



**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 Administration since 1991. During that time he has played a key role on such special projects as the implementation of the Federal Employees Pay Comparability Act of 1990 (FEPCA); the 1991-1993 OPM task force studying the 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.

Mr. Baker's Federal career began in 1983 when he was hired as a Presidential Management Intern with OPM's Retirement and Insurance Service. He then served as a Special Assistant to the Associate Director for Retirement and Insurance and as the Chief of the Retirement Policy Branch. Mr. Baker has an M.A. degree in Public Administration from Brigham Young University.

**SUZY BARKER** is the Director of the Qualification and Examining Policy Division, Office of Personnel Management (OPM). There, she manages programs and provides recommendations on the qualifications and nationwide examining policy for the Government. She has worked on the development and implementation of the competency-based approach to examining, which is currently being evaluated.

Ms. Barker has enjoyed a 23-year career in the Federal Government, spending the majority of her time in human resources management. Although her main emphasis has been in staffing and recruitment, she has participated in or managed all disciplines of personnel operations. Ms. Barker began her career in personnel through the Career Development for Lower-Level Employee Program in the Internal Revenue Service. She has alternated between program management, senior specialist, and management positions in both operations and policy organizations. She went to the Environmental Protection Agency as the National Employment Program Manager, moving then to the Office of Personnel Management. At OPM, Ms. Barker has worked on the Federal Career Intern Program and the Student Loan Repayment Program as the Director, Staffing Policy Division.

**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. This 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 (CSC), as a management intern in 1973. He has worked in a variety of staff and operating positions with CSC and, since 1979, with the Office of Personnel Management. 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.

**RICHARD C. BRALEY** has worked for the Deputy Under Secretary for Operations in the Office of Field Operations in the Veterans Benefits Administration since April 1999. He is currently an Executive Assistant to one of two Associate Deputy Under Secretaries for Operations. His principal responsibilities have been in the areas of the Balanced Scorecard and data management and analysis.



Mr. Braley joined the Department of Veterans Affairs (VA) in 1974 following seven years in the US Air Force. He began his VA career at the Regional Office in Boston. He held several positions there before moving to the Regional Office in Manchester, NH in 1991. While in Manchester, he also served as a TQM Team Leader Instructor as well as Quality Program Coordinator. He served as a Management Analyst in both locations before transferring to the Veterans Benefits Administration Headquarters as a Management Analyst.

Mr. Braley has a B.A. degree in English from Gordon College and an M.A. degree in Public Administration from Northeastern University. His hobbies include bird watching and hiking.

**MALLIE T. BURRUSS** is a Work/Life Program Specialist in the Office of Personnel Management's Office of Work/Life Programs. The Office of Work/Life Programs provides governmentwide leadership and technical assistance to agencies in the use of comprehensive work/life and wellness programs. This is accomplished by aggressively supporting the use of flexible work schedules and sites; leave programs (leave sharing, leave banks, leave for medical conditions and family responsibilities); part-time employment/job sharing; employee assistance programs; on-site child development centers; dependent care information and referral services; health promotion and fitness; nursing mothers programs; elder care; and telework.

Ms. Burruss recently served on the board of the Metropolitan Washington Work/Life Coalition, a nonprofit organization committed to supporting the development of comprehensive work/life programs in the Washington, DC area. She has received numerous awards for her professional contributions, including the 2001 OPM Director's Citation for Exemplary Public Service.

**CALLIE CHANDLER** is an Employee Relations Specialist in the Employee Relations Division of the Office of Workforce Relations at the U.S. Office of Personnel Management. Ms. Chandler is a long-time OPM employee who has held numerous positions in several different program areas. In her current position, she is primarily responsible for providing technical assistance to agencies in the areas of adverse actions and performance-based actions. Ms. Chandler is also the editor of *New Developments in Employee and Labor Relations*.

**BERNADETTE CHRISTIE** is the Senior Leader for Compensation Administration, Internal Revenue Service (IRS), Strategic Human Resources, Personnel Policy Division. She has responsibility for administering the pay, hours of work, and leave systems for both white- and blue-collar employees. She is responsible for developing the pay administration plans, guidance, and implementation strategy for the new IRS broadbanding systems currently being established under the IRS Reform and Restructuring Act of 1998. This legislation also provides for the variation of recruitment and relocation bonuses, and retention allowances established under the Federal Employees Pay Comparability Act of 1991. Ms. Christie developed the IRS plan for these new authorities as well as supported their implementation. Further, she is responsible for providing personal support and expertise to the labor relations staff in areas addressing pay, leave, and hours of work. Prior to moving to the IRS, Ms. Christie was Chief of the Pay and Leave Branch of the Department of Defense (DoD), Civilian Personnel Management Service, Field Advisory Services Division. While there, she led the development of pay administration training programs for the DoD. Before that, she worked at the Office of Personnel Management (OPM) in the Office of Pay Policy, Pay and Leave Administration Division, and other organizations.

