

January 5, 1996

MEMORANDUM FOR LORRAINE GREEN
DEPUTY DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

FROM: CURTIS J. SMITH
DIRECTOR
OFFICE OF EXECUTIVE RESOURCES

SUBJECT: Performance Plan for FY 1996

Attached is my work plan for the fiscal year, along with the Management Activities Standard and the SES Performance Appraisal form.

I will consider FY 1996 to have been successful for the Office of Executive Resources if we are able to:

- ◆ make some progress towards building a Senior Executive Service with a sense of itself as a community with a national purpose;
- ◆ deliver a successful second symposium at FEI involving the leadership of the civil service;
- ◆ so successfully deliver the Quality Conference that the quality community is glad that it is in our hands;
- ◆ complete the procurement of permanent homes for the two Management Development Centers; and
- ◆ generate enough revenue to cover all costs and make a contribution to our "contingency reserves," and get better at projecting our financial performance.

Attachment

October 28, 1996

MEMORANDUM FOR LORRAINE GREEN
DEPUTY DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

FROM: CURTIS J. SMITH
DIRECTOR
OFFICE OF EXECUTIVE RESOURCES

Subject: Accomplishments for FY 1996

I am pleased to submit to you the attached report against the Office of Executive Resources' work plan for FY96. You will see that we have done even more than we committed to and that OER has had a very successful year, both programmatically and financially.

Our overriding goal is to create a sense of community and corporate purpose in the Government's managers and executives. We are by no means there yet. Our predecessors have recognized the value of such a community in the founding of the Federal Executive Institute and in the creation of the Senior Executive Service. The National Performance Review, the President's Management Council, and OPM's own SES Symposium have reaffirmed the need for such a corporate community and recognized that we are not there yet.

The policies we recommend on the SES, the Orientations for new senior executives, and the curricula of FEI and the MDC's, all are now designed to further the sense of managers and executives that they belong to an enterprise larger than their programs or agencies and that they have a critical role in the governing of our country. Because of OER's effort this last year, we are closer to having a national corps, and we are poised to make even further gains in FY 1997.

A key focus for us in FY 1996 was the Quality Award Program and the 9th Annual National Conference on Federal Quality. These were highly successful in good part because all of OPM pitched in to help out. Most importantly, we established
Lorraine Green

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OPM's continued commitment to quality in Government operations and its ability to continue these programs in the absence of the Federal Quality Institute.

On the business side of OER, we achieved a goal OPM has had for a decade: both of the Management Development Centers now have long term leases for attractive and functional facilities.

Finally, and of critical importance to an organization that is primarily revolving funded, we earned more than we spent, helped by important reductions in overhead charges. Our goal was to end the year by making a contribution to reserves of a little more than \$1 million. We doubled that, making a contribution to reserves of over \$2 million in a year when our customers were hit with terrible uncertainties and cuts in their own budgets. We reacted early to these uncertainties and produced new and different offerings to meet new needs.

Attachment

**Office of Personnel Management
FY 96 WORK PLAN
Director
Office of Executive Resources (OER)**

GOAL I: Strengthen the Sense of the Senior Executive Service (SES) as a Corporate Resource Through All the Programs Offered by OER, Including Orientations, Residential Training, and Administration of the Senior Executive Service.

OBJECTIVE 1: Hold a second SES Symposium at FEI on a current topic worthy of senior executive attention in the Fall of 1996, to bring together key actors around the SES.

OBJECTIVE 2: Complete review of Qualifications Review Board (QRB) process and issue guidance which reinforces the QRB's role in selecting executives who have a corporate perspective of Government (3rd Qtr).

OBJECTIVE 3: Provide guidance and technical assistance on the development and implementation of SES Candidate Development Programs which contribute to the identification and development of SES candidates who reflect the corporate values of the SES; i.e., candidates who respect and embrace change within the continuity of our Government. (Continuing)

MEASURES:

PUBLIC SERVED:	The Government as a whole.
Timeliness:	Target dates are met.
Quality:	Anecdotal evidence of growing sense of the SES as a community with a national identity.
Efficiency:	Not measurable.
Customer Satisfaction:	Supra-agency entities--NPR and PMC, for example--express satisfaction with movement towards a corporate SES.

GOAL II: Provide Quality Products and Services to Customers.

OBJECTIVE 1: Continue the timely delivery of quality OER programs.

Subobjective A: Develop FEI curriculum of short courses that are relevant and well attended. Hire a faculty coordinator to direct that effort and produce \$500,000 in income. (2nd Qtr)

Subobjective B: Improve the attention in FEI's *Leadership for a Democratic Society* to the Constitution and the role of the executive in our governmental structure. Hire a faculty member with political science credentials. (4th Qtr)

Subobjective C: Revise the SES Orientation Program to emphasize the sense of the SES as a corporate resource. (3rd Qtr)

OBJECTIVE 2: Improve the prominence, variety, and quality of outside speakers and faculty participating in OER programs by gaining access to both more university faculty and to important representatives of the Administration. (Continuing)

OBJECTIVE 3: Coordinate the development and publication of the 1996 *U.S. Government Policy and Supporting Positions, "The Plum Book"*. (Publication date no later than November 14, 1996.)

OBJECTIVE 4: Administer the Quality Award Program and the National Conference so well that the quality community is pleased with our assumption of these programs.

MEASURES:

PUBLIC SERVED:	Federal agencies and current Senior Executives.
Timeliness:	◆ Target dates are met. ◆ Respond to new requests quickly.
Quality:	High quality programs will build on and enhance the core residential experience. Participant ratings in OER programs show improved forums and plenary sessions.

Services provided by the SES programs and publications contribute to a corporate sense of the SES.

Efficiency:

Generate sufficient revenue to meet the direct program, operating, and overhead costs and to provide the necessary investment resources to ensure the programs are current, timely, and of high quality.

SES processes are streamlined and unnecessary paperwork is eliminated.

Customer Satisfaction:

Measure satisfaction in residential programs through participant appraisals.

Senior Executives and job seekers are satisfied with responses to general and employment information requests.

GOAL III: Manage the Federal Executive Personnel System as a Corporate Resource.

OBJECTIVE 1: Analyze proposals made at the September 1995 SES Symposium, discuss with stakeholders, and recommend action to the Director. (3rd Qtr)

OBJECTIVE 2: Issue governmentwide regulations and guidance on the Senior Executive Service, senior-level, and scientific and professional personnel systems.

Subobjective A: Publish proposed regulations to streamline the SES performance appraisal system. (2nd Qtr)

Subobjective B: Issue *SES Desk Guide*. (4th Qtr)

OBJECTIVE 3: Provide leadership to governmentwide executive personnel activities.

Subobjective A: Successfully administer the 1995 Presidential Rank Award Program. (4th Qtr)

Subobjective B: Maintain total allocation of SES positions at 7876. Oversee the process for allocating FY 96 and FY 97 executive personnel resources to individual agencies. (On-going)

OBJECTIVE 4: Support National Performance Review recommendations and other Presidential initiatives which contribute to improvement of the SES.

Subobjective A: Enhance voluntary mobility within and between agencies for employees who hold or have the potential to hold senior executive positions in government. (On-going)

Subobjective B: Consistent with the President's instructions on career transition for Federal employees, review and strengthen the SES RIF placement program. (2nd Qtr)

OBJECTIVE 5: Use automation to support and strengthen the Federal executive personnel system.

MEASURES: **PUBLIC SERVED:** Federal agencies, prospective employees, current Senior Executives.

Timeliness: Target dates are met.

Quality: Policies and guidance strike an appropriate balance between management flexibility and the larger corporate interest of the Government. Program leadership contributes to effectiveness of Government executive personnel programs.

Efficiency: Processes are streamlined and unnecessary paperwork is eliminated.

Customer Satisfaction: OPM management and Federal agencies are satisfied with quality of policies published and programs administered.

GOAL IV: Manage the OER Businesses.

OBJECTIVE 1: Award contracts for permanent facilities for both the EMDC and the WMDC. (3rd Qtr)

OBJECTIVE 2: Award contracts at FEI for Innkeeper (1st Qtr) and Wellness (3rd Qtr). Sell as many of the unsold spaces in the FEI and MDC programs as possible and use unsold spaces to attract new customers, with the aim of making them paying customers in subsequent years. (4th Qtr)

OBJECTIVE 3: Establish a gainsharing program for the revolving fund activities to encourage all staff to approach their work as a business and to reward them for financial performance beyond our financial target for FY 96. (4th Qtr)

OBJECTIVE 4: Ensure that SES and Schedule C Orientation Programs break even or contribute to contingency reserves. (Continuing)

OBJECTIVE 5: Implement system for monitoring financial performance with a goal towards effective use of available resources. (Continuing)

MEASURES: **PUBLIC SERVED:** FEI and MDC's staff, OPM management, Federal agencies, executives attending FEI and MDC's, and current Senior Executives and Schedule C employees.

