



Fiscal Year 2007 Annual Report

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



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Executive Summary

Federal Executive Boards (FEBs) are catalysts for communication, coordination and collaboration among Federal offices across the nation. FEBs comprise a vibrant network to advance Federal initiatives and programs outside of Washington, D.C. Their outreach extends to state and local levels of government to increase opportunities for cooperation beyond the Federal community. The Boards identify strategic partners, bring them together, and facilitate collaboration to achieve common goals.

In Fiscal Year 2007, FEBs implemented a new operational structure to provide a defined focus for their programs and activities. This structure includes two lines of business - Emergency Preparedness, Security and Employee Safety and Human Capital Readiness - and a foundational function, Intergovernmental and Community Activities. FEBs engaged in numerous activities to serve their local Federal communities, and this report describes these activities under the following outcomes:

Line of Business 1: Emergency Preparedness, Security and Employee Safety

- Emergency Preparedness - FEBs increased emergency preparedness of Federal communities by serving as the hub for information and coordination in their locales.
- Continuity of Operations - FEBs improved continuity of government operations by facilitating planning and coordination among Federal agencies.
- Emergency Communications - FEBs assured awareness of Federal communities by providing timely and accurate communication of emergency information.

Line of Business 2: Human Capital Readiness

- Recruitment Initiative - FEBs conducted outreach to inspire and educate young people and other key pools of talent needed by government.
- Alternative Dispute Resolution - FEBs provided cost-effective services to resolve disputes and preserve working relationships through use of Alternative Dispute Resolution (ADR).
- Awards and Recognition - FEBs improved morale of the Federal workforce by celebrating the people who serve our Nation.
- Leadership Development and Common Needs Training - FEBs developed the Federal workforce by providing critical training opportunities and learning experiences.

Foundational Function: Intergovernmental and Community Activities

- Assistance to Agencies - FEBs improved communications among Federal agencies within each FEB, across the nationwide FEB network, and between FEBs and Washington, D.C.
- Community Service Activities - FEBs cultivated community relations by coordinating Federal participation.
- Combined Federal Campaign - FEBs supported the Combined Federal Campaign (CFC) by providing Federal employees the opportunity for charitable-giving in their local areas.

Overall, FEBs provided a variety of cost-effective programs and activities to meet the needs of their member agencies. This FEB Annual Report for Fiscal Year 2007 demonstrates the Boards' performance in achieving their goals.

Background

By Presidential Directive in 1961, President John F. Kennedy established FEBs to improve interagency coordination and communication among Federal departments and activities outside of Washington, D.C. The Director of the U.S. Office of Personnel Management is responsible to the President for the organizational and programmatic activities of the FEBs.

The need for effective coordination among Federal organizations' field activities was clear then, and is even more important in today's environment. Approximately 90% of all Federal employees work outside of the National Capital Area, and most Federal programs are implemented through the regional and local offices of Federal departments and agencies. Regional and local Federal officials are the Federal Government's principal representatives to the vast majority of our nation's citizens.

The Boards function in four general areas: (1) coordinating local approaches to national programs and shared management needs; (2) providing a forum for the exchange of information between Washington and the field about programs, management methods, and administrative issues; (3) communicating from Washington to the field about management initiatives and other concerns for the improvement of coordination; and (4) referring to the national level problems that cannot be resolved locally.

Today, there are 28 FEBs located in areas with a significant Federal population. The Boards are composed of the highest-ranking local officials from each Federal agency located in the FEB area. Board leadership and structure consist of elected officers (Chair, Vice Chair) and Committees and Councils designated to direct FEB programs. Each FEB staff office is authorized two full-time equivalent (FTE) Federal employees (Executive Director and Assistant), who manage the daily operations of the Board. Administrative funding is provided by a host department or agency, while project funding is covered by the local member agencies. The regulatory responsibilities outlined in section 960, title 5, Code of Federal Regulations, provide the guidance from which FEBs draw their general operating instructions.

