



# INTERAGENCY CONNECTION

215 Dean A. McGee, Suite 153, Oklahoma City, OK 73102

<http://www.oklahoma.feb.gov/>

(405) 231-4167

## Chair's Corner



As the calendar turns, your Federal Executive Board continues to plan, coordinate and host events for federal, state and local partners.

In last month's article, I told you of all the H1N1 clinics we hosted in the November/December timeframe (that continued into January), of our first FEB-related calendar, and the **leadership development opportunities** that are scheduled for federal employees, managers, supervisors and executives in 2010.

The calendars have been a hit! We want to thank the agencies that submitted photos for this first attempt. We have a unique illustration of the federal agencies in Oklahoma and their missions.

This month we've added another leadership development opportunity to the list: **Effective Qualities for Today's Supervisor**. This will be a flexible training offering allowing participants to choose a one-day training experience or take advantage of both days at a discounted price.

Unfortunately, we did not have all of our leadership development opportunities confirmed for inclusion in the FEB calendar that was developed and printed (order form on page 2). In fact, the list of leadership development opportunities is continuing to grow; as we add items we will notify you

through the events column of this newsletter and registration forms posted on our FEB website (and contained in this newsletter). Events that are mapped out for the year now include:

March 1-5:	Shared Neutrals Academy
March 25:	Good Enough for Government Work
April 21:	Administrative Professional Day Training
June 15:	Are You Challenging Life or is Life Challenging You?
August 25-26:	Effective Qualities for Today's Supervisor

Other scheduled events include:

April 7:	Langston Career Fair
May 3:	FEB Awards Program

**Side note:** all agency leaders will soon receive a call from the FEB Office confirming the accuracy of information we have on file for you. This is to ensure the integrity of our database AND have the latest information for the annual FEB Directory (typically published in the spring timeframe).

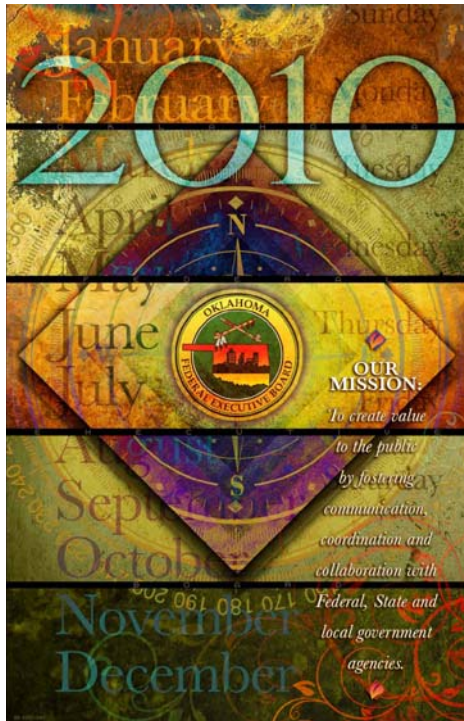
The FEB office still has Oklahoma FEB calendars available. If you are interested in purchasing a calendar, please contact the FEB office at 405-231-4167.

LCDR David Nikodym

<i>Inside Story</i>	<i>Pg</i>	<i>Inside Story</i>	<i>Pg</i>
FEB Calendar Form	2	Challenging Life	7
Poor Performers	3	Pre-Retirement	8
Reemployed Annuitants	4	Leadership FEB	9
Upcoming Events	5	Admin Prof Training	10
Supervisory Training	6	Good Enough	11



## 2010 FEB Calendar Purchase Request



To order 2010 FEB Calendar (s), please provide the information below:

I would like to order \_\_\_\_\_ # of Calendars

Pricing:

- 1-10, \$7.00 each
- 11-20, \$6.50 each
- 21-30, \$6.00 each
- 31-40, \$5.50 each
- 40 or more \$5.00 each

I fit into one of the following priority groups:

- Federal Leader in Oklahoma
- Federal Employee (military, civilian, law enforcement or Postal Service) in Oklahoma.
- Government Employee in Oklahoma
- All other

I will pick up my calendar from the FEB office.

