



HR HIGHLIGHTS

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Greetings Everyone!

On July 24, 2003, the Secretary of Veterans Affairs approved the Department of Veterans Affairs (VA) Strategic Human Capital (HC) Management Plan. The HC Management Plan presents an overview of past and projected workforce trends; summaries of workforce plans developed by the Veterans Health Administration (VHA), the Veterans Benefits Administration (VBA), the National Cemetery Administration (NCA), and VA Headquarters organizational components; and strategies to ensure that VA recruits, retains, and develops a quality and diverse workforce to serve veterans.

VA has many excellent workforce planning initiatives taking place at the Administration and Headquarters levels. In September 2002, VA completed an assessment of its workforce and succession planning efforts using the Office of Personnel Management's (OPM) Human Capital Accountability and Assessment Framework. A primary focus of this effort was to identify crosscutting problems that need to be addressed at the corporate level.



Ventris C. Gibson

Continued Page 4, See **PLAN**

VA in the News

Farewell HR Link\$, Hello Employee Express

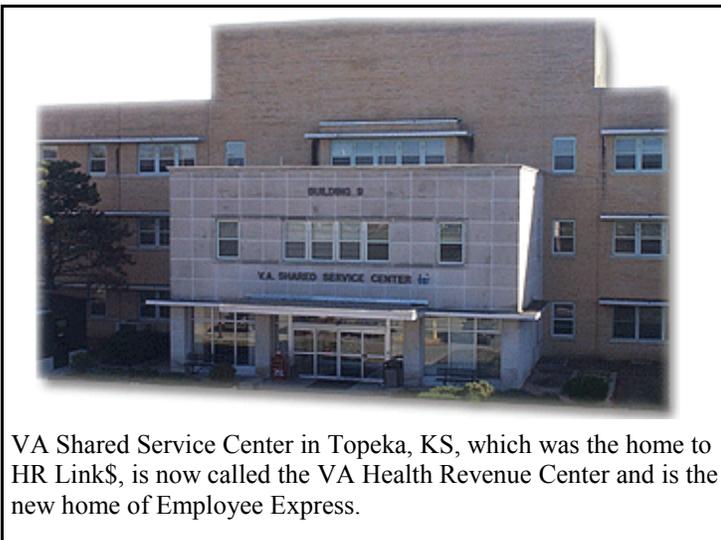
On July 23, 2003, the transition from HR LINK\$/Employee Self Service to Employee Express began. During the transition, Employee Self Service (ESS) was taken off line and not available for use by VA employees after 6 p.m. EST July 23, 2003.

Employees were not able to initiate any self-servicing trans-

actions such as direct deposit changes, updating personal information, enrolling/canceling health insurance, etc. All HR LINK\$/Employee Self Service Personal Identification Numbers (PINs) were also temporarily deactivated. Employee Express was activated July 28, 2003. Once Employee Express was online, employees were able to use their same Employee Self Service PIN with Employee Express.

While awaiting the launching of Employee Express, the Health Revenue Center had customer service representatives available June 24-25, from 7:30 a.m. to 6:00 p.m. to assist employees in processing critical and time-sensitive changes such as direct deposit modifications, enrollment/cancellation of health insurance, etc. Employees were able to call the center's 1-800 telephone number for assistance. For non-critical transactions, employees were able to contact their local HR/payroll office for assistance.

All Employee Self Service type transactions made after July 25, 2003, must be done through Employee Express or by contacting your local HR/Payroll for assistance. As VA continues the transition from HR LINK\$ to Employee Express, facility HR/payroll staff and the implementation team for employee express will provide additional information about Employee Express and how it works.



Improved Pay for Physicians, Dentists, and Nurse Executives?

Secretary Principi recently proposed to Congress changes in the pay system for health care professionals that will help the Department recruit and retain high quality physicians, dentists, and nurse executives.

"VA is facing a critical situation," said Principi. "The complex and outdated pay system, combined with an increasing workload, have made it difficult for VA to attract and keep sufficient numbers of the best health care professionals."

The VA compensation structure for physicians and dentists is a complicated system consisting of as many as eight different factors. The pay system for physicians has not changed since 1991. This system lacks the flexibility to adjust to the changing competitive market for many medical specialties and subspecialties.

