

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Federal Executive Board Network

Fiscal Year 2009
Annual Report



January 2010

A New Day for the Civil Service

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Executive Summary

Federal Executive Boards (FEBs) are catalysts for communication, coordination and collaboration among Federal agencies across the country. FEBs comprise a vibrant network to advance Federal initiatives and programs outside 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.

Each board serves a given geographic area of the United States by bringing together senior officials of Federal agencies represented in that area to address all matters of interagency communication, coordination and collaboration. Carrying out the responsibilities of each FEB is a collateral duty for each board member. Therefore, each board relies heavily upon its staff members, the Executive Director and Assistant, and by extension the entire geographic area, by coordinating all board programs, initiatives, and activities.

In Fiscal Year 2009, the U.S. Office of Personnel Management (OPM) and the FEBs worked together to implement the FEB Strategic and Operational Plan (2008-2012). The Plan outlines the values, mission, goals and priorities for the network of 28 Boards, and serves as a guiding document for FEB programs and activities. The Strategic and Operational Plan is configured along the three FEB lines of business - Emergency Preparedness, Security and Employee Safety; Human Capital Readiness; and the Foundation Functions of Intergovernmental and Community Initiatives. The Plan clearly establishes consistent network expectations and desired results.

A major area of emphasis for the Boards is assisting local agencies to better prepare for emergency events. As a result, during Fiscal Year 2009, all FEBs hosted at least one interagency emergency planning exercise, and over half of the FEBs hosted emergency exercises that addressed pandemic influenza outbreaks of the H1N1 virus. These exercises provided an opportunity for local agencies to test their continuity plans and network with leaders within the Federal, State, and local communities. Through participation in the exercise, agencies often identified action items to improve their preparedness.

FEBs continued to pursue activities to encourage Americans to consider public service and educate citizens about Federal career opportunities. Through partnering with various agencies and community partners to host numerous job and career fairs, FEBs provided thousands of job seekers, including many recently unemployed during the economic downturn, with the opportunity to have questions about Federal employment answered and to connect with hiring managers and agency human resources representatives.

To help ensure FEBs have the necessary resources to serve their Federal communities, OPM, as part of its strategic planning process for the FEBs, developed a proposal for an alternative to the current voluntary contribution mechanism that would address the uncertainty of funding sources for the Boards. This funding mechanism was introduced in the Senate Committee on Homeland Security and Governmental Affairs as the FEB

Authorization Act of 2009. OPM will monitor and support its progress throughout the legislative process.

Each year, FEBs deliver a host of valuable services to their member agencies, and this year was no exception. These services included emergency planning, leadership and skills training, sharing of best-practices, peer recognition, and alternative dispute resolution (ADR). Specifically, in Fiscal Year 2009, FEB activities resulted in over \$35 million in interagency training and ADR cost avoidance to the local Federal communities served by the Boards. In addition, FEBs provided the opportunity for agencies to stretch beyond their individual agency missions, and work together on common issues, such as through forums for discussing and coordinating Recovery Act programs. Such opportunities develop relationships among agency leaders that create an environment of collaboration leading to increased efficiency benefiting the entire Federal community.

Federal Executive Board Locations



“FEBs, scattered around the country in twenty-eight cities, help coordinate the federal government’s field efforts and bring new management practices into federal agencies. The highest-ranking federal executives in each agency, who comprise the board, meet regularly to explore how best to streamline their efforts.”

Donald Kettl
The Next Government of the United States
W.W. Norton & Company Press, December 2008

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 OPM is responsible to the President for the organizational and programmatic activities of the FEBs.

The need for effective coordination and cost efficiency among Federal organizations' field activities was clear then, and is even more important in today's environment. Approximately 90 percent of all Federal employees work outside 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.

Under the direction and guidance of the OPM Director, 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) raising awareness at the national level of local issues.

Today, there are 28 FEBs located in areas with significant Federal populations. The Boards are comprised 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. The regulatory responsibilities outlined in section 960, title 5, Code of Federal Regulations, provide the guidance from which FEBs draw their general operating instructions.

