

October 26, 2000

MEMORANDUM FOR JANICE R. LACHANCE
DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

FROM: BARBARA J. GARVIN-KESTER
DIRECTOR
OFFICE OF EXECUTIVE AND MANAGEMENT DEVELOPMENT

SUBJECT: FY 2000 Accomplishments

Attached is the Office of Executive and Management Development's FY 2000 accomplishments, organized to show the relationship of OEMD's objectives to OPM's Strategic and Annual Plan. The second attachment is a copy of my 2000 Work Plan.

As stated in the 2000 Annual Plan under Strategic Plan Goal III, our goals this year were to: grow our business by developing strategic partnerships with key agencies (OPM Strategic Plan Goal III: OEMD Goal #7), and increase participation in executive and management development programs while balancing income and costs (OPM Strategic Plan Goal III: OEMD Goal #8).

I am pleased to say that FY2000 has been the most productive year that The Federal Executive Institute (FEI) has had in its entire 32-year history. The Center for Executive Leadership (CEL) alone has had a phenomenal 54% increase in revenue and our Leadership for a Democratic Society Program was filled to a 96% capacity. Western Management Development Center (WMDC) has also had its most productive year since 1997 (with nearly 2700 total registrations). All of this was accomplished in addition to successfully hosting the Israeli/Syria Peace Talks at the Eastern Management Development Center (EMDC) in Shepherdstown. This event brought high praise to OPM from both the President and Secretary Albright. A summary of our most significant OPM Annual Plan accomplishments and their impact on OPM are outlined below:

- A total of 10,164 managers and executives participated in OEMD residential (6833) and non-residential (3,331) programs for an overall increase of 43.1% over FY 1999 residential programs (7,102). This dramatic growth in the overall number is a direct result of increases in the number of consulting services requested this year. (Annual Plan Goals #7 & 8: Indicators/Performance Results #7.1 and #8.1)
- OEMD increased the number of custom designed programs, expanded consulting arrangements, and achieved new lines of business by establishing seven new strategic partnerships with high impact agencies: Five for FEI/CEL (NOAA, USAID, DeCA, HHS, Department of Education), and two for the WMDC (EPA and DEA). In addition, EMDC expanded its current partnership with the Army Acquisition Program by designing and conducting six customized 1-week programs. (Goal #7: Indicator/Performance Result #7.2)
- EMDC partnered with Federal and non Federal organizations in developing and designing the Excellence in Government Conference which drew over 1500 participants and was the venue for presentation of the FY2000 President's Quality Award Program (Goal #7: Indicators/Performance Result #7.2)

- OEMD established a Succession Planning Service with three Government groups (NOAA, DeCA and the CFO Fellows Program) to assist them in *aligning their human resources and strategic goals*. (Goal #7: Indicator/Performance Result #7.)
- OEMD conducted two curriculum reviews to validate our curriculum against the Executive Core Qualifications and Competencies. These reviews led to the development of a "Leadership Journey" that integrated core program offerings at FEI and the MDCs and provides leaders with a *development path from the supervisory level to SES certification*. This "Journey" is a key part of our communication and marketing initiatives. (Goal #7: Indicator/Performance Result #7.4)
- Our MDCs implemented, delivered, and assessed five diversity programs (180 participants) that earned overall program evaluations (*customer satisfaction*) of 4.4 on a 5.0 scale. FEI has established a Diversity Advisory Council (consisting of FEI Alumni and Diversity Experts) to guide us in integrating diversity in our curriculum. (Goal #7: Indicator/Performance Result #7.4)
- FEI completed the design of a new Leadership for Results program (Action Learning model), which uses state-of-the-art learning approaches to enable participants to work on *significant agency issues* as a vehicle for their training. (Goal #7: Indicator/Performance Result #7.4)
- OEMD achieved an overall 4.6 on a 5.0 *customer satisfaction rating scale*, which surpassed our standard for core programs in program content, relevance, and facilities. We also exceeded the standard for our non-core programs of 4.4 on a 5.0 scale, and averaged 4.6 on these program ratings. (Goal #7: Indicator/Performance Result #7.5)
- OEMD conducted a total of five Level Three/Four ROI evaluations in partnership with our customers, which showed *positive results from our training programs*: two LDS programs at FEI, two CEL programs with the Treasury Department and the Bureau of the Census, and one evaluation at WMDC in partnership with the Department of the Army that showed an ROI of \$478,000 in documented savings compared to a \$100,000 training expense. (Goal #7: Indicator/Performance Result #7.5)
- OEMD designed, developed, and implemented a Leadership Learning System (LLS) that provides our customers with on-line pre/post course materials, registration and data collection forms, virtual collaboration courses, and computer-based simulations. These capabilities will *lower our overall program costs, increase our program quality and customer satisfaction, and allow us to more effectively collect evidence of the impact of our programs*. (Goal #7: Indicator/Performance Result #7.7)
- OEMD participated in the Organization for Economic Cooperation and Development (OECD) Human Resources consortium of 25 countries to share best practices in leadership development; continued our membership on the National Academy of Public Administration's (NAPA) consortium on Government Performance; began sharing leading edge management development programs with agency counterparts (e.g., Department of the Treasury, the Nuclear Regulatory Commission, Department of Veteran Affairs, USAID); sponsored an ROI research study conducted by the American Productivity and Quality Center, and developed a partnership with American University that allows for granting of Executive Masters Degrees to people who complete courses at our MDCs. These initiatives are *not only extremely valuable to our customers, but they also provide OEMD with external oversight and review of our programming*. (Goal #7: Indicator/Performance Result #7.8)

- Our Organization Assessment Scores improved by an average of 40% in three key areas: Communication, Rewards/Recognition, and Performance Management, *indicating tremendous improvements in OEMD employee satisfaction.* (Goal #7: Indicator/Performance Result #7.9)
- OEMD developed a Balanced Scorecard that translates the OEMD mission and strategies into objectives and measures, organized into four different perspectives: financial, customer, internal business processes, and learning growth. This scorecard has become the basis for our employee Goalsharing Plan that we piloted this year. This program grants our employees performance awards of up to \$1700 for accomplishing OEMD goals in the OPM Annual Performance Plan and has the potential of *significantly increasing employee satisfaction.* (Goal #8: Indicator/Performance Result #8.2).

The business side of our operation has also gone very well. Although we won't know precisely until the books close, we operated at *near break-even (+\$266,000)* in spite of projections that we would close in the red. This was primarily the result of the tremendous demand for increases in consulting services requested this year. Our cumulative retained earnings remain strong at \$2.8M (Goal #8: Indicator/Performance Result #8.3).

It has been a pleasure to be part of this highly productive period for OEMD.

Attachments

BARBARA GARVIN-KESTER, Director
Office of Executive and Management Development
Performance Report
September 30, 2000

OPM STRATEGIC PLAN GOAL III (2000 ANNUAL PLAN):	Serve: OPM's high quality, cost effective human resources services meet the evolving needs of Federal agencies, employees, annuitants and the public.
OPM SUB-GOAL #8:	Participation in OPM's executive and managerial training programs is increased and income and costs balanced.
OEMD OBJECTIVE #1:	Ensure LDS, CEL and MDC curricula are responsive to current executive and management needs.
Performance Measures:	<p>Maintain or improve program evaluation ratings (overall rating 4.5 on 5.0 scale)</p> <p>Increased Space Sales and Open Enrollments for LDS, CEL, and MDC core management programs</p> <p>Demonstrated, consensus driven linkages in FEI and MDC programs</p>

- In FY 2000, the Office of Executive and Management Development conducted two curriculum reviews and re-validated its curriculum against the Executive Core Qualifications and competencies. Design changes led to the development of our "Leadership Journey," a competency-based, comprehensive curriculum for GS-12 through GS-15 Managers and the Senior Executive Service based upon the SES ECQ's. The curriculum is comprehensive because it shows the relationship of all programs and services offered OEMD-wide. The Journey details not only the core curriculum, but defines the path from Supervisory, Management, and Executive assessments to the core curriculum as well as follow-up programs and our Center for Executive Leadership services. This curriculum has been depicted in our Program 2001 Guide and distributed to all agency heads and HR personnel.
- Design changes also led to the implementation, assessment, and delivery of five MDC diversity programs (180 participants) that earned overall program evaluations of 4.4 on a 5.0 scale. In addition, FEI formed a Diversity Advisory Team consisting of LDS graduates and Diversity experts who provide on-going guidance on the integration of the diversity imperative within our FEI programs.
- Additional design changes led to the development of a new Action Learning Model at FEI. The Leadership for Results program uses state-of-the-art learning approaches to enable participants to work on significant agency issues as the vehicle for their training. The pilot test of the program began in August 2000 with the Department of

the Treasury and ends in January 2001. The program builds Return on Investment (ROI) into the design by having participants work in teams on significant agency business issues.

- At FEI, our curriculum changes led to the most productive year in our 32-year history. Our Leadership for a Democratic Society Program delivered 10 sessions this year, graduating 675 participants (96% capacity). This is a 2.4% capacity increase over last year (659 participants). The overall program rating surpassed its estimate of 4.5 and averaged 4.6 on a 5.0 scale. The average course rating for Center for Executive Leadership (CEL) programs is also 4.6 on a 5.0 scale. CEL delivered 15 open enrollment programs, 45 sessions of custom-designed/single agency programs, and 101 consulting sessions, resulting in a phenomenal 54% increase in revenues over last year.
- Overall course ratings for our MDC traditional programs also surpassed the standard of 4.5 and averaged 4.6 on a 5.0 scale. The total number of sessions and participants was 157 and 4,846 (respectively). This represents 2,696 registrations in traditional programs at WMDC alone, the first increase in these enrollments since 1997. All of this was accomplished in spite of 4 weeks of cancelled classes at EMDC, where we hosted the Israeli/Syria Peace Talks during January of the past year.
- In total, 10,164 managers and executives participated in OEMD residential (6,833) and non-residential (3,331) programs for an overall increase of 43.1% over FY 1999 residential programs (7,102). The dramatic growth in the overall number is a direct result of increases in the number of agency custom-designed services requested and provided OEMD-wide this year.

