

Federal Energy Regulatory Commission



Diversity and Inclusion Strategic Plan

Fiscal Year 2012 – 2015

Public

Table of Contents

Overview	3
FERC Diversity and Inclusion Mission Statement	6
Diversity and Inclusion Goals	7
Goal 1: Workforce Diversity	
Goal 2: Workplace Inclusion	
Goal 3: Sustainability	
Appendices:	
Appendix A: FERC Workforce Data	19
Appendix B: Roles and Responsibilities	23
Appendix C: 2011 FERC Federal Employee Viewpoint Survey Results	25
Highlights	

Overview

In this Plan

This FY 2012 – 2015 Diversity and Inclusion Plan documents the Federal Energy Regulatory Commission’s (FERC or Commission) strategic diversity and inclusion goals in compliance with and in support of the Government-wide Diversity and Inclusion Strategic Plan of 2011 and in support of Executive Order 13583, August 18, 2011. The key goals set forth in this plan align with the Government-Wide Diversity and Inclusion Strategic Plan 2011 actions and are further defined with measurements, practices (activities), and the responsible Commission organization. For each of the three goals, a baseline programs and results assessment has been conducted and based on our analysis of Commission workforce data, we identify our current challenges and opportunities. This information led to the development of Commission activities planned for each of the seven priorities. The Plan is a “living document” with the practices updated each year, as necessary, to address challenges and opportunities that are aligned with diversity and inclusion goals. In addition, this Plan is aligned with our annual Human Capital Plan.

In the development of this Plan, we reviewed Commission workforce data to benchmark workforce demographics against Government-wide demographics. This information is critical in providing a framework for assessing progress towards our diversity and inclusion goals and can be found under Appendix A. In addition we reviewed our attrition trends highlighting FY 2011 accessions and separations by occupation, and reviewed our current retirement eligibility trends.

About FERC

The Commission is an independent federal agency that regulates the interstate transmission of natural gas, oil, and electricity. The FERC also reviews proposals to build liquefied natural gas (LNG) terminals and interstate natural gas pipelines as well as licensing hydropower projects. The core mission of the FERC is to assist consumers in obtaining reliable, efficient and sustainable energy services at a reasonable cost through appropriate regulatory and market means.

FERC Strategic Goals and Objectives

Every five years the FERC develops a strategic plan to guide the Commission’s activities. For FY 2009-2014, the Commission established the following strategic goals and objectives:

Goal 1: Ensure that rates, terms and conditions are just, reasonable and not unduly discriminatory or preferential.

Goal 2: Promote the development of safe, reliable and efficient energy infrastructure that serves the public interest.

The Commission also established **five guiding principles** by which to achieve the strategic goals. These include:

- 1. Organizational Excellence**
- 2. Due Process and Transparency**
- 3. Regulatory Certainty**
- 4. Stakeholder Involvement**
- 5. Timeliness**

As it relates to the first guiding principle, the Commission understands that we derive our strength and desire for excellence from the diversity of our population and from our commitment to equal opportunity for all. In order to achieve **organizational excellence**, the Commission believes strongly that we are at our best when we draw on the talents of the public we serve. As this Commission strives for organizational excellence as it regulates the transmission of energy in this country, we understand that our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.

As our diversity and inclusion slogan states:

***“FERC - DIVERSE ENERGY NEEDS, DIVERSE EMPLOYEES,
BETTER RESULTS.”***

Human Capital Planning at the FERC

Every year the FERC commits to human capital goals and objectives to ensure a high-performing, skilled and engaged workforce capable of accomplishing the agency’s mission. These goals and objectives are outlined the FERC FY 2012 Human Capital Plan.

The Office of Executive Director (OED) develops agency-wide human capital goals aligned with both the agency mission and standards defined by the Office of Personnel Management’s (OPM) Human Capital Assessment and Accountability Framework (HCAAF). The HCAAF evaluates federal human capital management through five systems:

- **Strategic Alignment**
- **Talent Management**
- **Performance Culture**
- **Leadership and Knowledge Management**
- **Accountability**

As a whole, the Commission follows a four phase human capital planning process. This process includes:

- **Workforce assessment**

Workforce assessments are on-going and are aided by routine workforce reports, training plans and employee performance reviews.

- **Requirements analysis**

Program Offices define future workforce requirements annually in conjunction with budget and human capital plan submissions.

- **Gap analysis**

Gap analysis and strategy development are considered on-going phases, however a formal gap analysis occurs on an annual basis as part of the Human Capital Management Report to OPM.

- **Strategy development**

Annual program office off-sites are opportunities for senior managers and leaders to review, develop and implement workforce strategies based on organizational needs and performance. In addition, data results obtained through the annual OPM administered Federal Employee Viewpoint Survey are analyzed and shared with all Commission employees. The Commission's Human Capital Accountability Team is charged with developing an action plan to address concerns, and maximize our strengths.

Definitions

For purposes of FERC's Diversity and Inclusion Plan, we define the following terms:

Workforce Diversity is a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

We define **inclusion** as a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Roles and Responsibilities

The Commission follows a model where Human Resources and Equal Employment Opportunity, within the Office of the Executive Director, works in collaboration with the Council for Workforce Improvement (the Commission's Diversity Council), and the Human Capital Accountability Team to experience the best outcomes for our Diversity and Inclusion, and Human Capital plans. These roles are further defined in Appendix B.

FERC Diversity and Inclusion Mission Statement

The Federal Energy Regulatory Commission is committed to cultivate diversity and inclusion to meet our mission by:

- Developing and sustaining a well respected, highly skilled, diverse workplace;
- Promoting active employee participation in all aspects of the workplace; and
- Empowering employees to realize and seek out their full potential.

Diversity and Inclusion Goals

Goal 1: Workforce Diversity

FERC is committed to recruiting from a diverse, qualified group of potential applicants to secure a high performing workforce drawn from all segments the country this Commission serves.

Baseline Programs and Results: The Commission's entry-level recruiting program provides a diverse applicant pool that has significantly contributed to trending the workforce demographics towards Goal 1. Launched in FY 2001, the program has three objectives: sourcing and recruiting highly qualified candidates, increasing diversity in the candidate pool, and maximizing the use of hiring flexibilities. The most recent recruiting efforts for the Entry-level Class of 2011 resulted in 44% minority hires (47% better when compared to the minority hires for all other permanent positions).

Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) currently represent 7% of the 4100 colleges and universities in the United States. Twenty-seven percent of the 546 events that the Commission's recruiting program has attended since 2001 have been at HBCUs and HSIs. One of FERC's mission-critical occupations is engineers. A total of 40 HBCUs and HSIs graduate 40 or more engineers per year. The Entry-level Recruiting Program has visited and targeted 60% of those 40 universities.

FERC's active student and summer intern programs are feeder systems for the entry-level program. Analysis of student hires during 2011 indicates challenges and opportunities to increase diversity in student hiring for paralegals and law clerks. Also, the results indicate that Hispanic student hiring mirrors the Hispanic college graduation rates. An increase in this minority group would positively impact FERC's overall diversity and inclusion goals.

The Equal Employment Opportunity Commission's Management Directive 715 (MD-715) is a directive that requires Federal agencies to establish and maintain effective and efficient programs of equal employment opportunity (EEO). MD-715 requires agencies to develop and maintain a model EEO program to ensure that all employment policies and practices are free from discrimination. The procedures and practices are examined to identify and remove any concerns or barriers to equal employment opportunity.

Also, under MD-715, the Commission must conduct an annual self-assessment. This process requires the EEO Advisor's Office to bench mark FERC's progress towards becoming a model EEO Employer by integrating the six essential elements of a "Model EEO Program" into the Commission. These elements are:

- Demonstrated commitment from agency leadership
- Integration of EEO into the agency's strategic mission
- Management and program accountability
- Proactive prevention of unlawful discrimination
- Efficiency
- Responsiveness and legal compliance

The Commission's EEO Advisor's Office conducts annual self-assessments of Federal Responsibilities under Section 717 of Title VII & Section 501 of the Rehabilitation Act against the essential elements prescribed by EEO MD-715 and concluded that the Commission was in compliance with the standards. We will continue to assess our compliance; however find no additional action necessary at this time.

Also, the EEO Advisor's Office analyzed the Commission's workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practices were operating to disadvantage any group based on race, national origin, gender or disability. Triggers for potential barriers were identified and a plan to eliminate the barriers was submitted.

Challenges and Opportunities: While the diversity of entry-level hires contributes positively to Goal 1, the recent trends for the overall FERC workforce continue to remain steady. This indicates that mid-career hiring demographics lag behind the diversity goal. In fact, for FY 2011, minority hiring for these mid-level opportunities resulted in 30% minority hires compared to 44% for entry-level hires.

In our 2011 MD-715 report, we highlighted a continued need to increase the representation of minorities in career ladder and senior level positions. We intend to conduct further analysis and develop specific strategies targeted to this need. As we conduct our annual return on investment review of our entry level recruitment efforts, we will assess our current strategic partnerships with colleges and universities, trade schools, apprentice programs, and affinity organizations.

Challenges and opportunities for diversity and inclusion exist in certain areas of sourcing, recruiting and hiring. The actions and practices listed in Priority 1.1 and Priority 1.2 address these challenges.

Priority 1.1 Design and perform strategic outreach and recruitment to reach all segments of society.			
Government-wide actions	Measurement	Practices	Accountable organization
1. Collect and analyze applicant flow data.	Review applicant flow data to determine whether outreach and recruitment efforts are effectively reaching all segments of society and applicant pools are reflective of relevant civilian labor force (RCLF).	Review of MD 715 data semiannually. Generate and disseminate workforce demographics annually to demonstrate long term effects and trends of recruitment programs.	EEO and Human Resources
2. Coordinate outreach and recruitment strategies to maximize ability to recruit from a diverse, broad spectrum of potential applicants, including a variety of geographic regions, academic sources, and professional disciplines.	Review applicant flow data to determine whether outreach and recruitment efforts are effectively reaching all segments of society.	Use entry-level outreach and recruitment activities to reflect FERC's commitment to a diverse group of qualified potential applicants. Use current data, trends and hiring projections to formulate mid-career recruiting strategies.	Human Resources
3. Ensure that outreach and recruitment strategies designed to draw from all segments of society, including those who are underrepresented, are employed when using staffing flexibilities and alternative hiring authorities.	Measure percentage of qualified applicants from various hiring authorities used by the agency.	Develop agency plan to use new Pathways program.	Human Resources

Priority 1.1 Design and perform strategic outreach and recruitment to reach all segments of society.			
Government-wide actions	Measurement	Practices	Accountable Organization
4. Develop strategic partnerships with a diverse range of colleges and universities, trade schools, apprentice programs, and affinity organizations from across the country this Commission serves.	Review of strategic partnerships, to the extent necessary, to determine whether outreach and recruitment efforts are effectively reaching all segments of society.	Use entry-level outreach and recruitment activities to reflect FERC's commitment to a diverse group of qualified potential applicants.	Human Resources
5. Involve managers and supervisors in recruitment activities and take appropriate action to ensure that outreach efforts are effective in addressing barriers.	Hiring Reform Management Survey results reported through USAJobs.	Review efforts of managers and supervisors seeking to expand the applicant pool including the development of relationships with recruitment offices of universities. Sustain a diverse and integrated recruitment team of hiring managers and subject matter experts to ensure that outreach and recruitment efforts are effective.	Human Resources
6. Review and ensure that student internship and fellowship programs have diverse pipelines to draw candidates from all segments of society.	Review applicant flow data of agency internship program to determine whether applicant pools are reflective of the relevant civilian labor force (RCLF). Measure percentage of interns converted and/or hired for permanent employment.	Generate entry-level outreach and recruitment activities to reflect FERC's commitment to a diverse group of qualified potential applicants.	Human Resources

Priority 1.2: Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analyses, and support Special Emphasis Programs, to promote diversity within the workforce.

