

HR Exchange

OPM Issues Compensation Report

Tom Patt
OPM Compensation Director

The 2006 Annual *Compensation Report*, submitted December 15, by the Office of Personnel Management (OPM) to the Governor and legislative leadership, reveals that pay for state government classified employees is, on average, 11.99 percent below the competitive labor market, an amount that is similar to the market deficit during the years 2002 through 2004. In 2005, OPM found that state classified average pay was 8.2 percent below market, an amount considerably lower than in previous years. This reduction was primarily due to two general pay increases provided to employees during that year. In reality, this year's 11.99 percent market deficit is somewhat misleading, since it was calculated as of July 1, 2006, and all state employees received a five percent increase on October 1, 2006. For comparison purposes, had the five percent general increase been given to employees on July 1, the market deficit would have been 6.82 percent.

Although the October increase helped to move state classified salaries closer to the market, there
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Certified Public Manger of the Year

Joyce Smith
OPM Quality Oklahoma Coordinator and Productivity Enhancement Program Coordinator



William "Bill" Winters is the recipient of the prestigious 2006 Certified Public Manager of the Year Award. The award was presented at the annual awards banquet of the Oklahoma Society of Certified Public Managers (OSCPM).

Winters is a graduate of the Oklahoma Certified Public Manager Program and is a long-time, active member of OSCP. He served as society president in Year 2002 and previously held positions as president-elect, immediate past president, board member at large, southwest area board member, and finance chair.

Winters is a twenty-two year employee of the State of Oklahoma and currently serves as Deputy Director of the Account Maintenance Division of the Oklahoma Tax Commission.

Winters is a proud family man and a man of values. He cherishes the women in his life: his wife, Vickie; daughter, Sarah; step-daughter, Kellie; and two granddaughters. He is active in his church, where he sings in the early morning service choir.

The Honorable Brad Henry, Governor of the State of Oklahoma, recognized Winters' outstanding contributions to OSCP and to public service in Oklahoma and proclaimed December 8, 2006, as "William "Bill" Winters Day."

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From the Desk of the Administrator

Reprinted with permission from the Office of Governor Brad Henry. Article was originally released on January 4, 2007.

Jackson Named President of IPMA-HR

Oscar Jackson, the State of Oklahoma's Administrator of the Office of Personnel Management (OPM), who also serves as Governor Brad Henry's Cabinet Secretary of Human Resources and Administration, became President of the International Public Management Association for Human Resources (IPMA-HR) on January 1, 2007.

IPMA-HR represents the interests of over 8,000 human resource professionals at the federal, state and local levels of government. The organization assists public HR professionals in increasing their job performance and overall agency functions through the provision of cost-effective products, services and educational opportunities.

Governor Henry congratulated Jackson on the honor, commenting: "Oscar Jackson has served state government during the administrations of three governors. It is an honor to have a member of my Executive

Cabinet serve as President of the largest public HR association in the United States."

Jackson has served as OPM Administrator and Cabinet Secretary since 1991, when he was first appointed to both posts by Governor David Walters. He was reappointed to the positions by Governor Frank Keating in 1995 and Governor Henry in 2003. Prior to the appointments, he served in senior HR positions with the

Oklahoma Department of Human Services, The First National Bank and Trust Company of Oklahoma City and the University of Oklahoma. He has over 36 years of public and private sector HR experience.

During Jackson's term as 2007 IPMA-HR President, he will preside over the 17-member IPMA-HR Executive Council. In addition, he will attend training conferences for Large City/County HR Directors;

Western, Central, Southern, and Eastern Regions; Federal Section; Assessment Council; and, IPMA-Canada. He will also preside at the September IPMA-HR International Training Conference in Chicago, as well as the April International Symposium in Cape Town, South Africa.

For more information on IPMA-HR, go to www.ipma-hr.org.



