INTERAGENCY CONNECTION

215 Dean A. McGee, Suite 153, Oklahoma City, OK 73102 http://www.oklahoma.feb.gov/ (405) 231-4167

Chair's Corner

Your Federal Executive Board is going right into the end of the Fiscal Year with activities in which you can send participants.

Through our partnership with the US Office of Personnel Management, Oklahoma City was chosen as one of the ten cities in which OPM will provide HR training on the new Hiring Reform. There will be three training topics and three training days this month:

Sept 23: Category Rating Training Workshop
Sept 24: Occupational Questionnaires
Sept 30: Job Analysis

Agencies are encouraged to register your HR staff and each agency is limited to 5 participants.

OPM is administering the registration through OMB's MAX site: https://max.omb.gov/community/x/SgD5Hw More information regarding the topics and registration is contained on page 11 of this newsletter for your convenience.

Look for more to come in the way of HR Reform training, Emergency Preparedness, and Executive Forums. My personal favorite is the Executive Forum, an excellent opportunity for the Federal Agency Leaders in Oklahoma to come together and discuss those issues that are unique to our location and/or positions. It is a unique opportunity for the Executives/Commanders/Leaders to network and address issues that way may share, in common. As an African proverb says, "none of us knows as much as all of us know". These forums provide a venue in which we can gather and share what we know, that strengthens the network.

With the end of the Fiscal Year, comes the end of my term as Chairman of the Federal Executive Board of Oklahoma.

I have enjoyed my term as Chairman of this organization and thank all of you for making it enjoyable, productive, and fun! I have been honored to serve as Chairman of this organization and will remain involved and supportive of our Federal Executive Board because I believe in the value of our FEB and the overall FEB network. I ask that you provide our incoming Chairperson, with the same support and encouragement that you have extended to me. These qualities maintain our FEB's strength and vibrancy, enabling us to continue meeting the needs of our federal community.

Samuel D. Jarvis, Chairman

Morons and Maniacs: Everyone Else But You?

From the MCI Leadership Blog:"The Best Quote in the Business" ***July 2nd, 2010 | Posted by*** **Mark Leheney**

Sometimes, just a few words can nail a concept so important to life and work that they border on poetry.

That's the case with the following quotation – the best I've ever heard in the business of leadership and management.

It comes from the ancient philosopher from the West – not the East – (Santa Monica, to be specific) whose name is George Carlin (RIP).

George Carlin once said, "Have you ever noticed that everyone driving faster than you is a maniac, and everyone driving slower than you is a moron?"

Think about it.

Whenever I share with a class this piece of wisdom wrapped in the veil of comedy, there is an immediate reaction (laughter), to which I respond with the question, "Why is this so funny?"

Invariably, someone says, "Because it's true!" At which point there is even more laughter.

This affirmation reinforces the central irony of the statement, which we should unpack here.

• Do you know a workaholic? How about someone lazy?

• Do you know someone who is obsessive about details? How about someone too blue sky?

• Do you know someone who spends too much time making things "perfect?" How about someone sloppy with work?

• Do you know someone who takes too long to make a decision? How about someone who jumps the gun and is too hasty?

• Do you know a micro-manager? How about someone too hands-off?

Guess who is present, but usually invisible, in all these stories?

That's right – you. The ultimate arbiter of the correct balance point in life. The only person driving the right speed, working the right number of hours, with the right amount of attention to detail and quality, and so on.

You must be right. After all, if you thought you weren't, you'd think or do something different.

Sometimes, there actually is an objective standard to which we can refer to figure out how much or little of anything we should do. For example, there is a speed limit (although few people pay any attention to it).

But much of the time in knowledge work, there is not some higher standard to reference to make a clean, defensible decision. Instead, our approaches often come straight out of our own values. And guess what? Not everyone shares your values – the subject of another post.

The next time you hear some difference and judge it as too fast or slow, or too anything, stop and think. How did you come to your own decision on what's right? How do you know that's right? And perhaps most importantly, why is something different creating potential discomfort in you?

Spotlighting Information in Public Service
Did you Know?....

Wage and Hour Division

The DOL Wage and Hour Division (WHD) is responsible for enforcing some of our nation's most comprehensive federal labor laws on topics, including the minimum wage, overtime pay, recordkeeping, child labor and special employment, family and medical leave, migrant workers, lie detector tests, worker protections in certain temporary worker programs, and the prevailing wages for government service and construction contracts.