Ms. Christie is a graduate of OPM's Executive Potential Program and DoD's Senior Executive Leadership Program. She is a current Certified Compensation Professional (WorldatWork). She has a B.A. degree from Dunbarton College and an M.A. degree from the University of Cincinnati.

**BARBARA W. COLCHAO** is a Human Resources Specialist (Performance Management) 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 over 20 years. She helped implement and evaluate 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.

**ROBERT E. COLEMAN** is a Foreign Service Information Resource Management Officer currently serving as the Associate Dean for the School of Applied Information Technology at the Foreign Service Institute. Mr. Coleman manages the State Department's Skills Incentive Pilot Program which has been cited by OPM as a "Best Practice" program, "a good example of how agencies can use retention allowance authority to help retain employees". Mr. Coleman chairs the Skills Incentive Panel that evaluates the submissions under the State Department's pilot program and provides management oversight.

Mr. Coleman has over 33 years of diversified experience in the IT field both within private industry and the Federal Government. He has a B.S. degree in Computer Science and received his M.B.A. degree from the University of Denver.

**DEBORAH S. COHN** began her legal career with the United States Patent and Trademark Office (USPTO), Department of Commerce, in 1983 as a trademark examining attorney and became a managing attorney in 1988. In July 1998, she moved into the Senior Trademark Administrator position, overseeing operation of the examining law offices and examination policy. Ms. Cohn has served as a U.S. delegate in international meetings at the World Intellectual Property Organization in Geneva, Switzerland and has lectured and spoken on trademark law to professional and bar groups on numerous occasions. Throughout her career with the USPTO, she has been involved in work-life improvement initiatives, and led the development of the Trademark Work at Home Program at the USPTO.

Ms. Cohn is originally from Bethpage, New York and earned her B.A. from the American University in Washington, DC, and received her law degree from the George Mason University School of Law. She lives in McLean, Virginia, with her husband, Henry and their 15 year old daughter, Joanna.

**ELLEN C. CRANE** is a Senior Management and Program Analyst with the Organizational Performance Division, Chief Financial Officer, Internal Revenue Service (IRS). She is the primary analyst responsible for both internal and external data reporting for the IRS. Ms. Crane has been with the IRS for 26 years both at the district level and the national level. She has been in the performance management arena for the past four years and prior to that was the Chief for the IRS' Automated Collection System. In addition to Outstanding Performance awards Ms. Crane has also received the Chief Officer's Award for her work on development and implementation of a structured servicewide planning process for the IRS. Ms. Crane attended both the Lowell Technological Institute and Boston State College.

**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' 34 years of Federal service include 13 years in operating field offices, 4 years at the Department of the Air Force Headquarters, 5 years at the Office of the Secretary of Defense, and 3 years at the Office of Personnel Management. 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.

**JOSEPH J. DEMEO** has been the Human Resources Officer for the Great Lakes Region of the General Services Administration (GSA) since 1996. The Region consists of the States of Illinois, Indiana, Michigan, Wisconsin, Ohio, and Minnesota. The Office of Human Resources provides the full range of HR services for approximately 1100 employees. Mr. Demeo also serves as the National Program Manager for Position Classification for all of GSA, covering approximately 14,000 employees.

Mr. Demeo is a graduate of Loyola University of Chicago, where he received both his B.S. degree and his Masters degree in Industrial Relations. He has received numerous awards throughout his career, including the GSA Meritorious Service Award in 1994.

**MELISSA DRUMMOND** is Director of Classification Appeals and Fair Labor Standards Act (FLSA) Programs in the Office of Personnel Management (OPM). In this capacity, Ms. Drummond is responsible for reviewing all classification appeal and FLSA claim decisions issued by OPM. Since April 2000, she has also been responsible for issuing compensation and leave claim decisions. Ms. Drummond is a recipient of the OPM Director's Award for Excellence.

Ms. Drummond began her professional career with the Federal Government at the Department of Commerce's Bureau of the Census. She worked there as a position classification specialist from January 1989 to March 1997. In April 1997, she moved to the Department of State where she worked as a position classification specialist, evaluating both Civil Service and Foreign Service positions. While a State Department employee, she received the State Department's Benjamin Franklin Award.

