



INTERAGENCY CONNECTION

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

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

(405) 231-4167

Chair's Corner



Public Service Recognition Week was the first full week of May. Our Awards Program was on Monday, May 3rd to recognize a list of

some of our very best federal employees! A list of our nominees (along with the winners of each award category) is listed in this newsletter, along with their employing agency.

Each year, I believe we have the very best of our workforce represented and wonder how it would be possible to have the competition any tougher. Each year, I am surprised that we have surpassed the previous year's nominees in accomplishments and the selection committee comments on how difficult it is to rank the nominees.

I want to personally thank our selection committee who diligently read through every nomination package, many times during their off-duty hours.

- Lynne Hill, Congressman Frank Lucas' Office
- Vivian Loving, Congressman Dan Boren's Office
- Pat Paradise, Congresswoman Mary Fallin's Office

With the warming weather, **Tornado Safety** is on the minds of many.

Know your tornado terms! Our Leadership FEB class visits NOAA agencies each year to learn that tornado terms are commonly misunderstood:

Tornado Watch: Tornadoes are possible. Remain alert for approaching storms. Watch the sky and stay tuned to NOAA Weather Radio, commercial radio, or television for information.

Tornado Warning: A tornado has been sighted or indicated by weather radar. Take shelter immediately.

Know the difference in these terms will help as you watch your local weather channels to determine if you should continue to watch or if you should take shelter. Looking to our FEB members for guidance, I offer the following for **factual and educational information on tornadoes:**

- www.nssl.noaa.gov/edu/safety/tornadoguide.html
- www.fema.gov/hazard/tornado/index.shtm

Be safe and enjoy the summer!

Samuel D. Jarvis, Chairman

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How to fight sick leave abuse

Taken from Federal Times issue, 4/19/2010, authored by Bill Bransford

Federal managers: Who makes the decision about when to use sick leave? Is it always the employee? Do you ever suspect that the employee may be abusing sick leave, but you lack proof? Do managers have any control over this most basic employee entitlement? The answer is in the “leave restriction letter,” or as it’s called in some agencies, a “letter of requirements” or a “leave status letter.”

By custom, employees may self-certify the first three days of any sick leave absence. After three days, an agency may require medical evidence to support the absence.

When an employee is out on unscheduled absences claiming an entitlement to sick leave because of incapacitation, the manager must usually grant the sick leave if the employee self-certifies for an absence of three days or less. But if the unscheduled absences become a pattern, and particularly if the employee is needed at work, the manager may resort to a leave restriction letter. This is a written notice that the employee may no longer self-certify unscheduled sick leave absences.

Managers should note that a leave restriction letter is not about having clear proof of leave abuse, nor should a leave restriction letter be considered punitive, although the employee may feel that way. Instead, managers should consider the leave restriction letter a tool to address unwelcome and unpredictable patterns. Putting an employee on a leave restriction letter is a matter of management discretion. It is easy to do, and a visit to the human resources office will produce a letter with the necessary requirements.

Office of Personnel Management regulations on sick leave permit agencies to require employees to submit administratively acceptable evidence. This normally means self-certification, but after a three-day absence or after placement on a leave restriction letter, it means a doctor’s note or other medical evidence.

A typical leave restriction letter tells an employee that beginning immediately the employee must produce medical evidence to justify any claim of incapacitation to support an unscheduled absence. The evidence must be produced before sick leave will be approved. Unapproved absences will be

recorded as absent without leave (AWOL). The letter should indicate an end date to the restriction, usually about six months in duration.

The employee should also be told about the procedure for reporting an unscheduled absence. For example, the letter might indicate that the employee call by a certain time and speak to a certain manager about the absence. The letter might also say that the employee cannot under any circumstances leave a voice mail or send an e-mail to report an unscheduled absence.

Some employees may express reluctance to share personal health information with the supervisor, particularly if a rift exists in the supervisor-subordinate relationship or if the employee’s health issue is sensitive, private or embarrassing. A manager is still entitled to receive medical evidence showing the employee’s incapacitation, but the manager may opt to have the evidence reviewed by a Public Health Service medical professional instead, who can then certify to the manager that the employee’s evidence is sufficient to prove incapacitation. If there is no Public Health Service option, the submission of the medical evidence to the HR office may also satisfy the employee’s concern about privacy.

