



**BRYCE BAKER** leads the Pay Team of the Pay and Leave Administration Division, Office of Compensation Administration, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). He is responsible for policy work in such areas as basic pay administration, locality pay, special salary rates, retention allowances, grade and pay retention, back pay, and severance pay. He is a primary reviewer of proposed personnel demonstration projects and legislative proposals related to compensation matters.

Mr. Baker has worked in the Office of Compensation Policy since 1991, playing a key role on such special projects as the implementation of the Federal Employees Pay Comparability Act of 1990; the 1991-1993 OPM task force study on pay and classification of Federal law enforcement officers and firefighters; the sunset of the Federal Personnel Manual; and the development of regulations pertaining to law enforcement availability pay and the Federal Firefighters Overtime Pay Reform Act of 1998.

Beginning his Federal career as a Presidential Management Intern with OPM's Retirement and Insurance Service in 1983, Mr. Baker rose to the position of Chief of the Retirement Policy Branch and to Special Assistant to the Associate Director for Retirement and Insurance. He was a 1991-1992 fellow in the Council for Excellence in Government Fellows Program. In 1993, he became a full-time staffer on the original National Performance Review project. Mr. Baker has an M.P.A. degree from Brigham Young University.

**KENNETH BATES** is the Chief of the Employee Relations Division in the Office of Labor and Employee Relations, Office of Personnel Management (OPM). Mr. Bates has worked in the employee relations function since 1988 and has directed the work of the Employee Relations Unit since 1991. The unit is responsible for Governmentwide employee relations policy and guidance, and coordinates OPM's authority to intervene before various third party adjudicators, including the Merit Systems Protection Board and arbitrators, in cases involving the interpretation of civil service law and regulation.

Mr. Bates began his career with OPM's predecessor organization, the Civil Service Commission, as a management intern in 1973. Among the positions he held are: Personnel Management Specialist with the agency's internal personnel office, Program Analyst with the Office of the Inspector General, Special Assistant to the Philadelphia Regional Director, Chief of the Washington Federal Job Information Center, Attorney-Advisor in the Office of the General Counsel, and Chief of the Governmentwide Presidential Management Intern Program. He graduated from the University of Virginia in 1973, has completed graduate work in public administration at the George Washington University, and received a law degree from Georgetown University in 1978.

**STEPHEN C. BENOWITZ** is the Director of Human Resources for the National Institutes of Health (NIH), where he formulates and implements personnel policies for an agency with 20,000 employees and a yearly payroll of almost \$1 billion. He was instrumental in developing and obtaining congressional approval for the Senior Biomedical Research Service, a new personnel system for the agency's senior scientists that was enacted into law in 1990, and in gaining approval of the Secretary of the Department of Health and Human Services for a simplified personnel system for NIH.

Mr. Benowitz also held a dual appointment as Executive Officer for the Office of the Director, NIH, from 1996 to 1999. In this position he oversaw an operating budget of more than \$300 million, and provided budget analysis, computer and LAN support, procurement and contracting, and personnel services to an organization of 1,200 employees.

Prior to joining the NIH, Mr. Benowitz was Director of Personnel for the Department of the Treasury, where he oversaw personnel policy for the Department. He also served as Director of Personnel and in other key administrative positions at the Federal Trade Commission.

Mr. Benowitz received his B.A. degree from Antioch College and his M.A. degree from Case Western Reserve University. He completed the Advanced Human Resource Management Program at the Graduate School of Business Administration of the University of Michigan, and the Program for Senior Managers in Government at the John F. Kennedy School of Government at Harvard University. He is also a Certified Trainer for the William Bridges Management Transition Seminar.

Mr. Benowitz is an active member of the International Personnel Management Association, and has served as a member of its Executive Council, the Federal Section Board of Directors, the HR Certification Council, and the Editorial Board of the Association's journal, *Public Personnel Management*. He is also the Past President and a member of the Board of Directors of the National Capital Area Chapter of the American Society for Public Administration. He has authored or edited numerous publications to assist managers and employees understand their responsibilities under the Federal civil service system, and has lectured before a variety of professional organizations.



Mr. Benowitz received the Presidential Meritorious Service Award in 1992 and 1997; this award is the second highest given to career senior executives of the Federal Government. He was a Woodrow Wilson Foundation Public Service Fellow in 1991-1992. This program is designed to encourage college students to consider public service careers. He received the NIH Director's Award, the highest honor awarded by the NIH, in 1995 and 1999, and the Secretary's Award for Distinguished Service in 1998.

**MELISSA BREHE** is a Personnel Specialist in the Salary and Wage Systems Division, Office of Compensation Administration, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). Ms. Brehe develops, interprets, and evaluates Governmentwide policies and projects pertaining to General Schedule and Federal Wage System pay, and to the non-foreign area cost-of-living allowance program.

Before coming to OPM in 1999, Ms. Brehe worked for the Department of Defense's Wage and Salary Division. She received a B.S. degree in Political Science in 1996 from James Madison University.

**MARIE C. BRENNAN** is a Personnel Management Specialist with the Philadelphia Oversight Division of the Office of Merit Systems Oversight and Effectiveness, Office of Personnel Management (OPM), where she's worked since 1991. During FY 2000, she had lead responsibility for OPM's Special Study on Pass/Fail Performance Appraisal Systems. For FY 2001, she has lead responsibility for OPM's study on probationary periods.

Ms. Brennan has worked in the Federal human resources arena for more than 25 years. She worked for 5 years in OPM's Philadelphia Regional Personnel Office, and for 12 years as a trainer in the Philadelphia Regional Training Center's Personnel Management Training Institute.

She is an active member of the Steering Committee for the Philadelphia Area Staffing Society and has taught classes and courses for the Department of Agriculture and for Atlantic County Community College in New Jersey. She has a B.A. degree in Political Science from Rutgers University and has studied at the graduate level at Temple University.

**CHRISTOPHER DAVID BYRD** has an undergraduate degree in financial management and a Master's degree in Personnel Services from Clemson University. Since 1982, he has worked with South Carolina state government and has experience both in a state agency and in central government human resources administration. As the State Compensation Manager, Mr. Byrd was heavily involved in the research, design, and implementation of broadbanding and the other reforms to South Carolina's classification and compensation system. He has also worked with other state governments in planning and evaluating their classification and compensation system reform efforts. Mr. Byrd currently serves as Manager of Human Resources Consulting Services within the State Office of Human Resources, the central human resources agency for the State of South Carolina.

**LOIS B. CHENEY** has served as the Federal Deposit Insurance Corporation's (FDIC) Assistant Director of Personnel for Compensation and Benefits since 1996 and is responsible for administering and managing the FDIC's nationwide pay, awards, performance management, benefits, and worklife programs and policies. Ms. Cheney has more than 25 years of broad human resources management experience and served as Director of Compensation and Benefits with the Office of Thrift Supervision prior to joining the FDIC in 1991. Since 1991, she has held several FDIC human resources positions, including Assistant Chief of Operations and Compensation, and has been a member of the management negotiating team for the last three FDIC/NTEU compensation negotiations. She will implement several major program initiatives (e.g., merit pools, Mission Achievement Award, Life Cycle Account, Flexible Cafeteria Benefits Program, and worklife balance programs) over the next 3 years consistent with the 2000-2002 negotiated agreement and goals established under the Corporation's Diversity Strategic Plan. Several of these programs will be firsts for the Federal Government.

**BARBARA W. COLCHAO** is a Personnel Management Specialist with the Performance Management and Incentive Awards Division, Office of Personnel Management (OPM). She leads the Program and Policy Development team, where she is responsible for policy development in the performance management and incentive awards program areas. Ms. Colchao has been involved in several initiatives to reform performance management legislation and regulation. She served previously as a senior staff member and provided technical assistance on various performance management issues to several Federal agencies. Ms. Colchao has worked in the performance management area for almost 20 years. She worked implementing and evaluating the Governmentwide pay-for-performance programs. She also served as a consultant to the International Institute for Cooperation on Agriculture in San Jose, Costa Rica, in the redesign of its performance appraisal system. She has received OPM's Director's Awards for Meritorious Service,



Distinguished Service, and Group Achievement, as well as the Director's Award for Excellence. Ms. Colchao has a B.S. degree from Lock Haven State College and an M.A. degree from the University of the Americas.

**DALE COLLINS** is the Chief of the Human Resource Management Division in the Defense Contract Audit Agency (DCAA), where he previously filled the dual role of Human Resources Chief and Equal Employment Opportunity Officer. In addition, he currently manages the DCAA's security program.

His Federal career began as an intern in the Department of State's U.S. Embassy in New Delhi, India. Subsequently, Dr. Collins transferred to the Agency for International Development in Washington, D.C.

In the intervening years, he held a variety of human resources positions in the Internal Revenue Service, the Geological Survey, and the Nuclear Regulatory Commission.

