

# HR Exchange

Volume 8 Issue 2

A publication of the State of Oklahoma Office of Personnel Management

Second Quarter 2004

## DOL Implements New Rules for Overtime Eligibility

Tom Patt, OPM

On April 23, 2004, after five decades of “maintaining the status quo,” the U.S. Department of Labor (DOL) published long-awaited changes to the admittedly “complex, confusing and outdated” rules for administering the Fair Labor Standards Act (FLSA). Barring a successful attempt by Congressional opponents of the new rules to block them, which is considered unlikely, they will go into effect 120 days after publication—on August 23, 2004.

There is some controversy among employers over whether DOL achieved its goal of making the new rules simpler and less confusing; and many unions and other employee groups are convinced that the new rules will enable employers to classify millions more employees as exempt from the overtime provisions of the law. Many observers agree that the jury is still out on both of these issues.

Discussed below are the major changes embodied in the new rules:

**Salary Basis Test.** There are two significant changes in this area: First, a single test now replaces both the long and short tests of the previous regulations. Second, the salary threshold below which employees are automatically considered nonexempt has been significantly increased to \$455/week from the previous amount of \$155/week.

**Highly Compensated Employees.** This is an entirely new exemption category in the regulations. An employee who earns \$100,000 or more per year is exempt, provided he or she customarily and regularly performs at least one of the exempt duties or responsibilities of an exempt executive, administrative, or professional employee. Compensation must include at least \$455 per week paid on a salary or fee basis, but may also include commissions, bonuses, and other nondiscretionary compensation.

**Duties Tests.** To establish whether an employee is exempt, his or her “primary duties” must be examined to determine whether they meet one of the exemption tests. A primary duty is defined in the new rules as “the principal, main, major, or most important duty that the employee performs.” Although the main categories of exempt jobs remain the same, there are changes in several of the tests:



Tom Patt, Director of OPM's Compensation and Workforce Planning Division.

- **Executive:** The new regulations maintain the requirement that, to be considered an exempt executive, an employee must have as a primary duty the management of the enterprise or a “customarily recognized department thereof.” The employee must also customarily and regularly direct the work of two or more employees or their equivalent. The executive must have the power to hire and fire other employees or have his or her recommendation as to hiring or firing be given “particular weight.” The new regulations now define the concept of “particular weight.”

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## OTC Implements “State Employees Compliance Review”

Cara Nicklas

Assistant General Counsel  
Oklahoma Tax Commission

During the 2003 session, the Legislature passed and the Governor signed House Bill 1593, which became effective July 1, 2003. This law helps ensure that state employees comply with state income tax laws.

Title 68, Section 238.2 of the Oklahoma Statutes sets forth the manner in which the Oklahoma Tax Commission (OTC) will notify state employees that they are not in compliance with income tax laws, and how state agencies will be notified of their employees’ noncompliance. OTC was given rulemaking authority for the implementation of the statutory provisions relating to state employee compliance with income tax laws. In accordance with that authority, OTC recently adopted rules (OAC 710:95-11-1, et seq.) which implement the administration and enforcement of 68:238.2.



Cara Nicklas responds to questions during the June 14, 2004, OPM Legislative Briefing.

In early June 2004, state agencies received their first list of state employees who were not in compliance with state income tax laws. The process used to create this list is

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# From the Desk of the Administrator

On July 1, 2004, with the beginning of the planned phased deployment of the PeopleSoft Human Resource Management System (HRMS), we took a major step toward realizing a dream we have had for our human resources/payroll/leave/benefits systems since December 1995, when the *Report of the Governor's Commission on Government Performance* was issued. The Commission report, entitled *A Government As Good As Our People*, included the following recommendation: [Oklahoma state government must] create an automated human resource information system to streamline processes and better track state employees. Our problem was described as follows:

"The state's personnel systems present a confusing and costly maze: payroll is independent of the personnel system, so paper documents are required for both; salary modifications must be entered on both the payroll and human resource systems; and the payroll and benefit systems' configurations require the use of multiple codes to navigate through the various applications. Rather than simplifying processes, the existing technology requires multiple records, duplication of information and a huge volume of paper.



"The interests of the state would be better served by investing in a comprehensive central system designed to improve the administration and tracking of state employees and support the shift toward broadbanded classifications. The state should have an automated human resource information system to serve as a central information source, automate human resource processes, standardize leave and attendance forms, develop an automated job information line for current state employees, track turnover rates and develop a uni-

form method of reporting separations from state service."

This project would not have been possible without executive and legislative leadership since the project began over two years ago (February 2002). We owe a special debt of gratitude to former Governor Frank Keating and current Governor Brad Henry; former State Finance Director Tom Daxon and current State Finance Director Scott Meacham; former House Speaker Loyd Benson, Speaker Larry Adair, and other House leaders; former Senate President Pro Tempore Stratton Taylor, Senate President Pro Tempore Cal Hobson, and other Senate leaders. Additionally, much credit must be given to the state staff assigned to this project from the Office of State Finance, Office of Personnel Management, and the Department of Central Services, working under the leadership of Jerry Stillwell, *CORE Oklahoma* Project Coordinator. Finally, we were very fortunate to develop not only a contract, but a partnership with PeopleSoft and Maximus consultants.

The introduction to the 1995 Commission Report ended with the following statement, which I believe is quite appropriate for what we hope to accomplish with the *CORE Oklahoma* Project for PeopleSoft Implementation: "We know what Oklahomans can do when we set our minds and hearts to the task. Now we have the chance to prove it, by rethinking the way the state works and changing government to make it as good as our people."

Special Note: The first two components of the *CORE Oklahoma*/PeopleSoft Project, Financials and Procurement, were deployed on November 1, 2003.

# Tulsa Center Closes Doors

Dayna R. Petete, OPM

The Tulsa Child Development Center, which opened in August 1992, as a pilot on-site child care center for state employees, closed its doors on May 28, 2004.

In 1989, the Legislature authorized OPM to implement a pilot program establishing day care centers for children of state employees, and to appoint an advisory committee to review the child care needs of state employees, recommend suitable sites for centers, and monitor and evaluate the operation of the centers. The Tulsa Center opened in the Kerr-Edmondson state office building in 1992, and in 1995, the Legislature permitted the development of additional centers. Since 2001, the Center has been open to children of state employees, as well as to children of non-state employees, with provisions to ensure that the child care needs of state employees are met first.

Since 2001, the Community Action Project (CAP) of Tulsa County has operated the Center under a competitively-bid contract with the state. When the contract was again up for bid in 2004, there were no bidders who met the minimum cost requirements for operation of the facility as established by the Department of Central Services. As a result, the state had no choice but to close the Center.

"When the Tulsa Center opened in 1992, worksite child care centers seemed like a great idea," commented Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration. "However, following the Murrah Fed-

*Tulsa Center, continued on page 4*

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Factors to consider when determining whether an employee's recommendations are given "particular weight" include, but are not limited to: whether it is part of the employee's job duties to make recommendations; the frequency with which recommendations are made or requested; and the frequency with which the recommendations are relied upon.

- **Administrative:** The administrative exemption test remains "performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers." As before, the work must also include the exercise of "discretion and independent judgment with respect to matters of significance." However, the new regulations provide an extensive list of administrative exemption examples, to include insurance claims adjusters, financial services industry employees, and human resources managers, among others.
- **Professional:** The rules for this exemption retain and clarify the following two categories: (a) *Learned professionals*, whose primary duty requires advanced knowledge in a field of science or learning customarily acquired by a prolonged course of specialized instruction; and (b) *Creative professionals*, whose primary duty requires invention or talent in an artistic or creative endeavor. However, the new rules allow an employee to qualify as a learned professional based on acquiring advanced knowledge through "a combination of work experience and intellectual instruction."
- **Computer Employees:** The new regulations consolidate all the regulatory guidance on the computer occupation into a new regulatory subpart. The duties test remains essentially unchanged.

**Deductions Allowed under Salary Basis Test.** The new regulations continue to permit deductions in various circumstances without jeopardizing exempt status. However, one major change allows employers deductions of one day or more for unpaid disciplinary suspensions. The previous rule required that disciplinary suspensions be at least a week long in order

not to disturb an employee's exempt status.

**Safe Harbor.** Under the new rules, employers may now reduce their risk of having an improper pay deduction jeopardize the exempt status of their employees. Employers who have a clearly communicated policy, including a complaint procedure, will not automatically lose an exemption for an improper deduction, provided they take immediate corrective action.

**Next Steps.** Clearly, employers should take advantage of the 120-day window they have prior to the new rules becoming effective to assure they have properly classified their jobs as exempt or nonexempt.

The OPM Compensation and Workforce Planning Team has revised OPM's FLSA Policy Guidelines to conform to the new rules. In addition, Team members have also reviewed the state's classified job family descriptors and made changes to the listing of exempt/nonexempt determinations in the Policy Guidelines where there appeared to be a clear and compelling need to do so. Members of the Team have tended

to be conservative in their classifications, preferring to label a job nonexempt unless there is clear and unambiguous evidence in the description of duties that it falls under one of the exempt duties tests. Of course, these determinations are only tentative and should not be exclusively relied upon by agencies in deciding whether a job is exempt or nonexempt. In the final analysis, it is the responsibility of each employing agency to ensure that jobs under its purview are properly classified based on the actual duties and responsibilities assigned.

In July, OPM plans to host a training seminar for state agency HR professionals to familiarize them with the revised rules and assist them in making determinations on exempt/nonexempt status of classified jobs under their purview, in particular those jobs that are common to several agencies.

In the meantime, all HR professionals should become familiar with the new rules by visiting the DOL Website, [www.dol.gov](http://www.dol.gov), and clicking on "FairPay Overtime Rules." Please contact Tom Patt at (405) 522-0422, if you have any questions.



On May 7, 2004, the Oklahoma Public Human Resources Association (OPHRA), a Chapter of the International Public Management Association for Human Resources and the National Public Employer Labor Relations Association, hosted a training conference for public sector HR professionals. Speakers included Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration; Tom Patt, Director of OPM's Compensation and Workforce Planning Division; Dayna Petete, OPM Assistant Administrator for Communications and Legislative Liaison; Larry Jones, Public Affairs Specialist, U.S. Social Security Administration; Ambre C. Gooch, Attorney, Comingdeer, Lee & Gooch; and James L. Howard, former Executive Director of the Oklahoma Merit Protection Commission. Members of the OPHRA Board include (l to r) Cindy Braun, Office of Juvenile Affairs, 1st Vice-President; Debbie Garner, City of Edmond, Past President and Board Member; Ron Wilson, Oklahoma Health Care Authority, President; Diane Haser-Bennett, OPM, Immediate Past President; and Linda Hall, State Department of Education, Past President and Board Member.



The Child Development Center has been located in the Kerr-Edmondson Building in downtown Tulsa since 1992.

eral Building bombing, much of the enthusiasm for such child care centers vanished. In addition, the Department of Human Services, one of the main tenants of the Kerr-Edmondson Building, moved many of its employees to other locations. The Center has also been adversely affected by the fact that the average age of the state workforce is approaching 45 years old. As a result, the proportion of clients of the Center who were not children or wards of state employees had increased significantly from the Center's early days."

"Despite all the obstacles the Center has faced during the past 12 years," Jackson continued, "it has performed a valuable service by providing quality child care to hundreds of children of state employees, as well as to children of non-state employees."

## Governor Creates Ethnic American Advisory Council

Brenda C. Thornton, OPM

On May 27, 2004, Governor Brad Henry issued Executive Order 04-21, thereby creating the Governor's Ethnic American Advisory Council. The purpose of the Council, which is to be made up of from five to 15 representatives of Ethnic Americans of the Middle East/Near East community of the state of Oklahoma, is to:

1. Provide advice and assistance to the Governor on the development and implementation of policies, plans, and programs relating to the needs and values of the Ethnic American community;
2. Provide advice and assistance to the Governor in matters involving civil liberties, equal rights protection and freedom of religion of the Ethnic American community;
3. Develop, coordinate and assist other public and private organizations with understanding problems concerning the Ethnic American community;
4. Conduct training programs for community leadership;
5. Cooperate with the Department of Education in advising and assisting school districts concerning Ethnic American issues; and
6. Secure appropriate recognition of Eth-



Governor Brad Henry

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set forth in the rules cited above. Before August 1 of each year, the Office of State Finance (OSF) will provide to OTC a list of all state employees, along with social security numbers and home addresses, as of July 1. OTC will compare the list to its records to determine those who are not in compliance with state income tax laws. An employee is considered in "compliance" if the employee:

- Has filed all reports due, and paid or entered into a payment program for the taxes due;
- Is currently participating in a payment plan and is current in all payments;
- Has a pending request for relief with OTC or has been determined to be an "innocent spouse" with regard to an outstanding obligation; or,
- Has a pending legal protest filed on an income tax assessment.

Before November 1 of each year, OTC will notify each state employee for whom compliance cannot be confirmed at the address provided by OSF. During Fall 2003, OTC notified approximately 6,000 state employees that OTC's records indicated non-compliance. The letter advised that if the employee did not resolve the compliance issues with OTC, the employee could be subject to disciplinary action by his or her agency Appointing Authority. The letter instructed the employee to contact OTC's Compliance Unit, which will make every reasonable effort to assist noncompliant state employees in attaining compliance status within six months from the date of notification.

Six months after notifying state employees of their noncompliance, OTC will notify each state employee's Appointing Authority if the employee is still noncompliant with state income tax laws, i.e., the employee has failed to respond to the notice or has failed to enter into a payment program after an assessment has become final. In June 2004, OTC determined that over 2,700 state employees were noncompliant after receiving notification from OTC six months earlier. State law requires that agency Appointing Authorities "commence disciplinary ac-

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nic American accomplishments and contributions to the state of Oklahoma.

