

# HR Exchange

State of Oklahoma Office of Personnel Management  
"Celebrating 20 Years of Serving Equal Opportunity Employers"  
1982 - 2002

Volume 6 Issue 3

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## OPM to Offer Electronic Testing

Hank Batty, OPM

OPM has 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. Natasha Riley, Director of the OPM Personnel Assessment Division, serves as OPM's Project Leader.

When fully implemented, this new system will allow applicants to take a Merit System test on a computer and get 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. "We are extremely excited about this project," said Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources. "We believe this software will dramatically increase our potential for gathering and analyzing test data, simplify the monitoring and administration of Merit System examinations, and, of greatest importance, improve the efficiency and speed of test services to applicants for state employment."

The target date for implementation is January 2, 2003.



The HRDS Fall Semester began September 9. Log onto the OPM Website at [http://www.opm.state.ok.us/html/hrds\\_wkspinfo.htm](http://www.opm.state.ok.us/html/hrds_wkspinfo.htm) for more information.



On September 16, representatives from the Raytheon Technical Services Company met with members of the OPM Team, as well as CareerTech staff to discuss the computerized test development, administration, and scoring system, which has been purchased by OPM.

Pictured (l to r) are Sandy Gazdyszyn, Raytheon; Brent Funck, Raytheon; Connie Duett, Raytheon; Debbie Doty, Mid-America Technology Center, Wayne; Natasha Riley, OPM; Shirley Wood, Pontotoc Technology Center, Ada; Hank Batty, OPM; and Mary Lou Cooke, Central Technology Center, Sapulpa.

## OPM and ODVA Sign Direct Hire Agreement for Medical Professionals

Hank Batty, OPM

On July 24, 2002, OPM and the Department of Veteran's Affairs (ODVA) finalized a professional practice licensure direct hire agreement for registered nurses and licensed practical nurses.

ODVA becomes the fourth agency employing health care professionals to enter into such an agreement with OPM, joining the Department of Human Services, the Oklahoma State Department of Health, and the Oklahoma Department of Corrections.

Title 74, Section 840-4.13(C) of the Oklahoma Statutes authorizes the direct hire of professional practice licensure and hard-to-fill positions. Specific guidelines

for obtaining the authority may be found in OAC 530:10-11. Agencies with direct hire authority may hire qualified new employees in the specified job families without obtaining their names from certificates of eligibles issued by OPM. The ODVA agreement will permit field Human Resources staff to hire qualified nurses with minimal delay. OPM staff will conduct a post audit of all appointments to ensure selected applicants possess the minimum qualifications required.

Susan McClure, ODVA Human Resources Programs Manager, noted, "Like other state and private employers in Okla-

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# From the Desk of the Administrator



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 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 for compliance with these standards.

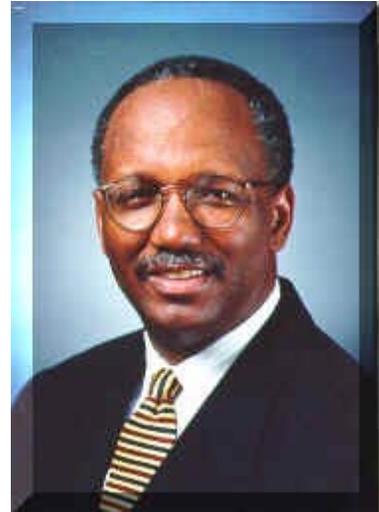
*Voluntary Payroll Deduction Program*—VPD was created by the Legislature in 1984, to enable state employees to have employee association dues, credit union payments, and supplemental insurance premiums automatically deducted from their paychecks.

*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.

*Carl Albert Public Internship Program*—CAPIP 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 employ-



ees 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.

*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

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## OPM Launches JFD Project

*Diane Haser-Bennett, OPM*

In January 2002, the OPM Classification Division announced a new initiative to review all Job Family Descriptors (JFDs) adopted in November 1999, as a result of the *Classification and Compensation Reform Act of 1999*. During this project, all JFDs in selected occupational groups will be reviewed to ensure that they still meet the needs of user agencies in classifying jobs and employees and in recruiting applicants for vacant positions.

During the first phase of the project, January to June 2002, reviews were completed 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, which are used by ten different agencies. The second phase of the project began on July 1, 2002, and will be somewhat larger in scope, involving approximately the same number of JFDs (48), but more user agencies (19). The occupational groups involved are Transportation and Highway Construction and Maintenance, Historical Preservation, Revenue and Taxation, Insurance and Benefits Administration, Power Generation, and General Sciences and Environmental Services. All user agencies have been contacted and advised of the review and asked to provide any recommended changes to the OPM Classification Division by October 1, 2002.

Any questions concerning this project may be referred to the Classification Division liaison for each affected agency.

### *Kudos!*

*to Diane Haser-Bennett,  
OPM Assistant Administrator  
for Management Services,  
who became President of the  
Oklahoma Public Personnel  
Association/Oklahoma Public  
Employers Labor Relations  
Association on July 1, 2002.*

## State HR Executives Attend NASPE Conference

OPM managers Hank Batty, Deputy Administrator for Programs, and Natasha Riley, OPM Personnel Assessment Division Director, were among the approximate 50 attendees at the annual conference of the National Association of State Personnel Executives (NASPE) held in Indianapolis, August 17-20, 2002. Al Smith, Human Resources Director, Department of Human Services, also attended the conference.

whom appreciate the value of sound recruitment and selection practices.

This year's sessions highlighted a number of initiatives aimed at reducing costs or producing high returns on limited investments, such as Colorado's *Repetitive Motion Injury Cost Reduction Program* and low or no-cost rewards and recognition programs. Another major emphasis of the program was the added emphasis on strategic



*Natasha Riley, OPM Personnel Assessment Director; Mollie Anderson, Director of the Iowa Department of Personnel and NASPE President; and Hank Batty, OPM Deputy Administrator for Programs.*

NASPE is 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. The Association provides a forum for its members to share information on human resource issues and, collectively, to influence those issues through the conduct of professional research and participation in various regional and national committees, forums, and meetings, so that members can better achieve their states' missions and business objectives.

During the conference, Natasha Riley gave a presentation on the state of Oklahoma's *Structured Interview Manual* and its use by state agency hiring managers. According to Hank Batty, Ms. Riley's session was received warmly by the conferees, all of

workforce planning, spurred largely by the impending retirement of the nation's "baby boomers" and the challenge of the public sector to attract the so-called "Generation X" and "Generation Y" workforce.

"As you might imagine, said Batty, "the conference provided all of us with information from highly respected experts both within state government and from private HR-related businesses, such as the Hay Group and PeopleSoft, Inc. What was equally important, however, was the opportunity to share ideas, concerns and solutions with our colleagues from across the country." Batty noted that virtually every state is wrestling with problems related to revenue shortfalls, with some states facing the prospect of 20 percent cuts in operating costs. Unfortunately, tight budgets prevented several states from attending the conference this year.

Direct Hire, continued from page 1

homa, we have been challenged by the difficulty in staffing our facilities with professional nurses. We hope that this agreement will allow us to accelerate the hiring process for nurses. This should prove especially beneficial to our facilities facing competition from hospitals in major metropolitan areas of Oklahoma and Texas.”

If you have questions about direct hire authority, please contact Tom Impson, Acting Director, OPM Applicant Services Division, at (405) 521-6306 or by e-mail at tom.impson@opm.state.ok.us.