In shortage specialties such as anesthesiology, cardiology, gastroenterology, oncology, orthopedic surgery, radiology and urology, VA's total compensation lags behind the private and academic sectors by 35 percent or more, according to studies.

"We are proposing a three-tiered system -- base pay, market pay, and performance-based pay," Principi said. "VA will be able to offer all physicians and dentists market-sensitive pay based on achieving specific performance goals."

The first tier would be a base pay range that would apply to all doctors and dentists in VA's health system, regardless of grade. Placement in this range would depend on a person's qualifications.

The second tier, market pay, will be determined according to geographic area, specialty, assignment, personal qualifications, and experience. Indexed to the salaries of similarly qualified non-Department physicians, the flexibility of this tier would allow VA to keep pace with market trends.

The third pay element is linked to performance and would be based on specific achievements in quality, productivity, and support of Department goals.

Under the proposal, a VA radiologist with 10 years of experience, who can make about \$190,000 annually, could receive pay hikes ranging from \$32,000 to \$82,000.

The proposed legislation would also authorize VA to approve special pay to the nurse executive at each VA medical center and at VA Central Office. Nurse shortages, challenging health care environments, and growing administrative demands have placed a premium on highly skilled nurse executives at all levels. Here too, the current pay structure puts VA at a competitive disadvantage when recruiting, and fails to provide adequate incentive for VA nurses to seek leadership positions and increased responsibility.

For nurse executives whose yearly salaries are now capped at \$125,000, the new pay system would add \$10,000 to \$25,000 annually.

"With the veteran population aging, and increasing numbers of veterans enrolling in the VA health care system, it is critical for VA to offer more competitive compensation for its physicians, dentists and nurse executives," said Principi.

Federal Investigations Notice

Notice No. 03-04

Date: June 11, 2003

Changes to Criteria for Agency Submission of Objection/Passover Cases to OPM

This notice advises agencies of a change in the processing of **objections** to, and **requests to pass over**, applicants for Federal employment in the competitive service when there are suitability issues.

In the past, objections of this nature were referred to OPM's Suitability Adjudications Branch (SAB) for a decision on the merits of the objection/passover request. In April 2003 OPM issued a revised Delegated Examining Operations Handbook (DEOH) that is available to Federal agencies and the general public on OPM's Web site (www.opm.gov). The DEOH instructs agency Examining Offices to review the reasons submitted by an appointing official for objecting to an applicant, and to agree with those reasons and sustain the objection, or disagree and not sustain it. Only passover requests involving 30% or higher compensably disabled veterans must be referred to OPM.

Therefore, OPM's Suitability Adjudications Branch (SAB) in Boyers, Pennsylvania, will no longer accept objection/passover requests unless they are passover requests involving 30% or higher compensably disabled veterans. Other objections and passovers should be sustained or not sustained by agency Examining Offices.

After sustaining objection or passover requests, agency Examining Offices should refer any cases containing material, intentional falsification issues, or other serious suitability issues that warrant an extended, across agency lines debarment, to OPM's SAB for suitability review and debarment consideration. Refer to the suitability regulations in title 5, Code of Federal Regulations, 731.103(a) and (b) for further information.

You may also contact the following with questions about this matter:

Center for Investigations Services (CIS), Suitability Adjudications Branch, Boyers, Pennsylvania:

Carol Means, Lead Suitability Specialist: (724) 794-5612, ext. 187; e-mail: cameans@opm.gov

Patty Rodemoyer, Lead Suitability Specialist: (724) 794-5612, ext. 160; e-mail: plrodemo@opm.gov

Kim Truckley, Lead Suitability Specialist: (724) 794-5612, ext. 244; e-mail: kstruckl@opm.gov

/s/

**Kathy L. Dillaman
Deputy Associate Director
for Investigations**

National HR News

Direct Hire Authority

On June 13, 2003, the U.S. Office of Personnel Management (OPM) issued interim regulations to implement certain governmentwide human resources flexibilities contained in the Homeland Security Act of 2002. As part of this initiative, OPM established an interim rule that can provide agencies with the authority to appoint candidates directly to jobs for which OPM determines that there is a severe shortage of candidates or a critical hiring need.