Government-wide actions	Measurement	Practices	Accountable organization
1. Review results of barrier analysis required under MD 715, develop action plans to eliminate any identified barrier(s), and coordinate implementation of action plans.	Measure the objectives in the MD-715 barrier analysis and identify action items to determine which activities have been completed.	Conduct barrier analyses consistent with MD-715 with respect to various terms and conditions of employment (hire, promotion, training, leadership development, separation, discipline, awards, etc)	EEO and Human Resources
2. Use Schedule A hiring authority for people with disabilities and Veteran Hiring Authorities as part of strategy to recruit and retain a diverse workforce.	Measure percentage of hires under Schedule A/Veteran Hiring Authority.	Use OPM’s shared Register of Candidates with Disabilities.	EEO and Human Resources
3. Support SEPs and appoint SEP Managers as advisors on hiring, retaining, and promoting a diverse workforce.	Evaluate outcomes of SEPs and the quality of engagement of sponsoring offices (within FERC) in the recruitment outreach, retention, and promotion process in collaboration with HR staff.	Create SEP committees for various diverse groups as needed to address underrepresentation, utilizing agency-wide staff in field components to expand the reach of SEP’s; and gather information from employee affinity and resource groups.	EEO and Human Resources

Goal 2: Workplace Inclusion

FERC will cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

Baseline Programs and Results: The Commission's Formal Leadership Program (LDP), launched in 2008, targets the largest concentration of employees; those at the GS-13, GS-14, and GS-15 levels. Supervisory and manager positions begin at the GS-14 level. By including GS-13s, our most populous grade level, the Commission has developed broad outreach to a wide variety of potential leaders. Candidates are selected for the program through a competitive selection process. A breakdown of the applicant pool demographics for the last LDP program held in 2010-2011 is included with the FERC Workforce Data found in Appendix B.

The Commission maximizes flexible work schedules, participates in telework and enjoys an on-site health unit, employee assistance program counselor, child care center, and fitness center in our headquarters Washington, DC office. Currently, 77% of our workforce participates in an alternative work schedule. In addition, the Commission has implemented the provisions of the Telework Enhancement Act 2010 by officially notifying all employees of their eligibility and creating a mechanism to track telework schedules. In the recent 2011 Federal Employee Viewpoint Survey that saw a 71% response rate (compared to a 49% Government-wide response rate), the Commission scored a 91% positive rating in how satisfied employees are with alternative work schedules, and scored a 13% increase (from 31% in 2010 results to 44% in 2011 results) in how satisfied employees are with telework. Additionally, the Commission scored an 86% positive rating on "my supervisor supports my need to balance work and other life issues," 9% better than the 77% Government-wide rating. Appendix C includes highlights of the Commission's FY 2011 Federal Employee Viewpoint Survey results.

Mentoring programs at the Commission grew out of interest in capitalizing on the experiences of successful individuals (mentors) who are committed to developing a highly skilled and high-performing workforce. The Office of the Executive Director is in the process of rolling out a New Hire Ambassador Program, designed to assist new employees in becoming familiar with the office and office procedures within the first two to three months of employment. Our summer intern program allows students to voluntarily apply to be matched with a full time Commission employee, or mentor. The current pool of intern mentors is born out of the LDP alumni and current class. The current LDP class is piloting a formalized mentor program where LDP participants and alumni will be paired with members of the Commission's senior executive cadre. In addition to the programs managed by the Office of Executive Director, support and guidance is provided to offices that have developed their own mentoring program for specific technical areas of expertise.

Challenges and Opportunities: The LDP does not provide formalized leadership development opportunities for employees below the GS-13 level. Employees below the GS-13 may benefit from formalized leadership development.

Although we enjoy many employee-friendly programs, in the recent 2011 Federal Employee Viewpoint Survey, the Commission scores low in how satisfied employees are with elder care

programs (16%), employee assistance program (34%), child care center program (29%), and health and wellness programs (74%, a 9% decrease). As a result of this feedback, the Commission is looking for ways to market these programs, provide seminars for employee information, and design an employee wellness program in collaboration with our health unit called “Fitter FERC” program this summer.

Challenges and opportunities for diversity and inclusion exist in certain areas of leadership development and cultivating a supportive, welcoming, inclusive and equitable work environment. The actions and practices listed in Priority 2.1 and Priority 2.2 address these challenges.

Priority 2.1: Promote Diversity and Inclusion in Leadership Development Programs.			
Government-wide actions	Measurement	Practices	Accountable organization
1. Review and enhance leadership development programs, determine whether they draw from all segments of the workforce, and develop strategies to eliminate barrier(s) where they exist.	Analyze applicant pool data for LDP by demographic groups through MD-715	Review the LDP application pool and results at the conclusion of each open application cycle Continue to offer informational sessions during open application period to all staff Offer training on how to strengthen employees’ applications	Human Resources
2. Develop Mentoring Programs within the Commission for employees at all levels	Number of employees engaged in mentoring relationships	Pilot a formal mentoring program to the LDP IV. Expand through piloted programs best practices, formal mentoring program beyond the LDP and Summer intern program	Human Resources
3. Develop and implement a succession planning system for mission-critical occupations that include broad outreach to a wide variety of potential leaders	Analysis of mission-critical occupations workforce trends and succession planning strategies.	Identify and address deficiencies in succession planning efforts for mission-critical occupations. Ensure diverse representation of LDP selection panel.	Human Resources

Priority 2.2: Cultivate a supportive, welcoming, inclusive and equitable work environment.			
Government-wide actions	Measurement	Practices	Accountable organization
1. Use flexible workplace policies that encourage employee engagement and empowerment, including, but not limited to, telework, flexiplace, wellness programs, and other work-life flexibilities and benefits.	2012 Federal Employee Viewpoint Survey Results (as compared to 2011 results) Measure percentage of workforce participating in telework and alternative work schedules	Implement new Telework Policy	Human Resources Human Capital Accountability Team
2. Support participation in employee affinity and resource groups and provide such groups with access to agency senior leadership.	Evaluate interest in affinity groups	Conduct regular, at least semi-annually, between employee affinity groups and Commission leadership	Executive Director
3. Administer a robust orientation process for new Federal employees and new members of the SES to introduce them to the agency culture and to provide networking opportunities.	Survey new employees and their supervisors to assess on-boarding programs	Implement on-boarding orientation program Implement the Office of the Executive Director’s peer, mentoring, and on-boarding program – “New Hire Ambassador Program”	Human Resources

Goal 3: Sustainability

FERC will develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.

Baseline Programs and Results: The Commission established a Human Capital Accountability System in September 2010 to provide for an annual assessment of agency human capital management progress and results including compliance with relevant laws, rules, and regulations. This system serves as the assessment and evaluation of human capital results as well as actions planned to address areas needing improvement which are formally documented in the Human Capital Management Report to the U.S. Office of Personnel Management (OPM).