Dr. Collins earned his Bachelor's degree from Case Western Reserve University, and his Master's and a Ph.D. degrees from the Maxwell School, Syracuse University. He is also an adjunct professor at University College, University of Maryland.

**KELLY CROFT** is the Office of Personnel Management's Assistant Director for Workforce Information. Mr. Croft began his Federal career in 1981 as a service representative with the Social Security Administration in Kansas City, Missouri. He has been in the Senior Executive Service since 1997 and in his current position since 1999.

**RICHARD L. D'ADAMO** is a Position Classification Specialist with the Classification Programs Division, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). He recently completed the draft of the Information Technology (IT) Specialist position classification standard. The draft is the first step toward establishing a new job family standard for IT occupations. Mr. D'Adamo leads the Interagency Information Technology Study Work Group and serves on the Chief Information Officers' Information Technology Work Force Committee. He is also one of the division's automation coordinators, working on products to enhance customer experiences with the division's services. Mr. D'Adamo has been in the classification and compensation field for over 25 years including stints with the State of Maryland, Internal Revenue Service, and Health Care Financing Administration. He has also managed his own human resources management consulting company. He is a member of the International Personnel Management Association and the Classification and Compensation Society. He has an M.B.A. degree from the Smith School of Business at the University of Maryland.

**JOHN DAVIS** is a Compensation Consultant with Hewitt Associates. He is a nationally-recognized consultant and teacher of reward systems and compensation strategy. With over 20 years of compensation practitioner and consulting experience, he brings a strong analytical background to help assess and integrate internal environments and strategies with external markets. He is the technical director for Hewitt's annual technology surveys.

John serves on the WorldatWork faculty program and has helped developed two quantitative analysis courses for them. He has taught graduate-level courses in compensation, and is a popular speaker and workshop leader for compensation and human resources associations across the country.

John is the author of *Sound Compensation Practices: A Theoretical Foundation*, author of the chapter "Compensation Strategy" in *Compensation Guide*, and is on the editorial review board of *Compensation Guide*. He is a reviewer for the *WorldatWork Journal* and is the author of various articles in the *Compensation & Benefits Review*.

John holds a Ph.D. degree in Statistics from Ohio State University and is recognized by WorldatWork as a Certified Compensation Professional.

**JUDITH A. DAVIS** is the Chief of the Classification Programs Division, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). She manages the classification modernization initiatives that support a total compensation system strategy. She is also responsible for managing and maintaining the Government's existing job evaluation systems and for



coordinating the classification implications of related human resources management systems and policies, such as broadbanding and qualifications requirements.

Ms. Davis came to OPM from the Department of Defense (DoD), where she worked for the Director of Compensation and Requirements, Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy. It is the office responsible for major policy decisions affecting nearly 800,000 civilian employees in DoD. As the Classification, Retirement, and Insurance Program Manager, she played an important role in providing broad policy and technical expertise to the Director and Deputy Assistant Secretary. She also provided policy interpretation and implementation guidance to elements of the Defense Civilian Personnel Management Service on issues ranging from classification appeals, automation initiatives, and demonstration project initiatives, to FERS Open Season. Ms. Davis represented DoD on the OPM Federal Personnel Manual Sunset Team; the OPM Classification Series Consolidation Task Force; the OPM Classification and Automation Interagency Advisory Group Networks; and the National Partnership Council Working Group. She was also a member of the DoD Human Resources Management Design Team; and participated in various DoD reengineering, reinvention, and streamlining efforts.

Ms. Davis' 30 years of Federal service include 13 years in operating field offices; 4 years at the Department of the Air Force Headquarters; and 5 years at the Office of the Secretary of Defense. She began her personnel career with the Air Force as a Position Classification Specialist in the 2750th Air Base Wing, Wright-Patterson AFB, Ohio. She transferred to the Air Force District of Washington servicing office at the Pentagon to work as a generalist in classification, employee, and labor management relations. She later served there as a team chief, Classification Chief, and Benefits and Performance Management Chief. In 1989, she was selected for a position as senior classification policy specialist in the Headquarters Air Force Requirements and Applications Division, where she later served as a team chief, and acting division chief.

Ms. Davis was educated at Eastern Illinois University at Charleston, Illinois, and Wright State University at Dayton, Ohio. She has received numerous outstanding and sustained superior performance awards.

**TIMOTHY M. DIRKS** is the Director of Human Resources Management for the Department of Energy (DOE). He directs a diverse human resources program with functional responsibility for policy development, program planning, and evaluation for traditional personnel and training programs, as well as organization and management, and human resource information systems. Since joining DOE in July 1992, he has played a major role in leading downsizing and workforce restructuring efforts, and has improved the quality of human resource management programs.

Even in times of significant cutbacks and organizational restructuring, Mr. Dirks has successfully led the DOE human relations community in many innovative re-engineering efforts including: performance management and incentives reform; human resources regulatory reductions; family-friendly workforce programs; the opening of two state-of-the art Career Management Resource Centers for DOE Headquarters employees; and the expansion of employee health and assistance programs.

Prior to joining DOE, Mr. Dirks was Assistant Director of Human Resources for Personnel Policy at the Smithsonian Institution, where he was responsible for overseeing and guiding the development of human resources policies and programs. From 1980 to 1990, he was employed by the Office of Personnel Management (OPM), holding a variety of leadership positions including Chief of the Performance Management, Employee Relations, and Analysis Support Divisions and Agency Relations Officer. From 1978 to 1979, he was Senior Management Analyst, Federal Energy Regulatory Commission. From 1976 to 1978, he served as a Personnel Management Specialist at the Nuclear Regulatory Commission.

Mr. Dirks was the recipient of the OPM Director's Award for Meritorious Federal Service in 1997 and 1989; was granted the Presidential Meritorious Executive Rank Award by President Clinton in 1996; was awarded the Secretary of Energy's Gold Medal Award for Outstanding Achievement in 1997; and was granted the OPM Director's Special Citation for Excellence in Public Service Leadership in 1997.

He serves on the Federal Sector Board of Directors for the International Personnel Management Association, the Senior Executives Association, and the Department of Agriculture's Human Resources Training Center.

Mr. Dirks earned his B.A. degree in Economics and his M.B.A. degree from the George Washington University. He is currently enrolled in a Master's Degree program in the Transpersonal Studies curriculum at the Atlantic University. He resides in Annapolis, Maryland, with his wife Kerry, and their two children, Conor and Margot.



**VINCENT DONOHUE** is a Personnel Management Specialist in the Pay and Leave Administration Division of the Workforce Compensation and Performance Service, Office of Personnel Management (OPM). He has over 25 years of experience with OPM in the pay administration area. He deals with special salary rates, basic pay setting, highest previous rate, promotions, within-grade increases, superior qualifications appointments, grade and pay retention, and locality pay. Prior to his work with OPM, Mr. Donahue served as an Economist for the Bureau of Labor Statistics, working with the General Schedule and the Federal Wage System programs.

**KAY FRANCES DOLAN** is the first Deputy Assistant Secretary for Human Resources at the Department of the Treasury. She joined the Department in September 1997, and is responsible for the personnel, equal employment opportunity, and training policies for 160,000 employees. These policies must be responsive to the very diverse missions of Treasury's 14 bureaus.

She currently serves on the policy committee of the Human Resources Management Council, is co-chair of the Human Resources Technology Council, and is a member of the Graduate School's Human Resource Advisory Board.

Ms. Dolan previously served as the Director of Human Resource Management for the Federal Aviation Administration, where she led the development of a new personnel system for the agency. She became a member of the Senior Executive Service in 1991. Prior to that, she held several positions with the Office of Personnel Management (OPM) in Washington, D.C., and three field locations. These positions included Director of the Research and Demonstration Division, Deputy Assistant Director for the Office of Retirement Programs, and Honolulu Area Manager.

A native of South Dakota, Ms. Dolan is an honors graduate of the University of Oregon where she was selected for Phi Beta Kappa. She has received the Secretary of Transportation's Silver Medal, a Hammer Award for Reinvention from the Vice President, and several awards from OPM.

**DON DRISTY** started his Government career in Crystal City, Virginia, maintaining the Training, Workload and Tracking, and Vacancy Announcement systems on Data General Mini computers working in the Personnel Office for the Department on Navy. Mr. Dristy stayed with Navy to be one of the lead programmers for the Electronics Systems for Personnel and to develop the Navy's FoxPro version of Rightsizing and Documentation System (RADS)). RADS is an automated system used to run reduction in force throughout the Department of Defense (DoD). Mr. Dristy was then detailed to the Office of Civilian Personnel Management to extend COREDOC, originally established in the Air Force, to the Navy and DoD. After DoD took over the COREDOC Project, Mr. Dristy was again detailed to CPMS (Civilian Personnel Management Services) in DoD to finish up the project. While working for CPMS, Mr. Dristy developed other applications including ASA (Automated Search Application), a website that contains a library of over 10,000 core documents, and that has links to classification standards and classification appeals.

