

ORM Update

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Director, Office of Resource Management
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Thrift Savings Plan

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Agenda

- ORM Overview
- Enterprise Business Continuity Management System (EBCMS)
- Human Capital Update
- 2018 Federal Employee Viewpoint Survey (FEVS) Results



ORM Functional Statement and Strategic Focus



ORM serves as a strategic partner with leadership to develop and deliver innovative programs designed to support Agency mission and its employees



Provide a physical work environment that is safe, secure, adaptable, and resilient



Understand and strengthen individual and enterprise capacity to meet mission needs



Establish a strong organizational culture that exemplifies our core values



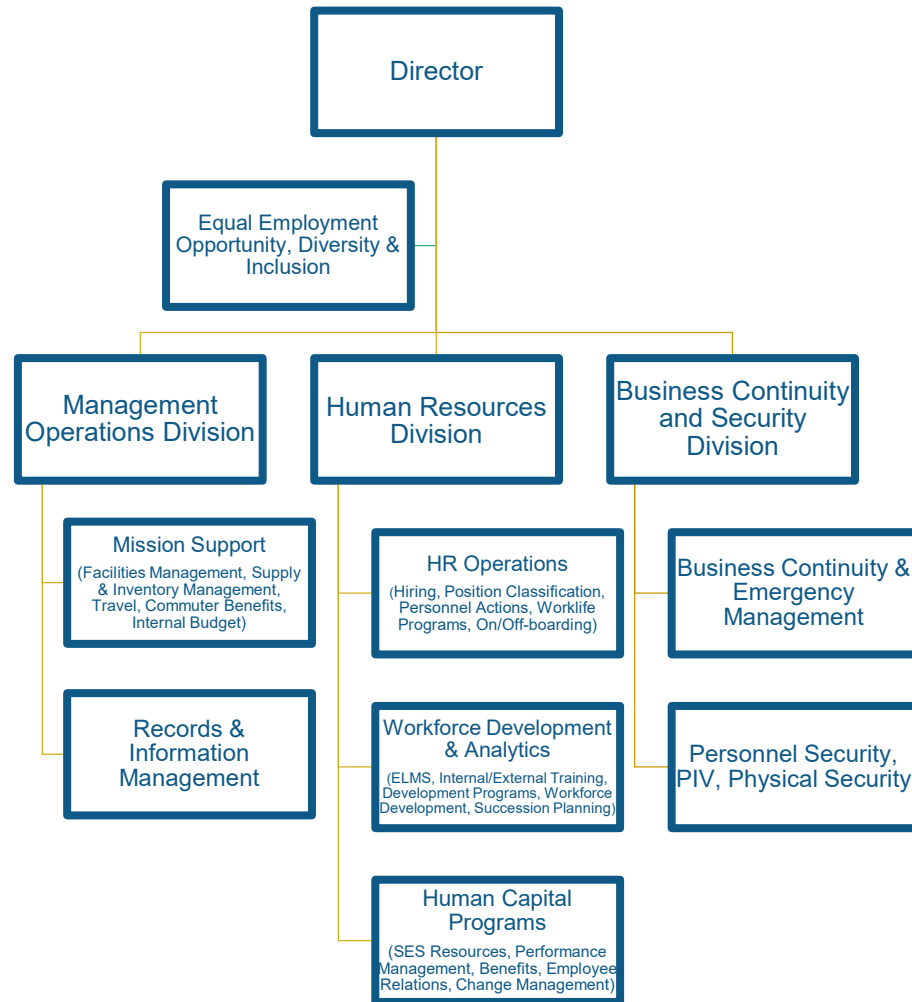
Ensure that the FRTIB has the right skills, competencies, and leadership at all levels



Synchronize key business processes with existing policies, procedures, the business continuity plan, and internal controls...



ORM Organizational Structure



ASL: 34
On Board: 31

Enterprise Business Continuity Management System (EBCMS)



EBCMS Maturity Overview

- **June – December 2014:** The Agency's first attempt towards implementing a holistic business continuity management system. Prior efforts focused solely on IT/Disaster Recovery (DR).
- **January – June 2015:** ORM started analyzing three business continuity standards (private and public sector) to recommend a standard that best fits the unique Agency mission:
 - **International Standards Organization (ISO) 22301:** *Business Continuity Management Systems Requirements*
 - **National Fire Protection Agency (NFPA) 1600:** *Standard on Disaster/Emergency Management and Business Continuity Programs*
 - **FEMA Federal Continuity Directive (FCD-1):** *Federal Executive Branch National Continuity Program Requirements*
- **June 2015:** ORM briefed Agency executive leadership continuity standards under consideration and recommended adopting the ISO 22301 Standard.
- **November 2016-Present:** With ED approval for use of ISO 22301 standard, ORM developed policies and procedures to implement training and evaluation to Federal and contractors around EBCMS maturity model.



