

# CAPIP NEWS

A Newsletter for and about  
Carl Albert Public Internship Program Executive Fellows and Undergraduate Interns

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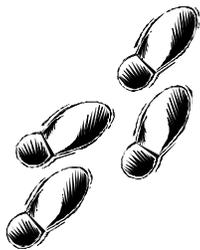
## Six Steps to Successful Internships

*Reprinted with permission  
June 2002 IPMA News*

Employers can improve the outcomes of their internship and cooperative education programs by implementing six basic practices, reports the National Association of Colleges and Employers (NACE).

According to an article in NACE's Winter 2002 Journal of Career Planning & Employment, the following strategies help employers strengthen campus relationships, develop a talent pipeline, enhance recruiting and retention efforts, and ultimately improve their bottom line.

1. Provide meaningful work experiences. Employers should treat interns and co-ops as "real" employees by providing them with a realistic preview of the workplace, immersing them in actual company projects, and offering training opportunities.



2. Guide students' development through mentoring. Place students with the top managers, top teams, or top veteran employees in the organization to give interns the best possible experience. Provide them with unique opportunities,

*Success, continued on page 3*

*Juan Benavidez explains his recommendations for changes in the State Mentor Program to members of the Mentor Selection Advisory Committee.*



## Intern Spotlight

*Juan Benavidez*

*Office of Personnel Management*

Juan Benavidez serves as a Carl Albert Public Internship Program Executive Fellow in the Personnel Assessment Division of the Office of Personnel Management (OPM). He began his assignment at OPM, which involves the development of various state government employment selection devices, on October 16, 2001.

Juan was born November 14, 1967, in Topeka, Kansas. He graduated from Mustang High School in 1986, and began college at the University of Oklahoma in Fall 1992. During his first three years of college he was the single parent of his daughter Adaira, age 12. Juan married again in 1996, and he and his wife Teri have two additional children, Garion, age 5, and Avery, age 3.

Juan graduated from the University of Oklahoma with his Bachelor of Arts degree in Psychology in Spring 1997. The following year he was accepted into the PhD program in Industrial/Organizational Psychology at the University of Oklahoma. Juan earned a Master of Science degree in Industrial/Organizational Psychology in December 2000 and is currently in the final

stages of completing his doctoral degree.

When asked, "Why Industrial Organizational Psychology?" Juan responds that his original focus was on Clinical Psychology, but he had concerns about the over-saturated job market. Fortunately, at the time, the University of Oklahoma was in the process of creating an Industrial/Organizational program, a joint venture between the Price College of Business and the College of Arts and Sciences. Juan felt that this program was a perfect path for him, as it combined two areas that he has always been excited about—business and psychology. In fact, according to Juan, in high school he obtained his insurance license and was working toward acquiring a securities license, in anticipation of a career in business.

One of Juan's recent projects was to revise the selection process for the State Mentor Program incorporating assessment center methodology. The purpose of the State Mentor Program, created by the Oklahoma Legislature in 1994, is to develop the

*Spotlight, continued on page 2*



executive potential of employees in all branches of state government, with a special emphasis on women, racial minorities, and individuals with disabilities.

In addition, Juan is in the process of performing a job analysis of the Correctional Security Officer position for the Department of Corrections, developing a promotional test for the Bureau of Narcotics and Dangerous Drugs Control, auditing PMPs, and assisting in the implementation of the Raytheon electronic testing program. Juan feels that he is very privileged to be allowed to use the skills he has acquired in graduate school in a real world setting. "I feel very fortunate that management here at OPM is serious about innovation in Human Resource systems and has been very supportive of possible new directions."

When asked about the future, Juan says that he sees many potentially satisfactory outcomes for him and his family. He would be "quite content working for the good of the citizens of Oklahoma at OPM, teaching at the University of Oklahoma, selecting astronauts for NASA, or consulting in La Jolla, California. "I really don't care what I end up doing as long as I can have a dependable car and nice house, can take a vacation once a year, and comfortably provide for my children."

