

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Federal Executive Board Network

**Fiscal Year 2010
Annual Report**



January 2011

a New Day for Federal Service

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Executive Summary

Federal Executive Boards (FEBs) are catalysts for communication, coordination and collaboration among Federal agencies across the country. The 28 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.

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—and by extension the entire geographic area—relies heavily upon its staff members, the Executive Director and Assistant, to coordinate all Board programs, initiatives, and activities.

In Fiscal Year 2010, 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 Intergovernmental Collaboration and Community Outreach. The Plan clearly establishes consistent network expectations and desired results.

A major area of emphasis for the Boards is to improve local agencies' preparedness for emergency events. Consistent with this emphasis, during Fiscal Year 2010, FEBs hosted interagency emergency planning exercises, and six of the FEBs hosted emergency exercises that specifically addressed Cyber Security. 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 encourage Americans to consider public service and to 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 with the opportunity to have questions about Federal employment answered and to connect with hiring managers and agency human resources representatives. Moreover, with the drive to reform government hiring processes, FEBs played a pivotal role in providing Hiring Reform training and briefing sessions to their member agencies.

To connect Federal employees to local community initiatives, FEBs participated in various activities related to sustainable communities, health and wellness programs, and charitable donation drives. These efforts blended seamlessly into government-wide programs such as the Combined Federal Campaign and Feds Feed Families. Such community service demonstrates Federal employees' willingness to help their neighbors, especially those in need.

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 2010, FEB activities resulted in a cost avoidance of over \$32 million in interagency training and ADR services. In addition, FEBs enabled agencies to stretch beyond their individual agency missions and work together on common issues. 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



Background

By [Presidential Directive in 1961](#), President John F. Kennedy established FEBs to improve interagency coordination and communication among Federal Departments and Agencies 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 85 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 with potential far reaching impacts.

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 2010, the FEB Executive Directors and OPM completed the pilot of the network-wide performance management system pilot, with full implementation set for Fiscal Year 2011.

General information regarding the FEB Network, including frequently asked questions, published reports, and links to individual FEB websites, is available on the internet at www.feb.gov.

Nationwide Federal Executive Board (FEB) statistics:

- 28 FEBs are located across the nation
- Approximately 780,475 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 Collaboration and Community Outreach

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
Colorado	Philadelphia
Dallas-Fort Worth	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, the Federal Government has a responsibility to collaborate and act uniformly in order to ensure the safety and protection of our employees. The FEBs play a vital role in fulfilling that responsibility. 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 2010, FEBs continued to partner with the U.S. Department of Health and Human Services, Centers for Disease Control, 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 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-hazards environment. FEBs are increasingly recognized for their role in preparing their local communities for emergency situations. Therefore, 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, FEBs facilitated emergency planning exercises that allowed participants to test agency continuity plans and to network with Federal, State, and local community leaders. The exercises raised awareness in agencies and communities about how to plan for, mitigate the impact of, respond to and recover from incidents and to continue operations. Several sessions

hosted by FEBs focused upon communications between government bodies and community partners, and included representatives from various non-government organizations including schools and businesses, in addition to State, local and tribal governments. The growing sophistication of the exercises exposes additional issues to anticipate, thus promoting better planning and response.

The U.S. Department of Homeland Security reports that Cyber Security is a vulnerability to the economic wellbeing of the country as well as the continued operations of government. This year, six FEBs partnered with the Federal Emergency Management Agency (FEMA) to host the Resilient Accord Cyber Security tabletop exercise. The purpose of the exercise is to increase continuity and operational readiness of Federal Departments and Agencies, State, territorial, tribal and local jurisdictional governments, and private sector for a regional cyber attack. The FEB National Network continues to work with FEMA to provide tabletop exercises to other Federal communities across the Nation.



200 participants, representing 77 different agencies, collaborated in the March 2010 San Francisco FEB "Cesium Diem" Emergency Exercise

"If you want to be good at anything, you have to practice. It's the same with the tabletop exercises, get practice with these so you're prepared for the real thing."

Bob Borden
Business Development Specialist
Small Business Administration
San Francisco, CA

Additionally, FEBs 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. In an effort to strengthen continuity at all levels of government, FEMA invited the FEB representatives to attend the annual FEMA Continuity of Operations Strategic Planning Conference for States, Territories, Tribes and the District of Columbia.

Activity Category: Emergency Communications

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

During the first nine months of Fiscal Year 2010, the Centers for Disease Control continued to report the H1N1 Influenza as a significant risk to specific groups and to the general public leading to the importance of accurate and timely information distribution. The FEBs provided a vital avenue in the sharing of information, the quelling of unfounded rumor, and the dissemination of information 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. Centers for Disease Control reported that the U.S. Public Health Emergency for 2009 H1N1 Influenza expired on June 23, 2010.