OPM STRATEGIC PLAN GOAL III (2000 ANNUAL PLAN):	Serve: OPM's high quality, cost effective human resources services meet the evolving needs of Federal agencies, employees, annuitants and the public.
OPM SUB-GOAL #7:	Participation in OPM's executive and managerial training programs is increased and income and costs are balanced.
OEMD OBJECTIVE #2:	Develop collaborative relationships needed to bring added expertise in FEI and MDC programs
Performance Measures:	Demonstrated progress on at least one research project, faculty exchange, or other effort. Continued collaboration.

- This year, WMDC continued its existing partnership with the University of Colorado at Denver's Graduate School of Public Affairs and developed a new partnership with the American University Graduate School of Public Affairs that allows for the granting of Executive Masters of Public Administration degrees to people who take programs at the MDCs. Up to half of the degree requirements can be met at the MDC's and this affords an opportunity to greatly professionalize our services. To accomplish this, we had to assure American Council on Education (ACE) Accreditation of the MDC curriculum.
- EMDC represented OEMD on the National Academy of Public Administration's (NAPA) Consortium on Government Performance to gather up-to-date information (e.g., case studies on successful implementation of GPRA principles) on the Government Performance and Results Act for inclusion in OEMD program offerings. Based on learnings shared through consortium members, EMDC made course modifications to its GPRA Seminar. Overall course evaluations for the FY 2000 seminars were 4.6 on a 5.0 scale.
- FEI participated as a member of the American Productivity and Quality Center and was a sponsor of a Return on Investment (ROI) research project conducted by the Center. The study benchmarked three private sector, one government, and one quasi-government organization that conduct ROI studies in executive and management training.
- I personally participated in the Organization for Economic Cooperation and Development (OECD) Human Resources Consortium of 25 countries that held a 2-day meeting to share/benchmark leadership development practices. As a direct result of this participation, four countries expressed a keen interest in sending their senior executives to FEI. Additionally, OEMD participated in the Center for Creative Leadership's (CCL's) "Friends of the Center" Conference and Executive Forum where a number of private companies shared best practices.

- OEMD also began sharing benchmarking data on leading edge management development programs with agency counterparts. Such sharing of data on the Action Learning Model/Program (Leadership for Results) took place with the Department of the Treasury, the Nuclear Regulatory Commission, and the Department of Veterans Affairs. Additionally, FEI/CEL shared benchmarking data on the on-going research and subsequent management development programs being conducted by the Center for Creative Leadership (CCL) regarding the leadership skills necessary for executives working in international environments with the USAID. These exchanges enabled OEMD to access forward thinking practices/processes. This sharing of benchmarking data has led to improvements in the quality of programming and more nearly ensures that OEMD programs are ensuring leading-edge management theories and practices.

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OPM SUB-GOAL #7:	Form comprehensive long-term strategic alliances with High Impact agencies as identified by NPR that will result in identifiable benefits to individual executives, teams, and agency performance.
OEMD OBJECTIVE #3A:	Conduct FEI Core programs for GS-15/SES
Performance Measures:	<ul style="list-style-type: none"> • End of course evaluation, focus group reports, faculty feedback, and log of improvements made. • Classes filled to 95% capacity. Actual revenue within 5% of projection. • Maintain or improve Level One course ratings (overall 4.5 on 5.0 scale). • Conduct two studies at Level 3 or 4 demonstrating behavioral change and results impact.

- Our Leadership for a Democratic Society programs graduated 675 executives (of 700 available spaces) for a class fill capacity of 96% (a 2.4% increase over 1999). Total revenue generated was \$6,515,400 (higher than the initial FY2000 estimate of \$6,424,000, which is well within 5%) and 7.4% above FY1999, \$6,068,100. Total participant training days = 15,525. Overall ratings for the LDS programs were 4.6 on a 5.0 scale.
- Two LDS programs (Session #254 & 257) were evaluated at Levels Three/Four. Studies showed desired changes in behavior and impact on results. FEI has also collected qualitative data from letters of appreciation, e-mails, phone calls, course evaluations, faculty input, and focus groups which indicates improved ratings for plenary sessions/speakers.
- A Pre/Post Assessment (Level 3 Evaluation) of FEI's Wellness Program Component was also undertaken. The evaluation surveyed four FEI classes whose participants had graduated within 6 months to 2 years. Results demonstrated strong evidence of positive, lasting changes in health habits and awareness, improved work performance, and improved quality of life directly attributable to their participation in the LDS program at FEI (86% with high level of confidence).
- FEI also re-engineered a number of its administrative processes supporting the Leadership for a Democratic Society Program; i.e., additional customer information in pre-course materials, shortened the check-in process, enhanced orientation, and improved the quality of program evaluation. Feedback from participants has indicated satisfaction with these improvements.

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OEMD OBJECTIVE #3B AND #5A & B:	Conduct core and non-core programs for GS-12 to GS-15 level. Conduct Supervisory Training & Team Training For GS 9-11 level. (#3B) Develop strategic partnerships with key agencies to provide management development solutions. (#5A) Develop Outside Projects for MDCs. (#5B)
Performance Measures:	<ul style="list-style-type: none"> • Classes filled to optimum capacity. • Maintain or improve ratings (overall rating 4.5 on 5.0 scale. • Conduct one study at Level 3 or Level 4 demonstrating behavioral change and results impact. • New business with 5 agencies. Develop one-long term strategic partnership. • Increases in # of enrollments in MDC residential programs from targeted agencies (Target 50 spaces). • Projected revenues met or exceeded.

- In addition to hosting the Israeli/Syrian Peace Talks in Shepherdstown, WV, the MDCs together delivered a grand total of 190 sessions to 5,618 participants (52,566 Participant Training Days), generating a 7.1% increase in revenue over last year (11.7% for WMDC and 2.7% at EMDC). This is significantly higher than the initial 5% projection. Total revenues this year equate to \$14,961,000.
- Course ratings at EMDC exceeded the 4.5 target with an overall average of 4.6 on a 5.0 scale. WMDC ratings surpassed the 4.5 target with an overall average of 4.6 on the same scale.
- WMDC also completed an in-depth evaluation of financial return on investment (Level 3 and 4), in partnership with the Department of the Army. The direct return on investment of this training has been calculated to be in excess of \$478,000 in documented savings compared to a training expense of \$100,000. A project plan for a Level 3 evaluation has been completed by EMDC and will be implemented in FY2001.

- The MDCs also developed a web-based survey to secure data from recent MDC seminar graduates. The survey's purpose is to develop information on how to increase the ability of MDC alumni to apply their acquired knowledge back in the workplace.
- EMDC expanded its partnership with the Army Acquisition Program by designing and conducting six customized, 1-week programs, centered on developing core competencies: leadership, communication, strategic thinking, and teamwork. Participant ratings were all above 4.6 on a 5.0 scale. This successful partnership resulted in five additional programs for FY2001 and plans to design with the Space Camp Facility in Huntsville, AL.
- WMDC developed custom programs for several specific agencies in addition to the strategic partnerships with EPA Region VIII and the Drug Enforcement Agency. These programs were designed to help with specific agency performance issues, and included the U.S. Forest Service, Social Security Administration, Department of Energy, Navy, CIA, Department of Education, and various Federal Executive Boards. These partnerships generated \$349K in revenue, an 8% increase over projections for outside projects. (11 sessions; 266 participants).

	<u>Sessions/ Projects</u>	<u>Participants</u>	<u>Participant Training Days</u>	<u>Revenue</u>
EMDC				
Traditional Programs	67	2,150	24,223	\$6,231K
PMI Orientations	4	507	1171	\$220K
Other gov't clients/projects	18	N/A	N/A	\$845K
Totals:	89	2,657	25,394	\$7,296K
WMDC				
Traditional Programs	90	2,696	27,172	\$7,316K
Off-site Programs	11	266	N/A	\$349K
Totals:	101	2,962	27,172	\$7,665K
Grand Totals:	190	5,618	52,566	\$14,961K

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OEMD OBJECTIVE #3C:	Deliver quality orientation programs for new PMI members.
Performance Measures:	<ul style="list-style-type: none"> • Ongoing positive feedback from participants, executive resources managers, and other customers. • Evaluations that assess overall program quality and effectiveness (4.0 rating on 5.0 scale).

- During the first two quarters of the fiscal year, EMDC successfully conducted three PMI Orientation sessions for a total of 332 newly hired Interns. Participants attending the sessions received 24 hours of training that applied toward the 80 hours of required training for all Interns. Overall session evaluations for program quality and effectiveness averaged 4.2 on a 5.0 scale.
- EMDC also conducted one graduation program for a total of 175 PMIs from the program class of 1997. Participants attending the program rated the 1-day program 4.4 on a 5.0 scale.
- Direct feedback from the PMI Program Office in OPM's Philadelphia Service Center indicated high levels of satisfaction for all programs delivered by the EMDC. The Center continues to play a positive and essential role in recommending the program design, development, and delivery. As a satisfied customer, the Service Center contracted with the EMDC for three Orientation programs and one graduation program in FY 2001.
- The Center's facilities received positive feedback from many sources: agency PMI Program coordinators, Interns, and the PMI Program Office.