Appointees to the Council include Dr. Riaz Ahmad, Edmond; Dr. Zaheer U. Baber, Oklahoma City; Karen E. Bak, Edmond; Malaka A. Elyazgi, Norman; Mohammad Jauadian Farzaneh, Norman; Dr. Mohammad Karami, Norman; Dr. Sandra Kaye Rana, Broken Arrow; and Marjench Seirafi-Pour, Norman.

OPM's Office of Equal Opportunity and Workforce Diversity (EOWD) will provide staff support to the Council, which is required to meet quarterly. EOWD also provides staff support to the Affirmative Action Review Council, the Governor's Advisory Council on Latin American and Hispanic Affairs, the Governor's Advisory Council on Asian-American Affairs, the Oklahoma Commission on the Status of Women, and the Martin Luther King, Jr. Holiday Commission.

Brenda C. Thornton serves as EOWD Director.

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**The Fall 2004 HRDS  
Training Semester begins  
on September 13 and ends  
on December 17.**



On March 24, 2004, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (r) and Dayna R. Petete, OPM Assistant Administrator for Communications and Legislative Liaison (c) met with Kevin Ward, Commissioner of the Department Public Safety and Cabinet Secretary of Safety and Security, regarding the provisions of House Bill 2280. HB 2280, which became effective April 26, 2004, creates the statutory Oklahoma Office of Homeland Security and requires the Governor to designate the agency where the Office will be located.

## Benavidez Presents Research at National Conference

Juan Benavidez, OPM

On May 28, 2004, Juan Benavidez, HR Management Specialist for OPM's Personnel Assessment Division, presented a research paper during the 16<sup>th</sup> Annual Convention of the American Psychological Society in Chicago, Illinois. Mr. Benavidez's paper, *Measurement Equivalence Across Self and Peer Performance Ratings: Do You See What I See*, examined whether peer and self-ratings on a 360° performance measure were made using the same mental construct, same measurement scale, and without systematic error. He was also co-author of another paper that was presented at this same conference, *Predicting FAA Air Traffic Controller Performance with a Personality-Based Biodata Questionnaire*.

Evaluation of employee performance has traditionally been the role of the immediate supervisor. However, susceptibility to rater biases, political factors, and less opportunity to observe employee behavior has led to increased use of multiple rater evaluation systems known as 360° performance systems. As the 360° appraisal process has become the management developmental tool of choice, empirical research has struggled to provide meaningful insight

into its fundamental processes. A basic assumption of 360° appraisals is that observations obtained from multiple sources yield more reliable and valid results than those from singular sources. This is impor-



In 2002, Juan Benavidez developed a new selection process for the State Mentor Program, which is administered by OPM. Mr. Benavidez is a former Carl Albert Public Internship Program (CAPIP) Executive Fellow. CAPIP is also administered by OPM.

tant because supervisors use feedback from the various rating sources to make administrative decisions about their subordinates. However, for direct comparisons between rating sources to be meaningful, the measurement properties must be equal across groups, i.e., measurement invariant.

In his study, Mr. Benavidez examined the measurement invariance properties of self and peer performance ratings for 136 college students in a variety of jobs. The 360° performance measure assessed six dimensions of management behavior: Productivity, Professional Competency, Team Effectiveness, Developmental Effectiveness, Leadership Effectiveness, and Communication Effectiveness.

Results indicated that the only dimensions to display measurement invariance were Productivity and Developmental Effectiveness. Therefore, it can be said that for these dimensions: 1) raters define performance in similar ways when rating the

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tion with respect to” such employees.

OTC recognizes that a state employee may be erroneously listed as being noncompliant. State agencies should not conduct fact finding to determine whether or not a state employee is in compliance. OTC is the appropriate agency to determine the state employee’s compliance status. Once a state agency notifies its employee that he/she is not in compliance with state income tax laws, the employee should immediately contact OTC’s Income Tax Compliance Unit at (405) 522-6800. If OTC determines the employee was erroneously listed as noncompliant, OTC will promptly send a letter, marked “Confidential,” to the employee’s Appointing Authority advising that the previous notification was in error and that any disciplinary action taken should be withdrawn.

If, after OTC sends notice to the Appointing Authority, a state employee contacts OTC’s Compliance Unit and comes into compliance with income tax laws, OTC will promptly send a letter, marked “Confidential,” to the employee’s Appointing Authority advising that the employee is now in compliance with Oklahoma income tax laws. Until OTC sends such notice to an Appointing Authority, the Appointing Authority should assume that the state employee is still out of compliance.

Title 68, Section 238.2 provides that, “if a state agency receives notification with respect to a state employee who has been subject to disciplinary action . . . two or more times in the previous three (3) calendar years, such employee shall be terminated by the state agency according to the procedures provided by law.” While the statute sets forth the minimum action an agency must take, a state agency is not prohibited from developing its own specific policy with regard to the type and frequency of disciplinary action the agency will take. For instance, an agency Appointing Authority may apply its own judgment as to the type of disciplinary action taken for an employee’s first instance of noncompliance. OTC will not dictate the level of discipline to be applied and did not adopt rules which specify the type of discipline state agencies should impose.

During Fall 2004, OTC will again determine whether state employees are in com-

pliance with income tax laws. OTC will send individual notices to each noncompliant employee. OTC anticipates sending a new list of noncompliant state employees to state agencies in May 2005. While it is expected that state agencies will receive one notification each year, OTC may send notification more than once a year. While the number of noncompliant state employees is quite high this first year, OTC expects the list to be greatly reduced with each year of implementation. If you have questions regarding the administration of the *State Employees Compliance Review* project, you may contact OTC’s Taxpayer Assistance Compliance Unit at (405) 522-6800.

## You Asked for It— And You Got It!

Brenda C. Thornton, OPM

In April 2004, the OPM Office of Equal Opportunity and Workforce Diversity (EOWD) created the OPM-3—the form Civil Rights Administrators, affirmative action officers, and Discrimination Complaints Investigators may use to submit their annual training requirements to EOWD, as required by OAC 530:10-3-22 and 530:10-3-78.



EOWD Team members (l to r) Linda Williamson and Brenda Thornton.

The form, entitled *Annual Training Requirements for Discrimination Complaints Investigators and Affirmative Action Officers*, and which is available on the OPM Website ([www.opm.state.ok.us/OPM\\_Forms/AAODITraining.pdf](http://www.opm.state.ok.us/OPM_Forms/AAODITraining.pdf)), was created in re-

## Council Member to Attend Seminar in Mexico

Juanita Salazar Lamb, Member  
Governor’s Advisory Council on Latin  
American and Hispanic Affairs

Juanita Salazar Lamb, a member of the Governor’s Advisory Council on Latin American and Hispanic Affairs, has been selected to participate in the XXIII Senior Fellows Seminar on Mexico to be held in Mexico City and one other state in Mexico from August 8 – 14, 2004. Ms. Salazar Lamb is one of 20 participants from the United States selected to attend this seminar and the first participant from Oklahoma. U. S. participation in the previous 22 seminars numbers 413 persons from 135 cities and 25 states, including Washington, DC.



During the October 27, 2003, meeting of the Governor’s Advisory Council on Latin American and Hispanic Affairs, Oscar Quiroga (r), chair, presented a Certificate of Appreciation to outgoing chair Juanita Salazar Lamb (l).

The seminar is a theoretical-practical intensive program that offers a comprehensive overview of the economic, political, social, and cultural reality of Mexico for Mexican American and Hispanic leaders. It will focus on learning through live cultural experiences and real life interactions that yield direct knowledge of the Mexican reality. Most importantly, the seminar is an opportunity for participants to learn how the Mexicans of our time think and feel as they are immersed in the dynamic process of change now occurring in Mexico.

During the seminar, participants will

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same target on performance dimensions hypothesized to be identical; (2) raters use measurement scales similarly, e.g. a 3-rating for a peer rater means the same thing as a 3-rating for self raters; and (3) rater groups do not differentially display systematic leniency or harshness biases. However, the remaining four dimensions—Professional Competency, Team Effectiveness, Leadership Effectiveness, and Communication Effectiveness—did not show measurement invariance, or alternatively, people were arriving at ratings on these four dimensions using idiosyncratic concepts of the target behavior rather than a shared concept. Because rater groups make comparisons using different mental constructs, assessment of 360° ratings used for developmental or administrative purposes on these types of dimensions is suspect.

Mr. Benavidez suggested that future research should focus on determining why raters use different mental constructs when making decisions regarding fellow employees' performance on ambiguous dimensions. Since rater groups make comparisons using different mental constructs, HR professionals should provide frame-of-reference training to all persons who will be making ratings. This training is beyond simple, how-to-use-the process and form types of training—raters need to be aligned in their concept and use of the rating dimensions and scales. For example, ratings on the same dimension, e.g., Teamwork, should be made with the same idea of what behaviors a good team-member will display, i.e., willingness to provide and receive constructive feedback, willingness to conform to the group goals, etc., rather than different idiosyncratic conceptualizations. This is especially true, if administrative decisions, e.g., pay-for-performance bonuses and promotions, are tied to these ratings. It is not uncommon to hear employee complaints that Supervisor A is very nice, whereas, Supervisor B is very harsh. This is not a fair system and is likely to lead to poor morale and high turnover.

Mr. Benavidez' paper was well-received and seemed to spark serious concerns and interest among the recipients based on the number of requests for a copy of his paper. If you would like a copy of Mr. Benavidez' paper, please contact him at (405) 522-1201.

## Atlanta Hosts 2004 IPMA-HR Southern Region Conference

Dayna R. Petete, OPM

One hundred thirty-four participants from 17 states, including six from Oklahoma, attended the 57th annual IPMA-HR Southern Region Training Conference, April 25 - 28, 2004, in Atlanta, Georgia.

IPMA-HR (International Public Management Association for Human Resources) represents the interests of over 5,500 human resource professionals in federal, state, and local government and from all levels of public sector human resources. The Association's goal is to provide information and assistance to help HR professionals increase their job performance and overall agency function by providing cost effective products, services, and educational opportunities.

*ment Law Update*); IPMA-HR President Robert Lavigna (*IPMA-HR Benchmarking Project—The Latest Results*); Georgia Commissioner of Labor Michael Thurmond (*Human Resources in the 21st Century: A Labor Perspective*); and Georgia Merit System Commissioner Marjorie H. Young (*Human Relations in the 21st Century: The "Soft Side" of HR*).

Southern Region conferences are always terrific events, but this year's was particularly special for members of the Oklahoma delegation. First, Dayna Petete, OPM Assistant Administrator for Communications and Legislative Liaison, was chosen as President-Elect of the Southern Region (see related story, on page 9), and second (but cer-



Members of the Oklahoma delegation to the Southern Region Conference included (l to r) Diane Haser-Bennett, OPM; Ray Bennett; Dayna Petete, OPM; Shirley Jackson; Jeannette Williamson, Oklahoma State and Education Employees Group Insurance Board; Oscar B. Jackson, Jr., OPM; and Patti Ormerod, OPM.

IPMA-HR is divided into four Regions: Central, Eastern, Southern, and Western. The Southern Region is composed of IPMA-HR Chapters in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and the Canal Zone.

Speakers at this year's Conference included national author and motivational speaker Dennis Kimbro (*What Makes Great Great: Strategies for Extraordinary Achievement*); Atlanta attorney Jackie Kalk (*Employ-*

mentally not less important!), on April 27, the Southern Region officially endorsed the candidacy of Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, for President-Elect of IPMA-HR. During the Conference, participants approved Resolution 2004-03, which was prepared by Resolutions Committee Chair Larry Maltby, Florida, and which provided:

"WHEREAS, Mr. Oscar B. Jackson, Jr., has dedicated over thirty years of his life  
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to public service including the last thirteen years as Administrator of the Oklahoma Office of Personnel Management and Cabinet Secretary of Human Resources; and

WHEREAS, he has served the membership interests of the International Public Management Association for Human Resources by serving on the Executive Council of IPMA-HR for the last three years as State Government Representative; chapter involvement in Oklahoma; chair of the IPMA-HR Products and Services Task Force in 2000 and co-chair of the Workforce Planning Task Force in 2001-2002; participation on numerous committees including Finance, Professional Development, and Conference Planning and has served as a member of the Public Human Resources Certification Council; and

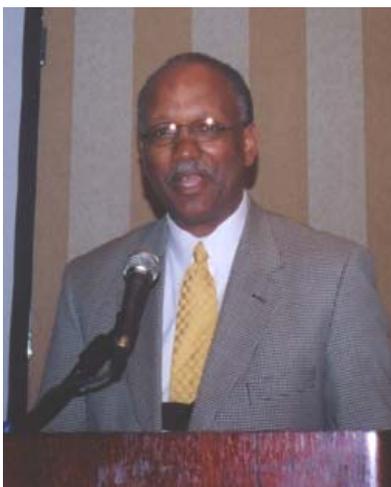
WHEREAS, he has been an active member of the National Association of State Personnel Executives (NASPE) serving as its President for 1994-1995; and

WHEREAS, he has received many Honors and Awards including, the 1995 *Administrator of the Year* Award from the Oklahoma Chapter of the Society for Public Administration; the 1997 *National Public Service Award* from the National Academy for Public Service and ASPA; the 1997 *Eugene H. Rooney, Jr., Award for Leadership in State HR Management* from the National Association of State Personnel Executives; and, he was a 1998 *Henry B. Toll Fellow* of The Council of State Governments; and

WHEREAS, he was Keynote Speaker at the November 2001 China HR Training Conference in Shanghai, China, and

WHEREAS, Mr. Oscar B. Jackson, Jr., has indicated his willingness and desire to continue to serve the International Public Management Association for Human Resources as its President-Elect and has received the endorsement of numerous members of the Association and the Southern Region;

NOW, THEREFORE, BE IT RESOLVED, that the Southern Region, gathered at its 57<sup>th</sup> Annual Conference in Atlanta, Georgia, does hereby endorse and support the candidacy of Mr. Oscar B. Jackson, Jr., for President-Elect, International Public Management Association for Human Resources."