**ANTHONY D. ECHOLS** currently serves as the Project Manager for the Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project. He is responsible for the planning and execution of a project whose primary goal is to increase the quality of the acquisition workforce and the products it acquires. The Demonstration Project encompasses all of the Services, as well as Office of the Secretary of Defense Agencies, totaling over 5,000 participants in 63 locations worldwide.

Prior to this assignment, Mr. Echols was an Acquisition Proponency Officer for Logistics, Quality Assurance, and Manufacturing & Production in the Acquisition Career Management Office. There he worked primarily with senior Army acquisition leaders providing timely and relevant career development information to the Army's acquisition workforce.

Mr. Echols has served in several positions of increasing responsibility under the Program Executive Office, Ground Combat Support Systems. He also exercised primary responsibility for modernizing the Forward Deployed Forces in Europe during the Cold War.

Mr. Echols holds a B.S. degree in Mathematics from Prairie View A&M University and an M.B.A. from Florida Institute of Technology. He is Level III Certified in the Army Acquisition Corps in Program Management, and recently successfully completed the Program for Management Development at Harvard University School of Business Administration.

**JOYCE EDWARDS** is the Director of the Office of Personnel Management's (OPM) Office of Executive Resources Management (OERM). OERM leads the Government's efforts to select and develop strong, results-oriented executives who have a broad corporate perspective and a commitment to public service. Her office develops Governmentwide policies on Senior Executive



Service (SES) performance management, approves agency performance plans, and advises agencies on SES performance management issues. Ms. Edwards began her career as a GS-4 clerk in OPM. She was appointed to the Senior Executive Service in 1994, also at OPM. In addition, she directed SES policy development and operations at the Department of Veterans Affairs. A native of Pennsylvania, Ms. Edwards received a B.S. degree from Old Dominion University in Norfolk, Virginia.

**DAYNA S. FELLOWS** is currently Senior Manager, Work/Life Programs, for the Health and Work/Life Center (H&WLC) at Fannie Mae in Washington, D.C. In what she considers her "first career," she spent nearly 20 years in the field of Technology Training and Support. After college, Ms. Fellows' first position was with an international computer time-sharing company, where she learned to write user documentation, and studied instructional systems design at night; at that time, the idea of "teaching" people to "use" computers was a radical one. Two years later, she joined Telenet in Vienna, Virginia, to help design and document a new computer application for non-programmers (another radical idea); she then spent several years delivering sales pitches and user training in support of this new application, a network-based electronic mail system known today as Telemail<sup>®</sup>.

Ms. Fellows joined Fannie Mae in 1985 to design the user interface and support systems for a series of personal computer-based applications to automate data exchange between Fannie Mae and its customers. In 1995, she began her "second career," moving from people-focused technology to genuine people focus in Human Resources. She spent 4 years in training and development, designing "holistic curricula" comprising skills and education in finance, management, consulting, teaming, and production. She joined the H&WLC at Fannie Mae in March this year to expand and refine the non-traditional benefit programs for the company. Thanks to Fannie Mae, she now makes the 50<sup>th</sup> state her home.

**HAL FIBISH** is a Labor Relations Specialist with the Office of Personnel Management's (OPM) Office of Labor and Employee Relations. He is the editor of *Significant Cases* and author of several papers on aspects of the Federal sector's labor-management relations program. Mr. Fibish holds undergraduate and graduate degrees in political science and industrial relations, respectively, from the University of Chicago.

**ANN FINLAY** is a Position Classification Specialist with the Classification Programs Division, Performance and Compensation Systems Design, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). Her work involves developing position classification job family standards and writing advisory classification opinions. She owes her knowledge of human resources management to her work with private industry, city government, and several Federal organizations, including the Geological Survey, Fish and Wildlife Service, Bureau of Reclamation, Western Area Power Administration, Internal Revenue Service, Animal and Plant Health Inspection Service, and the Air Force.

**CAROL A. GARTRELL** is a Personnel Management Specialist for the Office of Personnel Policy, Department of Treasury. Her principal responsibilities involve position management, classification, and pay administration. She possesses over 30 years experience in the Federal civilian personnel community, working in virtually every functional area. Her career began with the National Aeronautics and Space Administration as a Clerk-Typist and Personnel Clerk. At the Department of Commerce, she served as Personnel Clerk and Personnel Management Specialist. With the Department of the Army, Army Medical Research and Materiel Command, she held positions of Chief, Civilian Personnel and Program Manager, Laboratory Personnel Management Demonstration Project. At both the Department of the Interior and the Customs Service, she functioned as Personnel Management Specialist, handling a diverse range of assignments.

**NINA ROSE HATFIELD** was designated the Bureau of Land Management's (BLM) Deputy Director on January 20, 1998. Ms. Hatfield is responsible for the executive direction of major policy areas, including strategic and budgetary guidance. She has demonstrated these qualities in BLM's implementation of the Government Performance and Results Act (GPRA). GPRA mandates that Federal agencies gather customer data, develop plans, and establish measures of performance. Another emphasis of Ms. Hatfield is working with BLM employees to acquire more budget resources for needed work to process the large number of grazing permits in 1999-2000; to operate in a more businesslike manner; and to modernize BLM's financial and management systems.

Ms. Hatfield previously served as BLM's Assistant Director for Business and Fiscal Resources, a position in which she exercised responsibility over matters relating to finance, budget, and acquisition. In that capacity, Ms. Hatfield handled various "reengineering" initiatives aimed at improving the BLM's efficiency.

Before joining BLM, Ms. Hatfield served as Assistant Deputy Director and Ohio Field Office Director with the Interior Department's Office of Surface Mining (OSM). She came to OSM after working for the Ohio Attorney General's Office and the



Interior Department's Office of the Solicitor, where she compiled a distinguished record in litigation and the development of legislation. She is a member of the Ohio Bar. She earned her B.A. and J.D. degrees from Indiana University.

**DORIS HAUSSER** is an Assistant Director of the Office of Personnel Management (OPM) within the Workforce Compensation and Performance Service (WCPS). As head of the Office of Performance and Compensation Systems Design, she leads OPM's effort to propose legislative changes to achieve a modernized performance-oriented system of compensation that can adapt to a variety of missions, structures, labor markets, and work technologies, ensuring that the system includes components to establish the value of jobs and performance; setting and adjusting basic pay; and designing and delivering variable pay. Ms. Hausser also directs OPM's position classification, performance management, and incentive awards programs. She has also served as a special advisor to the OPM Director for strategic initiatives. Prior to these assignments, she was Chief of OPM's Performance Management and Incentive Awards Division and responsible for developing Governmentwide regulations, policies, and programs regarding performance management systems for the Federal workforce, including pay-for-performance systems. That responsibility involved administering existing performance appraisal, incentive awards, and performance-related pay policies.

Ms. Hausser received her B.A. degree from Albion College and an M.A. and Ph.D. degrees in Organizational Psychology from the University of Michigan. She is a Certified Compensation Professional (CCP), having completed the professional certification program conducted by WorldatWork (formerly the American Compensation Association) in the area of compensation theory and practice. Ms. Hausser has co-authored books and articles in the areas of survey research, organizational development, and public management; served on the WorldatWork faculty; and been a consultant to the Executive Education Center of the University of Michigan's Graduate School of Business Administration. She is a member of WorldatWork, the Academy of Management, the American Psychological Association, and the International Personnel Management Association, where she served as a member of the Federal Section.

**ALLAN HEARNE** leads the Locality Pay Team in the Salary and Wage Systems Division, Office of Compensation Administration, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). He is responsible for developing and implementing all the technical work of setting pay for the General Schedule, the Federal Government's main pay system for white-collar employees. His duties also include setting basic rates of pay and modeling "what-if" projects for other white-collar pay systems, including the Senior Executive Service, administrative law judges, the Foreign Service, and the Veterans Affairs medical pay plans. Mr. Hearne provides OPM staff support to the Federal Salary Council and the President's Pay Agent.

Mr. Hearne has worked in the Office of Compensation Administration and its predecessor organizations since 1976. He holds a B.A. degree in Economics from James Madison University.

**SHARON HERZBERG** is a Personnel Management Specialist at the Office of Personnel Management (OPM), working on both the Pay Administration and Leave Administration teams in the Pay and Leave Administration Division. She has been instrumental in the development and administration of family-friendly leave initiatives in the Federal Government and has given many presentations to agency representatives on the family-friendly leave programs. In addition, Ms. Herzberg has worked on the publication of salary tables for the annual locality pay adjustments and recently helped develop the Federal firefighter pay reform proposal. Before joining OPM, Ms. Herzberg worked with learning-disabled students in the Fairfax County Public School system. She is a graduate of Duke University with a degree in English. Ms. Herzberg has two children and lives in northern Virginia.