Ms. Drummond is a 1999 graduate of the USDA Graduate School's Executive Potential Program. She lives in Lexington Park, Maryland with her husband, 7-year-old daughter, and one-year old twin son and daughter.

**ANTHONY D. ECHOLS** currently serves as the Program Manager for the Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project. He is responsible for the planning and execution of a multi-million dollar 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 Military Departments as well as Offices of the Secretary of Defense Agencies, with 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 and Chief, Customer Support in the Acquisition Career Management Office, Office of the Assistant Secretary of the Army (Research, Development & Acquisition). In this position, he worked primarily with Senior Army Acquisition Leaders providing timely and relevant career development information to the Army Acquisition Workforce. Mr. Echols has served in several positions of increasing responsibility under the Program Executive Office, Ground Combat Support Systems. Some of his assignments included: oversight responsibility for Integrated Logistics Support for M1A1 Abrams tank and family of Bradley Fighting Vehicles, Logistics Management Specialist, and Chief, Material Fielding Team-Europe, primarily responsible 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. degree from Florida Institute of Technology. He is a member of the Army Acquisition Corps certified Level III in Program Management and Logistics. He recently successfully completed the Program for Management Development at the Harvard University Graduate School of Business Administration.

**THOMAS A. GLENNON** is employed in the Washington, DC, headquarters of the United States Office of Personnel Management, Office of Employment Policy. He began working in retirement operations for the U.S. Civil Service Commission (the predecessor of the Office of Personnel Management) in 1968. Since 1975, Mr. Glennon has worked full-time on the agency's governmentwide downsizing programs, including reduction in force, voluntary early retirement, buyouts, and career transition assistance.

Mr. Glennon graduated from the University of Maryland in 1968 with a B.A. degree in Government and Politics, and from George Washington University in 1974 with an M.P.A. degree in Public Personnel Management.

**DORIS HAUSSER** is an Assistant Director of the Office of Personnel Management (OPM) within the Workforce Compensation and Performance Service. 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 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 M.A. and Ph.D. degrees in Organizational Psychology from the University of Michigan. She is a Certified Compensation Professional, 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 sector compensation and 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's Board of Directors.

**ALLAN HEARNE** is the Locality Pay Team Leader 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 VA 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 Human Resources Specialist (Compensation) 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.



**DABNEY J. HIBBERT** manages the National Aeronautics and Space Administration's (NASA) Information Technology Workforce Program. In this role, she leads an agencywide team to develop and implement a phased, strategic approach to ensure that NASA has a workforce with appropriate information technology (IT) understanding and skills. In 1998, she led the team that developed the agency's IT Security Awareness CD, which won a Cinema in Industry Gold Award for Government, Industry, and Business General Training. In May 1999, she won the NASA Space Flight Awareness Award for this project, as a significant contribution ensuring the success of the Space Flight Program.

Ms. Hibbert represents NASA on the Federal Chief Information Officer (CIO) Council IT Workforce Committee and has been an active participant in many of the Committee's initiatives, including the CIO University. In addition, she has worked closely with OPM in several IT workforce initiatives, including the revision of the IT professional series and special pay for IT professionals. She also served on General Services Administration's (GSA) Steering Committee for the Federal Webmasters Institute, participating in the development of this governmentwide training program.

Prior to assuming her current position, Ms. Hibbert, a graduate of General Services Administration's (GSA) Trail Boss Program, was Information Resources Management (IRM) Acquisitions Manager for NASA's Space Flight Centers, serving as agency liaison for over \$6 billion worth of NASA Trail Boss program acquisitions, for which she won several Superior Accomplishments Awards. She also managed NASA's IRM Budget System, used in strategic and long-range planning as well as external reporting of NASA's \$1.8 million IRM budget.

Ms. Hibbert has over 20 years experience in leading-edge computer technology. Before joining NASA in 1988, she was the Center ADP Hardware/Software Specialist at the David W. Taylor Naval Ship Research and Development Center and a senior systems analyst for the U.S. Customs Service of the Treasury Department.

Ms. Hibbert has a B.A. degree from George Washington University and an M.S. degree in Computer Sciences from American University. She has also been a Computer Science Department professor at Montgomery College and a guest lecturer on Computer Science at the University of Maryland.

**WINFORD HOOKER** currently leads a team of Human Resources Specialists (Classification) 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, Supervisory 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.

**JEANNE JACOBSON** is a Human Resources Specialist (Compensation) 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 (3Rs), special rates, and other compensation flexibilities; demonstration projects; and alternative personnel systems. Ms. Jacobson has developed regulatory packages to expand the use of the 3Rs authorities, helped coordinate OPM's information technology special rate



study and implementation, assisted in instructing OPM's basic pay administration workshop, 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. She currently resides in Maryland and has two children.