Please ship to the following address

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

Address: \_\_\_\_\_

City, State & Zip: \_\_\_\_\_

Method of Payment:

- Cash                       Check                       Credit Card (call for information)

Mail to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Ste 153 Oklahoma City, OK 73102
Fax to:	405-231-4165
Or email to:	Julie.Murray@gsa.gov



## *How to Manage Poor Performers*

*Taken from Federal Times article written by Greg Rinckey, dtd 12/14/09*

Managing employee performance is an important part of a supervisor's role. A poor-performing can lower office morale and decrease overall productivity. Recently, two government leaders made recommendations regarding poor-performing federal employees. Both recommendations acknowledge that poor performance is an issue in the federal workplace, but one suggests supervisors need to improve their skills, while the other advises changes to the law.

In November, the director of the Office of Personnel Management, John Berry, spoke at the Human Capital Management-Federal conference in Arlington, Va. Among other things, his speech touched on reforming the law surrounding poor performance to better meet the needs of supervisors. Berry spoke about the need for managers to be able to take swifter action, specifically for removal.

In September, a report from the Merit Systems Protection Board analyzed the two sections of the law that allow a supervisor to take adverse action against a poor performer. It concluded that the lack of action by supervisors in demoting or removing poor performers was not the fault of the law, but of the supervisors for not properly managing employee performance. Among other things, MSPB recommended that agencies hire and train supervisors carefully based on their ability to deal effectively with poor performers.

According to government figures, less than 0.02 percent of federal civil service employees are fired for poor performance every year, but in federal employee surveys, poor performance is frequently listed as a top problem in the office. As a supervisor, you need to know the correct way to manage

poor performance, and the options you have for taking formal action.

Part of performance management is making sure employees are not confused about what is expected of them. Initially, you must ensure that your employees have been properly placed on and understand clear, written performance standards related to solid position descriptions of their jobs.

Then you need to give them a reasonable period to work and be supervised by you under those standards and to demonstrate fully successful or better performance.

After this reasonable opportunity, if an employee's performance is deemed unacceptable in any of the critical elements of his job, he should receive written notice of that unacceptable performance and be placed on a written performance-improvement plan.

The plan should include specific goals designed to improve performance to the fully successful level or better, with specific efforts made by the supervisor to help the employee improve. If, after the performance-improvement period, the employee's performance remains unacceptable, he should be considered for removal or demotion.

This is the process codified in civil service law to enforce employee performance requirements in the federal government. Supervisors can remove or demote an employee based on unacceptable performance and need only prove their case by substantial evidence, a lower burden of proof than is required to prove a misconduct case. However, the performance improvement plan takes longer than a misconduct case before disciplining an employee.



Employees can also be disciplined for unacceptable job performance under the law's misconduct regulations. In these cases, adverse action need take no more than 30 calendar days from the occurrence of the unacceptable performance. A supervisor can remove an employee without first giving him a formal opportunity to improve, but the supervisor is held to a higher standard of proof. Also, less severe penalties than removal or demotion are available, such as reprimand or suspension.

Deciding when and which of these processes to use to manage employee performance varies depending on the facts of each case.

Agencies will often use the performance improvement period in cases where the employee's unacceptable performance has developed slowly over the course of the appraisal period and is more general with regard to a particular element of their overall performance.

On the other hand, if the employee's unacceptable performance came on quickly and perhaps was related to one major project or constituted negligent performance of duties, which caused palpable harm to the agency's mission, the agency may want to discipline the employee quickly through the misconduct process, without the need to first go through a performance-improvement plan. To protect yourself from accusations of discrimination or other employee claims, consult a human resources professional who is knowledgeable about federal employment law before initiating any disciplinary action.

*Greg Rinckey, a former military and federal attorney, is managing partner of Tully Rinckey PLLC, a law firm with offices in Albany, NY, and Washington.*

### ***National Defense Authorization Act changes rules for Reemployed Annuitants***

On October 28, 2009, the President signed the National Defense Authorization Act for Fiscal Year 2010 (NDAA). The NDAA allows the head of an agency to grant their own dual compensation (salary off-set) waivers on a temporary basis under certain specified circumstances. Agencies may begin using these waivers now, but, by statute, must adhere to the following conditions:

- Agencies must report to OPM on their use of this authority no later than February 1, 2010, and no later than February 1 of each year through 2015;
- Appointments are limited to one-year or less;
- Hours worked by any annuitant reemployed under these provisions are limited to 520 during the first 6 months of retirement, 1,040 during any 12-month period, and 3,120 for total hours worked during any period;
- Reemployment may not exceed 2.5 percent of the full-time workforce at any time, and if 1% is exceeded agencies are required to provide an explanation and justification to the Congress and OPM; and
- This authority expires on October 27, 2014.