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OEMD OBJECTIVE #3D:	Administer the 2000 Presidential Quality Rank Award Program
Performance Measures:	Conference Evaluation Results Target Dates Met

- EMDC partnered with Federal and non-Federal organizations in developing and designing the Excellence in Government Conference. This event drew over 1500 participants and was the venue for presentation of the FY2000 President's Quality Award Program.
- Administration of the President's Quality Awards Process included:
 - the development of criteria
 - the call for applications
 - application receipt and review, selection and convening of panels of examiners
 - managing and conducting site visits
 - selecting and convening judges' panels
 - planning and conducting an awards ceremony at the Excellence in Government Conference.
- For the past 5 years, the Program administered a customer satisfaction survey of applicants. Using a 5.0 rating scale, trend data demonstrates high levels of satisfaction in the following:
 - Administration processes show continuous improvements with scores steadily increasing from 3.8 in FY1996 to 4.5 in FY2000.
 - Application development shows steady levels of satisfaction with scores ranging from 3.8 in FY 1997 and FY 1999, to 4.0 in FY 1996, to 4.2 in FY 1998 and FY 2000.
 - Site visit process shows continuously high levels of satisfaction with scores ranging from 4.2 – 4.4 over the 5-year period.
 - Feedback reports show steady levels of satisfaction with scores of 3.7 in FY 1996 and FY 1999 and 4.2 in FY 1997, 1998, and 2000.

- I personally participated in the Conference by speaking at the reception held for Examiners and Judges.
- Conference evaluations did not rate the ceremony separately; however, 87.8% of the conference participants rated the conference either excellent or very good. Qualitative feedback from participants, agencies, judges, examiners, and other customers was that the Quality Awards Ceremony was the "crowning" event of the conference.
- OEMD manages this non-revenue producing program without appropriated funds (estimated expenses at a minimum of \$450K). Some funding will be provided for the FY2001 program and efforts are in progress to secure appropriations for future programs.

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OEMD OBJECTIVE #4A & 4B:	Strengthen open enrollment programs and offer customized courses through Center for Executive Leadership (CEL) (#4A) Offer CEL Consulting Services (#4B)
Performance Measures:	<ul style="list-style-type: none"> • Build partnerships established with at least 3 new agencies and maintain partnerships with 2 agencies. • Two evaluations completed at Level 3-4 to measure changes in behavior and impact on the job. • Open enrollment programs offered at 80% capacity. Work with off-site programs as necessary to meet customer needs. • Evaluations include ratings of 4.5 or better on 5.0 scale.

- The Center for Executive Leadership (CEL) established five new strategic partnerships with high impact agencies: NOAA, USAID, DeCA, HHS, and the Department of Education.
- This included the establishment of a Succession Planning Service with three Government groups (NOAA, DeCA, and the CFO Fellows Program) to assist them in aligning their human resources and strategic goals. Services offered ranged from succession planning program development to assessment, coaching and mentoring training and services, and focused skill development.
- In addition, CEL continued its partnership established last year with the Defense Intelligence Agency/JIVA by providing 5 weeklong "Foundations for Virtual Teams" courses at FEL. Each group represented intelligence analysts from across government who are learning how to integrate leading edge virtual communication technology with virtual team work into the collaborative communities they are mandated to create. The partnership included:
 - A session in August that introduced the foundations for virtual team and was part of a larger team building initiative for the Defense Criminal Investigation Service (DCIS).
 - A weeklong, custom-designed program for working in virtual teams offered to DeCA in August.

- A session introducing the collaborative process as the underlying foundation for building a knowledge management system that was developed for the State Department OPAP Project.
- Participation by the lead faculty in the JIVA annual conference in Albuquerque in August.
- CEL also conducted two Level Three/Four evaluations with the Bureau of the Census and the Treasury Department. These studies showed changes in behavior directly attributable to CEL training programs.
- CEL delivered a total of 15 open enrollment sessions with 211 participants and 793 Participant Training Days (PTDs). CEL also developed and delivered 45 custom-designed/single agency sessions to 1,043 participants, equating to 6,500 PTDs. In addition, CEL provided 101 sessions of consulting services, impacting 3,389 participants. The total of all CEL sessions for FY2000 resulted in \$4,500,571 (a phenomenal 54% increase over last year). All programs surpassed the targeted 4.5 evaluation on a 5.0 scale, averaging 4.6 overall.

<u>CEL Programs</u>	<u>Sessions/ Projects</u>	<u>Participants</u>	<u>Participant Training Days</u>	<u>Revenue Generated</u>
Open Enrollments	15	211	793	386,550
Single Agency at FEI	45	1,043	6,500	3,091,993
Consulting	101	3,389	13,677	1,022,028
Total	161	4643	20,970	\$4,500,571

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OEMD Objective #6:	Develop OEMD marketing program that contributes in measurable ways to growth of the business
Performance Measures:	<ul style="list-style-type: none"> • 2% increase over FY99 in residential interagency registrations. • 50 leads for custom and consulting projects • Number and qualifications of responses to marketing vehicles • Baseline established for cost/registration ratio of promotional materials. • 125 SES managers entered in Customer Relationship Management System • 1 major 2-way email promotion • Custom/consulting staff uses the system • 10% increase in active Agency Accounts • 500 Individual Registrations • 60% EMD staff rating on internal survey (marketing as adding value) • 25 key agency officials participate

- The most significant change in our curricula resulting from marketing activities was the development of the Executive Core Qualifications Workshop and expansion of our custom and consulting projects in the MDCs and CEL.
- Marketing/Sales efforts focused on increasing MDC registrations this year. These registrations increased by 3% over FY99. FEI also had capacity increases of 2.4% for its residential, interagency programs.
- Leads averaged 1.5/week resulting in custom and consulting revenue of \$1,194K in the MDCs and \$4,114K in CEL at FEI.
- Responses to our key marketing vehicles averaged on a monthly basis:
 - 888 line: 250
 - Web registration requests: 125
 - Fax registration requests: 75

- On an annual basis, 2400 registration requests resulted in 500 individual registrations.
- Our key customer relationship system was established to provide us the capacity to track 15,000 leads and 100 agency partners and allow us to conduct relationship/permission marketing with all key managers and organizational units in the Federal Government. All information in the system to date is current and complete and was used for market mailings to key agency officials (five promotional messages sent between June and August of this year). The system also allowed our MDCs to establish 132 active agency accounts in FY 2000, compared to 118 in FY 1999 (an increase of 12%).
- The internal marketing survey was not conducted. Instead, OEMD formed a Market Advisory Group consisting of individuals from both FEI and the MDCs. This group set the direction for FY2000 marketing communications and for the OEMD customer-driven business process plan.
- Thirty Training Directors participated in a customer forum with OEMD senior management. The forum resulted in specific leads and input that has been incorporated in OEMD marketing communications and program plans.
- Our Executive Core Qualifications Briefings and Workshops reached 5000 managers this year, most of whom were added to our OEMD leads database.
- Sales representatives, MDC Directors, and the Director, OEMD conducted 30 visits to agencies. The MDCs focused on the CIA – a significant customer who requested program and administrative changes. Other large agency customers we met with were: Energy, Air Force, Social Security, and the Veterans Affairs.
- A return on investment plan for marketing activities has been drafted and focuses on growing the business as primary measure. This plan will be fully implemented in FY2001.
- We also developed a Customer-driven Business Process for sales that strengthens OEMD terms and conditions, moves billable documentation to point of sale, efficiently tracks customers, orders, and purchases, and restructured our sales resources. This initiative resulted in elimination of order and billing backlogs to achieve fully accurate revenue for our MDCs.

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OEMD OBJECTIVE #7:	Increase technology capacity to deliver OEMD programs and FEI/OEMD interoffice communications consistent with OPM IT Architecture
Performance Measures	<ul style="list-style-type: none"> • Virtual collaboration capability, video conferencing capability, on-line registration, electronic pre-/post materials, on-line surveys, competitive business proposals, case study and best practices databases, and electronic communities of practice available in FY2000 • Qualitative evaluations indicate OEMD and customer satisfaction with quality of program delivery • Quantitative evaluations maintain or improve ratings (overall ratings 4.5 on 5.0 scale). • On time delivery • Increased capacity to communicate effectively with OPM and other government agencies. • Feedback from OEMD Leadership Team, users, OPM CIO for compliance and interoperability.

- OEMD designed, developed, and implemented its Leadership Learning System (LLS) of which Training Server is the core database (Phase I). We conducted pilots of:
 - on-line courses for each site for pre/post course materials and data collection
 - on-line registration information forms
 - virtual collaboration courses and computer-based simulations.
- Funding for Phase II of the LLS was not approved in FY2000. Phase II will expand our web-site capabilities to allow program participants to register electronically for programs, prepare pre-program materials, and complete course evaluations.
- Specifically, in FY2001, OEMD will:
 - expand the number of courses that provide on-line pre/post course materials and data collection
 - continue and expand discussion rooms
 - provide on-line registration payment, on-line surveys, and on-line customized business proposals

- increase the number of virtual collaboration courses and pilot distance learning courses
- Plans to obtain video conferencing capability with COOP funds were not approved and delayed implementation of an OEMD video conferencing network in FY2000. However, equipment has been ordered from FY2000 funds and the capability will be implemented in FY2001.
- FEI and MDC interoffice communications have been updated consistent with OPM IT requirements (December 1999 for Microsoft Outlook and June 2000 for Microsoft Suite).
- Feedback from users, the OEMD Leadership Team, and the OPM CIO office has been positive. Users and OEMD Leadership Team indicate positive steps in support and use of technology services. The OPM CIO office indicates strong support for the compliance and interoperability of OEMD technology systems.
- Commencing with FY2001, the OEMD and OPM CIO office will form a partnership for support, development, and implementation of technology services and innovations to further enhance course offerings, improve work processes, and support new business opportunities in a cooperative effort to ensure compliance and interoperability.

OPM STRATEGIC PLAN GOAL III (2000 ANNUAL PLAN):	Serve: OPM's high quality, cost effective human resources services meet the evolving needs of Federal agencies, employees, annuitants and the public.
OPM SUB-GOAL #7:	Form comprehensive long-term strategic alliances with key agencies that will result in identifiable benefits to individual executives, teams, and agency performance.
OEMD OBJECTIVES #8, 9, and 10.	Develop capacity to communicate with participants and graduates anytime/anyplace. Capture best practices in leadership and improving organizations Link participants/graduates to best practices.
Performance Measures:	<ul style="list-style-type: none"> • Staff time and printing costs saved • Faster access to pre-work by participants as measured by participant evaluation • Improved satisfaction with pre-program process by participants as measured by program evaluations. • Maintain or improve program evaluations (4.5 on 5.0) • Minimum of two hot links to external best practices sites • Increase use of web site (e.g., # of inquiries to site.)