EBCMS Maturity Overview

cont'd



Key reasons for selecting the ISO 22301 Standard included:

- Aligned with strategic goals, values, and is more focused on the needs of participants and beneficiaries
- **Leadership Centric Accountability**
- **Flexibility** - (e.g., Risk, Financial, NIST, FISMA, OSHA)
- Emphasis on **continuous improvement** of business continuity capabilities
- Better business continuity alignment with private sector critical contractors



EBCMS Maturity Overview

cont'd

Major accomplishments since adopting the ISO 22301 Standard:

- Memorandum Signed by the Executive Director Designating ISO 22301 as the Agency's Business Continuity Standard
- Developed Business Continuity Policy and Procedures
- Identified Critical Business Processes and Services
- Developed Agency Business Continuity Plan
- Developed Business Continuity Plans for FRTIB Offices
- Performed Business Continuity Exercise
- Performed Tabletop Business Continuity Exercises with Critical Contractors
- Identified and Designated Emergency Employees
- FRTIB Business Continuity Risk Monitoring Treatment Plan completed and closed
- Developed a DR Risk Treatment Plan to improve IT DR capabilities in support of a holistic EBCMS

Human Capital Update



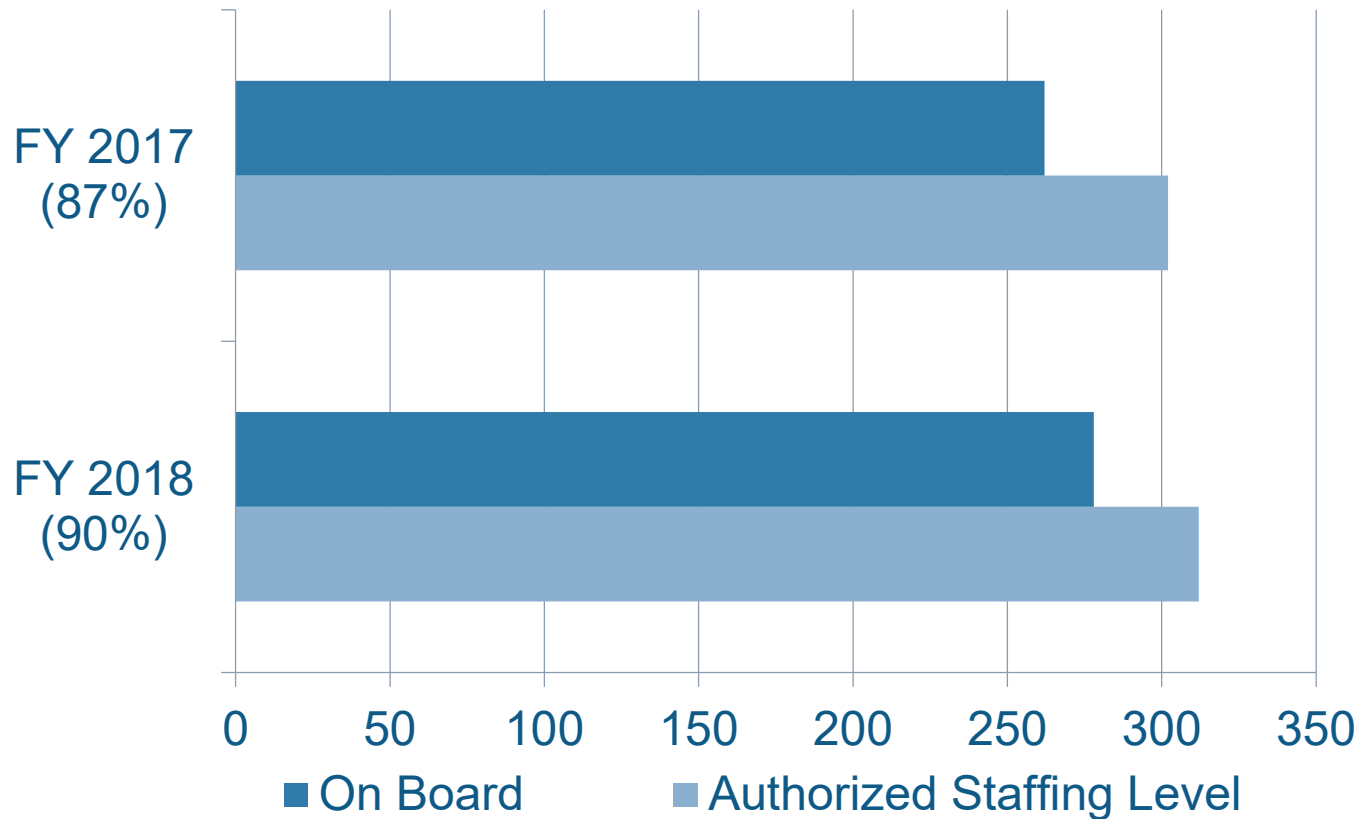
Human Resources - Hiring Progress



Attrition Rates

FY 2017: 10.0%

FY 2018: 7.0%



Strategic Alignment & Leadership and Knowledge Management



Leadership Development

- Operated Executive Development Program
- Operated Executive Coaching Program
- Conducted annual new supervisory training
- Delivered targeted supervisory refresher training



Knowledge and Change Management

- Provided Change Management support for office specific and agency-wide changes, including POMP
- Evaluated Change Management Program
- Developed/Updated 9 Human Capital Policies and Procedures



Human Capital and Workforce Planning

- Completed Competency models for all 11 offices
- Conducted and completed competency assessments for 8 offices.
- Developed Human Capital Operations Plan for FY 2019-2020





