

**State of Oklahoma  
Office of Personnel Management  
FY 02 Annual Report**

**20th Anniversary of the  
Oklahoma Personnel Act and  
the Office of Personnel Management**

**Oscar B. Jackson, Jr.  
Administrator and  
Cabinet Secretary of Human Resources**

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**State of Oklahoma  
Office of Personnel Management  
FY 02 Annual Report**

**"Celebrating 20 Years of  
Serving Equal Opportunity Employers"**

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**State of Oklahoma  
Office of Personnel Management  
FY 02 Annual Report**



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# Foreword

*From the Third Quarter 2002 HR Exchange "From the Desk of the Administrator", Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources*

Anniversaries are always a good time to reflect and take stock of what has gone on before, as well as a time to look toward the future and wonder how the next 20 years will compare with those we pause to celebrate.

As I sat down and thought about what I wanted to say during the July 31 observance of the 20th anniversary of the passage of the Oklahoma Personnel Act (OPA) and the creation of OPM and the Merit Protection Commission, I began to jot down a few of the OPM programs that had come into being during the last two decades. Before I knew it, just a "few" items turned into the following list:

*Performance Appraisal*—From its inception in 1982, the OPA required agencies to

adopt and maintain a system of employee service ratings. In response, OPM developed and implemented the Employee Service Evaluation (ESE), which was in existence until January 2000, when it was replaced by the Performance Management Process (see below).

*Affirmative Action Plans (AAPs)*—Since 1984, the OPA has required state agencies to prepare Affirmative Action Plans (AAPs) and OPM to report annually on the progress made by governmental entities in the area of Affirmative Action, including the status of the recruitment of women, men, and minorities within EEO job categories. Since 1994, the OPM Administrator has been responsible for implementing the state's Affirmative Action policies and for ensuring Equal Employment Opportunity in state government, and agency Appointing Authorities have been responsible for Affirmative Action efforts and progress as evidenced in their annual submission of AAPs to OPM. The Affirmative Action Review Council was created by the Legislature in 1994 to assist in the implementation of Affirmative Action and Equal Employment Opportunity efforts in state government. The OPM Administrator consults with AARC members concerning the standards that executive branch agencies must follow in adopting their AAPs; AARC members review AAPs

## 20th Anniversary Reflections



*During the OPM 20th anniversary observance on July 31, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources (far right), recognized 11 OPM employees who had served the agency for 20 years or more (left to right): Cassandra Patmon (October 20, 1980); Marsha Reeder (September 5, 1979); Hank Batty (October 1, 1979); Linda Helms (October 4, 1980); Randy Peter (February 19, 1980); Shelley Wise (May 26, 1982); Joe Davenport (February 1, 1969); Carrie Rohr (September 1, 1982); Emilou Hiebert (October 13, 1978); Debbie Tingler (August 15, 1978); and Lee Ardrey (July 20, 1982).*

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for compliance with these standards.

*Voluntary Payroll Deduction Program*—VPD was created by the legislature in 1984, to enable state employees to have employee association dues, credit union payments, and supplemental insurance premiums automatically deducted from their paychecks.

*Productivity Enhancement Program (PEP)*—Since 1985, the state of Oklahoma has presented cash and non-cash incentive awards through PEP to state employees for ideas, programs, and projects which result in increased productivity, cost curtailment, revenue generation, or improved safety, efficiency, morale, or better services.

*Certified Public Manager Program*—CPM was created by OPM in 1986, as a comprehensive management-training program for state government employees; the legislature made it a statutory program in 1995.

## 20th Anniversary Reflections



*Representative James Dunegan (D-Coweta) (right) dropped by on July 31 to help OPM celebrate its 20th anniversary. Rep. Dunegan has co-sponsored every OPM request bill since 1995, and was the primary author of House Concurrent Resolution 1058 (2002), which commemorated the 20th anniversary of OPM, the Merit Protection Commission, and the Oklahoma Personnel Act.*

## 20th Anniversary Reflections



*Representative Jari Askins (D-Duncan) and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, at the 20th anniversary observance.*

*Carl Albert Public Internship Program*—CAPIIP was created by the legislature in 1988, to assist students at institutions of higher education in gaining experience and knowledge in state government and to encourage recruitment of such students to pursue careers in state government service.

*State Employee Assistance Program (EAP)*—Created by Governor Henry Bellmon by Executive Order in 1988; the legislature made the OPM State EAP a statutory program in 1992. The OPM State EAP, which is voluntary, provides assistance to state agencies in their management of employees whose personal problems may have a negative impact on job performance. The OPM State EAP also assists employees and their family members who are seeking corrective

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### 20th Anniversary Reflections



*The International Personnel Management Association (IPMA) sent 20th anniversary congratulatory letters and plaques to OPM and MPC. Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources (left), and James L. Howard, Executive Director of the Merit Protection Commission (right), accepted the plaques on behalf of their agencies.*

help with medical or mental health problems, including alcohol or drug abuse, and emotional, marital, familial, financial, or other personal problems.

*State Employee Child Care Program*—In 1989, the Legislature authorized the OPM Administrator 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. OPM opened a pilot day care center for state employees in the Tulsa State Office Building in August 1992. During the 1995 session, the Legislature amended the statutory provisions governing the Program to permit the development of additional centers.

*Oklahoma State Employee Charitable Contribution Act*—The Charitable Con-

tribution Campaign was created by the Legislature in 1989, for the purpose of establishing a single combined charitable solicitation that enables state employees to contribute to a variety of charitable organizations through payroll deduction.

*Personnel Management Information System*—PMIS was created by the Legislature in 1992, for the purpose of providing various management reports to facilitate decisionmaking within agencies, and to promote the efficient utilization of personnel resources by providing a method for tracking, monitoring, and reporting positions and employee transactions.

*Direct Deposit Act*—Created by the Legislature in 1991, the Act directed OPM to develop a method to electronically deposit employee paychecks. Currently, over 63 percent of the state's payroll is paid by direct deposit rather than by a paper warrant.

*Quality Oklahoma*—Governor David Walters created *Quality Oklahoma* in 1992, with a partnership with the Xerox Corporation promoting Total Quality Management. Although the program has expanded its focus, the initiative's goal remains to improve state services to Oklahoma citizens, empower decisionmaking at the lowest level, and encourage continuous improvement in meeting customer requirements and system redesign.

*Fair Employment Practices Act (FEPA)*—Created by the Legislature in 1988, FEPA is an optional hiring procedure used by state agencies to employ females, blacks, Hispanics, Asian/Pacific Islanders, and American Indians/Alaskan natives who are legal residents of the state in an effort to satisfy Affirmative Action hiring goals.

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## Foreword, continued

*Persons with Severe Disabilities Employment Program*—Created by the Legislature in 1987.

*Mandatory Supervisory Training*—Training for all executive branch supervisors has been required by the OPA since 1992.

*Agency Payroll System*—This system was initially created in 1981; since 1988, OPM has provided an automated and standard payroll process for 115 agencies in all 77 Oklahoma counties. The Agency Payroll System provides capabilities allowing Agency Payroll Coordinators to enter, maintain, and process employee information for over 37,000 state employees. This detailed, calculated payroll information is supplied nightly to the Office of State Finance, where accounting processes are performed. Various entities depend on the system to provide payments for voluntary and mandatory deductions. In 1992, the Legislature required all state agencies, excluding Higher Ed, to participate in the central payroll system administered by OPM.

*State Mentor Program*—Created by the Legislature in 1994, 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.

*Human Resources Management Advisory Committee (HRMAC)*—Created by the Legislature in 1994, to study the unclassified state service, recruitment and selection, single leave, performance appraisals, and delegation of personnel functions. HRMAC completed a final report of its findings and recommendations in 1996, following a year-and-a-half of study. HRMAC's remaining responsibility is to review and approve model projects proposed by agencies.

*Agency Services Unit*—Created by the Legislature in 1994 to assist agencies with their HR needs based upon their administrative capacity and resources. The unit, OPM's first self-directed work team, became fully operational in December 1995. Since May 1, 2002, the ASU has included a payroll and transactions component.

*Compensation Philosophy and "Stepless" Merit System Salary Schedule*—Created by the Legislature in 1994.

*Delegation Agreements*—Authorized by the Legislature 1994, to permit state agencies to undertake HR functions traditionally performed by OPM, including direct hire authority for hard-to-fill jobs, direct hire authority for professional practice licensure classes, certification of minimum qualifications, position allocation, and determination of veterans preference points.

## 20th Anniversary Reflections



*Applicants for state employment take a Merit System exam in 1946.*

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## Foreword, continued

*Agency Self-Evaluation of Human Resource Management and Human Resource Management Plan*—Created by the Legislature in 1995, to improve HR management by providing state agencies a tool to assess basic HR activities and to provide a basis for their HR Management Plan.

### 20th Anniversary Reflections



*In 1967 Merit System Office Team members recorded each job-related transaction for state employees on cards that were kept on file at the office. In 1967 there were 17,940 state employees.*

*Certified Personnel Professionals Training*—Required by the OPA since 1996, for all employees assigned to professional HR positions in the executive branch of state government, excluding Higher Ed.

*Affirmative Action/Civil Rights Personnel Training*—Required by the OPA since 1996, for state employees who serve as civil rights administrators, coordinators, or affirmative action officers in executive branch agencies.

*Discrimination Complaints Investigators Training*—Required by the Oklahoma Personnel Act since 1996, for all individuals

who investigate complaints of employment discrimination in executive branch agencies.

*Staff Support*—Since 1996, OPM has provided staff support for the Governor's Advisory Council on Asian-American Affairs and the Governor's Council on Latin-American and Hispanic Affairs. On July 1, 2002, OPM began providing staff support to the Oklahoma Commission on the Status of Women.

*OPM Website*—Went on-line in July 1997, to better communicate HR information to agencies, job applicants, and the public.

*HR Exchange*—Quarterly newsletter disseminated to all state agency directors, HR staff, and AA/EO personnel, as well as HR colleagues across the country, was first published in September 1997.

*State Work Incentive Program*—Created by the Legislature in 1997, to permit state agencies to hire individuals participating in the Temporary Assistance to Needy Families (TANF) program as unclassified employees.

*CAPIP News*—Quarterly newsletter for and about Carl Albert Public Internship Program Executive Fellows and Undergraduate Interns, which is disseminated to CAPIP participants, as well as all state agency directors, HR staff, and AA/EO personnel, began regular publication in March 1999.

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*Oklahoma Program Performance Budgeting and Accountability Act*—Created by the Legislature in 1999, for the purpose of better prioritizing state funding needs, reducing program duplication, enhancing budgeting information necessary to improve the efficiency of state operations, and improving state services to the public; required each state agency to make a strategic plan for its operations, covering five fiscal years, the first of which was due October 1, 2001, and authorized OPM to provide training or other services to state agencies. The Act implemented the recommendations of the *Quality Improvement Task Force*, which was created by the Legislature during the 1998 session to study and recommend ways of making Oklahoma state government more efficient.



*Governor Frank Keating (seated) signed SB 464, the "Classification and Compensation Reform Act of 1999," on June 10, 1999. Pictured with the Governor are (left to right) Joe Davenport, OPM; Rep. James Dunegan, co-author of the legislation; Selden Jones, Senate staff; Jim Lippert, OPM; Dayna Petete, OPM; George Humphreys, House staff; Sen. Mike Morgan, co-author of SB 464; Gary Jones, Executive Director of the Oklahoma Public Employees Association; Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources; and Jim Hazeldine, OPM.*



*OPM Team members (l to r) David Hays, Hank Batty, Jim Lippert, and Joe Davenport held numerous meetings with state agency HR staff during the months and weeks preceding passage of the Classification and Compensation Reform Act of 1999.*

*Classification and Compensation Reform Act of 1999*—Effective November 1, 1999; based on the *Classification and Compensation Reform Project (CCRP)*, which recommended adoption of a classification system based on job families that incorporate a wide variety of jobs; broad pay bands which provide agencies with the flexibility to address recruitment and retention needs; and a performance management system that requires managerial accountability and supports a pay-for-performance culture.

*Classification*—The Act required OPM to allocate positions to job families and agencies to determine job family levels.

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## Foreword, continued

*Compensation*—The Act authorized agencies to use such pay movement mechanisms as market adjustments, skill-based adjustments, equity-based adjustments, and career progression increases. The Act also required agencies to report to OPM on an annual basis the pay movement mechanisms utilized, including the mechanism type, frequency, amounts provided, affected classes and job families, projected pay movement mechanisms and costs anticipated for the balance of the fiscal year, and other information required by the OPM Administrator. A Merit Rule, which became effective in November 1999, required state agencies to adopt a salary administration plan (SAP) for their classified positions and submit the plan to OPM for approval. The SAP must establish a hiring rate or range for each job family level within the agency's classification plan, and may establish conditions under which the agency may set a hiring rate above the midpoint and may use skill-based pay programs and other pay movement mechanisms.

*Performance Management*—The Act required OPM to make available one standard performance management system to be used by all state agencies, and required agencies to implement this Performance Management Process (PMP) by January 1, 2000.

*Workforce Planning*—Division within OPM established by the Administrator in March 2000, for the purpose of educating and assisting state government in planning for future human resource needs by providing information on projected attrition and workforce trends. Legislation passed during the 2002 session requires the OPM Administrator to establish a workforce planning function to assist state agencies in analyzing the current workforce, determining future workforce needs, and implementing solutions so that agencies may accomplish their missions.

*Merit System Testing*—In 1981, OPM partnered with the Oklahoma Employment Security Commission to provide statewide Merit System testing for applicants for state employment. Through *Project OPEN*, Oklahomans could obtain job information and take Merit System examinations at a local office usually no more than 75 miles from their home. Regrettably, federal budget cuts forced the Employment Service to curtail this service in 2001. In March 2001, OPM entered into a partnership with the Oklahoma Department of Career and Technology Education which makes it possible for applicants for state employment to test at any one of 22 *CareerTech* campuses statewide.

*State Employees Having an Active Role in Education (SHARE)*—Implemented by OPM on March 5, 2001. SHARE began as a collaboration between state government and public schools to pilot a



*On May 9, 2001, Governor Frank Keating (center) presented a Public Service Recognition Week Award to (l to r) Jon Brock, Executive Director, Oklahoma Employment Security Commission; Dr. Ann Benson, State Director, Oklahoma Department of Career and Technology Education; Hank Batty, Assistant Administrator, Employee Selection Services, OPM; and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources.*

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## Foreword, continued

program granting OPM employees one hour of release time per week to volunteer in a selected school in Oklahoma City. Through this program, OPM employees become tutors for students in the *Help One Student to Succeed* (HOSTS) Program at Millwood Middle School (grades 6-8) in Oklahoma City.

*Pay-for-Performance*—Authorized by the Legislature in 2001, for employees who received at least a “meets standards” rating on their most current performance rating.

*Employee Recognition*—Created by the Legislature in 2001; directs the OPM Administrator to establish an on-the-job employee performance recognition program that encourages outstanding job performance and productivity and authorizes state agencies to purchase recognition awards, provide for a formal or informal ceremony or banquet, and establish a cash award program to recognize outstanding performance in the workplace by agency employees. The Legislature amended the program’s statutory provisions in 2002 to permit agencies to use operating funds to pay for a ceremony, banquet, or reception where employee recognition awards will be presented.

Whew! I’d say OPM has been fairly productive during the last 20 years. So, what does the future hold? Is there anything left to do?

During the next year, much of OPM’s time and attention will be devoted to *CORE Oklahoma*—a joint effort of the Office of State Finance, the Department of Central Services, the Department of Commerce, and OPM to implement the PeopleSoft enterprise-wide information system, which will provide an integrated package of software solutions on a common platform for financial, purchasing, HR, and payroll systems. OPM is also in the process of implementing on-line Merit System testing. During FY 02, OPM signed a contract with Raytheon Technical Services Company to provide a computerized test development, administration, and scoring system. The system will be available for implementation at all OPM test sites, including the 22 *CareerTech* campuses statewide that offer Merit System testing. We also will be working on E-learning and employee self-service initiatives.

We greatly appreciate all of those former OPM employees, state agency representatives, and other “well-wishers” who joined the OPM Team on July 31 to celebrate 20 years of service. Here’s to 20 more productive years!



*The CORE Oklahoma Executive Steering Committee includes (l to r) Tom Daxon, Director of the Office of State Finance and Cabinet Secretary of Finance and Revenue; Pam Warren, Director of the Department of Central Services and Cabinet Secretary of Administration; and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources. Not pictured is Ron Bussert, Executive Director of the Oklahoma Department of Commerce.*

## FY 02 Annual Report

# Office of Personnel Management

## Organization

The Office of Personnel Management is headed by the Administrator who is appointed by the Governor and confirmed by the Oklahoma State Senate. Oscar B. Jackson, Jr. is the Administrator of the Office of Personnel Management. He also serves as the Governor's Cabinet Secretary of Human Resources.

The work of OPM is divided among eight departments:

- Office of the Administrator,
- Office of Communications,
- Employee Selection Services,
- Office of Equal Opportunity and Workplace Diversity,
- Financial Management Services,
- Human Resource Development Services,
- Information Technology Services, and
- Management Services.

OPM administers the Merit System of Personnel Administration. In FY 02, the agency had an FTE limit of 116.5 and an annual budget of approximately \$6 million.

## 20th Anniversary Reflections



*Three OPM Administrators: Keith Froscio (1969 – 1979), Oscar B. Jackson, Jr. (1991 – Present), and James C. Thomas (1979 – 1991).*

OPM also is more informally organized into three Teams: the Executive Team is comprised of department heads (Associate and Assistant Administrators) and others who report directly to the Administrator; the Administrative Team is made up of Executive Team members and other supervisory staff who report to members of the Executive Team; and the OPM Team, which is composed of all OPM Team members.

## History

In 1936, state voters adopted the Social Security Amendment to the state constitution to comply with the federal Social Security Act. The Social Security Act required employment standards based on merit for state agencies supported by federal grants-in-aid. This

action led to the state's first Merit System. In August 1938, a three-member Merit System Council was appointed by the Governor to administer the Merit System, which applied only to grants-in-aid agencies: Public Welfare (now the Department of Human Services), Employment Security,

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## Office of Personnel Management, continued

### 20th Anniversary Reflections



*In 1963, members of the State Personnel Board included (standing, l to r) A.E. Plume, Ardmore; Raymond Fields, Guymon; Dale A. Schmitt, Oklahoma City; James B. Miller, Shawnee; (seated, l to r) Phyllis Fenimore, Woodward; James J. Hunter, Bartlesville; and Roy Smith, Norman.*

Health, and Civil Defense (now the Department of Civil Emergency Management).

The purpose of the Merit System was to foster a competent career service free from political patronage. The System was patterned after a standard model provided by the federal Office of State Merit Systems and had no basis in Oklahoma law.

In 1959, the state Legislature created the Merit Act, thus giving the Merit System a statutory basis, and provided for the extension of the Merit System to other state agencies through the issuance of Executive Orders. The Act replaced the Merit System Council with a seven-member State Personnel Board to be appointed by the Governor. The Board appointed a director who employed staff.

In 1982, the Oklahoma Legislature passed major reform legislation that replaced the Merit Act with the Oklahoma Personnel Act and created the Office of Personnel Management (OPM) as the administrative agency for the state personnel system. It also created the Ethics and Merit Commission (now the Oklahoma Merit Protection Commission) as a quasi-judicial entity to decide personnel-related disputes.

Additional reforms were passed in the 1990s to provide state agencies with more flexibility while maintaining the basic protections of the Merit System. Since that time, OPM's role within state government has evolved from one that is primarily regulatory to one involving leadership, service, and consultation.

The Merit System is a mature, comprehensive personnel system consisting of position classification; compensation and benefits; salary administration; recruitment; certification; human resource development; the Certified Public Manager Program; the Carl Albert Public Internship Program; and the OPM State Employee Assistance Program.

Agencies, positions, and employees that are subject to the Merit System are "classified". Procedures for the appointment of personnel to Merit System positions, the conditions of employment, and procedures for removal are governed by the Oklahoma Personnel Act and the Merit Rules of Personnel Administration. In FY 02, there were 64 Merit System or classified state agencies.

The Oklahoma Personnel Act also contains provisions that apply to agencies, positions, and employees that are not subject to the Merit System. These agencies, positions, and employees

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## Office of Personnel Management, continued

are considered "non-Merit System" or "unclassified". There are few universal procedures for the recruitment and appointment of unclassified officers and employees or for the terms and conditions of their employment or removal; practices vary from one agency to another. In FY 02, there were 51 non-Merit System or unclassified state agencies.

### **20th Anniversary Reflections**



*In December 1999 and January 2000, managers from four state agencies—OPM, Office of State Finance (OSF), J.D. McCarty Center, and Department of Veterans Affairs—attended strategic planning training sponsored by OSF. Representing OPM were Larry Fisher, Assistant Administrator for HRDS; Oscar B. Jackson, Jr., Administrator and Cabinet Secretary of Human Resources; Marian Freeman, then-Chief Financial Officer; and Hank Battu, Assistant Administrator for Employee Selection Services.*

improvement Task Force, which was created by the legislature during the 1998 session to study and recommend ways of making Oklahoma state government more efficient. The Act requires each state agency to make a strategic plan for its operations, covering five fiscal years. The first report was due October 1, 2001. During FY 02, OPM adopted its Strategic Plan for FY 03 - 07, in which we made the following commitments:

#### OUR MISSION

We serve the people of Oklahoma by delivering reliable and innovative human resources services to our partner agencies to achieve their missions.

#### OUR VISION

*Office of Personnel Management  
Human Resources Provider of Choice*

*State of Oklahoma  
Employer of Choice*

OPM also administers programs which affect both classified and unclassified employees, including agency payroll, direct deposit, and voluntary payroll deduction. Additionally, a number of state and federal personnel laws apply to all state employees.

### **Strategic Planning**

In 1999, the legislature created the *Oklahoma Program Performance Budgeting and Accountability Act* for the purpose of better prioritizing state funding needs, reducing program duplication, enhancing budgeting information necessary to improve the efficiency of state operations, and improving state services to the public.

This Act implemented the recommendations of the Quality Im-

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# Office of Personnel Management, continued

## OUR CORE VALUES AND BEHAVIORS

### Integrity

We are trustworthy. Our actions are consistent with our words and we pursue the highest good for the State of Oklahoma. We keep our promises and we do what we say we will do. We accept full responsibility for our decisions and our actions.

### Customer Service

We listen. We treat others as they wish to be treated. Our work reflects our best effort. We continually examine ourselves, our systems, and our processes to ensure that we can meet our internal and external customers' requirements.

### Diversity

We value the ideas, background, experiences, and talents of each employee of the Office of Personnel Management. We respect each other. We are committed to ensuring that Oklahoma's state government workforce reflects the diversity of its citizenry.

### Human Resources Excellence

We offer leadership in service to the Human Resources professional community through our ongoing efforts to discover, implement, and share best practices. We are experts in the field of HR Management and share our expertise with each other and with our partners throughout state service, and both the public and private sectors. We empower each other to achieve.

### Innovation

We seek innovative solutions to human resources issues. We actively encourage creative approaches to human resources management. We are willing to experiment and take risks.

### Partnering for Results

We create mutually-beneficial partnerships and work with our external and internal customers on an equal basis toward common goals, recognizing the obligations we have to one another.

## **Employee Recognition**

For many years, the OPM Administrator announced the selection of an *Employee of the Year* and a *Team of the Year* during Public Service Recognition Week, which occurs annually during the first week of May. This tradition changed in FY 02 because of the passage of legislation during the 2001 session. Senate Bill 571 (74:4121) directs the OPM Administrator to establish an on-the-job employee performance recognition program that encourages outstanding job performance and productivity and authorizes state agencies to purchase recognition awards, provide for a formal or informal ceremony or banquet, and establish a cash award program to recognize outstanding performance in the workplace by agency employees. Emergency amendments to the Merit Rules which implement SB 571 currently are in effect. In addition, the Legislature amended the program's statutory provisions in 2002 to permit agencies to use operating funds to pay for a ceremony, banquet, or reception where employee recognition awards will be presented.

# **FY 02 Annual Report**

## Office of Personnel Management, continued

During FY 02, Cynthia Clegg, OPM Deputy Administrator for Programs, appointed a committee made up of Allie Brown, Human Resources Development Services (HRDS); Ann Craven, Equal Opportunity and Workforce Diversity; Joe Davenport, Employee Selection Services; Janice Halley, Information Technology Services; Marsha Reeder, Financial Management Services; Natasha Riley, Employee Selection Services; Greg Thomas, Management Services; and Joyce Smith, HRDS; to develop OPM's Employee Recognition program.

