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Executive Summary

Federal Executive Boards (FEBs) foster communication, coordination and collaboration among Federal offices nationwide. FEBs produce new ideas and approaches to advance Federal initiatives and programs in the field. Increased outreach to state and local levels of government expand opportunities for cooperation beyond the Federal community. The Boards identify strategic partners, bring them together, and inspire them to work towards common goals.

- FEBs provide **Homeland Security and Emergency Preparedness** activities through Interagency Continuity of Operations (COOP) Working Groups, to develop and strengthen planning, coordination, training, exercises, and response capabilities. This year's activities focused on response to possible pandemic influenza.
- FEBs focus on the **Human Capital Readiness** goal and address the challenge of the predicted Federal retirement "tsunami" by sponsoring leadership development training, and forming partnerships with colleges and universities to publicize career opportunities within the Federal Government.
- FEBs sponsor **Alternative Dispute Resolution (ADR)** consortiums to assist agencies in resolving employee disputes and conflicts by providing experienced mediators at little or no cost. This highly successful effort restores positive labor-management relationships and avoids agency expenditures for litigation costs.
- FEBs continue to provide strong leadership, oversight, and accountability for the **Combined Federal Campaign (CFC)** – over \$82 million was raised in our FEB areas. FEBs bolstered the CFC by facilitating strategic campaign mergers, resulting in lower administrative costs, and by adding 109 counties nationwide that had not been previously covered.

FEBs achieved valuable results during a year of leaner budgets and tighter resources. They provide a variety of cost-effective programs and activities, in response to their member agencies. This FEB Annual Report for Fiscal Year 2006 addresses the performance of the Boards in achieving their primary goals.

Background

By Presidential Directive in 1961, President John F. Kennedy established FEBs to achieve better interagency coordination and communication among Federal departments and activities outside of Washington, DC. In 1982, the Executive Office of the President transferred authority for the FEB functions to the U.S. Office of Personnel Management (OPM), which today maintains oversight of the FEB program.

The need for effective coordination among Federal organizations' field activities was clear then, and is even more important in today's environment. Approximately 88% of all Federal employees work outside of the National Capital area, and most Federal programs are implemented through the regional and local offices of Federal departments and agencies. Our regional and local Federal officials are the Federal Government's principal representatives to the vast majority of our nation's citizens.

The Boards function in four general areas: (1) providing a forum for the exchange of information between Washington and the field about programs, management methods, and administrative issues; (2) coordination of local approaches to national programs as approved by the Director, OPM; (3) communication from Washington to the field of management initiatives and other concerns for the improvement of coordination; and (4) referral to the national level of problems that cannot be resolved locally.

Today, there are 28 FEBs located in areas with a significant Federal population. The Boards are composed of the highest-ranking local officials from each Federal agency located in the FEB area. Board leadership and structure consists of elected officers (Chair, Vice Chair) and Committees and Councils specific to FEB programs. Each FEB staff office is authorized two full-time equivalent (FTE) Federal employees, (Executive Director and Assistant) who manage the daily operations of the board. Administrative funding is provided by a host Department or Agency, while project funding is covered by the local member agencies. The responsibilities outlined in section 960, of title 5, United States Code, provide the guidance from which FEBs draw their general operating instructions.

Nationwide Federal Executive Board (FEB) statistics:

- 28 FEBs are located across the nation
- Approximately 1,351,677 Federal employees (civilian, postal and active military) are served in FEB areas
- From 68 to 252 Federal agencies are served in each FEB location, depending on size of Federal presence in FEB area

The FEBs' mission is to pursue and achieve the following goals:

- Advance the Administration's goals and initiatives
- Create and advance local initiatives
- Provide information, referrals, and guidance for intergovernmental and community outreach

FEBs are located in the following centers of Federal activity:

- | | |
|---------------------|-----------------|
| • Atlanta | • Minnesota |
| • Baltimore | • New Mexico |
| • Boston | • New Orleans |
| • Buffalo | • New York |
| • Chicago | • Newark |
| • Cincinnati | • Oklahoma |
| • Cleveland | • Oregon |
| • Dallas-Fort Worth | • Philadelphia |
| • Denver | • Pittsburgh |
| • Detroit | • St. Louis |
| • Honolulu-Pacific | • San Antonio |
| • Houston | • San Francisco |
| • Kansas City | • Seattle |
| • Los Angeles | • South Florida |

Fiscal Year 2006 Results

I. Advance the Administration's Goals and Initiatives

Activity Category: Homeland Security

FEBs improve Homeland Security by assuring coordination among Federal agencies.

1. FEBs established working relationships with state, county, and city governments to develop strategies for the continuity of work and safety of citizens necessary in the event of an emergency. They worked closely with the Federal Emergency Management Agency (FEMA), General Services Administration (GSA), and National Archives and Records Administration (NARA) regional offices. They developed and strengthened agency emergency plans, improved interagency communications, and acted as a clearinghouse for information related to the human capital aspects of emergency preparedness.