**RHONDA JONES** is a Lead Expert in the Compensation and Benefits section in the Office of Workforce Effectiveness at the Comptroller of the Currency (OCC), Department of the Treasury. She has been at the OCC since April of 1998. She is responsible for developing, updating and administering OCC's compensation program, as well as providing advice and counsel to internal staff and management on pay administration. Ms. Jones played an integral role in the development of many of the components of the OCC's broad grade pay system, including policy and broad grade definitions.

She has over 15 years experience in the compensation and benefits areas, both in the private and public sector. Prior to joining the OCC, she worked at the Federal Reserve Board for seven years, where she was heavily involved in job evaluation, internal consulting, merit pay, and performance management. Ms. Jones holds a B.B.A. degree in Industrial Relations and Organizational Behavior from Temple University, and is a Certified Compensation Professional.

**CHRISTOPHER J. KOPECK** is a Financial Management Specialist with the Department of Treasury, Bureau of Alcohol, Tobacco and Firearms (ATF), where he currently manages the pay benefits budget. Mr. Kopeck has 8 years experience as a salary/compensation specialist, specializing in the intricacies of pay administration for a law enforcement agency. In 1999, Congress passed legislation authorizing the Department of the Treasury to implement a 3 year pilot demonstration project providing personnel flexibilities to address the retention and recruitment problems of critical non-law enforcement personnel at the ATF, the U.S. Customs Service, and the U. S. Secret Service. Mr. Kopeck was the designated lead for two separate working groups to design and develop the demonstration project in the areas of compensation and systems. Mr. Kopeck, working with limited time and resources, was instrumental in the implementation of the demonstration project for the ATF.

**JIM KRAWCHYK** is the Chief of the Division of Compliance Management at the Office of Surface Mining (OSM), Department of the Interior. He previously was a Regional Audit Manager for the Division, which is responsible for ensuring that coal-mining companies comply with Federal law regarding the reporting of tonnage mined and the payment of abandoned mine reclamation fees. The revenue generated is used to eliminate public health and welfare hazards caused by past coal mining.

He began working in public accounting after college, and started his Federal career as an auditor with the General Accounting Office (GAO) in 1972. He was serving as an assistant director in GAO's Accounting and Financial Management Division when he joined OSM in 1986.

Mr. Krawchyk is a CPA, and holds a B.S. degree in Accounting from the Indiana University of Pennsylvania and an M.B.A. degree from George Mason University.

**CLAIR E. KRIZOV** is AT&T's Executive Director for Environment and Social Responsibility. She oversees AT&T's internal and external environmental, health, and safety communications as well as AT&T's endeavors with non-government and government organizations regarding environment, health, and safety initiatives. Ms. Krizov joined AT&T in 1983.

Ms. Krizov is Chair of the Board of Directors of Friends of the High School for Environmental Studies located in New York City, New York. She is the founding Chair of the Friends' Corporate and Professional Advisory Council and a founding member of the Women's Network for a Sustainable Future. Ms. Krizov serves on the Council on Economic Priorities' Business Advisory Council and on the Board of Directors for the National Association for Environmental Management. She is also a member of The Conference Board Environment, Health & Safety Council, the National Environmental Education and Training Foundation Institute for Corporate Mentoring Steering Committee, the World Environment Center International Environmental Forum, the Junior League of Atlanta, and the Nature Conservancy International Leadership Council. In 1998, Ms. Krizov was appointed to the Clinton Administration President's Council on Sustainable Development National Town Meeting Planning Committee.



Ms. Krizov graduated from the University of Texas at Austin with a B.S. degree in Architectural Studies. At the University of Texas, she was one of twenty students selected as a University of Texas Goodfellow in recognition of her leadership. Ms. Krizov received her MBA through the Executive MBA program at Georgia State University in 1993. She is a member of the Beta Gamma Sigma honorary society. Ms. Krizov was born and raised in Austin, Texas.

**TOM LAMBIASE** is with the Department of Education, Human Resources Group. He has been with the Human Resources Group since January 1995. In addition to overseeing a team responsible for the classification and staffing program for about half the agency, he has an active hand in several significant classification and other HR simplification projects. From 1990 to 1995 he was the Director of the Office of Compensation, Classification and Executive Resources at the Department of Commerce. This encompassed the role of Chief Classifier for the Department's 36,000 plus employees. Mr. Lambiase began his career as a Management Intern with the Bureau of Domestic Commerce in 1972. Most of the intervening time was spent in various human resources assignments with an emphasis on position classification.