## Thomas Appointed Board Chair

On May 29, 2002, Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources appointed Greg Thomas, Human Resources, Programs Manager for OPM's Classification Division, chair of the Injury Review Board. The purpose of the Board, which is created in Title 47, Section 2-310.1 of the Oklahoma Statutes, is to review requests submitted by members of the Law Enforcement Retirement System for leave as a result of an injury sustained during the performance of assigned law enforcement duties. The Board is made up of three members—one member appointed by the law enforcement officer's employer, one member appointed by the OPM Administrator, and one member appointed by the Governor. The OPM Administrator's appointment serves as chair of the Board.



Mr. Thomas replaces David Hays, OPM's Director of Classification, who was appointed chair of the Injury Review Board in 1996.

# Florida outsourcing HR services

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In a \$280 million, seven-year deal, Florida is outsourcing its human resources functions to a Cincinnati-based company, which will, in essence, take over benefits and payroll administration, recruiting and training for the state government's 189,000 employees and elected officials.

In announcing the contract Aug. 21, state officials estimated that privatizing human resources services will avoid \$173 million in costs over the length of the contract. The deal is significant because other states may follow suit.

“We think it's the first of many,” said Morris Applewhite, sales and marketing vice president for Convergys, which won the contract. “We are talking with a number of states currently. We know a number of states are looking hard at the state of Florida.”



A majority of states face massive budget revenue shortfalls, and privatizing some services that are not part of the governments' core competence is being considered as an innovative way to cut expenditures, Applewhite said. By outsourcing such functions, state governments can avoid upgrading aging information systems and save money. He added that service to employees also would be improved.

According to Applewhite, transactional and administrative activities associated with human resources functions are being outsourced along with associated technology, but policy will remain under Florida's control.

He said Florida might be one of the largest states, if not the largest, to comprehensively outsource its HR functions.

The company is building two service centers, one in Tallahassee and one in Jacksonville, so employees have a central point of contact regarding human resources and

payroll, he said. They will also have around-the-clock access to information via the Internet.

“The state will be able to take advantage of e-HR technology that we're going to be deploying and, basically, employees will have access to information about their benefits, training that's available, signing up for the training, and maintain inventory of training they've taken,” he said.

Currently, Applewhite said Florida has local HR support distributed through the state and no centralized point where employees can get information. He said he expects Convergys to begin offering HR and associated service to state government employees by the second quarter next year.

Convergys, which also handles customer care, customer service, and billing service outsourcing for organizations of 10,000 employees or more, has a number of private-sector clients, including AT&T, General Electric Co. and Honeywell Inc.

## Military Service Time Counts Toward FMLA Eligibility

*USDOL News Release, 07/26/2002*

National Guard and reservists returning to civilian occupations after serving in support of President Bush's post-Sept. 11 national emergency declaration should have their active duty time counted towards their eligibility to take time off from work under the Family and Medical Leave Act (FMLA).

The Department of Labor has issued a memorandum that clarifies its position on the rights of returning uniformed service members to family and medical leave under the Uniformed Services Employment and Reemployment Rights Act. USERRA entitles returning service members to all the benefits of employment that they would have obtained if they had been continuously employed.

Under ordinary circumstances, a worker becomes eligible for leave under the FMLA

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after working for a covered employer for at least 12 months, during which he or she completed at least 1,250 hours of work. The memorandum says that employers should count the months and hours that reservists or National Guards would have worked if they had not been called up for military service towards FMLA eligibility.

“Recognition of the rights and responsibilities established by USERRA will ensure that those who stood ready to serve our nation can return to their civilian jobs with all the legal benefits that they have earned,” said Frederico Juarbe Jr., assistant secretary of labor for the Veterans’ Employment and Training Service (VETS). “All staff of the Veterans’ Employment and Training Service and the Wage and Hour Division will follow the guidance in this memorandum when dealing with inquiries involving family and medical leave rights of such service members.”

A member of the National Guard or Reserve who is absent from employment for an extended period of time due to military service and who requests FMLA leave shortly after returning to civilian employment may not have actually worked for his or her employer for a total of 12 months or may not have performed 1,250 hours of actual work with the employer in the 12 months prior to the start of the FMLA leave.

The memorandum clarifies that the months and hours that the employee would have worked, but for his or her military service, should be combined with the months employed and the hours actually worked to meet the 12-months and the 1,250 hours of employment required by the FMLA.

Questions about eligibility should be referred to the Veterans Employment and Training Service or to the Wage and Hour Division. State directors for VETS are listed at [www.dol.gov/vets](http://www.dol.gov/vets). Local Wage and Hour Division offices can be found at [www.dol.gov/esa/whd](http://www.dol.gov/esa/whd) or by calling the toll free number 1-866-487-9243.

*There's always something new on the  
OPM Website  
(<http://www.opm.state.ok.us>).  
Please visit it often!*

## Mr. Batty “Meets the Press”

On August 1, 2002, OPM Deputy Administrator for Programs Hank Batty was interviewed for a KFOR-TV Channel 4 news feature concerning hiring federal security staff at our nation’s airports. According to News Channel 4 reporter Heather



Holman, the federal government is experiencing difficulty in recruiting women for these jobs. Ms. Holman interviewed Mr. Batty to determine whether the State of Oklahoma had experienced similar difficulties in recruiting and hiring females. Citing OPM’s *FY 00 Annual Report*, Batty noted that as of June 30, 2000, 54.2 percent of the state’s workforce was female. However, in the Protective Services category, which includes most state security and law enforcement jobs, during the same time period, only 15.6 percent of these employees were women.

Mr. Batty also indicated that, although OPM receives a very large number of applications each year for a relatively small number of vacancies, the state also suffers from shortages of available workers in some targeted occupational groups.

The feature ran several times over the weekend of August 2 - 4.

## Workforce Planning and Development: Seeing How Others Do It

*James Perez and Joyce Smith, OPM*

In these days of economic uncertainty, many state agencies are struggling with attracting, keeping, and motivating high quality employees. Creating and maintaining a positive work environment where workers are less concerned about monetary gains and more concerned about work quality and personal development seems to be a key to success.

To address these issues, the Georgia Merit System hosted its Second Annual

Workforce Planning and Development Conference in Atlanta, July 31 - August 2, 2002. Joining 175 Georgians at the conference were OPM’s James Perez, Management Services, and Joyce Smith, Human Resource Development Services.

The conference focused on strategies and implementation of workforce planning and human resource development, with

*Continued on page 6*



emphasis on recruitment, development, and retention. Forty-five concurrent sessions and three intensive workshops were held. Representatives from the Georgia Merit System and other public agencies and private organizations such as the U.S. Office of Personnel Management, National Academy of Public Administration, Pepitone Worldwide, Pacific Institute, and Milt Wright & Associates Consulting firm, led conference sessions.

One of the intensive sessions was Phase III of Georgia's workforce planning. It was led by Charles K. Brooks, Workforce Planning Strategies Manager for the Georgia Merit System. The session was an overview of workforce plans and human resource strategies required for submittal by executive agencies and potential solutions to meet the needs of the agencies.

In addition, agencies are scrambling to find ways to meet the employee's desire and need for training for job development and personal growth. Research shows an important recruitment and retention strategy is employee development.

Diversity, employee recognition, effective leadership, marketing, needs assessments, and flexible workplaces and schedules were also topics eliciting lively discussion.

