



SES Leading EDGE

Senior Executives Delivering Government Excellence

The Federal Executive Institute

Welcome to the SES Onboarding Forum
***“Inspiring and Engaging a
High Performing 21st Century Workforce”***
Friday, July 31, 2020

BETWEEN 7:40 AM and 8:40 AM EDT

- **WE INVITE YOU TO INTRODUCE YOURSELF IN THE CHAT PANEL**
- **TYPE IN: YOUR NAME and AGENCY**
- **SEND: TO “ALL PANELISTS”**



Welcome and Introduction



Suzanne Logan

Forum Convener

*SES, Deputy Associate Director, Human
Resources Solutions*

Director, Center for Leadership Development

Director, Federal Executive Institute

U.S. Office of Personnel Management





- Strengthens the Senior Executive
- Enhances cross-agency collaboration
- Delivers better government performance
- Elevates esprit de corps & ideals of service
- All phases of Senior Executive life cycle

SES Leading EDGE Programs:

***SES Orientation Briefings**

***SES Onboarding Forums** →

***SES Enterprise Leadership Labs**

Three advanced leadership programs, 1 day each:

- ✓ *Inspiring and Engaging a High Performing 21st Century Workforce*
- ✓ *Strategic Change and Transition to Address National Priorities*
- ✓ *Leading to Deliver Greater Public Value*

Accelerate effectiveness of new Federal Senior Executives

Use synergies among the ECQs applied to enterprise leadership required to deliver results for the American people



From Networking In-Person to Networking Virtually



Were we in the Clara Barton Auditorium at the USPTO you would be taking your physical seat. Thanks to USPTO, please engage virtually with us and each other with this picture in mind!



Why Today's Forum?

Role of the Senior Executive Service

- Federal Senior Executives **lead** America's increasingly diverse workforce in a rapidly changing environment
- You are the major link between that workforce and top Presidential appointees

Heightened Competence Across ECQ's

- Lead people toward meeting vision, mission and goals (ECQ 2, Lead People)
- Bring about strategic change within the organization (ECQ1, Lead Change)
- Manage human resources strategically (ECQ 4, Business Acumen)
- Produce high quality results (ECQ 3, Results-Driven)



Your Workforce is ... (Excerpts from pre-program survey responses)

...Energized about ...

...Concerned about ...

The Mission

COVID-19

Good government and shared services

Bureaucracy that impedes the mission

That we've figured out how to pivot to remote

Changing priorities and workload

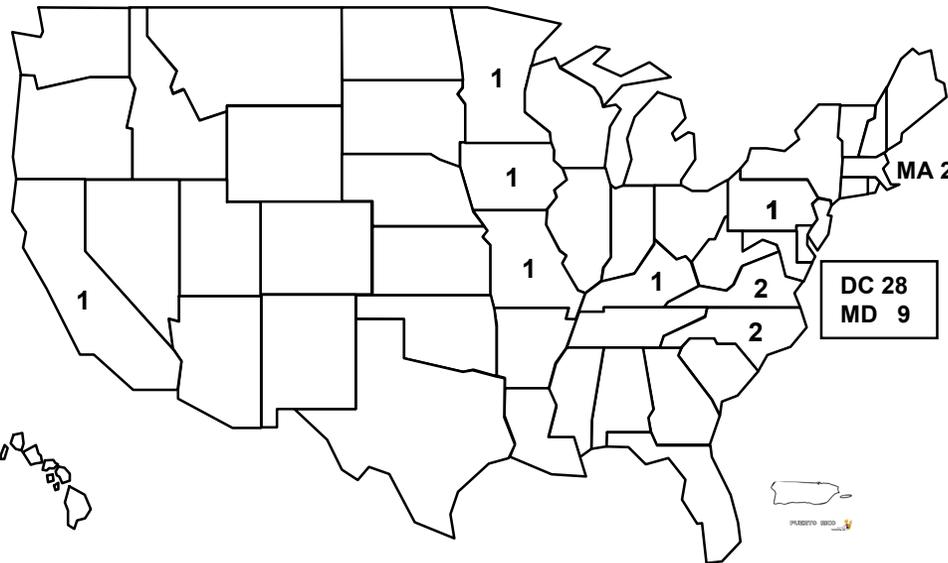




Who is with you today?