**CRAYTON J. LANKFORD** is the Deputy Regional Administrator, Southeast Region, Food and Nutrition Service, U.S. Department of Agriculture. Mr. Lankford was appointed Deputy Regional Administrator for the Southeast Region on April 26, 1998. He is responsible for both the day-to-day and long-range oversight, planning, and coordination of the agency's food assistance programs in eight Southeastern states. Mr. Lankford brings over 22 years of Food and Nutrition Service (FNS) experience to his current position. From December 1992 through April 1998 he served as Regional Director of the Food Stamp Program where he oversaw the region's successful efforts to improve payment accuracy, implement welfare reform, and move from paper coupons to an electronic benefit system. From 1986 to 1992, Mr. Lankford was the Regional Director of Financial Management. In this position he was responsible for the regional budget and for the proper accounting and expenditure of billions of dollars allocated to State agencies for FNS programs. In addition, he directed the region's information technology effort. Mr. Lankford also served as the Regional Director of the Supplemental Nutrition Program for Women, Infants, and Children (WIC) and as the National Director for the Office of Regional Operations.

Mr. Lankford received a B.A. degree in Economics from Washington State University and an M.S. degree in Management and Accounting from Georgia State University.

**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.

**JANICE LICHTY** is an analyst with the General Accounting Office's Strategic Issues Team. She works on various management reform and human capital projects, such as selected agencies' use of performance agreements, use of human capital in agencies' annual performance plans and currently, selected agencies' implementation of the Office of Personnel Management's amended Senior Executive Service performance appraisal regulations.



**WILLIAM H. MICHAEL, JR.** is a Senior Program Analyst with the U.S. General Services Administration's (GSA) Telework Team in the Office of Governmentwide Policy. He also serves on the Board of Directors of the International Telework Association & Council.

Mr. Michael has been with GSA since April 1998. Prior to that, he worked at the U.S. Office of Personnel Management (OPM) for more than 20 years, serving in operations and policy functions; in staff, managerial, and support roles; and in several different fields. During his last 5 years with OPM, Mr. Michael was responsible for the Federal Government's human resource management policy on teleworking. He revised and updated OPM's policy guidelines for Federal agencies to develop telework programs, Balancing Work and Family Demands Through Telecommuting, and he authored OPM's guide for briefing and training employees and managers about teleworking, the Telecommuting Briefing Kit.

Mr. Michael also worked in private industry and at the National Institute of Standards and Technology (formerly the National Bureau of Standards). He has received numerous professional awards, including the OPM Director's Awards for Superior Accomplishment, Meritorious Service, and Excellence. Mr. Michael is a graduate of George Mason University in Fairfax, Virginia where he received a B.A. degree in History.

**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 non-foreign area cost-of-living allowance program.

After a stint in high school teaching and the U.S. 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 later assumed responsibilities in Foreign Service compensation and served as Chief of the Policy Development and Analysis Branch at the U.S. Department of State. Shortly after the enactment of the Federal Institutions Reform, Recovery, and Enforcement Act of 1989 (FIRREA), Mr. Mikowicz worked to implement an excepted compensation program at 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.A. degree in Public Administration from the George Washington University.

**MICHAEL B. MINTZER** started his career in human relations management in 1970 with the Department of the Army. During his career, Mr. Mintzer worked overseas and in the U.S., including operating- and staff-level, journey-level and supervisory assignments. His various assignments include recruitment, placement, classification, position management, pay setting, employee relations, labor relations, and training. In 1991, he left the Army Corps of Engineers and joined the U.S. Customs Service, where he served as senior journeyman for classification and a team leader for both classification and staffing functions.

Mr. Mintzer started his Federal experience with the U.S. Postal Service as a Mail Carrier in 1963. Various positions held by Mr. Mintzer include: high school teacher, sworn Police Officer, Navy Personnelman, and Army Combat Engineer. In addition, he has worked at various times as a bookkeeper, security guard, clerk, salesman, janitor, laborer, auto mechanic, and newspaper boy. Mr. Mintzer received an M.A. degree in 20th Century History and International Relations from San Jose State College. He is married with two sons.