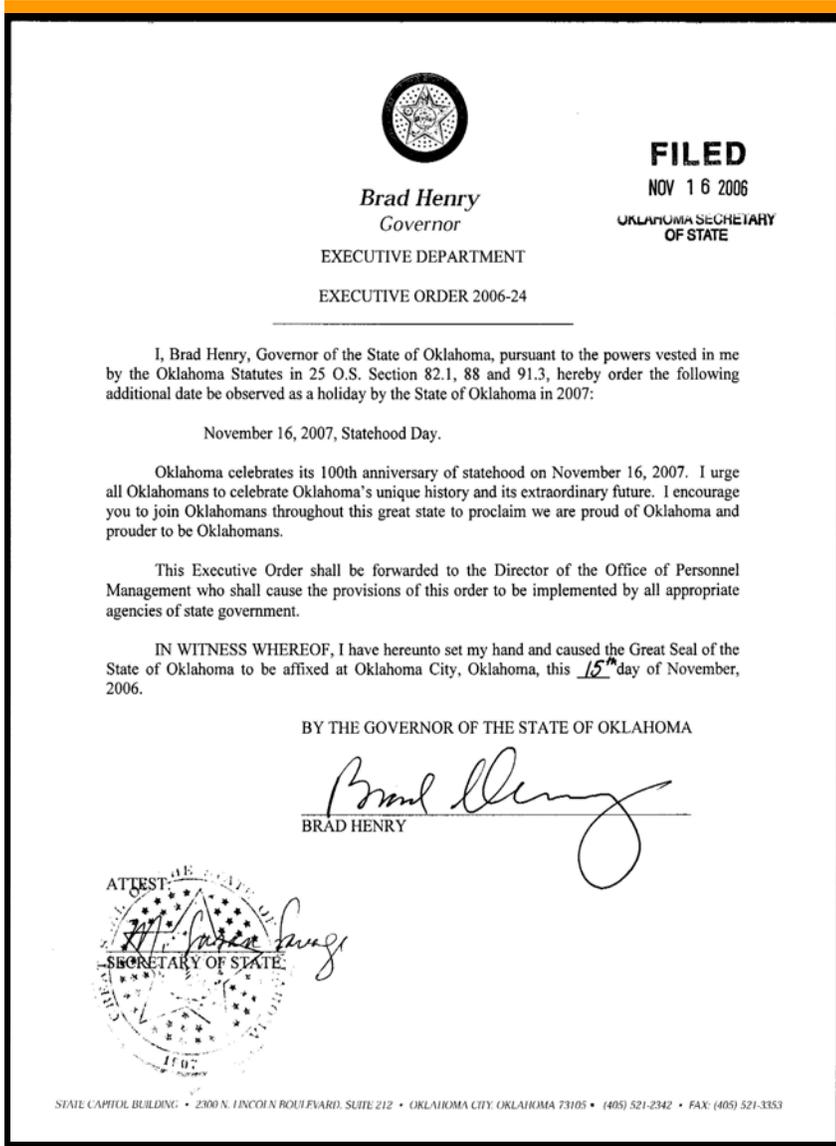
Commemoration of a Year in Office

IPMA-HR President-Elect Oscar B. Jackson, Jr., IPMA-CP, presented an award to IPMA-HR President Fred Weiner, IPMA-CP, to commemorate Weiner's time in office over the past year.

(Photo and caption reprinted with the permission from "IPMA-HR News").



Special One-Time State Holiday in 2007



As communicated in All Appointing Authorities Memorandum OPM 06-25 dated November 21, 2006, Governor Brad Henry has issued Executive Order 2006-24 directing that a one-time state holiday to be known as **Statehood Day** be observed on November 16, 2007, in conjunction with the Oklahoma Centennial.

The Oklahoma Centennial has been rated "2007's #1 U.S. Event" by the American Business Association. Please be sure to check out the outstanding Oklahoma '07 Centennial web site at www.oklahomacentennial.com for information about the 350 Centennial projects and events being planned for our Oklahoma citizens and visitors in the coming year.

A complete listing of 2007 state holidays may be accessed on the Office of Personnel Management web site under the "State Holidays" link.

OPM Staff Change



The Office of Personnel Management (OPM) welcomed **Kara I. Smith**, General Council, on January 3, 2007. Ms. Smith received a Bachelors of Arts in Political Science and minor in Legal Studies from the University of Oklahoma. She received her law degree from Oklahoma City University, School of Law. Prior to joining OPM, she was in the private practice and served as an Administrative Law Judge/Hearing Officer with the Oklahoma Employment Security Commission.



Workforce Planning Update: OPM to release FY 2006 Annual Report

Ross Tripp
OPM Workforce Planning Manager

The Office of Personnel Management (OPM) will release its Fiscal Year (FY) 2006 Annual Report in January. The report will retain the same data driven format as the FY 2005 report, but will also include a more comprehensive view of OPM's operations for the year.

"We felt last years report was a dramatic departure from previous years and an important step in the evolution of OPM's annual report," stated Ross Tripp, OPM's Workforce Planning Manager. "But this year we wanted to juxtapose the intense amount of data with a more detailed overview of OPM's activities and accomplishments," Tripp added. The report will be available on OPM's website in late February with printed copies available shortly thereafter.

In other workforce planning news, agencies completed their workforce plans on November 15, 2006. This was the first time agencies were asked to complete workforce plans alongside their strategic plans. The Office of Workforce Planning will review the strategic plans and begin working with agencies to assist in the implementation of these plans.

In December, the Office of Workforce Planning held a workshop for Department of Rehabilitation Services (DRS) to kick off their workforce planning initiative. Members from the various divisions of DRS met at the Department of Libraries for a day long seminar on basic workforce planning principles. Presenting at the seminar were Ross Tripp and Craig McElroy, the Workforce Planning Coordinator for the Department of Health.

setting with a NGCCB (National Gambler Clinical Consultants Board) member and the individual must pass the National Gambling Counselor test. After completion of the exam, the individual will be awarded either a NCGC I or a NCGC II certificate.