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. In Fiscal Year 2009, the FEB Executive Directors and OPM piloted an innovative, network-wide performance-management system, with expected full implementation in Fiscal Year 2011.

Nationwide Federal Executive Board (FEB) statistics:

- 28 FEBs are located across the nation
- Approximately 717,600 Federal civilian employees are served in FEB areas
- On average, 140 Federal agencies are served in each FEB location, depending on the size of the 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 Initiatives

FEBs are located in the following centers of Federal activity:

Atlanta	Minnesota
Baltimore	New Mexico
Boston	New Orleans
Buffalo	New York City
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

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.

The Federal Government is the Nation's largest employer, and the first or second largest in many metropolitan areas. In times of emergency we have a responsibility to collaborate and act uniformly to ensure the safety and protection of our employees. To that end the Federal Executive Boards play a vital role. FEBs continued to foster working relationships with Federal, State and local entities to develop strategies for the continuity of work and safety of citizens necessary in the event of an emergency. They developed and strengthened agency emergency plans, improved interagency communications, and served as a clearinghouse for information.

In Fiscal Year 2009, FEBs continued to partner with the U.S. Department of Health and Human Services, Centers for Disease Control (CDC), to provide information to the Federal, State, and Local communities on Closed Points of Dispensing (PODs). Closed PODs are sites, set up to dispense medication to Federal employees in the event of a health emergency. They are used for screening, dispensing products and educating employees about health threats and preventive measures. Closed PODs are necessary to ensure continuity of government operations. To date, several FEBs have facilitated the signing of Memoranda of Understanding (MOUs) within their geographic areas to identify and establish Closed PODs within Federal buildings, and solicit volunteers to staff their operation.

Activity Category: Continuity of Operations

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

Agencies continue to face the need for guidance in developing a unified response system to emergency events. The structure should provide clear definitions and methods in addressing an all-hazard environment. FEBs are increasingly recognized for their role in preparing their local communities for emergency situations. As such, FEBs strive to create and deliver meaningful Federal emergency response and multi-agency Continuity of Operations (COOP) exercises. FEBs promote established emergency preparedness procedures and protocols to support an interconnected Federal community.

This year, each FEB facilitated at least one emergency planning exercise, allowing participants to test agency continuity plans and to network with Federal, State, and local community leaders. Over half of the FEBs hosted emergency exercises that addressed pandemic influenza outbreaks of the H1N1 virus. The exercises raised awareness in agencies and communities about how to plan, mitigate, respond and recover from incidents and to continue operations. Several sessions hosted by FEBs focused upon communications between government bodies and community partners, and as such included representatives from various non-government organizations including schools and business, in addition to State, local and tribal governments. The growing sophistication of the exercises exposes additional areas to anticipate for better planning and response.



Sixty-five Federal, State and local representatives participated in the April 2009 Houston FEB Determined Accord Pandemic Flu Exercise.

The U.S. Department of Homeland Security reports that Cyber Security is a vulnerability to the economic well being of the country as well as the continued operations of government. This year an FEB partnered with the Federal Emergency Management Agency (FEMA) to launch a pilot Cyber Security training program and tabletop exercise. Based upon the outcome of the pilot, the FEB National Network will work to provide this newly designed Cyber Security training to other Federal communities across the nation.

“This training allowed for a good exchange of information. Every day we see our operation in the same way, yet when we are discussing our procedures in small groups, someone outside the agency with a different view will comment on how well that procedure might work for their own agency and vice versa. It’s a great time to exchange information.”

Bill Woods
U.S. Customs and Border Protection
Houston, TX

FEBs additionally facilitated 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. FEMA Incident Command System (ICS) training opportunities, including Train-the-Trainer courses, further enhancing the all-hazard capabilities of agencies and communities.