*Mr. Jackson thanking Southern Region participants for endorsing his candidacy for IPMA-HR President-Elect.*

If elected, Mr. Jackson would become President-Elect in January 2005 and President in January 2006. In addition, he would become the first Oklahoman to hold the office. And, in 2006, both the IPMA-HR President and the IPMA-HR Southern Region President would be from Oklahoma.

## Report Shows Over 85 Percent of Agencies In Compliance

*Carrie Rohr, OPM*

The *Mandatory Supervisory Training Requirement Report* for 2003 indicates that over 85 percent of state agency managers and supervisors fully met the requirement for calendar year 2003, in accordance with OAC 530:10-17-91. Another nine percent of this group partially met the requirement. All state agencies submitted their reports by the April 30 due date. Following are the results based on data compiled from the agency reports submitted to OPM:

- Total number of agencies reporting: 119
- Total number of employees: 32,801
- Total number of supervisors: 6,211 (18.94 percent of all employees)
- Number and percentage of supervisors completing training: 5,308 (85.46 percent of all supervisors)
- Number and percentage of supervisors partially completing training: 571 (9.19 percent of all supervisors)

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## Then I'd Have to Kill You ...

*Joyce Smith, OPM*

My goodness, I thought my everyday job in all its complexities was strenuous. I just didn't know . . . My participation as an Oklahoma Quality Examiner has taken analytical thinking, "wordsmithing," and stress to a new level of extremes. I can't tell you much more than that because, then I'd have to kill you.

On a more serious note, I had the privilege of attending examiner training for the *Oklahoma Quality Award Foundation*. This was three days of intensive, mind-boggling learning about the process used to review and rate nominations by private and public sector organizations for the foundation's *Award for Excellence* and *Award for Commitment*.

I learned about key factors, and results, and item worksheets, and OFIs, and results, and models, and key themes, and alignment, and work systems, and results, and more. We connected vision and mission statements and values to organizational integration, strategic planning and deployment. We studied organizational leadership and social responsibility. We looked at the goals, action plans, and deployment of business plans. We puzzled over scores and argued over percentages. We tossed around acronyms like ROI, DLT, and KM. We "oohed" and "ahhed" over benefit packages and salary incentives.



In the end, we were assigned to teams to conduct individual and team reviews and site visits. They say, "That which does not kill you, only makes you stronger." I'm still

*Quality, continued on page 9*

Quality, continued from page 8

alive. And our work continues . . .

*Editor's Note: The Oklahoma Quality Award Foundation was founded in 1993 to provide Oklahoma businesses and organizations with a process for measuring and sustaining growth and economic and service excellence. The Board of Directors and the Board of Examiners consist of individuals from private businesses and organizations who lead the Foundation, develop the Oklahoma Quality Award criteria and the application and evaluation process and conduct the educational services.*

*The Foundation sponsors development of the Award Examiners and Judges. Each year volunteers from organizations from around the state are trained and certified as Members of the Board of Examiners. Several have gone on to become examiners for the Malcolm Baldrige National Quality Award Program.*

*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, is a member of the Foundation's Board of Directors.*

## Alliance Conducts Training

Brenda C. Thornton, OPM

On April 20 - 23, 2004, the Oklahoma Alliance for Civil Rights, Inc. (OACR) sponsored its annual *Investigator Training for Complaints of Discrimination* at the Metro Technology Health Careers Center, Springlake Division. Individuals who have



R. Charles Smith, Civil Rights Administrator, Oklahoma State Department of Health, serves as President of the Oklahoma Alliance for Civil Rights, Inc.

been designated by their Appointing Authority to investigate complaints of discrimination are required by OAC 530:10-3-

*Training, continued on page 10*

## OPM Assistant Administrator Chosen IPMA-HR Southern Region President-Elect

On April 27, 2004, Dayna R. Petete, OPM Assistant Administrator for Communications and Legislative Liaison, was chosen President-Elect of the Southern Region of the International Public Management Association for Human Resources (IPMA-HR). She took office on July 1, 2004, and will become President of the organization on July 1, 2005.

Ms. Petete has been employed by OPM, since October 1992. She has lead responsibility for OPM legislative activity, as well as for editing and producing the *OPM Annual Report* and the *HR Exchange*, a newsletter for state government HR professionals and agency directors. Ms. Petete also is responsible for administering the Carl Albert Public Internship Program, the State Personnel Interchange Program, and the State Mentor Program. In addition, she teaches two Human Resource Development Services training courses—*Legislative Process* and *Administrative Law*—and serves as editor of the OPM Website and *Legal Briefs*, the newsletter of the Oklahoma General Counsel Forum.

Ms. Petete was OPM's *Employee of the Year* in 1997; was a member of the OPM *Team of the Year* in 1999 (Classification and Compensation Reform Project Management Team) and 2002 (Website Development Team); and received the *Administrator's Commendation* award in 2003.

Ms. Petete was President of the Oklahoma Chapter of IPMA-HR (Oklahoma Public Human Resources Association) from January 2000 – June 2001. She has served as secretary of the IPMA-HR Southern Region Governing Board since January 2002, and as editor of the *Southern Region News*, the newsletter of the IPMA-HR Southern Region. In addition, Ms. Petete is chair of the IPMA-HR *Member Communications Task Force*.

Ms. Petete received her BA in Political Science, her MEd in Secondary Education, and her JD from the University of Oklahoma. Following the completion of her bachelor's degree, she taught ninth grade history at Moore West Mid-High School for eight years. During her teaching career, she



was active in the Moore Association of Classroom Teachers, serving one term as its President. She also was active in the Oklahoma Education Association.

Following her graduation from law school, Ms. Petete moved to Washington, DC. During her five years in the nation's capitol, she was admitted to the bar, and served as a bill analyst for the President of the Maryland Senate, assistant legislative liaison for the Maryland Department of the Environment, and legislative director and lobbyist for two Washington, DC-based environmental organizations.

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*The 2004 IPMA-HR International Training Conference will be held October 16 - 20, in Phoenix.*

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*Council Member, continued from page 6*

exchange ideas with representatives of groups with different interests and ideological inclinations ranging from cabinet officers, legislators, academics, business leaders, and political leaders from different parties and social organizations, to community leaders, youths, and indigenous and local people. Dialogues between participants and presenters will explore Mexico's socio-political and social landscape, and delve into the complexities, advancements, setbacks, contrasts and richness of its cultural plurality.

*Training, continued from page 9*

22 to attend the four-day workshop.

The workshop was presented in two parts. Part I featured information that was beneficial to any employer or individual investigating complaints of discrimination, and was designed to give formal training on how to conduct a lawful investigation. The training in Part II was designed to provide knowledge on how to avoid or minimize liability for harassment and discrimination claims to not only city and state government employers, but also to private employers. Participants learned ways to avoid or minimize the cost of litigation and were provided a solid foundation for taking disciplinary action, even if the alleged misconduct actually happened.

Seventeen people from nine different state agencies participated in the training offered in Part I, which was presented by Cynthia Blair Clegg, Director of Human Resources for Oklahoma Baptist University. Ms. Clegg spent a number of years in state government service, serving as Deputy Executive Director of the Merit Protection Commission (MPC), Administrator of the Human Resources Division of the Department of Human Services (DHS), and OPM Deputy Administrator.

Seventeen additional people participated in Part II of the training, which featured presentations by Melvin C. Hall, Riggs, Abney, Neal, Turpen, Orbison & Lewis; Christine Dennis, DHS; Scott Lange, MPC; Jerry Jensen, OU Office of Equal Opportunity and Affirmative Action; Peggy Carter, Department of Corrections, and Chair, Affirmative Action Review Council; and Brenda C. Thornton, OPM.

The OACR is an organization comprised of individuals in the private and public sectors employed in the areas of HR and affirmative action/equal opportunity. Its mission is to assist and support equal opportunity and affirmative action by serving as a network resource for professional information and development. OACR Education Committee members responsible for the workshop included Dr. Sherleen Jackson, DHS; Bernice Price and John White, Oklahoma Department of Transportation; Barbara Williams, Oklahoma Employment Security Commission; and Charlotte Wyatt, DHS.

*OPM-3, continued from page 6*

sponse to requests from Civil Rights Administrators, affirmative action officers, and Discrimination Complaints Investigators that EOWD provide both a reminder and a consistent means of submitting annual training information. The OPM-3 will not only provide consistency in submitting and reporting annual training, but will also save staff members numerous hours in recording, tracking, approving, and confirming receipt of the required training.

The new form has spaces for the name and title of the person submitting the training information, the agency name and number, the direct telephone number, and e-mail address. A space is also available for the person to identify which calendar year the training covers and check the appropriate area of responsibility—affirmative action, discrimination complaints, or both.

Information about the specific training being reported includes the date(s) the training was offered, training course title, whether or not a certificate was issued, the organization providing the training, number of credit hours assigned, and a notation by number and/or letter (from the

listed legend) regarding which subject area relates to that training.

If the organization providing the training issues a certificate, it is no longer necessary to submit a copy of that certificate to OPM. It is strongly suggested, however, that individuals reporting the training retain a copy of the certificate, along with the OPM-3, in their file in the event they are audited or it should prove necessary for them to provide documentary evidence of the continuing education training they report to OPM.

For additional information, contact Brenda C. Thornton at (405) 521-3082 or [brenda.thornton@opm.state.ok.us](mailto:brenda.thornton@opm.state.ok.us), or Linda Williamson at (405) 521-3358 or [linda.williamson@opm.state.ok.us](mailto:linda.williamson@opm.state.ok.us).

*Editor's Note: OPM All Appointing Authorities Memos 04-30 and 04-31, e-mailed to state agencies on June 29, 2004, require Civil Rights Administrators, affirmative action officers, and Discrimination Complaints Investigators to submit 2003 training information to OPM by July 16, 2004.*

*Both memos are on the OPM Website ([www.state.ok.us](http://www.state.ok.us)) under Quick Links/ All Appointing Authorities Memos.*



*On May 12, OPM Team members Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (r), and Dayna R. Petete, OPM Assistant Administrator for Communications and Legislative Liaison (c), attended The Nigh Institute's "A Salute to the Oklahoma Legislature," which honored the 42 term-limited members of the Oklahoma House and Senate. Pictured with Mr. Jackson and Ms. Petete is Senator Ben Robinson who is one of the term-limited Senators. Other term-limited members include House Speaker Larry Adair, Representatives Jack Bonny, Carolyn Coleman, Kevin Cox, Frank Davis, Randall Erwin, Larry Ferguson, Bill Graves, Joan Greenwood, Jerry Hefner, Danny Hilliard, Joe Hutchison, Ron Kirby, Ron Langmacher, M.C. Leist, Elmer Maddux, Bill Mitchell, Bill Paulk, Richard Phillips, Larry Rice, Larry Roberts, Dale Smith, Fred Stanley, Leonard Sullivan, Gary Taylor, Mike Tyler, Ray Vaughn, Robert Worthen, and Senators Jim Dunlap, Mike Fair, Chariles Ford, Sam Helton, Maxine Horner, Rick Littlefield, Jim Maddox, Bruce Price, Herb Rozell, Jerry Smith, Mark Snyder, Dick Wilkerson, and Penny Williams.*

## ***Agency HR Changes Since 3/04***

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### **Oklahoma Health Care Authority**

Tansy Diaz  
HR Management Coordinator

### **Department of Human Services**

Arthur Dale Moore  
Administrative Programs Officer II

### **Office of Juvenile Affairs**

LaQuitta Dorsey  
HR Management Specialist III  
Interagency transfer to ODVA

### **Department of Mental Health & Substance Abuse Services**

Pam Mulvaney  
HR Management Specialist  
Stephanie Swanson  
HR Management Specialist

### **Oklahoma Merit Protection Commission**

Susan Bussey  
Executive Director

### **Pardon & Parole Board**

Darlene Whaley  
Business Manager

### **Office of Personnel Management**

Janis Craig  
Administrative Assistant  
Office of Communications  
Faith Frazier  
State Work Incentive Program  
Management Services

Frank Friel  
Network Management Specialist  
Interagency transfer to DHS

Amy Hubbart  
Temporary  
Management Services

Jeff Marsden  
Network Management Specialist  
Financial Management Services

Dolly Tennery  
Temporary  
Management Services

Mark Winn  
Temporary  
Financial Management Services

### **Department of Rehabilitation Services**

Terri Berry  
HR Management Specialist IV  
Interagency transfer to DHS

Tina Kersbner  
Interim HR Management Specialist IV

### **Department of Veteran Affairs**

Cheryl Castorena  
HR Programs Manager  
Claremore Veterans Center  
Retired

LaQuitta Dorsey  
HR Programs Manager  
Lawton/Ft. Sill Center  
Interagency transfer from OJA

Tanja Weddington  
Administrative Technician  
Lawton/Ft. Sill Center

## ***OPM Committee Calendar***

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### **Affirmative Action Review Council**

9/15/04, 10/20/04, 11/17/04,  
12/15/04, 1/19/05—8:30 a.m.  
Department of Agriculture, Food & Forestry

### **CPM Advisory Board**

Meets at the call of the chair

### **Child Day Care Advisory Committee**

Meets at the call of the chair

### **OPM State EAP Advisory Council**

7/28/04 & 10/27/04—10:00 a.m.  
419A State Capitol

### **Governor's Advisory Council on Asian-American Affairs**

7/30/04 & 10/29/04—2:00 p.m.  
Office of Personnel Management  
Conference Room G-91

### **Governor's Advisory Council on Latin-American & Hispanic Affairs**

7/26/04 & 10/25/04—2:00 p.m.  
Office of Personnel Management  
Conference Room G-91

### **Committee for Incentive Awards for State Employees**

Meets at the call of the chair

### **Mentor Selection Advisory Committee**

Meets at the call of the chair

### **State Agency Review Committee**

8/11/04 & 11/10/04—2:30 p.m.  
Office of Personnel Management  
Conference Room G-91

### **Oklahoma Commission on the Status of Women**

8/26/04, 9/30/04,  
10/28/04, 11/18/04—1:30 p.m.  
Office of Personnel Management

**Note:** Calendar subject to change. Call (405) 521-2177 for most recent information concerning OPM Advisory Bodies and other entities staffed by OPM.