Mission: The Wage and Hour mission is to promote and achieve compliance with labor standards to protect and enhance the welfare of the Nation's workforce.

The WHD enforces Federal minimum wage, overtime pay, recordkeeping, and child labor requirements of the Fair Labor Standards Act. WHD also enforces the Migrant and Seasonal Agricultural Worker Protection Act, the Employee Polygraph Protection Act, the Family and Medical Leave Act, wage garnishment provisions of the Consumer Credit Protection Act, and a number of employment standards and worker protections as provided in several immigration related statutes. Additionally, WHD administers and enforces the prevailing wage requirements of the Davis Bacon Act and the Service Contract Act and other statutes applicable to Federal contracts for construction and for the provision of goods and services.

USDA Food & Nutrition Service

USDA Food & Nutrition Service has developed a *MyPyramid for Kids* program, providing educational material with the message of *MyPyramid* to elementary school children. Teachers can easily teach *MyPyramid for Kids* by using the classroom materials, including lesson plans, an interactive game, and a *MyPyramid for Kids* Poster. The fun, colorful *MyPyramid for Kids* graphic will attract children's attention and encourage them to learn more about *MyPyramid for Kids*. The nutrition and physical activity messages included throughout the materials are designed to help children 6 to 11 years old make healthy eating and physical activity choices.

MyPyramid materials available from Team Nutrition for middle and high school students consist of the *MyPyramid* poster and mini-poster and the handout, *Anatomy of MyPyramid*. Team Nutrition is developing additional *MyPyramid* educational material for middle and high school students which will be posted to this site as soon as it is completed. Monitor this site regularly to learn about the availability of this material.

Tips for Families is a 2-sided handout with the *MyPyramid for Kids* graphic and messages on one side and eating and physical activity tips on the other. This flyer is packaged in sets of 25 and is available to schools, child care providers, and parent organizations. Available at: http://teamnutrition.usda.gov/Resources/mypyramidtips.html

Handling insubordination a legal minefield for managers

Taken from Federal Times article "Ask a Lawyer" in the July 12, 2010 edition

Insubordination is a serious charge, often justifying the removal of an employee. Some observers of the federal workplace might think that at least some insubordination occurs on a daily basis without much of a management response. These observers see employees who continue with impunity to fail to do what they have been instructed to do.

One difficulty for managers is the legal definition of the word "insubordination." According to the U.S. Court of Appeals for the Federal Circuit and the Merit Systems Protection Board, insubordination is the willful refusal to follow a lawful order. The challenge usually is proving the willfulness of the employee's failure to do what was expected.

Proving willfulness requires the manager to show that the expectation was clear and unequivocal. Sometimes, in an effort to be polite, a manager may not explicitly state that a work expectation is required, leaving the employee with the notion that the assignment is optional, or at least could be done at a later time or in a different manner. The manager who disciplines an employee for insubordination has to have evidence that is sufficiently strong to rule out the plausibility of these types of situations.

Other excuses that must be proven implausible by the manager are: I forgot; I didn't understand; you weren't clear; I think you should put it in writing next time; I thought you meant Joe, not me; and many more that most experienced federal managers have heard.

If a manager is unclear whether an action qualifies as insubordination or if the manager is uncertain whether the original work order was good enough, the employee's failure to complete a work assignment is still misconduct. It may not necessarily be insubordination.

A charge of failure to complete a work assignment merely requires proof that the work assignment was given and not done. The employee's motivation or intent is irrelevant. The supervisor's credible testimony—hopefully backed with documentation—is sufficient to prove the charge.

The downside to using a lesser charge like "failure to complete a work assignment" is that the maximum reasonable penalty—when the employee appeals an adverse action before MSPB—is less severe than it is for insubordination. So, if a matter is really serious and the evidence is strong, the manager should charge insubordination. Otherwise, a manager should try to get the attention of an errant subordinate by making a lesser charge and taking clear action directed at notifying the employee that the non-performance is unacceptable.

Here's an example. The Federal Circuit upheld the removal of Navy civilians who refused to be vaccinated for anthrax. The charge was insubordination, and an impartial observer would easily see that the order to be vaccinated was clear.

In another case, the Federal Circuit found no insubordination when an employee refused to pay the balance on a government travel card because her vouchers had not been fully processed. The court held that the order was not clearly communicated and the refusal was not insubordination. In that case, a lesser charge would likely have been upheld.