Timeliness: Target dates met.

Quality: Maintain or improve participant ratings of our programs.

Efficiency: Financial targets met.

Customer Satisfaction: FEI and MDC's staff acceptance of gainsharing and management acceptance of financial results.

GOAL V. Provide Equal Employment Opportunity.

OBJECTIVE: Work consciously in recruiting both staff and Executives in Residence to improve diversity.

MEASURES: **PUBLIC SERVED:** OER employees, program participants, and agencies.

Timeliness: Continuing.

Quality:	Not measurable.
Efficiency:	Not measurable.
Customer Satisfaction:	OER employees and the Federal community believe in our commitment to diversity.

GOAL VI. Establish Management and Internal Controls.

OBJECTIVE: Use resources wisely and ensure that the use of resources is properly documented.

MEASURES:

PUBLIC SERVED:	Taxpayers, OPM, agencies: all who count on wise and fair use of resources.
Timeliness:	Target dates of OPM Management Implementation Guide are met.
Quality:	Reviews are thorough and thoughtful.
Efficiency:	Not measurable.
Customer Satisfaction:	General respect for OER's management of its resources.

**Office of Personnel Management
FY 96 WORK PLAN**

OBJECTIVES MET

**Director
Office of Executive Resources (OER)**

GOAL I: Strengthen the Sense of the Senior Executive Service (SES) as a Corporate Resource Through All the Programs Offered by OER, Including Orientations, Residential Training, and Administration of the Senior Executive Service.

RESULTS: This is the main thrust of what OER is doing and informs the design of the Orientation, the FEI and MDC curricula, and our policy setting.

OBJECTIVE 1: Hold a second SES Symposium at FEI on a current topic worthy of senior executive attention in the Fall of 1996, to bring together key actors around the SES.

RESULTS: Second Symposium underway on December 15th. This non-revenue event was moved to use a time that is difficult to sell.

OBJECTIVE 2: Complete review of Qualifications Review Board (QRB) process and issue guidance which reinforces the QRB's role in selecting executives who have a corporate perspective of Government (3rd Qtr).

RESULTS: Review expanded to address issues raised by SES Symposium and President's Management Council. Advisory group established to oversee the review, which has been rolled together with other SES issues to be addressed at the beginning of the second term.

OBJECTIVE 3: Provide guidance and technical assistance on the development and implementation of SES Candidate Development Programs which contribute to the identification and development of SES candidates who reflect the corporate values of the SES; i.e., candidates who respect and embrace change within the continuity of our Government. (Continuing)

RESULTS: Done. New regulations issued on Candidate Development programs,

which eliminate time-limit on certification and give broad latitude in how agencies develop executives but require interagency (i.e., corporate) exposure.

IRS team working on Executive development has sought and received MDC help, with emphasis on the larger corporate interests we have.

GOAL II: Provide Quality Products and Services to Customers.

OBJECTIVE 1: Continue the timely delivery of quality OER programs.

RESULTS: Quality remained high in all OER programs. Participant ratings were: FEI, 6.4 on a 7-point scale/WMDC, 4.6 average on a 5-point scale/EMDC, 4.65 average on a 5-point scale/Quality Conference 4.37 on a 5-point scale.

Subobjective A: Develop FEI curriculum of short courses that are relevant and well attended. Hire a faculty coordinator to direct that effort and produce \$500,000 in income. (2nd Qtr)

RESULTS: Completed. FEI hired a faculty coordinator in the second quarter, developed and offered 20 short programs, and brought in \$767,000 in income.

WMDC introduced a new program "Developing Self-Managed Teams" that produced \$500,000 in income.

EMDC introduced new courses on managing disabilities and environmental management and developed a PMI curriculum.

Subobjective B: Improve the attention in FEI's *Leadership for a Democratic Society* to the Constitution and the role of the executive in our governmental structure. Hire a faculty member with political science credentials. (4th Qtr)

RESULTS: Completed (and continuing): Political scientist added to the FEI faculty. More time is now spent on the Constitution and the executive's role than at any time in the Institute's history. MDC's have adopted a similar focus on governance as well as management.

Subobjective C: Revise the SES Orientation Program to emphasize the sense of the

SES as a corporate resource. (3rd Qtr)

RESULTS: **Accomplished. Revised the Orientation Program to begin with a segment on the corporate nature of the SES and the role of the executive in our constitutional system. Continued to make good use of department and agency leaders and White House staff to give participants a better understanding of the Administration's goals and accomplishments and of the scope of Federal programs.**

OBJECTIVE 2: Improve the prominence, variety, and quality of outside speakers and faculty participating in OER programs by gaining access to both more university faculty and to important representatives of the Administration. (Continuing)

RESULTS: **Accomplished. A large number of new speakers are being used to keep things fresh. Academics with national reputations in their fields included Larry Sabato, Julian Bond, Charles Goodsell, and Larry Smith. Representatives of the Administration included Secretaries Glickman and Cisneros, Administrators Lader and Browner, Kitty Higgins, W. Bowman Cutter, and our own Jim King.**

OBJECTIVE 3: Coordinate the development and publication of the 1996 *U.S. Government Policy and Supporting Positions*, "The Plum Book". (Publication date no later than November 14, 1996.)

RESULTS: **Accomplished. We fully automated this data collection effort to produce a much more accurate Plum Book. It is on its way to timely publication.**

OBJECTIVE 4: Administer the Quality Award Program and the National Conference so well that the quality community is pleased with our assumption of these programs.

RESULTS: **Accomplished. 1996 Award and Conference were a solid success, and the quality community is pleased with OPM's stewardship. The suspicion and ill will around the end of FQI have been overcome almost completely.**

GOAL III: Manage the Federal Executive Personnel System as a Corporate Resource.

OBJECTIVE 1: Analyze proposals made at the September 1995 SES Symposium, discuss with stakeholders, and recommend action to the Director. (3rd Qtr)

RESULTS: Accomplished (but in 4th quarter). Close-out report mailed to Symposium attendees. The results of the symposium feed into the broader efforts to reevaluate the SES.

OBJECTIVE 2: Issue governmentwide regulations and guidance on the Senior Executive Service, senior-level, and scientific and professional personnel systems.

Subobjective A: Publish proposed regulations to streamline the SES performance appraisal system. (2nd Qtr)

RESULTS: Regulations deferred.

Subobjective B: Issue *SES Desk Guide*. (4th Qtr)

RESULTS: Draft Desk Guide is being tested in-house.

OBJECTIVE 3: Provide leadership to governmentwide executive personnel activities.

Subobjective A: Successfully administer the 1995 Presidential Rank Award Program. (4th Qtr)

RESULTS: Accomplished. Secured the Vice President for recognition of 1995 Distinguished Executives at a White House reception. 1996 Awards decided and funds obligated within the fiscal year.

Subobjective B: Maintain total allocation of SES positions at 7876. Oversee the process for allocating FY 96 and FY 97 executive personnel resources to individual agencies. (On-going)

RESULTS: Accomplished. Successfully implemented and maintained the 10 percent cut in permanent SES allocations.

Managed the total executive resources pool to prevent increases in Senior Level and Scientific/Technical allocations from canceling the SES reduction.

OBJECTIVE 4: Support National Performance Review recommendations and other Presidential initiatives which contribute to improvement of the SES.

Subobjective A: Enhance voluntary mobility within and between agencies for

employees who hold or have the potential to hold senior executive positions in government. (On-going)

RESULTS: Continuing. Featured successful SES reassignments in the SES Newsletter, published mobility opportunities, worked with the Metro Area Reemployment Center to establish an SES component (and contributed funds).

Subobjective B: Consistent with the President's instructions on career transition for Federal employees, review and strengthen the SES RIF placement program. (2nd Qtr)

RESULTS: Continuing. Revised process and refocused RIF placement as the joint responsibility of the individual executive, the agency, and OPM.

Additional Accomplishment: Helped NPR staff arrange a series of focus groups of Senior Executives in Washington and in the field. The results reinforced the importance of corporate communication and may have contributed to the Vice President's recognition of Distinguished Executives.

OBJECTIVE 5: Use automation to support and strengthen the Federal executive personnel system.

RESULTS: The Executive Information System (our key data source) is being overhauled with an eye towards easier and faster collection and dissemination of information. Requirements have been completed and the initial work funded.

Automated the vacancy announcement system as part of ES's Federal Job Information System.

GOAL IV: Manage the OER Businesses.

OBJECTIVE 1: Award contracts for permanent facilities for both the EMDC and the WMDC. (3rd Qtr)

RESULTS: Accomplished. After 10 years of false starts, both of the MDC's have long-term leases in quality places.