For agendas, log on to the OPM Website at [www.opm.state.ok.us](http://www.opm.state.ok.us) and open the "OPM Advisory Body Meetings" link under "Quick Links."

## ***Executive Orders Since 3/04***

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### **2004-24 (6/8/2004)**

Declare Friday, June 11, 2004 a holiday and Day of Mourning in the State of Oklahoma to pay homage to the memory of President Ronald

Reagan. All official business in the State of Oklahoma on Friday, June 11, 2004, shall be suspended while our state and nation mourn the death of Ronald Reagan. This Executive Order shall not apply to the Oklahoma State Election Board.

### **2004-21 (5/27/2004)**

Establishing the Governor's Ethnic American Advisory Council

### **2004-16 (5/13/2004)**

2005 Holidays Observed by the State of Oklahoma

## ***3A Memos Since 3/04***

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### **OPM 04-33 (7/6/04)**

Permanent Amendments to the Merit Rules

### **OPM 04-32 (7/6/04)**

Permanent Amendments to the Voluntary Payroll Deduction Rules

### **OPM 04-31 (6/29/04)**

Continuing Education Training (Discrimination Complaint Investigators)

### **OPM 04-30 (6/29/04)**

Continuing Education Training (Civil Rights Administrators, Coordinators, or Affirmative Action Officers)

### **OPM 04-29 (6/23/04)**

Revision to List of Organizations and Policies Approved for State Employees' Voluntary Payroll Deductions

### **OPM 04-28 (6/22/04)**

Allocation & Salary Adjustment Report

### **OPM 04-27 (6/17/04)**

Revision to List of Organizations and Policies Approved for State Employees' Voluntary Payroll Deductions

### **OPM 04-26 (6/17/04)**

Implementation of Enrolled House Bill 2005

### **OPM 04-25 (6/14/04)**

2004 Human Resources Legislation

### **OPM 04-24 (6/10/04)**

Online Exit Interview Survey

### **OPM 04-23 (6/09/04)**

State Holiday and National Day of Mourning for Former President Ronald Reagan—June 22, 2004

### **OPM 04-22 (6/03/04)**

Briefing on HR Legislation

### **OPM 04-21 (5/26/04)**

Mandatory Supervisory Training Report for 2003

### **OPM 04-20 (5/18/04)**

2005 Holiday Schedule for State Employees

### **OPM 04-19 (5/17/04)**

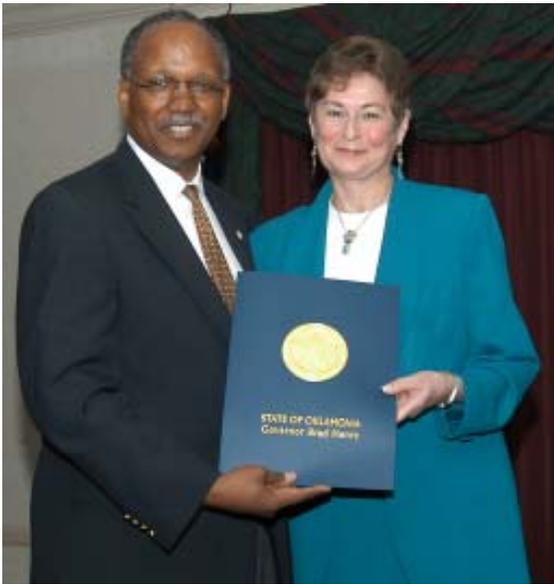
Revisions to U.S. Department of Labor Rules Relating to Exemptions from Overtime Provisions of the Fair Labor Standards Act

### **OPM 04-18 (4/28/04)**

Revision to List of Organizations and Policies Approved for State Employees' Voluntary Payroll Deductions

### **OPM 04-17 (4/14/04)**

2004 Public Service Recognition Week/  
2004 State Employee Recognition Day



On May 3, 2004, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, presented an "Honorary Oklahoma Citizen" proclamation on behalf of Governor Brad Henry to Dr. Mary Hamilton, Executive Director of the American Society for Public Administration. The presentation took place at Tinker Air Force Base during the "2004 Public Service Recognition Week Employees of the Year Awards Ceremony" sponsored by the Oklahoma Federal Executive Board.

## What is Central Oklahoma Turning Point?

*Central Oklahoma Turning Point* is a grassroots community initiative, launched in June 2003 by a group of community leaders to examine the health problems in central Oklahoma, prioritize them, and create an action plan.

The effort was in response to the mounting health crisis in central Oklahoma. Oklahoma is among the bottom five states in the United Health Foundation State Health Rankings. From obesity to smoking to high numbers of uninsured, our community has staggering statistics that point to problems in the health care system *as well as* bad personal choices that result in poor health.

The Turning Point initiative has been an on-going process, with initial planning and organization of a steering committee, co-chaired by Sue Hale, executive editor of *The Oklahoman* and Pam Troup, Executive Director of Saint Anthony North. Some 150 "stakeholders" were recruited to ensure that all citizens in central Oklahoma are represented in the process. These stakeholders have been meeting twice a month since September 9, 2003.

The efforts of Turning Point are a joint collaboration by United Way of Central Oklahoma, the Oklahoma City-County

*Turning Point, continued on page 13*

### 2005 State Holidays

<p><i>Friday, December 31, 2004</i> New Year's Day</p> <p><i>Monday, January 17, 2005</i> Martin Luther King, Jr. Day</p> <p><i>Monday, February 21, 2005</i> Presidents' Day</p> <p><i>Monday, May 30, 2005</i> Memorial Day</p> <p><i>Monday, December 26, 2005</i> Christmas</p>	<p><i>Monday, July 4, 2005</i> Independence Day</p> <p><i>Monday, September 5, 2005</i> Labor Day</p> <p><i>Friday, November 11, 2005</i> Veterans Day</p> <p><i>Thursday &amp; Friday, November 24 &amp; 25, 2005</i> Thanksgiving</p>
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## Graham Joins OPM Staff

Chanda R. Graham joined OPM as Chief Policy Attorney on March 10, 2004. Ms. Graham, formerly an Assistant General Counsel with the Oklahoma Corporation Commission, replaced Kimberlee Williams who resigned on March 1, 2004, to accept a position as Assistant General Counsel with the Department of Central Services. Ms. Williams began her tenure at OPM in January 1996.

A native Oklahoman, Ms. Graham is a graduate of Northeast High School, the University of Central Oklahoma, and the University of Oklahoma College of Law. She has been admitted to the practice of law since 1998.

Ms. Graham is the managing member of the award-winning female gospel trio, *Set Aside*. As a member of *Set Aside*, Ms. Graham has performed with Grammy and Stellar award winners, Donnie McClurkin, Michelle Williams of Destiny's Child, Dorinda Clark-Cole, Karen Clark-Sheard, and many others, and before audiences in Los Angeles, CA; Detroit, MI; Nashville, TN; Houston, TX; Milwaukee, WI; Pittsburgh, PA; Cincinnati, OH; and Orlando, FL. Both a vocalist and writer, Ms. Graham penned the majority of songs on *Set Aside's* live recording, including "Lord You Keep Blessing Me" and "Strength for Your Journey."



*Kimberlee Williams and Chanda Graham.*

In her spare time, Ms. Graham enjoys reading and playing with her Boxer puppies.

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*OPM will host the next Certified Personnel Professional (CPP) Training Course, October 26 - 29, 2004. This training is required for all HR professionals in the executive branch of state government, excluding institutions within The Oklahoma State System of Higher Education. Look for additional information from OPM in the near future regarding enrollment.*

Turning Point, continued from page 12

Health Department, area hospitals, the Greater Oklahoma City Chamber of Commerce, faith organizations, schools, businesses and city and state elected officials. Throughout the process, citizens have been given an opportunity to decide what health issues are the most critical to them.

In the first few months stakeholders heard from subject matter experts to better understand the scope of health problems in our community. Speakers ranged from statisticians and economists who shared information about diseases, illnesses, accidents and prevention measures to those who run free clinics and health programs to other subject matter experts who could explain the insurance, hospital, and Medicare/Medicaid systems.



The stakeholders moved into a problem identification stage, narrowing the focus to issues that are the root causes of many health concerns. They labeled these issues the “chain of bad health:” unhealthy lifestyle choices (i.e. sedentary lifestyle or smoking), a culture that doesn’t encourage or adequately educate about healthy behavior (few incentives for living a healthy lifestyle, lack of early education about healthy choices), and significant barriers to health care such as access and cost.

Citizens were asked for input through a series of town-hall style meetings and polls. This feedback evidenced a lack of information about our negative health standing: central Oklahomans didn’t realize the extent of our health problems. Nor did they take responsibility for their own health. Despite high rates of smoking, sedentary lifestyle and overweight/obesity, 80 percent of Oklahomans still consider themselves healthy.

Now, stakeholders have used that information and are drafting a plan to break

Turning Point, continued on page 14



On April 22, 2004, Attorney General Drew Edmondson (back row, far right) took time out of his busy schedule to visit with Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (back row, far left) and a group of young people who visited OPM on “Take Our Daughters and Sons to Work® Day.” The Ms. Foundation for Women established “Take Our Daughters To Work® Day” in April 1993, as a city-wide program in New York. In April 2003, the Ms. Foundation for Women launched “Take Our Daughters and Sons To Work® Day” to broaden the discussion about the competing challenges of work and family. Pictured with Mr. Jackson and Attorney General Edmondson are (back row, middle, l to r) Ashleigh Lieurance, daughter of Linda Roe, OPM Financial Management Services; Jordan Jackson, grandson of Mr. Jackson; (front row, l to r) Jaden Edwards, daughter of LaTisha Edwards, OPM Financial Management Services; Jordan Capps, grandson of OPM Chief Financial Officer Marilyn Capps; and Cameron Williamson, son of Cynthia Williamson, OPM Applicant Services.

## Make Sure Summer Stays Fun

Robert Stevens

OPM State Employee Assistance Program Coordinator

It is summer and children are out of school and these are supposed to be happy times with family and friends. I could not let the summer go by without saying something about children and swimming pools.

As most of you may have heard, several children have drowned in swimming pools already this summer. I own a pool and I have one strict rule—no one swims alone. If you have a child swimming, you never leave him or her alone—not to answer the phone or the front door and not to visit with a neighbor or to step inside the air conditioning for just a second. You must be able to see your child every minute he or she is in the pool. The day you forget is the day an accident happens and a child loses his or her life.

We all must be a little more careful this



summer. Take time to ensure it is full of fun and good times, but remember, safety must be in place first—life is a precious gift, so please ensure that your gift gets to grow old with you.

For added safety, learn CPR. Contact your local YMCA for classes.



On April 30, 2004, OPM conducted an Open Meeting to adopt revisions to the Historical Programs Administrator Job Family Descriptor (JFD) for the Oklahoma Historical Society (OHS) and revisions to the Liquefied Petroleum Gas Inspector JFD for the Liquefied Petroleum Gas Administration (LPGA). Attending the meeting were (l to r) Bill Glass, LPGA Director, and Gladys Bennett, OHS HR Director. They are pictured with David Hays (r), Director of OPM's Classification Division.

## OPM Hosts Hay Job Evaluation Training for Agency HR Professionals

Tom Patt, OPM

On Tuesday and Wednesday, June 22 - 23, 2004, 25 state agency HR professionals convened in the second-floor conference room of the Department of Libraries Building to receive training in the *Hay Point Factor Job Evaluation System*. Representatives from OPM and 11 other state agencies participated in the training presented by Greg Wolf, a HayGroup consultant, who led the group through two days of lecture and practical exercises designed to give them a better understanding of how to identify the important aspects of jobs and evaluate them using the Hay's system.

Job evaluation is the formal process to create a job worth hierarchy to enable employers to pay employees appropriately for their contributions to the organization. The Hay Point Factor System has been used by the state for nearly a quarter century to analyze job family levels in the state's classified service and place them into the classified pay structure according to their relative size and scope. The process has also been used by several state agencies in evaluating their unclassified jobs and placing them in a formal pay structure.

The Hay Point Factor system was developed by the HayGroup, a large compen-

sation consulting firm with offices throughout the world. The system measures the different elements of a job and produces an overall score. This score is then used with a conversion table to determine the pay band assignment. The process focuses on the job itself, not the person doing the job. Each job is assessed by examining three main elements of job content which are common to all jobs to one extent or another:

1. Know How—The levels of knowledge, skill, and abilities (however acquired) which are required to perform the job successfully.
2. Problem Solving—The complexity of thinking required to perform the job when applying Know How.
3. Accountability—The impact the job has on the organization and the constraints the job holder has on acting independently.

A panel approach is normally used in the job evaluation process to ensure that all jobs are evaluated in a thorough, fair, and consistent manner. OPM refers to the panels who review state classified jobs as "Job Content Review (JCR) Committees." Nor-

*Hay Training, continued on page 15*

*Turning Point, continued from page 13*

the "chain of bad health." The stakeholders have divided into six subcommittees to further hone the focus: Community Education and Health Promotion, Community Design, Healthcare System, State Policy, Health Education in Schools, and Community Responsibility and Accountability. The plan was presented publicly in June 2004.