Nationwide Federal Executive Board (FEB) statistics:

- 28 FEBs are located across the nation
- Approximately 1,057,990 Federal employees (civilian and postal) are served in FEB areas
- From 70 to 250 Federal agencies are served in each FEB location, depending on size of Federal presence in FEB area

FEB services are delivered in three categories of emphasis:

- Emergency Preparedness, Security and Employee Safety
- Human Capital Readiness
- Intergovernmental and Community Activities

FEBs are located in the following centers of Federal activity:

Atlanta	Minnesota
Baltimore	New Mexico
Boston	New Orleans
Buffalo	New York
Chicago	Newark
Cincinnati	Oklahoma
Cleveland	Oregon
Dallas-Fort Worth	Philadelphia
Denver	Pittsburgh
Detroit	St. Louis
Honolulu-Pacific	San Antonio
Houston	San Francisco
Kansas City	Seattle
Los Angeles	South Florida

Fiscal Year 2007 Results

Line of Business I: Emergency Preparedness, Security and Employee Safety

Activity Category: Emergency Preparedness

FEBs increase emergency preparedness of Federal communities by serving as the hub for information and coordination in their locales.

FEBs established working relationships with state, county, and city governments to develop strategies for the continuity of work and safety of citizens necessary in the event of an emergency. They worked closely with the Federal Emergency Management Agency (FEMA), General Services Administration (GSA), and National Archives and Records Administration (NARA) regional offices. They developed and strengthened agency emergency plans, improved interagency communications, and acted as a clearinghouse for information related to the human capital aspects of emergency preparedness.

FEBs were recognized as a resource for improving the emergency preparedness of local Federal communities in preparation for a possible pandemic influenza. The U.S. Government Accountability Office (GAO) issued a report (GAO-07-515) in May 2007 entitled, *The Federal Workforce: Additional Steps Needed to Take Advantage of Federal Executive Boards' Ability to Contribute to Emergency Operations*. The report focused on the activities, resources and challenges of the Boards, and recommended four actions for enhancement of the program. The recommendations focused on FEB emergency planning and response responsibilities, performance measures and accountability for those responsibilities, and funding sources for the Boards. The U.S. Office of Personnel Management (OPM), responsible for the organizational and programmatic activities of the FEB national program, is making progress on all four recommendations.

The Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia, U.S. Senate Committee on Homeland Security and Governmental Affairs, conducted a hearing in late September in response to the GAO Report. The hearing featured testimony from representatives of OPM, GAO, the Federal Emergency Management Agency, and the Boston, Cleveland and Minnesota FEBs. Committee Chairman Daniel Akaka (Hawaii) complimented the FEBs on their emergency planning and preparedness activities.

Activity Category: Continuity of Operations

FEBs improve continuity of government operations by facilitating planning and coordination among Federal agencies.

FEBs were integrated into the National Continuity Policy Implementation Plan issued by the White House Homeland Security Council in August 2007. The Plan builds upon the National Continuity Policy, an integrated approach to maintaining a comprehensive and effective continuity capability to ensure the preservation of our constitutional form of government and the continuing performance of National Essential functions under all conditions. FEBs have been assigned the role of assisting and facilitating planning meetings and exercises to develop effective continuity programs. This document formalizes the ongoing efforts of the Boards.

FEBs continued to establish interagency Continuity of Operation (COOP) Working Groups in partnership with FEMA. By providing regular interaction among Federal, state, and local emergency managers, the Working Groups facilitated the design and testing of stronger, more detailed plans integrating COOP among agencies and local governments.

FEBs coordinated training for agency heads and emergency coordinators on how to develop and strengthen COOP Plans to ensure continuity of government services and safety of employees. Training was offered on topics including: COOP Managers Training Course, COOP Exercise Design Course, and COOP Certification Course. Additional sessions were conducted on the following topics: Community Anti-Terrorism; Citizen's Emergency Response; Incident Command System Briefing; Crisis Communications and Media Response; and Weapons of Mass Destruction.

