

HR Exchange

Volume 7 Issue 2

A publication of the State of Oklahoma Office of Personnel Management

Second Quarter 2003

OPM Establishes Shared Leave Registry

David Hays, OPM

On June 1, 2003, OPM established the *Shared Leave Registry* on the [OPM Website](#). The purpose of this registry is to identify eligible employees who have been approved by their respective agencies to receive shared leave in accordance with the Oklahoma Personnel Act.

To facilitate the use of this registry, OPM Team members revised the OPM-33, which will be used by employees who wish to receive shared leave, and created OPM-33A, which will be used by employees wishing to donate shared leave. These forms are available on the [Shared Leave Registry](#) and under [Forms](#) on the OPM Website.

The OPM-33 includes a section to be completed by employees requesting shared leave indicating that they wish to have their name placed on the *Shared Leave Registry* on the OPM Website. If this section is completed and signed by the employee and approved by the agency appointing authority, the agency will fax a copy of the form to OPM. The employee's name, agency, and a point of contact will be listed on the registry for a period of two weeks. If shared leave is still needed after that time, the agency will need to notify OPM by faxing a written request to the number provided on the OPM-33.

Employees desiring to donate leave to eligible employees will access the registry on the OPM Website to obtain information concerning employees who need shared leave. Any questions should be directed to the point of contact listed for the employee in need of shared leave. The employee donating leave needs to complete the OPM-33A and submit it for review and approval. The approval process normally will be completed by an agency's HR office, but could vary slightly if another office has been assigned

responsibility for the program. If the employee requesting leave is in one agency and the employee wishing to donate leave is in another agency, the approval of the appointing authorities of both agencies is required.

Please direct any questions concerning this new service to your agency liaison in the OPM Classification Division.

State Delays CORE Implementation

Office of State Finance
May 8, 2003

State officials have decided to delay "flipping the switch" on the state's new centralized computer system, Office of State Finance Director Scott Meacham announced on May 8, 2003.

"At this point, we do not feel it will be appropriate to switch to the new system on July 1," Meacham said. "A number of agencies have indicated they may not be ready for the conversion at that time, so we felt it was important to be responsive to their needs and to delay implementation of the system."

The system, called **CORE**, will replace the state's fragmented purchasing, financial and human resources computer systems with one centralized system. The project is a joint effort of the Office of State Finance, Department of Central Services and Office of Personnel Management. The decision to delay the go-live date was a joint decision of the three sponsoring agencies.

Implementation of the project's first phase components—human resources/

OPM Completes First PMP Audit

Natasha Riley, OPM

The OPM Personnel Assessment Division has completed the first annual audit of state agency use of the Performance Management Process (PMP) for FY 03. Section 840-4.17 (74:840-4.17) of the Oklahoma Personnel Act requires the OPM Administrator to conduct an annual random audit of state agency compliance with the state's performance management system.

OPM requested PMPs from 31 Merit System and non-Merit System agencies for the audit. Of those 31 agencies,

- 22 were found to be substantially in compliance with the statutory requirements for employee service ratings.
- Six agencies had not fully implemented PMP, with fewer than 60 percent of the covered employees in the random sample having two completed PMPs.
- Three agencies had not implemented PMPs at all.

Personnel Assessment Division Team members met with representatives of those agencies who were not found to be in compliance and provided guidance to assist them in their future use of PMP.

While most agencies appeared to be doing a good job of implementing PMP, several weaknesses surfaced during the audit:

1. Failure to conduct Initial Planning sessions,
2. Failure to conduct Mid-Year Reviews,
3. Failure to close out probationary PMPs at least 30 days before the end of the probationary period,
4. Failure to use the Development Plan properly, and
5. Failure to provide objective results re-

CORE Delay, continued on page 3

PMP Audit, continued on page 3

From the Desk of the Administrator

Many of the bills that passed during the 2003 legislative session became effective on July 1, including Senate Bill 703, OPM's request bill, and other HR-related legislation. We hope you were able to attend our annual legislative briefing on June 12, during which we shared information about HR-related legislation passed by the Legislature and signed by the Governor.

During the legislative session, we tried to keep agency HR staff informed about various bills making their way through the process. Our belief was that if other state agencies joined OPM in "weighing in" on the provisions of legislation affecting the state government personnel system, we might have a better chance of minimizing the adverse impact such provisions might have on the way we conduct the state's HR business. Sometimes this strategy worked, sometimes it didn't.

OPM staff members are in the process of compiling a "to do" list of everything we need to do to implement the provisions of various bills that have become law or will become law in the near future. Thus far, we have communicated with you via *All Appointing Authority Memoranda* regarding the provisions of Senate Bill 647 (changes leave accrual for state employees from monthly to hourly) in [OPM 03-27](#), *Transition to Hourly Leave Accrual Basis*, and Senate Bill 703 and House Bill 1101 (reduction-in-force and severance benefits) in [OPM 03-29](#), *Reduction-in-Force Procedures*. We will continue to use *All Appointing Authorities Memos* to provide further guidance regarding the implementation of certain HR-related legislation.

During FY 04, OPM staff members will be providing assistance to two new study committees created by the Legislature during the 2003 session:

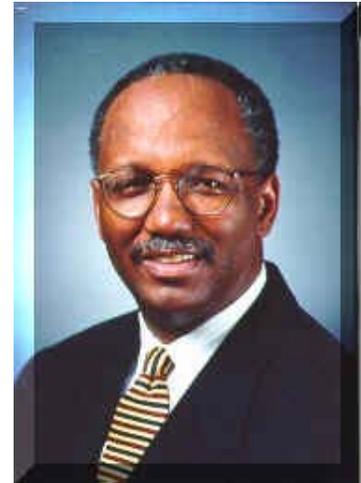
- State Classification Task Force—Created by HB 1800 to review executive branch unclassified positions and make recommendations to the Legislature concerning the current unclassified service and the feasibility of proposals to add to or remove positions from the unclassified service, and
- Oklahoma Biennial Compensation Review Board—Created by SB 194 to re-

view the OPM compensation study and to make compensation adjustment recommendations to the Governor, Speaker of the House, and President Pro Tempore of the Senate.

The most important and extensive component of the legislation implementation process is, of course, administrative rulemaking. And, as always, we need your help. The comments our state agency partners provide regarding amendments to the Merit Rules and other rules for which OPM has rulemaking authority assist us in drafting rules that not only implement various statutory provisions, but do so in ways that do not impede fulfillment of agency missions. Though not required by the Administrative Procedures Act, OPM routinely conducts a hearing and provides for a comment period for emergency rules amendments. Your input is extremely important in both the emergency and permanent rulemaking processes.