OBJECTIVE 2: Award contracts at FEI for Innkeeper (1st Qtr) and Wellness (3rd Qtr). Sell as many of the unsold spaces in the FEI and MDC programs as

possible and use unsold spaces to attract new customers, with the aim of making them paying customers in subsequent years. (4th Qtr)

RESULTS: **Contracts awarded to solid vendors after useful competition. Because of shutdown, unsold spaces were used to meet needs of those shut out or snowed out earlier in the year.**

OBJECTIVE 3: Establish a gainsharing program for the revolving fund activities to encourage all staff to approach their work as a business and to reward them for financial performance beyond our financial target for FY 96. (4th Qtr)

RESULTS: **Established for FEI (with payout for FY 96). Will be considered for the rest of OER as part of developing performance management approach, working with our employees.**

OBJECTIVE 4: Ensure that SES and Schedule C Orientation Programs break even or contribute to contingency reserves. (Continuing)

RESULTS: **Accomplished. Three orientations held and \$64,000 contributed to reserve.**

OBJECTIVE 5: Implement system for monitoring financial performance with a goal towards effective use of available resources. (Continuing)

RESULTS: **On the S&E side:**

1. **Through effective resource management, freed funds to automate the Plum Book, begin the redo of our Executive Information System, and fund a placement module for executives in the Transition Center.**
2. **Closed the year in the black.**

On the Revolving Fund side:

1. **Early analysis let OER manage incredible disruption in customers' own budgets without financial harm to its programs. OER's revolving fund activities produced income that was \$2 million over costs by expanding offerings and listening to demands for new products. Reduced overhead costs were also helpful. (FEI employees will receive a gainsharing payout.)**

DIRECTOR, EASTERN MANAGEMENT DEVELOPMENT CENTER
FY 1996 Work Plan

Status Report as of May 3, 1996

1. Program Development/Delivery

- a. Develop and deliver new courses where customer needs indicate a new market.
Prospects include:

- new course on managing disabilities

Developmental work started, met with DOD staff who helped to identify resource speakers. Project curtailed; course cancelled due to lack of customer demand (only three spaces sold of the 160 offered.)

- new course on environmental management

EPA obligated \$100,00 for this project to cover tuition for about 40 students; first class scheduled for December; curriculum work proceeding as scheduled.

- PMI curriculum

Designed and conducted PMI orientation session for PMI's in February under agreement with Philadelphia Service Center. Designed and conducted PMI I course. Designed PMI II course to be conducted in 1st quarter FY 1997.

- b. Manage the President's Quality Awards Program

- manage the evaluation and judging process

- secure Presidential approval of award selection

- recognize and showcase awardees and finalists at national conference

- develop and implement strategy for 1997 award program (to include the possibility of transferring responsibility to NIST)

1996 award process and program was a complete success. Planning for 1997 program proceeding.

- c. Manage the annual conference on Federal quality
 - achieve at least a 4 on a 5-point scale on participant evaluation of conference program
 - make the conference pay for itself
 - develop and implement strategy for 1997 conference (to include the possibility of transferring responsibility to NIST)

Quality Conference was clearly a success in terms of proving OPM's capability to continue this effort after eliminating the Federal Quality Institute and in terms of the number of people who participated. Participants evaluated the program 4.37 on a 5-point rating scale. Conference revenues exceeded direct costs by a small amount, but

- 2. Facilities: Complete evaluation of proposals for a new Center and prepare a recommendation for the Director.

We achieved what had been tried so often before and failed. The procurement process was successfully completed and work with the lessor on design of the facility is in process.

- 3. Production/Financial Management: Maintain level of participation at EMDC programs consistent with 1995 level to the extent market conditions allow. Achieve a \$500,000 surplus of income over all direct costs and the indirect cost level initially allocated by CFO.

Due to the incredible budgetary problems experienced by customer agencies during FY 1996, participation dropped from both the 1995 levels and our original planning estimates. Participation in EMDC courses was down by 7.7% compared to prior year. Compared with planning levels, participation in seminars was down 9.5% and 12.3% in the Quality Conference. Revenue for the Presidential Management Intern program fell \$8,000 short of the planning level of \$140,000. Still we realized a \$700,000+ surplus for the year, primarily the deferring hiring decisions and in prudent cost management. A reduction in overhead costs was offset by an investment in a new platform and software development for the MDC space sales system.

- 4. Administration

- a. Provide staff training on contracting/purchasing to ensure clear understanding of requirements and proper dealings with contractors and vendors

No action, staff shortages.

- b. Use opportunities for hiring and other personnel actions to maintain a diverse workforce.

**Hires include one white woman, one Asian woman, one white man.
Promoted two white women.**

- c. Implement management controls needed to comply with FMFIA.

Continuing.

November 7, 1995

MEMORANDUM FOR LORRAINE GREEN
DEPUTY DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

FROM: CURTIS J. SMITH
DIRECTOR
OFFICE OF EXECUTIVE RESOURCES

SUBJECT: Accomplishments Against Performance Standards

The creation of the Office of Executive Resources(OER) in the middle of FY95 brought together four organizations with a common mission and gave a new, coherent focus to their work. Each of the organizations, and OER as a whole, had a very successful year.

Attached is my report of what we accomplished against the specific things that we had planned to do. You will see, I think, that on the policy and program side we did very well at meeting our objectives, and that on the financial side we were extraordinarily successful.

I think the chances for OER's success were very high initially and continue to be very high because the redesign brought together organizations with a common purpose, which allows focus and concentration, and also brought together a group of first rate individual managers and executives. It has been my privilege to work with them this last year.

On the policy and program front, we picked up on the ideas in the National Performance Review and in the work of the Redesign Team and defined our main goal as the creation and maintenance of a corps of senior executives and managers with a truly corporate focus, a commitment to American democracy, and the leadership ability to improve Government's performance. We moved towards this goal by:

- ◆ directing all policy and operational decisions toward reinforcing a corporate culture by, for example, allowing agencies with a record of hiring senior executives from outside more freedom in their candidate development programs and by rewarding agencies with additional flexibilities when they help place executives facing RIF;
- ◆ focusing orientation sessions, the SES Newsletter, and agency meetings on the importance of such a corporate culture;
- ◆ adding courses to our curriculum on self-managing teams, downsizing organizations, and the Government Performance and Results Act;
- ◆ reviewing and recreating the FEI curriculum to cement its focus on issues of managing in our democracy, and developing the new kind of leader needed for today's challenges;
- ◆ sponsoring a Symposium on the Senior Executive Service to involve leading representatives of the Government in a discussion of these important issues, gaining their respect for OPM's role and their interest in helping us to advance a corporate SES.

Given the troubled history of OPM's revolving fund, the most immediately gratifying success for us this last year has been on the financial side. Each piece, and OER has a whole, earned income significantly in excess of costs, thus adding \$2.4 million to our retained earnings balance. We did this in part by being sensitive to costs, but more importantly by aggressively pursuing more business for current offerings and by creating new courses to meet new needs. FEI ran a 10th session, without additional administrative staff, of its Leadership for a Democratic Society, and the Management Development Centers saw a record number of participants. On the new offering side were the courses already mentioned.

We did this additional and new business at the same time that we increased our already high quality. Each of our units measures itself intensively and posted good results: overall participant satisfaction was:

- ◆ 6.6 on a seven point scale at FEI;
- ◆ 4.6 on a five point scale at the EMDC;
- ◆ 4.7 on a five point scale at the WMDC.

I am pleased with the year we have had: we made progress on our main goals of making the SES corporate and contributing to improved Government performance; and we generated a significant and important addition to our retained earnings balance through both our usual and our new offerings, which were both relevant and of exceptional quality.

Attachment

Office of Personnel Management
FY 95 WORK PLAN

OBJECTIVES MET

Director
Office of Executive Resources

GOAL I: Strengthen the Sense of the Senior Executive Service as a Corporate Resource.

OBJECTIVE 1: Use the reviews and evaluations of the Federal Executive Institute, Eastern Management Development Center, and Western Management Development Center programs as occasions for improving communications within the executive community and for gaining an understanding of our customers' needs and wants. (Continuing)

MET: MDC managers published in our SES Newsletter and called on Senior Executives Association and Federal Managers Association to keep communications open. Visited 60 agencies, hosted lunch for Personnel Directors, and ran focus group on GPRA Seminar.

OBJECTIVE 2: Oversee simplification of regulations on supervisory, managerial, and executive development, and find opportunities to improve sense of SES as a corporate resource. (Continuing)

MET: We continue to simplify and to look for ways to facilitate our processes rather than regulate them, and to build a corporate sense in the SES. New regulations on Candidate Development Programs will reward agencies with new flexibilities if they fill a significant number of SES positions from outside the agency.

GOAL II: Provide Quality Products and Services to Customers.

