, and neutral.** The more preconceptions you load into your question, the less information your subject feels compelled to provide. So instead of: “You seemed to fall behind on your project in July when we had a problem getting figures from accounting, and then it got worse with the computer crash in August. Is that correct?”—try asking: “How did the project get behind schedule?” This simpler question forces employees to explain things from their perspective instead of just confirming your assumptions. They may have a different take on things.

• **Build on the answers you get.** Go into an interview with a well-thought-out list of questions, but don't be a slave to it. Explore each answer you get with more questions, pressing for greater detail and exploring new information as you go. (“Why do you think it was the marketing department that created the biggest delay?”)

• **Request positive proof.** If the person you are speaking with makes an assertion, ask for facts to substantiate it. (“How did the demands from marketing slow you down?”)

• **Don't inject comments into your questions.** Avoid coloring your questions with comments that lead the listener. Statements like “It must have been very frustrating for you to have marketing insert themselves in this process,” open the door for a rant about those jerks in marketing. Leave out the preamble. Just ask, “How did you try to overcome the problems?” and see where the employee takes you.

• **Avoid loaded words.** Using dramatic or emotional language only gives people a reason to become defensive. If you ask, “How are you going to fix this disaster?” the word “disaster” almost begs the employee to strike back. (“I'd hardly call this a disaster! We're only two weeks behind schedule!”) Stay focused on facts, not emotions: “How will we get this back on track?”

—Adapted from the American Journalism Review



## UPCOMING EVENTS December 2015

**Dec 2, 2015**  
1:00 p.m. **Emergency Prep & COOP**  
Special Meeting with FEMA to discuss  
Tabletop Development  
Oklahoma City/County Health  
POC: FEB, 405-231-4167

**Dec 3, 2015**  
10:00 a.m. **Executive Policy Council Mtg**  
National Weather Service, Norman  
POC: FEB Office, 405-231-4167

**Dec 6, 2015** **Hanukkah Begins**



**Dec 11, 2015** **FEB Operating Plan due to OPM HQ**  
POC: FEB, 405-231-4167

**Dec 25, 2015** **Christmas**



**Dec 28, 2015** **FEB Emergency Plan due to OPM HQ**  
POC: FEB, 405-231-4167

**Dec 31, 2015** **New Year's Eve**

## 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
- Dottie Overal, 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 email to [LeAnnJenkins@gsa.gov](mailto:LeAnnJenkins@gsa.gov) no later than the 15<sup>th</sup> of each month.

### Officers

**Chair:** **Joe Gallagher**  
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Army Fires Center of Excellence  
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**Vice-Chair:** **John Fox**  
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**Ex-Officio:** **Julie Gosdin**  
District Director  
US Postal Service, Oklahoma City

### Staff

**Director:** LeAnn Jenkins  
**Assistant:** Lisa Smith-Longman

### INSPIRATION CORNER

The way to be a leader today is different. I no longer call the shots. I'm not the decision maker. The essence of leadership today is to make sure that the organization knows itself. -Mort Meyerson

Dream big dreams; only big dreams have the power to move men's souls. -Marcus Aurelius Antoninus

Today the most useful person in the world is the man or woman who knows how to get along with other people. Human relations is the most important science in the broad curriculum of living. -Stanley C. Allyn

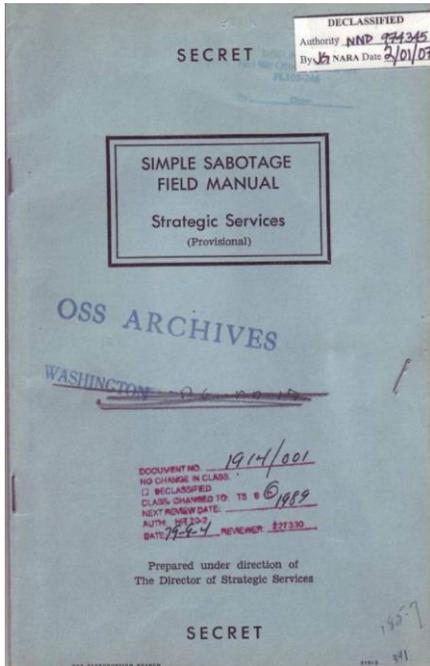
Leadership is the capacity to translate vision into reality. -Warren Bennis



## HOW SINCERE LEADERS SABOTAGE THEIR ORGANIZATIONS

You are engaged in harmful behaviors that don't serve you or your organization well. "I meant well," points to sincere behaviors that backfired.

Success is doing more of what works and less of what doesn't.



The CIA declassified the "Simple Sabotage Field Manual" in the 70's. Page 29 reads like a how-to for succeeding in fear-filled organizations. Effective saboteurs look like they're doing the right thing.