The final question is whether an order is lawful. The basic rule is that any order is lawful as long as the employee is not being asked to commit an illegal act or to endanger his or her life or health or the life or health of others. An employee who refuses to carry out an order because he thinks it's unwise, as opposed to illegal, is risking an insubordination charge and possible serious adverse action.

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

What Unlocks Potential in People?

February 2nd, 2010 | Posted by Mark Leheney to ***Management Concepts*** Leadership & Learning blog

This is an intuitively, inherently appealing topic. After all, who doesn't want to see others (or himself or herself) fulfill individual potential?

Unlocked potential is about people playing "full out," swinging for the fences and working their best and hardest for the biggest results. It's playing to win, which is a lot different than playing not to lose. The latter is playing safe, minimizing risk, not wanting to ever make waves, keeping your head down, or doing the minimum to get by (compliance).

Sports coaches all take the concept for granted. There's no question that the name of the game in this domain is fulfill potential.

At a time when most organizations are struggling in some significant way, isn't it interesting how much we've finely tuned the use of capital, land, equipment and other resources, but the human variable is still a fraction of what it could produce?

This is no small matter. Research shows the difference in performance in the knowledge economy from the highest to lowest performers is a multiple of what it was in industrial or factory work.

So what does it take for people to fulfill their potential, and what can a leader do? Here are some keys:

Create safety – People perform best when they feel secure, emboldened and confident. Nothing robs them of this more effectively than when their sense of safety is threatened. If people feel vulnerable, they will not do what it takes to perform most powerfully. They will not take the measured risks needed to break through.

There are many ways to threaten safety, from poorly executed negative feedback, to exclusion to outright threats. Engaging in any of those guarantees people will not perform at their potential. The brain processes information differently when feeling fear.

True support creates safety. This does not mean guaranteeing someone a job will be there for life. It means guaranteeing that you are there to support them through successes and failures, and that the intention of what you do is to help them succeed. When they know this, they are more likely to perform at their best.

Encourage people by recognizing their performance — Noticing and commenting on good or great work helps people repeat what works, and it increases their confidence. If you don't tell them, they may not know what they're doing well. Recognition is an extremely powerful motivator. Note that encouragement and recognition have to be genuine. If not, it will be detected quickly.

Understand and accept uniqueness – Some managers and leaders harbor secret wishes that employees would all act and think alike. Wouldn't life be simpler that way? It might, but it would also be boring. The more important point is that there is something about individual potential that demands room for individual, unique expression. It's hard to be great by being like someone else. It could be a work style, how communication occurs, the pace at which someone works . . . whatever it is, you don't get greatness by asking someone to be a copy of someone else.

Understand and support the personal mission – A person's mission is that same thing as his or her purpose. People acting in support of their core purpose are much more likely to achieve greatness than those who don't know why they are doing what they are doing. In fact, tapping into the motivating power of the mission provides huge energy to use to succeed. It goes without saying that this is an important hiring factor. It's why recruiters regularly ask now what a person's passion is.

Support learning – It's not just about current performance. It's also about how others are developing, growing and learning to those ends. If you truly help others to learn what they need to know to progress, they will move closer to their potential.

Hold a great big vision for others – You can call this the Pygmalion Effect, how when someone important holds a big, bold picture of what you could accomplish, you tend to rise to the challenge. All sports coaches consider this so basic they hardly ever discuss whether it should happen – they just do it. An example of this came in the workplace when an employee met her new boss, and the boss asked, “What’s our plan to get you to a GS-15 (the highest level in the federal government civil service structure before the Senior Executive Service). The question floored the employee, who had never even thought of accomplishing such a progression. It got her thinking, though, and she advanced rapidly. (She also never forgot the power of that one question.)

People tend to become what they think of themselves, and managers and leaders, by casting an affirming, positive story of the employee, have a huge lever for performance here.

You might have experienced such a figure in your life. This is the person who looked you in the eye and said “I know you can do it.” What’s more, their conviction in this helped you to see the potential they had identified. It could have been a school teacher or coach, a boss, spouse, or anyone who encouraged you. If you had a person like this, you already understand the power of encouragement.

Be optimistic –There is now a wealth of research supporting the notion that thinking positively has a measurable impact on behavior. While we never recommend blind belief in things that may not happen, we do believe in realistic optimism. That means choosing to believe and listening to the results.

You no doubt have experienced the difference between your own performance when feeling optimistic and when feeling pessimistic. The former generates energy, desire and action, while the latter drains energy and leads to stagnation.