- To prepare for implementation of Phase II of the LLS in FY2001, WMDC has developed web-based pre-program information for its Executive Development and Diversity Seminars. EMDC has examined its pre-program processes and plans via a process-mapping model. Evaluation of this activity pinpointed core processes to be re-designed or eliminated. Plans are in place to implement high priority process to be improved. The purpose is to achieve greater efficiency and acceptance by customers and staff as measured by participant and staff evaluations (focus groups, questionnaires, interviews, one-on-one meetings.).
- FEI has also reengineered a number of its administrative processes supporting the Leadership for a Democratic Society program; i.e., additional customer information in pre-course materials, shortened the check-in process, enhanced orientation, and improved the quality of program evaluation.
- OEMD has added 19 "knowledge" hot links to its website which contain relevant information for Federal Managers and Executives. Many of these (including the hot link to NAPA) contain best practices in leadership and leadership training.

OPM STRATEGIC PLAN GOAL V (2000 ANNUAL PLAN):	Serve: OPM's high quality, cost effective human resources services meet the evolving needs of Federal agencies, employees, annuitants and the public.
OPM SUB-GOAL #:	None Identified
OEMD OBJECTIVE #11:	Implement a business plan to invest in the development of a diverse OEMD faculty and staff and a productive work environment.
Performance Measures:	<ul style="list-style-type: none"> • 80% of OEMD goals are met or exceeded. • Increases in overall percent of minority employees in faculty and staff (with emphasis on Hispanic representation) • Increase in employee job satisfaction as measured by improvements in three areas of Organization Assessment in FY2000 • Fewer comments on participants' evaluations regarding lack of diversity in faculty membership.

- OEMD has met or exceeded 100% of its goals in the FY2000 Annual Performance Plan.
- At FEI, we filled the following government positions this year as part of our plan to build a workforce reflective of America:
 - One new Senior Faculty position (Caucasian Female)
 - Two Staff Assistants (1 African-American Female, 1 Caucasian Female/Veteran)
 - One Program Analyst (Caucasian Female)
- At EMDC, we filled the following government positions:
 - One Quality Program specialist (Hispanic Female)
 - One Program Coordinator (Caucasian Female)
 - One Sales Team coordinator (Caucasian Female)
 - One Program Director (Caucasian Female)
 - One Staff Assistant (Caucasian Male/Veteran)
- At WMDC, we added the following to our adjunct faculty:
 - Two African-American Females
 - Two African-American Males
 - Two Asian-American Males
 - One Hispanic Female
 - One Hispanic Male

- OEMD Organization Assessment scores improved by an average of 40% in three key areas: Communication, rewards/recognition, and performance management. Increases in scores are attributed to:
 - establishment of revised vision, mission, strategies, and values
 - changes in leadership at the MDCs
 - enforcement of the performance management system
 - establishment of a goalsharing program for employees
 - implementation of alternative work schedules
 - establishment of 2-week downtime rule across OEMD
 - publication of OEMD quarterly newsletter
 - piloting Individual Learning Accounts and Learning Leave Policy at FEI
 - introduction of balanced scorecard that translates OEMD mission and strategies into objectives and measures organized into four different perspectives: financial, customer, internal business processes, and learning and growth.

OPM STRATEGIC PLAN GOAL III (2000 ANNUAL PLAN):	Serve: OPM's high quality, cost effective human resources services meet the evolving needs of Federal agencies, employees, annuitants and the public.
OPM SUB-GOAL #7:	Increased participation in OPM's executive and managerial training programs and income and costs are balanced.
OEMD OBJECTIVE #12:	Maximize use of available financial resources to accomplish program goals and objectives.
Performance Measures:	<ul style="list-style-type: none"> • Retained earnings balanced. Differences between income and cost projections within tolerances (+\$250,000 and -\$125,000) • Improved accuracy: reduced incidents of errors, improved forecasting of projected revenue, fully loaded program costs.

- The FEI delivered 171 sessions to 5,318 participants (36,495 participant training days), generating a 22% increase in current year revenues. FEI current year retained earnings (i.e., Revenue minus Expense) should be approximately \$440,000, considerably better than the initial estimate of minus \$135,000. While earnings are outside the +\$250,000 tolerance, this was accomplished to mitigate the impact of earnings deficiencies at the OEMD level. Gross revenue for FY2000 of over \$11,000,000 and improved earnings reflects the tremendous demand for Center for Executive Leadership programs and services (estimated revenue of \$4,500,571).
- The MDCs together delivered 190 sessions to 5,618 participants (52,566 participant training days), generating a 7.1% increase in revenue over last year (11.7% for WMDC and 2.7% at EMDC). This is significantly higher than the initial 5% projection. Total revenues this year equate to \$14,961,000.
 - EMDC earnings are at minus \$300,000, which is less than the initial forecast of minus \$293,000, but well within tolerances. Without the burden of administering the President's Quality Award Program, costing over \$450,000 without any revenue source, EMDC would show an operating surplus. EMDC also cancelled 4 weeks of classes in order to host the Israeli/Syrian Peace Talks in Shepherdstown, WV.
 - WMDC earnings are at plus \$121,000, which is better than the initial forecast of minus \$150,000. To compensate for cancelled classes at EMDC to host the Peace Talks, WMDC rescheduled 300 participants affected by the cancellation to additional classes at WMDC.
- OEMD total annual retained earnings should be \$266,000 and our cumulative retained earnings remain strong at about \$2.8M.

Additional Accomplishments:

Speaking engagements:

- Charlottesville Kiwanis Club
- FEI Alumni Association Executive Forum – Plenary Session Speaker
- Organization for Economic Cooperation and Development: Leadership Development in America

International Visitors:

- Rosalind McCool, Alistair Davey: UK Centre for Management & Policy Studies
- Jeong-II Kim & Staff, Korean Labor Education Institute
- Patricia Tam, Hong Kong Executive Development Center
- Malaysia Delegation

Memberships:

NAPA Associate

Martha Jefferson Leadership Council

Kiwanis of Piedmont: Board of Directors

Legislation:

- Naming of New FEI Annex Building: Pamela B. Gwin Hall
- Permission to accept grants through gift authority
- Permission to accept private sector executives in programs
- Appropriations for President's Quality Award Program

OPM Team Participation:

- ERB – Succession Planning: Project Plan for OPM Workforce Planning
- Financial System Requirements Analysis
- OPM Strategic and Annual Plan Development
- COOP Planning and Testing
- Technology Task Force
- GPRA Task Force

November 12, 1999

MEMORANDUM FOR JANICE R. LACHANCE
DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

FROM: BARBARA J. GARVIN-KESTER
DIRECTOR
OFFICE OF EXECUTIVE & MANAGEMENT DEVELOPMENT

SUBJECT: FY 1999 Accomplishments

Attached is the Office of Executive and Management Development's FY 1999 accomplishments, organized to show the cascading of OPM's strategic plan down into our particular OEMD business objectives. This document tracks with the second attachment, which is my 1999 Performance Plan.

Our most important goals this year were to create for our customers a single, unified look across our three teams (FEI, EMDC, WMDC), and to build enrollments in our MDC and CEL programs. These have been very challenging goals since each team has grown up under a different culture and has had its own individual challenges this year, e.g., new facilities, new leadership, new curricula. I am pleased to say that we have made major progress toward these goals. We have:

- Developed a common vision, "Leadership Learning that Serves America," and six business goals that will transform us from three separate, product-focused organizations to one, unified organization that is customer-focused.
- Dramatically grown our Center for Executive Leadership (CEL) business to 30% of FEI's overall revenue and significantly increased open enrollments and space sales in our MDCs.
- Begun building a CEL-like line of business for our MDCs which establishes strategic partnerships with the agencies we serve to provide them with custom-designed programs, consulting services, distance learning modules and executive coaching.

- Measured behavior changes that have resulted from our development programs.
- Created and distributed a complete set of integrated marketing communication vehicles with unified text and graphic messages. These materials had tailored messages for key audiences that had not been reached before - including Heads of Departments and Agencies, the President's Management Council, HR directors and Senior Executive Service and Federal Executive Boards.
- Laid the groundwork for building a technology infrastructure that will allow our customers to not only register on-line, but also complete pre-program preparation and post program evaluations on-line.
- Completed an organization assessment to establish baseline data and performance improvement plans for creating a more professional, diverse, and healthier workplace for our employees.
- Delivered our newly designed, competency-based curriculum for GS-12 through GS-15 and Senior Executive Service based upon the SES ECQs. This included a 4-day MDC Diversity course and the establishment of a full plenary session on diversity in our Leadership for a Democratic Society program with a follow-up, application workshop.
- Administered the President's Quality Awards Program and Excellence in Government PQA Ceremony with resounding success.
- Increased our capacity to register and track program participants through the implementation of new software, Training Server.
- Delivered at near capacity our core and non-core programs OEMD-wide while continuing to delight our customers with overall average evaluation ratings of 4.6 or better on a 5.0 scale.

The business side of our operation has gone very well. Although we won't know precisely until the books close, we operated at near breakeven in spite of projections that we would close in the red. This was primarily the result of the tremendous demand for Center for Executive Leadership programs

Janice R. Lachance

Page 3

and services. Our cumulative retained earnings remain strong at between \$9 and \$10M.

Finally, we have filled our FEI Deputy Director position, added more staff to meet our CEL demands, and have restructured our MDCs to begin rebuilding MDC enrollments and lines of business. It has been a pleasure to be a part of this new growth period for OEMD.