49 Senior Executives from 20 Agencies

By geographic location:



By type of appointment:

SES:	45
SL:	2
ST:	1
SES Eqv:	1

By years of senior executive service:





Forum Roadmap



Mark Doboga

Forum Moderator

*Former SES, U.S. Air Force and
U.S. Office of Personnel Management
Currently Senior Advisor, Partnership
for Public Service*





Poll: What is your work situation today?

- My office in my agency's building
- My home office
- My kitchen table
- My vacation getaway
- My car
- Other





Forum Objectives: Ranked as Your Top Learning Priorities (pre-survey data)

Here is how **you ranked** the Forum objectives:

#1 → Assess and apply strategies to lead a great place to work [68%]

#2 → Dialogue with enterprise leaders who inspire and engage during transformational change [65%]

#3 → Explore prioritizing talent management to strategically align workforce with results [30%]

#4 → Collaborate & network to apply insights and tips [15%]



Your Top Talent Management Challenges (pre-program survey asked for your top two)

Creating and sustaining a great place to work
(30%)

Developing the next generation of leaders
(25%)

Retaining top talent
(22.5%)

Providing career growth and advancement
(20%)

Defining and inspiring high performance
(20%)



Today's Agenda

8:45 a.m.	Opening Plenary
9:00 a.m.	Keynote Dialogue: Inspiring and Engaging the Workforce in the Private and Public Sectors
9:50 a.m.	Break
10:00 a.m.	Strategy Workshop: Leading a Great Place to Work
11:30 a.m.	Intermission
11:55 a.m.	Thought Leader Dialogue: Engaging Employees in Times of Transformational Change
12:20 p.m.	Break
12:30 p.m.	SES Panel: Leading and Developing Talent in a 21st Century Federal Workplace
1:40 p.m.	Key Issues and Takeaways Path Ahead
2:00 p.m.	Adjourn





Housekeeping Items

- Use the chat box to send questions
 - Technical: “Send to Webex Host” and our USPTO IT hosts will assist you
 - Content: “Send to “All Panelists” and our FEI team will compile and pass them to Presenters for answering
- I will point you to tech segues when we move around inside the IT platform
- You can see and hear me and other presenters
- You will be unmuted when you move into small groups



To Expand Screen for Speaker – click icon in upper right corner.

Cisco Webex Training

File Edit Share View Audio Participant Session Breakout Help

Quick Start Session Info

Webex Tech's training session

Topic: OPM/FEI government-wide "SES Onboarding Forum – Inspiring and Engaging a 21st Century Workforce"

Record

Participants Chat

Participants

John Jacquette

Panelists: 2

Webex Tech (Host, me)

John Jacquette

Attendee: 0

Audio

Chat

Send to: All Participants

Select a participant in the Send to menu first, type chat message, and send...

Send

End Training Session

Cisco Webex Session No. 199 035 4572 | You are participating in this audio conference using your phone. Connected CISCO



Keynote Dialogue

“Inspiring and Engaging a 21st Century Workforce
in the Public and Private Sectors”



Michael A. Fitzpatrick

*Head of Global Regulatory Affairs, Google
Former Associate Administrator, Office of Information and Regulatory
Affairs, Office of Management and Budget,
Executive Office of the President*





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Break and Time before Start of Strategy Workshop



Inspiring and Engaging a High-Performing 21st Century Workforce

Strategy Workshop: Leading a Great Place to Work

Introductions



Brooke Bollyky

Public Sector leader

Expert in talent management and employee engagement

Former member of U.S. Peace Corps



Troy Thomas

Defense & Security leader

Expert in leadership and organizational performance

Former Air Force officer and Senior Director on NSC at White house



Francisco Martin-Ray

People and Organization leader

Expert in employee engagement

Formerly seconded to HR department at International Monetary Fund

Objectives of this session

- Share characteristics of a “great place to work”
- Discuss strategies for maintaining or improving employee engagement and performance
- Develop action plans to model leadership behaviors for improving employee engagement

Agenda for next 90 mins

(5 mins) Introduction

(10 mins) Measure it: Define and track the metrics of a great place to work

(25 mins) Improve it: Strategies for maintaining and improving EE&P

(45 mins) Small group discussion

(5 mins) Concluding remarks

Employee engagement drives better performance

Top quartile engagement organizations enjoy ...



Spotlight on the VA

As the VA medical center's employee engagement score increased...