In September 2010, the Council for Workforce Improvement was formed to advise Commission leadership at all levels on workplace diversity and professional development issues at all stages of the employee career cycle. This staff initiated group is chaired by Program Office Director who is a member of the Senior Executive Service and consists of representation from each Program Office. The Council serves as a source of input to Commission leadership regarding recruitment strategies to attract and select a qualified, diverse workforce and development opportunities for existing staff, including training, performance measurement, leadership development and promotion policies.

In January 2011, the Human Capital Accountability Team was formed to bring together representation from all Program Offices to work on advancing a diverse, highly-skilled, motivated and effective workforce capable of accomplishing the Commission's mission. The Team is co-chaired by the Chief Human Capital Officer, a member of the Senior Executive Service, and a Program Office Manager and provides an opportunity for program offices to assist the Human Resources Division in developing and sustaining human resources policies, procedures and programs. To date, the Team has focused on implementation of the goals associated with FERC's Human Capital Plan and developing an action plan to address the results of the Federal Employee Viewpoint Survey.

Challenges and Opportunities: While the Commission has established the Council for Workforce Improvement and Human Capital Accountability Team, we have not officially affirmed the value of workforce diversity and inclusion in the Commission's Strategic Plan. We acknowledge that we must do better in coordinating efforts to ensure that MD-715 barrier analysis regarding Diversity and Inclusion is not redundant with workforce planning, but rather complements and supports the Commission's overall goals with each reflecting their own distinctive features. In addition the only time the Commission publishes statistics on employee hiring, retention, promotions, EEO compliance, grievances and diversity of talent pipeline/outreach efforts is in the annual Human Capital Management Report sent to the U.S. Office of Personnel Management each year. We identify this new Executive Order as a catalyst to disseminate workforce diversity reports to leadership; and issuing a Commission "Workforce Annual Report" conveying accomplishments, progress, status on attainment of goals and priorities contained in agency Human Capital Plan and Diversity and Inclusion Strategic Plan to the Commission workforce.

Challenges and opportunities for diversity and inclusion exist in certain areas of leadership accountability, commitment, involvement; complying with Executive Order 13583; and involving employees as participants and responsible agents of diversity, mutual respect and inclusion. The actions and practices listed in Priority 3.1, Priority 3.2, and Priority 3.3 address these challenges.

Priority 3.1: Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.			
Government-wide actions	Measurement	Practices	Accountable organization
1. Affirm the value of workforce diversity and inclusion in each agency’s strategic plan and include them in workforce planning activities	Linkage made to Commission Strategic Plan and Human Capital Plan	Issue annual diversity and inclusion statement Review Commission Strategic Plan and during next revision insert diversity and inclusion language under Organizational Excellence guiding principle	Council for Workforce Improvement HR and EEO
2. Develop an agency-specific diversity and inclusion strategic plan, and implement that plan, through collaboration and coordination of the Chief Human Capital Officer, the EEO Director, and the Director of Diversity (if any).	Report progress against planned practices and develop new practices to achieve diversity and inclusion goals.	Develop and submit Diversity and Inclusion Plan to U.S. Office of Personnel Management Sustain diversity and inclusion efforts of the Council for Workforce Improvement	HR and EEO Council for Workforce Improvement
3. Ensure that all SES members, managers, supervisors, and employees throughout the agency have performance measures in place to ensure the proper execution of the agency’s strategic plan, which includes diversity and inclusion, and that all are trained regarding relevant legal requirements.	Evaluate percentage of SES Members and GS Supervisors/Managers who have diversity and inclusion measures as part of their Leadership/Management critical element	Develop examples of diversity and inclusion performance measures for inclusion in SES and GS Supervisor/Manager	HR and EEO Council for Workforce Improvement
4. Develop and widely distribute a set of diversity and inclusion measures to track agency efforts and provide a mechanism for refining plans.	Use U.S. Office of Personnel Management measures to track Commission actions	Develop and disseminate diversity and inclusion measures to Commission leadership	HR and EEO Council for Workforce Improvement

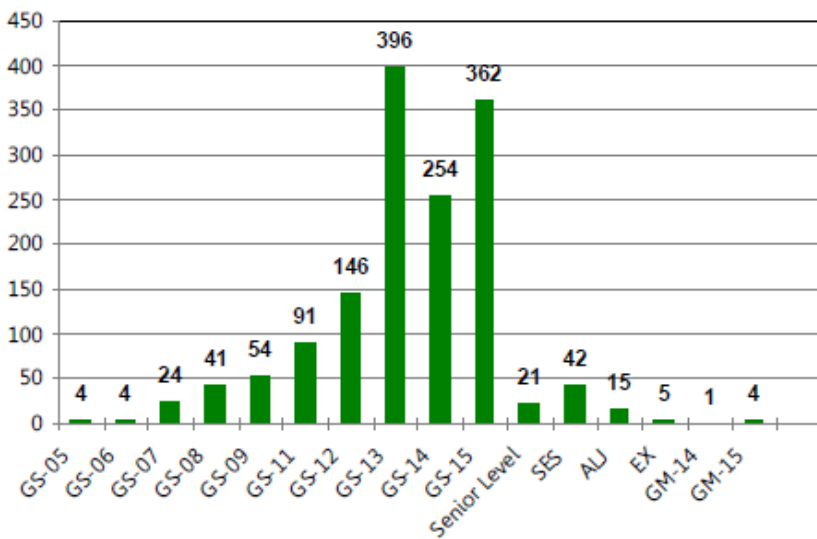
Priority 3.2: Fully and timely comply with all federal laws, regulations, executive orders, management directives, and policies related to promoting diversity and inclusion in the federal workforce.			
Government-wide actions	Measurement	Practices	Accountable organization
1. Employ a diversity and inclusion dashboard with metrics as a tool for agency workforce planning and reporting	Provide annual updates on progress of Council for Workforce Improvement and Diversity and Inclusion efforts.	Sustain Diversity and Inclusion efforts performed by the Council for Workforce Improvement	Council for Workforce Improvement EEO and HR
2. Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive orders, management directives, and policies. Where an agency fails to do so, OPM will issue a Diversity and Inclusion Improvement Notice and notify the President's Management Council (PMC) of the deficiency.	Ensure that appropriate agency personnel are trained in strategic planning, workforce planning, strategic recruitment, as well as cross-cultural and cross-generational training	Provide timely reports on Diversity and Inclusion efforts to the U.S. Office of Personnel Management	EEO and HR