**CARL L. MORAVITZ** is Departmental Budget Director at the Department of the Treasury. He is charged with the responsibility of leading Treasury's budget management process, overseeing formulation, and management of almost \$15 billion in total resources across the Department. With almost 30 years of extensive budget experience, Mr. Moravitz serves as Treasury's primary point of contact on all budget matters, maintaining oversight of individual bureau budgets, including such organizations as: the Internal Revenue Service, Customs, the U.S. Mint, and the Financial Management Service. In this capacity, he utilizes an extensive network of



working relationships at Treasury, Office of Management and Budget, General Accounting Office, and Congress, in the performance of his responsibilities, including the application of broad technical knowledge on budget laws, regulations, and processes. In addition, Mr. Moravitz is a recognized expert in the areas of appropriations law and budget scorekeeping. Mr. Moravitz's previous career responsibilities include: National Director for Budget for the Internal Revenue Service; Deputy Director for Resource Management, Voice of America; and Budget Examiner in the Departmental Budget Office, Department of the Treasury.

Mr. Moravitz earned his B.S. degree in Economics from Virginia Tech and his M.S. degree in Economics from Virginia Tech. He is an Assistant Professor at Central Michigan University and a Visiting Professor at Virginia Tech's Graduate Center of Public Policy and Administration. His areas of focus are the Federal budget process; appropriations law; the congressional budget process and policies; and strategic planning and GPRA (Government Performance and Results Act). Mr. Moravitz is a 1998 recipient of the Presidential Meritorious Rank Award.

**JOHN MOSELEY** was appointed Program Executive for the Human Resources Data Network (HR-DN) under the stewardship of the Federal Human Resources Technology Council in March 2000. His experience in Federal human resources management spans over 25 years in field operations and departmental level policy staff functions with the United States Air Force and the Office of the Secretary of Defense. His personnel automation experience includes serving as the Chief, Information Systems Division at Civilian Personnel Management Service leading DoD's personnel processes reengineering, data standardization, and systems modernization. Other assignments included Assistant Deputy Secretary for Civilian Personnel, Office of the Secretary of the Air Force; Deputy Director of Personnel, Air Force District of Washington, The Pentagon; and field assignments with the Air Force in San Antonio, Texas.

Mr. Moseley completed his undergraduate studies in Public Administration at Our Lady of the Lake University, San Antonio, Texas, and earned an M.A. degree in Public Administration from the John F. Kennedy School of Government, Harvard University.

**DEBORAH S. MUNN** is a Human Resources Specialist (Performance Management) with the Performance Management and Incentive Awards Division, Workforce Compensation and Performance Service, Office of Personnel Management. 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 in Behavioral Sciences from Wilson College.

**DR. JONATHAN PERLIN** became Chief Quality and Performance Officer for the Veterans Health Administration (VHA) of the Department of Veterans Affairs on November 1, 1999. In this capacity, he has responsibility for supporting quality improvement and the performance management program throughout VHA's 22 regional networks which operate over 1,300 sites of care including 170 medical centers and hospitals, almost 700 outpatient clinics, and 70 home-care programs.

VHA Quality and Performance Programs and the Department's Performance Plan have been recognized by a number of governmental and private sector awards. VHA health outcomes now set benchmarks in areas of preventive health, disease treatment, pain management, and patient satisfaction.

Prior to joining VHA, Dr. Perlin served as Medical Director, Quality Improvement/Utilization Management at the Medical College of Virginia Hospitals-Virginia Commonwealth University (VCU) Health System. During that time, he also co-directed the Health Services Research Fellowship, served as Associate Director of the Residency Training Program in Internal Medicine, and directed Continuing Internal Medicine Education. Dr. Perlin continues to practice Internal Medicine at the Washington VA Medical Center (VAMC), and is adjunct Associate Professor of Medicine at VCU.



Dr. Perlin held previous appointments at the Richmond VAMC, where he led in the development and implementation of the "Firm (group practice) System" and served as a "Firm" Director. He was the inaugural Chief of the Telemedicine Section and developed an interstate network for providing clinical consultation as well as distributed education and administration. Dr. Perlin's research interests include medical informatics, physician prescribing practices and medication errors, healthcare system performance, and clinician behavior change. His curriculum vitae lists over 50 publications.

Dr. Perlin received his Masters of Science in Health Administration in 1997. He received his Ph.D. in Pharmacology with his M.D. as part of the Medical Scientist Training Program at Virginia Commonwealth University's Medical College, Virginia Campus.

**JO ANN PERRINI** is the Chief of the Pay and Leave Administration Division in the Office of Compensation Administration, Office of Personnel Management (OPM). The Pay and Leave Administration Division is at the forefront of governmentwide initiatives to develop and implement pay and leave policies in support of recruiting and retaining a diverse, high-quality workforce and fostering a family-friendly workplace. The Division develops governmentwide policy and provides guidance on issues such as pay and leave administration, work scheduling, overtime and other premium pay entitlements, special salary rates, recruitment and retention payments, and much more. Most of Ms. Perrini's 25 years of Government service have 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. As a full-time working mother, Ms. Perrini has a keen awareness of the need for flexible compensation policies to balance work and family life.