On June 20, 2003, OPM issued a Memorandum for Heads of Executive Departments and Agencies, and Chief Human Capital Officers, approving the immediate use of direct hire authority for certain occupations and grades. For VA, this authority effectively only covers Diagnostic Radiologic Technologist (GS-647, all grades and locations) and Information Technology Management (Information Security) positions, GS-2210 (grade level GS-9 and above; all locations).

Under the interim regulations, an agency may, in a written request to OPM, identify the position(s) for which it believes a severe shortage or a critical hiring need exists. To demonstrate that a severe shortage of candidates exists for a position or group of positions, an agency must provide information showing that it is unable to identify candidates possessing the competencies required to perform the necessary duties of the position despite extensive recruitment, extended announcement periods, and the use, as applicable, of hiring flexibilities such as recruitment and relocation incentives.

To prove that a critical hiring need exists, an agency must demonstrate that it has a critical need to fill the position or positions to meet mission requirements brought about by an exigency such as a national emergency, threat or potential threat, environmental disaster, or other unanticipated or unusual event or mission requirement.

A critical hiring need may also be triggered by the need to conform to requirements of law, Presidential direc-

tive or Administration initiative, or a congressional or other mandate to meet new or expanded requirements by a particular date. In a request for direct hire authority due to a critical hiring need, an agency must provide sufficient evidence to demonstrate that filling the position(s) is critical to the agency's mission and the use of other hiring authorities is impracticable or ineffective.

To request direct hire authority, an agency must identify the position(s) it is unable to fill and must include supporting evidence that demonstrates the existence of a severe shortage of candidates with respect to the position(s). The evidence should include, as applicable, information about:

- Workforce planning and analysis results;
- Employment trends including the local or national labor market;
- Existence of nationwide or geographic skills shortages;
- Agency efforts including recruitment initiatives, use of other appointing authorities (e.g., schedule A, schedule B) and flexibilities, training and development programs tailored to the position(s), and an explanation of why these recruitment and training efforts have not been sufficient;
- Availability and quality of candidates;
- Desirability of the geographic location of the position(s);
- Desirability of the duties and/or work environment associated with the position(s); and
- Other pertinent information such as selective placement factors or other special requirements of the position, as well as the agency's use of hiring flexibilities such as recruitment or retention allowances.

To request direct hire authority based on critical hiring needs, an agency must:

- Identify the position(s) that it must fill;
- Describe the event or circumstance that has created the need to fill the position(s);
- Specify the duration for which the critical need is expected to exist; and
- Include supporting evidence that demonstrates why the use of other hiring authorities is impracticable or ineffective.

The following procedures will be required in an agency's use of direct hire authority:

- Public Notice, i.e., job postings with State Employment Services Offices and OPM's vacancy Web site USA-Jobs.gov;
- Application of the RPL (Reemployment Priority Listing) requirements; and
- Application of CTAP/ICTAP (Career Transition Assistance Plan/Interagency Career Transition Plan) requirements.

The following procedures will not be required in an agency's use of direct hire authority:

- Numerical ranking of candidates;
- Veteran preference; and
- The "Rule of Three."

OPM plans to monitor agency use of direct hire authority and may require reports. According to the Federal Register, this authority terminates June 14, 2004. HRMOs may contact the Office of Human Resources Management's Staffing Division at (202) 273-9898.

OHRM Highlights

Experts Meet To Discuss Next Phase Of Title 38 Series

OHRM Trains Disciplinary Appeals Board

A team of Title 38 subject-matter experts met in Atlanta, the week of June 23, to develop content for the remaining courses that will complete the Title 38 Personnel Management Development Series. Phase one of the developmental series was launched in December 2002.

The team worked with a VHA Employee Education System (EES) multimedia specialist and an instructional designer and systems programmer from Allen Corporation to develop course materials for the remaining courses in the Fundamentals, Staffing and Work Life areas of the Title 38 Personnel Management Development Series. Marianne Gray of OHRM's Human Resources Development Service and Ann Stechmann, EES, Minneapolis, are co-project managers.