OPM's Employee Recognition Awards are divided into three categories: (1) the Advisor Award goes to an employee acting as liaison between OPM and agency HR officials; (2) the Affiliate Award goes to an employee supporting agency liaisons and their functions; and (3) the Associate Award is presented to an employee supporting all divisions of OPM. Each *Employee of the Quarter* receives a certificate and a \$50 cash equivalent award.



*Barry Breckle, Employee Selection Services, was chosen Employee of the Quarter for the first quarter of 2002 from the Affiliate category. Pictured with Mr. Breckle is Joyce Smith, HRDS, who chairs OPM's Employee Recognition Committee.*

*Blanche Longoria (center), OPM State Employee Assistance (EAP) Program, was chosen Employee of the Quarter for the second quarter of 2002. Ms. Longoria is pictured with her EAP co-workers (l to r) Robert Stevens, OPM State EAP Coordinator; Warren Thompson, OPM State EAP Representative; and Deanna Miller, OPM State EAP Representative.*



**CORE OKLAHOMA**



The state of Oklahoma officially "kicked-off" the integrated systems project—CORE Oklahoma—on February 22, 2002. In two meetings at the Concourse Theatre, members of the Project Team and Team leaders were introduced to state agency representatives.

## FY 02 Annual Report

## Office of Personnel Management, continued



*CORE Oklahoma Team members (l to r) Carol Barton, Payroll Lead, OPM; Leslie Thier, HR Lead, OPM; Jerry Stillwell, Project Coordinator, OSF; Donna Holliday, PeopleSoft; Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources; and Joe Frasca, PeopleSoft. Not pictured is Larry Fisher, Training Technical Support, OPM.*

The members of the Executive Steering Committee—Pamela Warren, Director of the Department of Central Services (DCS) and Cabinet Secretary of Administration; Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources; Tom Daxon, Director of the Office of State Finance (OSF) and Cabinet Secretary of Finance and Revenue; and Ron Bussert, Executive Director of the Oklahoma Department of Commerce (ODC)—were on hand to share their thoughts on what the integrated systems project means for Oklahoma state government. During his remarks, Mr. Jackson reflected that the project was the culmination of a

seed planted several years ago with the report from the Governor's Performance Task Force.

*CORE Oklahoma* ushers in a partnership between the state of Oklahoma, PeopleSoft Inc., and Maximus to replace the state's current stand-alone financial, purchasing, human resources, and payroll systems. *CORE=*

*C=Communication.* Communication is critical to the project's success and acceptance;

*O=Operations.* The state will critically review and redefine how it accomplishes work in the new environment;

*R=Reporting.* A significant output for the system is providing reports needed for effective management of the state's financial resources and staff; and



*On May 15, OPM welcomed Mary Adkins, Manager of the Workforce Information Section, Kansas Division of Personnel Services, who visited with state agency HR staff and others concerning Kansas' experience with PeopleSoft implementation. Pictured with Ms. Adkins (center) are Cynthia Clegg, OPM Deputy Administrator for Programs, and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources.*

## FY 02 Annual Report

## Office of Personnel Management, continued

*E=Enterprise.* The project represents the installation of an enterprise system to replace its current stand-alones.

The Project Team, comprised of staff from DCS, OSF, OPM, PeopleSoft, and Maximus, have developed an aggressive implementation schedule for going "live" with the new system in July 2003.

OPM had the responsibility of identifying Project Team leaders for the HR and Payroll components of the integrated system. Lezlie Thierry, OPM Applicant Services Division, was named HR Lead, and Carol Barton accepted assignment as the Payroll Lead. Larry Fisher, OPM Assistant Administrator for Human Resource Development Services, will provide technical support for the training component of the Project. Also during FY 02, Marsheila Ward, Information Technology Services, was assigned to the CORE Project.



*Mollie Anderson, Director of the Iowa Department of Personnel, served as NASPE president during FY 02.*

### **NASPE Mid-Year Meeting**

OPM welcomed members of the National Association of State Personnel Executives (NASPE) to Oklahoma City, February 1 - 3, 2002, for the NASPE Mid-Year Meeting. Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, who served as NASPE president in 1994, hosted the event, which attracted 20 participants from 15 states. States represented included Colorado, Delaware, Florida, Georgia, Idaho, Iowa, Kansas, Louisiana, Maine, Michigan, Minnesota, Mississippi, Montana, Oklahoma and Texas.



*Members of the OPM Executive Team helped welcome NASPE attendees during the Friday night reception. Pictured with Donald A. Wills, Director of Human Resources, state of Maine (second from left), are Diane Haser-Bennett, Assistant Administrator for Management Services; Hank Batty, Assistant Administrator for Employee Selection Services; and Marilyn Capps, OPM Chief Financial Officer.*

The three-day event featured a presentation by Al Smith, Director of the Department of Human Services (DHS) Human Resource Management Department, and his staff on the *DHS e-Learning Initiative*, and another by LeAnn Jenkins, Executive Director of the Oklahoma Federal Executive Board, on *Emergency Preparedness*. Participants also discussed *HRIS/Workforce Planning, Total Rewards, Outsourcing and Privatization*, and the *Budget Crisis In The States*.

NASPE, the recognized authority on state government human resource issues, trends, practices, and policies, serves as a leader and catalyst for the development of state human resources and is dedicated to enhancing the image of state public service. Membership is comprised of chief personnel administrators and their deputies or designees in the 50 states, five territories, and the District of Columbia.

## **FY 02 Annual Report**

## 20th Anniversary Reflections

*Reprinted from March 2002 HR Exchange "From the Desk on the Administrator," Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources*

Each new year provides an invaluable opportunity to reflect on the accomplishments of the past and to anticipate eagerly the opportunities of the future. This year is distinguishable from other new years in this regard only because it marks the anniversary of a very important event we will be celebrating all year—the passage of Senate Bill 339 in 1982.

What's so significant about the passage of one piece of legislation 20 years ago, you ask? For starters, SB 339 created the Oklahoma Personnel Act, which laid the foundation for enhancements in Oklahoma's personnel system that continue to this day. This Act also abolished the State Personnel Board and created two new agencies: The Office of Personnel Management, headed by an Administrator who is appointed by the Governor with the consent of the Senate, and the nine-member Ethics and Merit Commission, now the Oklahoma Merit Protection Commission. In addition, the Act was also a factor in the recreation of the Oklahoma Ethics Commission. Significant accomplishments, all!



*Information Technology Services Team member Randy Peter (right) explained OK-CAREERS to Governor George Nigh (left) and OPM Administrator James Thomas (center) when Governor Nigh visited the State Personnel Board (now OPM) in 1981.*

The Oklahoma Personnel Act had its roots in one of the first partnering efforts among state agencies. Because of the Merit System Office's inability to issue certificates of eligibles in a timely manner, the directors of two of the largest Merit System agencies, the Department of Human Services and the Department of Transportation, joined forces with the Merit System Office to develop one of the finest and most progressive automated application, examination, and certification systems in the nation—*OK-CAREERS*.

Over the years, we have continued to improve *OK-CAREERS* in many small and not-so-small ways: We have added support for Priority Reemployment, Fair Employment Practices Act, Classification and Compensation Reform Act of 1999, and Y2K conversion. We have also removed many obsolete features to keep the system trim. In the coming months we expect to add support for on-line test administration and access via the Internet.

A similar partnering effort accompanied the establishment of Oklahoma's first statewide training and development programs for managers and supervisors. The Human Resource Development program leveraged agency staff development resources to provide management training and technical assistance support for all agencies, with a minimum of new resources.

## FY 02 Annual Report

## ***20th Anniversary Reflections, continued***

In 2002, our commitment to training remains the same—only the terminology has changed. Today we talk about E-learning, web-based training, CBT, on-line training, etc. We are researching, studying, and learning from the experiences of other agencies in our quest to provide training and development opportunities for state employees in an electronic format. In December 2000, the Department of Human Services launched its initial on-line pilot course on sexual harassment, and currently, is in the process of preparing a Performance Management Process (PMP) course through their **E-learning** system. We have much to learn from them.

The passage of the Oklahoma Personnel Act in 1982 also ushered in an era during which the concepts of **fairness and equity** in state government employment were extended beyond the boundaries of the Merit System. For example, Senate Bill 339 contained provisions applicable to all branches of state government, including the prohibition against employment discrimination because of political opinion or affiliation, and the prohibition against retaliation for “whistleblowing”.

In 2002, we continue to pursue initiatives that reach beyond the Merit System for the good of state government. During the 2002 session, Senator Kelly Haney (D-Seminole) introduced Senate Bill 1222, which sets up a **content grade/pay grade structure for state agency director salaries** similar to the structure currently in place for classified employees. This is in response to the results of a study conducted by the HayGroup pursuant to Senate Bill 224 (2001), which required OPM to conduct a study of all agency director salaries to determine the market rate of pay for the services being performed by these directors.

During the course of their study, the HayGroup concluded that state agency director positions



*Following the HayGroup briefing on January 9, 2002, Oklahoma State Senate Fiscal Director Amanda Paliotta (center) discussed the finer points of the Agency Head Compensation Report with (l to r) Oscar B. Jackson, OPM Administrator and Cabinet Secretary of Human Resources; Tom Patt, OPM Compensation Director; and Neville Kenning and Greg Wolfe of the HayGroup.*

with similar job content have significant pay differences, and agency director positions with significantly different job content are paid similarly. They also determined that the state of Oklahoma has neither identified a comparator market for agency directors nor a level in the market at which these positions should be paid. The HayGroup also discovered that while the state of Oklahoma's current salary practice appears to be competitive with the Central and Southeastern States at the small-medium size agency director level, it trails the average practice for comparator state groups (those with similar socio-

## **FY 02 Annual Report**

## 20th Anniversary Reflections, continued

economic and population indicators) at the medium-large size agency director levels. And, when compared to Hay's Oklahoma market for similar job content (private, not-for-profit, and public sector employers), the current agency director practice trails the in-state median practice by amounts that vary from 50 percent – 130 percent, which is significant because the vast majority of agency director appointments are made from within Oklahoma. *Editor's Note: Senate Bill 1222 passed the Senate, but failed to pass the House.*

In 1984, the Legislature continued to build on the progressive initiatives embodied in the Oklahoma Personnel Act by passing the first Oklahoma law requiring state agencies to prepare **affirmative action plans**. It also required OPM to produce an annual report of the progress made by governmental entities in the area of affirmative action, including the status of the recruitment of women, men, and minorities within EEO job categories.



Herman Johnson (left), Employee Selection Services, is OPM's Targeted Recruitment Coordinator.

This legislation was followed by passage of the **Fair Employment Practices Act** several years later, and OPM subsequently established the **Targeted Recruitment Program**. This program continues to help state agencies locate and place qualified minority and female employees where special efforts are needed to correct imbalances in the workforce.

In 2002, we have continued our commitment to affirmative action and equal employment opportunity by establishing the **Office of Equal Opportunity and Workforce Diversity** within OPM. The purpose of this division is to focus on the

continuing changes in the state government workforce related to diversity and to come up with strategies for better managing those changes.

Separate legislation in 1982 provided major advancements in establishing a comprehensive **compensation** program for all state employees. A **longevity payment program** which rewarded employees for two or more years of service with the state also was implemented. **Dental insurance** was added to the state employee health plan.

When OPM issued the first comprehensive **benefits statements** to state employees in the 1980s, they were enthusiastically received by state officers and employees in all branches of state government. The **State Employees Flexible Benefits Act** was created to provide state employees with cafeteria-style benefits programs to meet the diverse needs of the state's workforce. This program eventually grew so large that the **Employees Benefits Council** was created to manage it.

In 2002, fringe benefits continue to be a major component of state employee total compensation. According to OPM's *FY 2002 Annual Compensation Report*, the state of Oklahoma's fringe

## FY 02 Annual Report

## ***20th Anniversary Reflections, continued***

benefit costs are 6.1 percent lower than those of its competitor market, a result that does not quantify the value relationship of the state's benefits to the market, but merely compares benefit expenditures. This year's Report departs from previous methodology by comparing direct pay and fringe benefit costs, independent of each other, with the market rather than combining the two forms of compensation into a "total compensation" value comparison. This change was made because of the multitude of factors, cited in the Report, that make benefit costs an inappropriate measure of value for market comparison purposes.

Despite the fact that, as someone once observed, "we live in a moment of history where change is so speeded up that we begin to see the present only when it is already disappearing," we will continue to make progress toward change, ever cognizant of the purpose of the Oklahoma Personnel Act, upon which our commitments continue to be built: "To protect the public from



*In August 1981, OPM Team members (l to r) Renee Phillips, Niki Powell, Mary Taylor, and Brenda Tyler observe the printing of the first OK-CAREERS certificate, which was issued to the Department of Transportation.*

improper use of authority, to protect public officials and employees from unwarranted assaults on their integrity, and to enforce the protections for classified employees and citizens under the Merit System of Personnel Administration."

### **Public Service Recognition Week**

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

Each year the Governor declares the first full week in May as PSRW in Oklahoma. OPM coordinates the *Public Service Recognition Awards Ceremony* on behalf of the Governor. On May 8, 2002, Governor Frank Keating presented Public Service Recognition Awards to 118 state employees selected by members of the Governor's Executive Cabinet from their respective cabinet areas to receive commendations.

## **FY 02 Annual Report**

# Organization

# Human Resources Cabinet

OPM Administrator Oscar B. Jackson, Jr. serves as Governor Frank Keating's Cabinet Secretary of Human Resources. Mr. Jackson was initially named OPM Administrator and Cabinet Secretary of Human Resources in June 1991, by Governor David Walters. In January 1995, he was reappointed to both positions by Governor Frank Keating. As Cabinet Secretary, Mr. Jackson provides general oversight and liaison with several state government agencies in Oklahoma, including the Oklahoma Employment Security Commission, Oklahoma Merit Protection Commission, Oklahoma State and Education Employees Group Insurance Board, and the Employees Benefits Council.

## Employees Benefits Council

The Employees Benefits Council (EBC) was created in 1992, for the purpose of furnishing state employees with choices among various employee benefits, including health, life, dental, and disability insurance, optional plans, and flexible spending accounts. EBC also exists to provide for the coordination, design, preparation, communication, and administration of all plans offered to state employees.



The mission of the agency is to recognize the differing needs of each state employee; provide a plan design proficient in balancing cost effectiveness with choice of flexible benefits; and provide clear communication, ease of enrollment, and expert administration.



Members of the Employees Benefits Council (EBC) include (l to r) Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources; Charles Butler, chair; Kim Holland, secretary; Bryce Fair, vice-chair; and Mitch Parsons, EBC Executive Director. Not pictured is Council member Rick Maddux.

## Oklahoma Employment Security Commission



Created by the Legislature in 1941, the Oklahoma Employment Security Commission (OESC) administers employment service throughout the state for labor exchange activities. OESC is part of a national network of employment service agencies which receive administrative funding from the federal government. OESC's governing body is a five-member Commission appointed by the Governor with the consent of the Senate.

Katie Splawn, OESC, was featured in the "HR Director Spotlight" in the October 2001 "HR Exchange".

# FY 02 Annual Report

## Human Resources Cabinet, continued

Local Employment Service offices provide testing, counseling, and placement services for job seekers; solicit job orders from employers; refer applicants for jobs; provide Computerized Job Banks for job information throughout the state; and provide special placement services for veterans, including job development and counseling. OESC collects Unemployment Insurance taxes from Oklahoma employers to finance payment of unemployment benefits to jobless workers. Claims are filed in Local Employment Service offices throughout the state.



*The Oklahoma Employment Security Commission (OESC): George Ollie, Jr., David Hill, Rev. W.B. Parker, Ted Weber, DeWayne Goodwin, and OESC Executive Director Jon Brock.*

## State and Education Employees Group Insurance Board



*Oklahoma State and Education Employees Group Insurance Board (OSEEGIB): John Freese, secretary; B. Steve Burrage, member; Bill Grain, OSEEGIB Administrator; Jack Riley, member; William Bartley, chair; Carroll Fisher, State Insurance Commissioner; and Richard Womack, vice-chair. Not pictured is Tom Daxon, Director of the Office of State Finance and Cabinet Secretary of Finance and Revenue.*

The Oklahoma State and Education Employees Group Insurance Board (OSEEGIB) was created in 1967, for the purpose of administering the State and Education Employees Group Insurance Act. The purpose of the Act is to:

*Provide* uniformity in accident and health insurance and/or benefits coverage and life insurance on all employees of the state of Oklahoma;

*Enable* the state to attract and retain qualified employees by providing health, dental, and life insurance benefits similar to those commonly provided in the private sector;

*Recognize and protect* the state's investment in each permanent employee by promoting and preserving good health and longevity among state employees;

*Recognize* the service to the state by elected and appointed officials by extending to them the same health, dental, and life benefits provided to state employees; and

*Recognize* long and faithful service, and encourage employees to remain in state service until eligible for retirement by providing health, dental and life insurance benefits for employees.

## FY 02 Annual Report

## Human Resources Cabinet, continued

### Oklahoma Merit Protection Commission

Created in 1982, the Oklahoma Merit Protection Commission (MPC) has three primary functions:



*Members of the Oklahoma Merit Protection Commission (MPC) include (standing, l to r) James L. Howard, MPC Executive Director; Jerry Rackley, member; Linda Brinkworth, member; Oscar Sparks, member; Don Smitherman, member; (seated) Gene Moses, member; James Rhymer, vice-chair; Mary Ann Karns, chair; and Donnie McKnight, member.*

*Administration* of the Merit System appeals process, including review and evaluation of appeal requests; scheduling hearings and maintaining case files; issuing subpoenas; contracting with examiners to conduct hearings; and providing assistance to the parties to an appeal.

*Enforcement* of the provisions of the Oklahoma Personnel Act and investigation of alleged violations, including the conduct of fact-finding conferences, interviews with complainants, respondents, and their representatives, and on-site reviews and record searches.

*Assisting* agencies in voluntarily complying with the Oklahoma Personnel Act and enhancement of the state's personnel management system.

The mission of MPC is to design systems to enforce the protections for classified employees and citizens under the Merit System of Personnel Administration, as required by law, and to provide for administrative flexibility and adequate and reasonable protection and security for those under the state personnel system. The mission is accomplished through the training, consultation, and advice given by the Commission in conjunction with a voluntary mediation program, mandatory alternative dispute resolution program, and administrative hearings.

*Each summer MPC hosts a three-day retreat, which begins with the monthly Commission meeting, features a day-long training session on a pertinent HR topic, and ends with the Commission "roundtable".*

*FY 02 attendees included (l to r) Cynthia Clegg, OPM Deputy Administrator for Programs; Diane Haser-Bennett, Office of Juvenile Affairs (Ms. Haser-Bennett joined the OPM Team in November 2001); and Eddie Rodriguez, Department of Rehabilitation Services.*



## FY 02 Annual Report

## 20th Anniversary Reflections

From the FY 1981 OPM Annual Report: Senate Bill 65, which provides a comprehensive classification and compensation program for the employees of the State of Oklahoma, was signed into law June 30, 1981, by Governor George Nigh. The first step in the development of Senate Bill 65 was taken when the legislature commissioned Hay and Associates, an international consulting firm, to study all classified positions utilized by the State, develop class specifications (descriptions) for each job, allocate each classified employee to a job classification, and develop a salary plan to include a job content evaluation system for the salary assigned to each position. Hay also developed a complete salary grade schedule upon which salaries for all classified jobs within the State were assigned.



*In 1982, OPM Team members (l to r) James L. Howard, Rhonda Barney, Kathi Kliewer-Hedges, and Marty Irwin celebrated the completion of the Hay project.*

During the completion of the first phase (a/k/a classification phase) alone, 25,000 position description questionnaires were completed and reviewed; 4,050 desk and field interviews were conducted; 25,000 positions were classified; and 1,079 class specifications (job descriptions) were written. In the second phase, a Job Content Evaluation and Salary Plan was detailed. At this time a point system was utilized to evaluate the 1,079 new Hay classes. Points were assigned to the different positions based on know-how, accountability, problem-solving, and working conditions. The total number of points when the Hay methodology was applied equated to a salary grade assignment on the State's Salary Grade Schedule for classified jobs.



*Earl D. Mitchell, former member of the State Personnel Board and the Merit Protection Commission (left); Cynthia Clegg, former OPM and MPC staff member (center); and James L. Howard, former OPM staff member and current MPC Executive Director (right); were on-hand July 31, 2002, to celebrate the 20th anniversary of the passage of the Oklahoma Personnel Act and the creation of OPM and MPC.*

Two committees evaluated approximately 200 benchmark" (points of reference for future evaluations) job classifications. These committees were trained in the Hay Guide Chart-Profile Method (the assigning of points to the four areas outlined above) and consisted of representatives, in different positions, of various agencies within the State. All 200 of the benchmark job classifications were commonly used professional, administrative, supervisory, general, or technical classes. The overall method of determination which was used by Hay consisted of both the analysis of current salaries being paid—in relation to their job content.

## FY 02 Annual Report

# Office of the Administrator

## Oscar B. Jackson, Jr., Administrator and Cabinet Secretary of Human Resources

During FY 02, the Office of the Administrator was comprised of Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources; Janet Anderson, Executive Assistant to the Administrator; Cynthia Clegg, Deputy Administrator for Programs; and Cynthia Williamson, Executive Assistant to the Deputy Administrator. The Office of the Administrator functions as the central operations team for OPM internal activities and provides administrative services to Mr. Jackson as Cabinet Secretary of Human Resources. Steven K. Snyder, Assistant Attorney General, and Kimberlee D. Williams, Chief Policy Attorney, provide legal services to the Office of the Administrator. James Perez served as Workforce Planning Analyst.



*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources; Steve Snyder, Assistant Attorney General; James Perez, Workforce Planning Analyst; Cynthia Williamson, Executive Assistant to the Deputy Administrator for Programs; Kimberlee Williams, Chief Policy Attorney; and Janet Anderson, Executive Assistant to the Administrator. Not pictured is Cynthia Clegg, Deputy Administrator for Programs.*

### Administrator

Oscar B. Jackson, Jr. was named OPM Administrator and Cabinet Secretary of Human Resources by Governor David Walters in June 1991; he was reappointed to both posts by Governor Frank Keating in January 1995.

As Cabinet Secretary, Mr. Jackson has general oversight of several state agencies, including the Merit Protection Commission, the Employees Benefits Council, the Employment Security Commission, and the State and Education Employees Group Insurance Board.



Mr. Jackson is chair of the Mentor Selection Advisory Committee and the Human Resources Management Advisory Committee, member of the Board of Trustees for the Oklahoma Public Employees Retirement System, member of the Employees Benefits Council, and member and vice-chair of the Committee for Incentive Awards for State Employees for the Productivity Enhancement Program and

*On November 14, 2001, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, addressed 300 public and business sector HR professionals at the 2001 China HR Training Conference, which was held in Shanghai, China, on "HR Trends in the United States." Mr. Jackson represented the International Personnel Management Association (IPMA), which was a supporter of the event. Following his presentation, Mr. Jackson responded to translated questions posed by conference participants.*

## FY 02 Annual Report

## Office of the Administrator, continued

the State Agency Review Committee for the Oklahoma State Employee Charitable Contribution Campaign.

### Executive Assistant to the OPM Administrator

On January 7, 2002, Janet Anderson joined OPM after a 29-year career in the banking industry. In her capacity as Executive Assistant to Mr. Jackson, Ms. Anderson handles scheduling and provides liaison and administrative support to him in his dual role as OPM Administrator and Cabinet Secretary of Human Resources. She serves as the primary point of contact for the Governor's Office, legislature, and agency Appointing Authorities, and also provides backup administrative support for the OPM Deputy Administrator and the Chief Policy Attorney.

### Deputy Administrator for Programs

Cynthia Clegg was appointed Deputy Administrator for Programs on June 1, 2001. She left the position in June 2002, to become Human Resources Director for Oklahoma City Public Schools.

The Deputy Administrator for Programs has responsibility for coordinating the work of the following Departments: OPM State Employee Assistance Program, Employee Selection Services, Office of Equal Opportunity and Workforce Diversity, Human Resource Development Services, Management Services, and Information Technology Services.

In June 2001, Ms. Clegg initiated a survey of state agencies to (1) assess the perceptions of the quality of service provided by OPM, and (2) identify opportunities to improve services currently provided. The results of the survey will be used to fuel the strategic planning process.



*During FY 02, Cynthia Clegg served as OPM's Deputy Administrator for Programs.*



*Cynthia Clegg, OPM Deputy Administrator for Programs, fields questions from Susan Emerson, Department of Environmental Quality, at the pay-for-performance rules hearing on July 27, 2001.*

Also during her tenure, Ms. Clegg formed the OPM Advisory Group, which is composed of HR Directors and others with systemwide responsibility for HR management within their agency. Members are asked to explore and plan for implementation of HR initiatives in state government and provide guidance and feedback to OPM on the impact and design of ongoing initiatives.