Attachment

**OFFICE OF EXECUTIVE AND MANAGEMENT DEVELOPMENT
PERFORMANCE PLAN
FY 1999**

OPM STRATEGIC PLAN GOAL IV: Deliver High Quality, Cost-Effective Human Resources Services to Federal Agencies, Employees, Annuitants and the Public

OEMD GOAL #1: Provide High-Quality Executive and Management Development Programs and Services, including core programs, shorter, open enrollment programs, *and customized programs through strategic partnerships with agencies.*

Customers Served: Agencies and Course Participants

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
<p>Ensure FEI and MDC curricula are responsive to current executive and management needs and integrated across the OPM system.</p>	<p>Complete an OEMD Curriculum Review:</p> <ul style="list-style-type: none"> • Implement curriculum review process established in September, 1998 • Engage participation from key stakeholders in curriculum development process (NPR, Diversity, Plain Language, Ethics, Virtual Workplaces, Family Friendly Workplaces, etc.) • Deliver 1999 FEI & MDC courses based on design developed in curriculum review meetings. 	<p>On-going</p> <p>Ongoing (Diversity pilot targeted for June, 1999)</p> <p>FY99</p>	<p>Updated, relevant curriculum tied to ECQs and competencies needed by Government supervisors, managers, and executives to function effectively as Government leaders now and into the 21st Century.</p>	<p>Participant Surveys</p> <p>Increased Space Sales and Open Enrollments</p> <p>Demonstrated linkages in FEI and MDC programs</p> <p>15% increase in repeat business</p>

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
FEI 1. Conduct core programs for GS-15/SES	Conduct "share sales" to Federal departments/agencies, state/local governments, and international representatives.	Agencies	Capacity audience made up of senior managers at GS-15/SES level.	Classes filled to 98% capacity.
	Evaluate programs.	Continuous improvements with formal reports at end of year.	High quality programs	Maintain or improve ratings (overall rating 4.5 on 5.0 scale). Conduct one study at Level 3 or 4 demonstrating behavioral change and results impact.
	Introduce appropriate changes in programs as needed.	Ongoing	Up-to-date program material delivered by high quality instructors.	
2. Offer open enrollment and customized courses through Center for Executive Leadership (CEL)	Develop strategic partnerships with key agencies and design customized programs to meet agency specific business needs. Open enrollment and "share sales" to fill classes. Deliver programs during open weeks at FEI. Evaluate programs, analyze results and make appropriate changes.	Ongoing Key agencies to target: US Treasury, EPA, Social Security	High quality programs that include skills appropriate to senior level officials and targeted to agency-specific needs. Serve the needs of specific agencies as well as individuals. Timely delivery. Feedback to improve offerings.	Repeat business. Minimum of one, long-term strategic partnership developed. Offer open enrollment programs in 90% of open time. Work with off-site programs as necessary to meet customer needs. Evaluations include ratings of 4.5 or better on 5.0 scale. One evaluation completed at Level 3-4 to measure impact on the job.

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
MDCs 3. Conduct core and non-core programs for GS-12 to GS-15 level.	Conduct "share sales" and open enrollments with Federal departments/ Agencies, state/local governments, and international representatives.	On-going	Capacity audience made up of managers at GS-12 to CS 15 level.	Classes filled to 98% capacity.
	Evaluate programs.	Continuous improvements with formal reports at end of year.	High quality programs	Maintain or improve ratings (overall rating 4.5 on 5.0 scale). Conduct one study at Level 3 or Level 4 demonstrating behavioral change and results impact.
4. Develop and deliver quality orientation programs for new SES members and Schedule C appointees.	Administer SES Briefing Programs, conduct follow up briefing, and administer Schedule C Briefing Programs.	3 per year or as needed	New senior executives understand and value their larger role in government and exercise their leadership and other responsibilities from a corporate (vs. a parochial agency) perspective to lead change and promote a better government.	Ongoing positive feedback from participants, executive resources managers, and other customers. Evaluations that assess overall program quality and effectiveness (4.5 rating on 5.0 scale).
5. Administer the 1999 Presidential Rank Award Program.	Administer the Qualifications Review Boards, and work with agencies to ensure that cases submitted to the board for certification are complete and well presented. Plan and implement a joint Quality Conference with NPR	Weekly FY 99	Recognition and re-enforcement of executive success	All cases considered within 14 days of receipt Conference Evaluation Results.

OPM STRATEGIC PLAN GOAL IV: Deliver High Quality, Cost-Effective Human Resources Services to Federal Agencies, Employees, Annuitants and the Public

OEMD GOAL #2: Optimize OEMD's Business with our Most Desirable Customers

Customers Served: Agencies and Course Participants

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
Implement OEMD marketing plan.	<p>Develop reliable and useful information about our customers and competitors</p> <ul style="list-style-type: none"> • Co-design and implement special study with Office of Merits System Oversight and Effectiveness to gather participant feedback that informs OEMD marketing • Bring key customer data system into full use • Conduct research on competitors via the Web • Conduct forums with key groups (e.g., ROI Evaluation, Competency-based leadership development, organizational learning, Directors' roundtable with line decision makers, key competitors) <p>Develop and implement appropriate promotions programs for OEMD</p> <ul style="list-style-type: none"> • Catalogs and Brochures • OEMD presence in external forums • Web-based vehicles for promotions • ECQ Outreach Vehicle ▪ Alumni Communications Networks 	On-going	<p>Direction on development of product/programs, promotions, pricing and locations for offerings.</p> <p>Increased enrollments in core and custom designed courses.</p> <p>Increased opportunities for consulting/strategic partnerships.</p>	<p>Improvements to curricula and program design.</p> <p>Increased enrollments in core and non-core programs.</p> <p>Increased consulting work with key agencies.</p> <p>Qualitative feedback from customers on promotional material and vehicles.</p>

OPM STRATEGIC PLAN GOAL IV: Deliver High Quality, Cost-Effective Human Resources Services to Federal Agencies, Employees, Annuitants and the Public

OEMD GOAL #3: Increase our Technology Capability to better Deliver High Quality, Cost-Effective Executive and Management Development Programs and Services

Customers Served: Agencies and Course Participants

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
Increase technology capacity to deliver OEMD programs	Develop and implement a business plan to invest retained earnings in video conferencing, web-based delivery and virtual collaboration capability.	Business plan complete by September 1999. Implementation FY2000	Professionalize program product. Provide greater access to program speakers and participants. Provide and model virtual collaboration concepts and techniques.	Virtual collaboration capability, video conferencing capability, and web-based training available by FY2000. Qualitative evaluations indicate customer satisfaction with quality of program delivery. Quantitative evaluations maintain or improve ratings (overall ratings 4.5 on 5.0 scale).
	Upgrade FEI/MDC interoffice communications consistent with OPM plans.		Develop office automation platform to support new registration system, Training Server, and Web-based and network learning solutions.	On time delivery Increased capacity to register and track program participants. Increased capacity to implement Web-based learning solutions.

OPM STRATEGIC PLAN GOAL IV: Deliver High Quality, Cost-Effective Human Resources Services to Federal Agencies, Employees, Annuitants and the Public

OEMD GOAL #4 Effectively Manage OEMD's Financial Performance

Customers Served: OPM, Agencies and Course Participants

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
<p>Maximize use of available financial resources to accomplish program goals and objectives.</p>	<p>Establish financial targets for Revolving Fund Programs.</p> <p>Manage programs so that a retained balance for reserves and contingencies is maintained.</p> <p>Strengthen the system for monitoring S&E financial performance to ensure more effective use of available resources</p> <p>Ensure appropriate management controls are in place and observed.</p>	<p>Ongoing</p>	<p>Program is financially sound.</p>	<p>Retained earnings balanced.</p>

OPM STRATEGIC PLAN GOAL IV: Deliver High Quality, Cost-Effective Human Resources Services to Federal Agencies, Employees, Annuitants and the Public.

OEMD GOAL #5 Create a Professional Work Environment that Fosters Effective Customer Service, Productivity, Diversity, and Innovation.

Customers Served: OEMD, Agencies and Course Participants

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
<p>Create and implement a business plan to invest in the development of a diverse OEMD faculty and staff.</p>	<p>Identify hiring, diversity, and development needs for OEMD faculty and staff to support continued growth and best-in-class service.</p> <p>Develop business case for</p> <ul style="list-style-type: none"> • Investing retained earnings in development for faculty and staff • Hiring additional faculty and staff to support new growth 	<p>Business Plan developed by September 1999. Implementation FY2000</p>	<p>Continuously improve customer service.</p> <p>Increase diversity in faculty and staff.</p> <p>Increase skills and productivity of faculty and staff.</p>	<p>Program evaluation ratings maintained or improved (overall ratings 4.5 on 5.0 scale.)</p> <p>Increases in overall percent of minority employees in faculty and staff (with emphasis on Hispanic representation).</p> <p>Increase in employee job satisfaction as measured by Organization Assessment.</p>
	<p>Increase utilization of EMDC space, on a cost reimbursable basis, by other agencies for strategic planning and executive development.</p>	<p>On-going</p>	<p>Increase operating budget to cover costs of additional staff.</p>	<p>Increased revenue to cover increases in FTEs and operating budget.</p>

OPM STRATEGIC PLAN GOAL IV: Deliver High Quality, Cost-Effective Human Resources Services to Federal Agencies, Employees, Annuitants and the Public

OEMD GOAL #6: Develop OEMD's ability to capture and share knowledge of innovative learning and performance improvement technologies for executive and management training

Customers Served: OEMD, Agencies and Course Participants

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/Indicators
Develop collaborative relationships needed to bring added expertise in FEI and MDC programs	Identify and collaborate with other Executive & Management Development Programs similar to FEI/CEL/MDC programs. <ul style="list-style-type: none"> • Other federal agencies • University-based programs (MIT, Harvard, Brookings) • Private Sector 	Ongoing	Joint meetings to discuss curriculum issues. Joint ventures. Faculty exchanges. Joint research projects.	Completion of joint projects deemed valuable by all parties. Continued collaboration.
Enhance speaker and participant pool at FEI and MDCs.	Continue Scholar-in-Residence Program.	On-going	Richer programs	Management evaluation of success as well as participant feedback indicates enhancement of course.
Capture, share and develop knowledge of effective learning and performance improvement technologies	Develop a business plan	December 1999	Expand OEMD's research and development capabilities in executive and management training to develop a best-in-class organization.	On time delivery of business plan.
Enhance OEMD faculty expertise in Performance Measurements	Deliver a training/certification program in Performance Measurements	February 1999	Ability to consult with our clients on the science of performance measurements. Ability to conduct ROI assessments for OEMD products/programs.	Evaluation rating of training program (4.5 on 5.0 scale). # of certifications in ROI assessments

November 6, 1998

MEMORANDUM FOR JANICE R. LACHANCE
DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

FROM: CURTIS J. SMITH
DIRECTOR
OFFICE OF EXECUTIVE RESOURCES

SUBJECT: FY 1998 Accomplishments

Attached is the Office of Executive Resources' Performance Plan, organized to show the cascading of OPM's strategic plan down into our particular activities. I have added a last column, "Actual Results," where this year's results are annotated.