Mike Smith Ph.D., Executive Director of the Oklahoma Association for Problem and Compulsive Gambling, was very instrumental in assisting the State of Oklahoma EAP Coordinator and Counselors in this process. The process started in August of 2006 when Mr. Smith brought in a National Trainer to provide 16 hours of specific gambling training per month. Training ended in November of 2006 with a total of 60 hours.

National Gambling Certification Training

Bob Stevens
*OPM Employee Assistance Program
Coordinator*

The Employee Assistance Program (EAP) staff for the Office of Personnel Management (OPM) recognized that they needed to pursue the National Gambling Certification in order to assist state employees and their families with gambling problems.

Robert L. Stevens, MSW, LADC, CEAP, Coordinator of the Employee Assistance Program for OPM, was recently informed that he had passed the National Gambling Certification test. Once he has completed his 100 hours of supervised case reviews he will be awarded the NCGC II, thus making him the first Certified Employee Assistance Professional in State Government with this certification. The entire staff of the OPM's EAP plans to be certified by the end of 2007.

In order to become a National Certified Counselor you must submit your application to the National Gambling Counselor Certification Board (NCPG) in Washington, D.C. In addition, 60 hours of specific gambling training and 100 hours as a Gambling Counselor delivering direct treatment to problem/pathological gamblers and significant others is required. The treatment delivered must be in a board-approved



OPHRA Training Conference Rescheduled

Sarah Barber, OPM

Across much of Oklahoma, people awoke November 30, 2006, and December 1, 2006, to find a winter wonderland outside their windows; causing cancellations and closings of most schools, businesses, and activities, including the Oklahoma Public Human Resource Association (OPHRA) training conference scheduled for Friday, December 1, 2006.

The cancellation of the conference was bittersweet due to the action-packed agenda planned for the day, but those scheduled to attend will be happy to learn that the training conference is rescheduled for **Friday, February 9, 2006**. Now people are able to enjoy the snowfall on their days off and still enjoy the training conference!

The December training conference was action-packed with enough material to warm even an old grinch's heart, but the February conference promises to be just as fun-filled with much of the same program speakers as well as new presentations to the agenda. As was planned with the December conference, Marilyn Hughes, the Executive Director for the Ethics Commission will present "Ethical Requirements and State Employment". Kerry Alexander will present "College Savings Plan" and Dr. Lee Manzer from

Oklahoma State University will give a presentation entitled "The Game Is Played Away from the Ball!"

In addition to these presentations, the Department of Libraries will provide an informational session on the online Bill Tracker system. A discussion of legislation for the upcoming session will also be included in the agenda. The rescheduled OPHRA training conference will still be located at the Will Rogers Theatre on North Western Avenue in Oklahoma City. For more information, please contact Greg Thomas at (405)521-6329 or visit the OPHRA website at <http://ophra.info/>. See you in February!



Office of Personnel Management HRDS Spring Workshop Schedule to be Announced February 1, 2007

The spring 2007 Office of Personnel Management (OPM) HRDS workshop schedule will be announced February 1, 2007. The spring semester begins March 5, 2007, and concludes June 22, 2007. The course scheduled will be made available to agency nominating officials and will also be listed on the OPM website. We encourage participants who need Certified Procurement Officer or mandatory supervisory training credit to sign up for classes in the spring. Courses will be offered at Tom Steed Center in Midwest City, the Oklahoma State University campus in Tulsa, and the Moore Norman Technology Center in Norman. For more information contact HRDS at (405) 521-2166.

OPM Staff Attend State Compensation Conferences

*Tom Patt
OPM Compensation Director*

Did you ever wonder if there were people in other states who perform jobs similar to yours, who face the same kinds of issues and problems you face? Have you ever thought it would be nice to talk to these people face-to-face and find out how they are addressing the kinds of issues that you're dealing with?

State compensation managers pondered these questions more than twenty-five years ago and decided to do something about it. They agreed to form compensation associations to facilitate sharing of salary data on key jobs. They also agreed that the member states of their associations would gather together each year in one of the state locations to discuss common issues and concerns, to review survey data, and to become better acquainted with the person belonging to the voice on the other end of the telephone.

There are currently two state compensation associations: The Central States Compensation Association, consisting of 26 states in the central and north-western regions of the United States and the Southeastern States Salary Conference, consisting primarily of southern

and southeastern states. By virtue of its location, the Office of Personnel Management (OPM) is one of four states who are members of both conferences and thus is invited to attend both annual meetings. This year, Tom Patt, OPM Director of Compensation, and Everett Slavik, Assistant Director of Compensation,



New EBC Council Member Appointed

*Phil Kraft
Employees Benefits Council
Acting Executive Director*

The Employees Benefits Council (EBC) welcomed **Ms. Becky Payton, Vice President of Human Resources**, as the newest member of the five-member Council during their November 14, 2006,

regularly scheduled monthly meeting in Oklahoma City. Ms. Payton was appointed to the Council by Governor Brad Henry on October 18, 2006.