Listed below are bills that will require amendments to the Merit Rules and other rules for which OPM has rulemaking authority. Please refer to [OPM 03-25](#), *Major HR-Related Legislation* for details concerning the provisions of these bills, and to the [Merit Rules](#) and [Other OPM Rules](#) pages on the OPM Website for the rule cites listed below:

- HB 1039 (on-call pay) requires an amendment to OAC 530:10-7-16;
- HB 1086 (reorganization; severance benefits) requires amendments to OAC 530:10-13-2 and 10-13-12;
- HB 1101 and SB 703 (reduction-in-force;



severance benefits) require amendments to OAC 530:10-13-2, 10-13-3, and 10-13-12;

- HB 1415, SB 371, and SB 703 (voluntary payroll deduction) require amendments to the Voluntary Payroll Deduction rules (OAC 530:10-15);
- SB 194 (skill-based adjustments) requires amendments to OAC 530:10-7-24;
- SB 647 (leave accrual) requires amendments to OAC 530:10-15-10 through 10-15-12; and
- SB 703 (Human Resources Management Advisory Committee, payroll claims, Employee Assistance Program, state employee personal information, State Mentor Program, promotional posting, performance management process) requires amendments to OAC 530:10-1, 10-7-31, 10-21-5, 10-17-156, 10-11-51, 10-17-31, and 1-1-14 (OPM Administrative Rules).

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This publication has been printed and distributed by the Office of Personnel Management as authorized by the Administrator, Oscar B. Jackson, Jr. One hundred copies have been printed at a cost of \$100.20. Copies have been deposited with the Publications Clearinghouse of the Oklahoma Department of Libraries.

payroll, procurement, general ledger and accounts payable—will be delayed until October 1. Plans call for the current human resources/payroll system to run parallel to the new system until January 1, 2004.

“By running the new payroll system parallel for a quarter, we can ensure that this critical component is operating properly,” Meacham explained.

The delay, Meacham added, is not indefinite. “State agencies will continue to work with the project staff to meet various deadlines in preparation for the new go-live date,” Meacham said. “It is important that we do not lose our momentum and that agency directors make sure that they continue to commit the personnel necessary to complete this project.”

“This is a very important and complex project and delays in a project of this magnitude, whether in the public or private sector, are not uncommon,” Meacham explained. “It is important that the state be able to transition as seamlessly as possible to the new system.”

The delay will not result in additional costs to the state, said Meacham.

“We recently renegotiated the contract with PeopleSoft, the vendor for the project,” Meacham explained. “Not only were we able to avoid a penalty as a result of the delay, but we negotiated an overall better deal for the state, eliminating the need to charge agencies fees to utilize the system and saving the state approximately \$13 million. We will be receiving more services at less cost than was originally anticipated.”

The total cost of the project is \$34.1 million. The state has paid \$9.1 million during this and the prior fiscal years. The \$25 million balance will be paid over four years. When completed, the state will have a fully centralized financial and management computer system, including functions such as asset management, grant management, billing and inventory.

Outstanding graduate and undergraduate applicants are available through the Carl Albert Public Internship Program. Log onto the OPM Website for a list of eligible applicants. (Call the CAPIP Office at (405) 521-6293 for User ID and Password information.)

lated to the performance criteria for ratings other than *Meets Standards*.

The OPM Personnel Assessment Division will begin another round of agency PMP audits in July 2003. After the agencies have been identified, a sample of employees will be selected through a random number generator. The agencies will be asked to submit the two most recent and completed PMPs for each employee in the sample. For agencies with 20 or fewer employees, the entire agency will be included in the audit.

Any questions regarding PMP or the annual audit may be directed to Natasha Riley, OPM Personnel Assessment Director, at (405) 521-6361, or natasha.riley@opm.state.ok.us.

Editor's Note: Permanent amendments to the Merit Rule relating to PMP will become effective July 15, 2003. These amendments to OAC 530:10-17-31 require immediate supervisors to hold a meeting in person with their employees at least three times during a 12-month evaluation period:

- *one meeting at the beginning of the evaluation period in order to communicate the accountabilities and behaviors upon which the employee will be evaluated;*
- *one meeting during the rating period for the purpose of discussing the progress of the employee in meeting the accountabilities upon which the employee will be evaluated; and*
- *one meeting at the end of the review period to provide the final evaluation.*

Did You Know?

House Bill 1512 changed the name of the Department of Civil Emergency Management to the Department of Emergency Management.

House Bill 1270 changed the name of the State Board of Embalmers and Funeral Directors to the Oklahoma Funeral Board.

2003 OSCPM Conference Planned for September 12

Carrie Robr, OPM

Excellence Achieved in 2003 is the theme of the 14th Annual Oklahoma Society of Certified Public Managers (OSCPM) Conference, which is scheduled for Friday, September 12, 2003, at the U.S. Postal Training and Marriott Convention Center in Norman, OK.

The conference is targeted toward leaders, managers, and supervisors in the public sector. Participation by staff members interested in future public sector management opportunities also is encouraged.

The Department of Human Services has partnered with OSCPM to host the 2003 conference and will be sponsoring two speakers. This partnership has enabled OSCPM to offer a reduced conference rate of \$65.00 per person (compared to \$100.00 last year).

Conference speakers and topics include: *Batteries Not Included*, Bobbie Staten; *Diversity—Indian Affairs are Best*, Tim Tall Chief; *Managing Change in the Workplace*, Dr. Marla Sanchez; *Your Ability to Effectively Negotiate*, Bob Oros; *Bioterrorism and Safety in Today's Workplace*, Dr. James Crutcher; *Managing the Generation Gap in the Workplace*, Steve Gilliland; and *Motivating for Excellence*, Steve Gilliland. Political analyst Burns Hargis (pictured below), co-host, with Mike Turpen, of *Flashpoint*, a weekly Sunday morning talk show on KFOR Television in Oklahoma City, will be the luncheon speaker.



If you are interested in joining OSCPM or attending the conference, visit the [OSCPM Website](#) for more information.

20 State Agencies Participate in Quality Oklahoma Team Day

Joyce Smith, OPM

With budget cuts and staff reductions happening in most state agencies, it was refreshing and motivating to see how hard state employees work smarter to conduct agency business.

Thirty-eight exhibits representing 20 state agencies brought *Quality Oklahoma* Team Day to the state Capitol Thursday, May 8, 2003. Exhibitors demonstrated how they cut costs and/or generated income totaling more than \$23 million last year. Over the last ten years, participating agencies have documented more than \$263,690,249 in savings or income generation.

Exhibits covered the first and second floor rotundas of the state capitol and were on display from 11:00 a.m. to 2:00 p.m. Paula Marshall-Chapman, President of Bama Foods Corporation in Tulsa, keynoted the awards ceremony. She and Oscar B. Jackson, Jr., Administrator of the Office of Personnel Management and Cabinet Secretary of Human Resources and Administration, presented Governor's Commendations to selected teams at the awards ceremony in the State House Chambers at 2:30 p.m. This year, for the first year, every applicant merited a Governor's Commendation Award. The six specialty award winners were:

- *Employee Empowerment Award*—*The Caring Committee*, Northern Oklahoma Resource Center of Enid, Department of Human Services.
- *Extra Mile Award*—*I-40 Bridge Over the Arkansas River*, Oklahoma Department of Transportation.
- *Motivating the Masses Award*—*Sowing Success: A Community Investment*, Oklahoma Commission on Children and Youth.
- *Red Tape Reduction Award*—*Benefits Administration System*, Employees Benefits Council.
- *Quality Crown Award*—*OCSE-157 Report/Performance Measures*, Child Support Enforcement Division, Department of Human Services.