OBJECTIVE 1: Continue the timely, reliable, and profitable delivery of all OER programs.

MET: Each OER program earned more money than it spent. Together they netted \$2.4 million in income over costs. Participant ratings on the overall FEI program averaged 6.6 out of a possible 7; at the MDC's, out of a possible 5, the ratings were 4.6 and 4.7.

Subobjective A: Review the current FEI curriculum with all those interested, beginning within OPM and then moving outward to agencies and other stakeholders. (2nd Qtr)

MET: Worked on curriculum with Personnel Directors, Training Officers, academics, and our staff to produce new design in several areas (especially around teams and the constitution).

Subobjective B: Based on conclusions reached, prepare the materials, staff, format, etc., to implement any significant changes beginning in FY 96. (4th Qtr)

MET: Implemented changes with October 1995 session. Program has greater coherence, a better selection of speakers, and new courses, which were evaluated even higher than usual after the first session.

OBJECTIVE 2: Improve the prominence, variety, and quality of outside speakers and faculty participating in OER programs by gaining access to both more university faculty and to important representatives of the Administration. (Continuing)

MET: FEI's last program had the largest number of new speakers for any class in recent years. Participant rating of speakers increased from 5.1 to 5.7 over the year.

OBJECTIVE 3: Review, update, and improve SES programs and publications as needed. (Continuing)

MET: Features of the SES updated in May 1995. Features provided to agencies who distribute to their executives and to members of Candidate Development Program(s). OER presentation slides updated in April 1995. Staff use these slides for presentations to Candidate Development Programs, executives, and other audiences. We met our goal of publishing the OPM Message to the SES each quarter. We have received positive feedback on the topics presented.

We maintained the high quality of interior text (content and printing) in our publications, but reduced the printing cost of the cover (eliminated the embossed gold SES seal). We have contracted for the redesign of the SES Vacancy Announcement system and

are currently in the implementation and review stage. In the effort to streamline the publication process, we have moved to a central point of control.

OBJECTIVE 4: With GSA, design and construct a new 15,000-square-foot annex at the FEI. (Continuing)

MET: The "with GSA" turned out to be a problem. We are, for causes beyond our control, at least 2 months behind.

GOAL III: Manage Federal Executive Personnel System.

OBJECTIVE 1: Issue governmentwide regulations and guidance on the Senior Executive Service, senior-level, and scientific and professional personnel systems.

Subobjective A: Publish governmentwide regulations dealing with materials in FPM Supplement 920-1 and other FPM chapters which will be eliminated. (2nd Qtr)

MET: Completed February 2, 1995.

Subobjective B: In concert with ERMG Working Group, develop handbook with guidance on the SES, SL, and ST personnel systems. (4th Qtr)

MET: Desk guide in hands of agency officers for testing.

OBJECTIVE 2: Provide leadership to governmentwide executive personnel activities.

Subobjective A: Successfully administer the 1995 Presidential Rank Award Program. (4th Qtr)

MET: Completed--some indication that there may be a recognition ceremony for the first time in several years.

Subobjective B: Oversee the processes for allocating FY 95, FY 96, and FY 97 executive personnel resources. (Continuing)

MET: To support the Administration's efforts to cut the size of Government, developed and implemented a plan for reducing the SES by 10 percent. Plan called for a 5 percent reduction in most large agencies in FY 95 and an additional 5 percent cut in FY 96. Throughout the process, worked with

individual agencies to avoid RIF of career employees and explore flexibilities which would permit the agency to meet urgent program needs and still meet governmentwide objectives. Have so far helped the Director hold the bottom line against heavy pressure.

OBJECTIVE 3: Support National Performance Review recommendations for improving the SES.

Subobjective A: Develop and promote an executive level succession planning model for use in identifying, developing, and selecting senior staff. (3rd Qtr)

MET: Completed April 1995.

Subobjective B: Enhance voluntary mobility within and between agencies for top senior executive positions in government. (Continuing)

MET: Mobility advocated in our publications. SES Symposium helped better the communities' commitment to mobility. Plans have been made to facilitate it in 1996.

OBJECTIVE 4: In concert with ERMG Work Group, develop a plan for simplifying and strengthening the SES recertification and performance appraisal process. (4th Qtr)

MET: On recertification: legislative proposal to eliminate it has been prepared and is pending.

On performance appraisal: Revised regulations coming that reflect serious work with our agency clients.

OBJECTIVE 5: Maintain executive personnel data system and prepare regular and ad hoc reports for OPM management, Congress, and the public. (Continuing)

MET: All regular reports (including the Director's annual report to the Congress) were prepared and distributed in accordance with established guidelines or statutory deadlines. Ad hoc reports requested by OPM management, agencies, and the public were delivered within agreed or statutory time frames. A number of activities, including individualized briefings for agency personnel and the development of customized reports and data submission formats, improved the usefulness of reports and reduced paperwork required

of agencies in certain situations. Discussions with customers indicate general satisfaction with the products provided and process improvements.

GOAL IV: Manage the OER Businesses.

OBJECTIVE 1: By taking opportunities as they present themselves in FY 95, improve the projected bottom line (i.e., turn the 11/4/94 income statement projection of a loss into a gain). (Continuing)

MET: Began FEI consulting business and did \$121,821 with several projects; and MDC's did a record business. OER, overall, produced income over cost of \$2.4 million.

For 1996, submit a plan that will lead to growth of 10 percent in gross contributions. (4th Qtr)

MET: Plan for 1996 will lead to another strong year, but 1995 was so good that 10 percent growth doesn't seem likely.

OBJECTIVE 2: Sell as many of the unsold spaces in the FEI and MDC'S programs as possible; in FEI's August program, use unsold spaces to attract new customers, with the aim of making them paying customers in subsequent years. (4th Qtr)

MET: Sold \$180,000 worth of spaces at FEI after the year began (e.g., took August from 58 to 71 participants), and used spaces at discount to attract new clients (e.g., Arlington County). MDC's increased sales by more than 25 percent over October figures.

OBJECTIVE 3: Establish a gainsharing program at FEI to encourage all staff to approach the Institute as a business and to reward them for financial performance beyond our target of breaking even in FY 95. (4th Qtr)

MET: Due to the abundant and widespread help of our colleagues, we are still developing our gainsharing program. The goal of developing a business attitude has, however, been achieved.

OBJECTIVE 4: Ensure that SES and Schedule C Orientation Programs break even or make money. (Continuing)

MET: These programs produced income well in excess of costs for the year.

OBJECTIVE 5: Implement system for monitoring S&E budget with a goal towards effective use of available resources.
(Continuing)

MET: Began keeping "cuff records" using standard small business software and reconciling monthly with CFO. We knew where we were throughout the year and spent very close to, but within, our allocation.

GOAL V. Provide Equal Employment Opportunity.

OBJECTIVE 1: Work consciously in recruiting both staff and Executives in Residence to improve diversity.
(Continuing)

MET: Because of OPM retrenchment, worked hard at picking up colleagues being separated by other parts of the organization.

At FEI, added one part-time faculty member (woman) and have engaged for 1996 another full time faculty (woman).

Executive Programs and Services assigned significant new responsibilities to two minority employees, with enhanced career opportunities.

WMDC added 97 new speakers, 37 of whom were women and 21 minorities.

OBJECTIVE 2: To encourage agency consciousness of the pattern of their FEI/MDC'S nominations and provide each agency with an analysis of its FEI attendees from 1990 through 1994 by race and sex. (2nd Qtr)

MET: Prepared analysis and began review of our policies in light of national examination of affirmative action policies and approaches.

GOAL VI. Establish Management and Internal Controls.

OBJECTIVE 1: Use resources wisely and ensure that the use of resources is properly documented.

MET: Established FMFIA working groups; identified accountable parties; ensured checks and balances. All faculty and staff trained by OPM Management

Improvement Offices.

Office of Personnel Management
FY 95 WORK PLAN

Director
Office of Executive Resources

GOAL I: Strengthen the Sense of the Senior Executive Service as a Corporate Resource.

OBJECTIVE 1: Use the reviews and evaluations of the Federal Executive Institute, Eastern Management Development Center, and Western Management Development Center programs as occasions for improving communications within the executive community and for gaining an understanding of our customers' needs and wants. (Continuing)

OBJECTIVE 2: Oversee simplifications of regulations on supervisory, managerial, and executive development, and find opportunities to improve sense of SES as a corporate resource. (Continuing)

MEASURES:

PUBLIC SERVED:	The Government as a whole.
Timeliness:	Target dates are met.
Quality:	Anecdotal evidence of improved responsiveness by FEI, EMDC, WMDC, OEPS, OER, and OPM.
Efficiency:	Not measurable.
Customer Satisfaction:	Agencies express sense of being listened to and consulted.

GOAL II: Provide Quality Products and Services to Customers.