**WINFORD HOOKER** currently leads a team of Position Classification Specialists in the Classification Programs Division, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). He and his team share responsibility for developing position classification job family and job grading standards. The standards are used by agencies throughout the Federal Government to classify positions. Mr. Hooker graduated from North Carolina Central University in Durham, North Carolina, with a B.A. degree in English and a minor in psychology. He is a 1970 graduate of the Department of the Navy's Civilian Personnel Management Intern Program.

Prior to Mr. Hooker's current position, he held personnel positions with the Federal Bureau of Investigation, where he provided full position classification services to designated components of the bureau and served as a Position Classification Specialist at OPM. There, his work as a standards writer brought him in contact with a variety of people throughout the Federal Government.

Prior to his first stint at OPM, Mr. Hooker held the position of Supervisory Personnel Staffing and Classification Specialist at the Naval Ordnance Station, Indian Head, Maryland. His other positions include Position Classification Specialist, Personnel



Management Specialist, Position Classification Specialist, and Supervisory Personnel Management Specialist at the Naval Surface Warfare Center, Dahlgren, Virginia, and White Oak, Maryland, where he served two tours of duty. He also served two tours of duty at Navy Headquarters, Office of Civilian Personnel Management in wage administration and position classification. He has served as facilitator for the Navy's Functional Managers' Course and as Cluster Group Advisor for OPM's Women's Executive Leadership Program.

**JENNIFER HOPKINS** is a Personnel Management Specialist in the Pay and Leave Administration Division of the Workforce Compensation Performance Service, Office of Personnel Management (OPM). Ms. Hopkins has over 5 years of experience with Federal Wage System pay administration. She previously worked in the Civilian Personnel Management Services, Wage and Salary Division, Department of Defense where she conducted local Federal Wage System surveys to develop pay lines. At OPM, she works with the pay administration areas dealing with special salary rates, basic pay setting, highest previous rate, within-grade increases, grade and pay retention, and premium pay entitlements. Ms. Hopkins is currently working on OPM's Information Technology special pay study.

**JOSEPH W. HOWE** has nearly half a century of experience in Federal human resource management. He is best known for his many years of work in the Office of Personnel Management (OPM) and its predecessor, the Civil Service Commission (CSC). He entered CSC in 1965 after working for the Department of the Navy and the Internal Revenue Service. When he retired from OPM in 1988, he had served more than a decade in personnel policy staff positions (including service on the Civil Service Reform staff) and more than a decade in the classification standards program. He retired in the Senior Executive Service from the job of Director of the Office of Classification, head of the standards program for the Government. Since retiring, he has been consulting in human resources management for numerous Federal agencies and internationally. Mr. Howe earned degrees from Princeton University in the Woodrow Wilson School of Public and International Affairs, and in public administration from the American University.

**JEANNE JACOBSON** is a pay policy specialist in the Pay and Leave Administration Division, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). She is primarily responsible for Governmentwide regulations and compensation policies relating to basic pay administration; recruitment and relocation bonuses, retention allowances, and other compensation flexibilities; and demonstration projects and alternative personnel systems. Most recently, Ms. Jacobson developed the proposed regulatory package to expand the use of the retention allowance authority, helped coordinate OPM's information technology special rate study, and participated on OPM's team responsible for developing broadbanding criteria for the Internal Revenue Service broadbanding authority. Ms. Jacobson previously worked as a position classification specialist on OPM's classification standards development team. She has worked at OPM since 1989.

**ALISON JAMIESON** was recently appointed Senior Director, Communications and Change Management for the Universal Classification Standard (UCS) Division of the Treasury Board of Canada Secretariat. The Communications and Change Management group will provide strategic and operational guidance to some 60 Federal departments and agencies that will undergo considerable organizational and cultural change due to conversion to the newly designed classification standard.

Previously Mrs. Jamieson was Director, Policy, for the same division. That group administers the Federal Public Service's classification policy and procedures, and the design and development of the UCS for implementation across the Federal Public Service. Before that, Mrs. Jamieson was Chief, Policy Interpretation and Terms and Conditions, in the Labour Relations Division at Treasury Board of Canada Secretariat.

Mrs. Jamieson spent 6 years as Chief of Compensation for Transport Canada and provided compensation analysis for collective bargaining, including the complex provisions for Air Traffic Controllers. There she also provided functional authority for the overall compensation program for 20,000 employees who worked in six regional offices and at hundreds of sites across Canada. In addition, she served as Deputy Negotiator for the Transport Canada human resources negotiating team during conversion of Canada's Air Navigation System to a not-for-profit company known as NavCan.

Alison Jamieson has 24 years of experience in Public Service human resources management specializing in compensation and strategic planning. She has 5 years of experience in regional service delivery, and 19 years of experience in policy development, planning strategic analysis and negotiations. She is experienced in strategic problem solving, planning and implementation as well as communications, project management, and interdepartmental initiatives.



**BRAD JONES** is the Director of Personnel at Tobyhanna Army Depot. In that capacity, Mr. Jones manages the staffing, labor relations, classification, training, awards, and benefits programs for approximately 3,000 employees who repair and fabricate electronics-communications systems for the Department of Defense (DOD). Prior to assuming his current position, Mr. Jones supervised various human resource and financial disciplines at the Department of the Army and Department of Justice. Mr. Jones received his B.S. degree from the University of Scranton in 1977. He is currently negotiating (unsuccessfully) a variable pay allowance plan with his 11 year old daughter, Amanda.

**STEPHEN J. KELLER** is an Assistant Counsel for Negotiations with the National Treasury Employees Union (NTEU) in Washington, D.C. He has served as NTEU's Chief Spokesperson in bargaining and all other national-level dealings with a number of Federal agencies, including the Federal Deposit Insurance Corporation (FDIC), the Bureau of Alcohol, Tobacco and Firearms (ATF), and the Financial Management Service (FMS). In addition to negotiation of master collective bargaining agreements and mid-term agreements, Mr. Keller has also negotiated comprehensive pay and benefit agreements with the FDIC (including matters such as pay-for-performance, health benefits, and travel and relocation benefits), and is participating in the design of pay-banding projects for Alcohol, Tobacco, and Firearms and the Internal Revenue Service (IRS). He also serves on several labor-management partnership committees and subcommittees, utilizing interest-based problem-solving techniques to address and resolve concerns.

Prior to joining the NTEU Negotiations Department in 1993, Mr. Keller served for 5 years as an Assistant Counsel/Field Representative in NTEU's Washington, D.C. Field Office, where he represented employees and local NTEU chapters in the IRS, Customs Service, and other agencies in grievances, arbitrations and local negotiations. Before this, he served for 5 years as an attorney in the Patent and Trademark Office in the Department of Commerce.

Mr. Keller is a graduate of the Boston University School of Law and Union College (Schenectady, New York), where he majored in Economics and Political Science.

**PATRICIA F. KINNEY** is the Acting Director, Office of Work/Life Programs, Office of Personnel Management (OPM). She has worked on programs for children and families for the past 31 years. She came to OPM from the National Science Foundation. Previously, she was the Work/Life Coordinator and Disabilities Coordinator at the Department of State. Pat began her Federal career at the General Services Administration, where she was the National Child Care Program Manager. Prior to Federal service, Pat taught graduate and undergraduate courses at the University of Maryland, where she had earned a Ph.D. degree in child development. Pat has served on many task forces and committees, most of which have focused on social policy issues. For several years, she was a teacher and administrator in programs for young children and she advocated for children in Maryland where she served on the Maryland Committee for Children. Just before entering Federal service, Pat was the Deputy Director of the National Head Start Evaluation Design Project. She has witnessed dramatic changes on the workplace as a result of changing demographics and the effects of technology. Her work at OPM focuses on workplace flexibilities and programs that are tools for recruitment, retention, and improved morale.

**ANNE KIRBY** heads the Senior Executive Service Management Center in the Office of Personnel Management's (OPM) Office of Executive Resources Management. The Center provides Governmentwide leadership and direction for management of the Senior Executive Service and other executive personnel systems, that includes executive performance management and compensation, Presidential Rank Awards, and executive resource allocations. She has 31 years of Federal experience in human resources management and general administration and, in addition to OPM, has served with the Department of Transportation and the Department of the Army.

**ROGER KNADLE** is a Personnel Management Specialist with the Pay and Leave Policy Administration Division, Office of Personnel Management (OPM), where he works on both the leave administration and premium pay teams. He is accredited as a Certified Compensation Professional with WorldatWork and has over 20 years experience in both the Federal and private sectors. Roger is a graduate of Towson State University, and did graduate work at the George Washington University.

His personal interests include his two children and being a volunteer Emergency Medical Technician and Firefighter, a PADI Divemaster, and a member of the Prince George County Water Rescue and Recovery Dive Team.