Members of the content team are: Helen Nunci, Human Resources Management Director, San Juan VAMC and a member of the VHA Human Resources Management Group; Marianne Gray, Human Resources Development Service VACO; Christine Garrett, VAMC Bay Pines, FL; Lucy Reyes, VAMC San Juan, PR; Margie Parsons, VAMC San Antonio, TX; Sharrean McCrimmon (formerly Human Resources Management (VACO), VAMC Fayetteville, NC; Melody Mikutowski, VAMC Phoenix, AZ; and Bruce Suskie, VAMC Little Rock, AR.

Once again the two and a half day meeting was an ambitious effort to capture Title 38 institutional knowledge. The team followed the scenario based instructional design approach so that participants will have a realistic learning experience. The anticipated date for completion of the course is September 30, 2003.

The Employee Relations Division recently conducted an intensive 3-day training course for new Disciplinary Appeals Board (DAB) members. DABs convene to hear appeals of major adverse actions involving issues of professional conduct or competence. These Boards are comprised of three (3) members from title 38 occupations and utilize the type of "peer review" process that is unique to the title 38 personnel system. This particular training course was attended by physicians, physician assistants, nurses, dentists, and a podiatrist, and included subject-matter expertise from General Counsel representatives and experienced Board Chairpersons. The attendees who completed the training now comprise a cadre of professional staff who are willing to make themselves available to perform this important oversight function. Attendees also received training to serve as grievance examiners under VA's administrative grievance procedure. With the support of VHA and the Employee Education System, continuing education credits were provided and the evaluations reflected extremely high participant satisfaction.

PLAN, *Continued from Cover*

One significant gap identified was the need to ensure that all VA organizational levels use consistent criteria to do workforce planning. To address this gap, VA published VA Directive 5002 in January 2003 requiring each Administration and Headquarters component to develop workforce plans using criteria defined in the directive. This Departmental Human Capital Plan takes the common themes from those individual plans and identifies corporate workforce planning challenges, goals, and strategies to address those challenges. The individual plans are summarized in Appendices A through D. Appendices E through H include copies of Implementation Plans for other initiatives previously approved and provided to the Office of Management and Budget.

The VA Human Capital Plan uses the President's Management Agenda, the VA Strategic Plan for FY 2003-2008, and VA organizational plans as its framework, and identifies strategies to resolve system-wide problems that must be addressed at the corporate level. Following is a summary of the workforce analysis portions of the Human Capital Plan based on past retirement and turnover trends:

Average Annual Trends from FY 1998 through FY 2002

VA's employee population grew by less than 1%.
Less than 2% of the VA population took voluntary retirements.
Approximately 15% of those eligible to retire did retire.
The average age of voluntary retirees was 62 years.
Approximately 10% of employees left for other than retirement reasons.
Of those, approximately 5% resigned.

New hires averaged 12% of the employee population. The average age of new hires was 38 years. The percent of current and new women and minority employees remained relatively constant.

*Continued Page 5, See **PLAN***

TSP Makes Offer to Employees Age 50 And Up

Employees who are age 50 or older can now elect to make tax-deferred "catch-up" contributions from their basic pay to their Thrift Savings Plan (TSP) accounts. These contributions are a supplement to the employee's regular contributions



and do not count against either the statutory contribution percentage limitations (e.g., in 2003, 13% for employees covered by the Federal Employees Retirement System and 8% for employees covered by the Civil Service Retirement System) or the Internal Revenue Service Code's elective deferral limit (\$12,000 in 2003). Contributions for 2003 must be made within this tax year, which ends with pay period 24 on December 13, 2003. To read the Thrift Savings Plan Fact Sheet, "Catch-Up Contributions," go to <http://www.tsp.gov>, and click on Forms and Publications, then Fact Sheets.

The Form TSP-1-C, Catch-Up Contribution Election, is also available on the TSP Web site under Forms, or Central Office employees can pick up a hard copy in room 180 VACO. Field employees should visit the Web link or their local personnel offices for forms. Completed forms should be submitted to your appropriate personnel office. Forms turned in after August 1, 2003, will become effective the following pay period, beginning August 24, 2003, or the first full pay period following receipt of the form. Employees can start and stop catch-up contributions whenever they like throughout the year.