Patient satisfaction with the medical center, their primary care physician and specialty care providers all increased



Registered nurse turnover declined



Call center answer speed increased, and the percentage of callers who hung up before their call is answered declined

1. For high turnover companies, which are those with 60% or higher annualized turnover 2. For low turnover companies, which are those with 40% or lower annualized turnover
Source: Gallup, State of the American Workplace 2017, "The Competitive Advantage of Engaging Employees", S. 68

Better employee engagement begins with tracking the right metrics and committing to the right initiatives



Measure it

What are the characteristics of a great place to work and how do we track them?



Improve it

What are some proven strategies to drive better engagement?

Measure it:
Define and track
the metrics of a
great place to
work



Poll: How do we know what makes a place to work "great"?

Mission

Compensation

Communication

Strategy

Leadership



Recognition

Development

Diversity

Innovation

Teamwork



Best Places to Work collects and publishes this type of data across the federal government

13th edition of rankings, covering 15 years

598,003 federal workers took the Federal Employee Viewpoint Survey (response rate of 40.6%)

488 agencies and subcomponents



3 targeted questions on employee engagement



Best Places to Work Index



“I recommend my organization as a good place to work.”

“Considering everything, how satisfied are you with your job?”

“Considering everything, how satisfied are you with your organization?”

10 workforce additional categories across

68 Federal Employee Viewpoint Survey questions



Fortune plays a similar role in the private sector, and ranks "Best Companies" on four dimensions



Executive team effectiveness

Innovation

People-focused programs

Camaraderie and trust

"Eighty-five percent of the evaluation is based on what employees report about their experiences of trust and reaching their full human potential as part of their organization, no matter who they are or what they do."

THE TOP 10

- 1 Hilton
- 2 Salesforce
- 3 Wegmans Food Markets
- 4 Workday
- 5 Kimpton Hotels & Restaurants
- 6 Cisco
- 7 Edward Jones
- 8 Ultimate Software
- 9 Texas Health Resources
- 10 Boston Consulting Group

Improve it:
Strategies for
maintaining and
improving EE&P





Employee engagement is driven by ten key levers - all which have been impacted by remote working in the time of COVID



Effective Leadership



Skills-Mission Match



Teamwork



Innovation



Pay



★ Training and Development



Work-Life Balance



★ Support for Diversity



Strategic Management



★ Performance-Based Rewards and Advancement

★ Focus for today



Three key strategies to maintain employee engagement with a remote workforce



Communicate

- Communicate with employees on a regular basis—even more than in a traditional office setting.
- Establish communications channels, like virtual town halls, where leaders and employees can share their thoughts and maintain a sense of community



Empower

- Clearly define roles, responsibilities and decision rights for supervisors and employees
- Encourage employees to share feedback on internal processes and procedures
- Promote collaboration between employees, teams and business functions

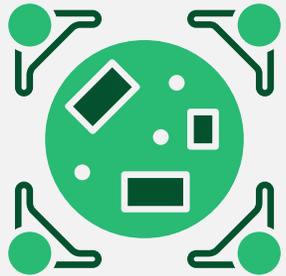


Recognize

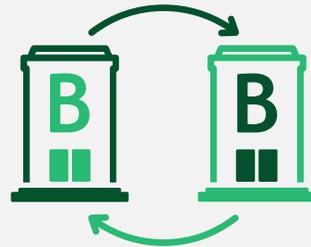
- Ensure that recognition programs can function in a virtual environment.
- Highlight the work of employees through various channels
- Connect personally with staff to recognize individuals or teams for their work.



Training and development is a key enabler to drive greater engagement and retention



Deliver team or cohort-based training and development



Think about opportunities outside the classroom



Tailor training to employee needs



Ensure buy-in from senior leaders



Government and industry spotlight

At the Office of the Director of National Intelligence, senior leaders regularly urge mid-level managers to ensure that their employees are growing.

- Hearing from senior leadership induces mid-level managers to advocate for training and development more aggressively, even if that means temporarily losing a staff member to the classroom or a developmental assignment.