Quality Oklahoma Team Day is the public sector recognition program for successful projects accomplished by state agency

Team Day, continued on page 5



Best Booth Award

Oklahoma Ag in the Classroom CD and Website: Mary Ann Kelsey and Pat Thompson, Oklahoma Cooperative Extension Service.

- *Best Booth Award*—*Oklahoma Ag in the Classroom CD & Website*, Department of Agriculture, Food, and Forestry.



Thirty-eight exhibits representing 20 state agencies brought Quality Oklahoma Team Day to the state Capitol on Thursday, May 8, 2003.

Employee Empowerment Award

The Caring Committee: Linda Kimmel, Sheila Johnston, Shirleen Emick, and Sandi Brown, Northern Oklahoma Resource Center of Enid, Department of Human Services.

Team Day, continued from page 4

teams that reduce costs, generate income, streamline service processes and delivery, and/or greatly improve morale. This project began as the state's Total Quality Management program and has continued and been expanded since its inception. It is an annual event held in conjunction with **Public Service Recognition Week**.

Photos and information regarding all **Team Day** projects are located on the OPM Website.

Red Tape Reduction Award

Benefits Administration System:

Dan Melton, Frank Wade, Mitzzi Bennett, Barbara Wagner, Gary Grizzle, Phillip Moore, Goli Dunkle, and Bonita McCoy, Employees Benefits Council.



This year, for the first year, every applicant merited a Governor's Commendation Award.

Extra Mile Award

I-40 Bridge Over the Arkansas River: W.T. Merrell, Terry Richey, Maurice Faulk, Paul Green, Mike Adams, Cecil Davis, Travis Smith, Katy Littrell, Terry Swayze, Robert Smith, and Steve Carter, Oklahoma Department of Transportation.

Over the last ten years, participating agencies have documented more than \$263,690,249 in savings or income generation.

Motivating the Masses
Sowing Success: A Community Investment: Michelle Matthews, Oklahoma Commission on Children and Youth.



Study Offers Recommendations on Coping with the Coming Retirement Wave

International Public Management Association for Human Resources

March 2003 IPMA-HR News

Reprinted with permission

Maintaining accurate, up-to-date information on employees will be key as government agencies at all levels face the prospect of large-scale retirements of their most seasoned employees. This was one of the conclusions drawn from a study of public-sector retirement that was released in February by the Center for Organizational Research, a division of Linkage Inc. IPMA-HR, along with other public HR organizations, was a partner in the study.

The proportion of older workers is expected to grow by 4 percent a year between 2000 and 2015. At the same time, the proportion of younger workers is decreasing. Public agencies feel these changes the most, the Center reported. In general, government employees are older than workers in private organizations and fewer young workers are looking for careers in public service. In addition, governments have more lenient retirement-eligibility criteria than most other sectors, and stricter policies on phasing out retirees or hiring them back after retirement. On the other hand, government agencies may see more retirement-eligible employees choose to continue working for personal finance considerations. Also, as private-sector companies reduce their workforce, the candidate pool for governments gets larger.

And some public service careers have a new cachet since the terrorist attacks on Sept. 11, 2001. To plan effectively, the Center report says, "Data rules. Securing accurate data is essential, the first step in addressing the challenges of an aging and soon-to- retire workforce."

This doesn't mean that governments should increase their recruitment and retention efforts for all employees. The challenges don't "require bigger organizational responses," the Center says. "In fact, identi-

Retirement, continued on page 7



Larry Fisher, OPM Assistant Administrator for Human Resource Development Services, retired from state service on April 30, 2003. Mr. Fisher began his career at the University of Oklahoma in the 1960s, and joined the OPM staff in 1984. Pictured with Mr. Fisher is Paul Wilson. He and Mr. Fisher met in 1972 while doing work for the University of Oklahoma Postal Training Center.



The Bureau of Labor Statistics projects that only 14 percent of the population aged 65 and older will be in the labor force in 2025.

On March 28, 2003, Joe Davenport retired after 34 years of service to the state of Oklahoma. Mr. Davenport began his career with OPM (then the Merit System Board) in 1969, as a personnel generalist. He was Director of OPM's Personnel Assessment Division from 1996 until 2002. In June 1977, Mr. Davenport hired a young woman named Mary Copeland as a Classification/Examination Analyst I. We know Ms. Copeland now as Oklahoma Lt. Governor Mary Fallin. The Lt. Governor was a special guest at Mr. Davenport's retirement reception on March 28.

fyng the most strategic trouble spots and then selectively addressing them appears to be the most effective—and certainly more doable—than increasing the scope of the organization’s response in proportion to its aging workforce challenges. The good news is that addressing the challenges of an aging workforce may intersect with a variety of other practices already in place: flexible work arrangements, work/life programs, diversity and knowledge management. “While the aging workforce is a new issue for most employers,” the Center says, “it doesn’t require a host of new tools or tactics. It does require looking at existing practices to see if they need to be tweaked, expanded, or redirected. At the same time, however, many governments find themselves balancing long-term needs against short-term solutions.” The Center says: “Many jurisdictions currently feel pulled in two directions. Their workforce-planning process shows them there are serious challenges ahead due to an aging workforce and retirements, but their budgets are severely cut. There’s pressure to choose a short-term fix, such as early retirements, layoffs, and reduced training. This point is important to acknowledge, since it means that ‘rational’ decisions do not always prevail.” The Center outlines some structural changes some jurisdictions have made:

- Changes to the retirement system, such as removing early-retirement incentives or penalties for working past retirement eligibility.
- Changes to enable employees to choose phased retirement.
- Changes to allow the jurisdiction to re-hire its own retirees.
- Changes to the merit system or civil service rules regarding recruitment, selection, succession management, and other processes.

*Does your agency need PEP?
OPM can help!
Check out
“PEP Ideas Save \$\$\$”
on the OPM Website.*

Succession Planning: Passing the Torch

James Perez, OPM

While agencies today are dealing with the harsh reality of budget shortfalls and hiring freezes, there is one potential workforce crisis that agencies are starting to realize will be an even a bigger problem in the future: Who will be around to lead agencies in carrying out their mission and vision in the years to come? This potential crisis has loomed larger and larger each year as a result of more state employees becoming eligible to retire. In fact, by the year 2006, over 30 percent of the workforce of the state of Oklahoma will be eligible to retire.

What can an agency do to prepare its workforce to assume key positions in the future? One important strategy for promoting continuity in a public sector organization is *succession planning*. In a nutshell, succession planning consists of agencies assessing critical positions needed to carry out their mission and making sure that the proper workforce is prepared to qualify for those critical positions. Succession planning is seen as more than just an assessment and selection tool for key positions, it is also seen as a way to develop individual talent within an organization so that an agency will have a talent pool that is greatly diversified in agency management in order to meet future expectations. In addition, succession planning also brings about the following benefits:

- Succession planning allows agency management to engage in a regimented review of current employee talent who have the potential to become tomorrow’s agency leaders.
- Succession planning ensures continuity of leadership and culture within an agency.
- Succession planning helps an agency to assess its talent pool.
- Succession planning allows an agency to retain key talent while at the same time making the agency marketable to job seekers.
- Succession planning allows an agency to translate agency strategies to specific capabilities. These capabilities will in turn help an agency be successful in the years

to come.