**Turning Point is again asking for input from you! Read three scenarios about the possible future state of health in Oklahoma, and then offer your opinions about what we should do to become a healthier state. Visit the web site at [www.healthyoklamans.org](http://www.healthyoklamans.org).**

*Editor's Note: Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, serves as a member of the Steering Committee of Central Oklahoma Turning Point.*

## Commission Hosts Annual Retreat

Leslie Thomas, Intern

*Oklahoma Commission on the Status of Women*

The Oklahoma Commission on the Status of Women held its annual retreat on June 17 at Oklahoma State University. Featured guest speaker was Dr. Trish Long, Oklahoma coordinator for the Institute for Women's Policy Research, who discussed her report, *The Status of Women in Oklahoma: Politics, Economics, Health, Rights, Demographics*, which showed that Oklahoma women are behind those in other states politically, economically, and in terms of public policy. Oklahoma ranks low in just about every category. She pointed out that Oklahoma hardly treats men any better.

Dr. Long's data overview showed that of the 50 states and the District of Columbia, Oklahoma's highest rankings for women's status are for women's reproductive rights, at 38<sup>th</sup> in the country, and women's political participation, at 39<sup>th</sup>. She continued by saying how Oklahoma falls within the bottom ten states in every other area relating to women's status: Oklahoma is 41<sup>st</sup> in women's employment and earnings, 42<sup>nd</sup> in health and well-being, and 45<sup>th</sup> in social and economic autonomy.

*OCSW Summit, continued on page 20*



*Hay Training participants: (front row, l to r) Sharon O'Conner, CompSource Oklahoma; Kristin Griffin, Office of State Finance; Debbie Henderson, Department of Human Services; Diane Haser-Bennett, OPM; Karen Luman, OPM; Cindy Barrett, Department of Consumer Credit; Leann Morrow, OPM; Melinda Sturgess, Department of Wildlife Conservation; Gail Edwards, Department of Public Safety; Yletha Edwards, Oklahoma Department of Transportation; (middle row, l to r) Christa Elmore, CompSource Oklahoma; Janice Hendricks, Department of Consumer Credit; Tom Patt, OPM; Patti Ormerod, OPM; James Perez, OPM; Kyle Eastham, Department of Wildlife Conservation; Greg Thomas, OPM; Gary Sloup, Oklahoma Department of Transportation; Chris Kennedy, Department of Corrections; (back row, l to r) Everett Slavik, OPM; Kim Bold, Oklahoma Teachers Retirement System; Renee Jones, Department of Human Services; Eliva Murrel, State Department of Health; Tansy Diaz, Oklahoma Health Care Authority; Greg Wolf, HayGroup; and Austin Gilley, OPM.*

**Hay Training, continued from page 14**

mally, such JCR Committees consist of five to seven trained evaluators. Unfortunately, job evaluation is a process that requires regular practice to maintain proficiency. Since fewer JCR Committees have been convened in recent years, OPM has been faced with a dwindling cadre of evaluators with current skills. The replenishment of the pool of potential JCR Committee members was one of the principal reasons for offering the course. Current plans call for providing practical exercises by e-mail to the graduates of this Hay training to enable them to keep their skills current.

Upon completion of this training course, most participants expressed the opinion that they had a better appreciation for the concept of valuing work within the organization in general and, in particular, the use of the Hay point factor system in the state's classified structure. From OPM's perspective, it is exciting to have a larger group of trained evaluators who could potentially serve in the important role of JCR Committee member.

## CPM Program Welcomes New Candidates

*Carrie Rohr, OPM*

The following individuals have enrolled in the Certified Public Manager (CPM) Program since March 2004:

**Department of Health**

*James Michael Hicks*

**Oklahoma Health Care Authority**

*Marlene Asmussen, Alex Easton,  
Paula Printup-Porter*

**Council on Judicial Complaints**

*Laurie Bartel*

**Oklahoma Insurance Department**

*Moses Sogunro*

**Department of Public Safety**

*Gary Vinson*

The CPM Program is designed to improve service to Oklahoma citizens. Candidates become better resources for their agencies and the state by enhancing their management skills through participation in seminars, examinations, and job-related projects. Long-range goals of the Program include helping agencies identify and develop the skills of state government's future leaders.

Please contact Carrie Rohr, Director of OPM's Human Resource Development Services (HRDS) Division, at (405) 521-6344 for more information.

## OPM To Implement New Clerical Test

*Lance Cullen, OPM*

OPM will implement a new basic clerical examination on July 21, 2004, that will replace the existing clerical test which has been in use for some time, and which has become overexposed, with too many applicants having taken the exam over the years. This new test will consist of two parallel versions, so that applicants who take the test multiple times may not receive the same version of the test each time. The nine registers affected are:

- Administrative Technician (Clerk I) E16AA,
- Administrative Technician (Clerk II) E16BA,
- Administrative Technician (Clerk III) E16CA,
- Administrative Technician (Transportation Field Clerk) E16BC,
- Administrative Technician (Word Processing/Typist Clerk I) E16AB,
- Administrative Technician (Word Processing/Typist Clerk II) E16BB,
- Administrative Technician (Word Processing/Typist Clerk III) E16CB,
- Rehabilitation Technician K20AA,
- Secretary E24AA.



*Lance Cullen*

Agencies affected by this change were notified that recruitment would be closed for these registers on May 26, 2004, and were advised to pull certificates so vacancies could still be filled during the interim. There are a total of 3,504 names of eligible applicants on these registers, but the number of affected applicants will be less than this number because some applicants are currently on multiple registers. To remain eligible, each of these applicants will be required to take the new examination. Agencies will be able to request new certificates of eligible applicants beginning August 4, 2004.

*Training Report, continued from page 8*

- Number and percentage of supervisors not completing training: 330 (5.31 percent of all supervisors)

All 119 agencies reported their training for calendar year 2003:

- 51 agencies reported 100 percent participation (43 percent of total agencies)
- 11 agencies reported 90 - 99 percent participation (nine percent of total agencies)
- 10 agencies reported 80 - 89 percent participation (eight percent of total agencies)
- 6 agencies reported 70 - 79 percent participation (five percent of total agencies)
- 6 agencies reported 60 - 69 percent participation (five percent of total agencies)
- 7 agencies reported 50 - 59 percent participation (five percent of total agencies)
- 28 agencies reported less than 50 percent participation in training last year (24 percent of total agencies)

The most common reasons listed by agencies for not completing training last year were: military deployments; budgetary freezes on travel and training; scheduling conflicts; workload; furloughs and retirements; and CORE training.

Contact Carrie Rohr, Director of OPM Human Resource Development Services, at (405) 521-6344, or [carrie.rohr@opm.state.ok.us](mailto:carrie.rohr@opm.state.ok.us), with questions or for additional information.



*In addition to offering HRDS classes at Rose State College's Tom Steed Center, OPM also offers classes on the campus of Oklahoma State University in Tulsa.*



*State employees participate in a group activity during "Administrative Law," which is taught by Dayna Petete, OPM, and is one of the HRDS classes offered at Oklahoma State University in Tulsa.*

## Performance Evaluation: Time to Roll Up Your Sleeves

*Reprinted from "Issues of Merit", a publication of the  
Office of Policy and Evaluation, U.S. Merit Systems Protection Board*

*"Pay for performance" promises to bring sweeping new changes to the Federal Government—including the need to take our performance evaluation systems off autopilot.*

Recent legislation will soon make "pay for performance" a reality for many Federal employees. This prospect has focused long-overdue attention on performance evaluation. The General Schedule system, with its periodic step increases for satisfactory performance, allowed supervisors to devote little attention to performance evaluation—and employees to devote equally little attention to the results—with few consequences for pay.

Indeed, taking performance evaluation off autopilot is one of the keys to making pay for performance work. Unfortunately, doing so is not easy. "If anyone can solve the performance evaluation problem, he should be entitled to the Nobel, the Pulitzer and the Heisman in the same year," said Diane Disney, former Deputy Assistant Secretary, Civilian Personnel Policy, Department of Defense. [As quoted in "Pay and Benefits Watch," *Government Executive* (November 20, 2003).]

If you're a Federal supervisor, you may be ready to throw up your hands in despair. Our advice: don't throw up your hands, roll up your sleeves. The key to the performance evaluation "problem"—good per-

formance feedback—doesn't require genius or superhuman strength. What it does require is the steady application of thought and effort. Below, we outline steps supervisors can take to solve the performance evaluation problem. We also raise some questions to consider.

**First, understand the work.** Many employees believe their supervisor knows little about what they do. Make sure that you are not one of these supervisors. It's not necessary to understand every detail of how work gets done or be able to do each employee's job. But you should be able to describe your organization's mission, goals, and work processes—and individual employee roles—without difficulty. Spend some time listening to your employees. What are employees working on? How do they get work done? What helps or hinders them? How do you help or hinder them? (The answers may surprise you.)

**Second, communicate.** Make sure employees know what is expected of them. What projects and outcomes have priority? If objectives such as timeliness, thoroughness, and cost compete (as they usually do), which is most important? Is it important that work be done in a certain way, or are results what matter? Feedback is easier and less stressful for all involved with a com-

*Performance, continued on page 17*

# Government Meeting Planners Gather in Nashville

Carrie Robr, OPM

The Gaylord Opryland Hotel in Nashville, Tennessee, was the site for this year's Society of Government Meeting Professionals (SGMP) Annual Conference, May 26 - 30, 2004. One thousand meeting planners and suppliers attended this year's conference and heard timely advice on topics such as *Mastering Personal Productivity*, *Trends in the Meeting Industry*, *Hotel Contracts and Attrition*, and *Revenue Management and Its Impact on Hotel Negotiations*.

SGMP is a non-profit professional organization composed of individuals involved in planning government meetings, either on a full- or part-time basis, and those individuals who supply services to government planners. The objectives of the organization are to improve the quality and cost-effectiveness of government meetings by improving the knowledge and expertise of individuals in the planning and management of government meetings through education, training, and building industry relationships.

Oklahoma's Wild West SGMP Chapter was chartered in 2002 and currently has 69 members. Educational programs are held the second Thursday of each month. Planner membership rates are \$25 per year. For more information regarding membership, contact Carrie Rohr at (405) 521-6344.



Members of the Oklahoma delegation to the Society of Government Meeting Professionals Conference included (back row, l to r) Tracy Blair, Renaissance Hotel; Leann Jenkins, Federal Executive Board; Mark Mann, Department of Education; Bob Donaldson, Hilton Inn NW; (middle row, l to r) Gail Russell, University of Oklahoma Health Sciences Center; Kristen Zebert, Westin Hotel; Kimberly Anders, Oklahoma City Convention and Visitors Bureau; (front row, l to r) Crystal Mappes, retired from the Department of Health; Paige Williams, Tulsa Convention and Visitors Bureau; Carrie Robr, OPM; and Heather Williams, Tulsa Convention and Visitors Bureau.

## Did You Know?

"OPM has released 99 tests in the ICE (Integrated Computerized Examination) system. There are approximately 35 tests that remain unreleased, although a few of those are promotional only and will never be released in ICE. All tests currently open for testing are available in ICE. As OPM Personnel Assessment receives new recruitment announcements from agencies, we check to see if the test assigned is already released in ICE. If it is not, we make every effort to have it available the day recruitment opens. In most cases, we are able to do that, but sometimes the test isn't available in ICE until a day or two after recruitment opens.

So, at most times, we are able to say that **100% of the tests open for recruitment are available in ICE.**"

—Natasha Riley, Director, OPM Personnel Assessment Division

On April 1, 2004, Hank Batty, OPM Deputy Administrator for Programs, shared information regarding "What's New in Oklahoma HR" with Department of Human Services employees who attended the agency's Annual HR Conference. Diane Haser-Bennett, OPM Assistant Administrator for Management Services, represented OPM as part of a panel discussion during the Conference.

Performance., continued from page 16

mon understanding of goals and priorities.

### Third, track goals and performance.

To provide credible, constructive feedback, a supervisor needs to understand and measure organizational and individual performance. Is the organization meeting its goals? Have goals and priorities changed? Are employees meeting, exceeding, or falling short of their objective? Why or why not?

**Finally, communicate again.** Do employees know how they are doing? Will their performance rating and any resulting change in pay come as a surprise? Feedback is a daily process, not an annual event. If any employee or a team does something especially well, say so. If performance is not up to par, employees need to know that too.

The pay for performance "problem" is not insoluble. However, the solution—ongoing performance feedback—demands an investment of thought and effort from all levels of leadership, starting with supervisors. Good feedback also requires time; it cannot be produced on demand. All the more reason to start work now.

*Editor's Note: Since 2001, when the Oklahoma Legislature approved performance-based adjustments (AKA pay-for-performance), agency Appointing Authorities have been authorized to award a salary increase or lump sum payment to employees who have achieved an overall rating of "Meets Standards" or better on their most recent performance evaluation. For information regarding the use of performance-based adjustments, please contact Tom Patt, Director of OPM's Compensation and Workforce Planning Division, at (405) 522-0422.*



# PEP is on the Go!

*Joyce Smith, OPM*

Randy Woods is the newest celebrity in state government.

On March 31, 2004, Mr. Woods, employed by the Department of Human Services (DHS), received the most recent Productivity Enhancement Program (PEP) award. Mr. Woods' implemented suggestion of accessing the Internet to get free automobile value information and discontinuing the purchase of blue books merited him a \$2,500 (\$1,700 after taxes) individual cash incentive award.

PEP is the state's official employee suggestion program. Through PEP, successfully implemented ideas, programs, and projects resulting in measurable savings are eligible for awards. There are three types of awards: non-cash, cash, and unit incentive awards.



*Pictured (l to r): Robin Parrish, Office of the Governor; Larry Harmon, DHS; Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration; Judy Wyatt, DHS; Mike Jackson, DHS; Randall Woods, DHS; Howard Hendrick, DHS Director and Cabinet Secretary of Human Services; Governor Brad Henry; Pam Warren, Director of the Department of Central Services and Deputy Cabinet Secretary of Human Resources and Administration, and Chair, Committee for Incentive Awards for State Employees; Shirley Crum, DHS; and Faye Waits, DHS.*

Non-cash awards may be given for any idea, but usually are presented for ideas relating to improved safety, efficiency, and morale for employees and/or services to customers. Non-cash awards are certificates and lapel pins. This award is presented at the discretion of the agency head.