One thought was prevalent throughout the entire conference: The workforce as we know it is changing. To succeed, state agencies have to be innovative and aggressive enough to make the necessary adjustments in advance of the changes to come.



Questions regarding the  
Certified Public Manager Program?  
Contact Carrie Rohr at  
(405) 521-6344 or  
carrie.rohr@opm.state.ok.us.  
Or log onto the OPM Website at  
[http://www.opm.state.ok.us/html/  
lor\\_hrds\\_cpm.htm](http://www.opm.state.ok.us/html/lor_hrds_cpm.htm)

## Senator Hobson to CPM Graduates: “Your service does not go unnoticed.”

Carrie Rohr, OPM

On Thursday, September 5, 2002, 32 individuals representing 16 state agencies and the City of Oklahoma City received the designation of *Certified Public Manager*. More than 200 family members, friends, co-workers, and agency heads were present for the ceremony held in the Senate Chamber of the State Capitol.

Senator Cal Hobson (D-Lexington) addressed the graduates. He reminded the audience of the impact each agency represented has on the citizens of Oklahoma. He told graduates that although “they seldom will get the recognition they deserve from the media and the public, the service they provide for the citizens of Oklahoma doesn't go unnoticed.”

The purpose of the Certified Public Manager Program, which is offered through OPM's Human Resource Development Services Department, is to professionalize public sector management by giving Oklahoma state managers and supervisors the tools necessary to improve their management skills. Each graduate must complete 300 hours of training, pass four examinations, and submit four job-related projects.

Oklahoma's program was first accredited by the National Consortium of Certified Public Managers in 1988 and received continued accreditation in 1993 and 1998. Oklahoma's program has been recommended for college credit, both on the undergraduate and graduate levels, by the American Council of Education. There are 29 Certified Public Manager Programs nationwide.

The *Good Work! Award* (see article on page 7), an annual award given for the outstanding project, was awarded to Edward Manuel from the Oklahoma Employment Security Commission. His project, “American Legion National Commission Awards Program Nominations,” was one of eight nominated from the more than 120 projects submitted during the year.

This year's graduates include:

**Jim McGoodwin**  
State Auditor and Inspector



Senator Cal Hobson

**Tracey Akin, Pamela Freeman,  
Janet Froeb, Jean Kirk, Judith Olds,  
Kimberly Poff, Roger Scott,  
Cynthia Shackelford, Barbara Taft**  
Department of Human Services

**Steve Belev**  
Department of Libraries

**Kay Buzzell & Lisa Reed**  
City of Oklahoma City

**Gary Chaffin, Carl Eldridge,  
Robyn House, Jane Lake, James Pruett**  
Department of Transportation

**Stephen Crank, Cartelyou Edwards,  
Edward Manuel**  
Oklahoma Employment Security Commission

**Sharon Ford**  
State Department of Health

**Kelly Freeman**  
Oklahoma Health Care Authority

**Vada Holstein**  
State Election Board

**Larry Jordan**  
Oklahoma Military Department

**Patrick McDermott**  
Office of Juvenile Affairs

**Dennis Milton**  
Department of Rehabilitation Services

**Carol Puckett & Sharita Ramsey**  
Oklahoma Tax Commission

Continued on page 7

**Gloria Rennels**

*Commissioners of the Land Office*

**Linda Sargent**

*Oklahoma Housing Finance Authority*

**Garrett Thornton**

*Department of Civil Emergency Management*

## **Good Work! Award Recipients**

1990

*Thelma Irby*

*Department of Human Services*

1991

*Linda Gale Robinson*

*Oklahoma Employment Security Commission*

1992

*Cynthia White*

*Oklahoma Department of Transportation*

1993

*Karen Bilderback*

*Department of Human Services*

1994

*Deborah Jones*

*Oklahoma Tax Commission*

1995

*Gary Chaffin*

*Oklahoma Department of Transportation*

1996

*Cathy A. Gibson*

*Oklahoma Tax Commission*

1997

*Annette M. Descher*

*Oklahoma Tax Commission*

1998

*Debra L. West*

*Department of Human Services*

1999

*Audrey C. Island*

*Oklahoma Public Employees Retirement System*

*Retirement System*

2000

*Bryan W. Cooper*

*Oklahoma Department of Transportation*

2001

*Carol Puckett*

*Oklahoma Tax Commission*

*Gretta Lee*

*Department of Central Services*

2002

*Edward Manuel*

*Oklahoma Employment Security Commission*

# Good Work! Indeed

*Larry Fisher, OPM*

On September 5, Edward Manuel of the Oklahoma Employment Security Commission received the 13<sup>th</sup> annual **Good Work! Award** for FY 02 during the Certified Public Manager (CPM) graduation ceremony. Edward is actually the 14<sup>th</sup> person to receive the award (there was a tie in 2001).

Why?

Why did Edward receive the award? Why does anyone receive the award? Why does OPM give a **Good Work! Award** at each CPM graduation? Here's the story.

When CPM was being created in 1986, many people were asked for ideas, opinions, recommendations, and other assistance. One such person was Gerald D. Wilkins of the Department of Commerce (actually, the Department of Economic and Community Affairs at that time), who managed the agency's Circuit Rider City Manager program. Gerald's public service career had been outstanding. He had served as a manager of a public housing project in Wichita during World War II and had been city manager for Liberal and Newton, Kansas, as well as Enid, Ardmore, and Seminole, Oklahoma.

Gerald was an interesting guy. He was highly motivated, always positive, and thanked people profusely for the smallest of favors. He carried cards he made himself which said, "Good Job!" on them and he would give those cards to people who did him a kindness, including leaving a "Good Job!" card with tips for wait staff and other service employees. If, back in the 1980s, someone handed you a small card that said, "Good Job!", you had met Gerald.

Gerald and his wife Marguerite had one son, Gerald W., and one daughter, Carol. Carol married Larry Fisher and Larry was the person charged with creating a CPM Program for the state of Oklahoma. Larry called his father-in-law, Gerald Wilkins, for guidance. They spent many hours discussing requirements, standards, and approaches to creating a program worthy of the state of Oklahoma. Gerald's advice and guidance were invaluable.

Gerald was still a full-time employee of Commerce in 1987 when he died of heart complications at the age of 80. Sadly, he did not get to see the first CPM graduates complete the program nor read any of the more than 1,000 CPM projects that have been written.

Gerald's family wanted to remember him so they decided to create an award for the best CPM project each year. They called the award **Good Work!** because of his initials, GW, and because of his practice of handing out "Good Job!" cards to people. The family buys a plaque and each year the name of the **Good Work!** recipient is added; that individual keeps the plaque for one year. During each CPM graduation, the last recipient announces the next recipient of the **Good Work!** award. At that time, the family gives the presenter a desk set (to keep!) that has his or name engraved on it and the

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*The 2001 Good Works! Award recipient Carol Puckett, Oklahoma Tax Commission, presents the Good Works! Award plaque to the 2002 winner, Edward Manuel of the Oklahoma Employment Security Commission.*



# AmCare is Out

*Employees Benefits Council News Release, August 2, 2002  
Oklahoma State Department of Health News Release, August 26, 2002*

On August 2, the Employees Benefits Council (EBC) placed AmCare Health Plans of Oklahoma (AmCare) on notice of breach of their current health care contract and removed the company as an eligible bidder for the next plan year which begins January 1, 2003, and runs through December 31, 2003.