You can choose out which mode you operate with others, and the mood you co-create where you work.

President Obama Issues New Executive Order on Hiring and Retaining People with Disabilities in the Federal Government

On July 26, 2010 President Obama signed the Executive Order on Employment of People with Disabilities in the Federal Government to mark the historic 20th anniversary of the signing of the Americans with Disabilities Act (ADA).

The Executive Order requires Federal agencies to increase the hiring of people with disabilities by 100,000 over the next 5 years. Agencies have 120 days to develop a plan that will detail how they intend to accomplish their part of the goal. People with disabilities seeking employment are encouraged to apply for positions through http://www.usajobs.gov/ or by sending a resume directly to the agency with a job opening for which they would like to apply. If you want to send your resume directly to a Federal agency, contact that agency's Selective Placement Program Coordinator (SPPC). A list of SPPCs' by agency can be found at: http://apps.opm.gov/sppc_directory/searchlist.cfm.

If interested the link of the Executive Order can be viewed at: http://www.whitehouse.gov/the-press-office/executive-order-increasing-federal-employment-individuals-with-disabilities

UPCOMING EVENTS

September 2010

Sept 1-2, 2010 All Day	**ICS-300 Training** Federal Transfer Center POC: FEB Office, 405-231-4167
Sept 8, 2010 07:30 a.m.	**Mayors Committee on Disability Concerns** POC: Diana Hubbard, 405-297-4544
Sept 8, 2010	**Agency Visits: Altus**
Sept 14, 2010 2:00 p.m.	**Emergency Preparedness Council** Presbyterian Hosp, 655 Research Pkwy POC: FEB Office, 405-231-4167
Sept 15, 2010 10:00 a.m.	**Interagency Training Council** TBD POC: Carol Smith, 405-425-4499
Sept 16, 2010 All Day	**Leadership FEB** Veterans Administration-Muskogee POC: FEB Office, 405-231-4167
Sept 16, 2010 3:00 p.m.	**Federal Employees Care Council** Allegiance Credit Union POC: Tom Burton, 405-954-0625
Sept 23, 2010 All Day	**OPM Training: Category Rating** OKC Public Works POC: FEB Office, 405-231-4167
Sept 24, 2010 All Day	**OPM Training: Occupational Questionnaires** OKC Public Works POC: FEB Office, 405-231-4167
Sept 24, 2010 12:00 noon	**Naturalization** US District Court, 200 NW 4th St, OKC POC: FEB Office, 405-231-4167
Sept 29, 2010 11:30 a.m.	**Shared Neutrals Lunch n Learn** IHOP-Bricktown, OKC POC: FEB Office, 405-231-4167
Sept 30, 2010 All Day	**OPM Training: Job Analysis** OKC Public Works POC: FEB Office, 405-231-4167

INSPIRATION CORNER

Be yourself. An original is always worth more than a copy. –Author Unknown

People often say that this or that person has not yet found himself. But the self is not something one finds. It is something one creates. –Thomas Szasz

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
- Dottie Overal, 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:	vacant

Continuity of Operations (COOP)
Excellent Series I
Practitioners Certification

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)

Must I grant this FMLA Request?

The Family Medical Leave Act (FMLA) is a narrow but important benefit for many workers in the U.S., including federal employees. The challenge for federal managers is to understand some of the intricacies of the law so that they know when and how to challenge a worker who may be misusing FMLA as an unjustified excuse to stay away from the job, while preserving the right to return to work at the employee's option.

Most federal employees do not abuse FMLA. FMLA covers leave for a serious illness of the employee or the employee's spouse, child or parent. It also covers leave for the birth or adoption of a child. It is only available to employees who have been employed for more than one year, and it permits the employee an unpaid absence for up to 12 weeks within a 12-month period. Office of Personnel Management regulations allow a federal worker to substitute paid sick or annual leave.

The two main issues that confront managers in a potential abuse situation are whether an absence is actually due to a serious health condition and the timeliness of an FMLA request. OPM regulations authorize managers to reasonably regulate and question an FMLA absence.

Unlike sick leave, in which employees self-certify the first three days of an absence, a manager may require medical evidence for any FMLA absence, regardless of length, that is based on the employee's serious health condition. A manager may request that the documentation be detailed and that the employee explain the nature of the illness and why it prevents him from performing the essential functions of his job.

An employee who fails to provide the documentation can be denied FMLA benefits and may be carried in an absence without leave (AWOL) status unless the employee can claim some other entitlement, such as sick leave. AWOL, of course, is a basis for disciplinary action against an employee.