## CAPIP Changes Since October 2002

### Executive Fellows Hired

*Kim Hee Jin*

Rehabilitation Services

### Undergraduates Hired

*Cassandra Jones, Jeanetta*

*Monts, Donia Parker, Airica Ryden*

Oklahoma State and  
Education Employees  
Group Insurance Board

### Left State Government

*Amy Knop*

Health Care Authority

*Candace Smith*

Office of Juvenile Affairs

## OWRB Staff Pitch in for Day of Caring

*Reprinted with permission  
September-October "Oklahoma Water News"  
Oklahoma Water Resources Board*



On October 4, as part of the 2002 United Way State Employee Campaign, OWRB staff members participated in the *Day of Caring*. Participants cleaned floors and furniture, painted walls and shelves, assembled light fixtures, and planted flowers for the volunteers at the CONTACT Crisis Helpline office in Oklahoma City. CONTACT provides 24-hour emotional support, suicide prevention, crisis intervention, community information, and referral. All calls to CONTACT are anonymous, confidential, and free. Representing OWRB during the *Day of Caring* were (kneeling, from left) Laura Oak, Angela Thompson, Leslie Nance, Katera Whitaker, (standing) Wilma Beagle, Lynda Williamson, Anita Ray, Karen Milford, Rick Wicker, Alex Vera, Crystal McLaren, Mark Stafford, and Jim Schuelein.

**Editor's Note:** Katera Whitaker was a CAPIP Executive Fellow at OWRB from August 31, 2000 until August 31, 2002, when she converted to a permanent classified position. Alex Vera was a CAPIP Executive Fellow at OWRB from December 3, 1999 until December 3, 2001, when she converted to a permanent classified position.

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## Current CAPIP Stats

Forty-one Executive Fellows and eight Undergraduates are working in 14 different agencies. Executive Fellows and Undergraduate Interns attend 13 colleges and universities. The applicant pool consists of 44 graduate students and 20 undergraduate students.

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**Oscar B. Jackson, Jr.**

Administrator and  
Cabinet Secretary of Human Resources

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Success, continued from page 1

- such as a one-on-one career discussion with a company executive.
3. Offer compensation and benefits. To attract top candidates, employers need to offer something in return, either in salary and benefits or with an outstanding work experience. Consider offering interns other goodies, such as gift certificates, recognition luncheons, company T-shirts, or other perks.
  4. Communicate promptly and frequently with stakeholders. First, obtain full support from management for the program. Don't look at initial buy-in as long-term support—it's the squeaky wheel that gets the grease from the executive office. Also, communicate often and in a timely fashion with interns, in person or by print or electronic methods. Provide networking opportunities.
  5. Be consistent, but flexible. Maintain a consistent image on campus by regularly offering experiential opportunities. Regularly offer full-time positions to interns from participating schools. Also remember that an internship may be a student's first real-world work experience.
  6. Look for ways to improve your program. Never rest on your laurels. Improve your program by starting small, making your expectations clear up front, providing opportunities for a variety of majors, and using technology to your full advantage.

## 2003 State Holidays

Wednesday, January 1  
New Year's Day

Monday, January 20  
Martin Luther King, Jr. Day

Monday, February 17  
Presidents' Day

Monday, May 26  
Memorial Day

Friday, July 4  
Independence Day

Monday, September 1  
Labor Day

Tuesday, November 11  
Veterans Day

2003 Holidays, continued on page 4

## Former CAPIP Executive Fellow Named OPM Employee of the Year



On December 20, 2002, former CAPIP Executive Fellow Lance Cullen (right) was named OPM's Employee of the Year in the Advisor category. Lance works in OPM's Personnel Assessment Division. OPM's Employee Recognition Awards are divided into three categories: (1) the Advisor Award goes to an employee acting as liaison between OPM and agency HR officials; (2) the Affiliate Award goes to an employee supporting agency liaisons and their functions; and (3) the Associate Award is presented to an employee supporting all divisions of OPM. Each Employee of the Year receives a plaque and a \$100 cash equivalent award. Lance Cullen was a CAPIP Executive Fellow at OPM from March 21, 1997, until March 21, 1999, when he was converted to a permanent classified position.

## Do You Work for an Anxious Organization? Ten Ways to Tell

Reprinted with permission  
December 2002 IPMA News

Is your organization drowning in anxiety? It's a question you may never have considered. After all, as a manager, your concern is productivity. Results. Teamwork. All of those "bottom line" issues. You don't have time to worry about the emotional state of your workforce. You just want them to get their work done quickly, and cost-effectively; you're not paid to play the role of company psychologist. Right?

