



# INTERAGENCY CONNECTION

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## Chair's Corner



Happy New Year!

I hope everyone enjoyed a safe holiday season!

While our weather has been fairly mild, we are in the winter months and I think it

is timely to remind FEB members of our **Emergency Communication Plan** that is activated in the event of weather or other disruptions to an agency's operating status. Emails will be sent to the head of each Federal agency in Oklahoma to share operating status along with the geographic area of the State that is impacted.

Additional information received by the FEB Office from National Weather Service, State agencies, etc. will be distributed in the same manner.

The nomination package for our annual **FEB Awards** has been distributed via an email link and it is also available on the Oklahoma FEB website in Word format as a convenience to Agency supervisors taking the time to nominate their employees. Each nomination should go through an approval process at the Oklahoma Federal agency level to ensure you have only one nomination per category forwarded to the FEB office (to avoid the "loss of points" penalty).

With the help of our FEMA Region VI partners, our Comprehensive Emergency

Management Program group is coordinating an **inter-agency and inter-governmental tabletop exercise** scheduled for March 30, 2016. While the registration form has been distributed to FEB members, the registration form for this event is also located on our website; while we wish to accommodate as many employees as possible, this tabletop is designed for leadership and issues unique to those positions. *(We ask that the agency leader attend in order for others from the agency to attend):*

[www.oklahoma.feb.gov/Forms/2016FEB\\_TXRegistrationForm.docx](http://www.oklahoma.feb.gov/Forms/2016FEB_TXRegistrationForm.docx)

I want to thank the *thirty* Federal agencies who have responded, thus far, to the "call for articles" to use in this newsletter's **"Spotlighting Public Service" article** contained on page 3 of each monthly newsletter. I encourage everyone to read these articles to heighten awareness of the impact federal agencies have in Oklahoma and our Nation. It will take us a while to exhaust the number of articles received, so please be patient to see yours "in print".

Best of luck in the New Year!

Joe Gallagher, Chairman

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## Senior Executive Qualifications: Vision vs. Practice

Taken from Issues of Merit (MSPB publication), Fall 2015 edition

In 1978, the CSRA created the Senior Executive Service (SES) “to provide the flexibility needed by agencies to recruit and retain the highly competent and qualified executives needed by agencies to provide more effective management of agencies and their functions and the more expeditious administration of public business.”<sup>1</sup> At its inception, the SES was envisioned as a corps of executives who would possess a broad Government perspective and could serve in a variety of leadership roles across the Federal Government.

Based on research conducted in the private and public sectors, the Office of Personnel Management (OPM) identified 22 leadership competencies that are necessary for successful performance as an executive. These leadership competencies are grouped into five categories (Leading Change, Leading People, Results Driven, Business Acumen and Building Coalitions) and are referred to as the Executive Core Qualifications (ECQs). In addition to the ECQs, OPM identified six fundamental competencies (interpersonal skills, oral communication, integrity/honesty, written communication, continual learning, and public service motivation) that provide the foundation for performing the ECQs. Accordingly, the ECQs serve as the basis for selection into the SES.<sup>2</sup> However, it appears that agencies view possession of the ECQs alone as insufficient for many SES positions. Survey results show that only 21% of the career SES agreed that their position could be filled using just the ECQs without requiring additional technical qualifications.<sup>3</sup> This perception is consistent with findings from an analysis of all permanent career SES vacancy announcements posted on USAJOBS during 2014. Approximately 80% of the announcements required applicants to meet at least one technical competency in addition to the ECQs to be considered qualified for the position. These findings highlight a divergence between the original vision of the SES, in which

leadership and fundamental skills would suffice, and current practice, in which specific technical skills are required for entry and successful performance.

The inclusion of technical competencies in combination with the ECQs may be occurring for several reasons. Perhaps the increasingly knowledge-based work in the Federal Government has resulted in a need for leaders to possess specialized technical skills or advanced education to effectively lead agencies and programs, and supervise others performing such work. Leaders may also have to personally perform technical work because agencies may lack sufficient staff (e.g., due to hiring freezes, difficulty recruiting candidates or retaining employees with specific skills). Or, agencies may be using job announcements for leader positions that do not accurately reflect what is required to perform the job (e.g., changes in job duties not included in vacancy announcement, unrealistic assessments of job requirements). Regardless, survey and job announcement data on the usage of technical competencies in leader positions suggest that agencies believe that they are necessary.