According to administrative compliance orders filed by the Oklahoma State Department of Health (OSDH) on April 12, 2002, and June 28, 2002, AmCare is in violation of state law which requires health maintenance organizations (HMOs) to pay clean claims within 45 days and to maintain a net worth of at least \$750,000.

EBC's contract with AmCare requires the HMO to be in compliance with all state and federal laws and administrative rules. EBC determined on August 2 that AmCare's failure to comply with state law is a breach of contract. At that time, EBC required AmCare to cure that breach within a reasonable period of time not to exceed the period past September 1, 2002. EBC reserved the opportunity to review AmCare's situation at any earlier time, if necessary.

On August 20, State Health Commissioner Dr. Leslie Beitsch denied AmCare's license to operate an HMO in the state. The license denial is effective October 1, 2002.

In the consent order signed on August 20 by the Commissioner of Health and AmCare, the HMO agreed to continue only limited operations for the purpose of winding down its business in Oklahoma. As of July, AmCare had nearly 40,000 Oklahoma members.

During the wind-down period, OSDH will require AmCare to continue locating doctors and handling bills for members. AmCare members who want to file a written complaint or need assistance with other problems may contact OSDH. A complaint form is available on the Department's Website at [www.health.state.ok.us](http://www.health.state.ok.us). A complaint form may also be obtained by calling (405) 271-6868 or by leaving a voice message at 1-800-811-4552.

Beitsch said that most of the health care providers are complying with clauses in their contracts with AmCare that bar the provid-

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*Josette M. Alicina was one of the first applicants to take the new Tap Dance Alpha-Numeric data entry test. This new exam was implemented in June 2002, and is given only at OPM. An alpha-numeric data entry test is different than a standard 10-key data entry test in that applicants are required to enter fields of data consisting of both numbers and letters, instead of just numbers. This new examination replaces the traditional typing test and will be used for the Administrative Technician job family.*

## Top Soft Skills Identified by Community Businesses

*Reprinted with permission of  
Craig Knutson, CEO  
Central Oklahoma*

*Workforce Investment Board (COWIB)*

Members from seven area chambers of commerce recently participated in an interactive e-mail survey developed by COWIB and partnering agencies. The survey sought the business community's prioritized input on 20 soft skills as they relate to retaining and/or hiring employees. Because of the database software developed by DocSoft, a local technology company, the survey results have been tabulated for the area as a whole as well as by individual chamber. The chambers that participated included: Greater OKC, South OKC, Capitol, Edmond, El Reno, Bethany, and Midwest City. In all, the process resulted in almost 550 valid surveys.



The results from the survey showed that "ethical standards/integrity" garnered the most votes, followed closely by "work ethic," "self-direction/initiative," and "interpersonal skills (communications)." Also ranking quite high were "dependability and attendance," "listening skills," and "problem solving." The results of this survey will be shared with educational leaders across the three-county region in hopes that a school or school district will incorporate these findings into their curricula. Too many students depart our educational systems without a concrete understanding of what businesses expect in an employee. These results, when shared with the student body, will make those graduates more employable.

The top leadership from career technology, higher education, and K-12 have been apprised of the survey since before its inception and will be provided the results of the survey when completed. The executive directors of each participating chamber of commerce will also be provided the results, in aggregate and by their individual chamber.



On July 31, three OPM Administrators (l to r)—Keith Frosco (1969 – 1979), Oscar B. Jackson, Jr. (1991 – Present), and James C. Thomas (1979 – 1991)—were on hand to celebrate the 20th anniversary of the passage of the Oklahoma Personnel Act and the creation of OPM and the Oklahoma Merit Protection Commission. Over 100 former OPM employees and other well-wishers joined current members of the OPM Team in observing this important milestone.

*Desk of the Administrator, continued from page 2*

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 Contribution 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 Corpo-

ration 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.

*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, cal-

*Continued on page 12*

*Good Work!, continued from page 7*

words **Good Work!**

Since its creation, the **Good Work! Award** has gone to 14 state employees from six state agencies. The plaque has hung in offices as close as the state Capitol and as far away as Ada, Bartlesville, and Watonga. The award-winning projects have ranged from helping people with disabilities find jobs to saving money by eliminating unnecessary steps in work processes. Projects have described how to start new organizations and how to save automobile windshields from stone damage. And, projects have helped put money in the hands of children of deadbeat parents.

Next year, Edward Manuel will announce the recipient of the 2003 **Good Work! Award**. He will be presented with a desk set to keep and he will pass on the plaque for the last time. That is, the last time for *that* plaque because it will be full and will be retired to an appropriate location. The family of Gerald D. Wilkins plans on buying a new plaque to continue the tradition of saying . . .

**Good Work!**

*AmCare, continued from page 8*

ers from billing members for anything but co-payments. "If a health care provider is billing an AmCare member, the member should contact AmCare. If the provider keeps billing the member, the member should contact the state health department," he said.

"Members are our first priority, but we also want to assure that doctors, hospitals and other health care providers who serve members get paid by AmCare," Beitsch emphasized. Recent financial statements show that AmCare may owe Oklahoma health care providers as much as \$16 million. The consent order signed by AmCare requires that it submit a plan to settle all unpaid claims.

Doctors, hospitals and other providers need to file claims with AmCare as soon as possible after any services have been provided to AmCare members. There is no official cut-off date, but the earlier claims are filed, the sooner AmCare will know how many claims need to be paid.

## OPM Committee Calendar

### Affirmative Action

**Review Council**  
10/23/02, 11/13/02,  
12/11/02—8:30 a.m.

*Department of Agriculture*

### Agency Quality

#### Coordinators Network

11/19/02—11:30 a.m.

*Office of Personnel Management*

*Conference Room G-91*

### Certified Public Manager

#### Advisory Board

*Dates & Locations TBA*

### Child Day Care

#### Advisory Committee

*Meets at the call of the chair*

### OPM State Employee Assistance

#### Program Advisory Council

10/6/02—10:00 a.m.

*Office of Personnel Management*

*Conference Room G-91*

### Governor's Advisory Council

#### on Asian-American Affairs

10/25/02—2:00 p.m.

*Office of Personnel Management*

*Conference Room G-91*

### Governor's Advisory Council on

#### Latin-American & Hispanic Affairs

10/7/02—2:00 p.m.

*Office of Personnel Management*

*Conference Room G-91*

### Human Resources Management

#### Advisory Committee

*Meets at the call of the chair*

### Committee for Incentive Awards

#### for State Employees

11/20/02—9:00 a.m.

*State Capitol*

*Governor's Large Conference Room*

### Mentor Selection

#### Advisory Committee

*Meets at the call of the chair*

### State Agency Review Committee

11/13/02—2:00 p.m.