Our largest, and most important goal, is to create a corporate identity among senior executives and managers. It is also a very elusive goal, beyond our current capacity to measure. Beyond the critically important business of residential courses where such identity actually can be seen to grow, our most important actions this year were:

- A new line of business working with particular agencies and departments to help them create a departmental identity, a precursor we hope to a Government-wide identity.
- Release and implementation of new Executive Core Qualifications. We briefed over 5000 managers on what is expected of executives and organized a review and reordering of our curriculum around them. All core MDC courses are new and progress from one to the next and then to FEI.

On the technology front, we kept our new Executive Information System on schedule and on budget. And we chose and prepared a new off-the-shelf software package for all of our administrative processes at the residential centers. Training is now underway to teach us to do business as the software is designed to do it, thus giving us business process re-engineering as a bonus.

The business side of our operation has gone very well. Although we won't know precisely until the books close, we operated near breakeven. We made substantial investments in the curriculum and in new facilities but extra work brought extra revenue, so the bottom line is about even. On the qualitative side, our customers continue to be delighted, rating our programs at 4.6 out of 5.0 on average. We engaged, for the first time in the life of the centers, a person devoted exclusively to representing us to our customers and helping us to understand what those customers want. We will thus gain the knowledge to rebuild MDC enrollments.

Finally, as you know because of your own participation, we opened two wonderful new facilities, the annex at FEI and the EMDC in Shepherdstown. This culminates more than a decade of attempts to give FEI more capacity and to place the two MDCs in permanent, quality homes for the long term. It has been a pleasure to see these efforts to conclusion.

Attachment

February 9, 1998

MEMORANDUM FOR JANICE R. LACHANCE
DIRECTOR

FROM: CURTIS J. SMITH
DIRECTOR
OFFICE OF EXECUTIVE RESOURCES

SUBJECT: FY 1998 Work Plan

Attached is my work plan for this fiscal year. It is organized to follow the structure of OPM's Strategic Plan and Performance Plan to make clear the connections between the particular things we will do this year and our longer term plans.

Our largest challenge will always be to create a corporate sense among senior executives, a sense that they share a particular commitment and a sense that they are each part of a common enterprise. This is an elusive thing to measure but very much worth pursuing. This goal informs all that we do, from solutions we recommend to agency requests for help to the Senior Executive Symposium we offer each year.

Our policy work will focus on producing a legislative proposal to improve the Senior Executive Service and to create the policies and programs that will finally get us to the corporate SES envisioned in the Civil Service Reform Act and NPR recommendations. We will also complete a review of the curriculum at both Management Development Centers and the Federal Executive Institute to take advantage of the new Executive Core Qualifications. The key elements of the changes will be the creation of a clear progression across the three core seminars at the MDCs and then on to FEI, and use of computer-based simulations to create opportunities for managers and executives to practice the skills they need.

On the very practical side of our work, we will successfully start operations in new facilities in both Shepherdstown and Charlottesville. For the Eastern Management Development Center, particularly, this is an important and challenging transition. We will manage it carefully to deliver quality courses until we close Lancaster and then to immediately deliver quality courses in Shepherdstown.

Finally, in areas for which we have concrete and useful measures: we will maintain our high customer service ratings and we will meet or exceed our financial targets. It may be worth noting here that we will make significant outlays for furniture and equipment for our new buildings and show a loss for the year. That loss, however, is already covered by earnings from previous years and our retained earnings position will remain strong.

Attachment

**OFFICE OF EXECUTIVE RESOURCES
PERFORMANCE PLAN
FY 1998**

2/3/98

OPM STRATEGIC PLAN GOAL I: *Provide Policy Direction and Leadership to Recruit and Retain the Federal Workforce Required for the 21st Century*

OER GOAL I: *Strengthen the Corporate Identity of Government Executives and Managers Through All of OER's Leadership, Management, and Development Programs and Activities.*

Customer Served: **The President and the Executive Branch as a whole.**

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
Build a senior executive community and foster an appreciation for and commitment to Constitutional structure and to the Federal executive's role to improve the performance of government and lead change.	Develop and deliver a senior executive survey to determine baseline information on attitudes, experiences, and issues. Use results to gauge progress in developing an executive corps with solid leadership skills, a broad perspective of government, and Constitutional values as well as to improve governmentwide executive resources management.		Senior executives understand and value their larger role in government and exercise their leadership and other responsibilities from a corporate (vs. a parochial agency) perspective to lead change and promote a better Government.	Survey will establish baseline.	Deferred

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
	Develop executive home pages and use this and other electronic communications vehicles.	October 98	Promote networking among executives and share information about executive resources matters.	Survey will establish baseline.	Home Page up 2 nd quarter
	Conduct Senior Executive Symposium		Improved communication and increased awareness of overarching corporate goals that transcend individual agency concerns.	Symposium capacity filled. Requests for conferences continue.	Moved to 30 th Anniversary (1 st quarter 99)

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
<p>Promote the selection of executives with a "corporate perspective" who are prepared to lead the continuing transformation of Government.</p>	<p>Implement the refined Executive Core Qualifications (ECQs) to ensure that individuals selected for executive positions have a corporate perspective and are prepared to lead the transformation of government into the 21st century. Work with agencies to strengthen agency selection criteria to ensure the primary focus is <i>executive leadership</i> in addition to technical qualifications.</p>	<p>Continuing</p>	<p>Executives are selected who have a "corporate perspective" and leadership skills and experience to manage change and transform government.</p>	<p>Increase in percent of selections with wide-ranging backgrounds - e.g., interagency, inter-governmental, and/ or interdisciplinary experiences (baseline to be established this year).</p>	<p>ECQ's approved late 97; implemented June 98 with phenomenal results—over 5000 attended workshops</p>

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
Focus attention of agencies and senior executives on promoting voluntary movement of executives between agencies, with state and local governments, and with the private sector to broaden their perspectives and bring in fresh insights to agency programs.	Address attitudinal and other barriers to executive movement on the part of agency leadership and senior executives.	Continuing	Agencies recognize the value of hiring other than home grown talent, and executives recognize the value of broadening their experience base beyond their home agencies.	Increases in interagency, inter-governmental, and inter-disciplinary selections for executive positions. (Baseline to be set this year.)	An intractable problem-SES framework forced discussions and showed wide spread opposition to concrete steps. Significant resources sought for FY 2000 to attack problem through executive placement activity.
	Prepare SES Reform bill. Modify the SES to make it more corporate and more executive.		The government's executives are truly "executives" (not technical managers) with the skills needed to lead change and transform government.	Timely completion.	Extensive discussion generated by framework. Necessary consensus lacking for a Reform Bill this year.

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
Assure that the goal of a "corporate view" underlies all programs and activities.	Administer the SES and other executive personnel systems and provide guidance to agencies in a way to strike a balance between management flexibility and the larger corporate interests of Government.	Ongoing	Programs and activities reflect broad strategic and performance goals and a focus on results, rather than a process orientation.	Survey results.	Commitment to a corporate executive service <u>and</u> to responsiveness to agencies continued.
Include field executives in the corporate community.	<p>Establish linkages between FEI and FEB/FEA in various parts of the country.</p> <ul style="list-style-type: none"> • Send information on FEI to all FEB/FEAs. • Attend national conference in DC. • Visit selected FEB/FEA regional meetings. • Convene QRBs at field locations. 	2 nd Quarter FY98	Provide updated information on programs and services of FEI/CEL.	Positive response.	<p>MDC visits to FEBs;</p> <p>MDC help to FEB chairs on their strategic plan at national conference</p>
		TBD	Involve field executives in corporate life.	Increased awareness of FEI.	
		3 rd and 4 th Quarter FY 98		On-going linkages established.	QRB convened in New Orleans

OER GOAL 2:

Provide Leadership and Management of the Senior Executive Service and Related Executive Personnel Systems as a Corporate Resource in a Way That Maximizes Management Flexibility While Preserving the Larger Governmentwide Interests.

Customers Served:

Individual agencies and the Executive Branch as a whole.