An employee who claims an FMLA entitlement because he is caring for a parent, child or spouse with a serious health condition may be required to provide medical documentation that shows both a serious health condition and the necessity of the employee's presence to care for the person who is ill.

An agency may even request administratively acceptable evidence to provide that a child is being born or adopted, although in many cases such an event is obvious.

Another aspect is determining which illnesses fall into the "serious" category. A cold that can be treated with over-the-counter medications or a routine eye doctor's appointment are not examples of serious health conditions even if the employee has a legitimate medical problem. As a general rule, OPM regulations will find a health condition to be serious if the employee is hospitalized, if there are two doctor visits for the same illness or the illness continues for three days and the doctor prescribes treatment. OPM's regulations on this point are complex, and a manager who is thinking about denying FMLA because he thinks a doctor's letter does not describe a serious condition should check with human resources.

Timing of a FMLA request is also important. Generally, FMLA leave should be requested in advance. Thirty days' notice should be given when possible. The absolute end date for requesting FMLA leave is within two days of returning from the absence. This means that managers do not have to grant an FMLA request for the employee who comes up with the idea of making an FMLA request after an absence has occurred and been questioned.

The idea behind FMLA is that employees should be able to take time away from work to take care of major life events and then return to work. It is an important right, but managers have the tools to prevent abuse by those who might claim FMLA benefits without being entitled.

Article taken from Federal Times "Ask the Lawyer" column in the July 26th edition written by Bill Bransford, managing partner of Shaw, Bransford & Roth in Washington, DC.

Lead Charge for Change with Care

There's an adage for public speakers: "Tell your audience what you're going to say, say it, and then tell them what you said." A similar principle holds true for change managers. If you plan to steer your staffers into new territory, you should initially tell them about their new destination or goal, repeatedly describe it as they approach it, and then applaud them once they reach it.

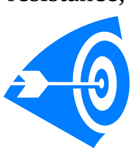
Some ways to help you do so:

Present a compelling case for your new goal—whether it is changing your office's procedures, rearranging your office's division of labor, adapting new technologies or adjusting your office's overall objectives. Explain to your staffers how achieving the goal will benefit your office by, for example, solving a concrete problem or increasing efficiency. Cite examples of how similar changes have benefited other organizations. Explain to your staffers how reaching the goal will benefit them personally by, for example, updating or expanding their skills.

Advocate your goals early and often, including in staff meetings, in articles on your office's intranet site and in one-on-one discussions with staffers.

Create an action plan. Get buy-in from supervisors by inviting them to help you map your new course. Your plan should include metrics, milestones or timelines that pave the way to success. You should also identify what part each staffer will play in achieving the goal. If your staffers need training or equipment to succeed, give it to them.

Monitor progress. Look for sources of potential resistance, help staffers eliminate them, and revise your metrics accordingly. Solicit feedback on progress and obstacles to change in one-on-one conversations with front-line staffers—not just with supervisors.

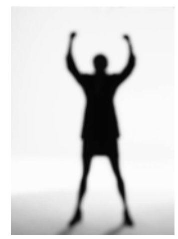


Stay positive. As your staffers venture into territory, they will probably run up some blind alleys, take wrong turns and perhaps make some lollapaloozas of mistakes. Don't punish or humiliate hard-working, well-meaning staffers for such mishaps.

If you're forcing your staffers to take risks, expect the odds to sometimes work against them. Some staffers may fail because your action plan—not their actions—is deficient by, for example, failing to anticipate potential obstacles or twists of fate. So when things go awry, help employees trouble-shoot, discuss how to avoid future problems, and keep encouraging them toward your goal.

Be willing to change your action plan. No matter how effective your plan, its implementation will probably take more time and effort than expected. Be prepared to adjust.

Also, provide ways to communicate with front-line staffers. Invite them to submit anonymous suggestions and tips about counterproductive rumors that may be circulating. Address reasonable concerns to the entire staff.



Celebrate success. Celebrate, or at least acknowledge, when your office reaches major milestones. Research your agency's award options and reward high producers accordingly. Congratulate these high-producers in staff meetings, review how they conquered obstacles and identify next steps.

Get your hands dirty. One way to earn your staffers' respect and encourage them to take your plan seriously is to work side-by-side with them, if only for short stints. By descending from your management pedestal and meeting staffers in their territory, you create a bonding experience, demonstrate your desire to understand your staffers' jobs and prove that you're personally engaged and invested in their success. Also, attend any major events or demonstrations related to your action plan.