Individual cash incentive awards are given for ideas that save money or generate income for an agency. This award is a minimum of 25 percent of the savings and can be up to \$10,000, paid in one lump sum payment that does not exceed the actual savings. Awards are made from the agency's budget. The implemented suggestion must be outside the scope of a person's regular job duties.

Group awards, called unit incentive awards, are given to divisions, work teams, or entire agencies. They are presented for ideas which reduce costs of operations without decreasing the level of services. Cash awards may be up to 25 percent of the total savings. Selection of recipients of cash awards and unit incentive awards are determined by the State Employee Incentive Awards Committee.

For more information about the PEP Program, or to receive packets with nomination forms, contact Joyce Smith, PEP Coordinator, at (405) 522-3617 or [joyce.smith@opm.state.ok.us](mailto:joyce.smith@opm.state.ok.us).

# OPM Develops Exit Survey

*Tom Patt, OPM*

OPM's Compensation and Workforce Planning Division has developed an online exit interview survey to help analyze and understand the causes of voluntary separations in Oklahoma state government.

Research indicates that the most effective way to gather data related to the causes of separation is through the use of a comprehensive web-based exit interview survey that identifies employees by agency only. OPM believes this tool will ensure a high response rate from separating employees and increase the validity of the exit data.

OPM is implementing the following measures to ensure user confidentiality, prevent unauthorized use, and encourage candid, honest, and valid responses:

- The survey does not require employees to provide their names or other identifying information other than their job family and employing agency.
- Agencies will receive compiled results, rather than individual responses.



*Tom Patt and James Perez*

- A user name and password will be required in order to access the survey. Agency HR departments will control the accessibility of the user name and password to prevent unwarranted usage. They may choose to require the employee to complete the survey on a computer dedicated to that purpose or have an HR representative enter the user name and password directly into the employee's workstation computer.

*Exit Survey, continued on page 19*

OPM is hopeful that use of this survey will become a part of each agency's standard HR practices. Though the survey is designed to identify most, if not all relevant exit data, it does not include any issues unique to a specific agency. Therefore, some agencies may elect to use the OPM exit survey in combination with existing surveys developed specifically for their use.

OPM's Compensation and Workforce Planning Division will provide agencies periodic reports on the results collected. The frequency of these scheduled reports will depend on the agency's size, as follows:

- 2,000 or more employees—Monthly,
- 750 - 1,999 employees—Quarterly,
- Less than 750 employees—Semi-annually.

Agencies may request more frequent reports than this schedule provides. Also, a comprehensive report of results for all state agencies will be included in OPM's *Annual Compensation Report* and OPM's *Annual Report*.

Agency HR Directors received an e-mail message during the week of June 14, 2004, including instructions for accessing the online survey and a user name and password.

Please contact James Perez, OPM Workforce Planning Specialist, at (405) 521-6327 or james.perez@opm.state.ok.us, with questions or for additional information.

## Governor Approves Permanent Rules

Chanda Graham, OPM

Permanent amendments to the Merit Rules and the Voluntary Payroll Deduction Rules were approved by Governor Henry on May 13, 2004, and were effective July 11, 2004. Most of the amendments to the Merit Rules made permanent various emergency rules, which implemented 2003 legislation. The following are a few amendments of note:

- An amendment to OAC 530:10-3-22 mandates that Discrimination Complaint Investigators who have not completed or reported annual training may

Rules, continued on page 20

## Delegation Training

SDOH



On May 19, 2004, OPM Applicant Services Team member Laraine German (top photo, far right) provided training to representatives of the State Department of Health (top photo, l to r) Leanne Beale, Donna Simpson, (bottom photo, l to r) Don Thompson, Peggy Bowerman, Diane Garrison, Amani Long, and Elvia Murrell, related to certification of minimum qualifications pursuant to a delegation agreement between OPM and SDOH. Since 1994, OPM has had the authority to enter into delegation agreements which permit state agencies to perform HR functions traditionally performed by OPM. OPM maintains oversight of the delegated functions through formal audit activities and informal meetings.

## Follow the Rainbow to Your Future!

Carrie Rohr, OPM

*Follow the Rainbow to Your Future!* was the theme of the 16<sup>th</sup> Annual American Academy of Certified Public Managers Professional Development Conference, held June 20 - 23, in Topeka, Kansas.

Certified Public Managers from across the nation enjoyed presentations on *Weasel in the Workpile: The Real Reason Employees Leave*, *Leading With Heart*, and *Emotional Intelligence: Implications for Management Education and Practice*.

The opening session was held in the Chamber of the House of Representatives in the Kansas State Capitol, featuring state Representative Barbara Ballard as the keynote presenter. During her presentation, *Motivational Leadership*, Rep. Ballard encouraged participants to follow their dreams and concluded her presentation by singing *Somewhere Over the Rainbow* from the movie, *The Wizard of Oz*.

Rainbow, continued on page 22

Oklahoma joins Arkansas, Louisiana, and Texas as part of the West South Central region. This region has a generally lower standard of living relative to other areas of the country, but women in the region do even worse than men do. Within this region, Oklahoma ranks second in employment and earnings, social and economic autonomy, and reproductive rights, third in health and well being, and last for political participation.

All of those in attendance agreed that Oklahoma does not ensure equal rights for women, and the problems facing Oklahoma women demand significant attention from policymakers, women's advocates, and researchers concerned with women's status.

*Editor's Note: The Oklahoma Legislature created the Oklahoma Commission on the Status of Women in 1994 to act as an advisory entity on equity issues relating to gender bias; monitor legislation to determine whether it is discriminatory toward one gender or the other; act as a resource and a clearinghouse for research on issues related to women and gender bias; report annually to the Governor, President Pro Tempore of the Senate, and Speaker of the House of Representatives regarding its activities; and make recommendations concerning needed legislation or regulatory changes relating to equity and gender bias.*

*The Commission consists of 30 members who serve staggered five-year terms; ten members are appointed by the Governor, ten by the President Pro Tempore, and ten by the Speaker. Current members include Bernice Mitchell, Chair; Betty Boyd; Kipp Crutchfield; Bob Darcy; Senator Mary Easley; Marilyn Ehlers; Vicki French; Helen Jo Hardwick; Catherine Haynes; Sallie Henderson; Kathryn Jones; Rebecca Kennedy; Lou Kerr; Senator Debbe Leftwich; Senator Angela Monson; Jilda Motley; Rita Newton; Rowena Ogden; Jennifer Paustenbaugh; Dara Derryberry Prentice; Patricia Presley; Claudean Reynolds; Shelia Sheaman; Renita Shofner; Marlene Smith; Representative Barbara Staggs; Margaret Swimmer; Pat Martin; Bobby Treadwell; Janelle Anne Walker; and Mary Walker.*

*On July 1, 2002, the Oklahoma Legislature transferred the responsibility for providing staff support for the Commission from the Secretary of State to OPM.*

**Questions? Comments? Article ideas?**  
**E-mail the Editor at**  
**[Dagna.Petete@opm.state.ok.us](mailto:Dagna.Petete@opm.state.ok.us)**



Top photo: Summit guest speaker Dr. Trish Long (l) and OCSW Chair Bernice Mitchell. Bottom photo: Summit attendees (l to r) Vicki French and Kathy Huston visit with Dr. Long (r).

#### Rules, continued from page 19

- not conduct investigations of discrimination complaints.
- An amendment to OAC 530:10-3-39 extends the deadline for submission of the annual state report on equal employment opportunity and affirmative action in state government from January 1 to March 1.
  - An amendment to OAC 530:10-7-16 clarifies that the minimum two hour compensation to on-call employees is paid only if an employee is required to report to a work location while on-call.
  - An amendment to OAC 530:10-15-45 clarifies that Appointing Authorities may designate qualifying leave as FMLA leave in the absence of a request from the employee.

OPM is currently working on emergency amendments necessary to implement statutory changes made during the 2004 legislative session. OPM will notify state agencies of any proposed amendments via *All Appointing Authority* memoranda, provide an opportunity for comment, and host a rules hearing.

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***Don't Forget . . .***  
***. . . that the Merit Rules and other rules for which OPM has rulemaking authority, or for which Committees staffed by OPM have rulemaking authority, are posted on the OPM Website in both RTF and PDF formats.***

# OPM Team Members Attend Annual IPMAAC Conference

Natasha Riley, OPM

Two members of OPM's Personnel Assessment Team, Juan Benavidez and Natasha Riley, attended the 28<sup>th</sup> annual conference of the IPMA Assessment Council (IPMAAC) in Seattle, Washington, June 20 - 23. Gene Krier, Human Resources Programs Manager for the Oklahoma State and Education Employees Group Insurance Board, also attended the conference.

The primary focus of this year's conference was on using technology in employee selection. Sessions highlighted the opportunities and challenges of computerized testing and the Internet, what to look for in an online recruitment and applicant tracking system, and the use of video-based exams. Other session topics included job analysis, assessment centers, and validating minimum qualifications under a consent decree. (Several of the conference presentations are available on the IPMAAC Website—[www.ipmaac.org](http://www.ipmaac.org)).

If you have responsibility within your agency for selection procedures, you are encouraged to visit the IPMAAC Website to learn more about this section of IPMA-HR that is devoted to sharing professional interests and expertise in the development and effective use of personnel assessment methods.

*The IPMA Assessment Council (IPMAAC) is the leading organization of applied personnel assessment professionals with more than 600 members actively engaged in practice, research, and training in personnel assessment to meet the needs of both public and private organizations.*

*Formed in 1976 as a section of what is now the International Public Management Association for Human Resources (IPMA-HR), its members include personnel directors and managers, specialists in staffing, recruiting, and organizational performance management, psychologists, attorneys, management consultants, academic faculty and students, and others sharing professional interests and expertise in the development and effective use of personnel assessment methods in local, state, and federal government agencies, private companies, quasi-public organizations, and schools, colleges, and universities.*



David Hamill, President-Elect of IPMAAC and senior research psychologist for the U.S. Department of Homeland Security; Juan Benavidez, OPM; Natasha Riley, OPM; and Jeff Fenquay, a past president of IPMAAC and former OPM Assistant Administrator for Employee Selection Services at OPM.

## On the value of creating:

# Esteem Opportunities

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<http://www.ksg.harvard.edu/TheBehnReport>

Motivating people: It's a challenge in any organization—public, private, or nonprofit. The leaders need a strategy for convincing people to pursue the organization's mission with energy and intelligence. And once the organization becomes so large that these leaders cannot personally work with every individual—and this isn't very large—they need to get others to help with this responsibility.

To do so, they create teams—groups who work together on specific assignments. When a team is given a job, its members take over the responsibility for motivation. They motivate each other. Given a complicated task to complete by a specific date, a team automatically divides up the work into sub-tasks and assigns them to individuals or to sub-teams that further subdivide the work.

The success of this team depends upon the success of every individual. Indeed, the success of each individual depends upon

the success of every other individual. Thus, they motivate each other: "I can't do my job unless you do yours."

Often, this is called "peer pressure": the members of the team push their colleagues to get their jobs done. But this peer-pressure phrase comes with a slightly negative connotation. In both the psychological literature and in colloquial speech, people associate the words "peer pressure" with the three evils of teen-age behavior: drugs, sex, and rock 'n roll. When people speak of peer pressure, they are usually referring to a group of unsavory characters who are coercing a more ethical colleague to do something that is sinful or corrupt.

Thus, if the managerial challenge is to motivate the people in public agencies to pursue their mission with dedication and creativity, the idea of "peer pressure" carries the wrong connotation. It's too negative.

*Esteem, continued on page 22*

Esteem, continued from page 21

Consequently, I'm experimenting with the concept of "esteem opportunity."

What do you remember from Psychology 101? If you remember anything, it might be Abraham Maslow's "hierarchy of needs." At the bottom of this hierarchy are the basic requirements of human existence: food, shelter, and safety. Next is the need for love and companionship. Until people have satisfied these needs, they are motivated to obtain them.

Once these needs are fulfilled, however, a higher desire emerges—the need for "self-esteem, and for the esteem of others." By self-esteem, Maslow means not a fanciful feeling of self-importance, but a sense of personal worth that "is soundly based upon real capacity, achievement and respect from others." It is a desire for "reputation or prestige," for "recognition, attention, importance or appreciation." Once people have satisfied their needs for food, shelter, safety, love, and companionship, concludes Maslow, they will be motivated by their need to earn this esteem.

The human pursuit of esteem explains how creating a team can foster positive motivation. People who need companionship will be motivated by peer pressure. They will indeed seek to conform with the coercive demands of people whose companionship they desire. But for those who have satisfied their need for companionship, peer pressure alone is not motivational. These people need esteem. And this new need can

Esteem, continued on page 23



On April 13, 2004, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (r), and members of the OPM Management Team met with Mr. Doyle Fortney (l), recently appointed Human Resources Director for the Oklahoma State Department of Health.

## In Memoriam

Carolyn Williams

August 27, 1949 - May 25, 2004



Carolyn Williams was a longtime member of the OPM Classification Team, working through the years as a Personnel Assistant, Personnel Specialist, Senior Personnel Specialist, Human Resources Programs Manager, and Human Resources Management Specialist. Carolyn (center) is pictured here in 2003 with Classification Team members (l to r) Ron Thatcher, David Hays, Greg Thomas, Connie Hollins, and John Bonny.

In February 2003, Carolyn Williams marked 15 years of service to the state of Oklahoma, all of them at OPM. Hank Batty, OPM Deputy Administrator for Programs, presented Carolyn with a longevity certificate and pin during an OPM Team meeting.



Carolyn enjoyed participating in special OPM activities. She was particularly supportive of "Take Our Daughters and Sons To Work Day" and served as a member of the TODSTW Day Committee for several years.