Going forward, we suggest that agencies and policy makers responsible for establishing SES selection criteria pay close attention to the extent to which the current practice of the SES role in Government aligns with the original vision of its members’ duties and responsibilities. Continued divergence of vision and reality, as highlighted above, could reveal the need for more formal changes to the requirements for Federal leadership positions.

1. 5 U.S.C. 1101
2. SES selection process accessed at [www.opm.gov/policy-data-oversight/senior-executive-service/selection-process/#url=Qualifications-Review-Board](http://www.opm.gov/policy-data-oversight/senior-executive-service/selection-process/#url=Qualifications-Review-Board).
3. U.S. Office of Personnel Management Senior Executive Service Survey Results for Fiscal Year 2011.



## Spotlighting Information in Public Service

### Did you Know?

#### HSI – A Diverse, Global Force

Homeland Security Investigations (HSI) is a critical investigative arm of the Department of Homeland Security and is a vital U.S. asset in combating criminal organizations illegally exploiting America's travel, trade, financial and immigration systems. HSI's workforce includes special agents, analysts, auditors and support staff. Its men and women are assigned to cities throughout the United States and to offices around the world. In Oklahoma, HSI has offices located in Oklahoma City and Tulsa. HSI's international force is the department's largest investigative presence abroad and gives HSI one of the largest international footprints in U.S. law enforcement.

HSI has broad legal authority to enforce a diverse array of federal statutes. It uses this authority to investigate all types of cross-border criminal activity, including:

- Financial crimes, money laundering and bulk cash smuggling;
- Commercial fraud and intellectual property theft;
- Cybercrimes;
- Human rights violations;
- Human smuggling and trafficking;
- Immigration, document and benefit fraud;
- Narcotics and weapons smuggling/trafficking;
- Transnational gang activity;
- Export enforcement; and,
- International art and antiquity theft.

The threats presented by criminals in these areas have far-reaching consequences. In response, HSI uses a versatile approach to conducting its operations so that it can achieve the best results for the nation and its people.

#### Forging a New Legacy

When Homeland Security Investigations was formed, ICE's goal was to combat criminal threats facing the United States with a law enforcement force that would be recognized worldwide for its expertise and effectiveness.

Years later, HSI can lay claim to achieving this ambitious goal. HSI's successes in combating terrorism and enhancing national security have resonated throughout the global law enforcement community, private industry and general public. In HSI's first full year in existence, its criminal investigations increased in nearly every area to ICE's prior three-year average. Criminal arrests rose by

almost 30 percent; indictments by nearly 18 percent; search warrants by almost 60 percent; seizures of illicit drugs by more than 40 percent; intellectual property rights seizures by 128 percent; and weapons and ammunition seizures by a staggering 762 percent. This standard of excellence has continued ever since, with HSI's dedicated workforce affecting global change and disrupting and dismantling criminal organizations.

Today, HSI carries out its mission in an increasingly complex world that poses immense technical challenges to America's homeland security. The task is daunting, but HSI has risen to the challenge with intelligence, flexibility and commitment to excellence. Indeed, HSI has proven that it will continue to achieve the goal that has become its motto – to forge a new legacy of honor, service and integrity.

For more information on HSI, you can visit <https://www.ice.gov/hsi>.



To report suspicious activity related to areas under HSI's purview, please contact the HSI Tip Line at (866) 347-2423 or on the web at <https://www.ice.gov/webform/hsi-tip-form>.





# LEADERSHIP V. MANAGEMENT

*Fig. 1. Leadership Is Not Management*

- The manager administers; the leader innovates.
- The manager is a copy; the leader is an original.
- The manager maintains; the leader develops.
- The manager focuses on systems and structure; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- The manager has a short-range view; the leader has a long-range perspective.
- The manager asks how and when; the leader asks what and why.
- The manager has his eye always on the bottom line; the leader has his eye on the horizon.
- The manager imitates; the leader originates.
- The manager accepts the status quo; the leader challenges it.
- The manager is the classic good soldier; the leader is his own person.
- The manager does things right; the leader does the right thing.