Cautions about issuing a leave restriction letter:

- Have the requirements of pattern and need to justify the letter.
- If you have a union in your workforce, read the collective bargaining agreement and follow any prerequisites for a leave restriction letter.
- If you have two or more employees with patterns of unscheduled absences, put all of them on leave restriction letters or document the business reasons why one employee is on leave restriction and another is not.

A leave restriction letter should not be used lightly, but it is an effective tool to stem sick leave abuses.

Bill Bransford is managing partner of Shaw, Bransford & Roth in Washington. He serves as general counsel to the Senior Executives Assn, Federal Managers Assn and other professional associations. He co-hosts the “FEDtalk” program on Federal News Radio on 1500AM in the Washington, DC area.



Federal Executive Board Annual Awards Nominees

Each year, the Federal Executive Board solicits nominees from the Federal agencies in Oklahoma for recognition during Public Service Recognition Week.

Public Service Recognition Week, celebrated the first Monday through Sunday in May since 1985, is a time set aside each year to honor the men and women who serve America as federal, state and local government employees. Throughout the nation and around the world, public employees use the week to educate citizens about the many ways in which government serves the people and how government services make life better for all of us.

The *Employee of the Year Awards Program* is recognized as one of the most important and coveted forms of nonmonetary recognition available to Federal employees in the Oklahoma area. The program is also the most effective means of publicizing to the general public, as well as to the Federal family, the high caliber of devoted employees in the Federal service.

This year, we honored the accomplishments of the following individuals and teams:

Clerical/Administrative-DOD Category

Amy Bryn	Fires Battle Lab, Fort Sill
Tonya Gore	Defense Logistics Agency
Toni Grant	Military Entrance Processing Station
Joyce Morton	Oklahoma City Air Logistics Center
Helen Smith	Corps of Engineers, Tulsa

Winner: Sheryl Lawrence from Vance AFB

Clerical/Administrative Category

Darleen Benware	VA Medical Center, Muskogee
Belinda Journey	VA Medical Center, Oklahoma City
Trela Miller	Mike Monroney Aeronautical Center
Annette Rasure	Social Security Administration, Shawnee

Winner: Greeva Nunn from the VA Regional Office in Muskogee

Administrative, Technical & Professional, GS-8 & Below-DoD Category

Rebecca Brunwald	Air Defense Artillery Battalion, Ft. Sill
Debbie L. Cannon	Military Entrance Processing Station
Kathleen Deere	Oklahoma City Air Logistics Center
Janet Flick	Naval Reserve Officers Training Center
Kim Shirley	Army Corps of Engineers, Tulsa
Deaundre Wilson	Defense Logistics Center

Winner: Dustin A. Jones, from the 33rd Combat Communications Squadron

Administrative, Technical & Professional, GS-8 & Below Category

Leo Catanach	VA Regional Office, Muskogee
Melanie Meinhardt	Mike Monroney Aeronautical Center
Erin Nix	Social Security Administration, Oklahoma City
Gwendolyn Pitt	VA Medical Center, Oklahoma City

Winner: Regina Sallee from the VA Medical Center in Muskogee

Administrative, Technical & Professional, GS-9 & Above-DoD Category

Jody W. Bailey	Vance AFB
Denise Dixon	Air Defense Artillery Brigade, Ft. Sill
Jeffrey Hirschfeld	Army Corps of Engineers, Lawton
Barbara Jones	Defense Logistics Agency
Boone Nicolls	Altus AFB
Charles Parish	NEXRAD Radar Operations Center
Rey Quiosay	33 rd Combat Communication Squadron
Thurman Wagoner	Military Entrance Processing Station
Russell Wyckoff	Army Corps of Engineers, Tulsa

Winner: Janelle Robinson from the Oklahoma City Air Logistics Center



Administrative, Technical & Professional, GS-9 & Above Category

William Fillman III	VA Regional Office, Muskogee
Dan Gamboa	Mike Monroney Aeronautical Center
Jessica Lackey	Social Security Administration, Oklahoma City
Elizabeth Nielsen	Southwestern Power Administration, Tulsa
Dean Roth	US Postal Service, National Center for Employee Development
Brad Snelling	Aviation Systems Standards
Travis Villani	VA Medical Center, Oklahoma City
Walter Zittel	NEXRAD Radar Operations Center

Winner: Estrella “Star” Forster, Ph.D. from the Civil Aerospace Medical Institute in Oklahoma City