Priority 3.3: Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.			
Government-wide actions	Measurement	Practices	Accountable organization
1. Create a formal diversity and inclusion council at each agency with visible leadership involvement.	Provide semi-annual progress Council activities updates.	Sustain efforts of Commissions Diversity Council, chaired by Program Office Director with Commission-wide representation.	Council for Workforce Improvement
2. Participate in, and contribute to, OPM's Diversity and Inclusion Best Practice Program, pursuant to Executive Order 13583.	Identify two best diversity and inclusion practices.	Report two diversity and inclusion best practices to the U.S. Office of Personnel Management	Council for Workforce Improvement HR and EEO
3. Ensure all employees have access to diversity and inclusion training and education, including the proper implementation of the Agency-Specific Diversity and Inclusion Strategic Plan as well as relevant legal requirements.	Evaluate percentage of workforce completing diversity and inclusion related training (both mandatory and elective) annually	Conduct training needs assessment for diversity and inclusion. Provide awareness sessions of Commission's Diversity and Inclusion efforts.	HR and EEO Council for Workforce Improvement

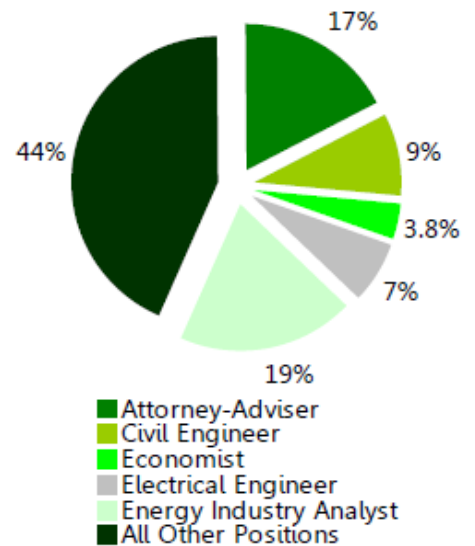
FERC Workforce Data

Who works for the FERC? The graphs below provide informative workforce data to help us understand the composition of the FERC workforce. Workforce data represented below is current as of September 30, 2011 and includes only permanent employees.

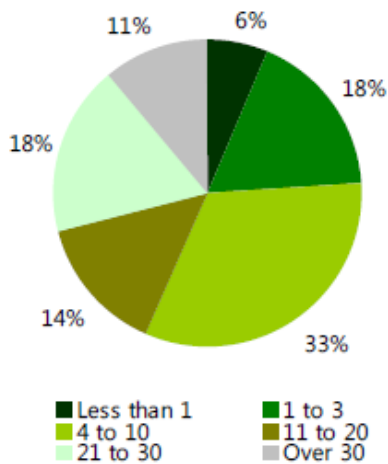
Distribution of Pay Plan & Grades



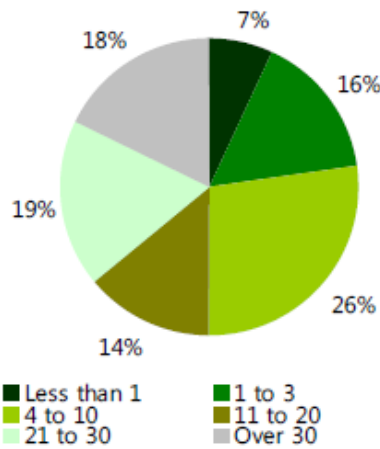
Distribution of Mission-Critical Positions



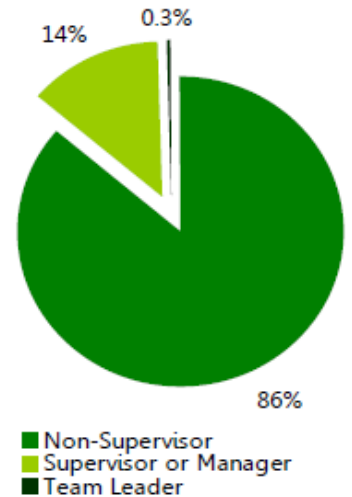
Distribution of Years of Service at FERC



Distribution of Federal Years of Service

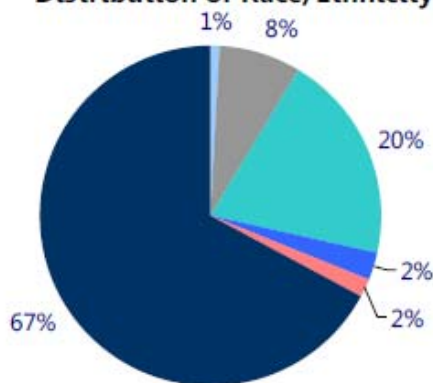


Distribution of Supervisory Positions



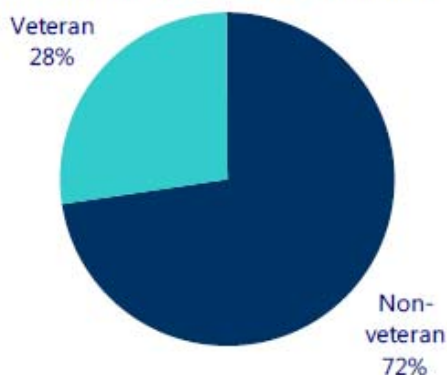
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Distribution of Race/Ethnicity



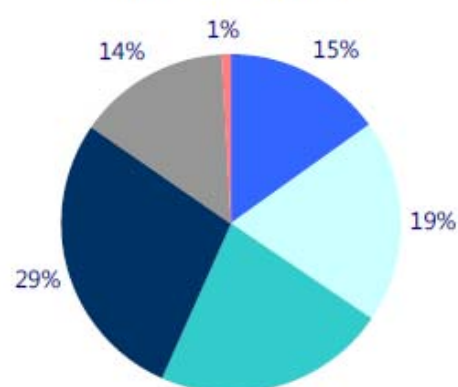
- American Indian Or Alaska Native
- Asian
- Black Or African American
- Hispanic Or Latino
- Two or more
- White