Source: W. Bennis, *Why Leaders Can't Lead: The Unconscious Conspiracy Continues* (San Francisco: Jossey-Bass, 1989), 45.

[http://www.policechiefmagazine.org/magazine/issues/102004/images/page92\\_1.jpg](http://www.policechiefmagazine.org/magazine/issues/102004/images/page92_1.jpg)



## The rule you should love

Did you know that a war is being waged over your TSP account? Well, it's true. Actually, this war is being fought over all employer-sponsored retirement plan accounts. Since the TSP is the largest such plan in the United States, I think it's fair to single it out as the object of this war—at least for the purpose of this column. My purpose aside, I am pretty confident that, given the size of the TSP, and the profits that it could generate if its contents were turned over to the retail investment industry, this war would be waged just as intensely if it were only over the TSP.

The two sides in this war are you—the TSP participants, who are represented by the Department of Labor—and the financial services industry, which is defended by a formidable army of lobbyists and campaign donors. At stake is your money. You have it, held in trust by the TSP, and those financial services firms want as much of it as they can get.

The battleground where the two sides are meeting is the debate over the passage of a new rule: the “fiduciary rule” that dramatically raises the responsibility and accountability of anyone who dispenses advice about plan assets to TSP participants. The Labor Department wants the rule. The brokers, banks, insurance companies and myriad other middle men do not. And I mean, they really do not want it.

A fiduciary standard of care obligates a financial adviser to act solely in the best interest of their client. Not only must any recommendation be good for the client, it must be the best alternative of which the adviser should be aware. Believe it or not, brokers, insurance agents and other commissioned sales people are allowed to dispense investment advice without being held to this standard. Currently, only registered investment advisers, who are paid directly by clients rather than investment companies, are considered fiduciaries. Brokers and agents are held to a much lower “suitability” standard of care. This allows them to make recommendations based almost entirely on their compensation for a transaction, without the fear of liability for the outcomes of these

recommendations.

Industry observers have been predicting the impact of this new rule on the financial services industry and it is not pretty—for them. Reduced compensation, increased liability, downward pressure on corporate profits, increased compliance costs, industry consolidation and a radically changing competitive landscape have been predicted. The Labor Department points out that retirement plan participants are routinely abused by “advisers” dispensing advice that is contaminated by conflict of interests. This “dirty” advice (my word) leads to higher investment costs, lower returns, degraded investment advice, and increased risk for participants and their dependents.

While the industry is acting purely out of self-interest, its arguments against passage of the rule seem to be based on the ideas that the rule will be bad for them—which is probably true—and that it won't be good for you, either, which isn't true at all.

In essence, they are arguing that the rule will slow the transfer of your wealth to their stakeholders—something they consider unacceptable.

Judging by all of the concern in the industry, you would think that the Labor Department is proposing to reverse the rotation of the Earth. This kind of thinking pervades the financial services industry. It's almost as if they believe that it is their right, and their duty, to confiscate your money in exchange for little or nothing of real value.

Don't be fooled. The passage of a strong fiduciary requirement for anyone providing advice to TSP participants is a good thing for you. Period. Allowing profiteers to say and do virtually anything to take your retirement savings is bad for you.

*Taken from Federal Times article in the November 2015 edition, written by Mike Miles, a Certified Financial Planner licensee and principal adviser for Variplan, LLC, an independent fiduciary in Vienna, VA.*



## YOU DON'T HAVE TO BE MAN'S BEST FRIEND

Everyone disdains leaders who are in it just for themselves. Self-absorbed leaders destroy relationships, disengage employees, and diminish results.

Brave leaders build relationships. Cowards use distance and fear to control.

Fear drives disconnection, but strong relationships replace fear with respect.

If you don't care, the team you lead doesn't care either.

*6 steps to results through*

*relationships:*

#1. Explore and understand problems and issues *lightly*. Many

leaders are like hogs on slop when it comes to problems. It's not bad that you see the bad. It's what you do after judging that makes you a successful leader. You stink if problems consume your attention. *No one loves a stinker.*

#2. Get to goals and opportunities quickly, even if you started with problems. Leadership begins when you face forward. Hand-wringers lead anxious teams, but noble goals inspire commitment, courage, and relationship.