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
Develop and implement governmentwide policies and programs that strike an appropriate balance between management flexibility, employee protections, and the larger corporate interests of Government.	Lead a comprehensive governmentwide review of the legally-mandated triennial recertification cycle to determine if it is a useful tool in measuring executive "excellence; or if it should be merged with the annual SES performance appraisal process.		Recertification is used as an effective tool to address performance problems.	The number not recertified.	Few <u>not</u> recertified. Survey completed confirming consensus for an end to it. Legislative proposal will be prepared.
	Administer the 1998 Presidential Rank Award Program.	FY 98	Recognition and reinforcement of executive success.		Done, and on time

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
	Administer the Qualifications Review Boards, and work with agencies to ensure that cases submitted to the board for certification are complete and well presented.	Weekly	Focus on executive qualifications by peers.	Regular meetings; All cases considered within 14 days of receipt.	Standards met and attention to merit maintained
Continue to focus agencies' attention on the importance of executive resources planning, including succession planning, to meet current and future mission requirements.	Administer the FY 98-99 allocations program. Maintain the corporate goal of a smaller workforce at the executive level.	Ongoing	The size of the executive workforce is consistent with a smaller, more streamlined and delayed Federal workforce.	Legal limits and Presidential targets are maintained. Agencies operate within allocations.	Provided relief for critical new program needs <u>and</u> maintained overall 10% reduction
Provide high-quality guidance and technical assistance to agencies.	Publish an SES Desk guide as a tool for senior executives and agency personnelists in interpreting and applying the laws and regulations that govern the SES and other executive personnel systems.		Agencies have the tools needed to effectively manage their executive resources programs and provide guidance and support to their executives	Customer survey.	Deferred pending results of Framework initiative

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
	Respond to agency requests for information and assistance on executive personnel matters, including such things as special pay authorities, ad hoc allocation requests, etc.	Ongoing			Timely and helpful responses provided
Maintain an automated executive personnel data system to meet reporting requirements and other information needs.	EIS migration project – continued efforts to develop and implement an updated, modernized system to collect and manage governmentwide executive personnel data. This includes automating the "1390" to streamline the process agencies use to report data on SES positions and incumbents.		EIS produces timely and accurate data to meet reporting requirements and stakeholder information needs.	Customer survey	On time and on budget

OPM STRATEGIC PLAN GOAL IV: *Deliver High Quality, Cost-Effective Human Resources Services to Federal Agencies, Employees, Annuitants and the Public.*

OER GOAL 3: *Provide High-Quality Executive and Management Development Programs and Services*

Customers Served: Agencies and course participants.

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
<p>Ensure that the curriculum is responsive to current executive needs and integrated across the OER system.</p>	<p>Complete the OER Curriculum Review:</p> <ul style="list-style-type: none"> • Hold regular curriculum review meetings. • Invite participation from key stakeholders in the OER curriculum (PRDC, FEI, and client agencies). • Deliver 1999 MDC courses based on the design developed in the curriculum review meetings. • Develop an ongoing process for OER curriculum review. 	<p>Ongoing</p> <p>Ongoing</p> <p>FY 99</p> <p>September 1998</p>	<p>Updated, relevant curriculum tied to the ECQs and competencies needed by Government supervisors, managers, and executives to function effectively as Government leaders now and into the 21st Century.</p>	<p>Participant surveys.</p> <p>Eventually, increased space sales.</p> <p>Demonstrated linkages in programs.</p> <p>20% reduction in the use of contract program managers.</p> <p>15% increase in those participants returning for the integrated curriculum.</p>	<p>At four curriculum conferences, MDC curriculum revised using ECQs; new case studies and simulations under development</p> <p>For FY 99, all core courses are new</p> <p>FEI curriculum continues to evolve</p>

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
1. FEI Conduct core programs for GS-15/SES.	Conduct "share sales" to Federal departments/agencies, state/local governments, and international representatives. Training reps "day" in Charlottesville.	Agency	Capacity audience made up of senior managers at GS-15/SES level.	Classes filled to 98% capacity.	Class filled to 98%
	Evaluate programs.	Continuous improvements with formal reports at end of year.	High quality programs.	Maintain or improve ratings (overall ratings 4.5 on 5.0 scale.	Ratings for year 4.63
	Introduce appropriate changes in programs as needed.	Ongoing.	Up-to-date program material delivered by high quality instructors.		Standard monthly review of program continues to lead to incremental change
2. Offer 30 th Anniversary event/annex dedication.	Design program.	2 nd Quarter 98	Highly visible, high quality celebration.	Appropriate level of attendance.	30 th anniversary and building dedication were a success - OPM Director, Congressmen, local leaders attended with 200 others
	Mail invitations/place announcements.	3 rd Quarter 98	Timely delivery.		
	Deliver program.	October 1998			

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
3. Use more technology to support course delivery.	Replace transparencies with computer generated graphics.	September 1998	Professionalize program product.	75% of classes use computer generated graphics for 50% of the sessions.	Accomplished - computer graphics for all plenaries and most small classes
	Have course participants perform research on the Internet.	September 1998	Maximize the advantage of Internet access for greater learning	At least three programs formally include this requirement in their curriculum.	Deferred until OPM access to Internet is in place
4. Provide training modules to clients over the worldwide web.	Study feasibility and costs for delivery of modules on worldwide web.	September 1998	Create a new market for MDCs and provide more service to customers.	Feasibility and cost studies completed. Implementation targeted for FY 2000.	Deferred until Internet access in place

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
<p>5. Offer skill-based short courses through Center for Executive Leadership (CEL)</p>	<p>Design new programs for annex.</p> <p>Open enrollment and "share sales" to fill classes.</p> <p>Deliver programs during open weeks at FEI and in annex in 4th Quarter.</p> <p>Evaluate programs, analyze results, and make appropriate changes.</p>	<p>Ongoing</p>	<p>High quality programs which include skills appropriate to senior level officials.</p> <p>Serve the needs of customers.</p> <p>Timely delivery.</p> <p>Feedback to improve offerings.</p>	<p>Returning customers.</p> <p>Offer programs in 90% of open time. Work with off-site programs as necessary to met customer needs.</p> <p>Evaluations include ratings of 4.5 or better on 5.0 scaled.</p> <p>Return business.</p>	<p>Open enrollment a moderate success, but custom offerings are booming. Over 600 individuals attended CEL programs, generating over \$1 million in revenue.</p> <p>Average was 4.6</p>
<p>MDCs</p> <p>Increase use of technology to improve products and efficiency.</p>	<p>Begin developing computer-based simulations in core programs at the MDCs.</p>	<p>September 1998</p>	<p>Improve learning by moving from teaching methodology to learning method.</p>	<p>Agency scenarios and individual simulation requirements for core courses (SNM, MDS, EDS) developed</p> <p>One simulation completed.</p>	<p>WMDC has piloted a simulation on conflict resolution. Four more under development.</p>

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
	Begin developing paperless notebook for courses.	September 1998	Cut use of paper in half at and move into the electronic age.	One pilot program	Paperless notebook developed for "Managing of Information Technology" program
	Prepare to use up-link and down-link access and communication in support of programs.	July 1998	Expand the programs beyond classroom walls.	A completed cost study of installation and use. Go on link in FY 1999..	Cost study completed. Budgeted for Y2K
	Establish e-mail communications with alumni and potential participants. Integrate use of LAN with the Internet.	Ongoing. Contingent on approval by OPM.	Improved communications	Usage by increasing number of parties.	Done for six classes at WMDC
	Develop a welcome video for WMDC participants to be shown over the hotel television sets.	September 1998	Provide more information to the customers in their lodging and learning center.	Script and story board completed. Agreement reached with the hotel.	Switched from video to computer-based graphics. In use now for all offerings

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
Develop new and improved products and services to meet agency customer needs.	Open a new Center to expand the EMDC's capacity to meet customer needs in a timely manner.	FY 98	Continuously improve customer service.		Opened on time to nice fanfare. No classes missed Center is already being used this way even in its first months
	Make EMDC space available, on a cost reimbursable basis, to other agencies for strategic planning and executive development.	Ongoing			
<p align="center">OEPS</p> Develop and deliver quality orientation programs for new SES members and Schedule C appointees.	Administer SES Briefing Programs, conduct a pilot follow up briefing, and administer Schedule C Briefing Programs.	3 per year or as needed	New senior executives understand and value their larger role in government and exercise their leadership and other responsibilities from a corporate (vs. a parochial agency) perspective to lead change and promote a better government.	Ongoing positive feedback from participants, executive resources managers, and other customers. Course evaluations that assess overall program quality and effectiveness.	Two briefings held; first follow on scheduled for January 99 Good feedback

OER GOAL 4:

Manage OER Business in an Effective and Customer Focused Way

Customers Served:

Agencies and course participants.

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
<p>Maximize use of available financial resources to accomplish program goals and objectives.</p>	<p>1. Establish financial targets for Revolving Fund Programs.</p>	<p>Ongoing</p>	<p>Program is financially sound</p>	<p>Retained earnings balance.</p>	<p>Planned investments restrained growth in balance, although reserves appear to have grown due to growth in business (this won't be certain until the books close)</p> <p>Reserve level is very good</p> <p>Controls are in place and working at each center</p>
	<p>2. Manage these programs so that a retained balance for reserves and contingencies is maintained.</p>				
	<p>3. Strengthen the system for monitoring S&E financial performance to ensure more effective use of available resources.</p>				
	<p>4. Ensure that appropriate management controls are in place and observed.</p>				

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
Identify possible causes of and solutions to continuing decline in MDC enrollments.	Engage a contractor for analytical fact-gathering work.	Ongoing	Reverse enrollment trend.	Participant training days.	Participants surveyed but cause not discovered. Next steps – nonparticipants, agencies. Director of Agency Relations hired to lead systematic effort
Develop collaborative relationships needed to bring expertise to bear in FEI programs.	Identify and collaborate with other Executive Development Programs similar to FEI/CEL programs. <ul style="list-style-type: none"> • Other federal agencies • University-based programs (MIT, Harvard) • Private sector (U.S.) (CCL) 	Ongoing	Joint meetings to discuss curriculum issues. Joint ventures. Faculty exchanges. Joint research projects.	Completion of joint projects deemed valuable by all parties. Continued collaboration.	Partnerships established with ICAF, UVA, Colorado University at Denver
Enhance speaker and participant pool at FEI.	Continue Scholar-in-Residence Program.	Ongoing	Richer programs	Management evaluation of success as well as participant feedback indicates enhancement of course.	Program will continue, but no space in 98 due to level of business

Objectives	Strategies/Action Steps	Targets for Accomplishment	Intended Results	Performance Measures/ Indicators	Actual Results
	Establish scholarship program for International participants (public and private)	2nd-4th Quarter 98	Exposure of Federal executives to other systems.	Number of scholarships awarded. Target is 3.	Twenty-three executives attended from other countries, two on scholarships. Three scholarships awarded for FY 99.