Activity Category: Emergency Communications

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

The Centers for Disease Control (CDC) continues to report the H1N1 virus is a significant risk to specific groups and the general population in lost productivity and possible fatalities. The multiplier effect of the possible pandemic stresses the importance of accurate and timely information dispersal as well as the appropriate public health responses. The FEBs provided a vital avenue in the sharing of information, the quelling of unfounded rumor, and the dissemination of resources and coordination of organizations. In addition to hosting H1N1 Pandemic emergency planning exercises, the FEBs regularly provided guidance, assistance and information to local Federal agencies, which aided response to the evolving challenge.

All FEBs maintain 24/7/365 contact information for senior officials in the FEB geographic area using the United States Private Public Partnership (USP3) communications system. USP3 is a national collaboration with various local, State, and Federal partners, providing a common network and repository for members to share information and 24/7 emergency notifications. The USP3 system allows for rapid notification of an emergency or threat to all members at the rate of thousands of messages per minute. Utilizing voice, text and email channels simultaneously, the system is able to distribute messages by capitalizing on each notification method's strength and enhance the overall reliability and effectiveness of the notification system.

Through the efforts of the National FEB Emergency Preparedness Council, FEBs continued to implement and test the USP3 system for government wide use, and are piloting a backup system for the FEB National Network. Within this system, each FEB is assigned as a primary and secondary backup for another FEB in the National Network. As the pilot progresses over the next fiscal year, it will be further refined and tested to ensure that the FEB Executive Directors are fully prepared to act as operational backups to assure continued operations in event of a local systems failure.

“The Pittsburgh FEB’s foresight in championing COOP exercises in years past culminated in an highly successful COOP event during the recent G20 Pittsburgh Summit, 24-25 Sep 2009. The FEB sponsored events in FY 08 & 09 prepared the Corps of Engineers staff to seamlessly transition from exercise to real world execution.”

Col. Michael Crall
U.S. Army Corps of Engineers
Pittsburgh, PA

Line of Business II: Human Capital Readiness

Activity Category: Recruitment and Retention Initiatives

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

FEBs continued to pursue activities to encourage Americans to consider public service and educate citizens about Federal career opportunities. Through partnering with various agencies and business partners to host numerous job and career fairs, FEBs provided thousands of job seekers with the opportunity to have questions about Federal



The Detroit FEB actively supported the 2009 OPM Detroit Hiring Fair.

employment answered and to connect with hiring managers and agency human resources representatives. Overall, FEBs provided critical support for job and career fairs that reached thousands of potential Federal employees and helped provide useful information about Federal employment to citizens, many from the local communities.

Additionally, FEBs continued to reach out to veterans and individuals with disabilities, and increase awareness and interest in Federal civilian career opportunities. FEBs not only hosted targeted career fairs and recognition events, but also ensured that member agencies received current information about Administration priorities and hiring flexibilities.

"Thank you for the information. You always have the best information, keep me ahead of the curve and keep me successful!"

Jeffrey Cox
U.S. Army Wounded Warrior Program
Boston, MA

In addition to partnering with various agencies to host general job fairs and targeted Federal career events, FEBs continued to play an active role in promoting Federal service to new talent by working with local universities, colleges and high schools to provide internships, job fairs and education seminars for their students and graduates. Several FEBs also hosted interns in FEB offices, providing students with exposure to dozens of local agencies, and an opportunity to work with staff to accomplish local priorities and missions.

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).

FEBs provide low or no cost, high-quality mediation services to Federal agencies through the Alternative Dispute Resolution (ADR)/Shared Neutrals Program that supports the efficient resolution of disputes and formal claims. During the past year, more than 600 cases were successfully settled, resulting in an estimated cost avoidance of more than \$27.3 million. Cost-avoidance measurements are based upon the study "Cost Savings Associated with the Air Force Alternative Dispute Resolution Program, 1996" and have been adjusted for inflation using the Bureau of Labor Statistics inflation calculator. Facilitation services were also offered by some FEBs. In addition, FEBs offered ADR Refresher Training and Basic Mediation Training to current and new mediators.

More than 600 Alternative Dispute Resolution cases were successfully settled at an estimated cost avoidance of more than \$27.3 million.