Outstanding Community Service Category

Matthew D.Gjertsen	Vance AFB
Robert Taylor	Mike Monroney Aeronautical Center

Winner: John Bennett from the VA Medical Center in Muskogee

Outstanding Customer Service Category

Michael Bush	Social Security Administration, Oklahoma City
Heather Collier	Social Security Administration, Shawnee
William E. Davis	Military Entrance Processing Station
Lynnette Driskill	Aviation System Standards
Sherita Lemons	Defense Logistics Agency
Gwen O’Brien	US Postal Service, Nat’l Center for Employee Development
Mary “Mitzi” Park	VA Regional Office, Muskogee
David Smith	Mike Monroney Aeronautical Center

Winner: Julie McGuinness from the Oklahoma City Air Logistics Center

Outstanding Diversity Contribution Category

Chris DeFreese	Defense Logistics Agency
Nancy Hernandez-Montes	VA Regional Office, Muskogee

Outstanding Diversity Contribution Category (continued)

Albert Olvera	VA Medical Center, Muskogee
Lisa Roth	US Postal Service, Nat’l Center for Employee Development
Veronica Salazar	Mike Monroney Aeronautical Center
Aiden Smith	Southwestern Power Administration

Winner: Kim Husher from the Oklahoma City Air Logistics Center

Outstanding Employee with a Disability

Marvin Marcott	Mike Monroney Aeronautical Center
Phillip Wynn	VA Medical Center, Muskogee

Winner: Pearl Pearson, Jr. from the Defense Logistics Agency

Outstanding Law Enforcement Category

Lori Beth Bynum	U.S. Secret Service
Rickey Lee	VA Medical Center, Muskogee

Winner: Luis Krug, National Park Service in Sulphur

Supervisory-DoD Category

Joshua Carroll	Altus AFB
Kalli K. Clark	Army Corps of Engineers, Tulsa
James L. Dawson	Air Defense Artillery Brigade, Ft. Sill
Cornell Greene, Jr.	Defense Logistics Agency
John M. Harris	Oklahoma City Air Logistics Center
Hugh Kinsey	Military Entrance Processing Station

Winner: Shannon C. Morris from the 33d Combat Communications Squadron.

Supervisory Category

Cheryl Bothwell	Aviation Systems Standards
Jesse “JD” Dillingham	VA Regional Office, Muskogee
Charles “Scott” Funk	U.S. Secret Service
Shannon Richey	Social Security Administration, Oklahoma City
Cheryl Stephenson	NEXRAD Radar Operations Center



Supervisory Category (continued)

David Lee Warden, D.Ph.	VA Medical Center, Oklahoma City
Justin L. Windsor	US Postal Service, National Center for Employee Development
Jerald Wolf	Mike Monroney Aeronautical Center

Winner: James W. Smith, M.D. from the VA Medical Center in Muskogee

Trades and Crafts –DoD Category

Jesus DeHoyos	Defense Logistics Agency
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Winner: Jennifer Ponder from the 33rd Combat Communications Squadron

Trades and Crafts –Category

Randall Abrams	Aviation System Standards
Thomas Meeker	VA Medical Center, Muskogee

Winner: David Pearson from the VA Medical Center in Oklahoma City

Outstanding Team Category

Ambulatory Care Administration Team	VA Medical Center, Oklahoma City
Automatic Dependent Surveillance-Broadcast (ADS-B)	Aviation System Standards
BESST	VA Medical Center, Muskogee
ESC Application Administration (DELPHI)	Mike Monroney Aeronautical Center
Fires Battle Lab	Fires Battle Lab, Army, Ft. Sill
Human Resources Team	VA Regional Office, Muskogee
Packaging Team	Defense Logistics Agency
TACAN Team	3 rd Combat Communications Group

Winner: the Tinker Honor Guard from Tinker AFB

EXCEPTIONS TO PREMIUM PAY FOR CLEANUP EFFORTS

As a result of the emergency cleanup efforts in the Gulf of Mexico, the U.S. Office of Personnel Management (OPM) reminds agencies of their authority under the law and OPM regulations to make exceptions to the biweekly limitation on premium pay. When the head of an agency or his or her designee determines that an emergency posing a direct threat to life or property exists, an employee who is performing work in connection with the emergency, including work performed in its aftermath, must be paid premium pay under an annual limitation (e.g., GS-15, step 10), rather than the normal biweekly limitation, as provided in 5 U.S.C. 5547(b)(1). "Emergency" means a temporary condition posing a direct threat to human life or property (see 5 CFR 550.103).