In addition to the Advisory Group, Ms. Clegg initiated the User Agency Feedback Sessions. The purpose of these sessions is to seek input from agency practitioners on specific issues related to the effective operation of the state's HR system.

## FY 02 Annual Report

## Office of the Administrator, continued

In April 2002, Ms. Clegg was selected for the prestigious Toll Fellowship Program sponsored by The Council of State Governments (CSG). The Program is named in honor of Henry Toll, a Colorado senator who founded CSG in 1933, and is aimed at developing the next generation of leaders from all three branches of state government.

Ms. Clegg is a certified Senior Professional in Human Resources and a Certified Personnel Professional. She is a member of the Society for Human Resources Management, American Association of School Personnel Administrators, National Association of State Personnel Executives, and the International Personnel Management Association.

### **Executive Assistant to the Deputy Administrator for Programs**

During FY 02, Cynthia Williamson served as Executive Assistant to Cynthia Clegg, Deputy Administrator for Programs. In this capacity, Ms. Williamson provides administrative support to Ms. Clegg, as well as backup administrative support to the OPM



*Janet Anderson, Executive Assistant to the OPM Administrator, and Cynthia Williamson, Executive Assistant to the Deputy Administrator for Programs.*

Administrator and Cabinet Secretary and Chief Policy Attorney. Additionally, Ms. Williamson acts as a liaison between the Deputy Administrator and the OPM staff, other agency heads, HR staff, visitors, and individuals/entities outside state government.



*On October 8, 2001, OPM hosted a "Military Leave Seminar" with presenters from the Office of the Attorney General, Employees Benefits Council, Oklahoma Public Employees Retirement System, and OPM. Assistant Attorney General Steven K. Snyder, OPM's legal counsel, presented an overview of the Uniformed Services Employment and Re-Employment Rights Act of 1994 (USERRA).*

### **Assistant Attorney General**

Steven K. Snyder has served as an Assistant Attorney General in the General Counsel Division of the Office of the Attorney General since October 1991. He is the legal counsel for the Oklahoma Police Pension and Retirement System, as well as for OPM. As legal counsel for OPM, Steve Snyder advises the Administrator and senior staff on legal issues that affect the agency, and represents the agency before the Merit Protection Commission, Equal Employment Opportunity Commission, and the Oklahoma Human Rights Commission, as well as state and federal district and appellate courts.

Among his other responsibilities, Mr. Snyder is the legal liaison in the Attorney General's Office for the state retirement systems, including the Oklahoma Public Employees Retirement System, the Oklahoma Firefighters Pension and Retirement System, the Oklahoma Law Enforcement Retirement System, as well as the Oklahoma State Pension Commission, the Oklahoma Military Department (National Guard), and the Depart-

## **FY 02 Annual Report**

## Office of the Administrator, continued

ment of Civil Emergency Management. He serves as the in-house consultant in the Attorney General's Office on the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), the Family and Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), and the Uniformed Services Employment and Reemployment Rights Act (USERRA).

Mr. Snyder is a member of the American Bar Association, the Oklahoma Bar Association, the Oklahoma Association of Defense Counsel, and the Oklahoma District Attorneys Association. Mr. Snyder, a Major in the Oklahoma Air National Guard, is also a decorated veteran of Operation Desert Shield/Storm. He received his Bachelor of Arts degree in History and International Relations from the University of Oklahoma and is a graduate of the University of Oklahoma College of Law.

### Chief Policy Attorney

OPM's Chief Policy Attorney, Kimberlee Williams, has lead responsibility for administrative rulemaking. She assists the OPM Administrator, the State Agency Review Committee, and the Committee for Incentive Awards for State Employees in assessing their rulemaking needs, researching and drafting rule proposals, and preparing rulemaking documents in compliance with the Administrative Procedures Act. After rules have been promulgated, Ms. Williams is responsible for distributing the rules in hard copy and electronic formats to interested parties.



*On March 29, 2002, OPM hosted a Background Investigations Briefing for state agency HR professionals. Guest speaker was Debbie Goodloe, Oklahoma State Bureau of Investigation.*

In FY 02, OPM adopted emergency amendments to the Merit Rules to implement legislation authorizing performance-based adjustments. Although not required by the Administrative Procedures Act, OPM held numerous informal meetings with state agencies, as well as two rules hearings, before formally adopting the amendments. Other emergency rulemaking activities during FY 02 included amendments to the Merit Rules to make the rules consistent with statutory changes made during the 2001 legislative session, and emergency amendments to the rules governing the Productivity Enhancement Program. OPM also promulgated permanent rule amendments to the Merit Rules during FY 02.

Ms. Williams researches and drafts memoranda, letters, and declaratory rulings on questions of law, and advises OPM staff and other agencies on compliance with the Oklahoma



*OPM Chief Policy Attorney Kimberlee Williams fields questions from the audience during the March 8, 2002, rules meeting.*

## FY 02 Annual Report

## Office of the Administrator, continued



*During FY 02, OPM had delegation agreements with the Department of Human Services for certification of minimum qualifications, direct hire authority for professional practice licensure positions and hard-to-fill positions, certification of minimum qualifications, and position allocation; Oklahoma Department of Transportation for certification of minimum qualifications and position allocation; State Department of Health for direct hire authority for professional practice licensure positions; J.D. McCarty Center for position allocation; and Department of Public Safety for certification of minimum qualifications and veteran's preference for Highway Patrol Cadets. Pictured (l to r) are Hank Batty, OPM Assistant Administrator for Employee Selection Services; Al Smith, Human Resource Management Division Director, Department of Human Services; Deena Palmer, Human Resources Operations Supervisor, Department of Transportation; and David Hays, OPM Director of Classification.*

Personnel Act, the Administrative Procedures Act, the Open Meetings Act, the Open Records Act, and other provisions of law. She also works closely with OPM legal counsel Steven Snyder.

Another area of responsibility for the Chief Policy Attorney is delegation projects, through which the OPM Administrator may delegate responsibility for functions traditionally performed by OPM (such as position allocation or certification of minimum qualifications) to other state agencies. Ms. Williams is responsible for drafting the written document outlining the terms and conditions for the delegation project, and advising OPM staff on questions regarding the exercise of the delegation authority. She also prepares agreements authorizing agencies to conduct Model Projects, through which agencies may test innovative human resources policies, standards, and procedures.

Ms. Williams also serves as OPM's liaison to the Merit Protection Commission. In this capacity, she attends all meetings of the Commission, and reports to the OPM Administrator regarding issues

of interest to him in his roles as Administrator and Cabinet Secretary of Human Resources. Ms. Williams also has responsibility for tracking and maintaining files on all MPC cases in which OPM is a named party, and preparing status reports on such cases for the Administrator. She also serves OPM as its Alternate Grievance Manager in situations in which the Grievance Manager is unable to serve.

Finally, Ms. Williams has lead responsibility for producing the annual Agency Self-Evaluation of Human Resource Management and Human Resource Management Plan (Agency Self-Evaluation), which provides agencies a way to assess their human resource activities, identify areas for improvement, and develop a strategic plan for lawful and effective human resource management.

### **Workforce Planning**

James Perez joined the OPM Team in January 2002, as a Carl Albert Public Internship Program Executive Fellow. He received his Master's degree in Public Administration from the University of

## **FY 02 Annual Report**

## Office of the Administrator, continued

Oklahoma in May 2002. During FY 02, Mr. Perez began developing a workforce planning model that agencies may use to systematically address the state's future workforce needs, and collecting information from agencies on their use of exit interviews.

### Take Our Daughters To Work<sup>®</sup> Day

On May 1, 2002, OPM; the Department of Corrections (DOC); the Department of Human Services (DHS); and the national sponsor, the Oklahoma Commission on the Status of Women (OCSW); sponsored the fourth annual *Leadership Connection* in coordination with the *Take Our Daughters To Work<sup>®</sup> Day* national event. This year OPM expanded the event to include young men.

Since 1992, the Ms. Foundation has encouraged adults to take girls to work with them and has asked employers to design activities based on the girls' skills, talents, and curiosity. The Ms. Foundation has highlighted the importance of sustaining girls' natural strength and confidence through their teenage years and into adulthood.

Approximately 92 participants attended this year's *Leadership Connection*, which featured presentations by Colonel Rita Aragon, Oklahoma Military Department; Senator Angela Monson, Oklahoma State Senate; and Cherokee Ballard, *5 Alive News* anchor. Also, Ashley Johnson, a junior at Douglass High School, performed a modern dance routine.

Members of the *Take Our Daughters To Work<sup>®</sup> Day* committee included: Janet Anderson, OPM; Juan Benavidez, OPM; Debbie Boyer, DOC; Misty Brandon, OPM; Rochelle Ingram, OESC; Debbe Leftwich, OCSW; Blanche Longoria, OPM; Tina Tate, DHS; Carolyn Williams, OPM; and Cynthia Williamson, OPM.



*Approximately 92 participants attended the 2002 Take Our Daughters To Work<sup>®</sup> Day Leadership Connection.*

**On Thursday, April 24, 2003,  
the Ms. Foundation for Women will launch  
Take Our Daughters And Sons To Work.<sup>SM</sup>**

# Office of Communications

## Dayna R. Petete, Assistant Administrator and Legislative Liaison

The Office of Communications has responsibility for a wide variety of OPM functions, including OPM's legislative program, the Carl Albert Public Internship Program, the State Mentor Program, the State Personnel Interchange Program, such OPM publications as the *Annual Report* and the *HR Exchange*, and a variety of special projects, including conducting surveys, preparing reports, and drafting speeches and press releases for the OPM Administrator. Dayna R. Petete is OPM's Assistant Administrator for Communications and Legislative Liaison.

### Legislation

The Office of Communications monitors and analyzes legislation affecting the Oklahoma Personnel Act, the Office of Personnel Management, the Merit System of Personnel Administration, and state agency personnel. Since the OPM Administrator began serving as the Governor's Cabinet Secretary of Human Resources, the legislative function of the Department has broadened and now includes consultation on human resources issues with legislators and staff, as well as with members of the Governor's staff.



*Senator Larry Dickerson (D-Poteau) passed away March 7, 2002, following a long battle with cancer. Senator Dickerson co-sponsored every OPM request bill from 1995 to 2002.*



*During the 2002 legislative session, Representative James Dunegan (left) sponsored House Concurrent Resolution 1058, which commemorated the 20th anniversary of the passage of the Oklahoma Personnel Act, and the creation of the Office of Personnel Management and the Oklahoma Merit Protection Commission. Pictured with Rep. Dunegan is (center) James L. Howard, Executive Director of the Oklahoma Merit Protection Commission, and (right) Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources.*

During each legislative session, Office of Communications Team members track hundreds of legislative proposals and analyze many of them. The purpose of these analyses is to keep the Governor and his staff aware of HR legislation and its potential impact on the Merit System in the event any HR bills reach his desk. At the end of each legislative session, staff members prepare an *All Appointing Authorities* memorandum summarizing HR legislation, which is disseminated to the Appointing Authority, HR director, and Equal Employment Opportunity/Affirmative Action or civil rights coordinator in each Merit System and non-Merit System agency in state government. Staff members also prepare an annual report of HR bills which were passed by the legislature and signed into law by the Governor.

## FY 02 Annual Report

## Office of Communications, continued

Office of Communications Team members also monitor House and Senate committee hearings and floor action in both houses during the session, and routinely respond to numerous inquiries concerning HR legislation throughout the year.

### Publications

The Office of Communications is responsible for preparing a number of publications on behalf of OPM and the Administrator. Each year Team members compile pertinent information concerning OPM activities in support of the agency's mission in the *Annual Report*, which is required by the Oklahoma Personnel Act. Assistant Administrator Dayna Petete serves as editor of the *Annual Report*.

Office of Communications Team members also publish a newsletter, the *HR Exchange*, which is distributed quarterly to the director, HR staff, and civil rights personnel of both Merit System and non-Merit System agencies. The *HR Exchange* provides a forum for the dissemination of information concerning OPM programs and activities. It also offers state agency HR and civil rights personnel the opportunity to share their experiences with OPM and other agencies, and to offer approaches or possible solutions to common issues of interest. Assistant Administrator Dayna Petete serves as editor of the *HR Exchange*.

OPM Administrator Oscar B. Jackson, Jr. is often a featured speaker at conferences hosted by various public sector organizations. Assistant Administrator Dayna Petete provides support for the Administrator by preparing speeches and PowerPoint presentations. Team members also publish a number of brochures and other documents related to various Department programs and activities.

In addition, Assistant Administrator Dayna Petete serves as editor of the OPM Website, which is in its fifth year of operation.

*On November 14, 2001, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, addressed 300 public and business sector HR professionals at the 2001 China HR Training Conference, which was held in Shanghai, China, on "HR Trends in the United States." Mr. Jackson represented the International Personnel Management Association (IPMA), which was a supporter of the event. Dayna R. Petete, OPM's Assistant Administrator for Communications and Legislative Liaison, also attended the Conference. While in Shanghai, Mr. Jackson and Ms. Petete had an opportunity to visit with representatives of Oklahoma companies with offices in China, including Li Jing, Vice-President of Sales and Marketing for Ditch Witch-China (left), and Mary He, President Driver, Ditch Witch-China (standing on left). Worldwide headquarters for Ditch Witch, manufacturer of underground construction equipment, is in Perry, Oklahoma.*



***Ni hao ma means How are you?  
in Mandarin and  
xie xie means Thank you.***

## FY 02 Annual Report

## Office of Communications, continued

### Carl Albert Public Internship Program

The state legislature created the Carl Albert Public Internship Program (CAPIP) in 1988. One purpose of CAPIP is to "assist students at institutions of higher education in gaining experience and knowledge in state government". This is fulfilled by the Undergraduate Internship Program. Undergraduates are employed for one or two academic semesters.

The second purpose, "to encourage recruitment of such students to pursue careers in state government service", is fulfilled by the Executive Fellows Internship Program for graduate students. Executive Fellows Interns may be employed for up to two years, and those who successfully complete a two-year internship are eligible for appointment to a position in the classified or unclassified state service.



*Dayna Petete, Office of Communications, and Gabe Marler, Information Technology Services, work on the OPM Website.*

In the years since its inception, CAPIP has become one of OPM's most important programs. Many state agencies use CAPIP for a variety of reasons:

- Interns bring a wealth of talent and knowledge of the latest technology to an agency.
- Interns provide needed "person-power" at times when agencies are "doing more with less".
- Interns do not count against an agency's FTE limit.
- Interns fill gaps in the agency talent pool.
- The agency has the opportunity to evaluate potential employees before offering them permanent employment.



*Office of Communications Team member Veronica Brown (right) represents OPM at numerous career fairs throughout the year.*

In addition, CAPIP opens beneficial avenues of communication with the state's colleges and universities and may assist agencies in attaining Affirmative Action employment objectives.

During FY 02, 90 graduate students participated in Executive Fellows Internships at 21 state agencies, including the Department of Rehabilitation Services, Oklahoma Water Resources Board, Department of Environmental Quality, Department of Human Services, Department of Labor, Oklahoma Employment Security Commission, Office of Personnel Management, Oklahoma Historical Society, Office of the Attorney General, Employees Ben-

## FY 02 Annual Report

## Office of Communications, continued

efits Council, Oklahoma State Senate, and the State Board of Embalmers and Funeral Directors. Twenty-six students participated in Undergraduate Internships at 14 state agencies.

Executive Fellows Interns pursued advanced degrees in 19 programs at eight public and private universities in the state. Undergraduate Interns were enrolled in 25 degree programs at 15 public and private colleges and universities in the state.

Since 1990, 99 Executive Fellows and Undergraduate Interns have chosen a career in state government following their participation in CAPIP. Assistant Administrator Dayna Petete serves as CAPIP Coordinator.



*International Protocol Officer Priscilla Harris, Oklahoma Department of Commerce; Protocol and Etiquette Specialist Gloria Auth, owner of Protocol Plus; and Brenda Thornton, Director of OPM's Office of Equal Opportunity and Workforce Diversity; were featured speakers during the Spring 2002 CAPIP Training Conference, held April 5, 2002, at Coles Garden.*

### State Mentor Program

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.



*During FY 02, Melissa Jolly served as Administrative Assistant to the Assistant Administrator for Communications.*

Each state employee selected to participate in the State Mentor Program will become a Mentor Executive and, during his or her two-year management rotation, will be assigned to a policy-level manager in his or her employing agency and three other state agencies. Each of the host agencies will assign one or more executive-level managers to serve as a mentor while the Mentor Executive is on staff. The mentor's duties are to instruct the Mentor Executive in the agency's purpose and functions, and to instill a sense of professionalism and public service. Mentors also may serve as a source of career guidance and reference after the management rotation is completed.

Any organization, whether in the public sector or private sector, has an obligation to assist its employees by providing training and development opportunities. These opportunities, however,

## FY 02 Annual Report

## Office of Communications, continued

are only as beneficial as the participating employee makes them.

The same is especially true of the State Mentor Program. At the end of the two-year management rotation, each Mentor Executive who has taken advantage of the opportunities provided by the Program should return to his or her state agency more experienced in public policy decisionmaking and better prepared to contribute to the fulfillment of the agency's goals and mission.

Participation in the State Mentor Program provides state agency directors the opportunity to utilize the knowledge, skills, and abilities of an outstanding state employee who has been identified by the Mentor Selection Advisory Committee as possessing executive potential. The Mentor Executive does not count against a host agency's FTE limit and, if the Mentor Executive's home agency does not require reimbursement, the host agency does not pay the Mentor Executive's salary. The Program also offers agency directors and policy-level managers the opportunity to provide Mentor Executives with invaluable opportunities to participate in the discussion and resolution of a multitude of ever-changing issues and challenges, as well as access to the individuals who shape the policies that guide Oklahoma state government.



*Mentor Executive Connie Eggleston, Department of Human Services, completed her third Mentor Executive rotation at OPM.*

Connie Eggleston completed her first six-month rotation with the State Department of Health, her second rotation with the Oklahoma State Senate, her third rotation with OPM, and her final rotation with her home agency. Teri Hamilton completed her first rotation with Secretary of Education Dr. Floyd Coppedge, her second rotation with the Oklahoma State Senate, her third rotation with the State Regents for Higher Education, and her final rotation with her home agency. Mary Howell completed her first rotation with the Oklahoma Department of Commerce, her second with the Oklahoma State Senate, her third with the University of Oklahoma Health Sciences Center, and her final rotation with her home agency.

### What is Mentoring?

According to *Beyond the Myths and Magic of Mentoring*, by Margo Murray and Marna A. Owen, mentoring is "the deliberate pairing of a more skilled or experienced person with a lesser skilled or experienced one, with the agreed-upon goal of having the lesser skilled person grow and develop specific competencies."

## FY 02 Annual Report

## Office of Communications, continued

### State Personnel Interchange Program

In 1986, the Oklahoma Legislature created the State Personnel Interchange Program and gave the OPM Administrator responsibility for establishing programs to facilitate the interchange of employees among state governmental entities; evaluating the efficient utilization and deployment of state personnel; and adopting rules necessary to implement the Program.

Since the Program's inception, approximately 65 individuals have participated in the State Personnel Interchange Program.

*Dayna Petete, Assistant Administrator for Communications and Legislative Liaison (right), served as secretary of the Governing Board of the International Personnel Management Association (IPMA) Southern Region. She was reappointed to that position in April 2002. Ms. Petete also serves as editor of the "Southern Region News." Pictured with Ms. Petete is Toby Perkins, Texas, who served as IPMA Southern Region President in 2002.*



*OPM Team members Kimberlee Williams, Chief Policy Attorney (left), and Dayna Petete, Assistant Administrator for Communications and Legislative Liaison (second from right), represent OPM at the state agency General Counsel Forum Luncheon held the third Friday of each month. In January 2002, Oklahoma County District Judge Noma Gurich (second from left) and Rose State College professor Janet Wheeler addressed the group on a proposed Legal Assistant job family for Oklahoma state government. In March 2002, Ms. Petete addressed the group on HR-related legislation. Ms. Petete also serves as editor of the General Counsel Forum newsletter. Also pictured is Assistant Attorney General Steven K. Snyder, OPM's legal counsel.*

## FY 02 Annual Report

# OPM State Employee Assistance Program

## Robert Stevens, Coordinator

In 1988, Governor Henry Bellmon created the State Employee Assistance Program (EAP) within OPM by Executive Order; the Legislature made the OPM State EAP a statutory program in 1992. Initially, the OPM State EAP was created to provide assistance to state agencies in establishing work-related stress-prevention procedures.

The OPM State EAP, which is voluntary, provides assistance to state agencies in their management of employees whose personal problems may have a negative impact on job performance. The OPM State EAP also assists employees and their family members who are seeking corrective help with medical or mental health problems, including alcohol or drug abuse, and emotional, marital, familial, financial, or other personal problems. Specifically, the OPM State EAP provides:

- **Referral Services**—Maintaining contacts with community service providers for the purpose of networking and coordinating services to state agencies and employees.
- **Education/Training**—focusing attention on the personal concerns of employees that have a negative impact on productivity, while generating awareness of the EAP as a source of assistance. EAP provides classes on *Managing the Troubled Employee*, *Stress Management*, and mandatory drug and alcohol training.
- **Counseling**—Resolving problems related to alcohol or drug abuse and emotional, marital, family, mental health, financial, and other personal problems, while developing short- and long-term goals.
- **Critical Incident Debriefing**—Providing crisis intervention to agencies for troubled employees and their family members by offering professional emergency services.

During FY 02, the OPM State EAP purchased personalized stress balls and stress indicator cards to share with state agencies interested in providing information to their employees regarding services provided by the program. In addition, Team members continue to provide copies of the OPM State EAP video *It Works* to state agencies to show to their employees.



Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, designated the OPM State Employee Assistance Program (EAP) Team as the recipient of a Governor's Commendation and to represent the Human Resources Cabinet Department during the May 8, 2002, Public Service Recognition Week Awards Ceremony. Mr. Jackson selected OPM State EAP Team members for this honor because of the assistance they provided to New York City in the aftermath of the September 11, 2001, terrorist attacks. Pictured (l to r) are Robert Stevens, OPM State EAP Coordinator; Blanche Longoria, EAP Administrative Assistant; Governor Frank Keating; Deanna Miller, EAP Representative; Warren Thompson, EAP Representative; and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources.

## FY 02 Annual Report

## OPM State EAP, continued



Members of the OPM State EAP Team, including EAP Representative Deanna Miller (above), teach a Human Resource Development Services course entitled, "Effective Stress Management".

During FY 02, OPM State EAP Team members assisted 259 individuals—16 percent were supervisors and 84 percent were non-supervisors. Sixty-eight percent of these clients were from the Oklahoma City area; 15 percent from Tulsa; two percent from Lawton; one percent from Muskogee; and 14 percent from other areas of the state.

Out of 480 referrals made during FY 02, 17 percent were for marital problems, 26 percent were for family conflict and financial reasons; and 15 percent were for mental health or alcohol/drug problems. Only 16 percent were work-related. Clients who were referred multiple times were counted separately for each referral. Forty-nine percent of the OPM State EAP participants were self-referred, while 21 percent were referred by a supervisor. During FY 02, the OPM State EAP provided 2,123 actual clock hours of direct services—65 percent were for EAP counseling.

## 20th Anniversary Reflections

### Terrorist Attacks . . . 'Deja Vu All Over Again'!

From the October 2001 HR Exchange "From the Desk of the Administrator", Oscar B. Jackson, Jr., Administrator and Cabinet Secretary of Human Resources

#### The Shock, the Horror, and the Similarity

On Wednesday, April 19, 1995, a little after 9:00 a.m., my Executive Assistant advised me that the Alfred P. Murrah Federal Building in downtown Oklahoma City had been bombed. On Tuesday, September 11, 2001, a little after 9:00 a.m., my Executive Assistant advised me that the World Trade Center in New York City and the Pentagon just outside Washington, DC had been attacked. As I stared at the television screen in disbelief, I couldn't help but think, as Yogi Berra once observed, "It's deja vu all over again." Though one catastrophe was perpetrated by a malcontent from within the United States, and the other appears to have been orchestrated by elements from outside the United States, the feelings, emotions, and images following these terrible incidents are so similar—and so are the demands on the public servants affected by both devastating events.

It has never been easy being a public servant, and during the last few years it has seemed particularly difficult, what with news of workplace violence becoming more and more commonplace. Of course, Oklahoma received a most brutal wake-up call concerning workplace violence when the Murrah Building was bombed by a cowardly individual in support of what he considered a worthwhile cause. One hundred sixty-eight individuals perished that day, the vast majority of whom were public servants. Three were state employees.