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 enables 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. During Fiscal Year 2010, USP3 was a vital tool in disseminating severe weather announcements for tropical storms, hurricanes, floods, ice and snow, as well as updates on the Haitian earthquake and Deepwater Horizon oil spill in the Gulf of Mexico.

"The Search and Rescue Team members who are going for passports in anticipation of deploying to Haiti for earthquake response are receiving first-class treatment. Thank you to the Federal Executive Board for making the arrangements for expedited service."

Mark Gallagher
Response Division Director
Department of Homeland Security/Federal Emergency Management Agency
Boston, MA

Through the efforts of the National FEB Emergency Preparedness Council, FEBs continued to implement and test the USP3 system for government-wide use to include 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. The system was tested during the interagency continuity exercise Eagle Horizon 2010 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.

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 coordinate with local agencies, as well as educational and business partners, to host numerous job and career fairs. Through these relationships, FEBs connect interested applicants with hiring managers and agency human resources representatives. As a result, FEBs provide job seekers with the opportunity to have their questions regarding Federal employment answered. 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 participating citizens.

Additionally, FEBs continued to support a diverse workplace, including targeted outreach to veterans and disabled individuals. Several FEBs collaborated with the Department of Veterans Affairs to sponsor events directed toward returning veterans. FEB activities supporting hiring persons with disabilities included consultation with the Career Opportunities for Students with Disabilities (COSD) organization regarding Federal job opportunities for its members, and hosting a Career Expo featuring training that was titled “Disability Employment Best Practices, Next Practices.” FEBs also supplied their member agencies with information regarding special hiring flexibilities for both veterans and persons with disabilities.



South Florida FEB hosted a Veterans Celebration at Sun Life Stadium, with 200 service members participating in the NFL's pregame show

To help secure new talent, FEBs promoted Federal service to local colleges, universities, and high schools. FEBs worked with these organizations to provide internships, job fairs, and education seminars for their students and graduates. Through events such as Federal Career Days, FEBs presented communities with potential career opportunities and tips on how best to apply for Federal jobs. Moreover, several FEBs hosted interns within their offices, which provided exposure to dozens of local agencies, their staff, and their missions. Working directly with FEBs and local Federal communities provides interns practical experience and encourages them to seek out permanent careers within the Federal government.

"The Pittsburgh Career Fair at Duquesne University gave us a great opportunity to meet a young, energetic group of people. In 2010, we were able to hire eight qualified applicants that we met through the Pittsburgh Career Fair."

Bill Gosinski
Human Resources Assistant
Department of Veterans Affairs
Pittsburgh, PA

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).

To support the efficient resolution of disputes and formal claims, FEBs provide low or no cost, high-quality mediation services to Federal agencies through the Alternative Dispute Resolution /Shared Neutrals Program. The ADR/Shared Neutrals Program is a cooperative arrangement between participating Federal agencies that make reciprocal agreements for ADR services and share resources cooperatively. These ADR consortiums and Shared Neutrals Programs help avoid costly formal procedures and litigation.

During the past year, more than 552 cases were successfully settled, resulting in an estimated cost avoidance of more than \$25.2 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 and Basic Mediation training to current and new mediators.

More than 552 Alternative Dispute Resolution cases were successfully settled at an estimated cost avoidance of more than \$25.2 million.

Activity Category: Awards and Recognition

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



Over 900 individuals attended the Atlanta FEB Awards Luncheon

To honor the best in our Federal workforce, FEBs sponsored Awards and Recognition Programs across the Nation. This year, FEBs presented 7,145 awards to Federal employees, with over 18,000 people in attendance. These events 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.

The accomplishments and achievements of these individuals serve as an example for all Federal employees and remind them, as well as the public, of the positive impact they have on the lives of others. The awards nominations also provide valuable information about Federal agency resources, programs, and key personnel who collaborate to deliver quality services.

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 either low or no cost. FEBs are able to obtain group rates, based on large numbers of multi-agency participants, and thus realize cost avoidance for their member agencies. These training sessions are provided to the Federal community within the FEB's coverage area, thereby also reducing travel and lodging expenditures. This year, FEBs provided training opportunities to 28,046 Federal employees at an estimated cost avoidance of more than \$7.7 million.

This year, President Barack Obama called on Federal agencies "to overhaul the way they recruit and hire our civilian workforce." To provide valuable input from locations outside Washington, D.C., FEBs participated on an interagency Hiring Reform task force hosted by OPM. The task force developed the government-wide strategic implementation of hiring reform initiatives. In addition to contributing to the Hiring Reform task force, FEBs also hosted a total of 37 Hiring Reform training and briefing sessions to Human Resources Specialists and hiring managers across the Nation. With more than 1,600 Federal employees participating, these training sessions focused on modern techniques to hire employees efficiently and effectively to increase the timeliness of the hiring process. Additional Hiring Reform training sessions have been scheduled to take place in more FEB locations during Fiscal Year 2011.