Activity Category: Awards and Recognition

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

FEB Awards and Recognition Programs highlight the exceptional service of high-performing Federal employees, and serve as an opportunity to acknowledge the difference these individuals made in their role as public servants. These events focus upon the important contributions individuals make to support and advance the work of their agencies, their colleagues, and their communities.



Over 1,100 individuals attended the Honolulu-Pacific FEB Excellence in Federal Government Awards Luncheon

This year, FEBs sponsored Awards and Recognition Programs in which 3,714 awards were presented to Federal employees, with more than 17,000 people in attendance. Recognition of extraordinary work and individual dedication to public service serve as an example to the Federal community and the general public of the important work that the Federal workforce does, and the positive difference they make in the lives of others.

Activity Category: Leadership Development and Common Needs Training

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

FEBs recognize the need to coordinate their member agencies' efforts and provide training to help retain and 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 25,921 Federal employees at an estimated cost avoidance of more than \$7.7 million.

While agency training needs vary by location and year, some developmental needs remain constant. With the growing demand for effective leaders that can address emerging challenges, and the pending retirement and potential loss of knowledgeable and experienced leaders in the Federal sector, agencies have been faced with the need to develop effective leaders. To this end, FEBs sponsored Leadership Forums, Leadership Development Programs, and Leadership classes to develop required skills and competencies.

"My Leadership Government experience was quite rewarding. This experience allowed me an opportunity I normally would not have had – to network and meet other government leaders across agencies and to gain insight about their agencies. Participation in this program has definitely heightened my external awareness."

Kathie Johnson
U.S. Environmental Protection Agency
Atlanta, GA

With many Federal employees approaching retirement, pre-retirement training was another critical training need, and FEBs helped to meet this need through sponsorship of a variety of retirement and financial planning seminars. Additional common needs training sessions included the following topics: Continuity of Operations, First Aid/CPR/AED, Telework, Web 2.0 Technologies for Open Government, Greening Government, Effective Communication, and Diversity.

Low or no cost training opportunities provided to 25,921 Federal employees at an estimated cost avoidance of more than \$7.7 million.

Line of Business III: Intergovernmental and Community Initiatives

Activity Category: Assistance to Agencies and Employees

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

FEBs serve their federal communities by providing a forum for discussion and coordination to advance administration initiatives and improve agencies' efficiencies.

An excellent example of this is the support of FEBs for the American Recovery and Reinvestment Act of 2009, signed by the President on February 17, 2009. Given that many regional agencies are playing major roles in implementation and oversight of the Recovery Act, FEBs immediately stepped up to provide a forum for communication and information exchange. Local workgroups were established to exchange ideas and share lessons learned and best practices. All FEBs disseminated Recovery Act guidance, information resources and activity updates to keep local agencies apprised of this historic effort to stimulate the nation's economy.

Federal employees in FEB areas benefited directly from FEB Health and Wellness programs and activities. Many FEBs sponsored Federal Health Benefits Fairs to provide direct access to health care providers and informational briefings to assist local agency employees in the selection of their annual coverage plans. Additional health and wellness events offered blood pressure, glucose, diabetes and spinal screenings, Body Mass Index (BMI) and body fat analysis, nutrition and exercise tips, and cardiovascular information.

"Great program, a lot of fun! The Step-It-Up wellness program really got our team motivated with the weekly standings. It was a really fun way to get into shape and to lose a few pounds along the way. It is a great way to make exercise fun for some people who have a difficult time getting started on an exercise program."