“With her extensive human resources experience in the private sector, we look forward to the significant contributions she will make to the Council’s work.”

As vice president of Johnson Control (formerly York) International’s Unitary Product Group in Norman, Oklahoma, Ms. Payton brings a wealth of experience in human resources and business management to her role as council member to the State’s benefits office. “We are delighted to have Ms. Payton join the Council,” said Council Chairman Bryce Fair. “With her extensive human resources experience in the private sector, we look forward to the significant contributions she will make to the Council's work.”

Ms. Payton has her certification as a human resources professional, is a charter member of the Sooner Society of Human Resources and is active with the Oklahoma Society of Human Resource Managers. She serves on the board of the Norman Chamber of Commerce and currently chairs the Workers’ Compensation Reform Committee for the State Chamber. Her civic involvement includes serving on the boards of the United Way of Norman and Kiwanis Club of Norman.

In September 2006, Ms. Payton won the “Athena” award in Norman, which recognizes outstanding leadership and the mentoring of women in business. For more information on the Council, go to EBC’s web page at www.ebc.state.ok.us.

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The Affirmative Action Review Council Completes Another Successful Year of Review

Brenda Thornton
OPM
Director of Equal Opportunity and Workforce Diversity Services

The Affirmative Action Review Council (AARC) recently completed another successful year of review of the agencies' Fiscal Year 2007 affirmative action plans. The AARC got off to a slow start when the September 2006 scheduled meeting was canceled due to the small number of plans that were ready for review, but managed to end on a high note by establishing a "make up" meeting in January 2007 enabling them to complete the review process.

A total of 114 plans were submitted to the Office of Personnel Management (OPM) in compliance with Title 74, Section 840-2.1 of the Oklahoma Personnel Act. Each Appointing Authority is required to develop and adopt a written affirmative action plan that conforms to the requirements established by the Act and the Merit Rules to provide specific and results-oriented programs that commits to applying every good faith effort to achieve prompt and full utilization of women and minorities at all levels and in all segments of the workforce where deficiencies exist.

Of the 114 plans submitted, 110 were received from Executive Branch agencies and presented to the AARC. The AARC then made a recommendation for approval or disapproval to the Administrator of OPM who was responsible for the final disposition of the plans. The remaining four plans -- three from Legislative Branch agencies (House of Representative, State Senate, and Legislative Service Bureau) and one

Judicial Branch agency (Workers' Compensation Court) -- are not required by the Act to be reviewed by the AARC, but whose statistics are included in the report that is submitted annually to the Speaker of the House of Representative, President Pro Tempore of the Senate and Governor.

The AA/EEO Statistical Report states the efforts and progress made by state agencies in the area of affirmative action, including the status of recruitment, hiring, and promotion of women and minorities within job categories.

Current members of the AARC are R. Charles Smith, Chair (State Department of Health); Peggy Carter, Vice-Chair (State Department of Corrections); Representative Jabar Shumate (D-Tulsa); Carol Ainsworth (City of Tulsa Department of Human Rights); and Dr. Sherleen H. Jackson (Retired, State Department of Human Services).

Public HR Certification Council

On December 31, 2006, Oscar Jackson, OPM Administrator and Cabinet Secretary, was granted "IPMA-CP" recertification by the Public HR Certification Council for a three year period as an IPMA "Certified Professional". Jackson previously served as 2006 President of the Public HR Certification Council.

OPM Staff Attend State Compensation Conferences (Continued)

(Continued from page 6)

attended the Central States Conference September 17 – 20, 2006, in Bismarck, North Dakota. Tom and Compensation Analyst Jake Smith attended the Southeastern States Conference October 1-4, 2006, in Louisville, Kentucky.

The Central States Conference in Bismarck was a shock to the systems of most of the attendees. People arrived from states with warm, early fall climates and were met with North Dakota temperatures in the 40's and blustery winds. More than one conference attendee was seen in a local

clothing store purchasing a sweatshirt or windbreaker. The chilly weather didn't dampen spirits, however, and all who attended were energized by a great conference packed with informative seminars and enjoyable after-hours events. Topics at the conference included such diverse subjects as variable pay, practices, managed care and disease management in health care programs, and process changes to improve performance. OPM's Director of Compensation Tom Patt was asked to participate in a panel discussion on disaster and emergency response in human resources. After hours, participants were treated to a dinner cruise on a riverboat and an outdoor "pitchfork fondue."

2007 IPMA-HR Conference

Carrie Rohr
OPM
Human Resources Development Services Director

Mark your calendars to attend the International Personnel Management Association – HR (IPMA-HR) international conference September 29 – October 3, 2007. The conference "The Future of HR...Mapping the Course," will be held at the beautiful downtown Marriott Hotel on the Magnificent Mile in Chicago, Illinois.

September 2007						
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David Ulrich, author of "HR Champions" and a leading expert in Human Resources, will be the keynote speaker on Monday, October 1. Richard Boyatzis, author of "Resonant Leadership," and a leading expert on Emotional Intelligence, will be the keynote speaker on Tuesday, October 2.