Distribution of Veteran Status



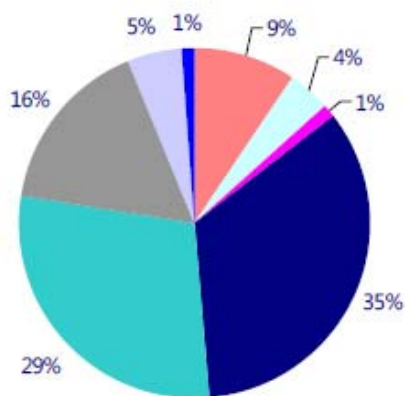
- Non-veteran
- Veteran

Distribution of Age



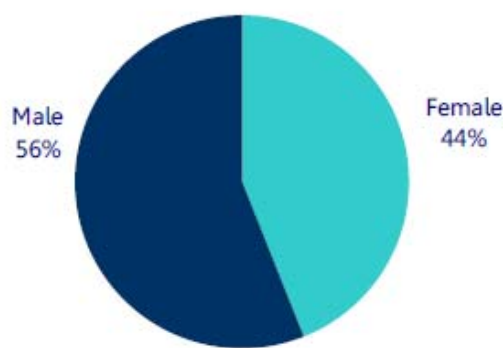
- Under 30
- 30 to 39
- 40 to 49
- 50 to 59
- 60 to 70
- Over 70

Distribution of Education Levels



- High School Diploma or Equivalent
- Some College but No Degree
- Associates Degree
- Bachelors Degree and or Post-Bachelors Work
- Masters Degree and or Post-Masters Work
- Professional Degree (e.g., LLB/JD, MD, DDS)
- Doctorate Degree and or Post-Doctorate Work
- Other

Distribution of Gender



- Female
- Male

FERC Workforce Data

How do we compare to the larger federal workforce? Provided below are comparison on major demographic categories between the FERC workforce and the government-wide workforce for FY 2009-11. Government-wide data was collected from OPM's Fed Scope and only includes non-seasonal, full-time permanent employees (NSFTP).

Demographic Categories	FY2011		FY2010		FY2009	
	FERC	Govt-Wide	FERC	Govt-Wide	FERC	Govt-Wide
All Permanent employees	1464	1.85 million	1,457	1.80 million	1,446	1.73 million
Median Age	46	48.1	NA	NA	NA	NA
Average Age	45.2	46.9	45.3	46.8	45.1	46.9
Median Years of Federal Service	10	10.6	NA	NA	NA	NA
Average Years of Federal Service	14.8	13.9	14.6	13.2	14.9	10.2
Total Minorities	32.8%	33.7%	32.2%	33.8%	32.3%	33.6%
Native Hawaiian/Pacific Islander	0.0%	0.37%	0.0%	0.0%	0.0%	0.3%
Black/African-American	20.2%	17.9%	20.3%	17.9%	20.9%	17.9%
Hispanic/Latino	2.3%	6.3%	2.2%	6.5%	2.0%	7.1%
American Indian/Alaskan	0.8%	1.7%	0.7%	1.8%	0.9%	1.8%
Asian	7.8%	5.2%	7.6%	5.2%	7.3%	5.1%
Two or More	1.8%	2.6%	1.5%	0.6%	1.1%	0.5%
Female	43.9%	43.0%	44.0%	43.3%	44.8%	43.5%
Male	56.1%	57.0%	56.0%	56.7%	55.2%	56.5%
All Supervisory employees	199	248,158	185	241,670	204	231,080
Median Age	52	50.3	NA	NA	NA	NA
Average Age	51.4	50.3	51.6	50.2	54.2	50.1
Median Years of Federal Service	19.6	19.5	NA	NA	NA	NA
Average Years of Federal Service	18.6	18.8	19.3	19.5	22.3	20.2
Total Minorities	25.1%	27.1%	22.2%	26.6%	20.0%	26.0%
Native Hawaiian/Pacific Islander	0.0%	0.32%	0.0%	0.3%	0.0%	0.3%
Black/African-American	13.1%	13.6%	14.1%	13.4%	11.2%	13.3%
Hispanic/Latino	3.0%	7.4%	2.2%	5.8%	2.9%	6.4%
American Indian/Alaskan	1.5%	1.6%	1.1%	1.6%	1.5%	1.7%
Asian	7.0%	3.6%	4.3%	3.5%	3.4%	3.5%
Two or More	0.5%	0.6%	0.5%	0.5%	1.0%	0.4%
Female	32.7%	33.3%	31.4%	33.2%	31.2%	33.1%
Male	67.3%	66.7%	68.7%	66.8%	68.8%	66.9%
All SES employees	42	7,816	42	7,643	40	7,370
Median Age	54	54.6	NA	NA	NA	NA
Average Age	53	54.6	53.5	54	52.4	53.8
Median Years of Federal Service	23.2	24.8	NA	NA	NA	NA
Average Years of Federal Service	20.6	23.6	22.4	24.2	21.6	24.6
Total Minorities	19.0%	18.4%	16.7%	17.8%	12.8%	16.6%
Native Hawaiian/Pacific Islander	0.0%	0.1%	0.0%	0.1%	0.0%	0.1%
Black/African-American	9.5%	9.8%	9.5%	9.4%	7.7%	8.7%
Hispanic/Latino	2.4%	3.1%	0.0%	3.0%	0.0%	3.1%
American Indian/Alaskan	0.0%	1.2%	0.0%	1.2%	0.0%	1.2%
Asian	7.1%	3.0%	7.1%	3.0%	5.1%	2.6%
Two or More	0.0%	1.1%	0.0%	0.3%	0.0%	0.3%
Female	23.8%	32%	26.2%	31.1%	30.7%	30.1%
Male	76.2%	68%	73.8%	68.9%	69.3%	69.9%

[1] FY 2011 Government-wide data is current as of June 30, 2011

[2] Median age for both FY 2011 FERC-wide data and Government-wide data includes only SES Career employees

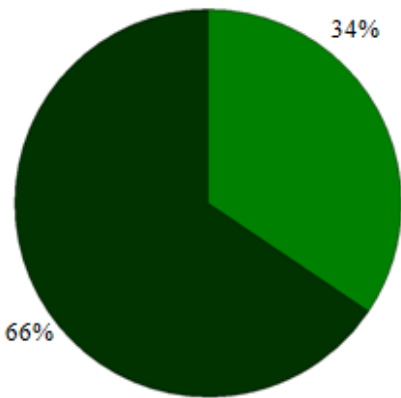
[3] Average age for both FY 2011 FERC-wide data and Government-wide data includes only SES Career employees