When key positions are open, there tends to be an immediate need to fill these positions as soon as possible. However, problems occur when these vacancies are filled by employees who are not ready to assume the responsibilities of these positions. The end results tend to be poor performance by these employees, a higher turnover rate in these positions, and an overall lack of consistency within these positions.



Succession planning allows agencies to use a more proactive approach by developing a pool of high-potential employees who will be able to perform in critical agency positions both now and in the future. In fact, with the reality of the state government environment changing every year, succession planning is best implemented when agencies not only develop their high performing employees with the essential competencies needed for these positions, but also create a sense of flexibility within these employees. These employees will be able to implement this flexibility in agency management, which in turn will support an agency’s strategic needs.

Like all other development initiatives, succession planning has been seen by some organizations as pre-selection. Here are a few suggestions to assist agencies in implementing a succession planning process that is both fair and equitable:

- Make sure to communicate the possible employment opportunities of critical agency positions to all agency personnel.
- Establish eligibility parameters with some flexibility.
- Delineate all key competencies that are needed in these positions clearly.
- Inform employees of the type of suc-

Succession Planning, continued on page 8

Succession Planning, continued from page 7

cession planning that will be used by agency management and explain why the agency has chosen this process.

- Give all employees an opportunity to participate in the process.
- Clearly indicate to all participants that participating in the process is not a guarantee of employee advancement to agency positions.
- Assess an employee's competencies thoroughly so that an overall competency assessment of the employee is not narrowly defined.
- Prepare employee development plans on an individual level.
- Diversify employee development opportunities and make sure that they are feasible both to the employee and the agency.

In the end, proper succession planning will require key agency personnel to participate in the process. Participation will be especially important among senior agency management, HR, and line managers. By having the proper support and customization in place, succession planning will allow agencies to develop their future workforce in order to lead the agency where it wants to go.



Approximately 115 representatives from 52 state agencies attended the annual OPM Legislative Briefing on June 12 in the Sequoyah/Will Rogers Concourse Theater. Dayna R. Petete, OPM Assistant Administrator for Communications and Legislative Liaison (pictured above), provided information on HR-related legislation that passed during the 2003 session and was signed into law by Governor Henry. Lydia Lee, General Counsel for the Oklahoma Public Employees Retirement System, shared information on 2003 retirement legislation.



Diane Crabbe, Oklahoma State and Education Employees Group Insurance Board (OSEEGIB); Diane Haser-Bennett, OPM; and Jeannette Williams, OSEEGIB; were the proud recipients of door prizes given out during one session of the Annual IPMA Southern Region Conference, held June 1 - 4, in Tampa, Florida. Conference topics included "Building a Better World or Everything I Need to Know I Learned from My Grandfather's Tool Box," "Dispute Resolution in the Workplace," "Training By Satellite," and "Sex in the City: Theme and Variations."

Eighty-Six Percent Met Mandatory Training Requirement in 2002

Carrie Rohr, OPM

The *Mandatory Supervisory Training Requirement Report* for 2002 indicates that over 86 percent of state agency managers and supervisors fully met the requirement for calendar year 2002, as required by Section 530:10-17-91 of the Merit Rules for Employment. Another seven percent of this group partially met the requirement.

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: **34,520.35**
- Total number of supervisors: **6,372** (18.46% of all employees)
- Number and percentage of supervisors completing training: **5,538** (86.91% of all supervisors)
- Number and percentage of supervisors partially completing training: **467** (7.33% of all supervisors)
- Number and percentage of supervisors not completing training: **369** (5.79% of all supervisors)
- **52** agencies reported 100% participation (44% of total agencies)
- **17** agencies reported 90 - 99% participation (14% of total agencies)
- **12** agencies reported 80 - 89% participation (10% of total agencies)
- **6** agencies reported 70 - 79% participation (5% of total agencies)
- **2** agencies reported 60 - 69% participation (2% of total agencies)
- **4** agencies reported 50 - 59% participation (3% of total agencies)
- **26** agencies reported fewer than 50% participation in training last year (22% of total agencies).

The most common reasons listed by agencies for not completing training last year were budgetary freezes on training; scheduling conflicts; workload; furloughs and retirements; and staff shortages.

Your input is very much appreciated. If there are questions or if additional information is needed, please contact Carrie Rohr, OPM Human Resource Development Services Department, at (405) 521-6344.

Employers Voluntarily Go Beyond FMLA, Survey Finds

International Public Management Association for Human Resources

March 2003 IPMA-HR News

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A new Society for Human Resource Management survey finds that most organizations provide extended leave benefits beyond the requirements of the Family and Medical Leave Act (FMLA). Over the last 10 years, the well-intended law has not kept pace with the demands of the workplace, SHRM said in a press release. Human resource professionals struggle to comply with the lengthy regulations because of the Act's complexity and the varying interpretations of the law by the Department of Labor and the courts, a SHRM press release said. The primary challenges for HR professionals are discerning what constitutes a serious health condition where FMLA would be legitimately used, and tracking the amount of time used during intermittent leave. The results of the SHRM survey, conducted in January:

- 63 percent make exceptions to FMLA to provide more flexibility for employees.
- 57 percent of organizations offer job protected leave beyond FMLA requirements, such as paid leave, leave for parent-teacher conferences or for employees who have been employed for less than 12 months.
- 62 percent of organizations assign the work of employees on leave to other employees, while just 15 percent most often hire temporary employees.
- 34 percent of HR professionals were aware of employee complaints because of a coworker's questionable use of FMLA leave.
- Less than half of leave requests (48 percent) were scheduled in advance.
- Respondents indicated that medical leave was requested twice as often as family leave.
- 50 percent of HR professionals said they had approved leave requests they believed were not legitimate, but had to be granted due to DOL interpretations of the law.

Meanwhile, unions like the International Brotherhood of Electrical Workers (IBEW) don't think the FMLA goes far enough. Surveys show that over 40 percent of pri-

vate-sector workers are unable to take advantage of FMLA because they work for businesses with fewer than 50 employees, says an article on the [IBEW Website](#). In addition, the article says, many part-time workers are not covered because they have not worked enough hours in the past 12 months to be eligible. And the law does not address many important family responsibilities that require time away from the job, such as childhood immunizations or coping with domestic violence. At the federal level, some members of Congress have offered proposals to enhance the FMLA, such as lowering the coverage threshold to 25 employees, expanding the qualifying circumstances for FMLA leave and funding demonstration programs for partial replacement of lost wages. Several states have extended FMLA protections beyond the limits of the federal statute.

Oregon, for example, covers workers in companies with 25 or more employees. The major public program currently addressing the unpaid leave is temporary disability insurance, which partially replaces lost wages for employees who are temporarily disabled for medical reasons, including pregnancy and childbirth. Five states (New York, California, New Jersey, Rhode Island and Hawaii) and Puerto Rico use temporary disability insurance systems.



On May 27, 2003, the Supreme Court ruled that states are not immune from suits for money damages brought under FMLA. The case is Nevada Dept. of Human Resources v. William Hibbs, Docket No. 01-1368. You may read the slip opinion for this case on the [Supreme Court Website](#).