**JORDAN PFUNTNER** is Deputy Assistant Commissioner, Office of Compensation Levels and Trends, U.S. Bureau of Labor Statistics (BLS). In this role, he plans Bureau surveys of wages, benefits, and employer practices. An employee of BLS since 1975, Mr. Pfuntner has worked in data collection, survey planning, and survey management. He holds an undergraduate degree from Loyola University in New Orleans in English, a graduate degree from Cornell University in English, and an M.B.A. degree from George Mason University.

**JOE RATCLIFFE** is a Human Resources Specialist (Compensation) in the Salary and Wage Systems Division, Office of Compensation Administration, Workforce Compensation and Performance Service, Office of Personnel Management (OPM). Mr. Ratcliffe develops, interprets, and evaluates Governmentwide policies pertaining to setting pay under the General Schedule pay system, including staff assistance to the Federal Salary Council and the President's Pay Agent.

Before coming to OPM in 2000, Mr. Ratcliffe worked for the Department of Defense's Wage and Salary Division. He holds a B.A. degree in English from the University of Texas at San Antonio.

**DR. STEVEN SAFIER** is a Vice President in the Hay Group Metro New York Office. Dr. Safier, an expert in culture change, assists clients in developing and implementing compensation and other Human Resource programs that are consistent with their current cultural and operational realities, but that also help move them in new directions as business conditions and objectives change. He brings to bear a systemic approach to organizational and individual behavior change, and is highly regarded for integrated work across multiple HR processes.

Dr. Safier is a recognized expert in Total Compensation Design and has developed Total Remuneration programs for multiple clients. He also has been responsible for leading-edge work in many specialties within compensation, such as broadbanding, the development of new job evaluation and work measurement methodologies, performance management, pay for competencies, pay for teams, and the development of career ladders to support pay and other, integrated HR systems, such as career development and succession planning. Dr. Safier is currently leading an initiative to design and implement a new compensation and performance management system at the Office of the Comptroller of the Currency.

Dr. Safier has a B.A. degree in Psychology from Touro College in New York City, an M.A. degree in Psychology from the University of Connecticut, and a Doctorate in Clinical Psychology from the University of Connecticut.



**LISA SHAMES** is an Assistant Director in the General Accounting Office's (GAO) Strategic Issues team. She has been involved in GAO's reviews of agencies' implementation of the Government Performance and Results Act (GPRA) since 1994 and was a key contributor to major products including the Executive Guide on the Effective Implementation of GPRA and the Assessment Guide for Congressional Decisionmakers for Annual Performance Plans. She also participates in GAO's performance planning process and led the development of GAO's first annual performance plan. Ms. Shames now oversees reviews addressing performance-based management and strategic human capital planning.

**DONNA STEIN** is a Lead Expert for Compensation & Benefits in the Office of Workforce Effectiveness of the Office of the Comptroller of the Currency (OCC), U.S. Department of the Treasury. Ms. Stein has worked as an internal consultant for OCC for 6 years on diverse projects including the design, development and implementation of OCC's 401(K) plan, performance management and compensation systems. She has made key contributions to the merit pay and special increase programs, and to the development of a new position evaluation program that supports OCC's new broad grade compensation system.

Prior to her appointment to OCC, Ms. Stein worked for over 20 years in the private sector in compensation management, internal and external consulting for the high technology and insurance industries, and for local government. She has developed and administered salary administration programs, job evaluation systems, incentive compensation programs, performance management and merit pay systems, international compensation, sales compensation, and executive compensation programs. She has a B.S. degree in Behavioral Science from Rollins College and is a Certified Compensation Professional.

**ADRIANE THORMAHLEN** is a senior program analyst with the Department of Treasury, Internal Revenue Service (IRS), Information Technology Services, Human Resources and Organizational Services. She specializes in key human resource practices that enhance the management and development of a high performance workforce. Ms. Thormahlen has recently focused on strategies that improve an organization's ability to recruit and retain Information Technology talent. Based on extensive research into best practices, she designed and managed a pilot program to demonstrate the effectiveness of telecommuting through remote performance management.

Ms. Thormahlen is currently studying Organizational Effectiveness at George Mason University. She has over 20 years' experience with IRS in strategic systems planning, reengineering, business process improvement, organizational change, and total quality management.