[4] Median Years of Federal Service for both FY 2011 FERC-wide data and Government-wide data includes only SES Career employees

[5] Average Years of Federal Service for both FY 2011 FERC-wide data and Government-wide data includes only SES Career employees

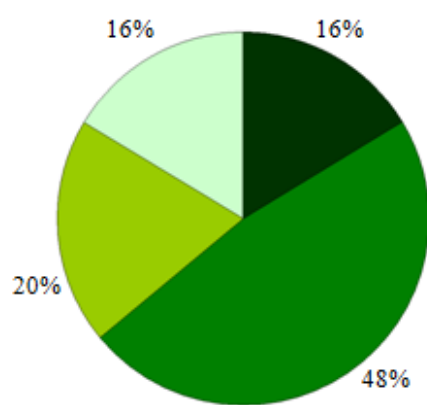
Who applies for the Leadership Development Program? The graphs below provide informative workforce data to help us understand the composition of the LDP applicant pool. The data below is current as of the most recently complete LDP Application Cycle (November 2010).

Distribution of Gender



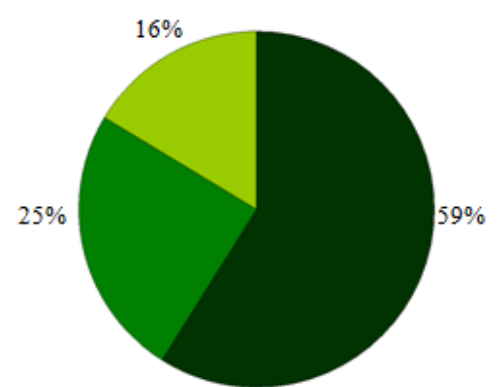
■ Females ■ Males

Distribution of Age



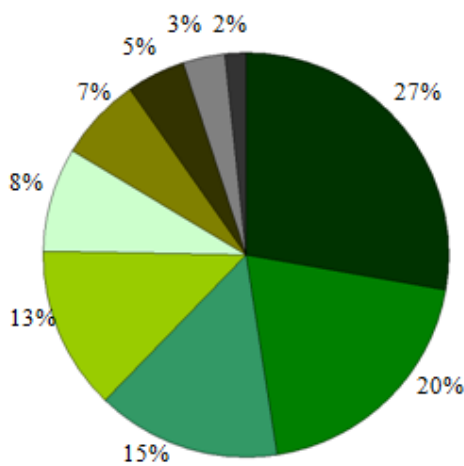
■ Under 30 ■ 30-39 ■ 40-49 ■ 50-59

Distribution of GS level



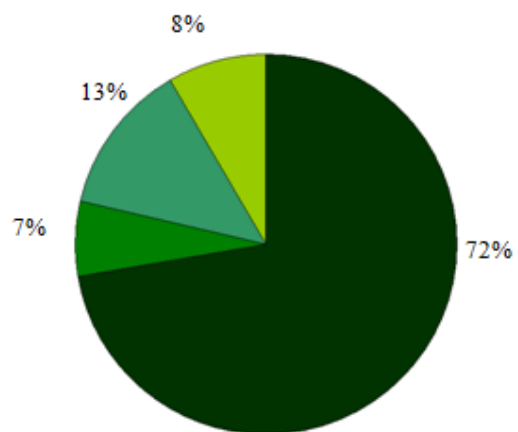
■ GS-13 ■ GS-14 ■ GS-15

Distribution of Office



■ OEP ■ OE ■ OEMR ■ OED ■ OAL
 ■ OGC ■ OER ■ Cmsrs ■ OEPI

Distribution of Race/Ethnicity



■ White ■ Asian ■ Black ■ Hispanic/Latino

Appendix B: Roles and Responsibilities

Executive Director: The Executive Director (ED) serves as the Chief Operating Officer for the Commission and oversees and directs the executive and administrative operations of the Commission including: Planning and evaluation; Productivity/workload/resource tracking; Financial and resource management; Human resources and payroll services; Procurement; Travel operations; Printing procurement and publishing services; Library services; Directives and delegations of authority; Management of facilities, security, supplies, and transportation; Visual information services; Strategic planning; Agency performance; Information technology; and Records management. The ED serves as the primary advisor to the Chairman on potential issues and concerns in the areas of management studies and related financial reviews, productivity, and performance audits

Chief Human Capital Officer: The Chief Human Capital Officer (CHCO) is the primary human capital advisor to the Executive Director, and is the technical expert on all human capital matters relating to the operations of the Commission. The CHCO is responsible for establishing policies to govern the development, management, administration, and coordination of the Commission's overall human capital and human resources programs. The CHCO co-chairs the Commission's Human Capital Accountability Team and integrates the Commission's human capital program into the strategic planning process. In collaboration with the Executive Director, Equal Employment Opportunity Director, Equal Employment Opportunity Advisor, and the Council for Workforce Improvement, the CHCO ensures that diversity and inclusion functions are effectively managed across the Commission to ensure corresponding strategies are developed, implemented, and acted upon.

Equal Employment Opportunity Director: Reporting to the Chairman, the Equal Employment Opportunity Director (EEO Director) develops, manages and directs the Commission's affirmative employment planning, and EEO discrimination complaint processing programs. The EEO Director is also responsible for implementing programs designed to enhance the hiring and advancement of women, minorities, disabled veterans, and disabled individuals. In collaboration with the CHCO, Equal Employment Advisor, and the Council for Workforce Improvement, the EEO Director ensures that diversity and inclusion functions are effectively managed across the Commission to ensure corresponding strategies are developed, implemented, and acted upon.

Equal Employment Opportunity Advisor: The Equal Employment Opportunity Advisor (EEO Advisor) is the primary advisor to the EEO Director. The EEO Advisor ensures that employees and applicants for employment are treated without regard to race, color, sex, age, religion, national origin, or mental/physical handicap. The Advisor and staff is also responsible for implementing programs designed to enhance the hiring and advancement of women, minorities, disabled veterans, and disabled individuals. In collaboration with EEO Director, CHCO, and the Council for Workforce Improvement, the EEO Advisor ensures that diversity and inclusion functions are effectively managed across the Commission to ensure corresponding strategies are developed, implemented, and acted upon.