*Department of Agriculture*

### Oklahoma Commission

#### on the Status of Women

10/24/02, 11/21/02—1:30

*Office of Personnel Management*

*Conference Room G-91*

*Calendar subject to change. Call (405) 521-2177 for most recent information concerning OPM Advisory Bodies and other entities staffed by OPM. Also, log onto the OPM Website at [http://www.opm.state.ok.us/html/OPM\\_Advisory\\_Bodies.htm](http://www.opm.state.ok.us/html/OPM_Advisory_Bodies.htm) for additional information.*



## Agency HR Changes Since July 2002

*Compiled by Melissa Jolly, OPM*

### Department of Corrections

*Linda Witten*

*HR Management Specialist*

*Resigned*

### District Attorneys Council

*Russ Allen*

*Payroll Officer*

### State Election Board

*Jeanne Martin*

*Accounting Technician*

*Resigned*

### Employment Security Commission

*Edvina Bhatti*

*Carl Albert Public Internship Program*

*Executive Fellow*

*Transferred to another OESC department*

### Department of Environmental Quality

*Mark Coleman*

*Executive Director*

*Retired*

*Steven A. Thompson*

*Executive Director*

*Susan Emerson*

*is now Susan Loftin*

### Department of Human Services

*Margot Barnes*

*HRMD HR Services*

*Personnel Manager*

*Doyle Burns*

*HR Management Specialist*

*Transferred to another DHS department*

*Anita Cook*

*HRMD Employment Services*

*Recruitment Specialist*

*AnaMarie Garcia*

*Benefit Coordinators Team*

*Benefit Coordinator*

*Donnita Heck*

*Deputy Director of HRMD*

*Interagency transfer to DMHSAS*

*Debbie Henderson*

*HRMD Classification and Compensation*

*HR Management Specialist III*

*Tamar Hinton*

*HR Management Specialist I*

*Roger Scott*

*Project Manager I*

*Calvin Small*

*HR Management Specialist I*

### Oklahoma Indigent Defense System

*Landi Byerly*

*Personnel Assistant*

*Resigned*

*Lorie Lareau*

*Personnel Assistant*

### Commission on Marginally Producing Oil and Gas Wells

*New Location and Contact Info:*

*3535 NW 58<sup>th</sup> Street, Suite 870*

*Oklahoma City, OK 73112*

*(405) 604-0460 (P); (405) 604-0461 (F)*

*1-800-390-0460 (Toll Free)*

*[www.marginal.state.ok.us](http://www.marginal.state.ok.us)*

### Department of Mental Health and Substance Abuse Services

*Donnita Heck*

*Director of Human Resource Management*

### Oklahoma Motor Vehicle Commission

*Charles Eckenrode*

*Executive Director*

*Retired*

*Roy Dockum*

*Executive Director*

*Marilyn Maxwell*

*Deputy Director*

*D.J. Miller*

*is now D.J. Giabbai*

### Office of Personnel Management

*Lee Ardrey*

*Payroll Benefits Coordinator*

*Financial Management Services*

*Retired*

*Cynthia Clegg*

*Deputy Administrator for Programs*

*Office of the Administrator*

*Resigned*

*Hank Batty*

*Detailed to Special Duty*

*Deputy Administrator for Programs*

*Office of the Administrator*

*Carol Suzje Daniels*

*Carl Albert Public Internship Program*

*Executive Fellow*

*Employee Selection Services*

*Resigned*

*Joe Davenport*

*Director of Personnel Assessment*

*Employee Selection Services*

*Retired*

*Joe Davenport*

*Temporary Appointment*

*Employee Selection Services*

*Frank Friel*

*Information Systems*

*Network Management Specialist III*

*Financial Management Services*

*Continued on page 11*

*HR Exchange*

- Veronica Grant  
Carl Albert Public Internship Program  
Executive Fellow  
Employee Selection Services
- Tom Impson  
Detailed to Special Duty  
Director of Applicant Services  
Employee Selection Services
- Rose Mary Mahboob  
HR Assistant  
Employee Selection Services  
Resigned
- Katy Miller  
Administrative Technician  
Management Services  
Resigned
- Kimberly Miller  
Carl Albert Public Internship Program  
Executive Fellow  
Employee Selection Services
- Natasba Riley  
Director of Personnel Assessment  
Employee Selection Services
- John Schlichting  
Information Systems  
Network Management Specialist III  
Financial Management Services
- Gloria Schratwieser  
HR Management Specialist I  
Management Services  
Resigned
- William Webb  
HR Assistant  
Employee Selection Services
- Oklahoma Tax Commission**  
Gary Wilson  
Director of Human Resources  
Retired
- Emogene Lytle  
HR Management Specialist  
Retired

### 3A Memos Since July 2002

- 02-42 (9/3/02)  
Certified Personnel Professional Training
- 02-41 (8/29/02)  
Automatic Deposit Transmittal Form (OPM-73)
- 02-40 (8/27/02)  
Revision to List of Organizations and Policies  
Approved for State Employees' VPD
- 02-39 (8/27/02)  
Maximum Annual Leave Accumulation Limits
- 02-38 (7/30/02)  
Appointment of Office of Personnel Management  
Deputy Administrator for Programs
- 02-37 (6/28/02)  
Revision to List of Organizations and Policies  
Approved for State Employees' VPD
- 02-36 (6/28/02)  
FY2003 EAAC Update Reports
- 02-35 (6/28/02)  
2003 Holiday Schedule for State Employees
- 02-34 (6/26/02)  
Supplement to the Merit Rules for Employment
- 02-33 (6/21/02)  
Oklahoma State Employees' Direct Deposit
- 02-32 (6/20/02)  
Affirmative Action Plans for FY-03
- 02-31 (6/17/02)  
State Mentor Program
- 02-30 (6/11/02)  
2002 Major HR-Related Legislation

### AG Opinions

02-26 (7/9/02)  
An agenda of a public body, which lists as an agenda item general terms such as "visitors' comments" or "public comments," is sufficient to meet the notice requirement of the Oklahoma Open Meeting Act, because it advises that members of the public will be allowed an opportunity to comment. [To view this Attorney General Opinion in its entirety, log onto <http://www.oklegal.onenet.net/agopinions.basic.html> and enter 02-026 in the "Search For" box.]

### Executive Orders

2002-08 (6/21/02)  
2003 State Holidays. [To view this Executive Order in its entirety, log onto <http://www.sos.state.ok.us/documents/Executive/358.pdf>.]

### Ethics Interpretations

2002-002 (6/21/02)  
OAC 257:10-1-3 permits the use of a state computer for the strict purpose of responding to notices and late letters sent by the Ethics Commission. A candidate or campaign officer may e-mail the Commission with compliance questions arising from receipt of these communications. Employees in offices which preclude the practice should not provide a state electronic address for the Ethics Commission's use. [To view this Ethics Interpretation in its entirety, log onto <http://www.opm.state.ok.us/Ethics%20Interpretation.pdf>.]



Members of the Governor's Council on Latin-American and Hispanic Affairs welcomed Senator Bernest Cain (D-Oklahoma City) (center) to their July 1 meeting. Senator Cain co-authored Senate Bill 966 (2002), which authorizes the Department of Public Safety to issue driver license tests in Spanish, if funds are available. Pictured with Senator Cain and Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources (far right) are (l to r) Chris Morriss, "Kelly Haney for Governor" campaign (Senator Haney also co-authored SB 966); Jerry Orellana, Council member; Dee S. Rao, "Kelley Haney for Governor" campaign; Oscar Quiroga, Council member; Juanita Salazar Lamb, Council chair; Senator Cain; Guillermo Rojas, Council member; Matthew Mollman, Council member; Yolanda Charney, Council member; and Mr. Jackson.

### Kudos!

to the following HR professionals who have received the Certified Personnel Professional designation since July 2002:

- Tanara Lang  
Oklahoma State Bureau of Narcotics and Dangerous Drugs Control
- Laguitta Dorsey  
Office of Juvenile Affairs



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.

*Desk of the Administrator, continued from page 9*

culated 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.

*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.

*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/EEO 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/EEO personnel, began regular publication in March 1999.

*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.

*Classification and Compensation Reform Act of 1999*—Effective November 1, 1999; based

*Continued on page 13*

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.
- *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



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 Tingle (August 15, 1978); and Lee Ardrey (July 20, 1982).