Labor Department Marks 10 Years of FMLA

International Public Management

Association for Human Resources

March 2003 IPMA-HR News

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The law that provides up to 12 work weeks of unpaid leave annually for family and medical reasons has reached its tenth anniversary.

The Family and Medical Leave Act (FMLA) requires employers with 50 or more employees to provide job-protected leave for eligible employees to care for a child after birth, adoption or placement for foster care; to care for their spouse, son, daughter or parent who suffers from a serious health condition; or to care for their own serious health condition that prevents them from performing their job.

To be considered eligible, employees must work for an employer who has 50 or more employees within 75 miles of their work site, and must have worked for the employer for 12 months and worked at least 1,250 hours in the 12 months prior to taking FMLA leave.

For the duration of FMLA leave, employers must maintain the employees' health coverage under group health plans. Most employees must be restored to their original or equivalent positions with equivalent pay, benefits and other employment terms. In addition, the use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of a worker's leave.

The law is enforced by the Wage and Hour Division of the US Department of Labor's Employment Standards Administration.

The Labor Department's Website includes frequently asked questions about the [FMLA](#) and [FMLA Compliance Assistance](#) page for employers.

Keep an eye on "Did You Know" on the OPM Website for up-to-date information on Oklahoma state government HR issues.

OPM Committee Calendar

Affirmative Action Review Council
9/17/03, 10/15/03,
11/15/03, 12/17/03—2:00 p.m.
Department of Agriculture, Food & Forestry

**Agency Quality
Coordinators Network**
Meets at the call of the chair

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
7/23/03, 10/22/03—10:00 a.m.
*Office of Personnel Management
Conference Room G-91*

**Governor's Advisory Council
on Asian-American Affairs**
7/25/03, 10/24/03—2:00 p.m.
*Office of Personnel Management
Conference Room G-91*

**Governor's Advisory Council on
Latin-American & Hispanic Affairs**
7/14/03, 10/27/03—2:00 p.m.
*Office of Personnel Management
Conference Room G-91*

**Human Resources Management
Advisory Committee***
Meets at the call of the chair
*** See FYI this page.**

**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
8/13/03, 11/12/03—2:00 p.m.
*Office of Personnel Management
Conference Room G-91*

**Oklahoma Commission
on the Status of Women**
8/28/03, 9/25/03,
10/23/03, 11/20/03—1:30 p.m.
*Office of Personnel Management
Conference Room G-91*

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, check out the [OPM Advisory Body Meetings](#) link on the OPM Website.

FYI

SB 703, which became effective July 1, 2003, abolished the Human Resources Management Advisory Committee (HRMAC) and transferred its remaining responsibilities to the OPM Administrator—approval of model projects, delegation of personnel functions, and the Human Resource Management Plan and Self-Evaluation Report system for state agencies. In 1994, the Oklahoma Legislature created the HRMAC and directed it to make five studies relating to the state service; a report on these studies was completed in 1996.

3A Memos Since April 2003

03-29 (6/30/03)
Reduction-in-Force Procedures

03-28 (6/27/03)
Permanent Amendments to the Merit Rules

03-27 (6/26/03)
Transition to Hourly Leave Accrual Basis (Correction to 03-22, which was issued 5/22/03)

03-26 (6/26/03)
Federal Tax Table Changes

03-25 (6/12/03)
2003 Major HR-Related Legislation

03-24 (6/6/03)
Briefing on HR-Related Legislation

03-23 (5/30/03)
Shared Leave Registry

03-22 (5/22/03)
Transition to Hourly Leave Accrual Basis (see 03-27 above)

03-21 (5/22/03)
HR-Related Legislation (SB 371 & HB 1086)

03-20 (5/15/03)
Mandatory Supervisory Training Requirement Report for 2002

03-19 (5/15/03)
State Employees Affected by Tornadoes on May 8 and 9, 2003

03-18 (4/29/03)
Executive Order 2003-07

03-17 (4/23/03)
Military Leave and Related Issues

03-16 (4/18/03)
Public Service Recognition Week

03-15 (4/14/03)
Proposed Amendments to PEP Rules

03-14 (4/8/03)
2004 Holiday Schedule for State Employees

03-13 (4/3/03)
HR-Related Legislation (HBs 1114 & 1127)

03-12 (4/2/03)
Trial Period on Intra-Agency Lateral Transfer

Note: All Appointing Authorities Memos are available on the OPM Website.

Agency HR Changes Since March 2003

Department of Central Services
Gerry Smedley
Human Resource Director

Corporation Commission
Louis Burkhart
Acting Director of Personnel

Pam Fye
Administration Division Director
Resigned

Sandy James
Human Resource Management Specialist

Employment Security Commission
Angela Johnson
*Human Resource Assistant
Insurance and Benefits*

Office of State Finance
Kristin Griffin
Director of Human Resources
Beverly Henry
Director of Human Resources
Retired

Health Care Authority
Tansy Diaz
CAPIP Executive Fellow
Kristin Griffin
*Resigned to accept position as
Director of Human Resources at OSF*

Merit Protection Commission
Mehin Fearington
Resigned

Office of Personnel Management
Barry Breckle

*Human Resource Management Specialist
Employee Selection Services*
Resigned

Tansy Diaz
*CAPIP Executive Fellow
Employee Selection Services*
Resigned

Larry Fisher
*Human Resource Programs Director
Human Resource Development Services*
Retired

Veronica Grant
*CAPIP Executive Fellow
Employee Selection Services*
Resigned

Lee Hayden
*Human Resource Programs Manager
Human Resource Development Services*
Retired

HR Changes, continued on page 11

- Cyndy Kyle
Administrative Technician III
Management Services
Resigned
- Carrie Robr
Human Resource Programs Manager
Human Resource Development Services
Detailed to Special Duty
- Grayson Roulston
Human Resource Programs Manager
Financial Management Services
Retired
- Yvette Talley
Accountant
Financial Management Services
Resigned
- Delois Webb
Human Resource Management Specialist
Management Services
Retired
- Cynthia Williamson
Payroll Benefits Coordinator
Financial Management Services
(September 2, 2002)
- Shelley Wise
Administrative Assistant
Human Resource Development Services
Retired
- Real Estate Commission**
Pat Dacus
Human Resource Administrative Assistant
- State Treasurer**
Marria Bratcher
Personnel Manager
- Department of Veterans Affairs**
Sylvester Wielgus
Human Resource Programs Manager
Lanton/Ft. Sill Division

Executive Orders Since April 2003

2002-07 (4/14/03)
Executive Orders Remaining in Effect Pursuant to Title 75 O.S. Section 256

2003-05 (4/2/03)
2004 Holidays Observed by the State of Oklahoma

Note: These Executive Orders may be viewed in their entirety on the Website of the [Secretary of State](#).

Interested in the Certified Public Manager Program? Log onto the OPM Website for information!