In addition, more than 30 educational sessions will be offered, presented by leaders in the field of Human Resources. Participants will also have the opportunity to see the latest cutting-edge products and services for the HR professional at the IPMA-HR EXPO, featuring employee benefits packages, professional development programs, training programs and materials, and much more!

Registration information and the conference agenda will be available on the website, www.ipma-hr.org later this spring.

The Southeastern States Conference in Louisville was a radical departure in climate from the Bismarck conference, with temperatures hovering in the 80's during all four days. The conference agenda was full and included sessions on referral bonuses, employment law issues, and the role of incentives in organizational performance. The conference was held in the historic Seelbach Hotel, which hosted many famous figures, from nine U.S. Presidents to mobster Al Capone.

Both of these conferences more than fulfilled the expectations of the participants by providing a forum for the exchange of information and new ideas. OPM staff returned from both conferences energized and satisfied that they had participated in productive and valuable events. They also returned with ideas for hosting the 2007 Joint Pay Conference, which will combine the Central States and Southeastern Conferences, in Oklahoma City in September. They are looking forward to this conference and invite agency HR personnel to participate with us at this event. Additional details about this conference will be forthcoming in future issues of the HR Exchange.

Hay Job Evaluation Training Provided to HR Professionals

Tom Patt, OPM Compensation Director

On Thursday and Friday, November 2 – 3, 2006, 29 HR professionals from the Office of Personnel Management (OPM) and eleven other state agencies convened in the Oklahoma Energy Resources Board Classroom of the Oklahoma History Center to receive training in the Hay Point Factor Job Evaluation System. The training was provided by Greg Wolf, a HayGroup consultant, who led the group through two days of lecture and practical exercises designed to give them a better understanding of how to identify the important aspects of jobs and evaluate them using the Hay's system.

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

The Hay Point Factor system was developed by the HayGroup, a large compensation consulting firm with offices throughout the world. The system measures the different elements of a job and produces an overall score. This score is then used with a conversion table to determine the pay band assignment.

The process focuses on the job itself, not the person doing the job. Each job is assessed by examining three main elements of job content which are common to all jobs to one extent or another:

1. Know How – the levels of knowledge, skill and abilities (however acquired) which are required to perform the job successfully.

2. Problem Solving – the complexity of thinking required to perform the job when applying Know How.

3. Accountability – the impact the job has on the organization and the constraints the job holder has on acting independently.

A panel approach is normally used in the job evaluation process to assure that all jobs are evaluated in a thorough, fair and consistent manner. OPM refers to the panels

who review state classified jobs as "Job Content Review Committees (JCR)." Normally, such JCR Committees consist of 5 – 7 trained evaluators.

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

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



Employees Benefits Council OK Health Mentoring Program Update

Nancy A. Haller, Employees Benefits Council (EBC) Manager, State Wellness Program & Phil Kraft, EBC, Acting Executive Director



Employees Benefits Council (EBC) meeting at the Oklahoma History Center. Pictured (left to right) : Bryce Fair, State Regents for Higher Education, EBC Chair; Dr. Neil F. Gordon, Founder, Chairman, and President of INTERxVENTUSA^{USA}; Nancy Haller, EBC Manager, State Wellness Program, and Oscar Jackson, EBC Member, Office of Personnel Management Administrator.

During the January 23, 2007, Employees Benefits Council (EBC) meeting at the Oklahoma History Center, EBC received an update on OK Health, the state's wellness/mentoring program for state employees. Dr. Neil F. Gordon, Founder, Chairman and Chief Executive Officer of INTERxVENTUSA^{USA}, Inc. presented the results on the first year of the OK Health program. Dr. Gordon reported the following information for the 2,079 state employees enrolled in OK Health as of December 31, 2006: Average Age 47, Males 17.3 percent, Females 82.7 percent, Caucasians 82.7 percent, African Americans 10.7 percent, and College Educated 88 percent.

Early results indicate that OK Health participants have experienced significant reductions in their risk factors for Coronary Heart Disease. Factors that contribute to reducing preventable illnesses are: promoting health lifestyle choices, encouraging healthy behaviors and attitudes that are essential to good health.

Nancy A. Haller, Manager of the State Wellness Program encourages all state employees to enroll in the program. Employees that are currently finishing their first year have the opportunity to participate in the OK Health program for an additional year(s).

For additional information on the OK Health Mentoring Program, see our web site at www.ebc.state.ok.us (OK Health) or call us at 1-800-219-8115 ext. 153.



OPM Issues Compensation Report (Continued)

[\(Continued from page 1\)](#)

is a risk in being complacent with the state's improved competitive.