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 the 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



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.

Continued on page 14



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

*Desk of the Administrator, continued from page 13*

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 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. Recently, we 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!



*On July 31, Earl D. Mitchell, former member of the State Personnel Board and the Merit Protection Commission (right) joined Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, and the OPM Team in celebrating OPM’s 20 years of service to the state of Oklahoma.*

# Save For Your Future!

Janet Anderson, OPM

The 2002 United States Savings Bonds Campaign for the state of Oklahoma commenced May 1 and concluded May 31. Forty-four agencies conducted campaigns and reported results to OPM, as compared to a total of 20 reporting agencies in 2001. Final campaign results were reported by letter to Governor Frank Keating on June 28, 2002.

Sixteen state agencies reported increases in employee enrollments in the U.S. Savings Bonds program during the 2002 campaign. Top performers were:

*Office of the Secretary of State*  
+ 100.4%

*Board of Medicolegal Investigations*  
+ 100.3%

*Department of Health*  
+ 55.4%

*State & Education Employees  
Group Insurance Board*  
+ 41.8%

*Commissioners of the Land Office*  
+ 33.2%

Purchasing U.S. Savings Bonds through the Payroll Savings Plan is a safe and easy way to save money. When you sign up, you'll be joining good company, as over 55 million Americans are taking advantage of Savings Bonds' competitive rates. Whether you select Treasury's 'I' Bond or the Series 'EE' Bond, your money is guaranteed to grow and be there for your future needs.

There are a number of compelling reasons to think about saving money with U.S. Savings Bonds:

- **Competitive** – Savings Bonds earn competitive rates of return compared to other forms of savings. Interest on Savings Bonds accrues monthly and compounds semiannually.
- **Safe** – Savings Bonds are backed by the full faith and credit of the United States. Your Savings Bonds are registered, and the Treasury will replace them if they're lost, damaged, or stolen.
- **Affordable**—Savings Bonds can be is-

*Continued on page 19*

# OPM Co-Sponsors WorldatWork Seminar

Tom Patt and Everett Slavik, OPM

The advent of classification and compensation reform in the state of Oklahoma resulted in an expansion of the pay authorities available to state agencies. To enable agency HR professionals to use these new compensation tools effectively, some form of training was clearly necessary. On June 25 - 27, 2002, this training came to fruition in the form of a three-day compensation seminar jointly sponsored by OPM and the Oklahoma Public Personnel Association/Oklahoma Public Employers Labor Relations Association (OPPA/OKPELRA).

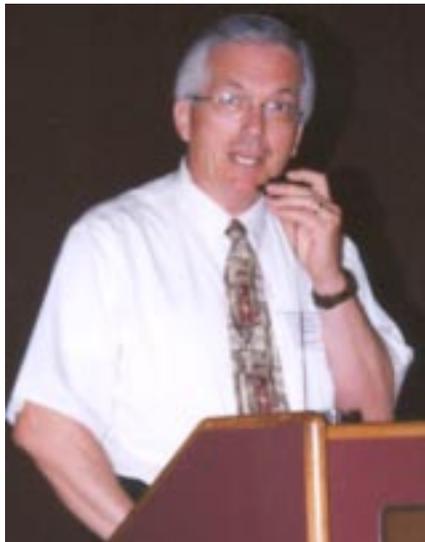
OPPA/OKPELRA contracted with *WorldatWork* to provide two seasoned practitioners in the field of public compensation to teach the seminar. Cary Randow, Compensation Director for the State of Washington, and Karin Holloban, Rewards Manager for the Colorado Springs Utilities, instructed the participants on the principles of public sector compensation with an emphasis on performance- and skill-based pay delivery systems.



*Karin Holloban, Colorado Springs, CO.*

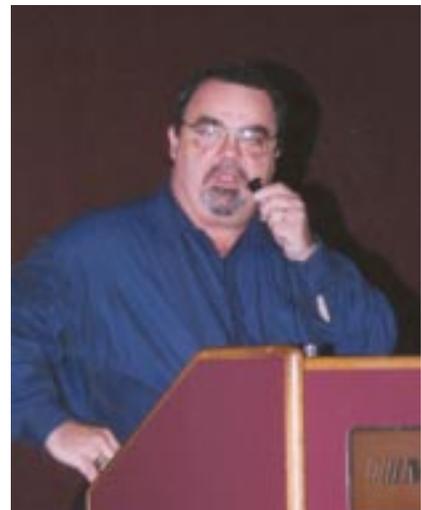
of Oklahoma's compensation program. Mr. Patt explained how agencies could appropriately utilize the pay movement mechanisms authorized by the *Classification and Compensation Reform Act of 1999*.

This seminar represented the first collaboration of its kind between OPM and OPPA/OKPELRA. Seminar attendance was high with 80 individuals representing two states, 29 state agencies, and eight city governments. As a result, cooperation on projects of this magnitude will likely continue in the future between the two organizations.



*OPM Director of Compensation Tom Patt.*

The seminar consisted of three one-day modules. The first day covered general theories and models, while the final two days focused on applied knowledge designed for the practitioner. In addition, Tom Patt, OPM's Director of Compensation, delivered a special presentation regarding the state



*Cary Randow, State of Washington.*



On July 1, 2002, OPM began providing staff support for the Oklahoma Commission on the Status of Women. The Oklahoma Legislature created the Oklahoma Commission on the Status of Women in 1994 to act as an advisory entity on equity issues relating to gender bias; monitor legislation to determine whether it is discriminatory toward one gender or the other; act as a resource and a clearinghouse for research on issues related to women and gender bias; report annually to the Governor, President Pro Tempore of the Senate, and Speaker of the House of Representatives regarding its activities; and make recommendations concerning needed legislation or regulatory changes relating to equity and gender bias. Commission members who attended the August 22, 2002, meeting included (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.

## Over 300 Attend OSCPМ Conference

Carrie Robr, OPM

Over 300 individuals attended the Oklahoma Society of Certified Public Manager's (OSCPM) 13<sup>th</sup> Annual Educational Conference. The conference was held Friday, September 6, 2002, at the Clarion Meridian Conference Center in Oklahoma City.

Tom Terez, author of *22 Keys to Creating a Meaningful Workplace*, was this year's keynote speaker. Mr. Terez's extensive background in the public sector provided a framework for his presentation, which emphasized the key ingredients essential for creating a meaningful workplace. Mr. Terez writes a monthly column for *Workforce Magazine* and is the creator of the *Awesome and Awful Boss Hall of Fame*.

Conference participants chose from eight concurrent sessions offered throughout the day. Jim Riley, former OU and Miami Dolphins football player, shared his personal life story in his session, "Caring for those Who Suffer—Healing for Those Who Care." Mickey Doll, former US Marshal, of-

Continued on page 17

## Strategic Plan Got You Down? Help is Just a Phone Call Away

Joyce Smith, OPM

"How can you lead when you do not know where you are going?" may have been the question guiding Oklahoma legislators when they enacted House Bill 1622 (1999), the *Oklahoma Program Performance Budgeting and Accountability Act* (Title 62, Section 45.1 of the Oklahoma Statutes). The legislation affects every executive branch state agency, including institutions of higher education.

HB 1622 required state agencies to prepare and submit their first five-year strategic plan in October 2001. Plans are now required every even year and are submitted with the agency's budget request.