Remaining 2003 Holidays

- Monday, September 1
Labor Day
- Tuesday, November 11
Veterans Day
- Thursday & Friday, November 27 & 28
Thanksgiving
- Thursday & Friday, December 25 & 26
Christmas

2004 Holidays

- Thursday, January 1
New Year's Day
- Monday, January 19
Martin Luther King, Jr. Day
- Monday, February 16
Presidents' Day
- Monday, May 31
Memorial Day
- Monday, July 5
Independence Day
- Monday, September 6
Labor Day
- Thursday, November 11
Veterans Day
- Thursday & Friday, November 25 & 26
Thanksgiving
- Friday, December 24
Christmas
- Friday, December 31
New Year's Day

F.V.I.

Permanent amendments to the Merit Rules become effective July 15, 2003. Emergency amendments to the Merit Rules were approved by Governor Henry on July 1, 2003, and became effective immediately. OPM is working on additional emergency amendments to the Merit Rules due to statutory changes made during the 2003 Legislative Session. A rules hearing will be held to permit comments on the emergency rule proposals currently being drafted. Information will be distributed to agencies via e-mail and will be available on the OPM Website.

Oklahoma Women's Hall of Fame Inductees Honored

From the [Website](#) of the Oklahoma Commission on the Status of Women

Five new members of the *Oklahoma Women's Hall of Fame* were inducted during a ceremony held March 27 at the State Capitol: Esther Houser, Oklahoma City; Judge Vicki Miles-LaGrange, Oklahoma City; Judge Linda Morrissey, Tulsa; Lynn Schusterman, Tulsa; and Donna L. Shirley, Norman. Lt. Governor Mary Fallin hosted the induction ceremony.

- In 1979, **Esther Houser** created the state's Long-Term Care Ombudsman Program, which provides advocacy services for institutionalized persons over the age of 60. Today, she is the leader of the Office of the State Long-Term Care Ombudsman for the Department of Human Services Aging Services Division.
- **Vicki Miles-LaGrange** has been a District Judge for the United States District Court for the Western District of Oklahoma in Oklahoma City since her nomination and confirmation in 1994. She was the first African-American Federal judge in Oklahoma and in the six states that comprise the U.S. Tenth Circuit Court of Appeals.
- **Linda Morrissey** is a state District Judge for the 14th Judicial District in Tulsa County. Before becoming a District Judge in 1999, Judge Morrissey served four years as a Special Judge in Tulsa County. Judge Morrissey has been a pioneer in family-domestic law, initiating and implementing ground breaking programs that have positively impacted thousands of children, women, and families.
- **Lynn Schusterman** is president of the Charles and Lynn Schusterman Family Foundation, which annually approves and oversees the distribution of more than \$10 million in grants that support Jewish life in Oklahoma, the United States, Israel, and in the former Soviet Union, as well as Oklahoma-based non-

Hall of Fame, continued on page 12

sectarian charitable groups that focus on education, children, and community service.

- **Donna L. Shirley** is a well-known educator, speaker, consultant, and trainer. She holds degrees from the University of Oklahoma in journalism and aerospace engineering. Ms. Shirley held one of the highest positions in the aerospace field when she retired as Manager of the Mars Exploration Program for the Jet Propulsion Laboratory in Pasadena, California.

The *Oklahoma Women's Hall of Fame* was created in 1982 by then-Governor George Nigh.

Inductees 1982-2002

1982

Hannab Diggs Atkins, Kate Barnard, June Brooks, Gloria Stewart Farley, Aloysius Larch-Miller, Susan Ryan Peters, Christine Salmon, Edith Thomas Wallace

1983

Zelia N. Breaux, Kate Frank, Leona Mitchell, Dr. Jean Pitts, Judge Juanita Stout, Judge Alma Wilson

1984

Angie Debo, Jeane Duane Kirkpatrick, Jewell Russell Mann, Zella J. Patterson

1985

Mae Boren Axton, June Tompkins Benson, Pam Olson, Betty Durham Price, Bertha Frank Teague

1986

Sara Ruth Cohen, Vinita Cravens, Ruby Hibler Hall, Elizabeth Ann McCurdy Holmes, Grace Elizabeth Hudlin, Wilma P. Mankiller, Edna Mae Phelps, Evelyn La Rue Pittman.

1993

Marie Cox, Anita Faye Hill, Moscelyn Larkin, Jacquelyn C. Longacre, Shannon Lucid, Clara Luper, Opaline Deveraux Wadkins, Pat Woodrum

1995

Nancy Goodman Feldman, Barbara J. Gardner, Ruth Blalock Jones, Mona Salyer Lambird, Gloria Grace Langdon, Bernice Compton Mitchell, Donna Nigh

1996

Representative Betty Boyd, Ada Lois Sipuel Fisher, Lela Foreman, Sandy Ingraham,



2003 Oklahoma Women's Hall of Fame inductees (l to r) Donna Shirley, Lynn Schusterman, Esther Houser, Vicki Miles-LaGrange, and Linda Morrissey.

Lorena Males, Senator Bernice Shedrick, Valree Fletcher Wynn

1997

Isabel Keith Baker, Jessie Thatcher Bost, Norman Eagleton, Kay Goebel, Ruth Gilliland, Kistler Hardaman, Beverly Horse, Mazola McKerson, Senator Penny Baldwin Williams

2001

Representative Jari Askins, Shirley Bellmon, Dorothy Moses DeWitty, Sandy Garrett, Lynn Jones, Justice Yvonne Kauger, Jill Zink

2002

Esther Houser, Vicki Miles-LaGrange, Linda Morrissey, Lynn Schusterman, Donna Shirley

Editor's Note: The Oklahoma Women's Hall of Fame is sponsored by the Oklahoma Commission on the Status of Women. 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 thirty 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.

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

Life in State Government Before and After the State Mentor Program

Connie Eggleston, DHS

I came to Oklahoma in August 1981, to get away from the fast-paced city life of Chicago, Illinois. When I arrived, I had my bachelor's and master's degrees, and some experience, but no job. I found OPM, located in the basement of the Jim Thorpe Building, where I applied for a Social Worker position with the Department of Human Services (DHS). I began work for DHS in November 1981, at the Oklahoma County 55C office. I was eager to go and ready to learn. I attended training for entry-level employees and did not stop there.

I signed up for as much training as my supervisor would approve. I made it to the DHS state office as a Specialist on Aging within two years. I continued to take train-

State Mentor Program, continued on page 13

ing courses offered through OPM.

I truly believe in training as an avenue for advancement. I remember when we had to complete cover letters to apply for positions within DHS. I always indicated my desire to have more responsibility in state government through my work. The training and my desire proved beneficial. I became a Planning Specialist and, in December 1990, a Programs Field Representative. The promotions occurred in a nine-year time span in my career with DHS.

Well, to me this was not enough. I felt it was time for me to put myself in a more responsible position in state government. I had good ideas and wanted to implement them in a more decision-making position. I knew that in order to obtain this goal I needed more training. So, I completed the application process for OPM's Certified Public Manager (CPM) Program, and in June 1996, became a Certified Public Manager.

Well, four years after completing the CPM program, I still had not received a promotion. I had worked for the Aging Services Division for 13 of my 15-year career with DHS and I felt a need for more challenging work. I did not give up and took action again. I felt that my education, experience, and training were major reasons for my success in state government.