The first photos of rescue workers among the rubble of the fallen twin towers of the World Trade Center were too eerily similar to those documenting the devastation at the base of the stricken

## FY 02 Annual Report

## OPM State EAP, continued

federal office building in Oklahoma City a little over six years ago. Of course, the death toll from the September 11 catastrophe will be even more staggering. And, a fair number of those individuals, too, will be public servants—those who responded immediately to news of the attack and those at work in the World Trade Center when evil paid its deadly call. Staff members of the New York Department of Environmental Conservation, Department of Taxation and Finance, Department of Transportation, Court of Claims, Office of the State Comptroller, and the Port Authority of New York and New Jersey reported to work at their offices in the twin towers on Tuesday morning unaware of the devastation about to be visited upon them. And, most are still unaccounted for.

### Necessary, Practical Steps

So, what happens after the dust and smoke finally clear, the rubble is hauled away, and the lost are found, identified, and buried? As hard as it is to believe so soon after the attack on the World Trade Center and the Pentagon, life does go on and part of the focus will begin to shift from those who did not survive to those who did. In Oklahoma, we learned what it means to be a “survivor” long before “reality TV” attempted to enlighten us.



*OPM State EAP Administrative Assistant Blanche Longoria was OPM Employee of the Quarter for March - May 2002. Ms. Longoria was nominated by Robert Stevens, OPM State EAP Coordinator, who wrote: "(Ms. Longoria) manned the EAP office while team members provided counseling and services at Ground Zero (New York). She coordinated information and services with clients and staff to provide uninterrupted functioning of the office in crisis. She willingly came in early, stayed late, and when necessary, gave up many lunches to fill in."*

In the hours immediately following the Murrah bombing, Robert Stevens, who coordinates the OPM State Employee Assistance Program (EAP), worked with other Oklahoma state government EAP professionals to respond to the immediate need for a crisis briefing. Oklahoma Governor Frank Keating approved the request and authorized state EAP professionals to move forward with their plans. Staff quickly prepared instructional flyers, telephoned other agencies, set up a hotline, and gathered support from other sources in the community.

The day after the bombing, the EAP briefing team advised agency directors, personnel managers, and supervisors of the need to be supportive of one another during the various phases of recovery. The EAP professionals cautioned state agency managers to watch for signs of shock, anxiety, memory loss, irritability, and sensitivity. EAP staff members also cautioned these agency managers that severe emotional impact might not show up until later—as soon as six to seven days or as late as six to ten weeks after the incident. The members of the EAP cadre provided suggestions on strategies to cope with the wide range of emotions agency managers and their staff members might be experiencing. Individuals were encouraged to get some type of normalcy in their daily lives—exercise, take time to rest, and to give themselves permission to take appropriate time to work through the trauma.

## FY 02 Annual Report

## OPM State EAP, continued

In addition, Mr. Stevens developed the "State Employees Bombing Recovery Committee" to provide support and to aid in the recovery of state employees directly affected by the bombing. This group was made up of staff members of the state agencies housed in buildings damaged by the bombing—Oklahoma Basic Health Benefits Board; the Risk Management Division of the Department of Central Services; Oklahoma Guaranteed Student Loan Program; Oklahoma Tuition Aid Grant Program; the State Historic Preservation Office of the Oklahoma Historical Society; Oklahoma Department of Securities; Oklahoma Water Resources Board; Criminal Justice Resource Center of Oklahoma; Truth in Sentencing Policy Advisory Commission; and the Oklahoma Small Business Development Center of the University of Central Oklahoma—who met many times during the painful days, weeks, and months following the bombing and who proved to be helpful not only to each other, but to other state government colleagues who, though they did not suffer as directly, suffered nonetheless.



*OPM State EAP Professionals (l to r) Warren Thompson, Deanna Miller, and Robert Stevens traveled to New York City in September and October 2001, to conduct critical incident stress debriefings for firefighters working at the World Trade Center site.*

On May 1, 1995, Governor Keating issued an Executive Order directing that state employees "with immediate family members dead, missing, or seriously injured as a result" of the Murrah bombing be granted leave with pay, which he called "disaster leave", from April 19, 1995, through May 19, 1995. Because time away from work must be accounted for in some way and because there were no policies or procedures addressing an incident such as the Murrah bombing, on May 16, I, as OPM Administrator, adopted an emergency amendment to the Merit Rules of Personnel Administration to authorize disaster leave for state employees. The Governor approved this rule and it became effective immediately for the time period specified in the Executive Order.

On May 18, 1995, I adopted an emergency amendment to the Merit Rules providing for paid administrative leave for state employees physically injured as a result of the Murrah bombing. On October 17, 1995, I adopted an emergency rule that applied to employees of state agencies housed in buildings damaged by the Murrah bombing and state employees physically present in such buildings in an official capacity who suffered physical, mental, or emotional harm as a result of the bombing. This rule came about as the result of input from the survivors' group mentioned earlier—members were concerned that many employees who were not physically harmed by the bombing did suffer mental and emotional harm.

In 1997, I adopted two rules authorizing paid administrative leave for state employees to attend the trials of Timothy McVeigh and Terry Nichols, the two men charged in the Murrah

## FY 02 Annual Report

## OPM State EAP, continued

bombing. Both rules were effective through July 14, 1998.

### **Some Thoughts On This Thing Called Public Service**

A couple of weeks after the Murrah bombing, we celebrated Public Service Recognition Week here in Oklahoma, as did many of you in your home states. Some folks criticized us for not canceling this annual celebration of public sector employees. They said it seemed somewhat disrespectful in light of the bombing. We politely disagreed. We felt that it was the perfect time to lift up public employees, to give them long-overdue praise for their service to the citizens of the state and the nation. We felt it was a good time to say thank you, too late for some, for all these public servants do for so many people everyday. We felt it was appropriate, at that time, to honor not just those public employees who perished even as they served, but to honor those who, in some cases, traveled many miles and put their physical and mental health on the line to rescue those they could rescue and to bury those they could not. And, who thought nothing of it.

The late United States Senator Sam Ervin called public servants "men and women of capacity" who, if they "refuse to take part in politics and government . . . condemn themselves, as well as the people, to the punishment of living under bad government." Fortunately, but sadly, there seems to be no limit to the "men and women of capacity" who live and work in Oklahoma, New York, and every other state in the Union. It is not an exaggeration to say we would all be lost without them.

### **Oklahoma Counselors Aid New York City Firefighters**

*From the Office of Governor Frank Keating—September 20, 2001  
Reprinted in October 2001 "HR Exchange"*

The first of two groups of Oklahoma counselors with experience in debriefing rescue workers left for New York Friday, September 21, to assist firefighters working at the World Trade Center site, Governor Frank Keating announced Thursday, September 20.

"We are proud that Oklahoma can contribute in yet another way," Keating said. He said five counselors would depart for New York on September 21, with another group planning to relieve them the following week. All of those selected for New York duty worked with rescue personnel following the 1995 Oklahoma City bombing.

Wenona Impson, president of the Oklahoma City Chapter of the Employee Assistance Program Association, said she was contacted by the EAP director for the New York City Fire Department, asking for experienced counselors who could conduct critical incident stress debriefings for firefighters working at the World Trade Center site.

### **20th Anniversary Reflections**



*OPM State EAP Coordinator Robert Stevens was OPM's Employee of the Year in 1995.*

## **FY 02 Annual Report**

## OPM State EAP, continued

Irnson, EAP director for Cher Bumps and Associates in Oklahoma City, will be among the first group dispatched to New York. She will be joined by **Warren Thompson** of the state Office of Personnel Management; Joe Smela of Drug Recovery, Inc.; Rick Krause, an EAP counselor in private practice, and Rebecca Mild of Integris Health Systems.

"We all know how crucial it was in 1995 for counselors to be on hand for those working in the rescue and recovery efforts" Keating said. "It's an honor for Oklahomans to be able to lend their expertise and compassion to New York's bravest."

Albert Ashwood, Oklahoma Emergency Management Director, is already in New York helping organize the rescue and recovery operation, and other Oklahomans who experienced the 1995 Murrah bombing have offered to help as well.

Impson said the second group of Oklahoma counselors would relieve her team in New York sometime in early October, with teams expected to rotate in and out as long as they are needed.

*Editor's Note: OPM State EAP Representative Warren Thompson returned from New York City on September 28. OPM State EAP Representative Deanna Miller was in New York City from September 29 - October 6, and OPM State EAP Coordinator Robert Stevens from October 3 - 10.*



*Robert Stevens, OPM State EAP Coordinator, hosted OPM's retirement reception for Janice Wadkins in September 2001. Ms. Wadkins served as Assistant Administrator for Employment Relations Services, which included Affirmative Action/Equal Employment Opportunity and the OPM State EAP.*



*Janice Wadkins (right) and her daughter Ariana, a student at the University of Michigan, served as co-hosts of Oklahoma state government's eighth annual observance of Take Our Daughters To Work® Day on April 27, 2000.*

## **20th Anniversary Reflections**

# Employee Selection Services Department

## Hank Batty, Assistant Administrator

The Employee Selection Services Department consists of the **Applicant Services Division** (formerly known as the Recruitment Division), which administers the recruitment system for Merit System agencies, and the **Personnel Assessment Division**, which develops and validates a variety of employee selection procedures for state government. Hank Batty is the Assistant Administrator for Employee Selection Services.

## Applicant Services Division

The Applicant Services Team administers the recruitment system for the state's Merit System of Personnel Administration. Team members process applications submitted by individuals seeking employment with the state to determine if applicants meet minimum qualifications for classified positions. Members of the Applicant Services Team also rate applicant education and experience and review agency requests to promote, demote, transfer, or reinstate employees.



*During FY 02, members of the Applicant Services Team included (standing, l to r) Hank Batty, Assistant Administrator for Employee Selection Services; Herman Johnson; Tom Impson; Patty Nelson, Harry Gentry; (seated, l to r) Nikki Montgomery; Laraine German; and Rebecca Coyote. Not pictured are Denise Miles, Lezlie Thierry, and Leann Morrow.*

Twenty-nine state agencies currently have direct on-line access to job registers established by OPM. These agencies employ over 80 percent of all classified employees in state government.

In June 2002, the Applicant Services Team sponsored the second annual *State Government*



*Applicant Services Team member Lezlie Thierry (right) was appointed the HR Lead for the CORE Oklahoma Project in February 2002. Pictured with Ms. Thierry is Larry Fisher, OPM Assistant Administrator for Human Resource Development Services, who will provide technical support for the training component of the project.*

## FY 02 Annual Report

## Employee Selection Services, continued

*Career Fair.* Twenty-four state agencies participated in this event, held at Shepherd Mall in Oklahoma City, which attracted approximately 500 prospective job seekers.

During FY 02, Applicant Services Team members processed 70,998 state employment applications and conducted 6,596 ratings of training and experience. In FY 02, state agencies hired 2,744 applicants from certificates, 39 applicants through the "Persons With Severe Disabilities Employment Program," and two applicants through the "Special Disabled Veterans Program."

The Applicant Services Team also administers the Priority Reemployment Consideration (PRC) program. Since 1982, state law has provided that permanent employees separated through a reduction-in-force may be eligible for PRC. PRC permits separated employees to apply for classified job titles for which they have qualified and successfully completed any required examination, and to be given consideration by Merit System agencies before applicants on Merit System registers. Applicants may be eligible for PRC for up to 18 months or until they are appointed to a state job with the same or higher pay band than their previous job family level.



*Twenty-four state agencies participated in the second annual State Government Job Fair, held April 23, 2002, at Shepherd Mall. Denise Harkins and Jamie Fannin represented the Department of Environmental Quality.*

### Targeted Minority Recruitment Program

Members of the Applicant Services Team coordinate recruitment activities under the Fair Employment Practices Act (FEPA). FEPA is an optional hiring procedure used by state agencies to employ females, blacks, Hispanics, Asian/Pacific Islanders, and American Indians/Alaskan natives who are legal residents of the state in an effort to satisfy Affirmative Action hiring goals. FEPA applicants must meet minimum qualifications and pass any required examination. Team members also maintain a Female/Minority Talent Bank which enables OPM to better match an agency's hiring needs with the employment interests of applicants.

During FY 02, OPM issued 1,016 FEPA certificates and agencies hired 137 FEPA applicants.

### Outreach

Members of the Applicant Services Team attend numerous career fairs each year. Team members participated in the following events during FY 02:

#### August 2001

Exide Technologies Employee Fair  
Oklahoma City, OK

#### September 2001

Fall Career Fair, Langston University, Langston, OK

## FY 02 Annual Report

## Employee Selection Services, continued



*Emilou Hiebert joined the OPM Team on October 13, 1978. Her years of service to the state were recognized during OPM's observance of its 20th anniversary on July 31, 2002.*

### October 2001

Fall Career Fair, University of Central Oklahoma, Edmond, OK

Fall Employment Expo, Oklahoma City Community College, Oklahoma City, OK

Career Day, Oklahoma Christian University, Oklahoma City, OK

Agriculture, Food, Environment, and Natural Science Career Fair, Oklahoma State University, Stillwater, OK

Workforce Oklahoma Career Connection Center Ninth Semi-Annual Job Fair, Heritage Park Mall, Midwest City, OK

### February 2002

Athletic Career Fair, University of Oklahoma, Norman, OK

Career Fair 2002, Southwestern Oklahoma State University, Weatherford, OK

Spring Career Fair, University of Central Oklahoma, Edmond, OK

Martin Luther King, Jr. Multicultural Career Fair, University of Oklahoma, Norman, OK

### March 2002

Spring Career Fair, Langston University, Langston, OK

### April 2002

Career Day, Oklahoma Christian University, Oklahoma City, OK

Technology Job Expo 2002, Francis Tuttle CareerTech, Oklahoma City, OK

State Employment Opportunities, MetroTech, Oklahoma City, OK

Annual Statewide Department of Rehabilitation Services Job and Technology Fair, The Omniplex, Oklahoma City, OK

State of Oklahoma Job Fair 2002, Shepherd Mall, Oklahoma City, OK



*During FY 02, members of the Register, Test Administration, and Applicant File Room Team included (l to r) Cassandra Patmon, Sandie Wein, Emilou Hiebert, Rachel Berry, and Misty Brandon. Not pictured is Rosemary Mahboob.*

## FY 02 Annual Report

## Employee Selection Services, continued



*OPM Team member Rose Mahboob (right) assists Mike Wiles, Director of Student Services at the Pioneer Career Technology Center in Ponca City, in preparing for Merit System testing at his facility.*

### May 2002

Workforce Oklahoma Career Connection Center 10th Semi-Annual Job Fair, Heritage Park Mall, Midwest City, OK

### Register, Test Administration, Applicant File Room

The Applicant Services Team also is responsible for services related to applicant registers, test administration, and applicant files.

Register Team members establish and maintain registers of eligible applicants for jobs in the classified state service. Team members issue certificates of eligible applicants to

Merit System agencies and audit appointments and other actions listed by agencies on returned certificates. Members of the Register Team also maintain lists of former state employees who have been separated through reduction-in-force and who are eligible for Priority Reemployment Consideration. During FY 02, members of the Register Team issued 4,789 certificates.

During each workday at OPM, Test Administration Team members administer Merit System examinations. During FY 02, members administered 13,760 employment exams—71 percent of those administered throughout the state. Team members also recorded and scored 6,273 examinations administered through CareerTechs across the state:

Ada	Pontotoc Technology Center
Afton	Northeast Technology Center
Alva	Northwest Technology Center
Ardmore	Southern Oklahoma Technology Center
Bartlesville	Tri-County Technology Center
Burns Flat	Western Technology Center
Durant	Kiamichi Technology Center
Enid	Autry Technology Center
Fort Cobb	Caddo-Kiowa Technology Center
Idabel	Kiamichi Technology Center
Lawton	Great Plains Technology Center
McAlester	Kiamichi Technology Center

**The Oklahoma Department of Career and Technology Education provides leadership, resources, and assures standards of excellence for a comprehensive statewide system of career and technology education. That system offers programs and services in 29 technology center districts operating on 54 campuses, 400 comprehensive school districts, 25 skill centers and three juvenile facilities.**

## FY 02 Annual Report

## Employee Selection Services, continued

Pryor	Northeast Technology Center
Sapulpa	Central Tech
Wayne	Mid-America Technology Center
Wetumka	Wes Watkins Technology Center
Woodward	High Plains Tech

In addition, Team members administer a variety of special examinations, including examinations for Certified Personnel Professionals and Certified Procurement Officers, as well as examinations for the Certified Public Manager Program and Oklahoma Highway Patrol applicants.

Members of the Applicant File Room Team are responsible for establishing and maintaining the files of all active applicants for employment in the classified service; transferring applications of individuals hired to the Employee File area; and periodically transferring inactive files to the Oklahoma State Archives.

### Sanitarian & Environmental Specialist Registration Advisory Council



*Applicant Services Team member Patty Nelson.*

In 1983, the legislature created the Sanitarian and Environmental Specialist Registration Advisory Council. The Council works in conjunction with the State Board of Health to promulgate rules governing the examination and registration of sanitarians and environmental specialists, define categories and limitations for such registration, and provide continuing education requirements for the renewal of registration.

The Council consists of the Commissioner of Health or designee; the Executive Director of the Department of Environmental Quality or designee; the OPM Administrator or designee; one member appointed by the Director of the Oklahoma City-County Health Department; one member appointed by the Tulsa City-County Health Department; two state employees appointed by the Commissioner of Health; and two members appointed by the Executive Director of the Department of Environmental Quality—one employed by private industry and one employed by the Indian Health Service or by tribal government.

During FY 02, members of the Council included Jim Echelle, Gary Collins, OPM Employee Selection Services Team member Patty Nelson, Mike Bailey, Alisa Forbes, Rocky McElvany, Mark Radzinski, and Jack Christy.

### Certified Personnel Professionals Training

Since 1996 over 300 state employees have successfully completed the coursework and examination to become Certified Personnel Professionals (CPP)—employees assigned to professional HR

## FY 02 Annual Report

## Employee Selection Services, continued



*OPM CPP instructors include (left photo, l to r) Hank Batty, Employee Selection Services; James Perez, Office of the Administrator; Tom Patt, Management Services; Larry Fisher, HRDS; David Hays, Management Services; Natasha Riley, Employee Selection Services; and (below) Dayna Petete, Office of Communications.*



positions in the executive branch of state government. Not only are these individuals required to attend four days of training, they must successfully complete an examination to attain certification as an HR professional, and a minimum of eight hours of training in professional HR administration each year in order to maintain certification. The curriculum combines classroom sessions taught by a cadre of OPM and state agency "subject matter experts", with one of the leading HR textbooks around today, *Human Resource Management*, by Robert L. Mathis, University of Nebraska at Omaha, and John H. Jackson, University of Wyoming. Hank Batty, OPM Assistant Administrator for Employee Selection Services, coordinates CPP training.

## Personnel Assessment Division

The Personnel Assessment Team develops and validates a variety of employee selection procedures for state government, including written tests, ratings of training and experience, performance tests, structured interviews, and certification tests. During FY 02, Joe Davenport was the Director of the Personnel Assessment Division.

In FY 02, Team members developed or revised 12 written content-validated job knowledge tests and developed or revised 33 ratings of training and experience.

Of those 33 ratings of training and experience, 15 were supplemental questionnaires. Team members also



*During FY 02, Personnel Assessment Team members included (l to r) Jamie Culp; Barry Breckle; Natasha Riley; Joe Davenport, Director; Juan Benavidez; and Lance Cullen. Not pictured are Suzie Marta and Liz Kettler.*

## FY 02 Annual Report

## Employee Selection Services, continued

conducted 77 meetings with agency employees to review new or existing selection devices and participated in their development or revision.

Also during FY 02, Personnel Assessment Team members served as consultants to various state agencies on a variety of projects. Team members assisted the Department of Corrections staff in developing a realistic job preview video to help with the selection of Correctional Security Officers. The video has been coupled with a "Willingness" checklist that applicants must review and certify that they will perform the difficult essential functions of a Correctional Security Officer position. These tools are designed to combat a high turnover rate for new employees in these jobs.

Additionally, Assessment Team members revised the Certified Personnel Professional examination; assisted the Department of Labor with two structured interviews; assisted the Department of Public Safety in selecting a new commercially-available written selection test for Highway Patrol Cadets; updated the Mentor Executive selection process; revised the Certified Procurement Officer written test; and conducted an extensive job analysis prior to development of a new written selection procedure for Correctional Officer Cadets. And, a product developed last year by Personnel Assessment Team members—*Developing and Administering Structured Interviews "Selecting the Right People for the Right Jobs"*—was nominated for the National Association of State Personnel Executives' (NASPE) Eugene H. Rooney Award.



*During FY 02, OPM's Personnel Assessment Division established a new partnering relationship with faculty from the University of Oklahoma's Industrial/Organizational Psychology program.*

*The purpose of this relationship is to recruit Industrial/Organizational Psychology (I/O) graduate students as Personnel Assessment staff members via the Carl Albert Public Internship Program (CAPIP), and secure technical and professional assistance from the OU faculty. During FY 02, members of OPM's Personnel Assessment Team included (l to r) CAPIP Executive Fellows Juan Benavidez, Jamie Culp, and Suzie Marta, graduate students in the University of Oklahoma's I/O program, and Personnel Assessment Director Joe Davenport.*



*During FY 02, Liz Kettler was a member of the Personnel Assessment Team.*

Probably the most ambitious undertaking for members of the Personnel Assessment Team was the development of computerized Merit System testing for state jobs. OPM signed a contract with Raytheon Technical Services Company to provide a computerized test development, administration, and scoring system. The system will be available for implementation at all OPM test sites, including the 22 CareerTech campuses statewide that offer Merit System testing.

When fully implemented, this new system will allow applicants to take a Merit System test on a computer and receive their score immediately after they have finished. If the applicant earns a passing score, he or she will go on the register in a matter of minutes. The target date for implementation is January 2003.

## FY 02 Annual Report

## Employee Selection Services, continued

### Productivity Enhancement Program (PEP)

Members of the Personnel Assessment Team staff the Productivity Enhancement Program (PEP). Through PEP, the state of Oklahoma presents cash and non-cash incentive awards to state employees for ideas, programs, and projects which result in increased productivity, cost curtailment, revenue generation, or improved safety, efficiency, morale, or better services. Through PEP, agencies may give non-cash awards or cash awards up to \$10,000 for implemented ideas that save money.

The seven-member Committee for Incentive Awards for State Employees makes the decisions concerning both cash and non-cash PEP awards. In FY 02, the Committee authorized one cash award of \$5,163 for a state employee and another cash award of \$1,622.47 for two state employees for creating a combined \$21,272.11 in first-year savings for the state of Oklahoma. To date, 281 state employees have received cash PEP awards totaling \$244,833 for creating \$7,496.996 in first-year savings for the state of Oklahoma.



*Personnel Assessment Team member Juan Benavidez developed a new selection process for State Mentor Program applicants. On June 13, 2002, he explained his work to members of the Mentor Selection Advisory Committee.*

### 20th Anniversary Reflections

**From the FY 1981 OPM Annual Report:** Fiscal Year 1981 was "the year of the new equipment" in Process and Scoring. During that time, a scoring machine which can visually scan test sheets began to be utilized and data processing equipment was installed.

The use of the new Opti-Scan Scoring Machine has transformed many of the ways that the Process and Scoring Unit does business. Because of the new scoring machine, Process and Scoring is now able to score most tests the morning following their administration and send the results on to the Register Section that day. This is a vast improvement over the process when



*Cassandra Patmon joined the OPM Team on October 20, 1980. Her years of service to the state were recognized during OPM's observance of its 20th anniversary on July 31, 2002.*

the tests were scored by hand. At that time, the scoring process took a minimum of 2 to 3 days and often as long as a week. New security measures were taken once the scoring machine began to be used and now the test sheets, once utilized, never leave the Process and Scoring Unit.

The implementation of the new computer system had a large impact on the Process and Scoring Unit. Since the previous system was strictly manual, all the employees were faced with a situation where they needed to learn an entirely new way of doing their job while

## FY 02 Annual Report

## Employee Selection Services, continued

simultaneously learning how to use data processing equipment as well. The new data processing system also required that the unit become involved in a "dual processing" situation for

### 20th Anniversary Reflections



During Spring 1983, OPM Team members formed committees to review and rewrite the Merit Rules to implement the Oklahoma Personnel Act. Pictured above are members of one such committee: Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources (left), was Director of Human Resource Development for OPM; former OPM Team member Steve Loux, Director of Compensation for the State of New Mexico (center) was Assistant Director of OPM's Classification Division; and Hank Batty, OPM Assistant Administrator for Employee Selection Services (right), was Assistant Director of Recruitment.