FEBs sponsored tabletop exercises to increase agency understanding of the COOP process and capture lessons learned. Exercises allowed agency COOP leaders to test and validate their plans, and increase each agency's level of readiness to respond to emergencies. The majority of FEBs hosted FEMA's Determined Accord Exercise with a focus on pandemic influenza. Other exercises focused on hurricane and earthquake scenarios. Because of FEBs' success in implementing their foundational function of intergovernmental and community outreach, exercises included participants from state and local emergency offices, and in some cases the private sector, expanding preparedness throughout the local community.

Activity Category: Emergency Communications

FEBs assure awareness of Federal communities by providing timely and accurate communication of emergency information.

FEBs maintained communications networks to inform local Federal organizations of emergencies or impending threats. Local agency leaders were notified reliably and promptly of situations to allow maximum time for responses. In addition, they coordinated emergency meetings with Board members to discuss and issue recommendations on the status of the Federal workforce given the local weather or emergency incident. They also worked closely with OPM in Washington, D.C., to obtain guidance on leave and pay issues, which they shared with local leaders.

This year, FEBs began migration from individual notification systems to the United States Public and Private Partnership Emergency Communications System (USP3) to provide consistent, reliable service nationwide. The USP3 system, hosted by the Department of Justice/Federal Bureau of Investigation, is a national collaboration among various local, state, Federal, and private sector partners providing a common network and repository for members to share information and 24/7 emergency notifications. The system allows for rapid notification of an emergency or threat to all members at the rate of thousands of messages per minute using voice, text, and email channels simultaneously.

"The FEB is a valuable partner for state and local emergency management agencies. It provides the extra "layer" of support and realism to preparedness discussions, tabletop exercises, and daily emergency management business. The Federal workforce is a large part of the state's population, and our partnership with the FEB ensures that local and state governments are aware of their level of preparedness:"

-Director, Minnesota Division of Homeland Security and Emergency Management

The need for timely and accurate communication was demonstrated by the collapse of the Interstate 35W Bridge in Minneapolis, Minnesota, on August 1, 2007. The structure is one of the largest and busiest bridges in the Minneapolis/St. Paul metropolitan area, with more than 200,000 vehicles crossing the bridge daily. Upon receiving report of the collapse, the Minnesota FEB Executive Director immediately initiated communication with the FEB Chair, also the Director of the Transportation Security Administration/Department of Homeland Security in the Twin Cities area.

Although the disaster was handled by local and state government offices, the FEB queried all Twin Cities based Federal agencies for impact on their workforce or on their families. Within 24 hours, it was learned only one family member was hurt. The FEB continued communications with the Federal community to share the Presidential Disaster Declaration, I-35W closures/detours, and other changes in commuting patterns. The FEB also assisted in making local connections between the Federal Occupational and Safety Health Administration Office and the State Emergency Operations Center for response coordination.

Line of Business II: Human Capital Readiness

Activity Category: Recruitment Initiative

FEBs conduct outreach to inspire and educate young people and other key pools of talent needed by government.

With the potential retirement of “baby boomers,” the Federal Government is facing an unprecedented loss of talent. More than 42% of all non-seasonal, full-time, permanent Federal Civilian employees (excluding the U.S. Postal Service) will be eligible to retire within the next five years, including 58% of Federal supervisors. At the same time, limited awareness about Federal job opportunities makes it increasingly difficult for agencies to recruit America’s best and brightest.

To help secure new talent, FEBs pursued activities to encourage Americans to consider public service and to educate people about Federal opportunities. These activities included the following:

- Hosted Federal Career Days on college campuses to provide a direct connection between Career Services staff and students with Federal recruiters resulting in job and internship offers. In addition, these events contained a variety of other activities for Career Services staff and students to learn about Federal job opportunities and the Federal hiring process.