So, I sought nomination for OPM's Mentor Program. My Division Administrator, Roy Keen, submitted my name. I entered the program in July 2000, with in-

I am utilizing experiences obtained through the Mentor Program to fulfill the mission of the DHS Aging Services Division to serve elderly Oklahomans in need.

—Connie Eggleston

tentions to expand my horizons for career advancement.

It was the purpose of the Mentor Program that attracted me. During the program's two-year stint, the words used to define its purpose rang in my ears. I was saying, "I am in a program designed for state employees who have executive potential. Once I complete the program, I will return to my state agency with more experience in public policy decision-making. I will conclude the program better prepared to contribute to the fulfillment of my agency's goals and mission". I had hopes of a promotion to an executive level decision-making position in an area besides aging.

A requirement for Mentor Executives is to complete a major project at the end of each six-month rotation in a state agency. I wrote papers for the Oklahoma State Health Department, the Oklahoma State Senate, and OPM. Mentor Executives complete the last six-month rotation at their home agency and return to their previous position upon completion. It was time to work on my project for the last rotation at DHS before returning to the Aging Services Division. I was set to rotate throughout the various Divisions of DHS. However, my mother became terminally ill and the plan changed. I was about to embark on a trip to Chicago to utilize the skills obtained in Aging Services to help my mother. Calling around to the various agencies to ensure I knew what services were available, I did not like the responses I received. The information and services provided appeared disjointed. So, I decided to utilize my 19-year experience in Aging Services to com-

plete a project entitled, *An Integrated Support Service System for Oklahoma's Elderly*.

I returned to DHS Aging Services Division after completing the Mentor Program in July 2002. There is no promotion to date, especially in light of the state budget situation. However, I am completing duties more complex than those I performed before my mentoring experience. The Division Administrator of Aging Services is assigning more difficult skill level duties and responsibilities. For instance, I am working with our Legal Services Developer to implement legislation passed, without an appropriation, to develop a public guardianship program and a low-cost prescription drug program. I am writing proposals to obtain funds to expand services for the aging.

Sometimes, obtaining more money through a promotion is not what matters in state government. The truth of the matter is I am utilizing experiences obtained through the Mentor Program to fulfill the mission of the DHS Aging Services Division to serve elderly Oklahomans in need.

Editor's Note: The purpose of the State Mentor Program, created by the Oklahoma Legislature in 1994, is to develop the executive potential of employees in all branches of state government, with a special emphasis on women, racial minorities, and individuals with disabilities. The Mentor Selection Advisory Committee selects candidates for the mentor program and recommends those candidates to the OPM Administrator for approval. Selection criteria includes, but is not limited to, demonstrated leadership qualities; outstanding achievement record; outstanding recommendations by supervisors or peers; special knowledge of state systems; and completion of the Certified Public Manager Program or similar achievement.



Hank Batty, OPM Deputy Administrator for Programs, and Connie Eggleston, DHS Aging Services. Ms. Eggleston was a Mentor Executive in the State Mentor Program from July 2000 until July 2002.



The Fall 2003 HRDS Training Semester begins September 10. When the Fall 2003 schedule has been completed, information regarding courses will be available on the OPM Website.

Federal Report Strongly Recommends Structured Interviews

Natasha Riley, OPM

The Merit Systems Protection Board (MSPB), a federal entity, has recently issued a report recommending using structured job interviews. According to an earlier MSPB survey, 95 percent of federal supervisors say they rely on an interview to a “great” or “moderate” extent when making a selection. The new report concludes that, because selection interviews are widely used and influential, it is important that they be used effectively.

In the new report, the MSPB advises agencies to use structured interviews to assess candidates for federal jobs. The report, *The Federal Selection Interview: Unrealized Potential*, states that structured interviews are twice as effective as unstructured interviews in predicting on-the-job performance.

In a structured interview, all questions are related to the job to be filled, and the same questions are asked of each candidate for the job. There is a pre-determined system for evaluating interview responses, and interviewers are trained in conducting and evaluating structured interviews. In contrast, an unstructured interview is informal, and questions are not necessarily job-related. The questions may vary for different candidates, there is no objective evaluation system, and interviewers may be untrained.

The report recommends that agencies decide in advance what purpose an interview is to serve and then design and conduct the interview accordingly. If the purpose is to use the interview as a recruitment tool, for example, an unstructured interview will suffice. However, a structured interview will be more effective if the purpose is to screen or rank candidates or make a final selection. The report also recommends that agencies invest the resources needed to add structure to their selection interviews and that they evaluate their interview practices for effectiveness and possible improvement.

OPM offers a [course](#) on developing a structured interview through the Human Resource Development Services (HRDS) Department and HRDS schedules are available on the OPM Website. Another resource available on the OPM Website is a manual entitled [Developing and Administering](#)

[Structured Interviews](#). The manual was released in May 2001, and has received praise from state agencies in Oklahoma and other states.

Copies of the MSPB report may be obtained from the MSPB, Office of Policy and Evaluation, 1615 M Street, NW, Washington, DC, 20419; phone: (202) 653-6772, ext. 1350; V/TDD (800) 877-8339. The [report](#) may also be downloaded from the Board's Website.

OKDHS Employees Invited to Share Ideas With DHS.ShareIdeas.CPM

Cheryl F. Crawford and Kevan Goff-Parker, OKDHS

The Oklahoma Department of Human Services (OKDHS) wants employee cost-cutting ideas, suggestions and comments and has created a high-tech employee suggestion box ideally suited to help employees share their thoughts through the medium of the InfoNet, the agency's Intranet system.

Faced with ongoing budget challenges, Howard H. Hendrick, Director of OKDHS and Cabinet Secretary of Human Services to Governor Brad Henry, recently asked a group of Certified Public Managers (CPM) within OKDHS to create a new and improved method of capturing employees' suggestions. As a result of the team's efforts, InfoNet surfers can now access the [DHS.ShareIdeas.CPM](#) link.

“These CPMs possess excellent organizational and managerial skills,” Hendrick said. “They are an asset not only to us, but the people we serve. I value their contributions and will incorporate many of their recommendations into the fabric of OKDHS.”

The creation of the [DHS.ShareIdeas.CPM](#) link began after the OKDHS CPM team contacted other state agencies and researched how statewide suggestions were gathered and analyzed within their respective organizations.

While research revealed that each agency was committed to reviewing suggestions made by employees, it also discovered such suggestions were reviewed usually only at a local or regional level. From an organizational level, the team found nothing available to consolidate ideas and review them in a unified format.

The OKDHS Steering Committee and Project Review team used the skills of OKDHS Data Services Division employees and created a new process that allows the agency's more than 8,000 employees in 77 counties to access [DHS.ShareIdeas.CPM](#) by using prompts on their Microsoft Outlook mailbox.

The criteria to develop the document came from Malcolm Baldrige Award performance standards, feasibility studies from the Michigan Department of Transportation and the Washington and Oregon Departments of Commerce, plus long-range vision and planning ideas were gathered from the Tasmanian Government.

Employees with an idea or suggestion can bring up the online document, complete the section for ideas and hit send. The ideas then converge on a central mailbox. From there, members of the OKDHS Project Review Team compile the information in a Reader's Digest-type format, making sure that each suggestion is cataloged. Each suggestion becomes anonymous when presented in the next stage. The OKDHS CPM Project Review Team and the OKDHS Steering Committee then review the suggestions and make rec-

F.Y.I.