OBJECTIVE 1: Continue the timely, reliable, and profitable delivery of all OER programs.

Subobjective A: Review the current FEI curriculum with all those interested, beginning within OPM and then moving outward to agencies and other stakeholders. (2nd Qtr)

Subobjective B: Based on conclusions reached, prepare

the materials, staff, format, etc., to implement any significant changes beginning in FY 96. (4th Qtr)

OBJECTIVE 2: Improve the prominence, variety, and quality of outside speakers and faculty participating in OER programs by gaining access to both more university faculty and to important representatives of the Administration. (Continuing)

OBJECTIVE 3: Review, update, and improve SES programs and publications as needed. (Continuing)

OBJECTIVE 4: With GSA, design and construct a new 15,000-square-foot annex at the FEI. (Continuing)

MEASURES: PUBLIC SERVED: Federal agencies and current Senior Executives.

Timeliness:

- ◆ Meet target.
- ◆ Respond to new requests quickly.
- ◆ New FEI building: Draft operating business plan completed in the 3rd quarter. Begin construction (4th quarter).

Quality:

The design and construction project of the new FEI building conforms to American Institute of Architects, GSA, and leading executive development centers' design specifications.

High quality programs will build on and enhance the core FEI experience.

Participant ratings in OER programs show improved forums and plenary sessions.

Services provided by the SES programs and publications contribute to a corporate sense of the SES.

Efficiency:

Generate sufficient revenue to meet the direct program, operating, and overhead costs and to provide the necessary investment resources to ensure the programs are current, timely, and of high quality.

SES processes are streamlined and unnecessary paperwork is eliminated.

Customer Satisfaction:

Measure satisfaction in residential programs through participant appraisals.

Senior Executives and job seekers are satisfied with responses to general and employment information requests.

GOAL III: Manage Federal Executive Personnel System.

OBJECTIVE 1: Issue governmentwide regulations and guidance on the Senior Executive Service, senior-level, and scientific and professional personnel systems.

Subobjective A: Publish governmentwide regulations dealing with materials in FPM Supplement 920-1 and other FPM chapters which will be eliminated. (2nd Qtr)

Subobjective B: In concert with ERMG Working Group, develop handbook with guidance on the SES, SL, and ST personnel systems. (4th Qtr)

OBJECTIVE 2: Provide leadership to governmentwide executive personnel activities.

Subobjective A: Successfully administer the 1995 Presidential Rank Award Program. (4th Qtr)

Subobjective B: Oversee the processes for allocating FY 95, FY 96, and FY 97 executive personnel resources. (Continuing)

OBJECTIVE 3: Support National Performance Review recommendations for improving the SES.

Subobjective A: Develop and promote an executive level succession planning model for use in identifying, developing, and selecting senior staff. (3rd Qtr)

Subobjective B: Enhance voluntary mobility within and between agencies for top senior executive positions in government. (Continuing)

OBJECTIVE 4: In concert with ERMG Work Group, develop a plan for simplifying and strengthening the SES recertification and performance appraisal process. (4th Qtr)

OBJECTIVE 5: Maintain executive personnel data system and prepare regular and ad hoc reports for OPM management, Congress, and the public. (Continuing)

MEASURES: PUBLIC SERVED: Federal agencies, prospective employees, current Senior Executives.

Timeliness: Target dates are met.

Quality: Policies and guidance strike an appropriate balance between management flexibility, employee protections, and the larger corporate interest of the Government. Program leadership contributes to effectiveness of Government executive personnel programs.

Efficiency: Processes are streamlined and unnecessary paperwork

is eliminated.

Customer Satisfaction: OPM management and Federal agencies are satisfied with quality of policies published and programs administered.

GOAL IV: Manage the OER Businesses.

OBJECTIVE 1: By taking opportunities as they present themselves in FY 95, improve the projected bottom line (i.e., turn the 11/4/94 income statement projection of a loss into a gain). (Continuing)

For 1996, submit a plan that will lead to growth of 10 percent in gross contributions. (4th Qtr)

OBJECTIVE 2: Sell as many of the unsold spaces in the FEI and MDC'S programs as possible; in FEI's August program, use unsold spaces to attract new customers, with the aim of making them paying customers in subsequent years. (4th Qtr)

OBJECTIVE 3: Establish a gainsharing program at FEI to encourage all staff to approach the Institute as a business and to reward them for financial performance beyond our target of breaking even in FY 95. (4th Qtr)

OBJECTIVE 4: Ensure that SES and Schedule C Orientation Programs break even or make money. (Continuing)

OBJECTIVE 5: Implement system for monitoring S&E budget with a goal towards effective use of available resources. (Continuing)

MEASURES: PUBLIC SERVED: FEI staff, OER OPM management, Federal agencies, executives attending FEI and MDC'S's, and current Senior Executives and Schedule C employees.

Timeliness: Target dates met.

Quality: Not measurable.

Efficiency: Targets met.
Customer Satisfaction: FEI staff acceptance of gainsharing and management acceptance of financial results.

GOAL V. Provide Equal Employment Opportunity.

OBJECTIVE 1: Work consciously in recruiting both staff and Executives in Residence to improve diversity. (Continuing)

OBJECTIVE 2: To encourage agency consciousness of the pattern of their FEI/MDC'S nominations and provide each agency with an analysis of its FEI attendees from 1990 through 1994 by race and sex. (2nd Qtr)

MEASURES: PUBLIC SERVED: OER employees, executive participants, and agencies.
Timeliness: Target date met.
Quality: Not measurable.
Efficiency: Not measurable.
Customer Satisfaction: OER employees and the Federal community believe in our commitment to diversity.

GOAL VI. Establish Management and Internal Controls.

OBJECTIVE 1: Use resources wisely and ensure that the use of resources is properly documented.

MEASURES: PUBLIC SERVED: Taxpayers, OPM, agencies: all who count on wise and fair use of resources.
Timeliness: Target dates of OPM Management Implementation Guide are met.
Quality: Reviews are thorough and thoughtful.
Efficiency: Not measurable.

Customer Satisfaction: General respect for OER's
management of its
resources.

**Office of Personnel Management
FY 95 WORK PLAN**

PROGRAM: Federal Executive Institute

Director, Federal Executive Institute

GOAL I: Strengthen Federal Human Resource Development Initiatives.

OBJECTIVE 1: Use the review of the "Leadership for a Democratic Society" program as an occasion for improving communications with the HRD community and for gaining an understanding of our customers' needs and wants.
(2nd/3rd Qtr)

MEASURES: PUBLIC SERVED: Federal agencies.

Timeliness: Target dates are met.

Quality: Anecdotal evidence of improved responsiveness by FEI, HRDG, and OPM.

Efficiency: Not measurable.

Customer Satisfaction: Agencies express sense of being listened to and consulted.

GOAL II: Provide Quality Products and Services to Customers.

OBJECTIVE 1: Continue the timely, reliable, and profitable delivery of the "Leadership for a Democratic Society" program and improve the quality and relevance of FEI's 4-week program.

Subobjective A: Review the current curriculum with all those interested, beginning within OPM and then moving outward to agencies and other stakeholders. (2nd Qtr)

Subobjective B: Based on conclusions reached, prepare the materials, staff, format, etc., to implement any significant changes beginning in FY 96. (4th Qtr)

OBJECTIVE 2: Improve the prominence, variety, and quality of outside speakers and faculty participating in FEI programs by gaining access to both more university faculty and to important representatives of the Administration.
(Continuing)

OBJECTIVE 3: With GSA, design and construct a new 15,000-square-foot annex at the FEI. (Continuing)

MEASURES: PUBLIC SERVED: Federal agencies and executives attending FEI.

Timeliness:

- Curriculum review: Meet target dates.
- New building: Draft operating business plan completed in the 3rd quarter. Begin construction (4th quarter).

Quality:

The design and construction project conforms to American Institute of Architects, GSA, and leading executive development centers' design specifications.

The high quality programs offered in the new building will build on and enhance the core FEI experience.

Participant ratings in the "Leadership for a Democratic Society" program show improved forums and plenary sessions.

Efficiency:

The overall financial objective during the first full year of operation is to generate sufficient revenue to meet our direct program, operating, and overhead costs. In succeeding years, we will generate the revenue needed to cover all costs and to provide the necessary investment resources to ensure our programs are current, timely, and of high quality.

Customer Satisfaction:

Pursuit of the initiative by FEI/OPM and concurrence by GSA are in direct response to our customers' stated need for expanded executive development opportunities. Measure satisfaction through participant appraisals.

GOAL III: Manage Federal Executive Personnel Systems.

OBJECTIVE 1: Contribute to the understanding and advancement of a significant human resource issue by holding a short symposium at FEI, with joint sponsorship, if possible, by a major academic institution. (4th Qtr)

MEASURES: PUBLIC SERVED: The Government as a whole and the American public through better public administration.