The statute confers authority upon OPM to promulgate regulations providing for the administration of this provision, including regulations setting standards for the maintenance and form of necessary records of employment. OPM plans to publish for notice and comment regulations that would impose an obligation to maintain the following:

- The name of the individual for whom the waiver is being requested;
- The appointing authority the agency intends to use to reemploy the annuitant;
- The position to which the agency intends to reemploy the annuitant;

OPM would require that agencies report to OPM on their use of this authority no later than February 1 of each year through 2015.

In order to assist in the orderly administration of this provision and establish accurate and complete data, OPM requests that agencies begin maintaining their case files immediately, and report to OPM on February 1, 2010 on use of this authority through December 31, 2009. If you have questions or need additional information, please contact Michelle T. Glynn at (202) 606-1571.





## UPCOMING EVENTS

### February 2010

- Feb 8-11, 2010**     **FEB Executive Director Conf**
- Feb 10, 2010**     **Mayors Committee on Disability Concerns**  
07:30 a.m.     222 NW 15<sup>th</sup> St., Rm 207, OKC  
POC: Diana Hubbard, 405-297-4544
- Feb 17, 2010**     **Interagency Training Council**  
10:00 a.m.     Location TBD  
POC: Carol Smith, 405-425-4499
- Feb 18, 2010**     **Federal Employees Care Council**  
POC: Tom Burton, 405-954-0625
- Date TBD**     **Emergency Preparedness Council**  
2:00 pm     FHWA, 5801 N. Robinson, Ste 300  
POC: FEB Office, 405-231-4167
- Feb 26, 2010**     **Naturalization**  
12:00 noon     US District Court, 200 NW 4<sup>th</sup> St, OKC  
POC: FEB Office, 405-231-4167

### Leadership quotes:

*A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of the others.*     *—Norman Shilde*

*Freedom is actually a bigger game than power. Power is about what you can control. Freedom is about what you can unleash.*     *—Harriet Rubin*

*Our business in life is not to get ahead of others but to get ahead of ourselves—to break our own records, to outstrip our yesterdays by our today, to do our work with more force than ever before.*     *—Stewart B. Johnson*

*You will accomplish more by kind words and a courteous manner than by anger or sharp rebuke, which should never be used except in necessity.*     *—Angela Merici*

*It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.*     *—Warren Buffet*

## 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
- Adrian Andrews, Special Agent in Charge, US Secret Service
- Laura Culberson, Director of Staff, Tinker AFB
- Larry Flener, Representative for the District Director, US Postal Service
- Scott Morgan, Director, US Postal Service National Center for Employee Development, Norman
- Dottie Overall, Director, Small Business Administration
- Lindy Ritz, Director, FAA Mike Monroney Aeronautical Center
- Betty Tippeconnie, Superintendent, BIA-Concho Agency
- David Wood, Director, VA Medical Center
- Jon Worthington, Director, Southwestern Power Administration

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.

### Officers:

**Chair:**     **LCDR David Nikodym**  
Commander, Military Entrance Processing Station

**Vice-Chair:**     **Sam Jarvis**  
Director, VA Regional Office Muskogee

**Ex Officio:**     **Kevin McNeely**  
US Department of Housing and Urban Development  
**Mike Roach**, U.S. Marshal  
US Marshals Service  
Western District of Oklahoma

### Staff:

**Director:**     LeAnn Jenkins  
**Assistant:**     Julie Murray



# Effective Qualities for Today's Supervisor (a leadership/supervisory development program)



Date:	August 25-26, 2010 (or can choose either day or choose both)
Time:	8:00 a.m. Registration 8:30-4:00 Training
Location:	Clarion Hotel & Convention Center, 737 S. Meridian, Oklahoma City
Cost:	\$100.00 for one-day \$175 for both
Instructor:	Larry Fisher is retired from the Oklahoma Office of Personnel Management and provides management and supervisory training for government organizations.