Council for Workforce Improvement: The Council for Workforce Improvement (CWI) is a staff-led initiative chaired by the Secretary of the Commission, a member of the Senior

Executive Service, formed to advise Commission leadership at all levels on workplace diversity and professional development issues at all stages of the employee career cycle. The CWI's mission is to foster a highly skilled inclusive workplace where diversity and the individual strengths are developed, valued, and utilized by the Commission to advance the public interest. The CWI serves as a source of input to Commission leadership regarding recruitment strategies to attract and select a qualified, diverse workforce and development opportunities for existing staff, including training, performance measurement, leadership development, and promotion policies. Through its recommendations, the CWI seeks to:

- Foster an inclusive culture in which all employees can work together effectively and achieve their individual and collective potential

- Improve channels of communication among staff on issues concerning workplace improvement and inclusion

- Be an effective and innovative catalyst for attracting and developing a diverse workforce that develops effective leadership within the Commission.

Human Capital Accountability Team: The purpose of the Federal Energy Regulatory Commission (FERC) Human Capital Accountability Team (HCAT) is to bring together representation from all Program Offices to work on advancing a diverse, highly-skilled, motivated and effective workforce capable of accomplishing the Commission's mission. The Team serves as the principal forum through which issues affecting workforce excellence across the Commission are discussed and addressed. Challenges for consideration by the Team will focus around implementation of the goals associated with FERC's Human Capital Plan. The Team is co-chaired by Chief Human Capital Officer, a member of the Senior Executive Service, and a rotating Program Office Representative and includes representation from each Commission Program Office. The Director for Human Resources along with Division Branch Chiefs and the Equal Employment Opportunity Advisor serves as Technical Advisors, as necessary.

Appendix C: 2011 Federal Employee Viewpoint Survey Highlights

FEDERAL ENERGY REGULATORY COMMISSION

About this report

Part of delivering a world-class Federal workforce is acknowledging that our employees are our greatest asset. It is for this reason that we focus on employee perceptions regarding critical areas of their work lives: areas which drive employee satisfaction, commitment, and ultimately retention in the workforce.

This report highlights your agency's areas of strengths and challenges, identifies areas of progress and opportunities for improvement. Your agency's 2011 results are compared with both the 2011 Governmentwide results and your agency's 2010 survey results. These results allow agency leaders and employees to reflect on past accomplishments while setting priorities for the future.

WHO RESPONDED

FERC 71% response rate GOVERNMENTWIDE 49% response rate

STRENGTHS AND CHALLENGES

STRENGTHS CHALLENGES GOVERNMENTWIDE

Your agency's 5 highest % positive and % negative ratings, including the 2011 Governmentwide percentage for comparison.

7. When needed I am willing to put in the extra effort to get a job done.	97%	97%	33. Pay raises depend on how well employees perform their jobs.	35%	47%
80. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	91%	61%	23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	34%	41%
8. I am constantly looking for ways to do my job better.	89%	92%	79. How satisfied are you with the following Work/Life programs in your agency? Telework	33%	23%
50. In the last six months, my supervisor/team leader has talked with me about my performance.	89%	77%	24. In my work unit, differences in performance are recognized in a meaningful way.	29%	34%
42. My supervisor supports my need to balance work and other life issues.	86%	77%	67. How satisfied are you with your opportunity to get a better job in your organization?	28%	32%

INCREASES AND DECREASES

INCREASE DECREASE

Up to 5 items with positive ratings that increased or decreased at least 5 percentage points from 2010 to 2011.

	2010	2011	Diff.		2010	2011	Diff.
79. How satisfied are you with the following Work/Life programs in your agency? Telework	31%	44%	+13	84. How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs (for example, support groups, speakers)	42%	16%	-26
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	68%	73%	+5	82. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP)	58%	34%	-24
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	66%	71%	+5	83. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	46%	29%	-17
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	61%	66%	+5	81. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	83%	74%	-9
				70. Considering everything, how satisfied are you with your pay?	71%	63%	-8

HUMAN CAPITAL ASSESSMENT AND ACCOUNTABILITY FRAMEWORK (HCAAF)

The HCAAF indices provide consistent metrics for measuring progress toward HCAAF objectives. Here are your agency results compared with the Governmentwide results.



LEADERSHIP & KNOWLEDGE MANAGEMENT



RESULTS-ORIENTED PERFORMANCE CULTURE



TALENT MANAGEMENT



JOB SATISFACTION

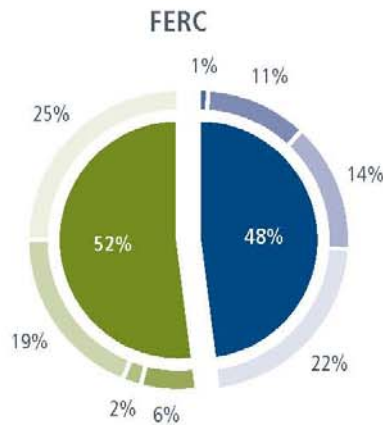


YOUR AGENCY RANKINGS (OUT OF 37 AGENCIES)

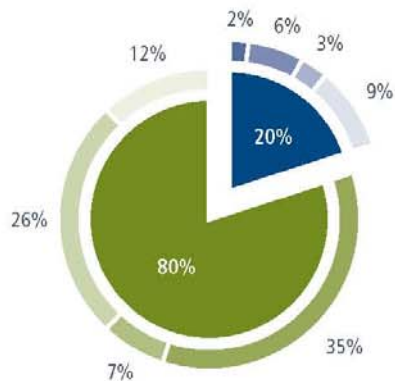
5th on Leadership & Knowledge Management
7th on Talent Management

7th on Results-Oriented Performance Culture
24th on Job Satisfaction

TELEWORK



GOVERNMENTWIDE



TELEWORK

- I telework 3 or more days per week.
- I telework 1 or 2 days per week.
- I telework, but no more than 1 or 2 days per month.
- I telework very infrequently, on an unscheduled or short-term basis.

DO NOT TELEWORK

- I do not telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel).
- I do not telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking.
- I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework.
- I do not telework because I choose not to telework.

Note: The sum of percentages may not add to 100 due to rounding.



U.S. Office of Personnel Management
1900 E Street NW, Washington, DC 20415
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