Another interesting Merit Systems Protection Board report is entitled,

“Help Wanted: A Review of Federal Vacancy Announcements.”

It is available on the [MSPB Website](#).

OKDHS CPM, continued on page 15

ommendations to OKDHS executive of-
ficers as to whether each idea merits more
study.

The project began in mid-March, and
so far, more than 100 suggestions have
come in—representing a potential savings
of millions of dollars.

“That’s exciting,” Hendrick said. “One
of the most valued features of the project
is that we get to use the expertise and know-
how of the people on the frontlines of day-
to-day operations—they are the ones who
continue to perform with dedication and
devotion to the individuals we serve.”

Governor Henry’s Cabinet

Adjutant General

Brigadier General

Harry M. “Bud” Wyatt 1999

Secretary of Agriculture

Terry Peach

Secretary of Commerce & Tourism

Kathryn L. Taylor

Secretary of the Environment

Miles Tolbert

Secretary of Finance & Revenue

Scott Meacham

Secretary of Health

Tom Adelson

Secretary of Human Resources

& Administration

Oscar B. Jackson, Jr.

Deputy Secretary of Human Resources

& Administration

Pamela Warren

Secretary of Human Services

Howard Hendrick

Secretary of State

Susan Savage

Secretary of Transportation

Phil Tomlinson

Secretary of Veteran Affairs

Norman Lamb

*Note: Other Cabinet positions to be filled
include Education, Safety & Security, and
Science & Technology.*

Debbie Smith President-Elect of AACPM

Carrie Rohr, OPM

In May 2003, Debbie Smith, Chief Tech-
nology Officer and Deputy Division Ad-
ministrator of the Department of Human
Services Data Services Department, was
elected President-Elect of the American
Academy of Certified Public Managers
(AACPM). Smith has been an Oklahoma
state employee for 32 years. She graduated
from Oklahoma’s Certified Public Manager
Program in 1991.

Smith stated, “The CPM program in
Oklahoma came along at a point in my ca-
reer that was most timely. I felt so proud
the day I received my CPM certificate and I
frequently share with new graduates that for
me, this day was even more meaningful
than the further education I have completed.
The skills and knowledge I gained from the
program gave me the confidence I needed
to complete my BA, and then my MBA,
and now to hold a major office at the na-
tional level of CPM.”

Smith continued, “This program and
the truly dedicated staff of OPM’s Human
Resource Development Services Depart-
ment have been great mentors in my life
and my career. I owe a great debt to all of
CPM and trust that spreading the CPM



Debbie Smith

message at the national level and pushing
for the continued growth of CPM will be
one way that I can begin to honor my debt.”

Smith hopes to see “the CPM designa-
tion recognized in government the same
way a CPA is recognized in the financial
world.”

Smith will begin her term as President-
Elect on January 1, 2004.



*During the April 14, 2003, meeting of the Governor’s Advisory Council on Latin-American and
Hispanic Affairs, Gerald Adams (far left), Governor Brad Henry’s Chief of Staff, informed the
Council that Governor Henry had signed **Executive Order 2003-07**, which recreated the
Council. Pictured with Mr. Adams are Council members (second from left to right) Guillermo
Rojas; Juanita Salazar Lamb, Chair; Oscar Quiroga; and Jerry Orellana.*

OPM Recognizes “HR Heros” During Public Service Recognition Week

During Public Service Recognition Week, May 5 - 9, 2003, OPM recognized individuals from other state agencies whom OPM Team members believed contributed to OPM’s mission: “We serve the people of Oklahoma by delivering reliable and innovative human resource services to our partner agencies to achieve their missions.”

Diane Haser-Bennett, OPM Assistant Administrator for Management Services, nominated Terri Berry, Department of Rehabilitation Services; Ron Wilson, Oklahoma Health Care Authority; Jim Schuelein, Oklahoma Water Resources Board; and Lisa Smith, Oklahoma Commission on Children and Youth.

Natasha Riley, OPM Director of Personnel Assessment, nominated Denise Edwards, Department of Labor.

Tom Impson, OPM Interim Director of Applicant Services, nominated Glynna Birch, Department of Corrections.

Brenda Thornton, Director of the OPM Office of Equal Opportunity and Workforce Diversity, nominated Jim Bratkovich, Office of State Finance.

Dayna Petete, OPM Assistant Administrator for Communications and Legislative Liaison, nominated Joanie Batty, Department of Rehabilitation Services, and Ed Sweeney, Department of Human Services.

All nominees were honored during the monthly OPM Team meeting on May 9, which also featured a breakfast sponsored by members of the OPM Management Team.



OPEA Executive Director Gary Jones poses a question during a rules hearing held on March 20, 2003, in the Concourse Theater.

OPM Team Project Wins Governor’s Commendation Award

Brenda C. Thornton, OPM

The All New Oklahoma State Government EEO/AA Status Report received a Governor’s Commendation Award and a Certificate of Recognition during *Quality Oklahoma Team Day 2003* at the state Capitol on May 8, 2003. The project, created by OPM staff members, was one of 34 projects submitted for consideration and 37 exhibited on Team Day. Awards were presented during ceremonies held in the state House Chambers.

Projects were evaluated based on uniqueness or originality; use of Quality processes, methods or tools; and measurable results. The goals and objectives of the OPM project were to utilize today’s technology to find a smarter, faster, and less expensive means of creating, producing, and distributing the annual *Oklahoma State Government Equal Employment Opportunity/Affirmative Action Status Report* and to meet the mandatory deadline established by law. Previously, the report was calculated manually, taking months to input and correct, and several “man-hours” to complete. The report is now put onto a spreadsheet that automatically performs the mathematical procedures, identifies mistakes, and creates the cumulative statewide statistical document, thus cutting down on time and “man-hours” to complete. The complete **report** is also placed on the OPM Website for anyone to access, thereby costing OPM nothing to distribute it.

Members of the Project Team included Brenda C. Thornton and Ann Craven, Office of Equal Opportunity and Workforce Diversity; Cynthia Clegg, former Deputy Administrator for Programs; Cynthia Kyle, Print Shop; Marcia Alexander, Graphics; Jose Posa, Financial Management Services; Dayna R. Petete, Office of Communications; Grayson Bedwell, Human Resource Development Services; and Gabe Marler and Randy Peter, Information Technology Services.



Project Team members included (l to r) Linda Williamson, Brenda C. Thornton, and Marcia Alexander.

Reduction-in-Force and Voluntary Out Statistics—July 1, 2003

Compiled by David Hays, OPM

Positions Eliminated—FY 03

Career and Technology Education—31
Department of Commerce—21
Department of Education—91
Office of State Finance—7
Department of Health—107
Department of Human Services—64
Indigent Defense System—27
Office of Personnel Management—9
Tourism & Recreation—2

FY 03, continued

Will Rogers Commission—1
Positions Eliminated—FY 04
ABLE Commission—7
Department of Central Services—21
Corporation Commission—47
Department of Health—20
Office of Juvenile Affairs—56
Office of Personnel Management—3
Tourism & Recreation—17