



Human Capital Update

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Agenda

- 2015 Federal Employee Viewpoint Results
- Hiring Progress
- Human Capital Initiative Progress

Federal Employee Viewpoint Survey (FEVS)

FY 15 Results

Federal Employee Viewpoint Survey

- Annual survey tool administered by the OPM to measure organizational climate and overall job satisfaction
 - Satisfaction results are recognized by the Partnership for Public Service in ranking Federal agency Best Places to Work
 - Survey questions also provide agencies with an Employee Engagement Index

Positive Response Trend

- 84% of FRTIB employees completed the survey
- 45 of the 77 questions (58%) demonstrated an increase in positive responses when compared to FY 2014 results
- FRTIB continues to score significantly above the Government-wide averages, and is ranked in the top 10 among (41) Small Agencies for Employee Engagement and Global Satisfaction

FEVS Results at a Glance – Strengths & Challenges

Most Positive Response Items			
	FRTIB	Small Agency	Gov't
When needed I am willing to put in the extra effort to get a job done.	94%	96%	96%
I am held accountable for achieving results	94%	83%	81%
My organization has prepared employees for potential security threats.	93%	66%	76%
The work I do is important.	93%	87%	90%
How satisfied are you with the following Work/Life programs in your agency? Alternate Work Schedules (AWS)	92%	90%	89%
Most Negative Response Items			
Pay raises depend on how well employees perform their jobs.	33%	45%	52%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	27%	36%	36%
Employees have a feeling of personal empowerment with respect to work process.	26%	32%	32%
In my work unit, difference in performance are recognized in a meaningful way.	25%	35%	39%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	24%	34%	49%

✓ 53 out of 71 items identified as strengths (65% or higher).

✓ 0 out of 71 items identified as challenges (35% negative or higher).

FEVS Results at a Glance – Increases & Decreases

Increased the Most			
	2014	2015	Difference
How satisfied are you with the following Work/Life programs in your agency? Telework	62%	75%	+13
My workload is reasonable.	63%	73%	+10
My training needs are assessed.	69%	77%	+8
I am held accountable for achieving results.	87%	94%	+7
My organization has prepared employees for potential security threats.	86%	93%	+7
Decreased the Most			
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	76%	64%	-12
Managers promote communication among different work units (for example, about projects, goals, needed resources).	70%	60%	-10
Employees have a feeling of personal empowerment with respect to work processes.	60%	50%	-10
Managers support collaboration across work units to accomplish work objectives.	70%	60%	-10
Managers communicate the goals and priorities of the organization.	74%	68%	-6

- 1 Year Trend – 45 items increased from 2014 and 25 items decreased.
- 2 Year Trend – 41 items increased from 2013 and 26 items decreased.

FRTIB Employee Engagement Index

Leaders Lead (percent positive)	2013	2014	2015
In my organization, leaders generate high Levels of motivation and commitment in the Workforce.	60.3%	61.7%	56.2%
My organization's leaders maintain high standards of honesty and integrity.	64.3%	69.6%	65.2%
Managers communicate the goals and priorities of the organization.	73.6%	74.1%	68.0%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor.	68.9%	69.6%	68.6%
I have high level of respect for my organization's senior leaders.	68.6%	68.2%	65.7%

FRTIB Employee Engagement Index

Supervisors (percent positive)	2013	2014	2015
Supervisors/team leaders in my work unit support employee development.	77.0%	80.9%	81.6%
My supervisor/team leader listens to what I have to say.	71.5%	79.2%	83.6%
My supervisor/team leader treats me with respect.	78.0%	85.0%	83.4%
I have trust and confidence in my supervisor.	66.3%	68.3%	71.0%
Overall, how good a job do you feel is being done by your immediate supervisor.	66.5%	72.8%	74.8%

FRTIB Employee Engagement Index

Intrinsic Work Experiences (percent positive)	2013	2014	2015
I feel encouraged to come up with new and better ways of doing things.	73.5%	72.1	71.6%
My work gives me a feeling of personal accomplishment.	74.7%	74.6%	76.7%
I know what is expected of me on the job.	75.7%	79.6%	81.2%
My talents are used well in the workplace.	67.8%	69.7%	70.1%
I know how my work relates to the agency's goals and priorities.	88.8%	89.0%	91.3%

Overall Employee Engagement	72%	74%	74%
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Human Capital Initiative Progress

Hiring Progress

Attrition Rates

FY 2014: 6.8%

FY 2015: 7.0%



Human Capital Initiative Progress

Human Capital Initiative Progress

- Leadership & Knowledge Management
 - Strategic Alignment
 - Performance Culture
 - Talent Management
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Leadership & Knowledge Management