Private sector highlight: SAP

SAP developed a **gamified training module** available on smart phones allowing employees to form teams, learn and apply learnings together



R & R is a key enabler of greater performance and engagement



Financial incentives



Peer to peer & manager to associate recognition



Mementos



Celebrate desired behaviors



Team rewards



Reward medium term indicators

Six themes emerge from R & R best practices



Themes



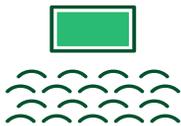
Drive performance & impact



Engage leadership & workforce



Honor right people



Transparent talent systems



Build a culture of recognition



Measure results and adapt to them

Best Practices

- Identify and encourage **desired behaviors** that lead to strategic objectives
- Recognize both **hard/soft skills** and **individual/team** achievements

- **Involve people managers** and employees in program design
- Ensure **active participation** by employees at all levels
- Have **heart-felt** support from senior leaders

- **Tailor** rewards to what matters for each employee segment
- Align resources and incentive to reward high performers, **critical employee** and competence in critical skills
- Reward employees in **appropriate, meaningful and memorable ways**

- **Build programs** to complement and reinforce existing performance management systems
- **Communicate criteria** publicly and transparently

- **Develop capabilities** to enable recognition culture via training/development
- Utilize **360° recognition** from managers, peers, and customers
- Recognize winners through **timely and highly visible** celebrations
- Create a culture of **informal recognition** to reinforce desired behaviors

- Measure programs for effectiveness based on **specifics KPIs**
- **Flex** programs in response to data and employee feedback



Government and industry spotlight

In 2013, the **Small Business Administration** launched “Kudos for You,” an ongoing initiative that enables SBA employees to recognize their colleagues for their achievements.

- “Kudos for You” **builds comradery among coworkers and it’s easy to administer.** There is no selection process; anyone who wishes to recognize a colleague may do so, and all submissions appear in the daily newsletter.

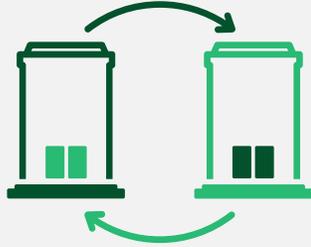
Private sector highlight: Tata

Ratan Tata, founder and chairman of Indian conglomerate Tata created a **prize for the "Best Failed Idea"**

Small group discussion time!



Cross-agency learnings



Expected behaviors

- Look to help and learn from each other - not criticize
- Chatham House rules apply

Instructions

1. Ask each small group member to share the top employee engagement strength (i.e., what is already going well) and challenge (i.e., what needs to be better) faced by their organization/office
2. Ask each small group member to identify 1-2 strategies that have either been successfully applied or that could be applied to key challenge

Logistics

Size of group: ~6 each
Time needed: 45 mins total (30 for small group discussion; 15 for share back)

Equipment needed:

- None

Potential debrief questions:

- What are the most common challenges you heard?
- What are some innovative solutions to them?

Virtual breakout instructions

You are already pre-designated into 5-person attendee break out rooms

To move into your group you will receive 2 prompts

- 1st prompt: Host has invited you to join the breakout session. Do you want to join the breakout session? CLICK YES
- 2nd prompt: When the second prompt appears (saying “your audio conference will be switched from the main session to the breakout session - do you want to continue?”) CLICK YES>

Your small group facilitator will wrap up the session with a 2 min remaining message

The USPTO IT Host will end all break out sessions at the same time

You click “YES” in the prompt session when it asks you to return to the Main Session



What are your agency's
top employee
engagement strengths
and challenges?

Let's talk about
innovative solutions to
them!



Conclusion - where
do we go from
here?



Today we got a glimpse of employee
engagement of the future.

Thanks for your ideas and your
active participation!



Appendix



Private sector outperforms in three key areas central to employee engagement...

Question	Gov't wide	Private Sector	Difference
I believe the results of this survey will be used to make my agency a better place to work.	37.0	67.0	-30.0
I have sufficient resources (for example, people, materials, budget) to get my job done.	48.4	72.0	-23.6
My talents are used well in the workplace.	60.1	79.0	-18.9
Considering everything, how satisfied are you with your organization?	57.0	75.0	-18.0
Considering everything, how satisfied are you with your job?	64.5	81.0	-16.5
How satisfied are you with your involvement in decisions that affect your work?	51.6	68.0	-16.4
Employees are recognized for providing high quality products and services.	51.6	67.0	-15.4
I feel encouraged to come up with new and better ways of doing things.	61.2	75.0	-13.8
I have trust and confidence in my supervisor.	69.0	82.0	-13.0
How satisfied are you with the training you receive for your present job?	53.3	66.0	-12.7
I recommend my organization as a good place to work.	64.5	76.0	-11.5



...though most Fed employees feel supported by their supervisors and are deeply committed to the mission