Personnel Assessment Director Joe Davenport joined the State Personnel Board/OPM Team on February 1, 1969. He retired on July 31, 2002.

approximately three to four months. "Dual Processing," simply means that, for whatever given period of time, every task has to be completed twice, in two different ways (one being the old manual method and the other the new data processing method.) Dual processing took place so that all programming, and the data system itself, could be carefully monitored to make sure that everything was functioning properly before the Merit System Office switched over entirely to the new computer system.

The one new task developed for those in Recruitment during Fiscal Year '81, and which will probably prove to be most important over the years, was the Recruitment Liaison Program, consisting of specific agency assignments. Every State agency now has one Recruitment Analyst they can refer all recruiting related problems and questions to. This Recruitment Liaison Program was developed to more effectively meet the individual recruitment needs of user agencies, to create a procedure which will more formally define minimum qualification interpretations, and to establish a more "personal" relation-



## FY 02 Annual Report

## Employee Selection Services, continued

ship between agency Personnel Officers and the Recruitment staff.

Two existing departments of the Merit System Office, Examination Research and Development and Job Task Analysis, were merged during Fiscal Year 1981 to produce one Personnel Assessment Unit.

The traditional roles (studies of the validity of existing tests and test questions along with research into the development of new valid examinations as well as investigation to discover the actual duties performed in specific job classifications) of both departments are still being performed, only now by one collective unit instead of two.

**From the FY 1984 OPM Annual Report:** During FY '84 Personnel Assessment also implemented the Employee Service Evaluation (ESE) Levels I and II which was developed the previous year. The ESE system, a performance appraisal system, was implemented in response to 74 O.S. Supp. 1982, 841.16 which directs agencies to adopt and maintain a system of employee service ratings. To date, 42 agencies have adopted the ESE system with the remainder using systems which were approved by the OPM administrator. A series of meetings was held with agency representatives to aid them in deciding which system to use, to help develop a system which would receive OPM approval if ESE was not used, and to assist them in implementing the system they selected.



*Members of the 1981 Recruitment Team included (l to r) Jack Dobbins, Stan Turner, Paul Wyatt, Hank Batty, Greg Emerson, Gary Davidson, Randy Adams, Bill Douglas, Judy Pavillard, Bill Taylor, and Juanita Duncanson.*

*Hank Batty, Assistant Administrator for Employee Selection Services, joined the OPM Team on October 1, 1979. His years of service to the state were recognized during OPM's observance of its 20th anniversary on July 31, 2002.*



## FY 02 Annual Report

# Office of Equal Opportunity & Workforce Diversity

**Brenda C. Thornton, Director**

During FY 02, the work of the Office of Equal Opportunity and Workforce Diversity related to Equal Employment Opportunity, Affirmative Action, and the investigation of complaints of discrimination. Team members continued to provide staff support to the Affirmative Action Review Council, Governor's Advisory Council on Asian-American Affairs, Governor's Advisory Council on Latin-American and Hispanic Affairs, the Martin Luther King, Jr. Memorial Commission, and the Oklahoma Commission on the Status of Women. Brenda C. Thornton is the Director of the Office of Equal Opportunity and Workforce Diversity.

## **Affirmative Action/Equal Employment Opportunity**

Equal Opportunity and Workforce Diversity Team members provide services that support the development and continuance of a diverse state workforce. In 1984, the legislature enacted House Bill 1681, the first Oklahoma law requiring state agencies to prepare Affirmative Action Plans (AAPs). This legislation also required OPM to report annually on the progress made by governmental entities in the area of Affirmative Action, including the status of the recruitment of women, men, and minorities within EEO job categories.

Subsequent legislation gave the OPM Administrator the responsibility for implementing the state's Affirmative Action policies and for ensuring Equal Employment Opportunity in state government, and made agency Appointing Authorities responsible for Affirmative Action efforts and progress by requiring each agency to submit an AAP to OPM annually.

The Administrator has assigned to the Office of Equal Employment and Workforce Diversity the responsibility for reviewing AAPs to ensure their compliance with the Oklahoma Personnel Act and the Merit Rules, and for reporting the results of its review to the Affirmative Action Review Council (AARC), which also reviews AAPs submitted by state agencies. During FY 02, Team members reviewed 109 AAPs.

During FY 02, the OPM Office of Equal Opportunity and Workforce Diversity, for the first time, published its *Oklahoma State Government Equal Employment Opportunity/Affirmative Action Status Report* on the OPM Website.

The report is issued on an annual basis in accordance with Title 74, Section 840-2.1 of the Oklahoma Statutes, which mandates that agencies, boards, commissions, departments, and offices of each branch of state government prepare an annual AAP and file it with OPM by September 1 of each year. The Status Report issued during FY 02 is the collated data from state agency AAPs for the reporting period beginning July 1, 2000, and ending June 30, 2001.



*Brenda Thornton, Director of the Office of Equal Opportunity and Workforce Diversity, celebrated 15 years of service to the state of Oklahoma in May 2002. Pictured with Ms. Thornton is Cynthia Clegg, Deputy Administrator for Programs.*

## **FY 02 Annual Report**

## Equal Opportunity & Workforce Diversity, continued

Highlights from the report indicate:

- Decrease of 303 state employees (0.9 percent)— 34,599 employees reported in FY 00 compared to 34,296 for FY 01.
- Increase in minority representation from 6,626 in FY 00 to 6,651 in FY 01 (25 or 0.4 percent).
- Increase in female representation from 18,756 in FY 00 to 18,814 in FY 01 (58 or 0.3 percent).
- Overall, state government continues to employ females (54.9 percent) at a rate higher than the Civilian labor force (45.4 percent).

Section 840-2.1 requires OPM to submit a copy of the annual Status Report to the Governor, Speaker of the House of Representatives, and President Pro Tempore of the Senate. In FY 02, OPM provided copies of the Report on compact disk (CD) to Governor Frank Keating, Speaker Larry Adair, and President Pro Tempore Stratton Taylor, as well as to each Cabinet Secretary, members of the Black Caucus, and the Department of Libraries. OPM also provided the Executive Summary from the Report to each state agency.

### Discrimination Complaints Investigator Training

The Equal Opportunity and Workforce Diversity Team also coordinates, in cooperation with the Oklahoma Alliance for Civil Rights, training for all individuals who investigate complaints of employment discrimination in executive branch agencies. State law requires these individuals to complete four days of initial discrimination complaints investigator training either conducted or approved by OPM; a minimum of one investigation under the guidance of a senior Equal Employment Opportunity (EEO) investigator; and a minimum of six hours of classroom instruction or 0.6 Continuing Education Units (CEUs) in training each calendar year, and other annual training that may be announced by OPM. Persons who complete annual training must submit proof of completion that is acceptable to OPM. To date, 164 individuals have completed the discrimination complaints investigator training, and 57 currently are certified discrimination complaints investigators.



*R. Charles Smith, President, Oklahoma Alliance for Civil Rights (OACR); Brenda Thornton, Director, OPM's Office of Equal Opportunity and Workforce Diversity; and Michael Johnson, Brightline Compliance. OPM and OACR co-sponsored training for discrimination complaints investigators in May 2002.*

OPM's partner in this training venture is the Oklahoma Alliance for Civil Rights (OACR), an organization composed of individuals, in the public and private sectors, employed in the areas of personnel, Affirmative Action, and/or Equal Employment Opportunity. Members assist and support Affirmative Action and Equal Opportunity personnel by identifying recruitment sources;

## FY 02 Annual Report

## Equal Opportunity & Workforce Diversity, continued

...serving as a network for professional information and development in the area of Equal Opportunity and Affirmative Action; disseminating information to schools, organizations and agencies; and advocating for progress in the area of Equal Opportunity.

OPM and the OACR conducted a training conference in May 2002, at Metro Technology Center/Springle Lake Division in Oklahoma City. Presenters included Michael Johnson of Brightline Compliance, as well as certified Senior EEO investigators, Civil Rights Administrators, and other HR professionals. Eighteen employees representing 12 public sector entities attended the training.

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

Governor Frank Keating created the Governor's Advisory Council on Latin-American and Hispanic Affairs in 1996 by Executive Order. The Council's primary mission is to expand opportunities for Oklahoma Hispanics in education, employment, health, housing, culture, and recreation. Council members also advise the Governor on the development and implementation of policies, plans, and programs related to the special needs of Hispanics. In FY 02, Council members asked the Equal Opportunity and Workforce Diversity Team to conduct a survey regarding the type of information state agencies provide to their non-English speaking/reading clients and customers. The results were published in the July 2002 issue of the *HR Exchange*.

During FY 02, Juanita Salazar Lamb served as chair of the Council and John Lopez served as vice-chair. Members of the Council included Yolanda Charney, Matthew Mollman, Jerry Orellana, Guillermo Rojas, and Oscar Quiroga. All members are appointed by the Governor.

Equal Opportunity and Workforce Diversity Team members provide staff support to the Council.

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

In 1995, Governor Frank Keating created the Governor's Advisory Council on Asian-American Affairs by Executive Order. The mission of the Council is to provide advice and assistance to the



*In November 2001, Brenda C. Thornton, Director of the Office of Equal Opportunity and Workforce Diversity (center), and William A. Franklin, OPM consultant and retired Department of Human Services Civil Rights Administrator (right), participated in the Oklahoma Alliance for Civil Rights' annual Fall Training Conference. Ms. Thornton and Mr. Franklin addressed the audience of Civil Rights Administrators and Affirmative Action Officers regarding the Do's and Don'ts of completing the affirmative action plan required by state law. Mr. Franklin explained the philosophical reasons for having an affirmative action plan and provided background information about how and why the plan was created. Ms. Thornton distributed diskettes containing an Excel version of the required reporting forms and announced that the forms also were available on the OPM Website. During FY 02, Ann Craven (left) provided administrative services for the Office of Equal Opportunity and Workforce diversity.*

## Equal Opportunity & Workforce Diversity, continued

Governor on policy issues related to the arts, economic development, health and human services, human resources, education, and other issues affecting the Asian-American population of Oklahoma.

The Council is made up of ten representatives of the state's Asian-American community who are appointed by the Governor. The Governor may designate additional members of the Council from the Health and Human Services, Safety and Security, Human Resources, Administration, and Education Cabinet areas to serve in a nonvoting *ex officio* capacity.

During FY 02, Hung Le served as Chairman of the Council. Members included Rex Chen, Vasithy Sengdara, Chinh Huynh, M.D., Rita Raman, M.D., Dr. Yoshi Sasaki, Yen Tran, Tinny Chang, Dr. Kyung-Whan Min, and Polus Tangdang.

Equal Opportunity and Workforce Diversity Team members provide staff support to the Council.



*Members of the Governor's Council on Latin-American and Hispanic Affairs pictured with Governor Frank Keating (fourth from left) and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources (far right) include (l to r) Jerry Orellana, Matthew Mollman, John Lopez, Juanita Salazar Lamb, Oscar Quiroga, Guillermo Rojas, and Yolanda Charney.*



*Members of the Governor's Advisory Council on Asian-American Affairs include (l to r) Rex Chin, Hung Le, Yen Tran, Vasithy Sengdara, and Dr. Yoshi Sasaki. Not pictured are Chinh Huynh, M.D., Rita Raman, M.D., Tinny Chang, Dr. Kyung-Whan Min, and Polus Tangdang.*

### **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

## FY 02 Annual Report

## Equal Opportunity & Workforce Diversity, continued

changes relating to equity and gender bias.

The Commission consists of thirty (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.

Members of the legislature passed and Governor Keating signed legislation facilitating the transfer of staff support responsibility from the Office of the Secretary of State to the Office of Personnel Management during the 2002 legislative session. It became effective July 1, 2002.



*Members of the Oklahoma Commission on the Status of Women include (back row, l to r) Catherine Haynes; Pat Martin; Kathryn Jones, secretary; Debbe Leftwich, chair; Bob Darcy; Rep. Barbara Staggs; Patricia Presley, vice-chair; (front row, l to r) Juan Hong Fei, guest; Mary Walker; Bernice Mitchell; Sally Shrek; Carolyn Gang; and Claudean Reynolds. Not pictured are Deborah Bailey, Betty Boyd, Kristi Crutchfield, Rep. Mary Easley, Marilyn Ehlers, Vicki French, Helen Jo Hardwick, Sydney Hill, Rebecca Kennedy, Lou Kerr, Melissa McLawhorn Houston, Sen. Angela Monson, Jilda Motley, Rita Newton, Rowena Ogden, Dara Derryberry Prentice, Sheila Sheaman, Renita Shofner, Marlene Smith, Margaret Swimmer, Claudia Tarrington, and Bobbye Treadwell.*



*Janice Wadkins (left) retired from state service in September 2001. Ms. Wadkins served as Assistant Administrator for Employment Relations Services, which included Affirmative Action/Equal Employment Opportunity and the OPM State EAP. She began her service at OPM on October 24, 1988. During Ms. Wadkins' retirement reception, Cynthia Clegg, OPM Deputy Administrator for Programs (right), presented a commendation from Governor Frank Keating declaring September 14, 2001, "Janice M. Wadkins Day" in the state of Oklahoma.*

## FY 02 Annual Report

# Financial Management Services Department

**Marilyn Capps, Associate Administrator and Chief Financial Officer**



*During FY 02, the Financial Management Services Team included (l to r) T.V. Muralidharan, Pearl Barnes, Marsha Reeder, Jose Posa, LaTisha Edwards, Marcia Alexander, Cyndy Kyle, John Schlichting, Frank Friel, Yvette Talley, Grayson Roulston, Debbie Tingler, and Marilyn Capps. Not pictured are Lee Ardrey, Donnie Ingram, Todd Haymore, Steven Snyder, Christina Anderson, Jean Marc Hache, and Kamala Shakya.*

The Financial Management Services Department is responsible for providing such administrative support services as budgeting, fiscal reports, purchasing, inventory, accounts receivable, accounts payable, payroll, benefits coordination, agency HR activities, timekeeping, mail room, copying, records management, publications clearinghouse, graphics, safety, workers' compensation, reception, telecommunications, and network management services.

Marilyn Capps is the Associate Administrator for Financial Management and Administrative Services and OPM's Chief Financial Officer.

## **Audit**

During FY 02, the State Auditor and Inspector's Office completed the fiscal year audit for FY 01. The audit report indicated that there were no instances of noncompliance that are required to be reported under Government Auditing Standards, and no matters involving the internal control over financial reporting and its operation that were considered to be material weaknesses. Marian Freeman served as OPM's Chief Financial Officer in FY 01.

## **Budget**

OPM's final FY 02 Budget Work Program was \$6,332,136. In accordance with Section 840-1.18 of Title 74 of the Oklahoma Statutes, Merit System billings provided 94 percent of OPM's funding. The remaining six percent was derived from revolving funds made up of fees charged to other state agencies for participation in the



*Marian Freeman retired in September 2001, after 23 years of service to the state of Oklahoma, over nine of those at OPM. Ms. Freeman served as OPM's Associate Administrator for Administrative Services and Chief Financial officer.*

# **FY 02 Annual Report**

## Financial Management Services, continued



*Lee Ardrey was honored for 20 years of service to the state of Oklahoma during OPM's observance of the 20th anniversary of the passage of the Oklahoma Personnel Act and the creation of OPM and the Oklahoma Merit Protection Commission.*

Certified Public Manager Program and other specialized training provided for state employees and reimbursement from the Employees Benefits Council for programming support services provided by OPM.

### **Direct Deposit and Payroll Support**

The Payroll Support Unit provided payroll support for 38 state agencies and processed all direct deposit enrollments and changes. During FY 02, 69.6 percent of state employees participated in direct deposit.

### **Network Management Services**

The Network Management Services Team manages and maintains OPM's local area network and provides office automation systems to OPM Team members.

### **Personnel**

The Financial Management and Administrative Services Team is responsible for internal personnel services for all OPM employees, including development of agency personnel policies, processing of personnel transactions, leave accounting, payroll, benefits, and managing grievances.

During FY 02, Team members processed all employee benefits changes during the annual open enrollment season, as well as assisted employees with new enrollments and changes during the remainder of the year.



*Todd Haymore, Jean Marc Hache (above, l to r) and Kamala Shakya (left) were members of the Financial Management and Administrative Services Team in FY 02.*

### **Copying, Graphics, and Mail**

The Financial Management Services Team provides copying, graphics and mailing services for OPM. Major FY 02 projects included mailing test results and assembling participant manuals for HRDS workshops.

### **Purchasing**

Financial Management and Administrative Services Team members are responsible for ensuring that all OPM purchasing activities are completed in accordance with the Oklahoma statutes and

## FY 02 Annual Report

## Financial Management Services, continued

rules promulgated by the Department of Central Services.

### Reception

The Financial Management Services Team also is responsible for the OPM administrative reception area and handles a large volume of telephone calls.

### Voluntary Payroll Deduction

The Financial Management Services Team administers the state Voluntary Payroll Deduction (VPD) Program through which employees may have employee association dues, credit union payments, and supplemental insurance premiums automatically deducted from their paychecks.

Oklahoma law prescribes the requirements that associations, credit unions, insurance companies, and the Oklahoma College Savings Plan must meet to participate in the VPD program.

During FY 02, 17 credit unions, three employee associations, and nine insurance billing units participated in the state VPD program. An administrative fee of two percent of gross annual insurance premiums is collected and deposited into the General Revenue Fund.

## 20th Anniversary Reflections

*From the FY 1989 OPM Annual Report:*

Fiscal Services began administering the state's voluntary payroll deduction program for supplemental insurance, credit union payments and employee association dues.

Each month, insurance companies that receive premiums through payroll deduction are assessed a 2% fee and these receipts are deposited in the general revenue fund.

During fiscal year 1989 OPM billed \$66,017 in such fees.



*Marsha Reeder was honored for 23 years of service to the state of Oklahoma during OPM's observance of the 20th anniversary of the passage of the Oklahoma Personnel Act and the creation of OPM and the Oklahoma Merit Protection Commission.*

## FY 02 Annual Report

## Financial Management & Administrative Services, continued



*In 1985, the Administrative Services Team (formerly known through the years as Office Services and Fiscal Services) included Arlisa Bland, Theresa English, Marsha Reeder, Pearl Barnes, and Brenda Thornton.*



*Financial Management Services Team member Debbie Tingler was honored for 20 years of service to the state of Oklahoma during OPM's observance of the 20th anniversary of the passage of the Oklahoma Personnel Act and the creation of OPM and the Oklahoma Merit Protection Commission.*

## FY 02 Annual Report

# Human Resource Development Services Department

**Larry Fisher, Assistant Administrator**

Members of the Human Resource Development Services (HRDS) Team provide professional development and training services to state employees in order to improve the quality of the state workforce.

## Training and Development

FY 02 was a busy year for HRDS with more than 480 days of training and more than 9,100 participants. Approximately 190,000 individuals have participated in HRDS training activities since the Department's inception in 1981. Currently, the HRDS team offers more than 50 courses covering the range of management topics.

During FY 02, members of the HRDS Team:

- Provided strategic planning facilitation support and consultants to state agencies.
- Assisted the Office of Handicapped Concerns with a two-day training program in January on compliance with the *American with Disabilities Act*. One hundred



*During FY 02, members of the HRDS Team included (l to r) Lee Hayden, Carrie Rohr, Grayson Bedwell, Shelley Wise, Sara Johnson, Larry Fisher, Michelle Boren, Shelly McDaniels, and Joyce Smith.*

seventeen participants representing 83 state agencies attended the training.

Also during FY 02, the HRDS Team purchased e-learning training courses via state contract and made available a pilot program of web-based training in computer skills, management skills, and human resources skills.



*In January 2002, OPM assisted the Office of Handicapped Concerns in sponsoring training for agency "Americans With Disabilities Act" coordinators. Larry Fisher, OPM Assistant Administrator for HRDS (left), and Steve Stokes, Director of the Office of Handicapped Concerns (right), co-hosted the two-day event.*

## FY 02 Annual Report

## Human Resource Development Services, continued

- Supported the Management Services Department in co-sponsoring, with the Oklahoma Public Personnel Association/Oklahoma Public Employers Labor Relations Association, the *WorldatWork* compensation training in June. Approximately 80 participants attended this program.
- Participated in the start-up of the *CORE Oklahoma* project and will help train state employees in the new integrated human resources, purchasing, and payroll software package.
- Continued partnerships with the Interagency Training Council of the Oklahoma City Federal Executive Board and the Oklahoma State University Cooperative Partnership, which provides executive-level training to state employees at discounted rates.

The following HRDS courses were offered during FY 02:

<b>Title of Course</b>	<b>Total Days</b>	<b>Total Participants</b>
Achieving Extraordinary Customer Relations	4	26
ADA Conference (Office of Handicapped Concerns)	2	117
ADA Training for Supervisors (GRDA)	4	80
Administrative Law	2	70
Advanced Creative Problem Solving	10	189
Applied Leadership	8	188
Awards and Recognitions	9	176
Certified Personnel Professional Training	4	34
Challenges of Supervision	18	230
Change Management	4	81
Coaching, Counseling, and Feedback (AMA)	1	16
Conducting Effective Group Meetings	6	133
Conflict Resolution (DRS)	2	11
CPM Executive Development Seminar	4	33
CPM Orientation	1	36
CPM Project Report Writing	.5	21
Cultural Diversity (DRS)	2	24
Customer Service (Brainstorm Dynamics)	14	121
Delegation and Control	8	208
Developing Creative Problem Solving Skills	8	219
Developing Effective Negotiating Skills	8	224
Different Strokes (DRS)	2	15
Disability Awareness (Office of Handicapped Concerns)	4	75
Effective and Appropriate Interview Techniques	7	128

## FY 02 Annual Report

## Human Resource Development Services, continued

<b>Title of Course</b>	<b>Total Days</b>	<b>Total Participants</b>
Effective Communication In Management	10	205
Effective Stress Management	11	260
Effective Time Management Techniques	13	360
Equal Opportunity & Justice for All (Alliance for Civil Rights)	2.5	30
Ethics In Public Management	12	155
Everyday Creativity	7	231
Four Roles of Leadership (OMD)	8	12
Gender Games In Management	8	176
How to Conduct On-the-Job Training	7	185
Investigating Complaints of Discrimination	4	33
Lateral Thinking for Supervisors	6	98
Legislative Process	8	186
Listening Skills for Managers	5	121
Management 2000	4	34
Managing Conflict	9	235
Managing Diversity In the Workplace	5	99
Managing the Grievance Process	3	59
Managing the Troubled Employee Through the EAP Process	6	113
Mediation Skills for Personnel Supervisors (Supreme Court)	4	22
Motivating for Performance	9	221
New Approaches to Development	16	150
New Employee Orientation (DRS)	3	49
MPC Appeals Process	4	75
One Minute Manager	8	207
OPPA/OKPELRA Compensation Seminar	3	69
Performance Management Process (PMP)	14	408
Performance Measurement	2	43
Personnel Law Video Festival	4	74
Personnel Policies and Practices	14	161
Planning Skills for Managers	2	60
Policy Analysis	2	41
Practical Leadership (Brainstorm Dynamics)	2	1

## FY 02 Annual Report

## Human Resource Development Services, continued

<b>Title of Course</b>	<b>Total Days</b>	<b>Total Participants</b>
Program Evaluation	2	54
Progressive Discipline	10	261
Public Speaking and Effective Presentations	4	29
<i>Quality Oklahoma Processes</i>	4	30
Quality Tools	4	39
Safety Management	5	97
Seven Habits of Highly Effective People (OMD)	8	26
Sexual Harassment & Discrimination in the Workplace	27	565
Sexual Harassment (1/2 day)	1	44
Strategies for Improving Communication	14	184
Supervision for New Supervisors—Phase I	6	95
Supervision for New Supervisors—Phase II	3	49
Systems Management	2	18
Team Building	7	175
Violence In the Workplace	7	202
Workplace 2001/2002	12	154
Workplace Energy	5	124
World Trends	7	194
Writing Effective Letters, Memos, and Reports	2	10
Writing Skills for Managers	9	208
<b>Totals: 76</b>	<b>487</b>	<b>9,186</b>

### Certified Public Manager Program

In 1986, OPM Administrator Jim Thomas created the Certified Public Manager (CPM) Program as a comprehensive management training program for state employees. Since its inception, over 760 state employees have participated in the program. The CPM Program has been honored by the Council of State Governments as an exemplary state management program.

During FY 02, 316 employees from 49 state agencies, boards, and commissions, as well as the city of Oklahoma City, were enrolled in the CPM program. OPM conducted 170 sessions of CPM required courses, administered 89 tests, and approved 118 projects.

#### **20th Anniversary Reflections**

From the FY 81  
OPM Annual Report:

In FY '81, the Human Resource Development Center presented 12 workshops for a total of 33 training days for 273 participants. Thirty Merit System agencies three non-Merit System agencies participated in the programs.