Last year, 107 agencies submitted strategic plans. As agencies prepare to submit their second strategic plan, they have the advantage of reviewing scorecards given to them by Office of State Finance officials at briefings held earlier this year.

Continued on page 17



Several state-approved strategic planning facilitators recently attended a meeting hosted by the Office of State Finance (OSF) to discuss the second year for strategic plans (l to r) Janna Head, OSF; Susan Ferguson, Julia Teska, Mary Jo Major, Vic Jackson, Ken King, contract instructors; Joyce Smith, OPM; and Larry Fisher, OPM.

In the near future, agency plans will not only be reviewed by OSF officials, but by the Joint Legislative Committee on Budget and Program Oversight, as well. Plans are reviewed to help prioritize state funding needs, reduce program duplication, enhance budgeting information necessary to improve the efficiency of state operations, and improve state services to the public.

Several agencies have sought help from facilitators to assist their strategic planning process. Nineteen contract facilitators have been approved as facilitators for strategic planning assistance. All of the facilitators are experienced in leading strategic planning. They are also familiar with the OSF-preferred process for preparing plans. Individual agencies may hire a facilitator to work specifically with its staff or several agencies may share the expense of a facilitator.

Agencies seeking information to help with their facilitator selection may contact Larry Fisher, OPM, at (405) 522-0762 or [larry.fisher@opm.state.ok.us](mailto:larry.fisher@opm.state.ok.us); Joyce Smith, OPM, at (405) 521-4539 or [joyce.smith@opm.state.ok.us](mailto:joyce.smith@opm.state.ok.us); or Jauna Head, OSF, at (405) 521-2369 or [jauna.head@osf.state.ok.us](mailto:jauna.head@osf.state.ok.us).

## OPM to Offer October CPP Training Course

*Hank Batty, OPM*

OPM will offer the next Certified Personnel Professional (CPP) training course October 1 - 4, 2002, at the Tom Steed Center for Adult Education on the campus of Rose State University. The four-day training course includes sessions on a variety of HR topics including recruitment, selection, classification, compensation, training, grievances, and workplace issues. *Human Resource Management* (Mathis & Jackson, West Publishing Corporation, 10th ed. 2002) is the principal text for the class.

The fee is \$240.00 for each participant. Interested persons should contact Grayson Bedwell of the OPM Human Resources Development Services Department at (405) 521-6334 or [grayson.bedwell@opm.state.ok.us](mailto:grayson.bedwell@opm.state.ok.us) regarding registration. Questions regarding the CPP training requirements or the course itself should be directed to Hank Batty at (405) 521-6303 or [hank.batty@opm.state.ok.us](mailto:hank.batty@opm.state.ok.us).



*Former Oklahoma Governor George Nigh received rave reviews as luncheon speaker!*

ferred practical advice for staying safe on and off the job in his presentation, "Don't be a Terrorist Victim!—Practical Prevention Techniques for Personal Safety at Work and Home." Dr. Mary Ann Bauman shared helpful tips for "Breaking the Energy Barrier." Dr. Lee Manzer compared a work team to that of a sports team in his presentation, "The Game is Played Away from the Ball." Tim Tall Chief from the Oklahoma State Department of Health, shared his experiences with Indian traditions in "Indian Af-

The audience was delighted as former Governor George Nigh shared his thoughts on life after the Governor's Office during his luncheon speech. He also challenged the participants to always put the exclamation mark at the end of *Oklahoma!*

This year, thanks to an agreement between OSCPM and OPM, Carl Albert Public Internship Program Executive Fellows and Undergraduate Interns were able to participate in the Conference at a reduced rate. More than 32 Executive Fellows and Undergraduate interns attended.



*Author Tom Terez was keynote speaker.*



*OPM CAPIP Executive Fellows (l to r) Jamie Culp, Juan Benavidez, and James Perez, clearly enjoyed the OSCPM Conference.*

# Expectations High for 2002 Charitable Contribution Campaign

Diane Haser-Bennett, OPM

The 2002 Oklahoma State Employee Charitable Contribution Campaign began September 6. Members of the State Agency Review Committee (SARC), which is responsible for overseeing, at the state level, the Oklahoma State Employee Charitable Contribution Campaign, are optimistic that there will be an increase in contributions this year.

At the May 8, 2002, SARC meeting, Jim Liles, Director of Campaign Operations for the United Way, reported that 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 for the campaign. In contrast, only \$404,048 was raised in 2001.

District 14, an approved local federation, encompasses the southeast portion of Oklahoma and has had problems finding a designee to steer the campaign in that area. September 12, 2001, was the scheduled date for the charities to finalize the campaign, but due to the terrorist attacks, the deadline was extended. Many charities found their support levels reduced last year as a result of an increase in contributions going to New York City support groups. The campaign coordinators will set a goal to return the participation levels above those of last year.



Members of the State Agency Review Committee include (l to r) Rhonda Burgess, Office of Juvenile Affairs, chair; Mike Wester, Department of Human Services, vice chair; 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.

## Combating the Talent & Successor Crisis in the Public Sector

International Personnel Management Association (IPMA) Press Release,  
September 5, 2002

Alexandria, VA—The “new” national economy is having dramatic effects on the labor market, particularly in the public sector. The impact of the workforce crisis on government, and the lack of workforce planning that has occurred, have been highlighted by the General Accounting Office (GAO) and the U.S. Office of Personnel Management (USOPM):

- For the first time ever, GAO has placed human capital on its list of “high-risk” federal government functions.
- In USOPM’s report, *Civil Service—2020*, the agency indicates previous attempts at “workforce planning” have been ad-hoc, resulting in downsizing without purpose.

Despite these findings, workforce planning, when executed correctly, can be a powerful approach for meeting human capital needs and achieving business objectives. IPMA’s new publication, *Workforce Planning Resource Guide for Public Sector Human Resource Professionals*, offers the tools, strate-

gies, and insight to help public sector organizations succeed in workforce planning.

IPMA Director of Research Judith Brown, states: “Although the national workforce as a whole is aging, the public sector workforce has a higher average age than the overall labor force because of reductions-in-force and hiring freezes that have occurred over the past two decades. This means government will feel the impact of the crisis first, as retirement accelerates. A strategic workforce planning program will play a crucial role in helping public sector organizations confront the human capital challenges that lie ahead.”

IPMA’s *Workforce Planning Resource Guide for Public Sector Human Resource Professionals* is practitioner-oriented and designed to serve as an information source for those with a range of experience and expertise—from the novice to the veteran, including HR executives and managers. The Guide,

Continued on page 19

### F.Y.I.

Outstanding graduate and undergraduate applicants are available through the Carl Albert Public Internship Program (CAPIP). For more information, call (405) 521-6358 or log onto the OPM Website at [http://www.opm.state.ok.us/html/hr\\_policy\\_capip.htm](http://www.opm.state.ok.us/html/hr_policy_capip.htm).



**Benefits System Update**  
 Janice Halley and Glenda Gessell, OPM Information Technology Services Department (below) review insurance test results on the new Employees Benefits Council's Web-based benefits administration system (BAS) with EBC staff members (l to r) Gary Grizzle, Mike Derose, and Goli Dunkle. The review of the data is checked to ensure that the new system will produce the same results as the current production system. BAS is scheduled for implementation later this year.