Timeliness: Target date met.

Quality: Not measurable.

Efficiency: Not measurable.

Customer Satisfaction: General perception that the symposium has succeeded.

GOAL IV: Manage the FEI Business.

OBJECTIVE 1: By taking opportunities as they present themselves in FY 95, improve the projected bottom line (i.e., turn the 11/4/94 income statement projection of a loss into a gain). (Continuing)

For 1996, submit a plan that will lead to growth of 10 percent in gross contributions. (4th Qtr)

OBJECTIVE 2: Sell as many of the unsold spaces in the 4-week program as possible; in the August program, use unsold spaces to attract new customers, with the aim of making them paying customers in subsequent years. (4th Qtr)

OBJECTIVE 3: Establish a gainsharing program at FEI to encourage all staff to approach the Institute as a business and to reward them for financial performance beyond our target of breaking even in FY 95. (4th Qtr)

MEASURES: PUBLIC SERVED: FEI staff, HRDG OPM management, Federal agencies, and executives attending FEI.

Timeliness: Target dates met.

Quality: Not measurable.

Efficiency: Targets met.

Customer Satisfaction: FEI staff acceptance of gainsharing and management acceptance of financial results.

GOAL V. Provide Equal Employment Opportunity.

OBJECTIVE 1: Work consciously in recruiting both FEI staff and Executives in Residence to improve FEI's diversity. (Continuing)

OBJECTIVE 2: To encourage agency consciousness of the pattern of their FEI nominations, provide each agency with an analysis of its attendees from 1990 through 1994 by race and sex. (2nd Qtr)

MEASURES: PUBLIC SERVED: FEI employees, executive participants, and agencies.

Timeliness: Target date met.

Quality: Not measurable.

Efficiency: Not measurable.

Customer Satisfaction: FEI employees and the Federal community believe in our commitment to diversity.

GOAL VI. Establish Management and Internal Controls.

OBJECTIVE 1: Use resources wisely and ensure that the use of resources is properly documented.

MEASURES: PUBLIC SERVED: Taxpayers, OPM, agencies: all who count on wise and fair use of resources.

Timeliness: Target dates of OPM Management Implementation Guide are met.

Quality: Reviews are thorough and thoughtful.

Efficiency: Not measurable.

Customer Satisfaction: General respect for FEI's management of its resources.

FY 1994
SES PERFORMANCE PLAN

Dee Henderson, Director
The Federal Executive Institute

The Federal Executive Institute in FY 94 will continue to serve as the Office of Personnel Management's premier executive development center serving the U.S. government's Senior Executive Service and high potential GM\GS15s. Our goal will be the fulfillment of our mission of offering programs which improve individual performance and agency effectiveness. We will work to continuously improve our program design and delivery and to maintain the Institute's reputation as a leader in the field of executive development.

1. **Program Delivery.** Deliver all FEI scheduled programs on time and maintain program quality as evidenced by high after-course evaluations and repeated requests from agencies for program spaces.

TIMELINESS: Target dates for each 4-week program as determined in FY 94 announcement as well as short programs, special topic meetings, retreats and conferences as arranged should all be met with no cancellations due to inability on FEI's part to deliver the program.

QUALITY: Evidence is evaluation scores which reflect customer satisfaction (6.0 and above on 7.0 scale), return of customers and request for additional space/time at the FEI.

EFFICIENCY: Program delivery with minimal full-time faculty and the use of adjunct/part-time instructors when available.

2. **Faculty.** Faculty hire made for one full-time instructor (due to loss in 1994 of a full-time faculty member and increased demand for in-house faculty to facilitate new performance assessment program module). Announcement - October-December 1993.

TIMELINESS: Target date is 3rd quarter, FY 94.

QUALITY: Nationwide recruitment and hiring well-qualified teaching faculty with experience in adult education, executive-level programs, and knowledge of governmental operations. Commitment to Affirmative Action Program guidelines.

EFFICIENCY: Increased use of full-time faculty will provide depth necessary for smooth delivery and appropriate representation of OPM/FEI before senior-level participants from all departments and agencies.

3. **Diversification of Participant Groups:** Assist OPM in identification and recruitment of wide range of participants for FEI core program as well as short programs. This will include increased participation by international

representatives, state and local governments, and ongoing efforts to improve percentage of women and minorities in core program.

TIMELINESS: Target dates, all quarters, FY 94.

QUALITY: Recruitment efforts should successfully target appropriate levels of international/state/local officials (i.e., senior level equivalent to GM15/SES).

EFFICIENCY: Use of internal FEI resources.

4. **Curriculum.** Curriculum development includes integration into larger program of 360° assessment (peer-subordinate-superior) taken by all participants in four-week program (72 executives in each of nine programs), FY 94. This will help participants choose coursework and enable executives to better link the information to their work--a critical process as we move Benchmarks from a learner prerogative to a mainstay of the program.

TIMELINESS: Continuing in every quarter, FY 94.

QUALITY: Instrument was developed by a leading authority (CCL) in the field of executive development and the FEI faculty has created a "model" feedback workshop which has received endorsement by CCL as superior to their own. We will continue to develop the design and delivery to meet the highest standards of professional program quality as well as ensure customer satisfaction.

EFFICIENCY: Scanning, scoring, printing, and delivery of feedback at the Institute represent significant efficiencies.

5. **New Programs.** During FY 94, several new short programs will be designed, developed, piloted, and put into a regular schedule.

The first, "The Higher Values of Public Service Leadership" (working title) will allow the Institute to offer 2-day programs (off-site) in conjunction with the FEB's in various regions around the U.S. The integrating theme of public service values will be used to link program modules on constitutional literacy, leadership, and management in the public sector and a comparative government view of leadership challenges facing emerging democracies around the world.

The second, an intensive, FEI-based, 3 1/2-day program, Executive Competencies Workshop, will offer self-assessment and video-interactive competency practice to FEI alumni and some candidate development program participants.

TIMELINESS: Design and development stages for new programs are summer/fall 1993, with implementation in all four quarters of FY 94.

QUALITY: Evidence is evaluation scores, which reflect customer satisfaction (6.0 and above on a 7.0 scale), requests for repeated programs, and development of similar short programs.

EFFICIENCY: Program delivery with minimal faculty and use of adjunct instructors when available. Co-host with regional FEB's.

6. **Facility Issues.** Manage the development and implementation of approved facility improvement projects to enhance the FEI physical environment and facility management systems in support of Program delivery.

a. **FEI Renovations:** With the cooperation of the General Services Administration, rehabilitation and improvement of the FEI physical facility continues.

TIMELINESS:

- ◆ Complete structural cracks and Virginia Study All-Weatherization project - March 1994.
- ◆ Complete construction of a storage building - October 1993.
- ◆ Complete Handicapped Accessibility Upgrades - January 1994.
- ◆ Complete Energy Efficiency Upgrade - November 1993.
- ◆ Complete Fire and Safety Upgrades - April 1994.
- ◆ Complete Five Year Building Engineering Review and

identify future projects - November 1993.

- ◆ Complete the renewal of the Delegations Agreement - September 1993.
- ◆ Satisfactorily pass the bi-annual Evaluation of FEI performance under the Delegations Agreement - October 1993.
- ◆ Pursue design requirements for other renovation projects (e.g., service road, dining room expansion, pavement repair/replacement, etc.) consistent with the resources available - Continuing.

QUALITY: All projects will conform to the American Institute of Architects, GSA, and leading executive development residential centers' design specifications.

All furnishings will be of top quality and consistent with the executive level mission of the FEI and purchased utilizing GSA Schedules.

EFFICIENCY: Resources for all the construction projects are provided primarily by GSA. Resources for the "other" design projects are consistent with the needs of the FEI and the fiscal realities.

All furnishings are purchased utilizing GSA purchasing schedules.

CUSTOMER SATISFACTION: We continue to receive numerous high ratings and compliments from participants and visitors. The facility is in great demand for use by outside groups.

- b. New Building at The FEI: GSA and the FEI are collaborating on the design and construction of a New Wing at the FEI to provide space needed to deliver short term programs and services to our executive clients.

TIMELINESS:

- ◆ Complete the design phase of the construction initiative - August 1993.
- ◆ GSA completes procurement phase - January 1994.
- ◆ Construction scheduled to begin in February 1994.
- ◆ Construction complete - February 1995.
- ◆ The FEI project team will prepare a business plan to determine the appropriate product mix, delineate a marketing plan and define administrative and other management requirements - November 1993.

QUALITY: The project will conform to the American Institute of Architects, GSA, and leading executive development residential centers' design specifications. Active involvement by FEI program faculty and staff ensures all functional requirements are identified and addressed.

Development of a comprehensive business plan will ensure the coordinated delivery of quality products and services.