Are we there yet? No. Change usually only begets more change. Every field is ever-changing and ever-evolving. So when your office does reach its new goal, it's probably but a prelude to more change. Explain this principle to staffers and then lead the charge for more change.

Taken from Career Matters in the Federal Times 8-9-10 edition by Lily Whiteman, a public affairs officer at the National Science Foundation. The views expressed in this column do not necessarily represent the views of the National Science Foundation.

Hiring Reform Workshops 2010
Oklahoma Federal Executive Board
Preparing Professionals for the Future of Staffing

Change is coming! Hiring Reform is one of the biggest initiatives influencing change in the Human Resources (HR) profession for the Federal Government. The U.S. Office of Personnel Management (OPM) is pleased to offer comprehensive workshops to provide you with the tools to facilitate change within your Agency. Whether you need an all-inclusive workshop or simply a refresher course, OPM looks forward to partnering with you to prepare you for the future of Staffing in the Federal Government!

Course Location: Oklahoma City Public Works Training Center, 3738 SW 15th Street, Oklahoma City, OK 73018

Target Audience: Human Resources professionals responsible for consulting with managers regarding strategic staffing and recruitment methods.

> ***September 23, 2010*** **- Category Rating Training (8:30 am – 3:30 pm):** This workshop is designed to equip agency HR staff with the knowledge and practice to successfully implement category rating. Topics include: distinguishing differences in quality based on job related competencies/KSAs, defining categories, applying veteran's preference, and making valid and legal selections. *50 participants on a first-come, first-serve basis, with a maximum of 5 attendees per agency.*
>
> ***September 24, 2010*** **- Occupational Questionnaires (8:30 am – 2:30 pm):** This workshop will cover the basics for how to develop occupational questionnaires. Topics include: developing an assessment plan, assessing minimum qualifications, writing questionnaire items, and implementation considerations. *50 participants on a first-come, first-serve basis, with a maximum of 5 attendees per agency.*
>
> ***September 30, 2010*** **- Job Analysis (8:30 am – 2:30 pm):** This workshop provides agency HR staff with the knowledge and practice to conduct job analyses. Topics include: defining a job analysis, describing what it is used for and defining the steps for completing a job analysis. *50 participants on a first-come, first-serve basis, with a maximum of 5 attendees per agency.*
>
> ***October 1, 2010*** **- Structured Interviews (8:30 am – 2:30 pm):** This workshop will provide HR staff with the knowledge to design and administer structured interviews. Topics include: defining a structured interview, developing structured interview questions and rating scales, conducting structured interview, and evaluating responses to structured interview questions. *50 participants on a first-come, first-serve basis, with a maximum of 5 attendees per agency.*

Target Audience: Agency executives, hiring managers and Human Resources managers/professionals involved in strategic staffing.

> ***October 28, 2010*** **- Designing an Assessment Strategy Workshop (8:30 am – 2:30 pm):** This workshop is designed to provide agency executives, hiring managers and HR managers/professionals with a broad overview of assessment options, as well as variables to consider when developing an assessment strategy that meets hiring reform requirements. Specific topics include: assessment goals and principles; assessment options and models (e.g., multiple hurdles) that can be used in conjunction with a category rating model; and common methodologies for establishing cut points for use with category rating. *30 participants on a first-come, first-serve basis, with a maximum of 5 attendees per agency.*

REGISTRATION INFORMATION

Register online at http://hiringreform.golearnportal.org/.
The training is free to participants. Agencies are responsible for any costs associated with travel, lodging and per diem. If you have questions or problems registering for the training, please contact, IA@opm.gov or Rafiell Jones, Rafiell.Jones@opm.gov, 202-606-0922.

SUN	MON	TUES	WED	THUR	FRI	SAT
September 2010			**1** ICS-300 Training @FTC	**2**	**3**	**4**
5	**6** Labor Day	**7**	**8** Agency Visits: Altus	**9**	**10**	**11**
12	**13**	**14** 2:00 Emgcy Prep	**15** 10:00 ITC	**16** Leadership FEB 3:00 FECC	**17**	**18**
19	**20**	**21**	**22**	**23** OPM Training: Category Rating	**24** OPM Training: Occupational Questionnaires *Naturalization*	**25**
26	**27**	**28**	**29** 11:30 Shared Neutrals	**30** OPM Training: Job Analsis		

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