*Workforce Planning, continued from page 18*

developed by IPMA's Workforce Planning Taskforce, and produced with the generous support of CPS Human Resource Services, emphasizes workforce planning approaches that align with the needs of the public employer, while incorporating the best thinking of all sectors. Specifically, the Guide includes the following:

- The definition and importance of workforce planning, with current and future statistics;
- A generic workforce planning model and approach;
- Steps in conducting workforce planning;
- Special issues in workforce planning;
- A checklist for workforce planning and general reference listings; and
- Sample workforce planning models from public and private sector organizations.

The *Workforce Planning Resource Guide for Public Sector Human Resource Professionals* is free to all IPMA members. Non-members may purchase the Guide for \$30.00 each, plus shipping and handling. To order, contact the IPMA Publications Department at: (703) 549-7100 x 242 or publications@ipma-hr.org. Please specify Order Code: WORKPLAN when placing your order.

*Editor's Note: Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, is a member of the IPMA Executive Council and co-chair of the IPMA Workforce Planning Task Force.*

*Savings Bonds, continued from page 15*

sued in denominations from \$50 to \$10,000. For as little as \$25, you can start purchasing Savings Bonds. From there, up to \$15,000 worth of Series 'EE' Bonds and \$30,000 of 'I' Bonds can be purchased each year.

- **Convenient**—Saving money is automatic when you sign up to purchase Savings Bonds through your Payroll Savings Plan.
- **Accessible**—Savings Bonds are easy to cash at most local financial institutions. So, if unanticipated access to your money is necessary, it's right there for you. The longer you let your bonds grow, the more you benefit; yet, you can redeem them at any time after six months.
- **Tax Benefits**—The interest earned on Savings Bonds is exempt from all state and local income taxes. Federal income taxes are deferred until the bonds reach final maturity or you redeem them, whichever is first. If you qualify, using Savings Bonds to pay for certain higher education expenses may allow you to exclude interest earned from federal income taxes, as well.
- **Registration**—Savings Bonds can be is-

sued in the name of: 1) one owner; 2) two individuals' names as co-owners; and, 3) two individuals' names - an owner with a beneficiary.

Series 'EE' Bonds are sold at half their face value, and earn interest that is based on five-year Treasury securities. 'I' Bonds are sold at face value, and their earnings rate has two components: a) fixed rate that applies for the life of the bond; and, b) an inflation adjustment that is based on percentage change in the Consumer Price Index.

The 2002 U.S. Savings Bonds Campaign Coordinator for OPM was Michele Morris, Administrative Assistant in the Management Services Division. Michele kicked off OPM's campaign with a presentation and video at the OPM Team Meeting held May 10.

Additional information regarding U.S. Savings Bonds can be obtained via the Internet at [www.savingsbonds.gov](http://www.savingsbonds.gov).



## IPMA Hosts *HR Beyond Borders* October 20 - 23 in Ottawa, Canada

*International Personnel Management Association Press Release, February 13, 2002*

The International Personnel Management Association (IPMA) will host its 29th Annual Training Conference and Exposition, *HR Beyond Borders*, in Ottawa, Ontario, Canada, October 20 - 23, 2002.

IPMA represents over 1,700 public sector agencies and more than 6,000 individuals in HR departments, civil service commissions, and merit system boards at the federal, state, and local levels of government. Members are primarily HR professionals and managers in the public sector and educators in the fields of public personnel administration. IPMA provides a focus and forum for the discussion and exchange of views among HR professionals throughout the United States and abroad.

IPMA is hosting its 2002 conference in conjunction with its affiliate organization, IPMA-Canada. More than 600 HR professionals from around the world are expected to attend for three days of training, networking, and other educational experiences. The conference also provides attendees with an excellent opportunity to meet face-to-face with exhibitors and learn about new products and services in the industry.



Session content at the conference will include: Workplace Security, Workforce Planning, Managing Cultural Diversity, Wellness/Change Management, Labor/Management Partnerships, Recruitment Strategies, Automated Learning Management Systems, How to Move HR from Transaction Management to Strategic Management, Workplace Spirit, Total Compensation I, Self-Directed Learning, Coaching/Mentoring, Public Service in Mexico, Competency-Based HR, Employee Recognition, Challenges of Health Care Cost Containment, Evaluating HR, Legal Update.

“Many of us who normally attend the annual IPMA conference somewhere in the United States now have the opportunity to

go ‘beyond borders’ to Ottawa, Canada,” commented IPMA President Jim Stratton. For many of us, Ottawa is closer than some of our past conferences within the United States. Not only will attendance at this conference provide an opportunity to gain a taste of international flavor, but the programming will also be special.”

The registration fee for US delegates is \$515 for IPMA members and \$615 for non-members. For more information log onto the IPMA Website at <http://www.ipma-hr.org>.

## OPM Staff Contributes to CORE Project

*Hank Batty, OPM*

As the anticipated CORE Oklahoma implementation date of July 1, 2003, draws nearer, the staff commitment to the project's success continues to grow.

Effective September 23, 2003, former OPM staff member Jim Lippert will join the CORE Team's Change Management function. He will assist Jeanie Robards of the Department of Central Services who is currently responsible for Change Management related to CORE's Human Resources and Payroll functions. Mr. Lippert becomes the fourth OPM employee assigned full-time to the CORE Project, joining Lezlie Thiery, (Human Resources), Carol Barton, (Payroll), and Marsheila Ward, (Technical Support). Numerous other OPM staff are involved in various segments of the project affecting their specific areas of responsibility.

The CORE staff and CORE Oklahoma Project Manager Jerry Stillwell meet regularly with Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources, and other OPM managers to provide updates on CORE-related issues. All state employees can monitor the status of the CORE Project and learn more about the changes in human resources administration we can expect from this project by visiting the CORE website: <http://www.youroklahoma.com/coreoklahoma>.

## GSA Issues 2003 Federal Per Diem Rates

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International Personnel Management  
Association*

The General Services Administration (GSA) has announced fiscal year 2003 per diem rates for federal employees on official travel in the 48 contiguous states and the District of Columbia. [See Editor's note below.] The rates, published in the Federal Register Aug. 30, take effect October 1, 2002.

The FY 2002 lodging rates in the majority of designated markets will remain the same through FY 2003, as will the standard CONUS (continental United States) per diem rate of \$85—\$55 for lodging and \$20 for meals and incidental expenses.

The M & IE (meals and incidental expense) rate has been increased in more than 400 cities. A new \$50 M & IE rate tier has been created that applies to San Diego, San Francisco, Sunnyvale, Palo Alto, San Jose, Los Angeles, Cambridge, MA, Detroit, Minneapolis/St. Paul, Washington D.C., Chicago, St. Louis, Manhattan, Cincinnati, Philadelphia, and Seattle.

GSA's per diem rates also apply to employees of certain government vendors when traveling in connection with federal contracts. Travel per diem rates for locations outside the continental U.S., including Alaska, Hawaii, and U.S. territories and possessions, are set by the Department of Defense; rates for international travel are set by the State Department.

*Editor's Note: House Bill 1070 (2001) amended the State Travel Reimbursement Act (74:500.8 & 500.9) to reflect per diem and lodging rates for travel both within the state of Oklahoma, as well as outside the state based upon the amount authorized by the provisions of the Internal Revenue Code of 1986, as amended. In July 2001, the Office of State Finance (OSF) informed state agencies that the federal standard rate for meals and incidentals was \$30.00 per day and the maximum lodging rate was \$55.00 per day. OSF also referred agencies to the GSA per diem Website (<http://www.policyworks.gov/perdiem>) for authorized reimbursement rates.*

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