"The Los Angeles FEB leadership development program provides the opportunity to broaden Federal employees' perspectives on the opportunities for personal growth and development within their region."

Shannon Garcia-Hamilton
Federal Security Director
Department of Homeland Security/Transportation Security Administration
Los Angeles, CA

While agency training needs vary by location and year, some development needs remain constant. With the growing demand for effective leaders who can address emerging challenges, agencies have been faced with the need for leadership development. To this end, FEBs sponsored Leadership Forums, Leadership Development Programs, and Leadership classes to develop required skills and competencies. Further, with many Federal employees approaching retirement, pre-retirement training was another critical training need. FEBs helped 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, Telework, Effective Communication, and Diversity.

Low or no cost training opportunities provided to 28,046 Federal employees at an estimated cost avoidance of more than \$7.7 million.

Line of Business III: Intergovernmental Collaboration and Community Outreach

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.

As a conduit between Washington, D.C., and Federal field agencies, FEBs serve their local Federal communities by providing forums for discussion where coordinated approaches to implement administration initiatives can be planned. Such coordination improves agencies' efficiencies. These forums include full-board meetings, workshops on specific topics, and networking opportunities which lead to enhanced collaboration between agencies and with State and local government entities.

In Fiscal Year 2010, FEBs provided a coordination point for engagement in environmental initiatives. Activities included information sharing at FEB environmental council meetings, a Going Green Expo showcasing accomplishments in the field of sustainability and protecting our environment, and a leadership project focusing on the environmental impacts of homelessness.

FEB-sponsored Health and Wellness programs and activities continued to expand during the year. Health and Wellness events included basic health screenings, tips on nutrition and exercise, a Bike to Work Day, Farmer's Market, and walking programs that spurred friendly challenges between participating agencies. Several FEBs established "one-stop" websites to post services and facilities featuring fitness centers, child care facilities, clinics, credit unions, etc., in area Federal buildings. In addition, many FEBs sponsored Federal Health Benefits Fairs to provide direct access to health care providers and informational briefings to assist agency employees in the selection of their annual coverage plans.

"We need to stress health and fitness more in the federal workplace. Reminding me to stretch and move more at work, instead of sitting for hours, is very relevant. Learning those stretches, so I can use them during five-minute desk breaks, will help me concentrate better in the long run."

William Kennedy
Chief, Operational Support Airlift/Executive Airlift
Department of Defense/Scott Air Force Base
St. Louis, MO

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 vital 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 2009 CFC receipts amounted to more than \$282 million. Campaigns in FEB areas collectively raised \$78,859,829.

Activity Category: Community Outreach

FEBS cultivate community relations by coordinating Federal participation.



The Chicago FEB supports urban gardens and donates the grown food to local food banks.

FEBS serve as focal points for Federal volunteer opportunities and community services. Examples include mentorship programs with schools, blood drives, book collections, clothing drives, city and county service projects, and holiday toy drives. In addition to annual food drives, FEBS supported the second government-wide Feds Feed Families food drive and collected over 65,000 pounds of food for local food banks.

FEBS also serve as local Federal Ambassadors in their communities. They identify opportunities to increase the Federal presence on numerous intergovernmental projects and advisory boards and work to promote awareness of government contributions to the public.

Finally, FEBS are a valued resource to local Congressional offices. FEBS help Congressional District Office staff identify Federal agencies and resources to support their constituents. Many FEBS invite Congressional staff to participate in FEB-sponsored events, such as briefings to update the district staff on agency initiatives.

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 low or no cost. Agency employees volunteer to serve as mediators, and receive initial and refresher mediation training hosted by the FEB. ADR programs in Fiscal Year 2010 resulted in an estimated cost-avoidance of more than **\$25.2 million** and resulted in settlement of 552 cases.

Common-Needs Training

FEBs assessed agencies' common-needs training requirements, and provided instructors and conference space to deliver group training sessions at either low or no cost. Training provided within the local FEB coverage area further reduced travel and lodging expenditures. Common-needs training includes briefings and training on current issues or initiatives of importance to the Federal community and skills development. Delivery of common-needs training in Fiscal Year 2010 helped agencies avoid additional expenditures of more than **\$7.7 million** in training costs and provided over 28,000 employees an opportunity to improve their knowledge and skills.

Combined Federal Campaign (CFC)

FEBs played a significant role in their area CFC campaigns. They helped raise more than **\$78.8 million** for the CFC in the calendar year 2009 campaign, which took place in the first quarter of Fiscal Year 2010.

Overall, FEBs demonstrated that through active membership and continued coordination by Federal Agency leaders, agencies reduced duplicative efforts and achieved increased efficiencies. FEBs continue to be well-positioned to advance Administration and Agency initiatives outside of Washington, D.C.



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