## FY 02 Annual Report

## Human Resource Development Services, continued

Kay Nidiffer Rogers, President-Elect of the American Academy of Certified Public Managers, gave the keynote address at the 14<sup>th</sup> Annual CPM Graduation Ceremony in September 2001, during which 15 candidates representing ten state agencies received the CPM designation. During the graduation ceremony, Gretta Lee, Department of Central Services, and Carol Puckett, Oklahoma Tax Commission, were named co-winners of the *Gerald D. Wilkins Good Work Award* for their projects. Two hundred and fifty-eight participants have graduated from the CPM Program since its inception.

More than 300 government managers and supervisors attended the Oklahoma Society of Certified Public Manager's 12<sup>th</sup> Annual Educational Conference on September 7, 2001. Speakers included Frank Gresh, Director of Communications for the Emergency Medical Services Authority; Amy Whitten, employment law attorney from Mississippi; Kay Nidiffer Rogers, president-elect of the American Academy of Certified Public Managers; and keynote speaker Tim Gard of Colorado.

The Oklahoma Society of Certified Public Managers (OSCPM) held its annual awards banquet and installation of officers on December 7, 2001. Carrie Rohr, Coordinator of OPM's Certified Public Manager Program, was named *2001 Certified Public Manager of the Year*. On behalf of



Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources (far left) and Kay Nidiffer Rogers, president-elect of the American Academy of Certified Public Managers (far right) posed with FY 02 Certified Public Manager graduates on Graduation Day: Front row (left to right) Linda Rowan, Department of Human Services; Gretta Lee, Department of Central Services; Deborah Holt, Department of Human Services; Jan Ewing, Board of Medical Licensure and Supervision; Belen Burkhalter, Department of Rehabilitation Services; Rita Landers, Department of Corrections; LaNell Daniel-Kowalski, Department of Human Services; Ruth Rolfe, CPM Advisory Board Chair; Second row (left to right) Tim Hood, Office of State Finance; Candice Christian, Department of Rehabilitation Services; Shirley Smith, Department of Mines; Sharon Rowe, Oklahoma Corporation Commission; Audrey Island, Oklahoma Public Employees Retirement System; Back Row (left to right) Gerald Maurice Faulk, Department of Transportation; Janet Newton Adams, Department of Human Services.  
Not Pictured: Patricia Frost, Department of Human Services.

## FY 02 Annual Report

## Human Resource Development Services, continued

OSCPM, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, presented Ms. Rohr with a *2001 Certified Public Manager of the Year* certificate and trophy, and a Governor's Commendation proclaiming December 7, 2001, as *Carrie Rohr Day* in the state of Oklahoma. As Manager of the Year, Carrie was nominated for the *Henning Award* from the American Academy of Certified Public Managers (AACPM).

Also during FY 02, OPM hosted the Certified Public Manager (CPM) Executive Development Seminar, November 6 - 9, 2001. Twenty-nine CPM candidates from 12 state agencies and the city of Oklahoma City met for four days of speaker sessions and group problem-solving activities.

The CPM Program is designed to improve services provided by state government to Oklahoma citizens. Participants in the Program enhance management skills through seminars, examinations, and job-related projects. Graduates offer improved resources to their agency and to the state. CPM's long range goal is to help agencies identify and develop the skills of state government's future leaders.

The CPM Program is a three-level program consisting of 237 required classroom hours and 63 elective classroom hours: Level I—Basic Supervisory Skills, 75 classroom hours; Level II—Middle Management Skills, 84 classroom hours; Level III—Advanced Management Skills, 78 classroom



*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources; Carrie Rohr, 2001 CPM Manager of the Year; and Larry Fisher, Assistant Administrator for HRDS.*



*HRDS Team member Carrie Rohr (far left), was a member of the Program Committee for the 2001 International Personnel Management Association (IPMA) International Training Conference, which was held in October 2001, in Nashville, TN. Ms. Rohr organized and served as moderator for a session entitled, "When Terror Strikes, What Next?", which was presented by LeAnn Jenkins, Executive Director of the Federal Executive Board, and Chaplain Joe Williams, Federal Bureau of Investigation (second and third from left), both of Oklahoma City. Also pictured is Susan Toy Stern, IPMA President (second from right); and Oscar B. Jackson, Jr., IPMA Executive Council member and OPM Administrator and Cabinet Secretary of Human Resources (far right).*

## FY 02 Annual Report

## Human Resource Development Services, continued

hours. In addition, candidates must complete four exams and four work-related projects.

Graduation from the program substitutes for one year of professional experience in business or public administration in many Merit System job families that require such experience as part of the minimum qualifications. With agency approval, individuals receiving the certification may be eligible for skill-based pay.

The American Council of Education (ACE) has approved the Oklahoma CPM Program for up to 15 hours of upper-division baccalaureate credit or up to nine hours of graduate credit in the areas of Public Administration, Management, or Human Relations. Oklahoma state colleges and universities have accepted the ACE recommendations. To date, 35 graduates have taken advantage of this benefit.

The following state agencies/municipal governments have participated or are currently participating in the CPM Program:

<b>Agency</b>	<b>Candidates</b>	<b>Total Graduates</b>
ABLE Commission	2	2
Accountancy Board	0	1
Advancement of Science & Technology	2	2
Agriculture	4	3
Architects Board	0	1
Auditor & Inspector	2	1
Central Services	1	3
City of Oklahoma City	4	0
Civil Emergency Management	3	1
Commerce	1	2
CompSource Oklahoma	0	1
Conservation Commission	1	0
Corporation Commission	2	2
Corrections	24	9

### What is a CEU?

During FY 81, the decision was made to award Continuing Education Units (CEU's) to all employees who successfully complete HRDC programs. A CEU is a nationally recognized uniform standard of measurement of individual participation in non-credit continuing education. One CEU represents ten individual contact hours of participation in an organized continuing education experience under responsible sponsorship, capable direction and qualified instruction.

## FY 02 Annual Report

## Human Resource Development Services, continued

<b>Agency</b>	<b>Candidates</b>	<b>Total Graduates</b>
Cosmetology Board	0	3
Council on Law Enforcement Training	2	0
Dentistry Board	0	1
Election Board	2	0
Employment Security Commission	11	2
Environmental Quality	7	0
Finance	1	5
Group Insurance Board	2	3
Health Care Authority	1	2
Health	8	4
Historical Society	0	1
Horse Racing Commission	1	0
Housing Finance Authority	3	1
Human Services	80	89
Insurance Department	1	0
Bureau of Investigation	0	3
Juvenile Affairs	7	0
Labor	4	1
Land Office	2	2
Libraries	1	2
Lieutenant Governor	1	0
Marginal Wells Commission	1	0
Medical Licensure & Supervision	0	1
Medicolegal Investigations	1	0
Mental Health	3	5
Military Department	2	0
Mines	4	1

## FY 02 Annual Report

## Human Resource Development Services, continued

<b>Agency</b>	<b>Candidates</b>	<b>Total Graduates</b>
Narcotics & Dangerous Drugs Control	1	0
Nursing Board	0	1
Osteopathic Examiners	0	1
Pardon & Parole Board	2	0
Office of Personnel Management	5	3
Pharmacy Board	2	1
Public Employees Association	1	0
Public Employees Retirement System	1	2
Public Safety	14	6
Real Estate Commission	0	1
Rehabilitation Services	13	14
State Treasurer	0	1
Tax Commission	15	13
Teacher Preparation Commission	1	0
Tourism	6	4
Transportation	55	52
Transportation Authority	1	1
Tulsa County District Attorney	1	0
Used Motor Vehicle & Parts Commission	0	1
Veterans Affairs	6	5
Water Resources Board	1	0
<b>Totals: 59</b>	<b>315</b>	<b>260</b>

### **Quality Oklahoma**

The *Quality Oklahoma* Program includes not only Total Quality Management training, facilitation, the Agency Quality Coordinators Network, and Team Day, but the *State employees Having an Active Role in Education* (SHARE) Program, statewide strategic planning, and more. The original intent of the program remains to improve state services to Oklahoma citizens, empower decisionmaking at the lowest level, and encourage continuous improvement in meeting customer requirements and system redesign.

On May 9, 2002, 56 teams representing 18 state agencies and more than 20 identified partners participated in *Quality Oklahoma* Team Day. Governor Frank Keating presented commendations

## **FY 02 Annual Report**

## Human Resource Development Services, continued



The Oklahoma Tourism and Recreation Department's "OKLAHOMA! on Broadway" Team received a Quality Team Day Governor's Commendation during Public Service Recognition Week, May 6 - 10, 2002. Lt. Governor Mary Fallin (center) stopped by the "OKLAHOMA! on Broadway" Quality Team Day exhibit to congratulate Team members Barbie Elder and Sandi Lomonaco.

to 33 projects identified as best practices. Six specialty awards, *Quality Crown* (the highest honor), *Employee Empowerment*, *Motivating the Masses*, *Red Tape Reduction*, and *Going the Extra Mile* were presented at the awards ceremony. In addition, an award was also presented for *Best Booth*. FY 02 exhibits demonstrated over \$35 million in cost savings and revenue generation for the state. Since the first Team Day in 1993, Team Day projects have demonstrated over \$239 million in savings.

The *Quality Crown Award* is presented annually for the project which best overall documents the use of TQM processes. This year's recipient is the *New Employee Orientation: Time Management Project* by the Carl Albert Community Mental Health Center, a facility of the Department of Mental Health and Substance Abuse Services. This project analyzed downtime, a problem

identified by new employees, and using the six-step problem solving process, reduced time-related complaints by 47 percent.

During FY 02, 107 agencies submitted strategic plans with their budget requests in accordance with the provisions of House Bill 1622 (62:45.1, et seq.), which was passed in 1999. HB 1622 required all agencies to submit a strategic plan in 2001 and every even year thereafter. Plans are also required for 2002, then 2004 and every even year thereafter. The *Quality Oklahoma* Program continues to work with the Office of State Finance to approve facilitators to work with agencies in preparing strategic plans. During FY 02, 19 state-approved facilitators were available to provide assistance to agencies.

During the 2001-2002 school year, 17 OPM employees participated in the State employees Having an Active Role in Education (SHARE) Program. The SHARE Program allows employees to tutor students in the Help One Student to Succeed (HOSTS) Program at Millwood Middle School (grades 6-8) in Oklahoma City. OPM employees may use one hour a week of paid leave to volunteer time at the school tutoring students in reading and math. OPM's participation in the program helped Millwood's HOSTS Program maintain its exemplary site rating during the 2001-2002 school year.

During FY 02, *Quality Oklahoma* instructors conducted 22 workshop sessions on the regular HRDS calendar and as special training requests for other agencies. Participant evaluations were 97 percent positive. The Quality catalog includes: *Quality Oklahoma Problem Solving Process (PSP)*, *Quality Improvement Process (QIP)*, *Quality Tools*, *Quality Oklahoma Processes*, and *Awards*

## FY 02 Annual Report

## Human Resource Development Services, continued

and Recognition.

Members of the Agency Quality Coordinators Network assisted with *Quality Oklahoma* Team Day 2002. The network holds three meetings a year, featuring special topics and presenters.

### **20th Anniversary Reflections**

**From the FY 81 OPM Annual Report:** The Training Division was created by Legislative Directive, (House Bill 1626) on June 25, 1980, to "implement a state employee personnel . . . training program." In January, 1981, the name of the Training Division was changed to the Human Resource Development Center (HRDC) to more accurately reflect the scope and mission of the organization. Personal contacts were made with various agencies to discuss their current training activities. Target groups were identified for initial HRDC training efforts.

A written survey of agencies was undertaken to determine levels of interest in training for each of the target groups and to elicit preliminary suggestions for specific program areas. Training advisory committees to help determine training priorities were established for three (3) of the target groups: staff development and training, CEO/AA, and secretarial/clerical.

Another major goal of the HRDC for FY '82 and '83 is the implementation of an "Employee Development System" in individual agencies or divisions. To maximize the effectiveness of training programs, managers and supervisors must share with individual employees the responsibil-



Each semester OPM participates in the "State employees Having an Active Role in Education (SHARE) Program", a mentoring program partnering OPM employees with students at Millwood Middle School. On April 26, 2002, students in Millwood's Help One Student To Succeed (HOSTS) Program performed for Millwood students and faculty, friends and family members, and OPM mentors. During the program, HOSTS students (back row, l to r) DeAndra Ray, Ebony Pettis, Kedra Murria, Stacia Keith, Tiffanique Irvin, Christian Broussard, (front row, l to r) Alonzo Anderson, Katherine Lemons, Kayla Herron, David Blair, Chris Wrenn, Milliesia Hill, and Britney Lambert, recited "I, too, sing America," by Langston Hughes, and "The Road Not Taken," by Robert Frost.

## FY 02 Annual Report

## Human Resource Development Services, continued

ity for determining their training and development needs and identifying appropriate programs and other resources to meet these needs. Managers and supervisors also have the *major* responsibility to provide follow-up for training by giving feedback and reinforcement of new behaviors learned in training programs.

HRDC will provide technical assistance to agencies and divisions in implementing a system for linking Human Resource Development with organizational planning. Training programs and consulting services will also be provided to all agency managers and supervisors to aid them in understanding and performing their primary responsibility for employee development.

Two specialized programs are planned for FY '83. A "New Employee Orientation" package will be developed and will make available to all state agencies in an audio-visual package to be incorporated into their individual orientation programs. A "Pre-Retirement Counseling" program will be offered to the nearly 1,000 state employees who retire annually. These two programs will depend heavily on individual agency participation in the design, development and delivery of all program components.



*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources served as Director of the Human Resource Development Division from October 1980 to June 1984.*

**From the FY 83 OPM Annual Report:** The Human Resource Development Division continues to provide training and technical assistance to state agencies, commissions, boards and departments in the areas of management development and productivity improvement as required by 74 O.S. Supp. 1982, 840.5. During this period of diminishing state revenues, state employee productivity enhancement is especially important.



*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, and Shelley Wise (left), who came to work for the State Personnel Board (now OPM) on May 26, 1982, and Carrie Rohr (right), who came to work for OPM on September 1, 1982.*

Program emphasis during FY '83 focused specifically on three categories of state employees: managers and first level supervisors; administrative support personnel such as administrative assistants and secretaries; and agency staff development and training specialists.

Program emphasis during FY '83 focused specifically on three categories of state employees: managers and first level supervisors; administrative support personnel such as administrative assistants and secretaries; and agency staff development and training specialists.

## FY 02 Annual Report

# Information Technology Services Department

## Glenda Gesell, Assistant Administrator

The OPM Information Technology Services (ITS) Team provides responsive automated systems services for all state agencies in the management of human resources information.

### CORE Oklahoma

CORE Oklahoma is the name given to a partnership among the state of Oklahoma, PeopleSoft Inc., and Maximus to replace the state's current financial, purchasing, human resources, and payroll systems. The Project Team is comprised of staff from the Department of Central Services, Office of State Finance, OPM, PeopleSoft, and Maximus. The ITS Team supports the CORE Systems Project by providing information about existing systems.



*During FY 02, members of the ITS Team included (top row, l to r) Gabe Marler, Bernie Buchenau, Robert Clayton, Sheila Oakley, Theresa Walters, Glenda Gesell, (middle row, l to r) Lalitha Sundra-Rajan, Linda Spivy, Randy Peter, Marsheila Ward, Bunny Illeperuma, Raymond Wainscott, (bottom row, l to r) Linda Belinski, Linda Helms, Janice Halley, Carol Pillow, and Valsamma Reghunathan. Not pictured is Sonia Abraham.*

### Employees Benefits System

In 1993, the legislature passed and Governor David Walters signed Senate Bill 591, which required OPM to develop and implement the Employees Benefits Council System (EBC). The Employees Benefits System assists agency Benefits Coordinators in the initiation and maintenance insurance benefits for all state employees. This system offers critical accounting functions required by the Employees Benefits council and provides automated eligibility information to third party processors and benefit services providers.

### Human Resource Management System



The Human Resource Management System (HRMS) provides automated management of information related to the employment of over 40,000 state employees and the agencies where they work. The system helps ensure the legality of personnel actions such as promotions, transfers, demotions, career progressions, etc. Additionally, the HRMS maintains a detailed employ-

*Members of the Website Management Team include (l to r) Dayna Petete, Office of Communications; Glenda Gesell, ITS; and Randy Peter, ITS.*

## FY 02 Annual Report

## Information Technology Services, continued

ment history for each state employee. A large number of customizable standard reports are also available.

### Human Resources Training System

This system allows the Human Resource Development Services Department to schedule courses and provides an on-line capability for employees to enroll in these courses.

### Information Systems Services Support

The Information Systems Services Support Team handles all activities involved with the coordination of requests for services between users and operating and/or applications system staff. This Team is also responsible for providing system training, user support, preliminary user acceptance testing, and the coordination and submission of all computerized processes.

### OK-CAREERS System

The Oklahoma Computerized Applicant Recruitment and Examination and Employee Reporting System (OK-CAREERS) supports OPM's effort to provide each Oklahoman with a fair and equal opportunity for state employment by enabling OPM to provide lists of qualified individuals to agencies seeking to hire classified employees, and to track the progress of individuals through various stages of application, testing, registration, certification, and appointment. The system is designed to enforce Merit System rules and state laws at each point along the way.

In addition, OK-CAREERS facilitates communication with applicants by automatically notifying them by letter when events occur which could affect their chances for state employment.

## 20th Anniversary Reflections

### From the FY 81 OPM Annual Report:

Fiscal Year 1981 was the first year of operation for the Merit System Office's Data Processing Department. The inception of this department came about to make the development of an automated personnel system—OK-CAREERS (the Oklahoma Computerized Recruitment, Employee, and Examination Research System)—a possibility.

OK-CAREERS is divided into four phases. They are as follows:

1. The application, examination, and certificate processing phases.
2. A summary analysis and reporting on Phase I.
3. The processing of employee transactions.
4. A summary analysis and reporting on Phase III.



*The 1982 MIS Team included (back row, l to r) Dudley Williams, Tom Menasco, Cassandra Patmon, Barbara Laubach, J. C. Brown, Roy Burns, (front row, l to r) Linda Helms, Cleo Eadus, Florence Stoker, Chung Lu, Theo Figures, and (kneeling) Randy Peter.*

## FY 02 Annual Report

## Information Technology Services, continued



*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, and Randy Peter, who came to work for the State Personnel Board (now OPM) on February 19, 1980. Mr. Peter was recognized for his years of service during OPM's observance of the 20th anniversary of the passage of the Oklahoma Personnel Act and the creation of OPM and the Oklahoma Merit Protection Commission.*

*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, and Linda Helms, who came to work for the State Personnel Board (now OPM) on October 4, 1980. Ms. Helms was recognized for her years of service during OPM's observance of the 20th anniversary of the passage of the Oklahoma Personnel Act and the creation of OPM and the Oklahoma Merit Protection Commission.*



### **OPM Website**

The ITS team provides technical support for the maintenance and development of the OPM Website. The OPM Website provides state employees, agency human resources personnel, and the general public with information about OPM services and will soon support online testing at several Career Technology Centers throughout the state.

### **Payroll Matters**

Periodically the ITS department publishes *Payroll Matters*, a newsletter designed to keep agency payroll officers informed about developments in the Agency Payroll System.

### **Payroll System**

The Payroll System provides automated and standard payroll processes for customer agencies in all of Oklahoma's 77 counties. The System is a collection of computer programs and procedures designed to satisfy the current operating requirements of many related entities, including the seven retirement systems, the Employees Benefits Council, insurance vendors, financial institutions, and state employees.

### **Web Development**

The ITS team is actively developing techniques that will enable us to provide services to our customers using the Internet. The first results of this will appear in early 2003 when online testing becomes a reality.

## **FY 02 Annual Report**

## Information Technology Services, continued

Major FY 02 activities include:

- Addition of e-mail support to CAREERS.
- Conversion of the Employees Benefits System to a calendar year basis and the corresponding modification of the Agency Payroll System.
- Implementation of seamless transitions between the Personnel, Payroll, and EBC systems.
- Completion of first web-based application, the Structured Interview Manual Registration System.
- Inauguration of a completely redesigned Website.
- Implementation of the Employee Assistance Program Client Management System.
- Initiation of the CORE systems project.
- Enhancement of support for compensatory time in the Agency Payroll Leave system.
- Modification of the Agency Payroll System calculation of Holiday Pay to bring it in line with a clarification of the Merit Rules.



*During FY 02, several ITS Team members were recognized for years of service to the state of Oklahoma—Linda Spivey for 15 years . . .*

*. . . Robert Clayton for 5 years . . .*



*. . . and Linda Belinski for 15 years .*

## FY 02 Annual Report

# Management Services Department

**Diane Haser-Bennett, Assistant Administrator**

Members of the Management Services Team are responsible for functions related to the classification, compensation, transactions, and records of Merit System employees. The primary responsibility of the Classification Division of the Management Services Department is to maintain an employee classification system for all classified state employees and to properly allocate the positions within that system. The Agency Services Unit is part of the Classification Division and exists to provide assistance to agencies with their HR management needs based on the administrative capacity and resources of those agencies. The Compensation Division of the Management Services Department administers a variety of compensation policies and programs for state government. Management Services also includes a Workforce Planning function, the purpose of which is to develop a workforce planning model that state agencies may use to systematically address the state's future workforce needs. Diane Haser-Bennett is OPM's Assistant Administrator for Management Services.



*During FY 02, the Management Services Team included (top row, l to r) John Bonny, Sonja Harkey, Everett Slavik, Greg Thomas, Tom Patt, Ron Thatcher, (middle row, l to r) David Hays, Michele Morris, Connie Hollins, Delois Webb, Debra Martin-Barber, Sharon Dossey, Karen Luman, (bottom row, l to r) Diane Haser-Bennett, Leann Morrow, and Carolyn Williams. Not pictured are Spencer Anthony, Tiffany Barber, Judy Boren, Greg Emerson, Cindy Johnson, Jim Lippert, Sharie Northington, Mary Richards, Lynette Rix, Gloria Schratwieser, Sharon Smith, Cameron Standing, Brenda Thornton, and Angela Winston.*



*During FY 02, the Classification Team included (l to r) David Hays, John Bonny, Connie Hollins, Greg Thomas, Carolyn Williams, and Ron Thatcher.*

## Classification Division

The OPM Classification Division is assigned responsibilities related to developing and maintaining an occupational classification system for jobs within the state Merit System and ensuring that classified positions and employees are appropriately classified based on the duties and responsibilities assigned. David Hays is Director of OPM's Classification Division.

## FY 02 Annual Report

## Management Services, continued

To meet these objectives, Classification Team members conduct position audits to identify work performed and allocate positions to appropriate job families, develop new job family descriptors, or revise existing descriptors as needed. Reviews are also conducted of job level assignments made by agencies upon receipt of an appeal from an incumbent employee. If new job family descriptors are proposed or a new level is added to an existing descriptor, the Compensation Team will schedule a job content review to determine the assigned job points and recommend an appropriate pay band.

The Classification Team is also responsible for reviewing and approving a variety of personnel transactions submitted by agencies to ensure compliance with applicable rules and laws, as well as to ensure that employee classification actions are consistent with position allocations. In addition, Team members meet with agency representatives and conduct on-site agency visits as needed to provide human resources management services and advice. Limited services are also provided in some areas dealing with unclassified positions and employees, such as maintaining a list of unclassified job codes for use by agencies, posting agency actions regarding changes to unclassified positions, and processing unclassified employee transactions to the Personnel Management Information System.

In completing their assigned responsibilities, the Classification Team accomplished the following activities in FY 02:

- Completed 759 position audits;
- Reviewed 13,876 personnel actions;
- Posted 1,261 unclassified position allocations;
- Participated in 105 meetings and visits to agencies;
- Responded to 4,340 inquiries and requests from employees and agencies by phone; and
- Issued 343 unclassified job codes.

### **What is a Job Family Descriptor (JFD)?**

A JFD is a written document that (1) describes a job family, including, but not limited to, the basic purpose, typical functions performed, various levels within the job family, and the knowledge, skills, abilities, education, and experience required for each level, and (2) identifies the pay band assigned for each level.



*Jim Tanner, former OPM Deputy Administrator, shared good wishes with long-time OPM Team member Greg Emerson upon the occasion of his retirement on May 31, 2002.*

During January 2002, the Classification Division initiated a project to review the 378 Job Family Descriptors (JFD) adopted as a result of the *Classification and Compensation Reform Act of 1999*. During this project, Classification Team members will review each JFD with the user agencies to identify any changes needed to ensure that the JFD continues to describe the work performed

## **FY 02 Annual Report**

## Management Services, continued

and provides an accurate reflection of the knowledge, skills and abilities, as well as education and experience, required to perform the job. The first phase of the project, from January 2002 to June 30, 2002 involved the review of the 49 JFDs included in the Corrections and Custody, Travel, Tourism and Recreation, Agricultural Services and Inspections, Veterans Services, and Nursing Services occupational groups that are used by ten different agencies.