The *Report* recommends the Legislature consider appropriating funds for a 3.0 percent general pay increase to further improve the state's competitive position with the market. The *Report* suggests that providing modest pay adjustments to employees on a regular basis is more effective in fostering recruitment and retention than failing to address pay for several years and then providing a large "catch-up" adjustment. The *Report* goes on to recommend that the Legislature appropriate a small additional fund of 1.0 percent to enable state agencies to address critical pay issues with existing pay adjustment mechanisms, including market adjustments, equity adjustments, skill-based pay adjustments, and performance-based pay adjustments.

The *Report* further recommends that the minimums, midpoints, and maximums of classified pay bands be adjusted upward by 5.0 percent. This year's *Report* once again considers the pay of state government's top agency executives. OPM has studied this issue since 2001, when a review of agency Director salaries was mandated by Senate Bill 224. The study, which was completed by the HayGroup in January 2002 and revised in 2003, compared the salaries paid to the directors of both appropriated and non-appropriated state agencies to those of executives in both the public and private sector labor markets. In the resulting report, the HayGroup recommended adoption of a salary range structure for agency Director salaries; pay adjustments to the minimum of the pay range for agency directors whose current pay falls below the minimum without additional funding from the Legislature; and establishment of an Oversight Committee to deal with administration of the system.

The only start-up cost associated with the creation of such a comprehensive agency Director salary structure is approximately

\$287,254, an amount necessary to adjust the pay of the 31 state agency Directors whose current pay would fall below the minimum of the proposed pay bands. The *Report* recommends that this cost be absorbed within the operating budgets of the affected agencies, without additional appropriations by the Legislature.

The *2006 Annual Compensation Report* is available in its entirety on the OPM Website at <http://www.opm.ok.gov/2006CompReport.pdf>.

Jackson Reappointed to Workforce Board

Oscar Jackson, Office of Personnel Management Administrator and Cabinet Secretary of Human Resources and Administration, was reappointed December 28, 2006, by Oklahoma County Commissioner Jim Roth to the Central Oklahoma Workforce Investment Board (COWIB) as a representative of business. COWIB is the governing body of the Central Oklahoma Workforce Investment Area responsible for planning, oversight and policymaking for workforce development activities in central Oklahoma (three counties in Oklahoma: Canadian, Logan and Oklahoma, and includes the City of Oklahoma City). State government has approximately 37,000 employees statewide, with approximately 20,000 employees in the Oklahoma City metropolitan area. For additional information, visit www.cowib.org

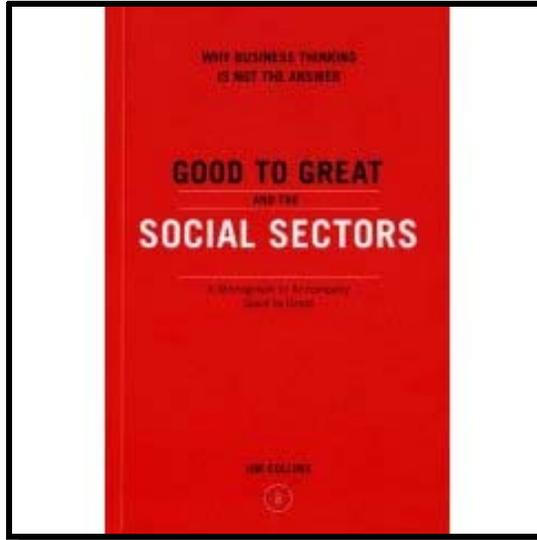
“Good to Great in the Social Sector”

Hank Batty
OPM Deputy Administrator of Programs

Since its publication in 2001, *Good to Great*, by Jim Collins has occupied a place both on the NY Times non-fiction best selling list and as a topic of conversation at business conferences and seminars that has made it the envy of other would-be business gurus turned authors. With a following reminiscent of Steven Covey’s *7 Habits of Highly Effective People*, Dr. Collins has made concepts such as “the Hedgehog Concept” and “the Flywheel” as much a part of the business jargon as Covey’s “Putting First Things First” and “Sharpening The Saw.” If those notions don’t roll off your tongue as easily as, for example, the current status of Britney and K-Fed’s social life or the names of at least the top three potential candidates to quarterback the University of Oklahoma’s football team next fall, it doesn’t necessarily mean that you have failed to remain on top of new ideas confronting Human Resources. More likely, it means that you are part of the vast majority of public sector managers who find most management best sellers irrelevant. These books, so goes the argument, have as their objects lessons in how to make your company or business more successful and—here comes the clincher—these private sector managers measure success in profits—the currency of their realm—while we public sector managers measure success in well...uh..uh..surveys? Employee of the Month awards? Getting a seat upfront at the office party? You see the problem?