Question	Gov't wide	Private Sector	Difference
I know what is expected of me on the job.	80.2	87.0	-6.8
Supervisors in my work unit support employee development.	67.3	74.0	-6.7
My supervisor treats me with respect.	80.8	86.0	-5.2
My supervisor listens to what I have to say.	76.3	81.0	-4.7
My work gives me a feeling of personal accomplishment.	71.8	76.0	-4.2
I have enough information to do my job well.	71.2	75.0	-3.8
I know how my work relates to the agency's goals.	84.3	88.0	-3.7
My supervisor supports my need to balance work and other life issues.	78.6	82.0	-3.4
My performance appraisal is a fair reflection of my performance.	70.0	73.0	-3.0
The people I work with cooperate to get the job done.	76.7	79.0	-2.3
I am given a real opportunity to improve my skills in my organization.	66.8	67.0	-0.2
Considering everything, how satisfied are you with your pay?	59.5	54.0	+5.5
When need I am willing to put in the extra effort to get a job done	95.3	82	+13.3



Diversity and inclusion can be key drivers of innovation and performance - keeping these employees engaged is crucial to your success as a leader



Diversity increases variety of thought...

Gender diversity increases the range of **skills, perspectives, knowledge & social networks** available to a firm



...resulting in key improvements...

- ✓ Increased creative capacity
- ✓ Better decision making
- ✓ More innovation
- ✓ Higher productivity



...which translates to better outcomes

Gender diversity is positively correlated with **better performance**¹

1. Better performance defined as those firms with higher market valuation and firm revenue
 2. Source: An Institutional Approach to Gender Diversity and Firm Performance, Harvard Business School

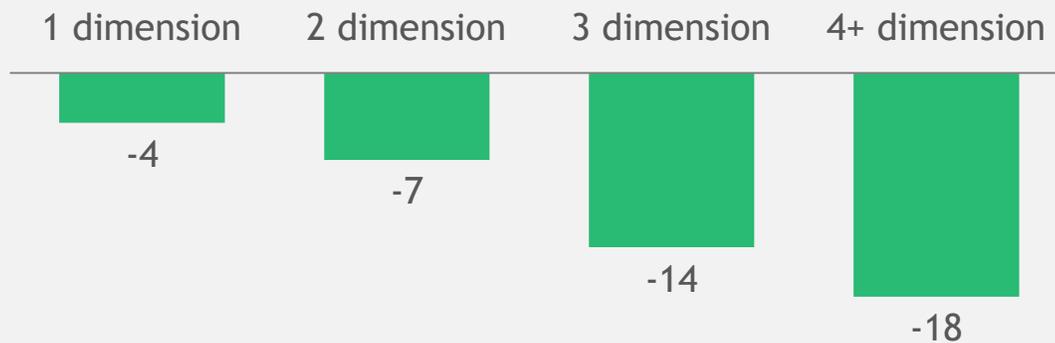


People with more dimensions of diversity feel less included



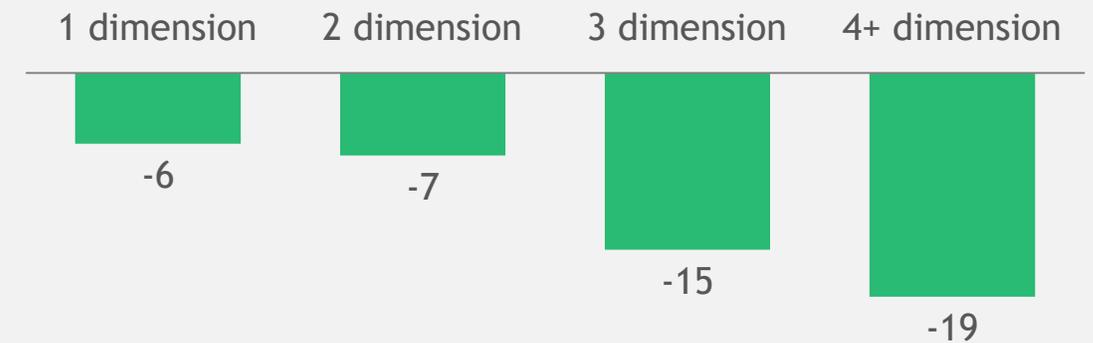
I feel free to be my authentic self at work

Difference from the 78% majority
(percentage points)



My perspectives at work matter and are listened to

Difference from the 74% majority
(percentage points)