OPM also maintains a Position Management System which identifies all positions established by agencies in the executive branch of state government by a Position Identification Number (PIN). This PIN is used to identify any change in the classification assigned to the position and also in reporting employee personnel actions. Classification Team members are responsible for monitoring all activities related to this system and ensuring compliance with established policies and procedures. Team members provide assistance to agencies as needed in making changes to positions, establishing new positions, and abolishing positions that are no longer required.



*During FY 02, members of the OPM Agency Services Unit included (standing, l to r) Kim Gomez, Sonja Harkey, Gloria Schratwieser, Delois Webb, Sharon Dossey, (seated, l to r) Karen Luman, and Leann Morrow.*



*In March 2002, Classification Team member Greg Thomas, chair of the Injury Review Board, received his designation as a Certified Specialist (CS) from the International Personnel Management Association (IPMA) and is entitled to use the designation "IPMA-CS". OPM awards skill-based pay to OPM employees who receive the IPMA-CS or IPMA-CP (Certified Professional) designation.*

### Agency Services Unit

OPM's Agency Services Unit (ASU) was created by the Legislature in 1994 to assist agencies with their HR needs based upon the administrative capacity and resources of the various agencies. The ASU became fully operational in December 1995.

Since May 2002, the ASU has included a payroll and transactions component. Team members serve as liaison and human resources advisors to 18 Merit System agencies and 31 non-Merit System agencies. They also are responsible for reviewing over 13,000 agency personnel transactions annually and approving or rejecting them, as appropriate. Approved actions are then posted to the Personnel Management Information System and all documents related to these transactions are filed in the employee files. Finally, ASU Team members provide payroll services to approximately 40 small agencies, as well as Direct Deposit services to all participating agencies and employees.

### Injury Review Board

The Injury Review Board functions under the administrative authority of OPM as provided in Title 47, Section 2310.1 of the

## FY 02 Annual Report

## Management Services, continued

Oklahoma Statutes. This Board has the statutory authority to review requests submitted by law enforcement officers for leave as a result of an injury or illness incurred in the line of duty. A significant change occurred in the makeup of this Board in May 2002 with the resignation of David Hays, OPM, who had served as chair since the Board's inception in 1995, and the appointment of Greg Thomas, OPM, in his place.

During FY 02, the Board considered requests from 48 law enforcement officers assigned to three different agencies. After review, 33 of the requests were approved and 15 were rejected.

## Compensation Division

The Compensation Team has the responsibility for administering compensation practices and salary administration programs used in the classified service and, to a lesser degree, the unclassified service. Tom Patt serves as Director of OPM's Compensation Division.

Throughout FY 02, members of the Compensation Team assisted agency HR staff in the use of Pay Movement Mechanisms (PMMs) and the development of Salary Administration Plans (SAPs), in addition to reviewing and approving performance-based adjustment plans. By the end of FY 02, agencies had spent \$5,652,744 for salary adjustments for 4,566 employees pursuant to the pay authorities granted to agencies under the provisions of the *Classification and Compensation Reform Act of 1999*. "Pay-for-performance" became effective on July 1, 2001, as a result of the passage of House Bill 1768 (2001). Thus far, 12 agencies have approved pay-for-performance plans.



*During FY 02, the Compensation Team included (l to r) Debra Martin-Barber, Tom Patt, and Everett Slavik.*



*OPM Compensation Director Tom Patt discusses compensation issues with WorkatWork seminar attendees.*

During June 2002, the Compensation Team coordinated a training seminar for state agency human resources professionals. The result of a unique partnership between OPM and the Oklahoma Public Personnel Association/Oklahoma Public Employers Labor Relations Association (OPPA/OKPELRA), the three-day seminar was presented by *WorldatWork* instructors and focused on compensation principles and practices in the public sector, with special emphasis on performance-based and skill-based pay delivery systems. In addition, Tom Patt, OPM Director of Compensation, delivered a special presentation regarding the state of Oklahoma's compensation program. Mr. Patt explained to seminar participants how their agencies could appropriately utilize the pay movement mechanisms authorized by the Okla-

## FY 02 Annual Report

## Management Services, continued



*Compensation Team member Everett Slavik provided staff support for the second annual State Government Job Fair held April 23 at Shepherd Mall. Mr. Slavik is an Executive Fellow in the Carl Albert Public Internship Program, which is administered by OPM's Office of Communications.*

homa Personnel Act.

In addition to other responsibilities, Compensation Team members administer the Job Content Review (JCR) process, using the Hay Guide Chart-Profile method of job evaluation. Team members lead Job Content Review Committees, consisting of agency representatives trained in the Hay Point Factor Job Evaluation System, in the process of assigning points to jobs based on required know-how, problem-solving, accountability, and other relevant factors. This system is used to allocate jobs to the appropriate pay bands within the state's classified salary structure.

The Compensation Team conducted its annual salary survey between July and September 2002. The survey includes both private and public employers throughout the state and the surrounding region. Team members requested information on salaries for 58 benchmark jobs and other compensation elements, such as leave and benefits. The results of the survey will be compiled

and analyzed as part of OPM's *Annual Compensation Report*, which will be presented to the Governor and legislative leadership in December for review and consideration.

In June 2002, OPM's workforce planning function was moved to the Management Services Department. Legislation passed during the 2002 session makes workforce planning a required OPM function. James Perez serves as OPM's Workforce Planning Coordinator.

### **State Employee Child Care Program**

Other programs administered by Compensation Team members include the State Employee Child Care Program. The Child Development Center, located in the Kerr-Edmondson Building in downtown Tulsa, has been the site of child care services for state employees since 1992. During the years since it was established as a pilot center for minor dependents of state employees working in and around the downtown Tulsa area, the Center has served hundreds of children of state employees, as well as children of non-state employees needing child care.

OPM is responsible for ensuring that the Center functions consistent with state law and that it provides the best and safest child care services for its customers. The Tulsa Child Development Center, staffed by the Community Action Project (CAP) of Tulsa County, was established to meet the child



*The Child Development Center is located in the Kerr-Edmondson Building in downtown Tulsa.*

## **FY 02 Annual Report**

## Management Services, continued

care needs of state employees working in the Tulsa area. The Center is 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. During FY 02, 68 children were enrolled in the state child care center.

### State Agency Review Committee

The Compensation Division is responsible for coordinating the activities of the State Agency Review Committee (SARC). SARC oversees, at the state level, the Oklahoma State Employee Charitable Contribution Campaign. In 1989, the legislature created a single combined charitable solicitation that enabled state employees to contribute to a variety of charitable organizations through payroll deduction. Each year, SARC solicits applications from interested organizations and selects those charitable entities that provide or support direct health and welfare services to individuals or their families.

During FY 02, Rhonda Burgess, Office of Juvenile Affairs (OJA), served as vice-chair in the absence of an elected SARC chair. SARC members include Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, *ex-officio*; Diane Haser-Bennett, OPM; Sam Blair, OJA; Michelle Kirby, Department of Veterans Affairs; Nancy Todd, Department of Mental Health and Substance Abuse Services; Mike Wester, Department of Human Services; and Mary Wilson, Oklahoma Tax Commission.

Statewide contributions in 2001 were down by 6.97 percent from the previous year. The United Way is the Principle Campaign Fund Raising Organization (PCFRO) for the state of Oklahoma responsible for annual public solicitation of funds, providing financial support for charitable agencies, and administering the charitable contribution campaign. In 2000, a total of \$434,335 was raised during the campaign. In contrast, only \$404,048 was raised in 2001. OPM Team members contributed \$12,142.16 during the 2001 Charitable Contribution Campaign.



*Members of the State Agency Review Committee include (l to r) Rhonda Burgess, Office of Juvenile Affairs; Mike Wester, Department of Human Services; Sam Blair, Office of Juvenile Affairs; Diane Haser-Bennett, OPM, designee of Oscar B. Jackson, Jr., OPM Administrator and ex officio member; and Mary Wilson, Oklahoma Tax Commission.*



*OPM has always been an enthusiastic supporter of the annual Charitable Contribution Campaign. In FY 02, OPM employees, including Todd Haymore, Ann Craven, Grayson Bedwell, and Barry Breckle, entered a costume contest.*

## FY 02 Annual Report

# OPM Advisory Bodies

## Affirmative Action Review Council

In 1994, the Legislature created the Affirmative Action Review Council (AARC) to assist the OPM Administrator in the implementation of Equal Employment Opportunity and Affirmative Action (EEO/AA) efforts in state government. Equal Opportunity and Workforce Diversity Team members provide staff support to the AARC.



*Bill Franklin, retired DHS Civil Rights Administrator and current OPM AA/EEO consultant, addresses members of the AARC.*

The OPM Administrator consults with members of the AARC concerning the standards that executive branch agencies must follow in adopting their Affirmative Action Plans (AAPs). The AARC reviews agency AAPs and assists the Administrator in preparing the annual status report regarding EEO/AA efforts in state agencies. During FY 02, members of the AARC recommended 109 AAPs to the OPM Administrator, which he subsequently approved.

During FY 02, Peggy Carter, Department of Corrections, served as chair of the AARC, and Garland W. Price, retired from Oklahoma Gas and Electric Company, served as vice-chair. AARC members included Representative Opio Toure; Senator Angela Monson; Carole Saunders Call, University of Oklahoma Health Sciences Center; and R. Charles Smith, State Department of Health.

## Certified Public Manager Advisory Board

In 1986, the OPM Administrator created the Certified Public Manager (CPM) Program as a comprehensive management training program for state government employees. The CPM Advisory Board, which met for the first time in 1996, advises the OPM Administrator on CPM policy, admission requirements, curriculum, standards, and graduation requirements. HRDS Team members provide staff support to the Board.

During FY 02, Ruth Rolfe, Cox Communications, served as chair of the Board. Members included David Brown, Oklahoma Tax Commission; Gene Hobbs, Office of State Finance; Toni Wilson, Department of Human Services; Dr. Robert England, Oklahoma State University; Dr. David Carnevale, University of Oklahoma; Vikki Dearing, State Department of Career and Technology Education; Dr. Stephen Jenks, University of Central Oklahoma; Pam Warren, Department of Central Services; and Debbie Boyer, Department of Corrections.



*Kay Nidiffer Rogers, president-elect of the American Academy of Certified Public Managers, was the keynote speaker at the September 2001 CPM Graduation Ceremony.*

*Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, presented Ms. Rogers with a certificate signed by Oklahoma Governor Frank Keating making her an "Honorary Oklahoma Citizen".*

## FY 02 Annual Report

# OPM Advisory Bodies, continued

## Child Care Advisory Committee

In 1989, the Legislature authorized the OPM Administrator 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. During FY 02, 68 children were enrolled in the state child care center. Management Services Team members provide staff support to the Child Care Advisory Committee.

OPM opened a pilot child care center for state employees in the Tulsa State Office Building in August 1992. During the 1995 session, the Legislature amended the statutory provisions governing the Program to permit the development of additional centers. Each year the State Employee Child Care Advisory Committee reports to the Governor, President Pro Tempore of the Senate, and Speaker of the House of Representatives regarding the progress of the State Employee Child Care Program.

During FY 02, Kathy Calvin, Department of Human Services, served as chair of the Committee, and Kathy Cronemiller, Childtime Childcare, Inc., served as vice-chair. Members included: Cindy Barger, Department of Human Services; Ann Edwards, Baptist Medical Center; Alice Johnson, Department of Commerce; Connie Johnson, Oklahoma State Senate; Gary Jones, Oklahoma Public Employees Association; and Beth Ramos, Oklahoma State Department of Health.

## OPM State Employee Assistance Program Advisory Council

In 1994, the Legislature created the Employee Assistance Program Advisory Council to advise the OPM Administrator on policy issues related to the OPM State Employee Assistance Program (EAP) and to provide support for the expansion and improvement of EAP services available to state employees and their families.



*OPM CFO Marilyn Capps discusses the EAP budget with members of the Council (l to r) state Representative Susan Winchester, Bob Craig, and Jimmy Durant.*

In 1987, Governor Henry Bellmon created the OPM State EAP by Executive Order; the Legislature made it a statutory entity in 1992. The purpose of the OPM State EAP is to provide assistance to state agencies in their management of employees whose personal problems may have a negative impact on job performance, and assessment and referral assistance to state employees and family members who are seeking corrective help with medical or mental health problems, including alcohol or drug abuse, and emotional, marital, familial, financial, or other personal problems.

During FY 02, Reverend Dick Virtue, Executive Director of the Alcohol Information Center of Norman, OK, served as chair of the Council, and Jimmy Durant, Director of Public Policy, SSM Healthcare of Oklahoma, Oklahoma City, OK, served

# FY 02 Annual Report

## OPM Advisory Bodies, continued

as vice-chair. Members included Jim DeSilver, retired, Norman, OK; Steve De Quevedo, EAP Consultant, Edmond, OK; Representative Kenneth Corn (D-Howe); Rob Lewis, EAP Coordinator for the Department of Mental Health and Substance Abuse Services; Delbert Rice, Director of Human Resources for the World Publishing Company, Tulsa, OK; Representative Susan Winchester (R-Chickasha); and Bob Craig, Administrative Director, Oklahoma State Senate.

OPM State EAP Team members provide staff support to the EAP Advisory Council.

## Mentor Selection Advisory Committee

The Oklahoma Legislature created the State Mentor Program in 1994, and at the same time established the seven-member Mentor Selection Advisory Committee. The purpose of the Committee is to select candidates for the State Mentor Program and recommend those candidates to the OPM Administrator for approval. Office of Communications Team members provide staff support to the Committee.

The Committee selects candidates from employees nominated by other state employees and may recommend up to five candidates to the OPM Administrator during a two-year period. In June 2002, OPM began the process to select a third group of Mentor Executives. The first group was selected in 1997 and served until 1999, and the second group was chosen in 2000 and completed their final rotation in July 2002.

During FY 02, OPM Administrator Oscar B. Jackson, Jr. served as an *ex officio* member and chair of the Committee. Members included Tom Daxon, *ex officio*, Director of the Office of State Finance; Bill Franks, Cabinet Liaison, Office of the Governor; Robert Thompson, Staff Attorney and former Mentor Executive, Oklahoma State Senate; Dr. George Humphreys, Director of the Oklahoma House of Representatives Research Staff; Barbara Warner, Executive Director, Oklahoma Indian Affairs Commission; and Linda Parker, Executive Director, Department of Rehabilitation Services.



*Members of the Mentor Selection Advisory Committee include (l to r) Robert Thompson, Oscar B. Jackson, Jr., Linda Parker, Bill Franks, and George Humphreys.*

## Human Resources Management Advisory Committee

In 1994, the Oklahoma Legislature created the Human Resources Management Advisory Committee (HRMAC) and directed it to make five studies relating to the state service. HRMAC's remaining responsibility is to review and approve model projects proposed by state agencies. The HRMAC did not meet during FY 02.

# FY 02 Annual Report

# FY 02 Expenditures

<b>FY 01 Budget Activity</b>	<b>Total Expenditures</b>	<b>Total FTE</b>
Administration and General	\$1,812,931	26.1
Recruitment and Assessment	\$1,015,679	22.9
Human Resource Development	\$534,772	7.4
Management Services	\$1,328,602	23.9
Personnel/Payroll Information Systems	\$1,223,256	18
<b>Totals</b>	<b>\$5,915,240</b>	<b>98.3</b>

## **FY 02 Expenditure Categories**

Salaries/Benefits	\$4,784,533
Professional Services	\$217,193
Equipment	\$354,757
Other Operating Expenses	\$558,757
<b>Total Expenditures</b>	<b>\$5,915,240</b>

## **FY 02 Funding Sources**

General Revenue Funds	\$5,612,877
Benefits Council Reimbursement Fund	\$244,804
OPM Revolving Fund	\$57,559
<b>Total Funding</b>	<b>\$5,915,240</b>

Note: In FY 02, \$5,135,663.70 was billed to Merit System agencies and deposited to the General Revenue Fund upon payment. The average state agency cost per classified FTE was \$185.87.

# FY 02 Annual Report

# FY 02 Legislation

During the 2002 session, the Oklahoma Legislature passed a number of human resources-related bills that affect state agencies and employees.

## **Affirmative Action**

### **Senate Bill 1384**

(Dickerson & Herbert/Dunegan)

Section 5 of Enrolled SB 1384 amends 74:840-2.1 to change the due date for the annual Equal Employment Opportunity/Affirmative Action Status Report from January 1 to March 1. *Effective November 1, 2002.*

## **Carl Albert Public Internship Program**

### **Senate Bill 1384**

(Dickerson & Herbert/Dunegan)

Section 11 of Enrolled SB 1384 amends 74:840-3.4 to: (1) Remove the requirement that undergraduate students must attend a state college or university. (2) Require a performance appraisal for Executive Fellows (graduate students). *Effective November 1, 2002.*

### **Senate Bill 1384**

(Dickerson & Herbert/Dunegan)

Section 12 of Enrolled SB 1384 amends 74:840-3.5 to permit the waiver of the six-hour coursework requirement for Executive Fellows (graduate students) under certain circumstances. *Effective November 1, 2002.*

## **Compensation**

### **House Bill 2264 (Dunegan, et al./Crutchfield)**

Sections 1 and 3 of Enrolled HB 2264 amend 44:209 and 72:48 to: (1) Clarify that each affected state agency is responsible for paying employees who are members of the National Guard during the first 20 days of active service. (2) Require that all state employees receive the difference between their full regular pay and their National Guard pay when they are ordered to active or inactive service retroactive to the date that the employee reported to active service on or after September 11, 2001, during the period that *Operation Enduring Freedom* is in effect. *Effective June 5, 2002.*

### **House Bill 2665 (Miller & Nance/Rabon)**

Enrolled HB 2665 amends 74:840-2.29 to require that all classified employees who are on-call receive a minimum of two hours of work if they report to a work location while on-call. *Effective July 1, 2002.*

### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 7 of Enrolled SB 1384 amends 74:840-2.17 to: (1) Limit the five percent salary adjustment on lateral transfer to intra-agency lateral transfers. (2) Authorize a five percent salary



*The Capitol dome.*

*Photo by Gabe Marler, OPM.*

# FY 02 Annual Report

## **FY 02 Legislation, continued**

adjustment for permanent classified employees successfully completing trial periods after intra-agency lateral transfer. *Effective November 1, 2002.*

### **Employee Actions**

#### **House Bill 2264 (Dunegan, et al./Crutchfield)**

Section 2 of Enrolled HB 2264 amends 72:47 to make it consistent with the Uniformed Services Employment and Re-Employment Rights Act (USERRA), which provides that an employee may return to his or her job with no less than an honorable discharge. *Effective June 5, 2002.*

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 2 of Enrolled SB 1384 amends 74:150.8 to require a classified employee from another agency who is selected for an Oklahoma State Bureau of Investigation agent or criminalist position to resign his or her position and be reinstated in accordance with the Merit Rules. *Effective November 1, 2002.*

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 3 of Enrolled SB 1384 amends 74:840-1.3 to define lateral transfer as the *reassignment* of an employee to another state job with the same pay band assignment as the job family level in which the employee was classified prior to the lateral transfer. *Effective November 1, 2002.*

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 8 of Enrolled SB 1384 amends 74:840-2.21 to clarify the authority of state agencies to separate employees solely on the basis of absence from work when such employees are receiving Temporary Total Disability (TTD). Note: The Oklahoma Supreme Court held in *Upton v. DOC*, 2000 OK 46, that state agencies may not terminate employees solely on the basis of absence from work when such employees are receiving TTD under the provisions of the Workers Compensation Act (85:1, et seq.). *Effective November 1, 2002.*

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 14 of Enrolled SB 1384 amends 74:840-4.2 to provide that a position that has been made unclassified will be considered classified as long as it is occupied by a classified employee. *Effective November 1, 2002.*

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 15 of Enrolled SB 1384 amends 74:840-4.12 to require a trial period following intra-agency lateral transfers. *Effective November 1, 2002.*

### **Employee Recognition**

#### **House Bill 2099 (Gilbert/Cain)**

Enrolled HB 2099 amends 74:4121, which establishes a public employee benefit program to encourage outstanding performance in the workplace, to authorize state agencies to: (1) Use operating funds to pay for a ceremony, banquet, or reception where employee recognition awards will be presented. (2) Purchase recognition awards worth no more than \$150 per recognized employee each fiscal year. (3) Establish an employee performance and conduct cash recognition program not to exceed \$250 per recognized employee each fiscal year. *Effective November 1, 2002.*

## **FY 02 Annual Report**

## **FY 02 Legislation, continued**

### **State Employee Personal Information**

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 6 of Enrolled SB 1384 amends 74:840-2.11 to provide that the home addresses, home telephone numbers, and social security numbers of current and former state employees may not be inspected or disclosed without: (1) The employee's written permission, or (2) A court order. *Effective November 1, 2002.*

### **Leave**

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 9 of Enrolled SB 1384 amends 74:840-2.23 to correct inconsistencies related to circumstances that qualify for shared leave. *Effective November 1, 2002.*

#### **Senate Bill 1628 (Williams, et al./Vaughn, et al.)**

Section 2 of Enrolled SB 1628 creates law at 63:2220.11 to require that state employees be granted a paid leave of absence of five workdays to serve as a bone marrow donor and a paid leave of absence of 30 workdays to serve as a human organ donor. *Effective July 1, 2002.*

#### **Senate Bill 1395 (Williams/Vaughn)**

Section 1 of Enrolled SB 1395 amends Enrolled SB 1628 to provide that the scheduling of the paid leave granted in SB 1628 is subject to the approval of the employee's Appointing Authority, with medical necessity being the primary determinant for such approval. Section 2 of Enrolled SB 1395 recodifies Section 2 of Enrolled SB 1628 (63:2220.11) as 74:840-2.20B. *Effective July 1, 2002.*

### **State Mentor Program**

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 13 of Enrolled SB 1384 amends 74:840-3.8 to: (1) Remove the restriction on the agencies where a Mentor Executive may complete a management rotation. (2) Authorize the Office of Personnel Management to deal with a situation in which there are no agencies willing to host a Mentor Executive or a Mentor Executive is not working out. *Effective November 1, 2002.*

### **Miscellaneous**

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 17 adds 74:842 to require the OPM Administrator to promulgate rules allowing product vendors access to state employees to provide information concerning their products. *Effective May 30, 2002.*



*"The Guardian", sculpted by Senator Kelly Haney (D-Seminole) was hoisted to the top of the new Capitol dome in June 2002.*

## **FY 02 Annual Report**

## **FY 02 Legislation, continued**

### **Recruitment**

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 4 of Enrolled SB 1384 amends 74:840-1.6A to authorize the OPM Administrator to establish an expedited recruitment program that includes jobs where education, experience, or certification requirements substantially limit the pool of available applicants. Applicants who have been certified by OPM as meeting the minimum qualifications for such jobs may be referred to agencies with vacancies in such jobs without examination or ranking, and may be eligible for appointment upon referral; however, a referral may not occur until the register for the job has been publicly announced for at least 14 calendar days. *Effective November 1, 2002.*

### **Reduction-in-Force Severance Benefits**

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 10 of Enrolled SB 1384 amends 74:840-2.27E to clarify that severance benefits are in exchange for continued employment with any state agency at the time of a reduction-in-force (RIF) and future employment for one year with the agency from which separated, i.e., if an employee is rehired within a year by the agency that separated him/or her by RIF, the employee must repay the benefits. *Effective November 1, 2002.*

### **Unclassified Service**

Enrolled House Bill 2921 and Enrolled Senate Bills 960, 1202, and 1489 increase unclassified authorizations for eight different state agencies.