2. FEBs continued to establish interagency Continuity of Operations (COOP) Working Groups in partnership with FEMA. By providing regular interaction among Federal, state, and local emergency managers, the Working Group drove the design and testing of stronger, more detailed plans integrating COOP among agencies and local governments.

3. FEBs coordinated training for agency heads and emergency coordinators on how to develop and strengthen COOP Plans to ensure continuity of government services and safety of employees. Offerings included:

- COOP Manager Train-the-Trainer Course
- National Archives and Records Administration (NARA) Vital Records Training
- National Weather Service Skywarn Train-the-Trainer Course
- Exercise Design Team Training

Additional sessions were conducted on the following topics: Community Anti-Terrorism; Citizen's Emergency Response; Protecting Our Borders, Tornado and Fire Safety; Homeland Security Presidential Directive-12; Incident Command System Briefing; Crisis Communications and Media Response; and Weapons of Mass Destruction.

4. FEBs sponsored tabletop exercises to increase agency understanding of the COOP process and capture lessons learned. Exercises allowed agency COOP leaders to test and validate their plans, and increase each agency's level of readiness to respond to emergencies. Sample exercises included FEMA Steadfast Response (COOP), Determined Accord (pandemic influenza), and hurricane and earthquake scenarios.

5. FEBs maintained communications networks to inform local Federal organizations of emergencies or impending threats. Local agency leaders were notified reliably and promptly of situations to allow maximum time for responses. In addition, they coordinated emergency meetings with Board members to discuss and issue recommendations on the status of the Federal workforce given the local weather or emergency incident. They also worked closely with OPM in Washington, DC, to obtain guidance on leave and pay issues, and they shared the information with agency leaders.

6. Of particular note, the New Orleans FEB assisted local agencies in the aftermath of Hurricane Katrina. The FEB served as a forum for agencies to regroup and address issues of common concern such as pay and housing for area Federal employees. The FEB also hosted a FEMA "Hot Wash" meeting to discuss lessons learned from Hurricane Katrina.

In addition, representatives from the New Orleans, Minnesota, and Oklahoma FEBs traveled to Washington, DC, on separate occasions to brief the National Interagency COOP Working Group on FEB emergency preparedness activities.

In 2001, President George W. Bush reaffirmed that the *"FEBs make Government more efficient by coordinating Federal activities at the local level. The Boards play a vital role in helping Federal communities better prepare for emergency situations such as the national tragedy of September 11."*

Activity Category: President's Management Agenda

FEBS champion the President's Management Agenda (PMA) by supporting the Strategic Management of Human Capital Initiative.

FEBS provided PMA information by disseminating quarterly PMA scorecard results and communications related to PMA initiatives and posting a link to www.results.gov on their Web sites. They also hosted a focus group for an official from the Office of Management and Budget (OMB) to discuss PMA issues directly with Federal employees in the field.

Recent statistics reveal that 60% of the Federal workforce will be eligible to retire in the next 10 years, (with 40% likely to retire when first eligible), and 90% of Senior Executive Service members will retire in the next 10 years. To prepare for this retirement "tsunami," the FEBS developed a strategy to address the challenge. They:

- Hosted Federal Career Days on college campuses and coordinated Federal participation in job fairs and education seminars for high school and college students.
- Developed and sponsored leadership development programs to build a cadre of professionals with skills for the future. Programs focused on core competencies needed for advancement into the Senior Executive Service.
- Provided evaluators for the Presidential Management Fellows (PMF) Program, disseminated information on hiring flexibilities, telework, and pay and leave policies.

Activity Category: Combined Federal Campaign

FEBS support the National Combined Federal Campaign (CFC) by providing Federal employees the opportunity for charitable-giving in their local areas.

FEBS provided strong leadership and support for the CFC and served as an increasingly vital link between the Federal Government and local communities. They provided quality assurance, oversight, and accountability as well as leadership for the National CFC Advisory Committee and regional workshops.

The FEBs bolstered the CFC by facilitating the strategic mergers of eight CFC areas. This effort streamlined the campaigns, resulting in lower administrative costs, meaning more money went directly to the charities. In addition, FEBs added 109 counties nationwide that were not previously covered, bringing more Federal donations into the Campaign.

FEB efforts exceeded campaign goals. Specifically, they garnered new resources, engaged in agency activities, created new designs for kickoff activities, and built partnerships with civic leaders to promote giving. Total 2006 CFC receipts amounted to over \$263 million. Campaigns in FEB areas collectively raised \$82,657,922 toward this total!

II. Create and Advance Local Initiatives

Activity Category: Alternative Dispute Resolution Program

FEBs facilitate and promote the use of Alternative Dispute Resolution (ADR) to resolve disputes prior to or during the use of formal administrative procedures and litigation.

FEBs continued to sponsor ADR Consortiums for use by local agencies. The program assisted agencies in resolving employee disputes by providing trained, experienced mediators at little or no cost. More than 165 cases were successfully settled this year, thereby avoiding additional expenses in potential litigation costs.