<p><input type="checkbox"/> <b>August 25<sup>th</sup>, 2010</b></p> <p><b>Using 3-D Leadership to Achieve Maximum Results:</b> As we move more and more into a 2-dimensional world of computer monitors, Bluetooth technology, and the Blackberry's glow, we also move further and further from the world of real people, real situations, and real humans as leaders. This session will help you get back in touch with what really works in leadership. We examine four famous leaders as they applied the 3-D Leadership concepts to achieve organizational success.</p> <p><b>Face-to-Face Communications:</b> In the world of Twitter, Blackberry, and email we may be losing the ability to get our message across during face-to-face situations. Review the basics of oral communications and practice both verbal and non-verbal communications tools.</p>	<p><input type="checkbox"/> <b>August 26<sup>th</sup>, 2010</b></p> <p><b>Motivating a Workforce in Difficult Times:</b> When budgets are being cut and resources reduced, workers tend to hunder down and hide. Supervisors and managers have an opportunity here to help workers find the motivation needed to perform at their highest level. As the old saying goes, this could be their finest hour.</p> <p><b>Humor-Enriched Supervisor:</b> The best organizations use humor to make the workplace challenging and exciting. This session describes how this can be done in most organizations. We will develop a humor perspective, learn to develop joy in adversity, and practice humaerobics. Be prepared to laugh during the day without ever hearing the instructor tell any jokes.</p>
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I have marked which day I wish to attend at the \$100 rate.

I have marked both days and understand that I receive the discounted rate of \$175.

### Registration

Name \_\_\_\_\_ Agency \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

Method of payment:  Cash  Government Voucher  Credit Card


Mail registration to:	Federal Executive Board 215 Dean A. McGee, Ste 153 Oklahoma City, OK 73102
Or fax to:	405-231-4165
Or email to:	Julie.Murray@gsa.gov

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through August 18, 2010. 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!



## Taking Control of Your Daily Demands: Are You Challenging Life or Is Life Challenging You? (a leadership/supervisory development program)



Date:	June 15, 2010
Time:	7:30 a.m. Registration 8:00-4:00 Training
Location:	Clarion Hotel & Convention Center, 737 S. Meridian, Oklahoma City
Cost:	\$135.00
Instructor:	 <p>Mark Towers is the founder of Speak Out Seminars. He has been educating people in change management workshops throughout the United States, Europe, South Africa, Mexico and Canada for eighteen years. His educational, motivational and entertaining programs have provided people with the tools to truly transform their lives.</p> <p>Mark combines his background as a consultant, manager, teacher, coach, professor, therapist, broadcast personality and professional speaker to help you become a more polished, powerful and profitable individual, team or company. He is the author of eight books, three audiocassettes and one compact disc.</p> <p>Mark has earned two degrees from the University of Iowa. He received his bachelor's degree in Secondary Education in 1972 and his master's degree in Counseling Psychology in 1977. After spending several years in the education field he became a professional speaker for audiences such as ABC-TV, Hallmark Card, AT&amp;T, Merrill Lynch, GTE and many government agencies.</p> <p>Mark Towers' research has been very extensive. Change in today's only constant. In order to cope with the current environment of "permanent white water," one must be able to continuously reinvent. Mark applies his intelligence, experience, humor and wisdom to nudge you in a new direction. Listen to the expert in managing change and you will be impacted with his positive and creative strategies for comparing with change.</p>
Topic:	<p>Living and working in today's do-more-with-less-and-do-it-faster world requires that you have your "act together." This "hands-on, how-to" seminar will provide tools that can be immediately implemented in your personal and working life. This (1) Educational (2) Motivational and (3) Entertaining session will promise a lot and deliver more. Come join us for a one-of-a-kind event. <i>During this high-content program, these are some of the things that you will learn:</i></p> <ul style="list-style-type: none"> <li>*The best model for managing your time and energy.</li> <li>*How to deal with setbacks as well as successes.</li> <li>*Secrets of success from "movers and shakers" who get things done and positively impact those around them.</li> <li>*How to stay focused and not get distracted from the important stuff.</li> <li>*Communication skills that get the results you desire.</li> </ul>