*SB 1489 effective February 15, 2002; SB 1202 effective June 5, 2002; SB 960 effective July 1, 2002; HB 2921 effective November 1, 2002.*

#### **House Bill 2264 (Dunegan, et al./Crutchfield)**

Section 4 of Enrolled HB 2264 amends 74:840-5.5 to provide: (1) An unclassified authorization for "acting incumbents" hired pursuant to 44:209 or 72:48 to perform the duties of a state employee ordered to active or inactive military service. (2) That "acting incumbents" will not count against an agency's FTE limit. *Effective June 5, 2002.*

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 16 of Enrolled SB 1384 amends 74:840-5.5 to provide unclassified authorizations for agencies participating in *CORE Oklahoma* (Statewide Information Systems Project). *Effective May 30, 2002.*

### **Voluntary Payroll Deduction**

#### **Senate Bill 1453 (Leftwich/Deutschendorf)**

Enrolled SB 1453 amends 62:7.10 to: (1) Permit state employees to join the Oklahoma Public Employees Association and other statewide employee associations online. (2) Require OPM to develop and implement a verification process for online or electronically-submitted forms that may include the use of electronic signature technology or other process. *Effective November 1, 2002.*

## **FY 02 Annual Report**

## FY 02 Legislation, continued

### **Whistleblower**

#### **House Bill 1985 (Erwin, et al./Herbert)**

Enrolled HB 1985 amends 74:840-2.5 to: (1) Add the term "Whistleblower Act". (2) Provide that the purpose of the Act is to encourage reporting of wrongful government activity and to protect state employees who make such reports. (3) Provide that the conviction of "any person" is not required to provide protection to an employee who reports wrongful activities. (4) Protect public disclosure that the public employee reasonably believes is necessary to correct a violation of law. (5) Authorize public employees to disclose wrongdoing to not only the Governor and the legislature, but to "other persons in a position to investigate or initiate corrective action. (6) Protect employees who testify before the Merit Protection Commission on behalf of another employee. (7) Provide that "mismanagement" includes "fraudulent activity, criminal misuse of funds or violation of a well-established, articulated, clear and compelling public policy." *Effective July 1, 2002.*

### **Workforce Planning**

#### **Senate Bill 1384 (Dickerson & Herbert/Dunegan)**

Section 4 of Enrolled SB 1384 amends 74:840-1.6A to require the Administrator of the Office of Personnel Management to establish a workforce planning function to assist state agencies in analyzing the current workforce, determining future workforce needs, and implementing solutions so that agencies may accomplish their missions. *Effective November 1, 2002.*

## ***20th Anniversary Reflections***



*The (domeless) state Capitol building in the early 1940's.*



*Governor George Nigh (D), who served from 1979 to 1987, signed Senate Bill 339 in 1982, thereby creating the Oklahoma Personnel Act, the Office of Personnel Management, and the Merit Protection Commission.*

## **FY 02 Annual Report**

# Oklahoma's Workforce

## OPM Customers

OPM performs various services for both Merit System and non-Merit System agencies. The table below reflects the number of classified and unclassified state employees (versus full-time-equivalent or FTE employees) employed by both Merit System and non-Merit System agencies on June 30, 2002, as reported through state payroll records.

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
<b>Merit System</b>				
ABLE Commission	030	54	9	63
Agriculture	040	408	109	517
Central Services	580	211	55	266
Children & Youth Commission	127	16	7	23
Civil Emergency Management	309	23	5	28
Commerce	160	9	138	147
CompSource Oklahoma	390	232	159	391
Conservation Commission	645	7	9	16
Consumer Credit	635	9	6	15
Corporation Commission	185	331	115	446
Corrections	131	4,575	417	4,992
Cosmetology Board	190	9	3	12
Dentistry Board	215	1	4	5
Education	265	27	469	496
Election Board	270	22	13	35
Embalmers and Funeral Directors	285	0	5	5
Employees Benefits Council	815	26	6	32
Employees Group Insurance	516	145	37	182
Employment Security Commission	290	657	97	754
Engineers & Land Surveyors	570	4	4	8
Environmental Quality	292	482	76	558
Ethics Commission	296	3	4	7
Fire Marshal	310	27	4	31
Grand River Dam Authority	980	390	92	482
Handicapped Concerns	326	6	2	8
Health Care Authority	807	0	279	279
Health Department	340	1,864	629	2,493

## FY 02 Annual Report

## Oklahoma's Workforce, continued

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
<b>Merit System, continued</b>				
Historical Society	350	137	40	177
Human Rights Commission	355	19	3	22
Human Services	830	7,024	986	8,010
J. D. McCarty Center	670	111	50	161
Office of Juvenile Affairs	400	1,024	88	1,112
L. P. Gas Administration	445	6	5	11
Department of Labor	405	83	34	117
Commissioners of the Land Office	410	43	12	55
Department of Libraries	430	71	5	76
Medical Licensure Board	450	17	5	22
Mental Health & Substance Abuse Services	452	1,277	588	1,865
Merit Protection Commission	298	7	2	9
Military Department	025	184	251	435
Bureau of Narcotics & Dangerous Drugs	477	82	15	97
Office of Personnel Management	548	83	23	106
State Bureau of Investigation	308	250	41	291
Osteopathy Board	525	1	4	5
Pardon & Parole Board	306	38	9	47
Peanut Commission	535	0	1	1
Pharmacy Board	560	2	7	9
Physician Manpower Training Commission	619	3	3	6
Public Employees Retirement System	515	34	16	50
Department of Public Safety	585	1,379	118	1,497
Real Estate Commission	588	14	5	19
Department of Rehabilitation Services	805	*730	**189	919

\*Department of Rehabilitation Services—Number of classified employees includes 166 employees of the Disability Determination Division whose salaries are funded in whole by federal funds and who are exempted from the agency's FTE limit. [Source: Department of Rehabilitation Services.]

\*\*Department of Rehabilitation Services—Number of unclassified employees includes 82 contract instructional personnel at the Oklahoma School for the Blind and Oklahoma School for the Deaf, and 16 employees of the Disability Determination Division whose salaries are funded in whole by federal funds and who are exempted from the agency's FTE limit. [Source: Department of Rehabilitation Services.]

## FY 02 Annual Report

## Oklahoma's Workforce, continued

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
<b>Merit System, continued</b>				
Tourism & Recreation Department	566	394	803	1,197
Department of Transportation	345	2,342	89	2,431
Oklahoma Transportation Authority	978	481	24	505
Department of Veterans Affairs	650	1,356	121	1,477
Water Resources Board	835	76	29	105
Will Rogers Memorial Commission	880	6	15	21

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<b>64 Merit System Agencies</b>		<b>26,828</b>	<b>6,318</b>	<b>33,146</b>
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Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
<b>Non-Merit System</b>				
Accountancy Board	020	0	6	6
Architects Board	045	0	3	3
Arts Council	055	0	17	17
Attorney General	049	0	165	165
Auditor & Inspector	300	0	164	164
Banking Department	065	0	43	43
Boll Weevil Eradication Organization	039	0	102	102
Career & Technology Education Department	800	0	458	458
Centennial Commission	007	0	9	9
Chiropractic Examiners Board	145	0	2	2
District Attorneys Council	220	0	36	36
Firefighters Retirement Board	315	0	11	11
Office of the Governor	305	0	40	40
Horse Racing Commission	353	0	74	74
House of Representatives (includes 101 Representatives)	422	0	356	356
Indian Affairs Commission	360	0	4	4
Indigent Defense System	047	0	149	149
Industrial Finance Authority	370	0	12	12
Insurance Department	385	0	131	131
Interstate Oil Compact Commission	307	0	1	1
J. M. Davis Memorial Commission	204	0	12	12
Law Enforcement Education & Training	415	0	38	38

## FY 02 Annual Report

## Oklahoma's Workforce, continued

Agency Name	Agency #	Employees		
		Classified	Unclassified	Total
<b>Non-Merit System, continued</b>				
Motor Vehicle Commission	475	0	5	5
Nursing Board	510	0	30	30
Nursing Home Board	509	0	3	3
Educational Television Authority	266	0	68	68
Optometry Board	520	0	9	9
Police Retirement Board	557	0	9	9
Private Schools Board	563	0	3	3
Psychological Examiners Board	575	0	3	3
Senate (includes 48 Senators)	421	0	245	245
Social Workers Board	622	0	0	0
Space Industry Development Authority	346	0	4	4
Speech Pathology & Audiology Board	632	0	2	2
Supreme Court	677	0	192	192
Teacher Preparation Commission	269	0	10	10
Treasurer	740	0	80	80
University Hospitals	825	0	4	4
Used Motor Vehicle Commission	755	0	20	20
Veterinary Medical Examiners Board	790	0	6	6
Wheat Commission	875	0	5	5
Wildlife Commission	320	0	368	368
Workers Compensation Court	369	0	105	105
<b>51 Non-Merit System</b>		<b>0</b>	<b>3,004</b>	<b>3,004</b>
<hr/>				
Total State Government (excluding Higher Education)				
<b>115 State Agencies</b>		<b>26,828</b>	<b>9,322</b>	<b>36,150</b>

## FY 02 Annual Report

## Oklahoma's Workforce, continued

### State Workforce By Gender & Race/Ethnicity

The figures below, as reported in the OPM Equal Employment Opportunity/Affirmative Action Status Report, reflect state government employment, excluding Higher Education, as of June 30, 2002. The workforce information was compiled from data submitted by state agencies. The percentage shown is the percentage of the total state workforce for the particular category.

Category	Gender	White	Black	American Indian	Hispanic	Asian/ Pacific Islander	Total
Officials/ Administrators	Males	939 (50.8%)	52 (2.8%)	53 (2.9%)	13 (0.7%)	11 (0.6%)	<b>1,068 (57.8%)</b>
	Females	665 (36.0%)	58 (3.1%)	44 (2.4%)	5 (0.3%)	7 (0.4%)	<b>779 (42.2%)</b>
Professionals	Males	4,418 (31.0%)	379 (2.7%)	275 (1.9%)	72 (0.5%)	119 (0.8%)	<b>5,263 (36.9%)</b>
	Females	7,151 (50.2%)	924 (6.5%)	604 (4.2%)	160 (1.1%)	143 (1.0%)	<b>8,982 (63.1%)</b>
Technicians	Males	1,462 (53.6%)	73 (2.7%)	110 (4.0%)	25 (0.9%)	31 (1.1%)	<b>1,701 (62.4%)</b>
	Females	840 (30.8%)	88 (3.2%)	57 (2.1%)	15 (0.5%)	27 (1.0%)	<b>1,027 (37.6%)</b>
Protective Services	Males	2,864 (69.2%)	202 (4.9%)	351 (8.5%)	66 (1.6%)	13 (0.3%)	<b>3,496 (84.5%)</b>
	Females	462 (11.2%)	88 (2.1%)	69 (1.7%)	19 (0.5%)	2 (0.0%)	<b>640 (15.5%)</b>
Para- professionals	Males	605 (19.1%)	182 (5.7%)	68 (2.1%)	23 (0.7%)	11 (0.3%)	<b>889 (28.0%)</b>
	Females	1,664 (52.5%)	376 (11.9%)	130 (4.1%)	79 (2.5%)	34 (1.1%)	<b>2,283 (72.0%)</b>
Administrative Support	Males	554 (10.7%)	66 (1.3%)	53 (1.0%)	16 (0.3%)	4 (0.1%)	<b>693 (13.3%)</b>
	Female	3,520 (67.7%)	506 (9.7%)	324 (6.2%)	109 (2.1%)	45 (0.9%)	<b>4,504 (86.7%)</b>
Skilled Craft	Males	783 (79.8%)	38 (3.9%)	106 (10.8%)	10 (1.0%)	1 (0.1%)	<b>938 (95.6%)</b>
	Females	35 (3.6%)	7 (0.7%)	1 (0.1%)	0 (0.0%)	0 (0.0%)	<b>43 (04.4%)</b>
Service Maintenance	Males	1,174 (54.1%)	112 (5.2%)	145 (6.7%)	44 (2.0%)	4 (0.2%)	<b>1,479 (68.1%)</b>
	Females	541 (24.9%)	79 (3.6%)	45 (2.1%)	19 (0.9%)	9 (0.4%)	<b>693 (31.9%)</b>
Totals	Males	12,799 (37.1%)	1,104 (3.2%)	1,161 (3.4%)	269 (0.8%)	194 (0.6%)	<b>15,527 (45.0%)</b>
	Females	14,878 (43.2%)	2,126 (6.2%)	1,274 (3.7%)	406 (1.2%)	267 (0.8%)	<b>18,951 (55.0%)</b>
<b>Grand Total</b>		<b>27,677 (80.3%)</b>	<b>3,320 (9.4%)</b>	<b>2,435 (7.1%)</b>	<b>675 (2.0%)</b>	<b>461 (1.4%)</b>	<b>34,478 (100%)</b>

## Oklahoma's Workforce, continued

Oklahoma's workforce may be examined in different ways. This profile will look at the workforce in terms of gender and ethnicity, number of appointments by job family, number of applicants and appointments made during the fiscal year, number of employees, salaries of employees, and turnover by agency during the fiscal year.

It is also important to examine the job families and areas of the state from which the most appointments are made. Below is a breakdown of classified service appointments by job family with a graph to indicate the percentage of appointments within each job family compared to the total number of appointments.

### Breakdown of Classified Service Appointments By Job Family—FY 02

Social Services—486

Institutional and Nutritional Services and Administration—387

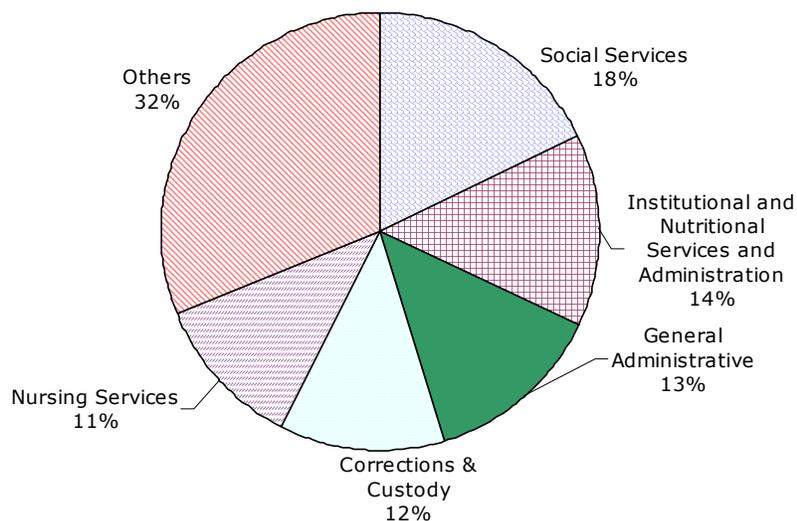
General Administrative—366

Corrections & Custody—339

Nursing Services—313

\*Others—853

\*Others consist of the following Job Families: Information Technology; Insurance and Benefits Administration; Human Resources Management and Development; Financial Management; Logistics and Property Management; Law Enforcement; General Safety; Security Inspections and Investigations; Rehabilitation and Vocational Services; Agricultural Services and Inspections; Oil, Gas, Transportation and Utility Regulation; Veterans Services; Travel; Tourism and Recreation; Power Generation; General Services and Environmental Services; Professional Engineering and Land Surveyors; Transportation and Highway Construction and Maintenance; and Historical Preservation.



## FY 02 Annual Report

## Oklahoma's Workforce, continued

The number of applications and appointments made during the fiscal year also gives us information about Oklahoma's workforce. OPM processed 70,998 applications and state agencies made 2,744 appointments from certificates in FY 02. Below is a representation of the number of classified service applicants and the appointments from certificates for counties in Oklahoma with the most activity with a comparison of appointments from the previous fiscal year.

### Classified Service Applications and Appointments By County—FY 02

County	Applications	Appointments	% Appointed FY 02	% Appointed FY 01	% Difference
Oklahoma	26,958	572	2.1	3.0	-0.9
Cleveland	6,660	332	5.0	7.4	-2.4
Tulsa	3,722	187	5.0	6.2	-1.2
Canadian	2,298	45	2.0	3.4	-1.4
Comanche	1,756	54	3.0	3.0	0.0
Pottawatomie	1,604	63	4.0	5.2	-1.2
Pittsburg	1,386	75	5.0	4.3	0.7
Muskogee	1,352	67	5.0	5.2	-0.2
Carter	1,010	61	6.0	6.0	0.0
Garfield	921	87	9.0	9.0	0.0
Murray	860	56	7.0	6.0	1.0
Grady	841	28	3.0	6.1	-3.1
Woodward	782	22	3.0	5.6	-2.6
Garvin	775	85	11.0	11.0	0.0
Payne	749	29	4.0	4.0	-1.4
All other counties	18,139	956	5.0	5.0	-1.5
Out-of-state	1,346	25	2.0	2.0	-0.5
<b>Total</b>	<b>71,159</b>	<b>2,744</b>	<b>4.0 %</b>	<b>4.0</b>	<b>-0.9</b>

## Oklahoma's Workforce, continued

Below is a breakdown and graphic representation of the different salary ranges that classified employees fall into and a trend analysis of total state classified service employees for the last ten years.

### Breakdown of Salary Ranges for Classified Employees—FY 02

Annual Salary Range	Number of Employees	Percent in Range
Below \$15,000	150	0.6
\$15 - 19,999	2,156	8.0
\$20 - 24,999	6,075	22.0
\$25 - 29,999	7,135	26.0
\$30 - 34,999	5,447	20.0
\$35 - 39,999	2,964	11.0
\$40 - 44,999	1,414	5.0
\$45 - 49,999	1,101	4.0
\$50 - 54,999	423	2.0
\$55 - 59,999	187	0.7
\$60 - 64,999	92	0.3
\$65 - 69,999	39	0.1
\$70 - 74,999	11	0.0
\$75 - 79,999	4	0.0
\$80 - 84,999	3	0.0
Over \$85,000	1	0.0
<b>Total</b>	<b>27,202</b>	<b>100</b>

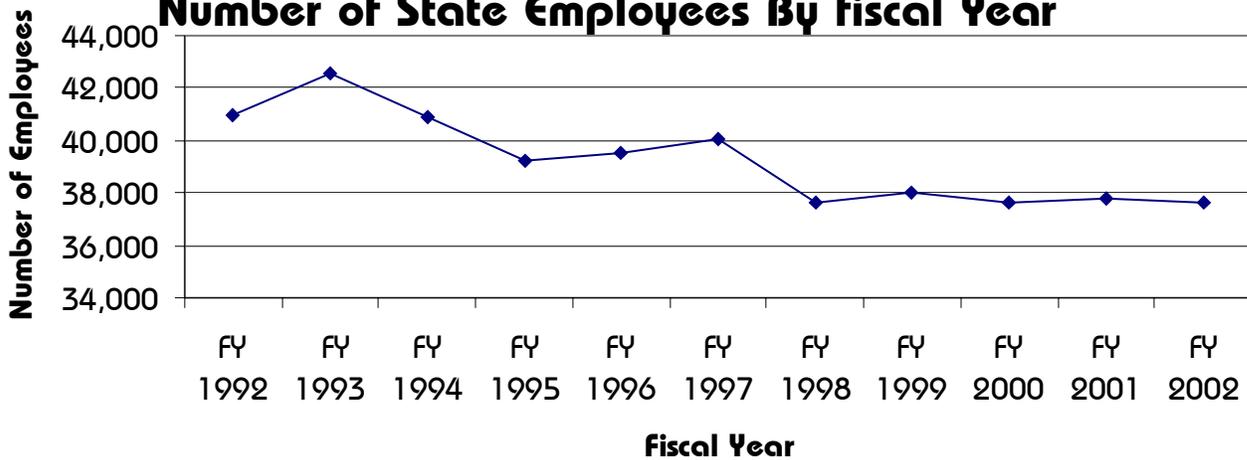
## FY 02 Annual Report

# Oklahoma's Workforce, continued

## Number of Classified Employees Within Salary Ranges



## Number of State Employees By fiscal Year



# FY 02 Annual Report

## Oklahoma's Workforce, continued

Below is data showing an overall classified turnover for state agencies for the last ten years. The data focuses on "controllable" turnover, which is defined as separations due to resignations, retirements, and discharges. Due to the decentralized control and non-uniformity of information concerning unclassified jobs, they were not included. Examination of FY 01 turnover shows that 65 percent of statewide turnover represented resignations, 22 percent represented retirements, 13 percent represented discharges. Although retirements and discharges increased, the overall turnover rate decreased. Percentages were calculated on the total number of employees at the close of the preceding fiscal year (June 30,2001).

### Multi-Year Classified Employee Turnover Comparison

Fiscal Year	Resignation	Retirement	Discharge	Total	Turnover Rate %
1992	1,742	715	138	2,595	9.0
1993	1,536	630	142	2,308	8.0
1994	1,723	736	161	2,620	9.0
1995	1,857	601	196	2,654	10.0
1996	1,723	685	266	2,674	10.0
1997	1,975	735	323	3,033	11.0
1998	2,269	670	413	3,352	12.0
1999	2,305	658	339	3,302	12.0
2000	2,688	700	413	3,801	14.0
2001	2,495	714	363	3,572	13.0
2002	2,139	715	415	3,269	12.0

### Classified Employee Turnover Trend

## Oklahoma's Workforce, continued

Turnover can also be reflected by individual agency. The following table of classified employee turnover by agency includes classified employees who left the agency due to resignations, retirements, and discharges along with other types of turnover (deaths, transfers out of the agency, and reductions in force). Percentages were calculated on the total number of employees with the agency at the close of the preceding fiscal year (June 30,2001).

### FY 2002 Classified Service Employee Turnover By Agency Agencies With Turnover

Agency Name	Resignation	Retirement	Discharge	Other	Total	Total Classified Employees 6/30/01	Classified Turnover %
ABLE Commission	1	0	1	0	2	51	4.0
Agriculture	20	13	2	1	36	415	9.0
Central Services	10	6	6	3	25	219	11.0
Children & Youth Commission	1	0	0	0	1	13	8.0
Civil Emergency Management	1	1	0	0	2	22	9.0
CompSource Oklahoma	25	14	1	3	43	241	18.0
Consumer Credit	0	0	0	1	1	10	10.0
Corporation Commission	13	4	6	6	29	330	9.0
Corrections	331	96	59	20	506	4,571	11.0
Cosmetology Board	6	1	1	0	8	12	67.0
Education	3	2	0	0	5	32	16.0
Employees Benefits Council	4	0	1	0	5	27	19.0
Employment Security Commission	31	24	4	5	64	657	10.0
Engineers & Land Surveyors	0	0	0	1	1	4	25.0
Environmental Quality	39	4	3	3	49	472	10.0
Fire Marshal	4	1	0	0	5	26	19.0
Grand River Dam Authority	7	7	3	0	17	383	4.0
Group Insurance Board	9	3	0	4	16	146	11.0
Handicapped Concerns	1	0	0	0	0	6	17.0
Health Care Authority	0	1	0	0	0	1	100.0
Health Department	154	42	11	13	13	1,809	12.0
Historical Society	6	3	0	0	9	133	7.0
Human Rights Commission	3	0	0	0	3	19	16.0
Human Services	575	167	95	33	870	6,961	13.0
J.D. McCarty Center	24	1	12	16	53	100	53.0
Office of Juvenile Affairs	116	18	27	8	169	1,001	17.0
L.P. Gas Administration	1	0	0	0	1	7	14.0
Department of Labor	11	1	0	0	12	88	14.0
Commissioners of the Land Office	1	2	0	0	3	42	7.0
Department of Libraries	4	3	2	0	9	72	13.0
Mental Health & Substance Abuse Services	137	43	53	14	247	1,332	19.0
Merit Protection Commission	1	0	0	1	2	8	25.0

## FY 02 Annual Report

## Oklahoma's Workforce, continued

Agency Name	Resignation	Retirement	Discharge	Other	Total	Total Classified Employees 6/30/01	Classified Turnover %
Military Department	26	2	4	0	32	184	17.0
Narcotics & Dangerous Drugs Control	2	1	0	0	3	82	4.0
Office of Personnel Management	13	3	1	3	20	86	23.0
Oklahoma State Bureau of Investigation	23	3	1	0	27	233	12.0
Pardon & Parole Board	1	1	0	1	3	36	8.0
Pharmacy Board	0	1	0	0	1	2	50.0
Public Employees Retirement System	1	0	0	0	1	31	3.0
Department of Public Safety	52	31	7	8	98	1,349	7.0
Real Estate Commission	1	1	1	0	3	14	21.0
Department of Rehabilitation Services	51	36	8	3	98	744	13.0
School of Science & Math	3	0	0	1	4	8	50.0
Secretary of State	2	0	1	1	4	31	13.0
Department of Securities	1	0	0	0	1	5	20.0
State Finance	4	6	3	2	15	91	17.0
Oklahoma Tax Commission	36	28	7	2	73	872	8.0
Teachers Retirement System	2	1	0	0	3	25	12.0
Tourism & Recreation Department	21	19	3	1	44	427	10.0
Department of Transportation	59	81	11	6	157	2,372	7.0
Oklahoma Transportation Authority	42	9	8	2	61	466	13.0
Department of Veterans Affairs	254	33	73	7	367	1,433	26.0
Water Resources Board	5	1	0	1	7	64	11.0
Will Robers Memorial Commission	1	1	0	0	2	7	29.0
<b>Total</b>	<b>2,139</b>	<b>715</b>	<b>415</b>	<b>170</b>	<b>3,439</b>	<b>27,772</b>	<b>12.0</b>

## FY 02 Annual Report