**KAREN LEBING** leads the Outreach and Operations Team in the Performance Management and Incentive Awards Division, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). She has been with the division since 1993. Ms. Lebing's areas of expertise include employee performance measurement, team performance management, and the performance management/broadbanding connection. Prior to joining OPM, she was a Personnel Management Specialist at the Marine Corps Base in Quantico, Virginia, where she was heavily involved in the implementation of broadbanding for the nonappropriated fund (NAF) employees on the base. Ms. Lebing was also a part of the management negotiating team for the NAF labor/management contract, chaired the local wage survey, and served as the employee and labor relations specialist for NAF employees.

Ms. Lebing earned a B.S. degree in Sociology and an M.S. degree in Human Resources from the University of Utah in Salt Lake City. She worked as an Employee Development Specialist for the Department of the Interior's Bureau of Land Management in the Utah State Office before moving to Virginia.

**PAULA LELANSKY** is an Employee Relations Specialist with the Employee Relations Team, Department of Education (ED). She is responsible for managing ED's General Performance Appraisal System (GPAS) program. She has been extensively involved in the development and implementation of the current program since 1994, that includes multi-source feedback and Pass/Fail. She has conducted numerous training sessions for the GPAS program within ED, and has participated on various Federal Government panels in the past several years. She also works with ED supervisors in the adverse action arena and conducts supervisory training in performance and conduct actions. Prior to her employment with ED, Paula worked for the Environmental Protection Agency, Department of Energy, and Defense Investigative Services Agency in various human resources functions.

**ARTHUR LERNER** became the Labor Relations Officer for the Federal Emergency Management Agency (FEMA) in June 2000. For 13 years prior to going to FEMA, he was Chief of Labor and Employee Relations for the Corporation for National Service, the Federal agency that administers AmeriCorps and other national service programs. In this capacity, he developed a two-level performance appraisal system, as well as portions of the Corporation's Alternative Personnel System that is exempt from title 5 in staffing, classification and compensation, and was the chief negotiator for the Corporation's contract negotiations with its AFSCME local. Prior to 1987, Mr. Lerner was a Labor Relations Specialist for the Department of Housing and Urban Development. Originally from New York City, he received a B.A. degree from the University in Washington, D.C., and his law degree from George Mason University in Arlington. He resides in Burke, Virginia, with his wife and their two children.

**STEWART LIFF** was appointed Director of the Department of Veterans Affairs (VA) Regional Office in Los Angeles in September 1994. He manages one of the largest of 58 regional offices under the Veterans Benefits Administration. The Los Angeles office administers veterans benefits for eight counties in Southern California, within which nearly 1.3 million veterans reside.

Mr. Liff began his career as a Personnel Specialist with the Department of Defense in 1974. He transferred to the General Services Administration in 1975 and then moved to VA's Bronx Medical Center in 1978. In 1981, he became Personnel Officer for the New York Regional Office of the VA. In November 1986, he was appointed Assistant Director of that office. In May 1992, Mr. Liff became the second VA employee to win the President's Council on Management Improvement Award. Currently, Mr. Liff also coordinates efforts for the Veterans Benefits Administration's Balanced Scorecard.

He was born in Rego Park, New York, on October 20, 1951. A talented artist, he earned a bachelor's degree from Queens College and a Master's degree from Hunter College.

**PAUL LYNCH** began his career with the General Services Administration (GSA) in 1973. As a buildings manager trainee in the GSA Property Management Division, he focused on his development on the contracting aspects and getting the real estate program delivered. He went on to become a leader in procurement, in GSA's Boston office and nationally. In 1987, he became the head of purchasing for the City of Worcester, MA. The following year, he found his way back to GSA, this time in Washington, DC. He worked in GSA's National Capitol Region, leading the procurement branch responsible for supporting building operations and security throughout the city. In 1990, Mr. Lynch went to work in GSA's National Office. He served as the Director, Office of GSA Acquisition Policy. In this capacity, he oversaw and contributed to significant procurement reform within and outside GSA. He was a frequent speaker to trade associations and the National Contract Management Association. He has also published on the results of procurement reform. He worked closely with the Office of Management and Budget in implementing Performance-Based Service



Contracting in GSA and in assisting other Federal agencies in their efforts. As a result of these contributions, he was recipient of Vice President Gore's Hammer Award in 1994.

In 1995, Mr. Lynch returned to the New England Region. He was responsible for managing GSA's Real Property Disposal efforts throughout the Northeast and Midwest. In 1996, he led the regional Property Management Division, that enjoyed much success in reducing operating costs while being recognized nationally for innovation in program delivery. Mr. Lynch was named Assistant Regional Administrator, Public Buildings Services (PBS), New England Region in 1997.

In April of 1999, Mr. Lynch was named PBS Assistant Commissioner for Business Performance. The Office of Business Performance is responsible for managing a wide range of business activities, including Business Performance Management, Reward and Recognition, Good Practices, Business Guidance, and Regional Support.

**KRISTEN MEDLEY-PROCTOR** is a Personnel Research Psychologist in the Personnel Resources and Development Center (PRDC), Office of Personnel Management (OPM). She joined PRDC's Assessment Services Division in February 2000. Prior to joining PRDC, Ms. Medley-Proctor participated in several research assistantships and cooperative education assignments. At the George Washington University, she performed as a research assistant on a pilot study investigating the dissemination of innovative personnel programs, as well as a longitudinal study of a job search and couples relationship intervention for recently unemployed individuals from September 1996 through January 2000. Her responsibilities included database development and maintenance, data analysis and summary, literature review, and intervention delivery.

From February 1996 through August 1997, Ms. Medley-Proctor worked as a Student Trainee Personnel Management Specialist in the Cooperative Education Program for the Department of Labor's Human Resources Services Center and the Department of the Interior's Office of Personnel. She was responsible for database development and maintenance, preparation of various statistical reports, survey development and delivery, and customer service. In addition to these duties, Ms. Medley-Proctor assisted senior staff members as lead intern in the D.C. Summer Youth Employment Initiative.

Ms. Medley-Proctor graduated in December 1995, *summa cum laude*, from Hampton University with a B.A. degree in Psychology. She is currently a doctoral student in the Industrial/Organizational Psychology program at the George Washington University. She is an affiliate of the American Psychological Association, the Society for Industrial and Organizational Psychology, the National Association of Black Psychologists, and the National Association for the Advancement of Colored People. She has also been inducted into several honor societies including Golden Key, Alpha Kappa Mu, Psi Chi, and Beta Kappa Chi.

**CINDY MEDLOCK** is the Associate Director, Personnel Services Branch in the Division of Administration of the Federal Deposit Insurance Corporation (FDIC). She joined the FDIC in September, 1998. Prior to joining the FDIC, she was the Program Director for Personnel in the Federal Aviation Administration (FAA). There she was responsible for designing and implementing a new personnel system for the agency "Personnel Reform." The agency's FY 1996 appropriations act, enacted November 15, 1995, directed the FAA to design and implement innovative systems for personnel management and exempted FAA from the bulk of Governmentwide personnel management law and regulations. She managed the reengineering and reinvention of many human resources management functions, as well as the human resources strategic and business planning. She also provided program direction to the agency's 12 personnel offices.

Prior to working at the FAA, Ms. Medlock was the Deputy Director of Human Resources at the Office of Thrift Supervision.

Ms. Medlock possesses over 20 years of experience in human resources management and is an Honors Graduate of the George Washington University. She has been awarded two Hammer Awards from Vice President Gore and the Department of Transportation Secretary's Award for Meritorious Achievement for leadership in business planning and administrative reengineering.

**JEROME D. MIKOWICZ** is Chief of the Salary and Wage Systems Division in the Workforce Compensation and Performance Service at the Office of Personnel Management (OPM). The Division develops and administers Government compensation policies relating to pay adjustments of the General Schedule structure (including locality pay), the Federal Wage System, and the nonforeign area cost-of-living allowance program.

After a stint in high school teaching and the Air Force, Mr. Mikowicz began his career in compensation at the Civil Service Commission with assignments related to the Federal Wage System, General Schedule pay reform, and the Merit Pay System. He also



served twice on detail as a compensation specialist to support the work of the Presidential Quadrennial Commission on Executive, Legislative and Judicial Salaries. Mr. Mikowicz assumed responsibilities in Foreign Service compensation and classification as Chief of the Policy Development and Analysis Branch at the Department of State. Shortly after the enactment of the Federal Institutions Reform, Recovery, and Enforcement Act of 1989 (FIRREA), Mr. Mikowicz developed an excepted compensation program as the compensation manager of the newly-created Federal Housing Finance Board. He rejoined OPM shortly after the enactment of the Federal Employees Pay Comparability Act of 1990 as Chief of the Pay and Leave Administration Division, a position he held until assignment to his current position in January 1999.