### Registration

Name \_\_\_\_\_ Agency \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

Method of payment: [ ] Cash [ ] Government Voucher [ ] Credit Card

Mail registration to:	Federal Executive Board 215 Dean A. McGee, Ste 153 Oklahoma City, OK 73102
Or fax to:	405-231-4165
Or email to:	Julie.Murray@gsa.gov

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through June 8, 2010. 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!



# Join us for an informational seminar on Pre / Post Retirement Planning

## For Federal Employees in any stage of their Careers



*Plan now to be sure you are financially prepared to do all the things you've wanted for  
YOUR RETIREMENT!!*

### Pre / Post Retirement Planning Session Topics:

- Gaining the most from your Thrift Savings--before and after retirement and avoiding losses!!
- Military Catch 62 Penalty—Payback (Possibly Unnecessary)
- Deposit and Re-deposit
- Social Security--Windfall Elimination and Public Pension Offset
- Little known methods of maximizing your monthly pension (Considerably)
- Retirement and survivor benefits for CSRS and FERS
- FEGLI Alternatives (avoid increasing costs / decreasing benefits!)

### Please mark which session you wish to attend:

- April 13, 2010 9:00 am --- 11:00 am
- April 13, 2010 1:00 pm --- 3:00 pm
- April 14, 2010 10:00 am --- 12:00 noon
- April 14, 2010 2:00 pm --- 4:00 pm

**Location Both Days: OKC Public Works Training Center, 3738 SW 15<sup>th</sup> Street, Okla. City**

*There is no cost for these informational seminars; however, registration is required due to limited seating. Any questions? Please call the FEB office (405) 231-4167*

Name(s): \_\_\_\_\_ Agency: \_\_\_\_\_

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

**REGISTER EARLY: Seating is limited. Registrations will be accepted in the order received—when room capacity is reached, registrations will be declined.**

Mail this registration form to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Suite 153 Oklahoma City, OK 73102
or fax to:	(405) 231-4165

**PLEASE POST FOR ALL EMPLOYEES**





# Leadership FEB 2010 Class



*Leadership FEB* is designed specifically for executives, senior managers, and aspiring leaders within the federal sector. This program is unique in that it is designed for federal participants and showcases primarily federal agencies and their leaders. Built to emulate other “Leadership” models, participants of this program will interact with local executives, sharing information and exploring unique challenges faced and addressed by federal leaders in Oklahoma. *In addition to the eight forums in which the participants will interact and learn from each other, they will also have the opportunity for active dialogue with agency leaders on various management and leadership challenges.*

Participants must attend five of the eight sessions in order to receive a certificate of completion for this program.

**Individual Benefits:**

*Leadership FEB* will provide participants exposure to:

- How new and advanced technology is being leveraged for maximum benefits,
- Innovative techniques developed to respond to numerous challenges in the federal sector, and
- A valuable leadership network, providing a number of individuals from which to draw information and solutions.

**Agency Benefits:**

*Leadership FEB* will provide your employees knowledge and information on:

- A variety of business practices, providing the benefit from different perspectives,
- Advances in technology to increase productivity and/or operational efficiencies, and
- A valuable network of leaders with a cumulative body of knowledge and expertise comprised from each individual’s perspective.

Date:	March-October 2010 (one day each month) First day of the program is in March 2010
Time:	8:00 a.m. - 4:00 p.m. (some days may vary 30 minutes)
Location:	Various locations, based upon coordinated agency visits each month
Cost:	\$750.00 per registrant This covers <i>Leadership FEB</i> program expenses for each forum, five leadership books, parking fees for designated forums, and other materials. Personal expenses, lodging, and mileage are not included in this cost.