#3. Connect goals to reasons. The most important thing leaders understand are the reason behind behaviors. What reasons

motivate teammates? People engage for their reasons not yours. *Relationships are build around reasons.*

I have a thirty-something female on my team. She has some ideas, but she isn't clear about what she wants. We're searching for inner drivers that ignite her passion.

When you find your reasons, passion takes over.

#4. Build on abilities. Strong relationships emerge when leaders connect teammate's strengths to problems and opportunities. How might you leverage strengths and talents?

#5. Define behaviors. What

behaviors work for them? Keep in mind that their way is better than your way, as long as it doesn't do harm.

#6. Invite others to define accountability. Imposing accountability on others weakens relationships. Self-imposed accountability is the only kind. Trusting others to establish accountability strengthens relationships and expands ownership.

Uncaring leaders lead disconnected teams. Of all the things you do, care first.



Taken from Leadership Freak blog at: <https://leadershipfreak.wordpress.com/2015/11/04/you-dont-have-to-be-mans-best-friend/>



## Managing Stress in the Workplace: 6 Questions for Managers

BY [JOHN BALLARD](#)



Stress can cost time, money, and energy. Estimates for the annual cost of stress in U.S. organizations range as high as \$300 billion. As a manager, how well do you help [reduce stress in the workplace](#)? Do you unnecessarily increase stress in the workplace? Here are six questions every manager should ponder.

1. **Do I inadvertently support stress-inducing norms?** Every workplace has formal and informal rules. Some informal rules or norms become well established even though they may be dysfunctional. Do employees work long hours beyond what is really necessary? How long is the workday really? Is time off for vacations encouraged or seen as behavior of those less loyal?

2. **Do I consider the potential negative impact of my behaviors on others?** Some managers behave inconsistently such that employees are not sure what to expect. A manager gives instructions on Monday, changes them on Wednesday, and changes them again on Friday. Others assign work to be done at the last minute and expect immediate results.

3. **How do I provide information to my employees?** Often managers tell employees what employees need to know but not necessarily what employees want to know. They may not need to know the context of a decision but where that context can be provided, it may be helpful. It is also good to avoid surprises. As soon as possible,

stop rumors, especially those that may have a negative impact.

4. **Am I really a good listener or do I just think that I am?** I am continually surprised by the number of managers who think they are great listeners but aren't. Can you actively listen? What is going on in your mind when someone is talking with you? Are you thinking about answers to questions or formulating questions, or are you truly listening to the words, emotions, and body language of the other. Worse yet, are you multi-tasking, for example, working on your computer? One key to helping employees manage workplace stress is recognizing it. Actively listening helps.

5. **Do I support my employees?** Easy to answer "sure" but do you? How easy is it for employees to come to you with requests or questions? How often do you ask, "Is there anything where you need my help?" Do you know your direct reports well enough to know what rewards they value the most? Can you identify recent actions on your part that demonstrate you support your people?

6. **Am I a good role model?** The leader sets the example. Do you stay in the office until your boss is gone? Do you manage your stress? Do you take time to exercise? Do you meditate, do yoga, or engage in other activities that reduce your stress? Do you encourage use of any company policies that encourage wellness?

Stress impacts the bottom-line through health care costs and lost productivity. Assess your impact on stress in the workplace and adjust as best you can.

*Taken from the American Management Association's Playbook, Your source for practical working solutions*

<http://playbook.amanet.org/managing-stress-in-the-workplace-6-questions-for-managers/>





## UPCOMING EVENTS January 2016

<b>Jan 1, 2016</b>	<b>New Year's Day</b>
<b>Jan 5, 2016</b>	<b>Agency Visits: OKC</b>
<b>Jan 18, 2016</b>	<b>Martin Luther King Jr. Birthday</b>

### INSPIRATION CORNER

Failure to make a decision after due consideration of all the facts will quickly brand a man as unfit for a position of responsibility. Not all of your decisions will be correct. None of us is perfect. But if you get into the habit of making decisions, experience will develop your judgment to a point where more and more of your decisions will be right. —H.W. Andrews

#### Secrets that Elevate the Journey to Adventure

Stop giving your future away. Own your journey.

*Life is either a daring adventure or nothing at all. Helen Keller*

**#1. Build relationships that make risk-taking more likely.** Choose people who kick you in the pants over those who affirm your excuses. Trust allies who believe in your potential, fuel your courage, and challenge you to get off your butt.