Mr. Mikowicz is a Certified Compensation Professional and member of WorlDatWork. He holds a B.A. degree from the State University of New York at Albany and an M.B.A. degree in Public Administration from the George Washington University.

**FRANK MILMAN** is a Labor Relations Specialist in the Office of Labor and Employee Relations, Office of Personnel Management (OPM). During his career with OPM, and its predecessor, the Civil Service Commission, he has produced widely-circulated OPM guidance dealing with various labor-management relations issues including performance management, pay and fringe benefits, and reduction in force. He also worked in OPM's Office of Merit Systems Oversight and Effectiveness as well as OPM's Employee Relations Policy Center. Prior to coming to the Civil Service Commission in 1977, Mr. Milman was the Assistant to the Director, Bureau of Economics, Interstate Commerce Commission. He is a member of the faculty of the University of Maryland's University College, teaching courses in labor relations, labor legislation, public sector labor relations, human resource management, team building, and management and diversity, and management organization and theory. Mr. Milman is a graduate of the University of Maryland with B.S. and M.B.A. degrees in Personnel and Labor Relations.

**LINDA MOODY** is a senior Employee Relations Specialist in the Employee Relations Division of the Office of Personnel Management's (OPM) Office of Labor and Employee Relations. Before returning to OPM, she was responsible for discipline and adverse action policy for the Immigration and Naturalization Service. In her current and prior positions with OPM, she contributed to statutory and regulatory initiatives, authored widely circulated OPM guidance on adverse actions, participated in the exercise of OPM's intervention authority, and developed and delivered workshops on a number of topics related to adverse action and discipline. She also served on a number of cross-functional study teams, such as the OPM task group investigating the disparity in discharge rates between minority and non-minority Federal employees. Ms. Moody has performed operating personnel work at OPM, Navy, and the FDIC. In addition to her employee and labor relations background, she has held supervisory and specialist positions in staffing and classification.

**DEBORAH S. MUNN** is a Personnel Management Specialist with the Performance Management and Incentive Awards Division, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). As a senior staff member with over 10 years of experience in performance management, she provides technical assistance on various performance management issues to Federal agencies. Ms. Munn received her B.A. degree from Wilson College.

**DANA OWENS** is the founder and a principal of Millbrook Partners. He has more than 25 years of experience working with multinational corporations in the design and implementation of team-based reward, broadbanding, competency and skill-based systems, success sharing, and other variable pay and alternative reward programs.

Beyond Mr. Owens' experience in such areas as self-directed work team development, alternative reward programs, and performance management systems, he has designed competency and incentive systems for managers, sales, and broad-based employers.

Mr. Owens has worked extensively with major organizations in financial services, health care, management consulting, hospitality, technology, energy, and manufacturing. His clients include McKinsey & Company, Museum of Fine Arts, Harley Davidson, New York Life, Duke Energy, Canon, Quaker Oats, and VISA. He has also consulted with many smaller firms as they transition into new environments. Mr. Owens has served on numerous national committees to address alternative rewards and performance management systems, and has testified before different branches of Government as a subject matter expert.

He is a course leader for the American Management Association and guest lectures at many colleges and universities. He has participated in compensation forums around the globe. Mr. Owens' research and development of team-based systems established him as a national expert. He is the author of several articles on reward systems and team-based organizations, and is a contributing author to *The Compensation Guide*.



**ERNEST PASKEY** is the project director for the competency-based job profile assessments and the Office of Personnel Management's (OPM) co-director of the Federal Cyber Service. Mr. Paskey has a background in test development and validation, computer-based assessment systems, and occupational analysis. He directed the implementation of new assessment practices used by several Federal agencies, including the Internal Revenue Service, the Department of Agriculture, the Department of Defense, and the Customs Service. Mr. Paskey has been employed with OPM for 10 years. He received his Bachelor's degree in Psychology from James Madison University and his Master's degree in Industrial/Organizational Psychology from George Mason University.

**REBECCA PAULSON** joined the Office of Personnel Management's (OPM's) Office of Qualifications Initiatives in December, 1999. She is currently involved in the Human Resource Pilot, where she is responsible for the delivery of the human resources job profile that will showcase the competencies required for all non-supervisory levels of the Federal human resource management occupations. Ms. Paulson is also involved in the information technology pilot, where she participated in the development and delivery of assessment tools, in particular, the general and technical benchmarks and structured interview questions. Additionally, she delivers training to pilot agencies on how to conduct structured interviews. Other major projects she has been involved in have been the content development of the Qualifications Policy and USARecruiter websites, both due out later this year.

Prior to joining the Federal Government, Ms. Paulson was employed with CoreTech Consulting Group, as a Senior technical recruiter, where her primary focus was Internet recruiting. Her major projects included recruiting mid- to senior-level technology infrastructure staff, developing a formal Internet recruiting strategy for the firm, and helping to revamp the firm's Employee Orientation Program.

In 1997 Ms. Paulson joined ExecuTrain of Philadelphia as the company's first Corporate Recruiter, where she was responsible for creating a formal recruitment program for all divisions within the company. She was also a lead software trainer for the company.

Ms. Paulson received her B.S. degree in Sociology from the University of Maryland in 1994. She currently resides in Columbia, Maryland.

**JO ANN PERRINI** is the Leave Team Leader in the Office of Compensation Administration, Office of Personnel Management (OPM). Ms. Perrini is responsible for developing, implementing, and administering Federal leave policies and programs. Most of Ms. Perrini's 25 years of Government service has been in the areas of compensation and leave benefits. Ms. Perrini received two Director's Awards for Excellence in 1999 for her work on developing family friendly leave policies for the Federal Government. Ms. Perrini was responsible for developing regulations to implement the Family and Medical Leave Act of 1993 and to permit the use of sick leave for family care, bereavement, and adoption. Ms. Perrini is responsible for developing and administering Governmentwide policies and programs on all leave initiatives and other time off from work (e.g., Federal leave sharing program, emergency leave transfer program, and excused absence for employees affected by emergencies or major disasters). In addition, Ms. Perrini developed the new Governmentwide regulations for lump-sum payments for annual leave. In her spare time, she serves as a project leader on various pay projects, such as special salary rates, back pay, and grade and pay retention. As a full-time working mother, Ms. Perrini has a keen awareness of the need for flexible leave policies to balance work and family life.

**ROBERTA K. PETERS** currently serves as Assistant Director for Merit Systems Effectiveness, Office of Merit Systems Oversight and Effectiveness, Office of Personnel Management (OPM). Prior to this assignment, Ms. Peters served as Director, Plans, Programs and Diversity, Office of the Deputy Assistant Secretary of the Navy (Civilian Personnel/Equal Employment Opportunity) and as the Director of the Office of Civilian Personnel Management, Department of the Navy. During 1993, she served as Team Leader for Reinventing Human Resources Management on Vice President Gore's National Performance Review.

During her Federal career, Ms. Peters has also held the positions of Deputy Staff Director, Office of Civilian Personnel, Defense Logistics Agency Headquarters; Deputy Director, Naval Civilian Personnel Command; Director of Navy's Personnel Management Evaluation Program; Special Assistant to the Director of Civilian Personnel, Department of the Navy; and Career Management Specialist, Naval Material Command. She began her career with the Agency for International Development in 1967.

Ms. Peters earned her B.A. degree in Philosophy and Government from Wells College, Aurora, New York, and her M.A. degree in Political Science from the University, where she was elected to Pi Sigma Alpha, the National Political Science Honor Society. She has



numerous awards and commendations for superior and outstanding performance, including the Department of the Navy Meritorious, Superior, and Distinguished Civilian Service Awards, and the Defense Logistics Agency Meritorious Civilian Service Award. In 1992, she was granted the Presidential Rank Award of Meritorious Executive.

**KEITH PHILLIPS** is a team leader in Change Management and Business Process Reengineering at Booz • Allen & Hamilton, Inc. He has over 15 years professional experience including 6 years with General Motors Corporation where he served in a variety of marketing and engineering positions. For 4 years, he led major commercial consulting engagements with ALCOA, Amp Inc., Chrysler, Clorox, Corning, Exxon, Mobil, Postal Service, and Xerox. His Government consulting experience spans projects with the Office of the Secretary of Defense, General Services Administration, Housing and Urban Development, Federal Emergency Management Agency, Army, Navy, Air Force, Marine Corps, Office of Personnel Management, and Federal Aviation Administration. He is a recognized expert in strategic planning, process improvement, performance management, and quality engineering. He holds a B.S. and M.S. degrees in engineering and technology management, respectively.

**DIRK SALOMONS** is a managing partner of The Praxis Group, an international consulting firm providing management advice and services to public sector clients from across the globe. He works closely with a multi-national team on management issues related to peacekeeping and peace-building, post-conflict recovery, civil service reform, and human resources development. Dr. Salomon's recent achievements include co-authorship of *Recovery from Conflict*, the documentation and discussion papers for a series of international meetings on post-conflict recovery strategies, convened by the Brookings Institution; advising Trinidad and Tobago on strategies to transform its civil service into a learning organization; a study for the Norwegian Fafo Program on financing mechanisms in support of United Nations peace-building missions; development of a human resources management strategy for the International Training Center in Turin, Italy.