Note: The majority represents respondents who are white, male, cisgender, heterosexual, not veterans, and not disabled
Source: BCG Global Diversity Survey 2018



To become more inclusive, an organization must focus on five imperatives



Commit at the top

Ensure that leaders visibly and vocally support diversity and inclusion



Enlist frontline leaders

Set clear expectations for managers and offer training and support



Amplify best practices

Identify best practices and disseminate them; celebrate successes publicly



Never tolerate bad behavior

Set clear standards and hold people accountable



Measure and track

Track progress to determine where more time and focus are needed



Spotlight on measuring and tracking D&I

At the [Government Accountability Office](#), the perennially top-scoring midsize agency in the Best Places to Work “Support for Diversity” category, DE&I objectives are codified in the strategic plan.

At the [Farm Credit Administration](#), the leading small-size agency in the “Support for Diversity” category, all employees are required to include DE&I goals in their performance plans, and the agency’s executives not only preach the importance of DE&I, but regularly participate in programming alongside staff.

And at the [Coast Guard](#), leadership recently invested in two comprehensive studies aimed at improving how the agency recruits and retains women and underrepresented minorities, part of its data and evidence-driven approach to improving diversity, equity and inclusion.

Private sector highlight

Unilever has applied a range of policies and practices to improve gender diversity. The company created a diversity board (led by the CEO), established a small set of clear KPIs, and holds all leaders accountable for the gender balance on their teams.



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What's Next?

- **25 minutes intermission:** Think about takeaways from this morning's sessions applied to workforce priorities you are leading – what questions are you left with?
- **25 minutes:** Thought leader dialogue “Engaging Employees during Mission Transformations”
- **5 to 10 minutes:** Pause as we bring in the SES Panel



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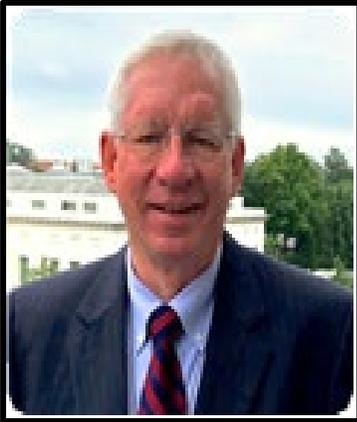
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Intermission and Time to Start of Keynote Video



Thought Leader Dialogue: “Engaging Employees during Transformational Change”



Donald F. Kettl, Sid Richardson Professor, LBJ School of Public Affairs, University of Texas at Austin



The Honorable Charles F. Bolden, Jr., former Administrator, National Aeronautics and Space Administration



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Break and Time Before SES Panel Begins



SES Panel: Leading and Developing Talent in a 21st Century Workplace



Veronica Hinton
Department of Defense



Frederick Steckler
U.S. Patent and Trademark Office



J. Christopher Mihm
U.S. Government Accountability Office



Mark Doboga
Partnership for Public Service



Key Issues and Takeaways



Mark Doboga

Forum Moderator

*Former SES, U.S. Air Force and
U.S. Office of Personnel Management
Currently Senior Advisor, Partnership
for Public Service*





Poll: What do you take away from today's session?

- Actionable strategies to lead a great place to work
- Insights about how enterprise leaders inspire and engage the workforce during transformational change
- Examples of giving strategic priority to talent management
- Something else

Vote for all that apply





Path Ahead



Suzanne Logan

Forum Convener

*SES, Deputy Associate Director, Human
Resources Solutions*

Director, Center for Leadership Development

Director, Federal Executive Institute

U.S. Office of Personnel Management





What's Next?

To wrap-up this Forum:

- Please respond to our request to evaluate the Forum (the survey will reach your inbox later today or Monday)
- You will receive, w/in 2 weeks:
 - ✓ Your Certificate of Course Completion
 - ✓ Final Participant Rosters
 - ✓ Any hard-copy materials that do not lend themselves to electronic distribution
- Please email SES-Leading-EDGE@opm.gov with any changes to your contact information and any questions

To continue with SES Leading EDGE programs:

- September 24, 2020: Cyberbreach! What Every Senior Executive Needs to Know (and Do) When It Happens (*virtual SES Enterprise Leadership Lab*)**
- FY 2021 slate of programs will be released in Fall 2020



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Thank you for attending!

The chat box will stay open for 20 minutes after we adjourn



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