**FRANK D. TITUS** is the Assistant Director for Long Term Care, U.S. Office of Personnel Management (OPM). This position was created in January 2001, subsequent to the Long Term Care Security Act, Public Law 106-265. The Long Term Care Security Act gave OPM the responsibility for developing and implementing a long term care program for the Federal family by October 2002. The Federal family eligible to purchase long term care insurance from this program exceeds 20 million individuals. This means that a successful program launch will more than double the number of individuals with group long term care insurance in the United States. Mr. Titus will direct a small task force to assure that this success is achieved.

Once the new program is up and running in 2003, Mr. Titus expects that he and the Long Term Care Program will rejoin OPM's Office of Insurance Programs. He managed that Office from May 1997 through December 2000. 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, recast health plan brochures into plain language, initiated a patient safety program, and built the consensus necessary for the passage of the Long Term Care Security Act. The Federal Employees Health Benefits Program is a \$20 billion program that covers 9 million lives and the Federal Employees Group Life Insurance Program has \$22 billion in assets and 4.1 million participants.

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 OPM's 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 held the positions of Assistant Director for Retirement and 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 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.

**JAY TYLER** is currently a Supervisory Budget Analyst for the Pension Benefit Guaranty Corporation (PBGC) where he is responsible for overseeing a team of budget analysts that formulate and execute the over \$1 billion dollar PBGC revolving/Public Enterprise fund budget. Mr. Tyler has been with PBGC since January 2000. Prior to PBGC, he was a Senior Business Management Specialist (Team Leader) at the Department of Transportation, Transportation Administrative Service Center (TASC), from August 1997 to January 2000. At TASC, Mr. Tyler was responsible for overseeing a team of business management specialist that formulated and executed the multi-million dollar working capital fund (fee for services/full cost recovery) TASC budget. From September 1991 to August 1997, he was a Financial Systems Analyst for Department of the Treasury, Departmental Offices. At the Treasury Department, Mr. Tyler's duties and responsibilities included budget formulation, strategic planning, Chief Financial Officers Act/Government Management Reform Act Financial Statement coordination and preparation, and internal controls. Mr. Tyler began his Federal career in February 1988 as a Tax Auditor for the Internal Revenue Service.

Mr. Tyler earned his B.S. degree in Business Administration and Finance from Morgan State University in 1986. He has done graduate level work toward an M.B.A. degree in Finance at the University of Baltimore and is a Certified Government Financial Manager. He lives in Hanover, Maryland with his wife Alicia and daughter Kayla. He enjoys listening to jazz, collecting art, and spending time with his family.

**HAROLD VAZQUEZ** is the Chief of the Lab Demo Project Office, Air Force Research Laboratory Human Resources. Mr. Vazquez's prior experience over the last 13 years has been with the Air Vehicles Directorate where he held several positions ranging from electronics design of instrumentation for wind tunnel testing to strategic planning for the Directorate. Mr. Vazquez received his B.S. degree in Electrical Engineering from the University of Puerto Rico in 1986 and an M.A. degree in Engineering from the University of Dayton in 1993.

**DELMAR D. WHITE** leads a team of Human Resources Specialists (Classification) 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 Chief of the Division of Compensation Data Analysis and Publication in the Office of Compensation and Working Conditions, Bureau of Labor Statistics. He is responsible for planning and publications of survey data on wages, benefits, and employer practices. Mr. Wiatrowski received his B.A. degree in Economics and History of Art from Yale University and his M.B.A. degree from the George Washington University.

**TWANNA WIGGINS** is a Human Resources Specialist (Performance Management) in the Performance Management and Incentive Awards Division (PMIAD), Workforce Compensation and Performance Service, Office of Personnel Management (OPM). As a senior staff member, Ms. Wiggins provides technical assistance on various performance management issues to Federal agencies and is a member of the data management team that produces Achievements: A Report on the Federal Incentive Awards Program.



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

**DONALD J. WINSTEAD** is the Office of Personnel Management's (OPM) Assistant Director for Compensation Administration. He is responsible for administering compensation systems covering about 1.7 million white-collar and blue-collar civilian Federal employees. Mr. Winstead has been instrumental in helping Federal agencies make strategic use of a variety of pay flexibilities, including recruitment and relocation bonuses, retention allowances, and special salary rates. Under his leadership, OPM established special salary rates in January 2001 to facilitate governmentwide recruitment efforts for Federal information technology workers. Mr. Winstead's staff also has developed and implemented 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. He holds a B.A. from the University of Oklahoma and an M.A. degree from Indiana University, and he has completed the Senior Executive Fellows Program at Harvard University.