The most dangerous wrong is the one that feels right.

8 sabotage techniques that could be "good" leadership:

1. **Sabotage by obedience.** Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.
2. **Sabotage by speech.** Talk as frequently

as possible and at great length.

3. **Sabotage by committee.** When possible, refer all matters to committee, for "further study and consideration." Attempt to make the committee as large as possible – never smaller than five.
4. **Sabotage by irrelevant issues.** Bring up irrelevant issues as frequently as possible.
5. **Sabotage by haggling.** Haggle over the precise wordings of communications, minutes, resolutions.
6. **Sabotage by reopening decisions.** Refer back to matters decided at the last meeting and question the advisability of that decision.
7. **Sabotage by excessive caution.** Advocate "caution." Be "reasonable" and urge your fellow conferees to be "reasonable" and avoid haste which might result in embarrassment or difficulties later on.
8. **Sabotage by is-it-really-our-call?** Be worried about the propriety of any decision – raise the question whether any action lies within the jurisdiction of the group or whether it might conflict with some policy of a higher echelon.

These behaviors could be useful. That's what makes them dangerous.

Sincere passion is frustrating apart from effective execution. Leadership development is aligning sincere passion with effective behavior.

<https://leadershipfreak.wordpress.com/2015/10/23/how-sincere-leaders-sabotage-organizations/>



## Google and Apple alum says using this word can damage your credibility

Ellen Petry Leanse, [LinkedIn](#) Jun. 25, 2015, 2:33 PM

*LinkedIn Influencer [Ellen Petry Leanse](#) published this post originally on [LinkedIn](#).*

A few years back I noticed something: the frequency with which the word *just* appeared in email and conversation from female coworkers and friends.

I first sensed this shortly after leaving Google and joining a company with a high ratio of female to male employees.

Google, and everywhere else I'd worked before, had a more traditional gender mix.

I'd never really noted a high concentration of *just* before, so I thought it might be my imagination. But soon I knew my hunch was legit. *Just* just kept showing up too frequently.

*"I just wanted to check in on ..."*  
*"Just wondering if you'd decided between ..."*  
*"If you can just give me an answer, then ..."*  
*"I'm just following up on ..."*

I started paying attention, at work and beyond. It didn't take long to sense something I hadn't noticed before: Women used *just* more often than men.

Still, it was only a hunch — I had no data. Yet even if it was selective listening, it seemed I was hearing *just* three to four times more frequently from women than men.

It hit me that there was something about the word I didn't like. It was a "permission" word, in a way — a warm-up to a request, an apology for interrupting, a shy knock on a door before asking "Can I get something I need from you?"

The more I thought about it, the more I realized that it was a "child" word, to riff [Transactional Analysis](#) (<http://www.ericberne.com/transactional->

analysis/). As such it put the conversation partner into the "parent" position, granting them more authority and control. And that just didn't make sense.

I am all about respectful communication. Yet I began to notice that *just* wasn't about being polite: It was a subtle message of subordination, of deference. Sometimes it was self-effacing. Sometimes even duplicitous. As I started really listening, I realized that striking it from a phrase almost always clarified and strengthened the message.

And as I began to pay attention, I was astonished — believe me — at how often I used the word.

I sent a memo to my work teammates about the "J" word and suggested a moratorium on using it. We talked about what it seemed to imply — everyone agreed — and how different that message was from the way we saw ourselves: trusted advisers, true partners, win-win champions of customer success.

We started noticing when and how we used *just* and outing each other when we slipped. Over time, frequency diminished. And as it did we felt a change in our communication — even our confidence. We didn't dilute our messages with a word that weakened them.

It was subtle, but small changes can spark big differences. I believe it helped strengthen our conviction, better reflecting the decisiveness, preparedness, and impact that reflected our brand.

Yet *just* still bugged me. Sure I'd had my little experiment with friends, but I'd acted on a hunch, maybe right, maybe wrong.

So I ran a test in the real world.



## Using this word can damage your credibility (cont'd)

In a room full of young entrepreneurs, a nice even mix of men and women, I asked two people — a guy and a girl — to each spend three minutes speaking about their startups. I asked them to leave the room to prepare, and while they were gone I asked the audience to secretly tally the number of times they each said the word *just*.

Sarah went first. Pens moved pretty briskly in the audience's hands. Some tallied five, some six. When Paul spoke, the pen moved ... once. Even the speakers were blown away when we revealed that count.

Now, that's not research: It's a mere MVP of a test that likely merits more inquiry, but we all have other work to do.

Plus, maybe now that you've read this, you'll heighten your awareness of that word and find clearer, more confident ways of making your ideas known.

In other words, help take the "J Count" down. Take the word out of your sentences and see if you note a difference in your clarity — and even the beliefs that fuel the things you say.