Questions for Central Office employees may be directed to Judy Bee Micciche at 273-9899, David Tracy at 273-9829, or Mary Alan Beckley at 273-5933, in the Worklife and Benefits Division, Central Office Human Resources Service. VA field employees will need to contact their local personnel offices for further information. Central Office VBA employees should submit their forms to the VBA personnel office located in Room 540, 1800 G Street, NW, and should direct questions to Stephanie Bethea at 273-7426.

HR Monthly Conference Call

Please join us the 2nd Wednesday of each month at 3:00PM (EST), when we discuss various interesting HR topics.



The next set of conference calls are scheduled for August 13, September 13, and October 8.

To call in, dial 1-800-767-1750

For more information, contact Mr. Terry Young at (202) 273-9821.

PLAN, Continued from Page 4

Workforce Projections Based on Historical Trends

36% of the workforce will be eligible for regular retirement by 2007;

15% of those eligible, or 5% of the workforce, will actually retire;

The percentage of women and minorities will remain constant.

Leadership

If historical trends continue, a large percentage of VA's leadership will retire by FY 2007:

37% of Senior Executives, 38% of GS-15s, 33% of GS-14s, and 23% of GS-13s.

Diversity

While VA has excellent diversity overall, diversity in the Senior Executive Service (SES) is lacking and in need of significant improvement.

These data trends indicate that while VA has an older workforce, the Department may not be facing the "human capital crisis" some expect in Federal Government. Past trends indicate that a small percentage of the employee population is actually retiring. Employees are retiring well beyond their original retirement age. Many employees will meet the "age" requirements but not have the "years in service" to retire. Further, quit rates are within an expected range. However, because the VA workforce is older and "retirement eligible," and VA has not built an adequate replacement pool of younger workers, workforce trends must be continually monitored. VA must also plan for unexpected spikes in retirements if past turnover and retirement trends do not in fact turn out to be accurate predictors of future behavior.

This plan lists multiple initiatives that VA is implementing to address the following workforce challenges identified in the VA organization plans:

- Attracting and recruiting high-caliber employees in a timely manner;
- Retaining high-caliber employees in mission-critical occupations;
- Developing future leaders;
- Building professional competencies and career growth opportunities;
- Preserving institutional knowledge; and
- Diversifying the workforce, particularly in leadership positions.

This plan also represents a significant step forward in ensuring that workforce planning is institutionalized and conducted uniformly at all organizational levels. The Office of Workforce Planning will serve as the coordinative body to monitor plan implementation and ensure long-term accountability. Progress will be reported at Monthly Performance Reviews with the Deputy Secretary and quarterly updates to the VA Strategic Management Council. Plans and workforce analyses will be updated annually to include an assessment of the extent to which specific goals have been achieved and additional goals need to be added.

To view the full plan, log on to www.va.gov/ohrm/.

Training News

Leadership Program Nomination Deadline Extended

The nomination deadline for the Class of 2004 Executive Leadership Program (ELP) for Mid-Level Employees has been extended. The deadline date was changed from July 18, 2003, to August 15, 2003.

This program, formerly known as the Women's Executive Leadership Program, is a 12-month nationwide program, open to both men and women in GS-11 through GS-13 positions who have little or no supervisory experience. ELP provides residential training, developmental work experience, needs assessment, and career planning, which gives participants the skills, experience, and exposure to move into positions of more responsibility.

The program is scheduled to begin September 7, 2003. For additional information, please contact Cynthia Leach via e-mail at cynthia.leach@mail.va.gov, or by phone at (202) 273-9761, or go to the Web site at www.grad.usda.gov. Click on Leadership Development Academy and the Executive Leadership Program link.

Federal Executive Institute's Leadership for A Democratic Society

VA was allotted 28 spaces for the 2003-2004 Federal Executive Institute's (FEI) Leadership for a Democratic Society (LDS). Nominations were submitted prior to the July 15, 2003, deadline.