Rainbow, continued from page 19

Preceding the conference, the National Consortium of Certified Public Managers held their annual business meeting and committee workday. The committees discussed expanding CPM to all 50 states, designing CPM programs around core competencies, and forming partnerships with foreign countries that have expressed a desire for the certification.

There are currently 26 accredited Certified Public Manager programs nationwide. Nevada is in the process of designing a program. Missouri and Massachusetts are exploring the possibility of offering the certificate program. Oklahoma's Certified Public Manager Program is accredited through the National Consortium until 2008. Oklahoma has graduated 316 certified public managers since its initial accreditation in 1988. For more information regarding CPM, please contact Carrie Rohr at 521-6344.

*Esteem, continued from page 22*

be satisfied only through real accomplishment.

This is why teams can be so motivational. A team can give each member a significant sub-task to accomplish. And all members know that each sub-task is significant because they understand the linkages among these sub-tasks and their connection to the larger assignment. Not only is every member dependent upon everyone else. Each also knows that, if he or she does an exemplary job, the rest of the team cannot fail to recognize the significance of the achievement.

Thus, by creating teams, public executives do more than organize and divvy up the work. By creating teams, they also motivate the work. By creating teams, they do more than abet peer pressure. By giving a team a specific and important assignment with a clear deadline, the organization's leaders provide the team's members with the opportunity to acquire self-esteem—their own sense of personal accomplishment. At the same time, these leaders also give the team's members the opportunity to earn the kind of respect from their peers that comes only by doing something worthwhile.

When an individual works alone—when his or her work is not critical to the work of others (or if that dependency exists but is unrecognized)—he or she has no opportunity to earn the respect of others. Indeed, the individual lacks an effective way to gauge whether his or her accomplishment is significant. By putting people in teams, public executives create both a personal benchmark for each individual's work and the opportunity for every member's achievement to be recognized.

Executives have two ways in which they can create "esteem opportunities." The first is to create the opportunity to accomplish something significant. The second is to create the opportunity to be recognized by peers and colleagues for this accomplishment.

Such recognition can be conferred in many ways—with a simple, yet public, thank you, or with a large ceremony. The magnitude of this recognition ought to match the magnitude of the accomplishment. After all, real esteem can only be earned

through real achievement.

Teams can motivate with both peer pressure and esteem opportunities. With peer pressure, the message is individual and negative: "Hey: I can't do my job if you screw up yours." With esteem opportunities, the message is collective and positive: "Wow: We were all able to complete our important assignment because you did such a super job."

*Robert D. Behn is the author of Rethinking Democratic Accountability (Brookings) and a lecturer at Harvard University's John F. Kennedy School of Government.*

*As a member of the team of Kennedy School faculty who lead executive-education programs for the public sector, Behn chairs "Driving Government Performance: Leadership Strategies that Produce Results" and "KSG Fridays." He also conducts custom-designed executive programs for public agencies.*

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*On May 27, 2004, Governor Brad Henry announced the appointment of Dr. Terry Cline, Commissioner of the Department of Mental Health and Substance Abuse Services, as Cabinet Secretary of Health.*

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## Organization Publishes Employer Resource Guide

In April 2003, the National Committee for Employer Support of the Guard and Reserve (ESGR) published its *Employer Resource Guide for Business Leaders*. ESGR is committed to gaining and maintaining active support from all public and private employers for the men and women of the National Guard and Reserve as defined by demonstrated employer commitment to employee military service. It is located in Arlington, VA.

ESGR is an agency within the office of the Assistant Secretary of Defense for Reserve Affairs. It was established in 1972 to promote cooperation and understanding between Reserve component members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment.

The *Employer Resource Guide for Business Leaders* is available on the ESGR Website at [http://www.esgr.com/contents/download/ESGR\\_HR\\_Guide\\_Final.pdf](http://www.esgr.com/contents/download/ESGR_HR_Guide_Final.pdf).



*OPM recently signed a software licensing agreement with the Oklahoma State Bureau of Investigation (OSBI) that allows the agency to request and receive criminal history background checks via e-mail. Oklahoma State and Education Employees Group Insurance Board (OSEEGIB) and OPM were the first state agencies to take advantage of this innovative opportunity. The new process reduces OSBI response time from a maximum of 72 hours to 15 minutes. It is very quick, convenient, and efficient. The new process includes a simple data application to complete and submit to the OSBI. Within seconds, the sender receives confirmation and an assigned batch number to help track the request. Shortly thereafter, the sender receives the actual response to the background check request. For more information about this service, contact Debbie Goodloe, OSBI, at (405) 858-5256. Pictured are Linda Roe (standing), OPM, and Debbie Goodloe (seated), OSBI.*

# OPM Hosts Annual Legislative Briefing

Dayna R. Petete, OPM



Diane Haser-Bennett, Tom Patt, and Dayna Petete, all of OPM, confer before the briefing.

On June 14, OPM hosted its 7th annual briefing on HR-related legislation passed during the 2004 session, which ended May 28, 2004. Approximately 145 HR professionals and general counsel staff members from 63 state agencies were in attendance.

Dayna R. Petete, OPM Assistant Administrator for Communications and Legislative Liaison, shared information on legislation related to state employee compensation; direct deposit; leave; longevity pay; the Performance Management Process



(PMP); quality management; and veterans preference.

Also on the program were Tom Spencer, Executive Director of the Oklahoma Public Employees Retirement System (r); Mitch Parsons, Executive Director of the Employees Benefits Council (above); Dana



Webb, Director of Legislative/Regulatory Affairs for the Oklahoma State & Education Employees Group Insurance Board (top, r); Jerry Stillwell, Project Director for the *CORE Oklahoma*/PeopleSoft Project; and Cara Nicklas, Assistant General Counsel, Oklahoma Tax Commission.

## Jim Hazeldine Changes Jobs . . . Again!

Dayna R. Petete, OPM



Hank Batty, OPM Deputy Administrator for Programs (l) and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration (r) (both wearing their "Jim Hazeldine Day" buttons) bid a fond farewell to Mr. Hazeldine (c).

Yes, it's true. Mr. Hazeldine has changed jobs once again. How many times has he done this, you ask? Four? Seven? Eleven? It's hard to keep count!

This time he says he's gone for good—from OPM and ODOT, that is. The day after he was feted (May 27) and roasted (a little) by friends and colleagues during a retirement shindig at the Oklahoma Department of Transportation, he went to work for former OPM Administrator Jim Thomas at the University of Oklahoma.

During his long and illustrious career, Jim has worked for OPM (4/74 - 9/75, 5/81 - 5/89, and 2/97 - 11/99), the Department of Corrections (5/77 - 5/81), and the Oklahoma Department of Transportation (5/89 - 2/97 and 12/99 - 5/04). It's not that Jim gets bored easily, it's just that there's so many state agencies, and so little time!

# Special Quality Oklahoma Team Day Section

## State Agencies Shine on Team Day 2004!

Joyce Smith, OPM

On May 7, 2004, 34 teams representing 15 state agencies displayed their successful projects during the 10<sup>th</sup> Annual *Quality Oklahoma* Team Day held at the state Capitol in Oklahoma City. Teams shared information on how they benefited their agency and the citizens of Oklahoma by improving customer service and satisfaction, reducing time, decreasing costs, generating revenue, greatly improving employee morale, cutting red tape, better managing resources, and/or creating partnerships with other organizations.

The *Quality Oklahoma* Program was established in April 1992 at OPM. *Quality Oklahoma* initially focused on training state employees in Total Quality Management processes, tools, and teamwork utilizing the six-step problem solving and nine-step quality improvement process models. The initiative encompasses six components: communication, training, recognition, systems integration, measurement, and leadership.

Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration, opened the 2004 awards ceremony. Bob Byrne, Business Excellence Manager for Boeing Company Aerospace Support in Oklahoma City, was the keynote speaker for the event. Boeing won an Oklahoma Quality Award Foundation *Award of Excellence* in 2003.



Bob Byrne, Business Excellence Manager for Boeing Company Aerospace Support in Oklahoma City (l), was the keynote speaker for the *Quality Oklahoma* Team Day 2004 Awards Ceremony. He is pictured with Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources and Administration.

*The documented savings of 2004  
Team Day projects totaled \$25,888,751  
for a cumulative total of \$289,579,000  
reported over a ten-year period.*

The “OKDHS CPM Steering Committee” (Department of Human Services) project won the coveted *Quality Crown Award*; the “Reorganization Project at Williams S. Key Correctional Center” (Department of Corrections) won the *Employee Empowerment Award*; the “Chapel Renovation at William S. Key Correctional Center” (DOC) project won the *Extra Mile Award*; the “Enid State School Cemetery Beautification Committee” (DHS) project won the *Motivating the Masses Award*; the “Clinical Record Improvement” (Oklahoma Department of Mental Health and Substance Abuse Services) project won the *Red Tape Reduction Award*; and the “Oklahoma Employer Assistance Team” (DHS) project won the *Best Booth Award*. Seventeen projects, representing “best practices”, received *Governor’s Commendation Awards*: “OKDHS CPM Steering Committee” (DHS); “Paternity Outreach Program” (DHS); “Clinical Record Improvement Project” (ODMHSAS); “Just-in-Time Institutional Review Board Approval” (Oklahoma Center for the Advancement of Science and Technology); “Bill Willis Evaluation and Assessment Unit” (ODMHSAS); “Automation of Pended Items” (Office of State Finance); “ICE System: Computerized Merit Testing” (OPM); “Oklahoma Employer Assistance Team” (DHS); “Office of Administrative Hearings: Child Support Imaging Project” (DHS); “Connect & Collect! Employees Recruitment Referral Incentive” (DOC); “Reorganization Project at William S. Key Correctional Center” (DOC); “Creating an Information Technology Matrix Workforce” (DHS); “SoonerCare Transition” (Oklahoma Health Care Authority); “County Director Academy VI” (DHS); “Model Competency Report” (ODMHSAS); “Oklahoma Housing Finance Agency’s In-House Training Plan” (OHFA); and “Department of Rehabilitation Services and Oklahoma Department of Transportation Partnership to Promote Public Transportation on TV & Radio” (DRS and ODOT).

Other projects which were part of *Quality Oklahoma* Team Day 2004 included: “Automated Work Distributor—Improving Efficiency for Customers and Empowering Employees” (*CompSource* Oklahoma); “Migrating Mainframe User Interface to Oracle” (Office of the State Treasurer); “Your Information Counts” (DRS); “Incumbent Worker Training Project” (Oklahoma Employment Security Commission); “Communication Options for Deaf Children: A Family Decision” (DRS); “Network Neighborhood at WSKCC” (DOC); “A Guide to Safety, Health, Environmental Standards and Inspections” (DOC); “Improving Access to Oil and Gas Information” (Oklahoma Corporation Commission); “Improving Productivity to Employees and the Public” (OCC); “Oklahoma State Park System Revitalization Project” (Oklahoma Tourism and Recreation Department); “Sharing Information for Effective Treatment of Inmates with Mental Illnesses” (DOC and ODMHSAS); “Reaching Out to Consumers” (OCC); “Soil: Data Acquisition and Analysis” (OCC).

**OKDHS CPM Steering Committee, Department of Human Services—Winner of Quality Crown Award and Governor’s Commendation. The Quality Crown Award is the top award given on Quality Oklahoma Team Day. It is presented to the project that demonstrates the use of quality processes and performance excellence in the written application.**

*Participants: Adeolu Abioye, Patricia Anderson, Pat Bean, Susan Bobl, Stella Church, Eunice Cox, Cheryl Cranford, Elizabeth Fine, Pamela Freeman, Norma Goff, Paula Green, Kay Hagerman, Janet Hailey, Bob Howard, Jean Kirk, Joe Kirk, Kaye Kirk, Judith Olds, Maletha Patterson, Roger Scott, Cynthia Shackelford, and Debra West.*



*The mission of this project for a team of OKDHS/Certified Public Manager (CPM) graduates and candidates was to create an environment in which the creative dynamics of the CPM Program could be utilized to generate systemic solutions to current challenges facing OKDHS. The team established goals and strategies to overcome barriers of timely graduation from the CPM Program and lack of utilization by graduates. They also devised a print and electronic media campaign and developed the DHS.ShareIdeas.CPM electronic suggestion box. Seventy graduates will contribute 2,240 hours during the year in direct promotion of the OKDHS mission.*



*Reorganization Project: William S. Key Correctional Center was charged with developing a plan to increase its population from 555 inmates to 855 inmates and this had to be accomplished with existing resources. A committee was formed with representatives from all areas of the facility, the committee and its sub-committees worked to ensure all aspects of an inmate’s incarceration were covered and saved \$4 million in the process.*

*Chapel Renovation Project: Since the establishment of William S. Key Correctional Center in 1988, the chapel has occupied at least four different locations within the facility. With the infusion of over 300 additional inmates in March 2003, a suitable location for the chapel was necessary. Despite budget constraints, the team and partners obtained money, materials, and labor for the project and completed the renovation. The chapel has made a huge difference in the lives of inmates, volunteers, and staff.*

**Reorganization Project at William S. Key Correctional Center, Department of Corrections—Winner of the Employee Empowerment Award and Governor’s Commendation. The Employee Empowerment Award is presented to the project that gave agency employees the authority to problem solve and resolve an issue.**

*Participants: Joe Owens, Billy Henry, Todd Benton, Ron Fields, Keith Poole, Ann Reaves, Jimmy Bowers, Rick Cullins, Marty Conway, Terry Martin, and Mike Kitchens.*

**Chapel Renovation at William S. Key Correctional Center—Winner of the Extra Mile Award. The Extra Mile Award is presented to the project that stepped “outside the box” and moved mountains to make good things happen.**

*Participants: Ron Roskam, Terry Martin, Billy Henry, Ron Fields, Jim Spencer, Leon Lotham, and Albert Laverty.*





