

<b>RETENTION</b>	
<b>KEY ELEMENTS</b>	<b>SUGGESTED PERFORMANCE INDICATORS</b>
<p><i>The agency has a retention system that:</i></p> <ul style="list-style-type: none"> <li>Utilizes flexible compensation strategies to retain employees who possess mission-critical competencies</li> </ul>	<p><b><u>Effectiveness Indicators</u></b></p> <ul style="list-style-type: none"> <li>The agency's strategic, performance, and/or strategic human capital plans and policies promote appropriate use of compensation flexibilities (e.g., recruitment bonuses, relocation bonuses, retention allowances) to attract and retain high-quality employees who possess mission-critical competencies. The agency also makes a successful case to support funding.</li> <li>Written policies and procedures describe guidelines for use of compensation flexibilities in meeting the agency's need for highly qualified employees consistent with legal requirements governing the use of the flexibilities. Managers have been informed about and use available compensation flexibilities where justified.</li> <li>Incentive and recognition programs are established, budgeted, and implemented to focus on retention of high performing employees with mission-critical competencies.</li> <li>Use of compensation flexibilities and awards is analyzed to determine whether there is a discernable relationship between the use of the flexibilities and successful recruitment and retention of high-quality employees in mission-critical occupations. The analysis includes consideration of retention and exit interview information.</li> </ul> <p><b><u>Compliance Indicator</u></b></p> <ul style="list-style-type: none"> <li>When OPM delegates examining or other personnel management authorities to the agency under the auspices of 5 U.S.C. 1104, the agency complies with the standards established by OPM and merit system principles.</li> </ul>

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<i>The agency has a retention system that:</i>	
<ul style="list-style-type: none"> <li>• Develops short- and long-term strategies and targeted investments in current employees to eliminate competency gaps in mission-critical occupations</li> <li>• Trains the current workforce in mission-critical competencies needed by the agency</li> </ul>	<p><b><u>Effectiveness Indicators</u></b></p> <ul style="list-style-type: none"> <li>• Strategies are developed and implemented for reducing competency gaps through training, development, or alternative sources (e.g., intern program, contractor outsourcing).</li> <li>• Staffing, training, and performance data indicate success in closing competency gaps.</li> </ul>
<ul style="list-style-type: none"> <li>• Documents planned and completed retention activities, including requested budget funding, staff allocation, and management accountability</li> </ul>	<p><b><u>Effectiveness Indicators</u></b></p> <ul style="list-style-type: none"> <li>• Retention trends are tracked and analyzed by the appropriate management level.</li> <li>• Exit interviews are conducted and data/information are analyzed at the appropriate level to allow supervisors and managers to address retention.</li> <li>• Senior leaders and managers manage resources and participate in the planning, communication, and evaluation of retention strategies. Senior leaders and managers and first-line supervisors implement strategic retention initiatives in partnership with HR.</li> <li>• Appropriate metrics, as defined by OPM guidance or developed by the agency, are reported to senior managers and human resource executives to assess the outcomes from retention strategies.</li> <li>• Policies and procedures are established indicating how retention activities are evaluated.</li> </ul>

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<p><i>The agency has a retention system that:</i></p> <ul style="list-style-type: none"> <li>• Creates a productive, supportive work environment through a variety of programs, such as telework, childcare assistance, fitness centers, health assessments, safety seminars, employee assistance programs, parking facilities, and transit subsidies.</li> </ul>	<p style="text-align: center;"><b><u>Effectiveness Indicators</u></b></p> <ul style="list-style-type: none"> <li>• The agency has determined which quality of work/life programs meet the needs of the workforce and has implemented programs to promote flexible working arrangements and to sustain a productive, supportive work environment.</li> <li>• Senior leaders and managers promote the use of quality of work/life programs and provide resources necessary to establish and sustain these programs to create an effective environment.</li> <li>• Policies and procedures describe guidelines for flexible working arrangements, including: <ul style="list-style-type: none"> <li>– Temporary, term, and seasonal appointments</li> <li>– Flexible and/or part-time work schedules</li> <li>– Telework, including technology required to support it, where appropriate.</li> </ul> </li> <li>• Policies and procedures describe guidelines for sustaining a productive, supportive work environment, including: <ul style="list-style-type: none"> <li>– Ergonomic work stations</li> <li>– Reasonable accommodation</li> <li>– Child care/elder care assistance</li> <li>– Wellness programs (e.g., fitness centers, health assessments)</li> <li>– Employee Assistance Program</li> <li>– Safety inspections and education</li> <li>– Parking facilities and transit subsidies</li> <li>– Benefits (e.g., Federal Employees Health Benefits, Thrift Savings Plan, Flexible Spending Accounts, defined-benefit pension plan, life insurance, and long-term care insurance).</li> </ul> </li> </ul>

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<i>The agency has a retention system that:</i>	<ul style="list-style-type: none"> <li>• These policies and procedures have been communicated to the workforce and prospective applicants via Web pages, letters from the CHCO, recruitment materials, vacancy announcements, job fair announcements, or other methods.</li> <li>• The cost and benefits of quality of work/life programs are evaluated (e.g., surveys, entrance and exit interviews) to determine if they are perceived by employees as creating a positive work environment, are meeting an identified workforce need, and are contributing to recruitment and retention goals.</li> </ul> <p><b><u>Compliance Indicators</u></b></p> <ul style="list-style-type: none"> <li>• The agency operates work/life programs in accordance with governing laws, rules, and regulations (e.g., telework (Public Law No. 106-346, Section 359), flexible work schedules (5 CFR 610), transit subsidies (Executive Order 13150)).</li> <li>• On-the-job injury and other Workers' Compensation claims are filed in accordance with 5 U.S.C. 8102, 20 CFR parts 1-25, and other guidelines of the Office of Workers Compensation Programs (OWCP).</li> <li>• The agency has an emergency preparedness plan in place in accordance with OPM's requirements for individual agencies, as outlined in OPM's Federal Manager's/Decision Maker's Emergency Guide and in accordance with GSA's guidance on occupant emergency plans (Executive Orders 12656 and 12472).</li> </ul>