Yes and no, says management consultant Jeffrey A. Miller, president of Chicago firm Jeffrey Miller & Associates. It's true that profitability is the bottom line. Problem is, an organization that's staggering under the weight of excessive systemic anxiety may be incapable of profitability. Indeed, it's a company that may not be around much longer. And no matter how much planning you do—or how many training initiatives you implement and "teamwork" retreats you

hold—you won't be able to change that fact.

In his new book, *The Anxious Organization: Why Smart Companies Do Dumb Things* (Facts on Demand Press, October 2002, ISBN 1-889150-33-9, \$17.50) Miller explains how too much anxiety causes people to make decisions based on emotion, rather than on solid business principles. More to the point, he offers techniques to use to help break the cycle of excessive anxiety and create a brighter future for troubled organizations.

So, do you work for an anxious organization? Ask yourself these questions:

1. Do people take sides with others instead of taking a stand on the issues? Do they form coalitions and/or cliques?
2. Do people assert their territory to the det-

Anxious, continued on page 4

Anxious, continued from page 3

- rimment of the organization as a whole? Are feuding, back-stabbing, and turf wars a way of life?
3. Do work groups tend to come to rapid agreement, with very little discussion or dissent?
  4. Do particular individuals or departments tend to be blamed consistently for organizational problems?
  5. Is there a problem with disruptive employee turnover? Are people constantly quitting due to job stress or dissatisfaction with the organization?
  6. When conflicts and problems arise, are people exhorted to show more "team spirit"?
  7. Does leadership send out conflicting instructions and mixed messages? Are organizational objectives contradictory or unclear?
  8. Do people tend to avoid conflict by avoiding each other altogether? Do they hide out in their offices or cubicles and neglect to return phone calls?
  9. Is "improved communication" considered the solution to all problems and conflicts, rather than making decisions based on solid principles?
  10. Is high productivity emphasized as the key to organizational well-being? Do you get the feeling that people are over-worked?



If your answer to most of these questions was an emphatic yes, you probably are dealing with a level of anxiety that's too high to be healthy—for your employees and the organization itself.

"Anxiety, like anything else in life, is best in moderation," says Miller. "A small amount is natural, and positive. If there were no anxiety at all, no work would ever get done. But when the pendulum swings too far in the other direction, all sorts of counterproductive things happen. Not only do employees get burned out, the organization tends to make a lot of bad business decisions that threaten its long-term survival."

"If you work for an overly anxious organization, it may be a good idea to seek a fresh point of view," he concludes. "Sometimes it only takes one person to recognize the destructive cycle and break out of it. You could end up greatly improving your organization's profitability. In fact, you could end up saving its life."

2003 Holidays, continued from page 3

Thursday & Friday, November 27 & 28  
Thanksgiving

Thursday & Friday, December 25 & 26  
Christmas

## A Look Back



Governor Frank Keating (right) was the keynote speaker at the Spring 1996 CAPIP Training Conference. He was welcomed to the conference by Oscar B. Jackson, Jr., OPM Administrator and Cabinet Secretary of Human Resources (left). Governor Keating will leave office on January 13, 2003, after serving two terms as Oklahoma's 25th Governor.

## Koon Receives Employee Award

Reprinted with permission  
July-August 2002 "Oklahoma Water News"  
Oklahoma Water Resources Board

Kevin Koon, of the Board's Information Services Section, is the agency's Employee of the Quarter. Koon was recognized for the honor at the OWRB's monthly meeting in August.

Originally from Iowa, Koon earned his Bachelors Degree in Geography in 1995 from Northwest Missouri State University in Marysville, Missouri. He received his Masters in Geography from Oklahoma State in 1997 and that same year accepted an appointment as a **Carl Albert Executive Fellow** with the OWRB.

Koon is known for his exceptional customer service skills and a consistent positive attitude toward his job and co-workers along with a willingness to lend a hand with virtually any task. These traits are especially valuable in perhaps the most critically important aspect of Koon's job—assisting users with highly technical aspects of the



Kevin Koon  
CAPIP Executive Fellow 1997 - 1999

agency's geographic information system (GIS).

The Employee of the Quarter is awarded four times each year to those staff members who excel in their relative positions at the Water Board. Honorees are selected by a committee of peers.