"We hired eight employees from the Pittsburgh FEB-sponsored Federal Career Day, and senior managers and human resource professionals recognize this job fair as the premier event for recruiting talent into our organization."

-Human Resources Liaison, Department of Veterans Affairs

- Coordinated Federal participation in job fairs and education seminars for college students, Hispanic organizations, and veterans.
- Shared Federal vacancy announcements directly with college and university career services staff to forward to their students.
- Hosted briefings for Federal agencies on the U.S. Department of Labor’s Hiring Disabled Veterans Hiring Initiatives Program, the Veterans Rehabilitation and Employment Program, and the U.S. Department of Veterans Affairs “Coming Home to Work” Initiatives.

Activity Category: Alternative Dispute Resolution Program

FEBs provide cost-effective services to resolve disputes and preserve working relationships through use of Alternative Dispute Resolution (ADR).

The FEBs provide low or no cost, high quality mediation services to Federal agencies through a pool of trained mediators from participating agencies. These ADR consortiums and Shared Neutrals Programs helped to avoid costly formal procedures and litigation. During the past year, more than 565 cases were successfully settled, resulting in an estimated cost avoidance of \$18,129,819.40. Measurements are per the study on "Cost Savings Associated with the Air Force Alternative Dispute Resolution Program", 1996. In addition, FEBs offered ADR Refresher Training and Basic Mediation Training to strengthen their consortiums.

Activity Category: Awards and Recognition

FEBs improve morale of the Federal workforce by celebrating the people who serve our Nation.

President Bush has said, "Our nation is deeply indebted to the men and women who devote their lives to Federal service. These dedicated public servants help to strengthen our country through these efforts to ensure that an effective government is serving the needs of the American people."

To honor the best in our Federal workforce, FEBs sponsored Awards and Recognition Programs, presenting 3,859 awards to Federal employees, with over 14,795 people in attendance. These events told the compelling stories of the men and women who do extraordinary work in Federal public service every day.

The accomplishments and achievements of these individuals serve as an example for all Federal employees and reminds them, as well as the public, of the positive difference they make in the lives of others. The awards nominations also provide valuable information about Federal agency resources, programs, and key personnel who collaborate and share resources.

Activity Category: Leadership Development and Common Needs Training

FEBs develop the Federal workforce by providing critical training opportunities and learning experiences.

FEBs recognize the need to coordinate their member agencies' efforts and to provide training to improve the Federal workforce. In order to make these training opportunities available to as many Federal employees as possible, FEBs offer sessions at low or no cost. This year, FEBs provided training opportunities to 23,299 Federal employees at an estimated cost avoidance of \$6,248,946.

All agencies are faced with the need to develop effective leaders who can address emerging challenges, ranging from the spread of Avian Flu to the threat of terrorism. FEBs sponsored Leadership Conferences, Leadership Development Programs, and Leadership classes to develop required skills and competencies.

With many Federal employees approaching retirement, pre-retirement training was another critical training need, and FEBs helped to meet this need. Additional Common Needs Training sessions included Continuity of Operations Training, Media Training for Executives, Supervisory Training, Project Management Training, Executive Coaching, Succession Planning, Crisis Communications Training, and Administrative Professional Training.

This training provided our Federal communities with requisite skills for career enhancement and career transition. This was particularly important for those impacted by the Base Realignment and Closure Commission (BRAC) decisions.

Foundational Function: Intergovernmental and Community Activities

Activity Category: Assistance to Agencies

FEBs improve communications among Federal agencies within each FEB, across the nationwide FEB network, and between FEBs and Washington, D.C.

FEBs are the “go to” source for general knowledge about the Federal community. They know the combined personnel, resources, and capabilities of Federal agencies better than any other entity within their respective areas. They use this knowledge to connect interested parties for potential partnerships. FEBs serve as clearinghouses for information on diverse topics such as White House initiatives, new policy guidance, Presidential Executive Orders, personnel data, vacancy announcements, and more.