EFFICIENCY: GSA is providing resources for the construction project. The FEI will develop plans to ensure the efficient use of FEI resources to outfit the building when complete.

CUSTOMER SATISFACTION: Pursuit of the initiative by FEI/OPM and concurrence by GSA is in direct response to our customers' stated needs.

c. Implementation of Consolidated Services and WorkSource Enterprises at FEI: The consolidated Facilities Management contract with ARA Services includes facility management, food and beverage services, mechanical maintenance services, groundskeeping, security, and other miscellaneous services. The WorkSource Enterprises contract includes housekeeping, janitorial and maid services.

TIMELINESS:

- ◆ Fully implement the nutrition initiative in support of the Wellness program - November 1993.
- ◆ Effectively and efficiently administer the Consolidated Facilities Management contract with a goal of delivering all services in a quality manner at costs within the original estimates - Continuing.
- ◆ Effectively and efficiently administer the WorkSource Enterprises custodial and maid services contract with a goal of delivering all services in a quality manner at costs within the original estimates - Continuing.

QUALITY: Contract Administration is excellent. All requirements within the scope of work will be met. All service within scope of contract but not within the scope of work are cleared with the Contracting Officer's representative and Contracting Officer to avoid the need for ratification.

Overall, contract services will remain excellent and we will continue to identify opportunities to make further improvements.

EFFICIENCY: The quantity and quality of overall services covered by the contract will continue to improve. The requirement for day-to-day interaction will decrease consistent with appropriate contract administration responsibilities. The cost of the contract will remain within the original estimates.

CUSTOMER SATISFACTION: Participant evaluations will continue to rate our services very high (6.0 or better on a 7.0 scale). Positive anecdotal comments and a further reduction in the number of participant complaints will occur indicating increasing customer satisfaction.

7. Program Monitoring and Evaluation. During FY 94 FEI will continue the implementation of the complete multi-year program evaluation. Implementation of this large, complex process will require administration of the various surveys and instruments, scoring and analysis, reporting, integration into overall program, development of opportunities within the curriculum for participants to work on specific areas of improvement, development and administration of action-planning, tracking the process, and evaluating the program at appropriate intervals.

TIMELINESS: Continuing implementation of surveys and instruments will occur during FY 94. Focus group activity will occur in the 2nd quarter, FY 94.

QUALITY: Analysis of survey/instruments results will provide the most up-to-date feedback available and allow decision-making based on both quantitative/qualitative data.

EFFICIENCY: Development, implementation and analysis of this plan has been done internally at the FEI.

8. Management/Internal Control and Evaluation

Develop procedures and guidelines to provide reasonable assurance that funds, property and other assets are safeguarded against waste, loss, unauthorized use or misappropriation; that obligations and costs are in compliance with applicable law; and that revenues and expenditures are properly recorded to maintain accountability over assets. Evaluate the FEI program for internal control compliance with OMB Circular A-123 and the Federal Managers' Financial Integrity Act (FMFIA). Evaluate managers with internal control responsibility on their commitment and achievement in evaluating and improving internal controls.

TIMELINESS:

- ◆ Complete annual vulnerability self-assessment -

February 1994. No weaknesses were identified in 1993.

- ◆ Based on the analysis of the 1994 self-assessment, take timely action to correct identified weaknesses or vulnerabilities.
- ◆ In a timely manner, develop or modify existing management controls to future strengthen the internal controls process.

QUALITY: Assurance that effective and efficient management controls are in place, and that they are achieving the intended results.

EFFICIENCY: Existing management and staff will be used to assess and analyze the FEI internal controls environment and their effectiveness.

9. **Affirmative Action and Equal Employment Opportunity.**

Our goal is ongoing development and delivery of core programs with representative faculty and guest speakers. It is our belief that our faculty, those with teaching roles in our program, should mirror the larger workplace environment but also be a leader in modeling diversity. We take great pains to recruit and retain excellent faculty who also happen to be women and/or minorities. The Institute also encourages agencies to send representative groups of participants.

An analysis of the FEI's staff, faculty, and adjunct faculty personnel profile during FY 94 indicates that our Affirmative Action and EEO efforts have been successful. Fifty-eight percent of all Federal employees at the FEI are women and 13% are minorities. Forty-two percent of our adjunct faculty team leaders are women, as are 25% of our adjunct faculty seminar/workshop instructors. Our Wellness Program coordinator and assistant are women. Twenty-five percent of adjunct faculty team leaders and seminar/workshop instructors are minorities. We are going to be sensitive to the need to promote appropriate recruitment and developmental opportunities for women and minorities.

The FEI's long-standing contractual relationship with WorkSource Enterprises, a sheltered workshop sponsored by the National Institute for the Severely Handicapped, continued during FY 94. The contract calls for the provision of janitorial and housekeeping services by the workshop's physically and mentally challenged clients.

**THE FEDERAL EXECUTIVE INSTITUTE
ORGANIZATIONAL WORKPLAN
FY 1994**

The Federal Executive Institute in FY 94 will continue to serve as the Office of Personnel Management's premier executive development center serving the U.S. government's Senior Executive Service and high potential GM\GS15s. Our goal will be the fulfillment of our mission of offering programs which improve individual performance and agency effectiveness. We will work to continuously improve our program design and delivery and to maintain the Institute's reputation as a leader in the field of executive development.

GOAL 1. Strengthen Federal Human Resources Development Programs

The Federal Executive Institute has a new director (January 1, 1993) and one new faculty member (as of August 2, 1993) but is still extremely short-handed, with only three regular full-time faculty.

Objectives and Completion Dates:

- a. **Faculty Appointments:** Appoint one additional full-time faculty. The FEI will seek to ensure full representation of affirmative action priorities through this appointment.

TARGET DATE: Appoint new faculty by Third Quarter, FY 94.

QUALITY: Executive-level leadership through identification of highly qualified individual and innovative efforts made to meet the goals of Affirmative Action Priorities (AAP).

EFFICIENCY: Internal FEI/OPM resources have been used to conduct an extensive, nationwide search.

- b. **Diversification of Participant Groups:** Assist OPM in identification and recruitment of wide range of participants for FEI core programs as well as short programs. This will include increased participation by international representatives, state and local governments, and ongoing efforts to improve percentage of women and minorities in core program.

TARGET DATE: All quarters, FY 94.

QUALITY: Recruitment efforts should successfully target appropriate levels of international/state/local officials (i.e., senior level equivalent to

GM15/SES).

EFFICIENCY: Use of internal FEI resources.

GOAL 2. Improve OPM's HRD Services Delivery

Develop and deliver four-week residential executive development programs (as well as short programs) of the highest quality; respond to needs of federal agencies which depend upon the FEI to take the lead in innovative program design and delivery; design and implement new program modules; conduct comprehensive contemporary and long-term evaluations of programs and analysis of impact.

Objectives and Completion Dates:

- a. **Program Design and Delivery:** Offer the four-week program, "Leadership for a Democratic Society" nine times a year; design program modules which reflect "best practices" in executive development and develop new, short programs targeted to SES and Candidate Development Program participants.

TARGET DATES: Offer programs in every quarter, FY 94, as predetermined in FY 94 Program Announcement. Introduce new short programs in each quarter, FY 94.

QUALITY: Maintain evaluation scores above 6.0 (on a 7.0 scale) and have demand for more spaces than available.

EFFICIENCY: Program design and delivery always meets deadlines, makes best use of small faculty and staff, and never calls for program cancellation.

CUSTOMER SATISFACTION: Agencies continue to request spaces in programs at full capacity and repeat business is 98% rate.

- b. **Curriculum Integration of Global Assessment and Feedback:** Offer a global assessment and feedback instrument to all participant executives in the "Leadership for a Democratic Society" program; modify the existing program to enrich the Leadership Development Team activity around the feedback from the instruments; provide course offerings tied to the output of that instrument for the targeted developmental improvement of the resident executives.

TARGET DATE: Every quarter, FY 94.

QUALITY: Offers executive participants performance-based feedback which is superior to other methods of leadership/management measurement which tend to be primarily self-assessments.

EFFICIENCY: Allows for action planning by executives which will be transferable to their performance in the sponsoring agency. Such planning by participants takes place on-site at the FEI. At the FEI, the scanning, administration, and feedback of the instrument takes place on-site.

- c. **Wellness Component:** Offer a modified Wellness component in the "Leadership for a Democratic Society" program which significantly reduces the cost now incurred, but continues to present a well-rounded, fully functional experience.

TARGET DATE: Each quarter, FY 94.

QUALITY: Evaluation scores continue to fall above 6.0 (on a 7.0 scale) and participant/agency feedback confirms value to the individual and sponsoring organizations.