LDS is a four-week residential program that offers formal education and leadership development to build talented successors in Federal Government management and executive functions. The program is directed toward executive competencies development, with a special emphasis on team building and organizational growth.

LDS is offered in two formats. One option is the 4 consecutive weeks (traditional) format; the other is the applied learning format in which participants attend for 2 weeks, return to work and complete a project over a 3 month period, then return to FEI for the remaining 2 weeks to process the outcomes of the applied learning phase.

Tuition for the traditional format programs is \$10,950 and \$11,450 for the applied learning programs. Tuition covers instructional services, participant materials, meals and lodging. Tuition does not cover travel expenses.

Ceremonies for Executive Leadership

Graduation ceremonies for the Class of 2003 Executive Leadership Program for Mid-Level Employees will take place on Friday, August 29, 2003, at the Renaissance Harborplace Hotel in Baltimore, MD. Congratulations to Jean Hayes of OHRM's Marketing and Recruitment staff, who is among the graduates.



Management Development Centers Program

Announcement for the FY 2004 Management Development Centers Program is under development. However, the Human Resources Development Services will be requesting nominations for the Core Leadership Curriculum only in this year's announcement.

The Core Leadership Curriculum (CLC) offers seminars that develop the competencies high-performing leaders need to produce results in 21st Century government. These competencies, comprising the Executive Core Qualifications, or ECQs, have been developed by OPM for use throughout the Government. CLC will help managers develop the characteristics and competencies essential to the new leadership culture in the Federal Government. Participants learn to drive organizational results, serve customers and build teams, partnerships, and coalitions.

Seminars in CLC include:

- Leadership Potential Seminar
- Supervisory Leadership Seminar
- Seminar for New Managers
- Management Development Seminar
- Executive Development Seminar

These seminars are listed in the recommended progression from Leadership Potential Seminar to Executive Development Seminar. The Leadership for a Democratic Society program offered at the Federal Executive Institute is a follow-up program to the Executive Development Seminar.

The cost for each seminar is \$3,900. Tuition covers instructional services, participant materials, meals and lodging. Tuition does not cover travel expenses. The FY 2004 catalog on the Web and printed brochures will be available in the near future. You will be able to download the Web-based version of the brochure from <http://www.leadership.opm.gov>.

For more information on training opportunities, contact
Human Resources Development Service


(202) 273-4911

“Training can help give you the confidence you need to be independent.”



Outside the Box

Inventing August



Summer as we know it is almost over. Some have traveled, some have yet to travel, some are still seeking to travel, and some don't care to travel at all. Regardless, the fun doesn't have to end! Here's something you may not know. August is "**National Inventors' Month™**." Why not take some time while relaxing in your hammock, perhaps lying on the beach, or maybe camping beneath the stars, to think of ways everyday life could be enhanced. The American Heritage Dictionary defines invent as: "To produce or contrive (something previously unknown) by the use of ingenuity or imagination." With that said, the fact is that not all inventions were well thought out or deeply conceived by an Einstein. Some inventions were actually stumbled upon. As the saying goes, "necessity is the mother of invention!" Here are a few "very imaginative" inventions:

Benjamin Franklin invented bifocals because he hated wearing two pairs of glasses.

A workman who left the soap mixing machine on too long was responsible for making Ivory Soap. He was so embarrassed by his mistake that he threw the mess in a stream. Imagine his dismay when the evidence of his error floated to the surface! Result: Ivory soap, the soap that floats.

The Band-Aid® Bandage was invented by a Johnson & Johnson employee whose wife had cut herself. Earl Dickson's wife was rather accident prone, so he set out to develop a bandage that she could apply without help. He placed a small piece of gauze in the center of a small piece of surgical tape, and what we know today as the Band-Aid bandage was born!

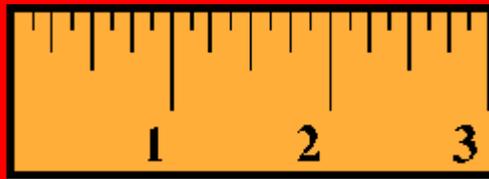
It was melting ice cream that inspired the invention of the outboard motor. It was a lovely August day and Ole Evinrude was rowing his boat to his favorite island picnic spot. As he rowed, he watched his ice cream melt and wished he had a faster way to get to the island. At that moment, the idea for the outboard motor was born!