Fortunately, Dr. Collins recognized that simply telling public sector managers to adapt the lessons of “Good to Great” in their own ways was insufficient and prone to misinterpretation. In late 2005, he wrote a brief (37 pages—35 if you don’t

read the notes or look at his picture) and very readable monograph called *Good to Great and the Social Sectors* that not only explains how the principles first articulated in *Good to Great* apply to those of us in the nonprofit, not-for-profit and public sectors but provides additional insight unique to our environment. In the earlier book, “greatness” for a company was easy to identify: these were companies that outperformed the stock market by almost 700% over a fifteen-year period. But for those of us outside this sector of the



national economy, growth doesn’t necessarily equal greatness. Instead, brand reputation built on tangible results and consistent excellence over a period of time serves as a positive indicator of social services greatness. Fortunately (or, in some instances, unfortunately), brand reputations are hard to lose. Does Harvard University really provide a better education than, for example, South Dakota State? Will your medical condition receive better treatment at the Mayo Clinic than at Integris? Does Notre Dame deserve a BCS football bowl bid more than Rutgers? Many social sector organizations have mission and vision statements trumpeting themselves as “world class,” or “the industry leader,” but strong reputations are not built so easily. *Good to Great and the Social Sectors* provides a sensible yet provocative insight into the elements, attitudes and practices that define success in organizations immune to the influence of Mr. Dow or Mr. Jones. This book not only helps you apply the lessons of the more thorough *Good to Great* to your environment, it also functions well as a stand-alone guide to better management and better organizations.

State Employees Contribute \$563,542 to 2006 State Charitable Campaign

Oscar B. Jackson, OPM Administrator and Cabinet Secretary of Human Resources and Administration & Jan Ette Oakley, United Way of Central Oklahoma Resource Development Account Executive

During the January 10, 2007, meeting of the Oversight Committee for the State Employee Charitable Contributions (formerly the State Agency Review Committee), Jan Ette Oakley, State Charitable Campaign (SCC) Director, reported that state employees raised \$563,542 for the 2006 SCC, a 12.5 percent increase over the \$500,981 raised in 2005, and 23.6 percent increase over the amount raised in 2004.

Oakley also reported the following amount raised for the 2006 campaign compared to 2005 for the 16 state districts: Enid: \$7,902/\$7,753; Southwest

Oklahoma: \$289/\$496; Lawton/Ft Sill: \$11,361/\$12,589; Stephens County: \$3,948/\$3,556; South Central Oklahoma: \$3,802/\$1,539; Ada Regional: \$660/\$240; Norman: \$20,448/\$15,270; Central Oklahoma: \$426,689/\$376,561; Stillwater Area: \$23,030/\$23,574; Pottawatomie County: \$0/\$300; Tulsa Area: \$55,501/\$54,371; Bartlesville Regional: \$350/\$610; Lake Area: \$5,133/\$4,122; Bryan County: \$180/New Campaign for 2006; Ponca City: \$1,034/New Campaign for 2006; and Ottawa County: \$3,215/New Campaign for 2006.

Fifty-two (52) state agencies received special recognition during the January 31, 2007, SCC Awards Ceremony at CompSource Oklahoma for obtaining a 10 percent or more increase in contributions for 2006 compared to 2005.



Pictured (left to right): Oscar Jackson, Office of Personnel Management; Karen Jacobs, Oklahoma Department of Human Services Director of Volunteerism, and Chair of the Oversight Committee for State Employee Contributions; and Jan Ette Oakley, State Charitable Campaign (SCC) Director; at the January 29, 2007, SCC District 8 Central Oklahoma Awards Ceremony in which it was announced that District 8 raised \$ 426,889 (82.3 percent of total SCC pledges statewide among state employees).



State Board of Nursing

Dana Edminsten
Sandra Ellis

Department of Environmental Quality

Rita Rae Kottke
Diane Wilkins

Department of Central Services

Alan Ford
Bryan Chambers
Douglas Kellogg
Richard Kitchen
Esther Ward
Brandy Winget
Terry Zuniga

Department of Human Services

Anthony Adigwe
John Bolerjack
Alice Curry
Terry Davis
Michael Farmer
Marsha Gregg
Kimberly Harris
Vanessa Harris
Melodie Hudson
John Hunt
Russell Jones
Jennifer Leu
Sunni Majors
Jerri Sharpe
Stephanie Turner
Sharon Wheeler

Department of Transportation

Fonda Brousseau
Tammy Davis
Teresa Harris
David Saulsberry
Christa Sawyer

Office of Personnel Management

Everett Slavik

Oklahoma Employment Security Commission

Tracey Ritz
George Simmons
Emma Woodford

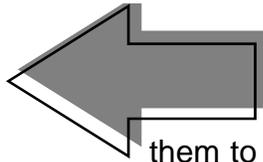
Department of Veterans Affairs

Christie Biggs

Department of Rehabilitation Services

Betty Stephens

Certified Public Manager



The following individuals have enrolled in the **Certified Public Manager** program since July 1, 2006. We welcome each of them to the program. The Certified Public Manager currently has 258 candidates enrolled and 398 Individuals have graduated from the program since 1988.

Update on EBC Enrollment Figures

Phil Kraft
Employees Benefits Council
Acting Executive Director

At the Employment Benefit Council (EBC), the benefits enrollment period for Plan Year 2007 marks the fourth year EBC has made the online enrollment system available to nearly 37,000 active state employees. As the benefits office for state employees, EBC completed the 2007 option period with 60 percent (22,228) of statewide employees choosing their benefits online.