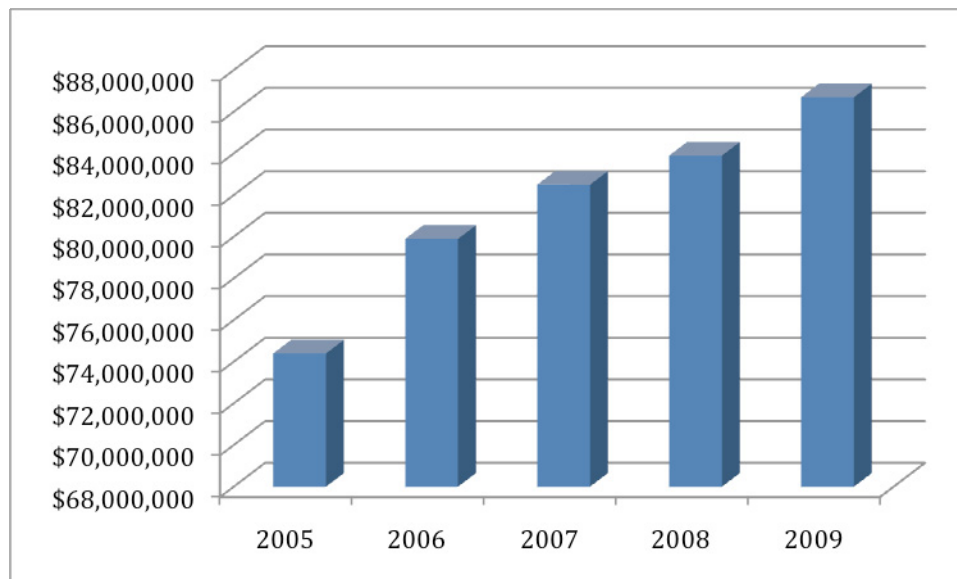
Ingrid Gerdis
Defense Finance and Accounting Service
Cleveland, OH

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 provide strong leadership and support for the CFC outside of the Washington, D.C. area, and serve as connection points between the Federal Government and local communities. They provide quality assurance, oversight, and accountability as well as leadership for the National CFC Advisory Committee and annual regional workshops.

Once again, FEB efforts contributed to meeting, or exceeding, campaign goals. Specifically, they facilitated campaign mergers, engaged in agency activities, sponsored campaign kick-off and closeout activities, and built partnerships with civic leaders to promote giving. Total 2008 CFC receipts amounted to more than \$275 million. Campaigns in FEB areas collectively raised more than \$86.7 million toward this total.



Combined CFC Contributions in FEB Areas of Operation

Activity Category: Community Service Activities

FEBs cultivate community relations by coordinating Federal participation.

FEBs provide an avenue for Federal employees to contribute to their local communities. FEBs serve as focal points for Federal volunteer opportunities and community services. Examples include mentorship programs with schools, book and computer equipment drives, blood drives, food and clothing drives, housing projects, and holiday toy drives. During July and August of this year, the FEBs supported the first government-wide Feds Feed Families food drive that collected over 400 thousand pounds of food for local food banks.



The NYC FEB actively supported the national FedsFeedFamilies drive.

Value Added to Federal Communities

Through collaboration and sharing resources, FEBs added value and provided cost-savings to Federal agencies and the taxpayer.

To achieve fiscal efficiencies, FEBs organize and offer programs leveraging agency resources to produce maximum public value:

Alternative Dispute Resolution (ADR)

The Boards coordinated alternative dispute resolution programs, providing mediators to agencies at no or low cost. Agency employees volunteer to serve as mediators, and receive initial and refresher mediation training hosted by the FEB. ADR programs in Fiscal Year 2009 resulted in an estimated cost-avoidance of more than **\$27.3 million**.

Common Needs Training

FEBs assessed agencies' common-needs training requirements, and provided instructors and conference space to deliver training at no or low cost. Common-needs training includes briefings and training on current issues or initiatives of importance to the Federal community. Delivery of common-needs training in Fiscal Year 2009 helped agencies avoid additional expenditures of more than **\$7.7 million** in training costs.

Combined Federal Campaign (CFC)

FEBs played a significant role in their area campaigns. They helped raise more than **\$86.7 million** for the CFC in the calendar year 2008 campaign, which took place in the first quarter of Fiscal Year 2009.

In summary, Fiscal Year 2009 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. FEBs continue to be well positioned to advance Administration and Agency initiatives outside of Washington, D.C.



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