## **Registration**

Name \_\_\_\_\_ Agency \_\_\_\_\_

Title \_\_\_\_\_ Phone \_\_\_\_\_

Email \_\_\_\_\_ Supervisor’s Signature \_\_\_\_\_  
of support \_\_\_\_\_

Method of payment: [ ] Cash [ ] Government Voucher [ ] Credit Card

Mail registration to: Federal Executive Board 215 Dean A. McGee, Ste 153, Oklahoma City, OK 73102	Or fax to: 405-231- 4165	Or email to: julie.murray@gsa.gov
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*Send your clerical and support staff to a day of training on Administrative Professional's Day that will provide ideas on how they can perform more efficiently, improve communication skills and leave them energized and ready to tackle their duties, refreshed.*

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

Date:	Wednesday, April 21, 2010 -- (Administrative Professional's Day)
Time:	7:30 a.m. Registration, 8:00 a.m. - 4:00 p.m. Training
Location:	Crowne Plaza, 2945 NW Expressway, Oklahoma City, OK
Cost:	\$100.00

Topics	Presenter	Objective
Strategies for Financial Success	Eric Dubbell	Regardless of your income level, you can achieve financial security—if you take the time to learn a few simple principles about how money works.
Customer Service	Ellen Parrott, OCCHD	How to successfully deal with internal and external customers. How to successfully resolve issues with angry customers.
Taking Effective Meeting Minutes	Joyce Smith, Oklahoma Office of Personnel Management	Are you having trouble keeping up with "who said what?" Is it taking you days to type the meeting minutes? Minutes and transcripts of meetings are very different things, but they are sometimes confused. Learn the difference and make your minute-taking experiences better.
Diversity	Mary Pinkston, Tinker AFB	How to view your world differently
Organizing Financial Documents	Terri Talley, Allegiance Credit Union	Benefits of getting organized; Why some record-keeping systems fail; How to develop efficient bill-pay system; What records to keep, where, and how long; How to take a home inventory; What to have handy in case of natural disaster; Where to go for help

**Registration**

Name \_\_\_\_\_ Agency \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

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## Good Enough for Government Work (a leadership/supervisory development program)



Date:	March 25, 2010
Time:	7:30 a.m. Registration 8:00-4:00 Training
Location:	Clarion Hotel & Convention Center, 737 S. Meridian, Oklahoma City
Cost:	\$135.00
Instructor:	 <p><b>Kyle Eastham</b> is the author of “<i>Good Enough for Government Work – How to Squash Mediocrity in Government</i>” and “<i>Life is a Bowl of Choices</i>”. He has worked as a training manager, human resources manager, part-time Army officer (National Guard), game warden, and martial arts instructor. Kyle is currently President of the National Speakers Association - Oklahoma Chapter. Kyle and his beautiful wife Rebecca live with their dog, Tucker, in Oklahoma. When not speaking or working on his next book, Kyle enjoys singing with a barbershop music ensemble and getting involved in church activities.</p>
Topic:	<p>Kyle Eastham, will provide seven points to consider and implement to make your agency a GREAT place to work:</p> <ol style="list-style-type: none"> <li>1. <b>You need to fire someone</b> (tough to do, but it can be, and should be done. And everyone in the department knows who it should be!)</li> <li>2. <b>Develop emerging leaders.</b> Great running backs do not necessarily make great head coaches. It’s a different set of skills.</li> <li>3. <b>Instill pride in the job &amp; department.</b> (Think Navy SEALs...)</li> <li>4. <b>Find a mentor.</b></li> <li>5. <b>Recognize &amp; reward excellence</b> (before they leave your agency for someone who will appreciate them – that’s very frustrating and expensive)</li> <li>6. <b>Hire &amp; promote based on character.</b> You can then teach the required technical skills.</li> <li>7. <b>Stop lying to employees on performance appraisals.</b> Employees know who is doing a great job and who is a slug. Step up and be the supervisor. Call them like you see them.</li> </ol>

### Registration

Name \_\_\_\_\_ Agency \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

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SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3	4	5	6
7	8	9	10 7:30 Mayor's Committee	11 11:30 SGMP	12	13
	FEB Executive Director's Conference					
14	15 Presidents Day	16	17 10:00 ITC	18	19	20
21	22	23	24	25	26	27
28	February 2010					

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 Media Solutions Division for their monthly assistance in the duplication and distribution of this newsletter.