It's actually easy, once you start paying attention. Like it?

If so, then, to riff Nike ... well, "Do it."

*Apple and Google alum, entrepreneur, and online pioneer Ellen Leanse brings 35 years of global impact to her work as a tech strategist and adviser. She speaks and writes on innovation and diversity in tech, ethics, and mindfulness and regularly posts on Twitter at [@chep2m](#).*

*This post also appeared on [Women 2.0](#).*

## Pay attention to these crucial retention tactics

### Retention requires hard work from managers

Retention requires hard work from managers. Instead of simply hoping for the best, take these steps to keep your best performers on the job for the long term:

- **Hire the best.** Strong managers hire great workers because they're not threatened by the competition. When you hire smart people and give them the opportunity to reach their potential, everyone wins. Workers who feel like winners are more likely to stay with the organization that supports them.

- **Invest time in top performers.** Some managers spend so much time trying to bring mediocre workers up to speed that they end up ignoring their best and brightest. Try following this formula: Devote 60 percent of your time to developing your best workers, 30 percent to mid-level performers who have the potential to become top-notch—and only 10 percent to your poorest performers.

- **Relieve workplace pressure.** Work is, well, work. But that doesn't mean it has to be the opposite of fun. Even if you labor in a high-pressure industry, you can still create a positive environment that gives workers the chance to decompress and rejuvenate.

- **Encourage honest dialogue.** Emphasize that you want to know what employees think about their work, their projects, the organization, and especially your performance as manager—even if it hurts. Don't punish the messenger, as long as he or she is focused on your organization's success. Regard all honest feedback as a gift.

- **Show your appreciation.** Recognize and reward workers. Show that you appreciate their efforts even when things don't go smoothly. Invest time and energy in helping them develop and get ahead. Demonstrate that you value their contribution, and they'll reward you with their loyalty.

—Adapted from Investor's Business Daily

<http://www.managebetter.biz/>





## 2016 Leadership FEB Class Registration

*Return this portion to FEB*



In order to maximize the benefits and expand the cohesive networking opportunities, no alternates will be authorized to attend single sessions. However, if an identified participant becomes unable to honor their commitment to the program, the employing agency is authorized to replace that individual for the duration of the program.

Participants **must attend a minimum of five sessions** in order to receive a certificate of completion for this program. The majority of sessions will occur in the Central Oklahoma area; however, to illustrate the diversity of the nature and geographic areas of our federal community, a couple of sessions will be to visit federal agencies in outlying areas.

***Forums may involve agencies with missions that require background investigations prior to the visit. If a registered employee has findings, their participation in that particular forum may be denied.***

Due to limited availability, register as early as possible to reserve a slot for your participant. It is suggested that registrations be submitted no later than Friday, February 26, 2016. Cancellations will be processed at no charge to the agency through that date. After that, we ask the agency to honor their obligation due to cost incurred; however, a substitute participant is authorized and encouraged. Tuition for the program is \$750. This covers *Leadership FEB* program expenses for each forum, leadership books, parking fees for designated forums, and other materials. Personal expenses, lodging, and mileage are not included in this cost. Tuition is payable by the individual, the employer, or the sponsoring organization. Tuition paid with the application will be held until the selection process is completed. Tuition will be refunded if the applicant is not selected. *Agency/Registrant may pay the course fee (\$750) by check, credit card, or government voucher*

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

Title: \_\_\_\_\_

Dept & Agency: \_\_\_\_\_

City: \_\_\_\_\_

Phone: \_\_\_\_\_ Cell: \_\_\_\_\_

Email: \_\_\_\_\_

*Participant's Signature*

*Date*

*Agency Director/Commander Review/Approval*

*Date*

By Mail:	By Fax:	By Email:	Questions Call
Federal Executive Board 215 Dean A. McGee, Ste 153, Oklahoma City, OK 73102	(405) 231-4165	<a href="mailto:LeAnn.Jenkins@gsa.gov">LeAnn.Jenkins@gsa.gov</a> Or <a href="mailto:Lisa.Smith-Longman@gsa.gov">Lisa.Smith-Longman@gsa.gov</a>	(405) 231-4167



SUN	MON	TUES	WED	THUR	FRI	SAT
		<b>1</b>	<b>2</b> 1:00 Tabletop Planning Mtg	<b>3</b> Executive Policy Council-Norman	<b>4</b>	<b>5</b>
<b>6</b> Hanukkah Begins	<b>7</b> Welcome Visits: OKC	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b> FEB Operating Plan due to OPM HQ	<b>12</b>
<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	 Christmas	<b>26</b>
<b>27</b>	<b>28</b> FEB Emergency Plan due to OPM HQ	<b>29</b>	<b>30</b>	<b>31</b> New Year's Eve	<b>December 2015</b>	

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