- d. **Multi-Year Program Evaluation:** Implement the FEI Multi-Year Program Evaluation, which seeks to measure the success of the FEI mission -- "to improve agency performance through the improved effectiveness of the key executives those agencies send to the FEI" for development. To this end, ensure that the curriculum:

- (1) Assesses each executive through a global assessment and feedback process;
- (2) Offers developmental opportunities directly related to those assessment outcomes;
- (3) Expects action planning of each executive prior to his/her departure from the FEI;
- (4) Seeks intermediate and long-term feedback on those action plan accomplishments to assure agency effectiveness is improved.

TARGET DATE: Ongoing implementation in FY 94.

QUALITY: Well-designed evaluation plan which allows measurement of training impact on organizational effectiveness; improves the overall quality of government.

EFFICIENCY: Incorporation of action planning into the participants' individual development activity links executive performance to agency goals and clarifies direction.

e. **Technological Advances:** Full implementation and perfection of already existing, program-based technology to include:

- (1) Complete implementation and training for users of automated registration/tracking software.

TARGET DATE: Full use of the system potential in area of alumni tracking, 2nd quarter, FY 94.

QUALITY: Computer-based system allows data entry/retrieval at several points along registration "path" and allows for production of high-quality program material (i.e., class rosters, agency/home address lists, mailing lists).

EFFICIENCY: Decrease in amount of time necessary to organize and retrieve data on current classes as well as alumni.

- (2) Development of computer-based technology in the classroom. Courses will include computer-driven case studies and simulations which serve to illustrate key concepts and allow for "groupware" work highlighting the potential of using computer technology to increase productivity and encourage teamwork and creativity.

TARGET DATES: Activity in every quarter of FY 94.

QUALITY: Only executive-level systems, software, and classroom methods which are appropriate to the senior-level participants in the FEI programs.

EFFICIENCY: Increased use of hardware and software that already resides at the Institute. Showcase newest technologies by importing them into the program on special occasions rather than per-

manently.

GOAL 3. Manage and Improve OPM's HRD Facilities

Manage the development and implementation of approved facility improvement projects to enhance the FEI physical environment and facility management systems in support of program delivery.

Objectives and Completion Dates:

- a. **FEI Renovations:** With the cooperation of the General Services Administration, rehabilitation and improvement of the FEI physical facility continues.

TARGET DATES:

- ◆ Complete structural cracks and Virginia Study All-Weatherization project - March 1994.
- ◆ Complete construction of a storage building - October 1993.
- ◆ Complete Handicapped Accessibility Upgrades - January 1994.
- ◆ Complete Energy Efficiency Upgrade - November 1993.
- ◆ Complete Fire and Safety Upgrades - April 1994.
- ◆ Complete Five Year Building Engineering Review and identify future projects - November 1993.
- ◆ Complete the renewal of the Delegations Agreement - September, 1993.
- ◆ Satisfactorily pass the bi-annual Evaluation of FEI performance under the Delegations Agreement - October 1993.
- ◆ Pursue design requirements for other renovation projects (e.g., service road, dining room expansion, pavement repair/replacement, etc.) consistent with the resources available - Continuing.

QUALITY: All projects will conform to the American Institute of Architects, GSA, and leading executive development residential centers' design specifications. All furnishings will be of top quality and consistent with the executive level mission of the FEI and pur-

chased utilizing GSA Schedules.

EFFICIENCY: Resources for all the construction projects are provided primarily by GSA. Resources for the "other" design projects are consistent with the needs of the FEI and the fiscal realities. All furnishings are purchased utilizing GSA purchasing schedules.

CUSTOMER SATISFACTION: We continue to receive numerous high ratings and compliments from participants and visitors. The facility is in great demand for use by outside groups.

- b. **New Building at The FEI:** GSA and the FEI are collaborating on the design and construction of a New Wing at the FEI to provide space needed to deliver short term programs and services to our executive clients.

TARGET DATES:

- ◆ Complete the design phase of the construction initiative - August 1993.
- ◆ GSA completes procurement phase - January 1994.
- ◆ Construction scheduled to begin in February 1994.
- ◆ Construction complete - February 1995.
- ◆ The FEI project team will prepare a business plan to determine the appropriate product mix, delineate a marketing plan and define administrative and other management requirements - November 1993.

QUALITY: The project will conform to the American Institute of Architects, GSA, and leading executive development residential centers' design specifications. Active involvement by FEI program faculty and staff ensures all functional requirements are identified and addressed.

Development of a comprehensive business plan will ensure the coordinated delivery of quality products and services.

EFFICIENCY: GSA is providing resources for the construction project. The FEI will develop plans to ensure the efficient use of FEI resources to outfit the building when complete.

CUSTOMER SATISFACTION: Pursuit of the initiative by FEI/OPM and concurrence by GSA is in direct response to our customers' stated needs.

- c. **Implementation of Consolidated Services and WorkSource Enterprises at FEI:** The Consolidated Facilities Management contract with ARA Services includes facility management, food and beverage services, mechanical maintenance services, groundskeeping, security, and other miscellaneous services. The WorkSource Enterprises contract includes housekeeping, janitorial and maid services.

TARGET DATES:

- ◆ Fully implement the nutrition initiative in support of the Wellness program - November 1993.
- ◆ Effectively and efficiently administer the Consolidated Facilities Management contract with a goal of delivering all services in a quality manner at costs within the original estimates - Continuing.
- ◆ Effectively and efficiently administer the WorkSource Enterprises custodial and maid services contract with a goal of delivering all services in a quality manner at costs within the original estimates - Continuing.

QUALITY: Contract Administration is excellent. All requirements within the scope of work will be met. All service within scope of contract but not within the scope of work are cleared with the Contracting Officer's Representative and Contracting Officer to avoid the need for ratification.

Overall, contract services will remain excellent and we will continue to identify opportunities to make further improvements.

EFFICIENCY: The quantity and quality of overall services covered by the contract will continue to improve. The requirement for day-to-day interaction will decrease consistent with appropriate contract administration responsibilities. The cost of the contract will remain within the original estimates.

CUSTOMER SATISFACTION: Participant evaluations will continue to rate our services very high (6.0 or better on a 7.0 scale). Positive anecdotal comments and a further reduction in the number of participant complaints will occur indicating increasing customer

satisfaction.

GOAL 4. Represent OPM and the Federal HRD Function

Represent the Federal Executive Institute through involvement with OEMD/HRDG/OPM initiatives. Service by management and faculty on task forces, workgroups, hosting conferences for OPM on-site, involvement in external conferences, seminars, and meetings involving human resource policies and programs.

OBJECTIVES:

- a. Serve on task forces as requested (i.e., Executive/Management/Supervisory Curriculum Continuum).
- b. Collaborate on program design, delivery and marketing with other parts of HRDG/OPM as requested (i.e., Long-Term Development Programs, PMI Program, Management Development Centers).
- c. Represent FEI/OPM to professional organizations, other executive programs, and agency groups to inform the public about executive development in the federal government.
- d. Advisors on program design to foreign governments as requested by OPM's Director, HRDG leadership, and OPM's OIA (e.g., Kuwait project).

GOAL 5. Not Applicable to FEI

GOAL 6. Manage the HRDG Organization

Manage the administrative functions of the FEI, assure personnel and procurement processing, budget and fiscal systems, and management systems contribute to the efficient operation of the FEI and are in compliance with applicable rules and regulations.

Objectives and Completion Dates:

a. Financial Performance:

TARGET DATE: Develop and implement an integrated internal program and budgeting system essential to the efficient and effective long term operation of the FEI - February 1994.

QUALITY: Direct analytical efforts toward achieving the retained earnings goal. The program and budgeting system will provide an integrated framework in which to manage fiscal and program performance and consider all significant variables.

EFFICIENCY: Maximize the impact of available resources through the development of an integrated budget and planning system.

CUSTOMER SATISFACTION: Effectively manage the FEI fiscal environment in order to provide the services our customers need at reasonable cost. Our client base will remain stable or slightly expand.

b. Administrative Systems Monitoring and Evaluation:

TARGET DATES:

- ◆ Complete and evaluate the Vulnerability Assessment Exercise consistent with OMB Circular A-123 on Internal Controls and the Federal Managers' Financial Integrity Act - December 1993.
- ◆ Promote appropriate recruitment and developmental opportunities for women and minorities - Continuing.
- ◆ Foster a positive affirmative action and equal opportunity climate by implementing Individual Development Plans (IDPs) for all employees - Continuing.

QUALITY: All systems in compliance with applicable rules and regulations. All systems within an analytical framework of continuing review, validation and improvement.

EFFICIENCY: Maximize the impact of available fiscal and personnel resources by directing analytical efforts at the most cost beneficial impact areas.

CUSTOMER SATISFACTION: Effectively manage the FEI administrative systems environment in order to provide the services our customers need at reasonable cost. Our client base will remain stable or slightly expand.