The people in your current circle reflect your future.

**#2. Live your heart.** Courageously align exterior behaviors with internal beliefs. Don't sell your soul to "the man." Ask, "What would my best self do?"

**#3. Have ego.** Egoless leaders don't exist. Just don't be a self-centered jerk.

1. Embrace your power. Have the guts to express a viewpoint with candor *and* courtesy.
2. When your viewpoint is rejected, be nice. Don't pout. Joyfully move forward.
3. When your viewpoint is embraced, be nice. Don't gloat. Humbly move forward.
4. Reject self-limiting beliefs about your potential. Choose, "I'll try," over, "I can't." *Dream big about your service.*

**#4. Inconvenience yourself.** Making a difference is never convenient. You can't indulge yourself and serve others at the same time. Disadvantage yourself for the advantage of others. Believe hard work trumps entitlement.

**#5. Do it now in small ways.** Go for it, as long as you have reasonable confidence that your actions will be helpful. Adopt a, "Let's try it," posture.

*I long to accomplish a great and noble task, but it is my chief duty to accomplish small tasks as if they were great and noble. Helen Keller*

**#6. Reach for your dream early.** Be a little impractical. If you can't quit your job to pursue your dream, chase it down on the weekends or after the kids go to bed.

**#7. Get outside yourself.** Broaden your circle. Talk less about yourself. Listen more. Show interest in others. Have enough personal confidence to talk with others about themselves.

<https://leadershipfreak.wordpress.com/2015/11/15/secrets-that-elevate-the-journey-to-adventure/>

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

### Officers

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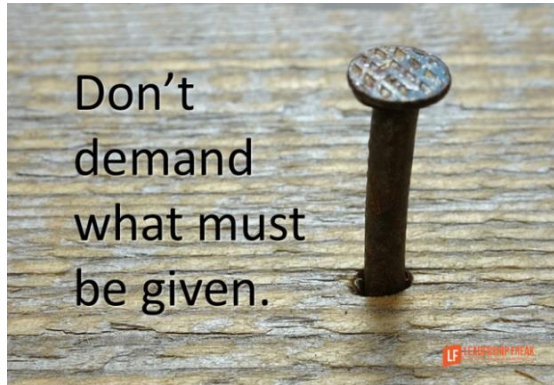




## **HOW TO HOLD PEOPLE ACCOUNTABLE WITHOUT USING AUTHORITY**

If you didn't have authority, how would you hold people accountable?

Don't demand what must be given.



### ***Authority as a hammer:***

Maslow said, "I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail." Accountability is the nail when a leader's hammer is authority. "You have to hold people accountable!"

Short-sighted leaders rely on authority to overcome resistance.

What's the value of pressuring your team to do what they aren't committed to do? Accountability isn't the cure for low commitment; it's an expression of high commitment.

Commitment can't be demanded and accountability can't be coerced. (Over the long-term.)

Forced accountability costs more than it's worth.

### ***Accountability isn't:***

1. Forced compliance.
2. Pressuring people to do what you want, but they don't want.
3. Resorting to authority when you encounter resistance.

True accountability is self-imposed. No one can do it for you.

### ***Establish accountability without pulling rank:***

1. Explore commitment when accountability is low. Accountability only works when people share commitments. *The uncommitted can be coerced, but they don't feel accountable.*
2. Ask resistant team members, "On a scale of 1 to 10 how *committed* are you to ....?" When the number is less than "7", failure is about commitment, not accountability.
3. Agree upon structures of accountability, don't impose them. My coaching clients often establish their own accountability. They design a set of questions that I ask them at the beginning of coaching sessions.
4. Describe the big picture and explore the path forward. *Accountability requires purpose.* Don't *make* people accountable.

Create environments where people establish and embrace their own accountability.

Pushing invites resistance. You can't push people into accountability. They may conform, if you have authority, but their fire goes out.

<https://leadershipfreak.wordpress.com/2015/09/30/how-to-hold-people-accountable-without-using-authority/>





## 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
31	January 2016				1 New Year's Day	2
3	4	5 Agency Visits: OKC	6 Epiphany	7	8	9
10	11	12	13	14	15	16
17	18 Martin Luther King Jr Birthday	19	20	21	22	23
24	25	26	27	28	29	30

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