**Enid State School Cemetery Beautification Committee, Northern Oklahoma Resource Center of Enid, Department of Human Services—Recipient of the Motivating the Masses Award. The Motivating the Masses Award is presented to the project that involved a large amount of people, agencies, and partners.**

*Participants: Kevin Aebi, Ginger Blockcowski, Carolyn Egelston, Connie Horner, Seibrena Kawcak, Lorinda Shelite, Nancy Unrub, James Vogt, and Karl Youngers. Partners: Lions Club, Harold and Marilyn Cooper, Garfield County Historical Society, Garfield County District Attorney's Office, NORCE/Greer Parent/Guardian Association, Enid News and Eagle, and Pellow Monument.*



*The goal of this project and function of the committee was to make people aware that the fenced-off grassy section of land near the Northern Oklahoma Resource Center of Enid was actually a cemetery and to restore dignity and respect to the cemetery. The committee planned to repair and paint the fence that surrounds the site, trim trees, remove underbrush, and plant new bushes that produce vivid colors throughout the year. The final plan is to establish a cemetery association to oversee the upkeep of the cemetery.*

**Clinical Record Improvement, Jim Taliaferro Community Health Center, Oklahoma Department of Mental Health and Substance Abuse Services—Recipient of Red Tape Reduction Award and Governor's Commendation. The Red Tape Reduction Award is presented to the project that eliminated unnecessary steps and made things easier and more beneficial.**

*Participants: Glen Mayes, Leah Price, Jennifer Alden, Giuseppe Caccioppoli, and Jim Regan.*



*As a result of Jim Taliaferro's new procedure to admit emergency detentions brought in by law enforcement, the agency experienced a rapid influx in the number of monthly admissions. The increase in admissions to the agency forced the center to critically review the clinical record forms, their purpose, content, and process in order to cut red tape and manage their resources efficiently.*

**Oklahoma Employer Assistance Team, Child Support Enforcement, Department of Human Services—Recipient of Best Booth Award and Governor’s Commendation. The recipient of the Best Booth Award is selected by a special ad hoc committee for its aesthetic appeal. It does not necessarily have to be the most expensively adorned or the showiest display. It is considered the most attractive and inviting.**

*Participants: Jim Sielert, Rachel Mitchell, Nancy Hutchings, Bettite Davenport, and Anthony Jackson. Partners: University of Oklahoma Center for Public Management and Oklahoma Employment Security Commission.*



*Welfare reform changes passed by Congress require employers to report their newly hired employees. The Oklahoma Employer Assistance Team was created to help encourage and educate employers on the importance of the “New Hire” program. By increasing the timeliness and availability of new hire data, it is projected Oklahoma children could benefit from \$20 million more in child support revenue.*

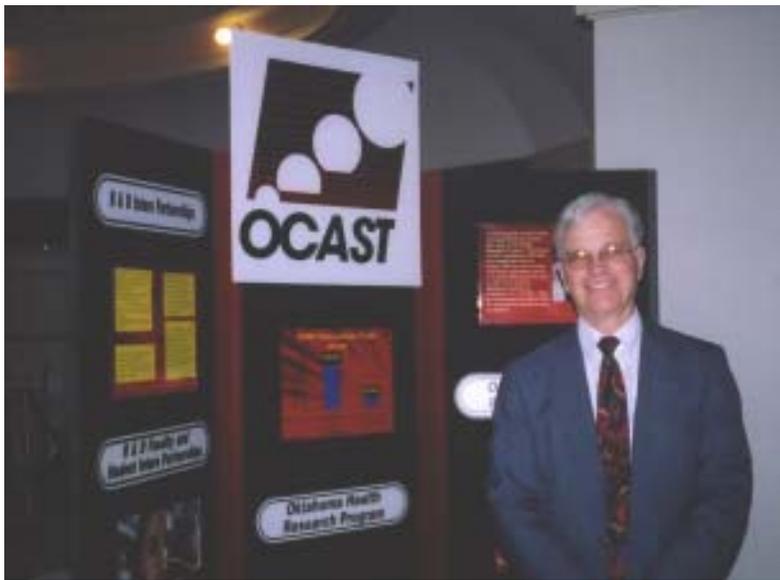


**Paternity Outreach Program, Child Support Enforcement Division, Department of Human Services—Recipient of Governor’s Commendation.**

*Participants: Palannia Berry, Anthony Jackson, Tammy Lee, Deidre Lockwood, Ron Smith, Pamela Webster, Personnel Employees, District Attorney Employees, Private service provider employees, and 75 Oklahoma hospitals.*

*The federal government funds state child support programs based on how the states perform. Paternity establishment is one of the areas included in those performance measures. Previously, in order to get their share of the federal dollars available to child support programs nationwide, the states were required to have an 80 percent paternity establishment rate (both voluntary and court-ordered) for children born to unwed parents. Because that requirement increased to 90 percent recently, CSED needed to improve how it established paternity in Oklahoma.*





**Just-in-Time Institutional Review Board Approvals, Oklahoma Center for the Advancement of Science and Technology—Recipient of Governor's Commendation.**

*Participants: Michelle McFarland, William F. White, Melissa Byan, Anne Halley, Arnulf Hagen, Sharron DaVault, and Steve Biggers.*



*Previously, OCAST's policy has been that all health research applications made to OCAST, which included research involving human participants, human derived materials, human data, vertebrate laboratory animals, and/or recombinant DNA, biological hazards, narcotics/ dangerous drugs, or radioisotopes, were required to have an Institutional Review Board (IRB) approval at the time of submission or prior to going to review. Since fewer than 30 percent of the applications were funded, and in order to reduce the burden on applicants and institutional review boards, OCAST modified this policy so that necessary IRB approvals and certifications are just-in-time for an OCAST contract. Approximately \$117,000 annually will be saved by OCAST's external customers.*

**Bill Willis Evaluation and Assessment Unit, Bill Willis Community Mental Health and Substance Abuse Center, Oklahoma Department of Mental Health and Substance Abuse Services—Recipient of Governor's Commendation.**

*Participants: Penelope Skoglund, Brian Childs, Kenneth Johnson, Lisa Blanco, and Lance Dickison.*



*In order to better manage state funds for psychiatric inpatient services, the Bill Willis Community Mental Health and Substance Abuse Center developed an Evaluation and Assessment Unit (EAU) during fiscal year 2004. The EAU provides emergency crisis intervention services to individuals in Wagoner, Adair, Cherokee and Sequoyah Counties. The program has resulted in a 30 percent decrease in inpatient hospitalizations. Savings from the project has allowed community-based mental health services to be maintained and expanded.*

**Automation of Pended Items, Child Support Enforcement Division, Department of Human Services—Recipient of Governor's Commendation.**

*Participants: Steve Byrom, Jennifer Campbell, Karla Crawley, Lisa Moses, Donna Temple, and Doug Brill. Partners: Northrop Grumman Mission Systems and the University of Oklahoma's Center for Public Management.*



*Prior to March 2002, almost all processes of the State Office Finance Unit of the Child Support Enforcement Division (CSED) were done manually using an antiquated accounting system. The workload increased significantly every year due to increasing collections. The process became more complex due to increasing reporting requirements by the federal government. This resulted in many problems. In March 2002, CSED undertook an ambitious project to deal with these issues by automating many of their processes.*



**ICE System: Computerized Merit Testing, Office of Personnel Management—Recipient of Governor's Commendation.**

*Participants: Juan Benavidez, Bernie Buchenau, Lance Cullen, Frank Friel, Bunny Illeperuma, Tom Impson, Melissa Jolly, Randy Peter, Natasha Riley, and John Schlichting.*

*The ICE System allows applicants for state employment to take merit examinations on a computer. This program provides better service to both applicants and hiring agencies. It provides immediate feedback to an applicant with the score from the exam. It also makes the names of applicants earning passing scores available to hiring agencies the same day and usually within minutes of completing the test. This system is currently available to applicants at the Office of Personnel Management, Oklahoma City; Pontotoc Technology Center, Ada; and Mid-America Technology Center, Wayne.*





**Office of Administrative Hearings: Child Support Imaging Project, Child Support Enforcement Division, Department of Human Services—Recipient of Governor’s Commendation.**

*Participants: Carolyn Koger, Barbara Green, Virginia Smith, James Schroder, and Dan Rotelli.*



*The high-volume caseload of the administrative child support court caused an ever-increasing need for additional space to locate the administrative court files. The files had to be accessible, thereby requiring on-site storage in the Sequoyah Building. There was an overwhelming need to create a storage system for the administrative files. The solution to the storage of paper files ultimately became the creation of the first “paperless” administrative court for child support in the nation.*

**Connect & Collect: Employees Recruitment Referral Incentive, Oklahoma Department of Corrections—Recipient of Governor’s Commendation.**

*Participants: Paul Bailey, Debbie Boyer, J.C. Colbert, Pauletta Jones, Becky Lawmaster, Jimmy Shipley, David Wortham, Mark Shipman, Jim E. Hamilton, and Rick Whitten.*



*The employee turnover rate within the Department of Corrections (DOC) is extremely high, as well as costly. During the first quarter of FY 04, 147 employees separated employment from DOC. Research indicates the average cost of replacing one employee can be as much as 1.5 times the annual salary of that employee. Although the agency has a comprehensive recruitment and retention program, it remains difficult and costly for DOC to recruit and retain employees. This project addresses an interesting dilemma: How can the Oklahoma Department of Corrections recruit, fill, and retain critically funded positions, particularly in light of budgetary shortfalls and employee furloughs experienced during the previous fiscal year?*

**Creating an Information Technology Matrix Workforce, Data Services Division, Department of Human Services—Recipient of Governor’s Commendation.**

*Participants: Marquette L. Youngblood, Deborah J. Smith, Rebecca Ridenhour-Schuster, Robert Eubank, Susan Bohl, Jennifer Fryar, Sarjoo Shab, Karen Duncan, Fonda Logston, O.W. Thomasson, Gregory Wood, Jacob Evans, Earl Merriman, Donald Norris, and Wendell Williams. Partners: DHS Data Services Division, DHS Human Resources Management Division, University of Oklahoma SATTRN Team, Dr. Marla Sanchez, and Dr. Sheryl McGuire.*



*The OKDHS Data Services Division (DSD) found itself functioning in an aging organizational structure and culture deficit situation. This affected its ability to meet the technology business and product needs of the agency it supported. The mission of this project was to deliver world class technology services to OKDHS and the citizens of Oklahoma, be the government technology provider of choice, and create a wonderful place to work.*



**SoonerCare Transition, Oklahoma Health Care Authority—Recipient of Governor’s Commendation.**

*Participants: All Oklahoma Health Care Authority staff, led by Mike Fogarty, Becky Pasternik-Ikard, and Dan Alcorn.*



*The Oklahoma Health Care Authority (OHCA), the state’s designated Medicaid agency, is responsible for providing a system of health care for approximately 600,000 Oklahomans who are low income, aged and/or disabled. For the past eight years this system included the use of contracted managed care organizations (MCO) to provide that care. During the 2003 contract renewal time, one of the MCOs decided to not participate in the SoonerCare Plus program. Commitments to the Centers for Medicare and Medicaid Services required a quick replacement with a seamless transition. OHCA and partners minimized the disruption and maximized the quality of delivered services.*



**County Director Academy VI, Department of Human Services—Recipient of Governor's Commendation.**

*Pat Bean, Susan Bobl, Harold Douglass, Eugene Gissandaner, Freda House, Karen Jacobs, Janis McElroy, Karen Moses, Gail Scribner, Jody Smith, and Amy Whitson.*



*Each year, newly appointed county directors and other state office personnel needing to learn more about the program areas of OKDHS attend the County Director Academy. This particular group's project was to develop a video to recruit volunteers and resources when multiple budget reductions and program cuts impacted the ability to provide resources to clients. This ensured continuous services and supplies. They also produced public service announcements to be broadcast on television and radio to attract volunteers and contributions.*

**Model Competency Report, Oklahoma Forensic Center, Oklahoma Department of Mental Health and Substance Abuse Services—Recipient of Governor's Commendation.**

*Participants: William Burkett, Dr. Shawn Roberson, Dr. Jeanne Russell, Dr. Samina Christopher, Dr. Rebecca Manetzke, and Dr. Peter Rausch.*



*The Oklahoma Forensic Center completes the majority of Competency to Stand Trial (CST) evaluations for criminal district courts in Oklahoma. The CST report is a main factor used by judges to decide if a defendant is competent to stand trial. In the past, there has been no standard methodology for the composition of submitted CST reports. For the first time in Oklahoma, a model CST report format was developed consistent with national standards of practice. The report format will provide an excellent resource in the development of criteria for inclusion in a statewide forensic examiner certification system.*

**Oklahoma Housing Finance Agency's In-House Training Plan, Oklahoma Housing Finance Agency—Recipient of Governor's Commendation.**

*Theresa Pearson, Linda Sargent, Dennis Shockley, Deborah Jenkins, John Marshall, Eldon Overstreet, and Nelson Morgan.*



*Included in the strategic plan of the Oklahoma Housing Finance Agency is training. The goal was to have every employee trained in four basic technology systems—Windows, Outlook, Word and Excel—by the end of fiscal year 2004. Training accomplished in the agency's 10-terminal computer training room reduced costs from \$750 to \$325 per course, plus the average \$1,000 related travel costs per employee. The agency also applied for and received a grant for a pilot program called Nan McKay University, which offers 164 software training programs to rental assistance clients to make them more marketable in the workforce.*



*Carrie Rohr (l), Director of OPM's Human Resource Development Services Division, and Joyce Smith, Quality Oklahoma Coordinator, stand next to Governor Brad Henry's Proclamation declaring May 6, 2004, Quality Oklahoma Team Day in the state of Oklahoma.*



*Quality Oklahoma Team Day 2004 Awards shortly before their presentation to deserving recipients.*