OPM encourages agencies to exercise this authority in the case of any employee who performs emergency work in connection with the oil spill and its aftermath. In accordance with 5 CFR 550.106(a)(2), agency heads are required to make the determination as soon as practicable and to make entitlement to premium pay under the annual limitation effective as of the first day of the pay period in which the emergency began. (Certain types of premium payments remain under a biweekly limitation even if an annual limitation is invoked. See 5 CFR 550.107.)

For further guidance, please see OPM's Maximum General Schedule Pay Limitations fact sheet at www.opm.gov/oca/pav/HTML/02maxgs2.asp.

For additional information, agency Chief Human Capital Officers and/or Human Resources Directors should contact their assigned OPM Human Capital Officer. Employees should contact their agency human resources offices for assistance.

To view the full memo, visit: www.chcoc.gov/transmittals/TransmittalDetails.aspx?TransmittalID=2940



UPCOMING EVENTS June 2010

- Jun 1, 2010** **Agency Visits-McAlester**
- Jun 14, 2010** **Flag Day** 
- Jun 15, 2010** **Leadership Development**
Clarion Hotel/Conference Center
POC: FEB Office, 405-231-4167
- Jun 16, 2010** **Mayors Committee on Disability Concerns**
07:30 a.m.
POC: Diana Hubbard, 405-297-4544
- Jun 16, 2010** **Executive Policy Council Mtg**
10:00-1:00
USGS, 202 NW 66th St., Bldg 7
POC: FEB Office, 405-231-4167
- Jun 16, 2010** **Interagency Training Council**
10:00 a.m.
TBD
POC: Carol Smith, 405-425-4499
- Jun 16, 2010** **Emergency Preparedness Council**
2:00 p.m.
Jim Thorpe Building, OKC
POC: FEB Office, 405-231-4167
- Jun 17, 2010** **Federal Employees Care Council**
3:00 p.m.
Federal Transfer Center
POC: Tom Burton, 405-954-0625
- Jun 20, 2010** **Fathers Day** 
- Jun 24, 2010** **Leadership FEB**
All Day
Department of Agriculture
POC: FEB Office, 405-231-4167
- Jun 25, 2010** **Naturalization**
12:00 noon
US District Court, 200 NW 4th St, OKC
POC: FEB Office, 405-231-4167
- Jun 28, 2010** **Agency Visits-Oklahoma City**
- Jun 29, 2010** **Shared Neutrals Lunch n Learn**
11:30 a.m.
Denny's Restaurant, MWC
3130 S. Douglas, Oklahoma City
POC: FEB Office, 405-231-4167
- Jun 28-30, 2010** **FAA Small Business Conference**
Cox Center, OKC
POC:

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

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 no later than the 15th of each month.

Officers:

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

Vice-Chair: **Jon Worthington**
Administrator, Southwestern Power
Administration, Tulsa

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



Continuity of Operations (COOP) Excellent Series I Practitioners Certification



FEMA

In an effort to further support Continuity of Operations efforts of the federal agencies in Oklahoma, the Federal Executive Board is providing information on a FEMA developed certification program available to employees completing specific COOP training. There are two levels of COOP certification available and some of the required training is available through independent study, online.

Individuals completing the pre-requisites can apply for certification:

1. The FEMA Emergency Management Institute will issue all certificates
2. Send certificate requests and supporting information to LeAnn Jenkins, LeAnn.Jenkins@gsa.gov or fax to 405-231-4165
3. Please include your name, organization (spelled out), work address, email address and phone number
4. Expect to wait up to six weeks to receive your certificate

Submission for Certification Consideration

Name:	Agency:
Agency Address:	
Mailing Address:	
Phone:	Email:

Submit copies of training completion for each of the following courses, along with this registration form to the Federal Executive Board (info below). *No certificates have been issued for the Determined Accord exercise; provide date and location of attendance for verification.*