Activity Category: Awards and Recognition

FEBs contribute to an improved performance culture by providing recognition of Federal employees' contributions to Government operations.

During Public Service Recognition Week (PSRW), many FEBs led efforts to recognize Federal employees for outstanding contributions to their agencies and their communities. Individuals were recognized through a selection process followed by multi-agency award ceremonies and events. The focus was to recognize and thank individuals for the many outstanding accomplishments in their public sector positions. Over 4,500 Federal employees were recognized, with more than 6,000 people in attendance, at the PSRW events.

Activity Category: Training

FEBs contribute to the professional development of the Federal workforce by providing essential training opportunities.

FEBs recognized the need to develop and enhance the knowledge, skills, and abilities of the Federal workforce. The centralization of human resource offices and the reduction of training funds have had a serious impact on Federal agency training activities. FEBs worked hard to address this situation by identifying and fulfilling common training needs at low or no cost for affected agencies. Training focused on pre-retirement, executive leadership, professional development, organizational coaching, decision-making, communications, diversity, Thrift

Savings Plan, conflict resolution, mediation skills, computer accommodations, Equal Employment Opportunity training, and financial planning.

Activity Category: Community Service Related Activities

FEBs cultivate community relations by coordinating Federal participation.

Volunteers make America stronger by reaching out to help their neighbors in need. Federal employees have proven to be generous with their time, talents, and energy and have made a difference in the lives of others. FEBs serve as focal points for volunteer opportunities and community services. Examples include blood drives, food and clothing drives, housing projects, mentoring programs, student scholarships, computer donations to schools, tax counseling, senior citizen fairs, holiday toy drives, hurricane relief support, and special recreation days for the disadvantaged.

III. Provide Information, Referrals, and Guidance for Intergovernmental and Community Outreach

Activity Category: Assistance to Agencies

FEBS improve communications among Federal agencies within each FEB network, across FEB networks, and between FEBS and Washington, DC.

Generally, FEBS know the combined personnel, resources, and capabilities of Federal agencies better than any other entity within their respective areas. They use this knowledge to connect interested parties for potential partnerships. FEBS serve as clearinghouses for information on diverse topics such as White House initiatives, new policy guidance, Presidential Executive Orders, personnel data, vacancy announcements, and more. In FY 2006:

1. FEBS enhanced channels of communication by developing databases of key agency personnel from each agency within our respective areas. This included collecting emergency contact information to be used in conjunction with an emergency notification system. They produced Federal Agency Directories which facilitated interagency communication. In addition, they established e-mail networks, fax networks, and web sites, which foster quick and efficient communication.
2. The Boards built networks and created forums fostering collaboration and resource sharing. In addition to electronic communications, they built healthy and productive relationships through face-to-face contacts via frequent visits with agency personnel. They served as facilitators, conveners, and brokers for how to make the Federal Government work better in their areas. Government operations are relying less on public employees in traditional roles and more on a web of partnerships, contacts, and alliances to serve the public.
3. FEB networks created new ideas inside Government and fostered cooperation among Federal agencies and organizations outside the Federal Government. The ultimate goal is to produce maximum value for the public greater than what each player could accomplish without collaboration. For example, the FEB development of a pandemic scenario table-top exercise provided a mechanism for testing agencies' response in the event of an emergency. During 2006, the Boards strived to

identify strategic partners, bring them together, and inspire them to work as a team to achieve results.

4. When Federal agencies or the public needed help or information, they often turned to FEBs for assistance. FEB offices have more collective knowledge of their Federal community than any other local source. Common public inquiries included questions about Government services, programs, and employment opportunities. Government agencies often sought guidance and referrals on conference space, training, speakers, hotels, and human resource questions.

5. FEBs served as liaisons to local universities and colleges, local governments, the media, non-profit organizations, and many others. Through regular interaction with these groups, the Boards learned about the needs and concerns of the community and made connections that would not have been possible otherwise.

IV. Value Added to Federal Communities

Through collaboration and sharing resources, FEBs provided value added in three significant categories:

- **Alternative Dispute Resolution (ADR)** – The Boards coordinated programs that provided mediators to agencies at no or low cost. This program alone resulted in cost-avoidance of **\$34,874,920**.
- **Common Needs Training** – FEBs pooled agencies' training requirements, students, instructors, and conference space and delivered training at no or low cost. By doing so, they helped to avoid additional expenditures of more than **\$11,851,124** in training costs.
- **Combined Federal Campaign (CFC)** – FEBs played a significant role in coordinating and overseeing this campaign. They helped raise more than **\$82 million** in 2006 for the CFC.

In addition, FEBs:

- **Strengthened communication**, built networks, and created forums that fostered collaboration and resource sharing.
- **Helped to produce maximum public value**, greater than the sum of what each agency could have accomplished without collaboration.
- **Developed relationships across agency and government lines** that paid big dividends during emergency and crisis situations.

Overall, Fiscal Year 2006 proved to be a year of successful FEB service to FEB member agencies, to the Federal community, and to the Federal Government as a whole.