November 7, 1997

MEMORANDUM FOR JANICE R. LACHANCE
ACTING DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

THRU: ROSE GWIN
DIRECTOR
OFFICE OF HUMAN RESOURCES AND EEO

FROM: CURTIS J. SMITH
DIRECTOR
OFFICE OF EXECUTIVE RESOURCES

SUBJECT: Office of Executive Resources Accomplishments
For FY 1997

I am pleased to report our accomplishments for last year. The Office of Executive Resources (OER) continues to make steady progress on its programmatic goals and to perform exceedingly well financially.

Our overarching goal under OPM's strategic plan is to build a Senior Executive Service that is truly a corporate asset. The most important contribution to this goal was the opportunity for the 1996 Distinguished Executives to meet with President Clinton and receive his personal thanks and encouragement. This still reverberates among executives, and indeed throughout the Federal service. After several years of persistent effort and the help of colleagues in the Office of Communications and the Director's Office, it was truly gratifying to see the pride it brought these Distinguished Executives.

Our residential programs also contribute to creating a corporate body of managers and executives by giving participants an extended exposure to colleagues from across government and by explicitly addressing national and governmental roles of Federal leaders. At each center we maintained or improved a historically high participant rating (6.5 out of 7 at FEI; 4.68 out of 5 at EMDC, and 4.5 out of 5 at WMDC).

We took advantage of our positive financial situation to enrich what we offer our customers. For example, FEI included the Aspen Institute Seminar as a choice in each 4-week course,

the WMDC created a new series for team leaders, and the EMDC created a new forum for EPA to create a Watershed Partnership with its stakeholders.

An unplanned but rewarding opportunity came our way through the Results Act. We produced a CD-ROM which is both attractive and substantive and which we are now beginning to use as a way to extend our reach into the ranks of Federal managers to orient them and to give them a toolkit for implementing the Act.

As managers of the Senior Executive Service, we revised the Executive Core Qualifications (ECQ) in collaboration with and based on the research of colleagues in the Employment Service. The new ECQ's speak clearly and forcefully, in fresh language, about the abilities executives need today and tomorrow. We also held the number of allocated SES positions at the reduced level achieved in 1996 and prepared allocations at that level for the next biennium in order to ensure that an appropriate and fair share of the reduction in the workforce is at the senior level.

Our major commitment is to the programs that we run, but we must also succeed as a business in order to continue them. To this end, we have developed an Information Technology Strategy to improve our operations, but more importantly to tie the components of OER together in order to better understand our customer base and to begin to have data to measure our effectiveness in developing and managing executives.

In FY 1997 we made important progress in defining our financial goals and our strategy for reaching them. We have defined our legal requirement to "break even," established the contingency reserve we need to ensure that we do so, and set a 3-year investment horizon to ensure that we are careful and thorough about providing full value to our customers.

Finally, the bottom line: OER's Revolving fund organizations earned approximately \$20 million, spent \$19 million, and added \$1 million to reserves.

December 11, 1996

MEMORANDUM FOR LORRAINE A. GREEN
DEPUTY DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

FROM: CURTIS J. SMITH
DIRECTOR
OFFICE OF EXECUTIVE RESOURCES

SUBJECT: FY 97 Performance Plan

Attached is my performance plan for FY 97, together with the Management Activities Standard and the SES Appraisal form. I have organized the performance plan in a new format as a convenient way to show connections between our mission and goals and specific objectives for FY 97, in keeping with the direction of the Executive Board's work on OPM's strategic plan.

We have, I hope, set ourselves an ambitious agenda. My own focus will be on five things:

1. Developing a survey of key Federal leaders to gauge, based on their assessments, how well we are doing. Our most important goals -- to improve the performance of Federal organizations and to build a corporate SES -- are simply not subject to quantitative measurement at this point. The new survey will tell us if Deputy Secretaries and ERB Chairs, for example, think they see the results we want.
2. I hope to make real progress at FEI in the degree of participation by international executives as a key enrichment of what we offer our customers. International participants give our Federal clients a fresh way to see our own system and new knowledge of other cultures.
3. The continuing cap on SES pay -- and the compression that is beginning of the top levels in the SES pay

Lorraine A. Green

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structure -- mean that we will see more and more demand on the various exceptional pay authorities.

We need to organize our thinking about and approach to the question of executive pay in order to make consistent decisions about individual cases. Otherwise, we will stumble to a policy from the aggregation ad hoc decision.

4. OER has, in 1996, developed an Information Technology strategy. We need to make solid progress in implementing it in 1997, subject to the availability of funds. This is the first step in integrating data from all of our activities and improving communication among the Government's executives.
5. All of our Revolving Fund programs have had two strong years financially. We need to continue to improve the accuracy of our projections. More importantly, we need to set longer term goals, taking into account contingencies and investments, to ensure the best use of our resources in building a corporate executive and managerial community and to ensure that we provide full value to our customers.

We will also, of course, continue to administer our various programs such as the Presidential Rank Awards, SES Allocations, and the Quality Award and Conference, and continue our tradition of offering excellent executive and management development.

Attachments

OFFICE OF EXECUTIVE RESOURCES

FY 97

OER Mission: Improve the performance of Government by leading in the selection, management, and development of Federal Executives who are exceptional leaders, who understand their constitutional role, and operate within that framework, and who, possessing a broad, corporate view, pride themselves in serving the American people.

Goal	FY97 Objective	Measure	Results
I. Strengthen the Corporate Identity of Federal Executives	1. Emphasize in SES orientations, FEI programs, and MDC offerings that Federal managers and executives are a national corps. 2. Develop survey of key players as means to measure OER's effectiveness at <ul style="list-style-type: none"> - meeting agency needs at FEI and MDCs - advancing goal of a corporate SES 3. Issue annual report on OER activities to the executive and management community	Survey of Key Leaders 3rd Quarter Issued 2nd Quarter	A key message in each of our programs Survey design underway Being printed

Goal	FY97 Objective	Measure	Results
II. Provide high quality Executive and Managerial Programs and Services	1. Revise MDC curriculum and tie it to needed competencies	Participant satisfaction above 4.0 on a 5 point scale	Exceeded goals: EMDC - 4.68 on a 5 point scale WMDC - 4.5 on a 5 point scale FEI - 6.5 on a 7 point scale
	2. At each MDC, offer a very new or very revised course	Delivery in FY 97	Leadership Potential Seminar; EPA Watershed Partnership
	3. Deliver National Quality Programs		
	a. Administer the President's Award for Quality	Timely	Completed
	b. Manage the 1997 National Conference on Quality	Participant satisfaction above 4.0 on a 5 point scale	Exceeded goal with a 4.5
	4. Recruit and hire manager for WMDC	On board before the end of the fiscal year	Dennis Center selected - in charge of major curriculum review
	5. Increase value provided to customers		
	a. Enrich the education at FEI by significantly increasing attendance by international, state, and local executives	Improve current average of nine per year	11 internationals in 97; 20 in 98 with a sprinkling of state and local
	b. Invest in better speakers and adjunct faculty for SES orientations, FEI, and MDCs, to improve the value of our offerings	Increase in ratings	Added Aspen Institute course; secured key Washington speakers; all highly rated

Goal	FY97 Objective	Measure	Results
III. Manage the Federal Executive Personnel System	1. Hold the overall allocation of SES positions at the current, reduced level	Final allocation results	Achieved more than 10% reduction; some relief can now be granted; proposed biennial allocations hold at reduced level
	2. Revise Executive Core Qualifications	Issued by the end of the fiscal year	Issued and well-received. Curriculum is being evaluated in light of ECQs
	3. Administer the Presidential Rank Awards	Timely	President met with Distinguished Rank Award winners
	4. Lead internal OPM review of special pay authorities	3rd Quarter	With ES and WCPS, reviewed history and customer needs which will lead to legislative/regulatory proposals

Goal	FY97 Objective	Measure	Results
IV. Manage the OER Business	1. Promote diversity of participants, staff, contractors	Demonstrated activity	<ul style="list-style-type: none"> - Released figures on gains by minorities and women in SES to encourage agencies - Recruited Asian/Pacific Islander - Minority participation at FEI up from 11 to 13%; Women at 30% - Hispanic executive on detail
	2. Ensure financial management controls are in place to meet FMFIA requirements	Demonstrated activity	Done; continuing
	3. Implement IT strategy	Depending on funding, complete project in FY 98	<ul style="list-style-type: none"> - Design 90% complete; funding in place for 1998 implementation
	a. Automate agency transmission of SES data and update system for collection and management of that data	Run several pilots	Pilots run; clients not yet ready
	b. Use Internet to facilitate continued communication among graduates of MDCs, FEI, and SES orientations	Projects defined and begun in FY 97	Equipment and software upgraded at FEI and WMDC (EMDC to do on relocation). Have a conceptual design for OER IT system, to
c. Implement enhanced IT systems at MDCs and FEI for administering marketing, and financial management			

Goal	FY97 Objective	Measure	Results
IV Manage the OER Business (cont.)	4. Protect, enhance, and make the most use of OER's physical facilities <ul style="list-style-type: none"> a. Ensure a useful and high quality EMDC by monitoring design and construction of new Sheperdstown facility b. Protect and maintain the FEI facility 	GSA audit	include integration of SES, MDCs, FEI. New buildings for both EMDC and FEI are on schedule and on budget 98.8 out of 100 rating on '96 audit. Facility continues to be maintained in superior manner. Next audit scheduled for March 98.
	5. Implement a financial strategy to allow for stability and increased value for customers <ul style="list-style-type: none"> a. Set financial targets for RF programs, based on a 3-year break-even target, while providing for contingencies and investments b. Extend gainsharing to MDC's 	Completed by 2nd quarter Decision reached with employee partners	Excellent progress: contingency reserves defined; investment strategy in place; break even targets set for third year out FEI employees will share in a gain. Extended to WMDC. EMDC partners to consider after relocation