Activity	Status
Leadership Development & Succession	<ul style="list-style-type: none"> ✓ SES 360 Initiative designed, developed and implemented ✓ Executive Development Program-FY 2015 applicant accepted into program ✓ Leadership Development Program-FY 2016 program scheduled to kick off in Fall ✓ Mentoring Program launched; second cohort scheduled to complete the program in November ✓ Emerging Leader Program launched; first cohort scheduled to graduate in December ✓ Promoted leadership assets and resources in ELMS ✓ Workforce Planning Initiative designed, developed and approved, begins with pilot office (OTS), includes procurement of skill gap analysis and succession planning tool
Knowledge Management	<ul style="list-style-type: none"> ✓ 5 Case studies presented to ELC and DLC ✓ Plans underway for agency-wide availability
Supervisory Development	<ul style="list-style-type: none"> ✓ Held Quarterly Supervisory All-Hands Meetings ✓ Bite-sized supervisor only training sessions on a variety of topics offered throughout the year (delivered 15) ✓ Hired Employee Relations Specialist to support supervisors
Change Management	<ul style="list-style-type: none"> ✓ Change Management Study completed- results and action plan communicated to workforce ✓ Piloted Change Management tools ✓ Hired Change Management Specialist

Strategic Alignment

Activity	Status
Fill Key Positions	✓ HR Division is fully staffed
Human Capital Plan Monitoring & Measuring	✓ Quarterly review and updates ✓ FY 2016 HR metrics enhanced and refined
HR Program Review	✓ Reasonable accommodation and Telework program reviewed and enhanced
Update Human Capital Policies	✓ Updated 18 personnel policies/procedures
Workforce Analysis Process	✓ Workforce Development Advisor hired- Workforce Planning Initiative designed, developed and approved, begins with pilot office (OTS) ✓ Conducted Organizational Structure Review to ensure sound position management
HR Staff Development	✓ Reviewed existing HR staff skill and identified gaps (informal) ✓ Customer Service training ✓ Targeted technical training

Performance Culture

Activity	Status
Agency Award Program	<ul style="list-style-type: none"> ✓ Gathered feedback from The Great Place to Work Initiative on awards and benchmarked to inform decisions relating to updated policy and procedures-Update planned FY 2016 ✓ Performance award methodology reviewed and refined to ensure fairness and consistency ✓ Leveraged available group and suggestion/invention awards (OPM budget caps)
Agency Performance Management Program	<ul style="list-style-type: none"> ✓ Increased communication and training on performance management topics ✓ Conducted 100% quality review of all FY 2015 PMRs—provided feedback to Office Directors ✓ Held Performance Management Day ✓ Gathered feedback from The Great Place to Work Initiative and benchmarked on performance management systems to inform decisions relating to updated policy and procedures-Update planned FY 2016 ✓ Implemented USA Performance for SES staff (OPM electronic performance management system)
Employee Satisfaction	<ul style="list-style-type: none"> ✓ Launched The Great Place to Work Initiative-action plan in the works ✓ Increased communication on work-life/employee benefit services ✓ Piloted Enhanced Telework Program ✓ Held first Take Your Child to Work Day

Talent Management

Activity	Status
Enhance Recruitment Planning and Outreach	<ul style="list-style-type: none"> ✓ Developed Hiring Manager’s Toolkit and FAQs on Federal Hiring ✓ Utilized recruitment firms for senior level positions ✓ Published Merit Promotion Policy and Procedures ✓ Increased education on direct hire authorities ✓ Increased use of Pathways Program ✓ Published Student Volunteer Policy and Procedures
Enhance Onboarding Program	<ul style="list-style-type: none"> ✓ Conducted program review ✓ Benchmarked with other federal agencies ✓ Finalized on-boarding policy and procedures and workflow with input from critical stakeholders ✓ Partnered with OCE to develop on-boarding video ✓ Continuous improvement of process ongoing
Workforce Diversity Tracking and Planning	<ul style="list-style-type: none"> ✓ Hired Workforce Development Advisor ✓ Continued dashboard ✓ Developed, submitted and implemented FEORP and DVAAP
Training & Development	<ul style="list-style-type: none"> ✓ Academic Degree Program/Tuition Assistance Program continued ✓ Designed and delivered targeted training programs to address FY 2014 Training Needs Assessment results ✓ Conducted FY 2015 Training Needs Assessment ✓ Strategic use of ELMS content and assets ✓ Workforce Planning Initiative to include competency modeling/skill gap analysis developed and approved