	COURSE TITLE	Completed
[]	IS 546 or IS 546a: COOP Awareness Course,	
[]	IS 547 or IS 547a: Introduction to COOP,	
[]	IS-242 or equivalent E/L course: Effective Communication	
[]	E/L/G 548: COOP Manager's T-t-T Course or E/G/L 549: Continuity of Operations (COOP) Program Manager Course or University of Maryland Preparing the States Continuity Courses or MGT 331 University of Maryland Preparing the States Continuity Course	
[]	E/L 550: COOP Planner's T-t-T Workshop or IS 550: Continuity Planner's Workshop	
[]	IS 100: Intro to Incident Command System (ICS) or ICS 100: Intro to Incident Command System or ICS 200: Incident Command System for Single Resources and Initial Action Incidents	
[]	IS 230 or equivalent E/L course: Principles of Emergency Management or IS 230a: Fundamentals of Emergency Management	
[]	IS 700a: Intro to National Incident Management System (NIMS) or IS 700	
[]	IS 800-B: A National Response Framework (NRF), An Introduction	
[]	E 136 or IS 139: Exercise Development Course/Exercise Design Course/or COOP Exercise Design/ Development T-t-T Course,	
[]	Complete attendance in continuity exercise Determined Accord (Pandemic Preparedness) or IS 520: Intro to Continuity of Operations Planning for Pandemic Influenzas and IS 522: Pandemic Influenza Exercise Course (both independent study courses are required)	
[]	NARA/CoSA Vital Records Training (optional recommended)	

Successful completion of the above criteria will make you eligible to become a certified Professional Continuity Practitioner

Submit registration and copies of training certificates by fax to: 405-231-4165 (Attn: LeAnn Jenkins)



Giving Managers the Time to Manage

Agencies may need to examine their employee to supervisor ratios to ensure supervisors have the time they need to strategically manage a knowledge-based workforce. (taken from MSPB's *Issues of Merit* newsletter, dtd April 2010)

As described in MSPB's recent report, *As Supervisors Retire: An Opportunity for Organizational Change*, the Federal workplace is changing quickly. Supervisors are now managing in a complex, knowledge-based work environment where analyzing and synthesizing information are often more important than production and processing paperwork. The modern Federal supervisor, therefore, spends increasing amounts of time communicating and interacting with diverse, multi-sector knowledge workers.

As the demands of complex work and work environments mount, supervisors must focus on different functions to more strategically manage their human resources. Strategically managing the workforce can require more time and a different supervisory skill set to implement effectively. For instance, while their technical expertise is important, they also may need to be better versed in strategic planning, performance management, training and development, and recruitment and selection than they were in the past. Unfortunately, MSPB research has shown that many Federal supervisors have not received sufficient training to carry out these responsibilities. Therefore, as agencies consider the changing nature of their supervisory workforce, they need to evaluate how to ensure supervisors have the skills necessary to carry out these responsibilities.

Strategically managing the workforce may also require more supervisors. Based on the 2007 Merit Principles Survey data, supervisors and managers who oversee more employees (higher supervisor ratios) tend to report having less time to engage in strategic personnel hiring, development, management, and retention. Instead, supervisors who have a greater span of control—that is, more employees to supervise—tend to spend more time on day-to-day operational concerns and less time on strategic issues and workforce development. In essence, the amount of time available for supervisors to

spend on strategic human resources management is constrained by the number of employees that they must supervise.

The 2007 Merit Principles Survey item from which this conclusion was drawn read, “What percentage of your time is devoted to the following activity: Creating a work unit or organization equipped to successfully meet the challenges of today and tomorrow through strategic hiring, development, management and retention?” Data show that as the supervisor ratio decreases (fewer employees to supervise), the amount of time the average supervisor has to strategically manage human resources increases. This inverse relationship has implications for supervisory workload and the allocation of supervisory time. Not surprisingly, the more employees there are per supervisor, the less time a supervisor tends to feel he or she has to invest in strategic hiring, development, management and retention efforts.

Because of the importance of strategically managing the workforce, agencies should bear in mind the hidden cost of assigning more employees to a supervisor than can be effectively managed. The “right” number of employees per supervisor will vary based on the work and the workforce. Agencies are in the best position to determine the “right” balance based on an analysis of what is needed, and not on an assumption that all workforces need the same supervisory ratio. The MSPB recommends that agencies examine the work demands placed on supervisors and the ratio of employees to supervisors in order to ensure that supervisors have the competencies, management support, and the time to devote to the job of supervising.

Utilizing the information in this study, the Oklahoma FEB will coordinate training modules on Leadership Effectiveness to be held in 2011. Watch this newsletter and our website for details.