The telescope was accidentally discovered in 1698 when Dutch eye glass maker Hans Lippershey looked through two lenses - one held in front of the other - and realized that the image was magnified.

"Patent leather" got its name because the process of applying the polished black finish to leather was once patented.

Frank Epperson, a then 11 year old, invented the Popsicle by accident. One day Frank mixed soda water powder and water, which was a popular drink in those days. He left the mixture on the back porch overnight with the stirring stick still in it. The temperature dropped to a record low that night and the next day Frank had a stick of frozen soda water to show his friends at school.

TECH TIPS!



To quickly increase or decrease the size of text in Microsoft Word, Microsoft PowerPoint®, Microsoft FrontPage®, or Microsoft Publisher, first select the text you want to resize, then to increase the font size, press **CTRL+SHIFT+>**. To decrease the font size, press **CTRL+SHIFT+<**.

For further assistance with information technology (IT) solutions, please contact your local IT personnel.



Do you think you have "Big News"? Feel free to contact **HR Highlights** via e-mail anytime to submit news, articles, or other information that may be suitable for inclusion in this publication. We also invite your questions and comments.

Highlights@mail.va.gov

HR HIGHLIGHTS

This newsletter is published by the
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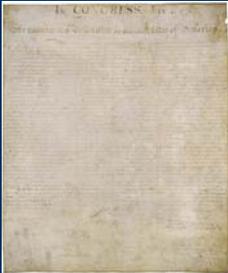
(202) 273-4920

E-mail: Highlights@mail.va.gov

<http://vaww.va.gov/ohrm/>

Corner Independence Month Trivia

The Fun


1. Which state has the most cities with "Liberty" in the name?
2. Who was the first person to sign the Declaration of Independence?
3. Who was the first President of the United States?
4. Not all the men who helped draw up or voted for the Declaration signed it, nor were all the signers present at its adoption. Can you name someone that did not sign the Declaration that voted for and helped to draw it up?
5. Did all the signers of the Declaration sign it at the adoption?
6. What famous advice twins share their birthday with the United States on July 4th?
7. What famous musician/actor starred in the motion picture Independence Day (which had nothing to do with the history of Independence Day)?
8. When and how did the 'original' Liberty Bell crack?
9. Which state has a city named Patriot?
10. On April 1, 1996, what company claimed they purchased the Liberty Bell to help reduce the national debt?
11. Was there a President of the United States when the Declaration of Independence was adopted?
12. Did the President of the United States sign the Declaration of Independence?
13. How many signers of the Declaration of Independence went on to become President of the United States?

Look for the answers in the next issue of HR Highlights.

Comings and Goings



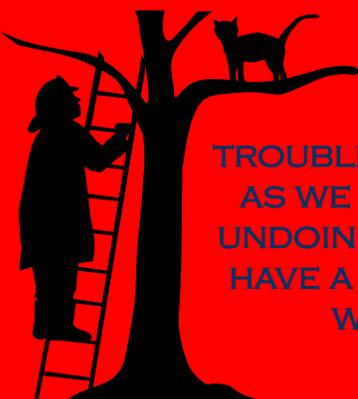
Welcome to Joan Hanson, who joins the Office of Workforce Planning, and **Cristina Lomax**, who joins the Executive Resources staff for the summer.

Best Wishes to Mary Jackson and **Nicola Reddock**.

Below are the answers to the June issue's The Fun Corner, "OHRM Spring Spelling Bee."

Answers: Administration, Principi, Veteran, Healthcare, Benefits, Mackay, Cemetery, Compensation, HR Highlights, Vocational Rehabilitation

Quote of the Month



SURE THE WORLD IS FULL OF TROUBLE, BUT AS LONG AS WE HAVE PEOPLE UNDOING TROUBLE WE HAVE A PRETTY GOOD WORLD. ---

- Hellen Keller

Submitted by Beate Kreiner

Submit a "quote" for future issues at Highlights@mail.va.gov