In surveys, of which 11 percent of employees participated; the online enrollment was given high marks. When asked to rate the online enrollment experience, 77 percent of employees rated the system as excellent. Overall, 99 percent of respondents indicated they would recommend the use of online enrollment to another employee.

In the Quality Oklahoma Awards for 2006, the BAS Online Enrollment Module was runner-up in the Motivating the Masses and the Red Tape Reduction Award.

AGENCY HR STAFF CHANGES SINCE 7/06

**Oklahoma State Bureau
of Investigation**
Mary Ann Bourland
HR Management Specialist,
HR/Training Staff

Oklahoma Office of State Finance
Kevin Deeds
HR Management Services
(Resigned 11/9/06)

Kathy Haney-Crabb
HR Manager
(Formerly with State
Insurance Department)

**Oklahoma Department
of Human Services**
Diane Haser-Bennett
Director, HR Management Division
(Formerly with OPM)

Jeffery Pritchard
HR Management Specialist
(Promotion)

Renee Jones
Personnel Manager
(Promotion)

Chris Lambert
HR Program Field Coordinator

Melissa Williams
HR Management Specialist

**J. M. Davis Arms &
Historical Museum**
Duane Kyler
Executive Director
(Retired 10/01/06)

John Cummings
New Executive Director

Oklahoma Office of Juvenile Affairs
Tina Kershner
HR Programs Manager
(Formerly with DRS)

**Oklahoma Municipal
Power Authority**
Andrea Beals
Administration and HR Specialist

**Oklahoma Department
of Rehabilitation Services**
Tina Kershner
HR Management Specialist
(Resigned 10/20/06)

Oklahoma Department of Securities
John Miner
Chief Financial Officer & HR Manager

Philip Antony
Business Manager &
EEO/Affirmative Action Officer

**Oklahoma Department
of Veterans Affairs**
Janine Scifres
HR Management Specialist
(Resigned 10/06/06)

Office of Personnel Management
Kara Smith
General Counsel

ALL APPOINTING AUTHORITIES MEMORANDUMS

OPM 06-24 (10/11/06)
Training on Hay Job Evaluation System

OPM 06-25 (11/21/06)
*Special One-Time State Holiday – Statehood
Day, Oklahoma Centennial –
November 16, 2007*

OPM 06-26 (12/05/06)
Direct Deposit and Pay Card Reminder

OPM 06-27 (12/15/06)
2006 Annual Compensation Report

OPM 06-28 (12/18/06)
*Semi-Annual Allocation and Salary
Adjustment Report*

OPM 06-29 (12/21/06)
*Directive by Governor Brad Henry Regarding
Hazardous Weather Policy*

CAPIP NEWS

Executive Fellows-Hired
Oklahoma Department of Health
Nduta Ahmad
University of Oklahoma

**Department of
Rehabilitation Services**
Ileana Bauman
University of Oklahoma

Soraia Collier
University of Arkansas

Cynthia Pullum
East Central University

Joseph Weaver
East Central University

Jill Oliver
East Central University

Oklahoma Health Care Authority
Fidelis Mbugua
University of Central Oklahoma

Oklahoma Water Resources Board
Linda Chen Mu Fang
University of Central Oklahoma

Carlos Uribe
University of Oklahoma

Sarah Davis
University of Oklahoma

[\(Continued on page 16\)](#)

(Continued from page 15)

**Oklahoma Public
Employment Retirement System**
Stephanie White
University of Oklahoma

Undergraduate Interns-Hired
**Oklahoma State and Education
Employees Group
Insurance Board**
Kathryne Ograd
Oklahoma City University

**Executive Fellows-
Agreement Ended**
**Office of
Personnel Management**
Laura Sohl
University of Oklahoma

**Undergraduate Intern-
Agreement Ended**
**Oklahoma State and Education
Employees Group
Insurance Board**
Trang Minh Ta
Oklahoma City University

CAPIP STATS

40 Executive Fellows and 7 Undergraduate Interns are currently working in 16 different state agencies.

Current Executive Fellows and Undergraduate Interns attend 10 colleges and universities.

The CAPIP applicant pool consists of 55 graduate students and 51 undergraduates.

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Oscar B. Jackson, Jr., IPMA-CP
Administrator and Cabinet Secretary of Human Resources & Administration

Jenny Chong, Carl Albert Public Internship Program Coordinator
Editor

Janet Anderson, Sarah Barber, Hank Batty, Nancy Haller (Employees Benefit Council (EBC)), Oscar B. Jackson Jr., Phil Kraft (EBC), Jan Ette Oakley (United Way of Central Oklahoma), Tom Patt, Carrie Rohr, Shirley Russell, Joyce Smith, Kara Smith, Bob Stevens, Greg Thomas, Brenda Thornton, and Ross Tripp.
Article Contributors

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