Effective Qualities for Today's Supervisor

(a leadership/supervisory development program)



Date:	August 25-26, 2010 (or can choose either day)
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"/> August 25th, 2010</p> <p>Using 3-D Leadership to Achieve Maximum Results: 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>Face-to-Face Communications: 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"/> August 26th, 2010</p> <p>Motivating a Workforce in Difficult Times: 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>Humor-Enriched Supervisor: 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

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!



A Road Map for Improving Agency Performance through Fair and Equitable Treatment of Employees

Steps agencies can take to foster a fair environment that supports agency outcomes.

As highlighted in the recent report, *Fair and Equitable Treatment: Progress Made and Challenges Remaining*, many practical reasons exist for maintaining a diverse and representative workforce. Beyond meeting the legal requirements, Federal agencies need to tap into all segments of the available workforce as a matter of a business necessity to be able to better serve the American public.

Yet, these steps only represent part of the not-so-secret formula for achieving optimal agency performance. The true key to any organization's success involves the full commitment of its employees to achieving the mission, a concept popularly known as "employee engagement." Using a fairness index comprised of select items from MSPB's Merit Principles Survey, we were able to demonstrate a strong link between perceptions of fair treatment and employee engagement. Given the correlation between employee engagement and agency outcomes demonstrated in our report *The Power of Federal Employee Engagement*, it follows that perceptions of fair treatment would have a similar positive affect on agency performance. So, what actions can agencies take to foster a fair environment in which employees can and want to do their best work? Here's a brief overview of some of the necessary steps.

1. Conduct a thorough workforce analysis.

This analysis should identify workforce requirements, including identifying where representation lags behind the available workforce and possible barriers to a fully representative workforce.

2. Ensure that human resources policies and practices do not create barriers to merit-based selection, recognition, advancement, and retention. For example, agencies should use a balanced set of recruitment strategies and hiring authorities. Selection criteria should be clearly job-related, with assessment strategies that are well-designed and carefully implemented.

Additionally, the diversity and depth of the resulting candidate pool should be examined at each stage of the process to identify any unintentional impacts.

3. *Select supervisors with care and assure that they exercise their authority in a fair and transparent manner.* Agencies must recognize that the supervisor-employee interface represents one of the most critical points at which employees can experience fair—or unfair—treatment. Therefore, supervisory selection and accountability are critical. Supervisors may also need training, as well as the time, to fairly and effectively manage their employees.

4. *Earn the confidence of employees through daily decisions and routine interactions. It isn't sufficient for supervisors to feel that they are treating employees fairly.* They must earn employee confidence through their actions—whether giving assignments, constructive feedback, training opportunities, performance ratings, awards, and pay raises. All workforce decisions should be based on merit factors—matching individual abilities and performance to organizational requirements. Relying upon less rigorous assessments that can't hold up to external scrutiny has the potential to seriously undermine employee engagement and subsequently, organizational performance.

5. *Ensure employees have knowledge of and access to effectual redress procedures, such as grievance and EEO complaint processes.* Although these procedures serve as a safety net to guard against misuse of authority or mistreatment of employees, agencies should work to avoid getting to this stage by maintaining high standards as discussed in the points above.

(taken from MSPB nwsltr April 2010) More details can be found in the report, *Fair and Equitable Treatment: Progress Made and Challenges Remaining*, which is located at www.mspb.gov/studies



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&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"> *The best model for managing your time and energy. *How to deal with setbacks as well as successes. *Secrets of success from "movers and shakers" who get things done and positively impact those around them. *How to stay focused and not get distracted from the important stuff. *Communication skills that get the results you desire.

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!



SUN	MON	TUES	WED	THUR	FRI	SAT
		1 Agency Visits- McAlester	2	3	4	5
6	7	8	9	10 1:00 FEB Network Conf Call	11	12 2:00 Emgcy Prep
13	14 Flag Day	15 Leadership Development Training	16 10:00 Executive Policy Council 10:00 ITC 2:00 Emgcy Prep	17 3:00 FECC	18	19
20 Fathers Day	21	22	23	24 Leadership FEB	25	26
27	28 Agency Visits-OKC	29 11:30 Shared Neutrals	30	June 2010		
FAA's Small Business Conference						

OKLAHOMA FEDERAL EXECUTIVE BOARD
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