Dr. Salomons continues to be an adjunct professor at the Wagner Graduate School of Public Service at New York University where he teaches courses on managing international technical cooperation programs, planning and delivering humanitarian operations, and human resources management in the international public sector.

For almost 25 years, Dr. Salomons served the United Nations in a variety of increasingly important roles, such as developing annual reports to the General Assembly on the status of women; planning/directing the establishment of a major United Nations peace-keeping operation to include coordinating military, political and humanitarian components; and serving as Chief of Recruitment and Placement, Executive Officer, and Senior Policy Officer with the Division of Personnel.

An expert on international management issues, Dr. Salomons has authored a wide range of publications and reports. He has a Ph.D. degree in Sociology and Comparative Literature from the University of Amsterdam.

**ANNA MARIE SCHUH** has been the Assistant Director for Merit System Oversight in the Office of Personnel Management (OPM) since January 1997. In her position, Dr. Schuh is responsible for ensuring that Federal agencies operate their human resource management systems consistent with the merit system principles. Her staff conduct both individual agency reviews and broad policy studies. Dr. Schuh has 30 years of personnel experience with three Federal agencies: OPM, the former Civil Service Commission, and the Internal Revenue Service. Her personnel positions have included Chief of the Chicago Oversight Division, Director of the Chicago Service Center, Classification Appeals Chief, Personnel Management Evaluator, and Personnel Staffing Specialist.

She has a B.A. degree in Sociology from the University of Illinois, an M.S. degree in Public Management from DePaul University, and a Ph.D. degree in Public Policy Analysis from the University of Illinois. She has taught public personnel administration at DePaul University and Roosevelt University. She has been active in a number of professional organizations, holding chapter presidencies and participating in the national publication committees of both the International Personnel Management Association and the American Society for Public Administration.

**JAMES SEACORD** is a senior internal human resources consultant with the Central Intelligence Agency (CIA). He has been with the CIA for over 20 years, holding a variety of staff and management positions in compensation policy development, position management and classification, retirement programs, and corporate human resources planning. As head of compensation policy organization through much of the 1980s, Mr. Seacord was a key participant in the development and implementation of an experimental pay banding system within CIA, and has been active on several human resources reform working groups that have examined potential further applicability of pay banding throughout other areas of the CIA. Mr. Seacord has a B.S. degree in Chemistry from the University of Missouri and an M.S.A. degree in Organizational Behavior from the George Washington



University. He is currently pursuing a Ph.D. degree in Adult Learning/Human Resource Development at Virginia Tech's Northern Virginia Center. Mr. Seacord has been an adjunct instructor in the University of Virginia's Human Resource Management Certificate Program for approximately 8 years, where he has given courses in human resources management, compensation, staffing, and employee development.

**SHARON SNELLINGS** works in the Employee Relations Branch of the Employee Relations and Health Services Center of the Office of Workforce Relations, Office of Personnel Management (OPM). Ms. Snellings is responsible for the development of Governmentwide policy on addressing poor performance and taking performance-based actions. She is the employee relations advisor in the area of disabling medical condition involving reasonable accommodation.

**GLORIA SNOWDEN** serves as the Project Manager for the implementation of a results-based performance management program in the Office of the Associate Administrator for Research and Acquisitions (ARA) at the Federal Aviation Administration. Ms. Snowden is responsible for developing policy and guidance that provides 1,200 managers and employees a comprehensive overview and understanding of the program. The ARA Performance Management Program is designed to foster results-based measurements and appraisal, employee involvement, shared accountability, and customer focus. Ms. Snowden is currently pursuing an M.S. degree in Human Resource Management at the University of Maryland.

**JEFFREY SUMBERG** is the Director of the Office of Labor and Employee Relations, Office of Personnel Management (OPM). He is the principal policy advisor to the Director of OPM on labor-management relations and employee relations issues. He provides advice, guidance, and hands-on assistance to Federal agencies on a wide array of labor law, labor-management relations, and employee relations topics. He works closely with Administration officials, agencies, and Federal employee unions to develop human resource policy and Governmentwide regulations. Mr. Sumberg and his staff promote the development and growth of labor-management partnerships throughout Government and support the OPM's Director in her capacity as Chair of the National Partnership Council.

Prior to joining OPM, Mr. Sumberg served as the Director of Field Services for the American Federation of Government Employees, AFL-CIO, where he managed the union's labor relations and collective bargaining programs and spearheaded efforts to promote labor-management partnership under Executive Order 12871. Before that, he served as Deputy General Counsel for the National Federation of Federal Employees, where he represented employees and the union before administrative agencies, arbitrators, and the Federal district and appellate courts. Mr. Sumberg received his law degree in 1985 from the George Washington University National Law Center, and a B.A. degree with highest honors in 1982 from Oneonta State College in New York.

**FRED THOMPSON** is the Department of the Treasury's Program Manager for Information Technology (IT) Workforce Improvement. In this role, he leads the department in developing and implementing strategies for improving the development, recruitment and retention of Treasury's 9,300 IT personnel. He represents Treasury on the Federal Chief Information Officers (CIO) IT Workforce Committee and has been an active force in bringing national attention to the personnel challenges facing Federal IT managers. Mr. Thompson has spoken before several national and international forums on the IT skills issue. These include: the Federal Computer Week CIO Summit; the European Public Sector Information Systems Conference; the Computers Committee (COMCOM) of Great Britain; the Society for Information Management Interchange '98 Conference; and the Information Management Forum. As a result of his work in the IT skills area, Mr. Thompson was selected by Federal Computer Week in 1999 as one of the top 100 people in industry, government, or academia who made major contributions in the Federal IT community. His innovations at Treasury were also recognized through a joint leadership award by the Industry Advisory Council and the Government Information Technology Services Board in 1999. In 1999 and 2000, the Federal CIO Council presented him with the FOSE Technology Leadership Certificate.

Prior to assuming his current position, Mr. Thompson was the Internal Revenue Service's (IRS) Director for Advanced Technology in the IRS School of Information Technology where he introduced several innovative distance learning programs, including interactive satellite teletraining. He has an extensive background in information systems, having served IRS as director for telecommunications, as projects director for several large tax systems modernization projects, and as assistant director for systems acquisitions. His efforts were recognized through Quality Champion and Chief Information Officer Awards. Mr. Thompson served in the Office of Personnel Management (OPM) for 16 years in auditor, program analysis, computer acquisition, and IT management and policy positions. In 1980-1981, he was an American Political Science Association Fellow in Congressional Operations. Mr. Thompson holds a B.S. degree "With Distinction" in Commerce from the University of Virginia and a M.B.A. degree in Information Systems Management from George Washington University. Mr. Thompson serves as a member of the University of Virginia



(Northern Virginia Center) Advisory Board and is on the executive board of the Association for Federal Information Resources Management .

**FRANK D. TITUS**, Assistant Director for Insurance Programs, manages the Office of Insurance Programs, Retirement and Insurance Service, Office of Personnel Management (OPM). Mr. Titus is responsible for administering the largest employer-sponsored insurance programs in the United States, the Federal Employees Health Benefits Program, a \$20 billion program that covers 9 million lives, and the Federal Employees Group Life Insurance Program, with assets of \$22 billion and 4.1 million participants. As Assistant Director for Insurance, Mr. Titus brought parity to mental health and substance abuse benefits and benefits for medical conditions, implemented a patient bill of rights, and expects to begin implementing the nation's largest long-term care program in the near future.

After completing his M.B.A. degree as a teaching fellow with the George Washington University, Frank Titus joined the Federal service in 1972 as a management analyst with the Bureau of Retirement, Insurance and Occupational Health. He has been associated with the retirement and insurance programs ever since, holding a wide variety of increasingly responsible positions.

Mr. Titus became a career member of the Senior Executive Service after he successfully competed for the position of Assistant Director for Financial Control and Management in 1984. His broad-based knowledge of retirement and financial systems was subsequently tested during a 1-year assignment as the Program Officer responsible for implementing the Federal Employees Retirement System (FERS) after its enactment in June 1986. Mr. Titus has since served as the Assistant Director for Retirement as well as the Deputy Associate Director for Retirement and Insurance. He has been responsible for every facet of the retirement and insurance programs during his executive career and he has received numerous awards, including receiving the Presidential Rank of Meritorious Executive on two separate occasions. Mr. Titus is a life-long resident of Alexandria, Virginia, and has a grown daughter, Anne.