FEBs enhanced channels of communication by updating databases of key agency personnel from each agency within their respective areas. This included collecting emergency contact information to be used in conjunction with an emergency notification system. They produced Federal Agency Directories to facilitate interagency connections. In addition, they established e-mail networks and websites, which fostered quick and efficient communication.

Emergency Coordinators' Agency Contact Directory – Chicago FEB

“I can't tell you how timely this is! We're in the process of developing strategies for general office safety and emergency response and expect to utilize the collective resources represented here. Thanks, again!”

- Equal Employment Opportunity Commission, Chicago, IL

The Boards built networks and created forums fostering collaboration and resource sharing. In addition to electronic communications, they nurtured existing, and built new, productive relationships through face-to-face contacts via frequent visits with agency personnel. They served as facilitators, conveners, and brokers to make the Federal Government work better in their areas. Government operations are relying less on public employees in traditional roles and more on a network of partnerships to serve the American people.

When Federal agencies or the public needed help or information, they often turned to FEBs for assistance. FEBs served as a “one-stop-shop facilitator.” Specific examples include the Baltimore Social Security Office using the FEB to access information about other social programs available to their clients, the sharing of vacancy announcements under Base Realignment and Closure Commission conditions, and training by FEB staff members at the request of individual agencies. Common public inquiries included questions about Government services, programs, and employment opportunities. Government agencies often sought guidance and referrals on conference space, training, speakers, hotels, and human resource questions.

FEBs served as liaisons to local universities and colleges, local governments, the media, non-profit organizations, and many others. Through interaction with these groups, the Boards learned about the needs and concerns of the community and made connections that would not have been possible otherwise.

Activity Category: Combined Federal Campaign

FEBs support the Combined Federal Campaign (CFC) by providing Federal employees the opportunity for charitable-giving in their local areas.

FEBs provided strong leadership and support for the CFC outside of Washington, D.C., and served as a vital connection between the Federal Government and local communities. They provided quality assurance, oversight, and accountability as well as leadership for the National CFC Advisory Committee and regional workshops.

Once again, FEB efforts exceeded Campaign goals. Specifically, they garnered new resources, engaged in agency activities, sponsored Campaign kickoff activities, and built partnerships with civic leaders to promote giving. Total 2006 CFC receipts amounted to over \$271 million. Campaigns in FEB areas collectively raised \$82,657,922 toward this total.

Activity Category: Community Service Activities

FEBs cultivate community relations by coordinating Federal participation.

Federal employees volunteer their time, talents, and energy to make a difference in the lives of those in need. FEBs serve as focal points for Federal volunteer opportunities and community services. Examples include mentorship programs with schools, blood drives, food and clothing drives, housing projects, special recreation days for the disadvantaged, and holiday toy drives.

Value Added to Federal Communities

Through collaboration and sharing resources, FEBs provided value added in three significant categories:

- Alternative Dispute Resolution (ADR) – The Boards coordinated programs that provided mediators to agencies at no or low cost. This program resulted in an estimated cost-avoidance of \$18,129,819.40.
- Common Needs Training – FEBs pooled agencies' training requirements, participants, instructors, and conference space to deliver training at no or low cost. They helped to avoid additional expenditures of more than \$6,248,946 in training costs.
- Combined Federal Campaign (CFC) – FEBs played a significant role in their area campaigns. They helped raise more than \$82 million for the CFC in the calendar year 2006 campaign, which took place in the first quarter of Fiscal Year 2007.

In addition, FEBs:

- Strengthened communication, built partnerships, and created opportunities that fostered collaboration.
- Leveraged resources across agencies to produce maximum public value, greater than the sum of what each agency could have accomplished individually.
- Developed relationships across agencies; across Federal, State and local levels of government; and with community groups that are a critical foundation for achieving results.

In summary, Fiscal Year 2007 was a productive year for the FEB Network. FEBs responded to the needs of their local Federal communities with the development and delivery of timely, cost-effective programs to enhance communication, coordination and collaboration in the Federal Government.