**ERNIE TUCKER** is the Director of Human Resources for the Health Care Financing Administration (HCFA). HCFA administers the Medicare, Medicaid, and the State Children's Health Insurance Program, helps regulate the private health insurance market, and promotes health care quality through survey and certification of health care facilities. HCFA is the largest purchaser of health care in the United States – accounting for more than a third of the dollars spent on health care in the economy and comprising the third largest outlay of the Federal Government, behind only Social Security and interest on the national debt. HCFA employs about 4,600 people in its headquarters office in Baltimore and ten regional offices nationwide. HCFA has been using its pass/fail performance management system for employees and managers since 1995.

**SHERRY D. TURPENOFF** is the director of the Office of Human Resources at the National Credit Union Administration (NCUA) Headquarters in Alexandria, Virginia. As director, Ms. Turpenoff is responsible for managing the hiring, classification, advancement, compensation, performance management, and benefits and recognition program of NCUA officials and staff.

Ms. Turpenoff joined NCUA in May 1998 after serving more than a quarter century in personnel positions with a university, the Army, and the Office of Personnel Management (OPM). Immediately prior to the National Credit Union Administration, she was the OPM Director of Nationwide Examining Policy and Office of Administrative Law Judges, where she headed the Federal examination program and the recruitment, examining, and employment of administrative law judges for 30 Federal agencies.

Her previous assignment was Staffing Operations Director responsible for changing the monolithic, regulation-based Federal staffing system to a flexible agency-tailored system. She also served as the Chief of Financial, Administrative, Social Sciences, Examining Division at OPM.

Ms. Turpenoff's career began as a personnel officer at Southern Illinois University in 1971. She moved to the Civil Service Commission as a personnel staffing specialist in 1973. As her career advanced, she held numerous human resource positions at the Office of Personnel Management (OPM) and the Department of the Army.

Sherry Turpenoff holds a B.A. degree from Southern Illinois University in Edwardsville, Illinois. A few of her numerous awards are the Vice President's Hammer Award for Reinvention, OPM Director's Award, OPM's Special Outstanding Award, the Department of Army's Superior Civilian Service Award, and the Department of Justice's Superior Accomplishment Award.



**JUDY URBAN** is a Senior Personnel Policy Specialist with the General Accounting Office (GAO). Her areas of specialization are leave, leave sharing, alternative work scheduling, flexiplace, and time and attendance policy. Ms. Urban serves as the Work/Life representative to the Office of Personnel Management. She has been with GAO for 22 years, the last 11 in the policy area. Before GAO, she worked in the Office of Personnel at the Department of Agriculture. Ms Urban has a B.A. degree from Purdue University and an M.Ed. degree from the University of Maryland.

**BRUCE VALORIS** has been a Human Resources Specialist with the Office of Personnel Management's (OPM) Office of Compensation Administration, Workforce Compensation and Performance Service since July 1991. Bruce has been the primary policy specialist for the Alternative Work Schedule program for about 9 years. He also has responsibility in other key pay program areas, including severance pay, work scheduling, hours of work, holidays, allowances and premium pay. Before coming to the Government, Bruce had over 23 years of private sector personnel management and labor relations experience and was a Personnel Director for the Lockheed Martin Corporation.

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**RUBY WASHINGTON** is a Position Classification Specialist in the Classification Programs Division, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). Ms. Washington is primarily responsible for the development of position classification standards for various occupations within the Federal Government. Prior to coming to OPM, Ms. Washington worked for the Department of Veterans Affairs at their headquarters and field levels. She started her Federal career at the Department of the Treasury. She received a B.S. degree from Southern University in Baton Rouge, Louisiana.

**W. LEIGHTON WATERS** is the Assistant Regional Administrator of the General Services Administration (GSA) Public Buildings Service in the Greater Southwest Region, headquartered in Fort Worth, Texas. He controls a budget totaling over \$816 million and a staff of approximately 700 employees stationed in the Fort Worth regional office and 11 Customer Service Centers located throughout Texas, Louisiana, New Mexico, Oklahoma, and Arkansas. With a total inventory of 26 million square feet in a thousand buildings, his regional program provides quality space, including maintenance, cleaning, and protection, for 91,000 Federal customers. Mr. Waters has been with GSA since 1974 and was with the General Accounting Office for 10 years prior to joining GSA. Mr. Waters has a B.A. degree in Accounting from Harding University.

**PAUL WEATHERHEAD** is the Manager of Pay Programs for the Postal Service (USPS). He has been a key contributor to major compensation changes during the past 10 years, such as the development of group incentive plans, executive and managerial merit pay programs, market-based salary structures, and flexible spending accounts. Prior to his work at the USPS, Mr. Weatherhead spent 13 years with Mobil in a variety of human resources and labor relations positions. Mr. Weatherhead has an M.A. degree in Labor and Industrial Relations from Michigan State University, an undergraduate degree from the University of Virginia, and teaches courses in human resources management, compensation and benefits, and labor relations at the University of Virginia.

**DELMAR D. WHITE** leads a team of Position Classification Specialists in the Office of Personnel Management's (OPM) Classification Programs Division. Mr. White is responsible for guiding the development of classification and job grading standards that are used to evaluate positions throughout the General Schedule and Federal Wage System. In addition, he has responsibility for leading the automation initiatives of the division in maintaining and upgrading the CD-ROM and HRCD, used to issue classification and job grading standards and other relevant publications and information. He also provides classification guidance and advisories to agencies regarding the interpretation of classification and job grading standards, pay category determinations, and classification policy. He has been involved in job evaluation and other areas of human resources management for over 30 years.

**WILLIAM J. WIATROWSKI** is an Economist at the Bureau of Labor Statistics, an agency of the Department of Labor. He is chief of the Division of Compensation Data Analysis and Planning, where he is responsible for planning and publications related to the National Compensation Survey, a comprehensive survey of wages, benefits, and employer practices covering all workers in the United States. Mr. Wiatrowski's chief responsibilities are in the area of survey timing and planning, concepts and procedures, employee benefits, publications, and outreach.



Mr. Wiatrowski has been with the Bureau of Labor Statistics since 1980, and has served in various positions, including director of the Employee Benefits Survey and coordinator in charge of a new effort to combine several existing compensation surveys into the new National Compensation Survey. He works on several Intergovernmental task forces, covering such issues as health care statistics, retirement benefits reform, and Federal pay.

Mr. Wiatrowski is a frequent author in several Department of Labor publications, including the *Monthly Labor Review* and *Compensation and Working Conditions*. In 1994, he received the Lawrence Klein award, given annually for the outstanding article published in the *Monthly Labor Review*. His award-winning article was on retirement income benefits.

Mr. Wiatrowski served as a Congressional fellow in the office of Congressman John LaFalce during 1997, working on tax, social security, and labor issues.

Mr. Wiatrowski received his B.A. degree in economics and the history of art from Yale University and his M.B.A. degree from the George Washington University. He also holds the designation of Certified Employee Benefits Specialist from the Wharton School at the University of Pennsylvania and the International Foundation of Employee Benefit Plans.

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Prior to joining PMIAD, Ms. Wiggins was the Assistant Director of OPM's Women's Executive Leadership Program (WEL) that provided management and supervisory training to over 400 Federal employees yearly. Ms. Wiggins received her B.S. degree from University of Maryland, University College.

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**DONALD J. WINSTEAD** is the Assistant Director for Compensation Administration, Office of Personnel Management (OPM). In this capacity, he is responsible for overseeing policy development for and administration of compensation systems for about 1.8 million Federal civilian white-collar and blue-collar employees. Mr. Winstead's staff has been instrumental in helping Federal agencies become aware of and make use of a variety of pay flexibilities, including recruitment and relocation bonuses, retention allowances, special rates, and special law enforcement pay entitlements. Mr. Winstead's office has taken the lead in developing and implementing a number of family-friendly workplace initiatives, including alternative work schedules, leave sharing, family and medical leave, and the use of sick leave for family care purposes. Mr. Winstead also has played a role in developing criteria for broadbanding classification and pay systems. He is a native of Oklahoma, holds a B.A. degree from the University of Oklahoma, an M.A. degree from Indiana University, and has completed the Senior Executive Fellows Program at Harvard University.

**GREG ZYGIEL** is the Chief of the Strategic Compensation Policy Center (SCPC), Workforce Compensation and Performance Service, Office of Personnel Management (OPM). Mr. Zygiel has been in the Federal Government for 24 years, in a variety of human resources positions. Before coming back to OPM to head the SCPC, he spent 3 years in the Department of the Treasury's Office of Personnel Policy, where he worked on a variety of pay, classification, performance management, and retirement issues. Over the years, Mr. Zygiel has worked in several program areas in OPM. In the early nineties, he was chief of the policy staff in OPM's Office of Classification. Earlier he worked in both the demonstration project and personnel oversight programs. He began his career as a position classification intern in the Civil Service Commission. Mr. Zygiel has also worked at both the Department of the Interior and the Department of Agriculture.