Performance & Recognition

- ✓ Automated the GS performance management process
- ✓ Rolled-out the new performance management policy
- ✓ OPM/OMB granted full certification of SES Performance Appraisal System
- ✓ Hosted the first Annual Honorary Awards Ceremony
- ✓ Created an awards video learning byte



Performance Culture and Talent Management

Staffing, Classification & Benefits

- Completed 73% of OPF quality reviews
- Completed 5 Office Formal Organizations
- Established and recruited first Senior Level (SL) position

Training & Development

- Operated Academic Degree, Tuition Assistance and SEEDs program
- Conducted Training Needs Assessment and offered targeted training
- Rolled out automation of the IDP process

Federal Employee Viewpoint Survey (FEVS) Results 2018



2018 FEVS Results

82%

Response rate



52%

Female



47%

Agency tenure
of less than 4 years



54%

Generation X



New IQ (Inclusion Quotient)

FRTIB 63%
Govt: 61%

Cooperative

Government 58%

57%

Supportive

Government 78%

86%

Empowering

Government 60%

57%



Global Satisfaction

FRTIB 63%
Govt: 64%

Satisfaction w/ Pay

Government 62%

65%

Satisfaction w/ Agency

Government 60%

62%

Satisfaction w/ Job

Government 68%

64%

Recommend as Good Place to Work

Government 66%

61%



Employee Engagement

FRTIB 68%
Govt: 68%

Leaders Lead

Government 56%

52%

Supervisors

Government 75%

80%

Intrinsic Work Experiences

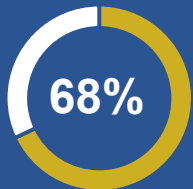
Government 72%

70%

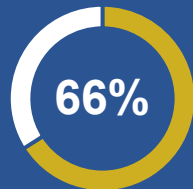


Engagement Index

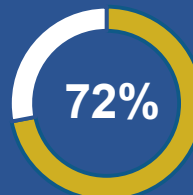
2018



2017



2016



| Leaders Lead (% positive) | 2016 | 2017 | 2018 | Govt |
|--|------|------|------|------|
| Generates high levels of motivation/commitment | 56% | 40% | 41% | 44% |
| Maintains high standards of honesty/integrity | 61% | 47% | 48% | 55% |
| Communicates agency goals/priorities | 68% | 60% | 62% | 63% |
| How good a job do you feel is being done by the manager directly above your supervisor | 61% | 59% | 60% | 62% |
| I have high level of respect for my Agency's senior leaders | 57% | 46% | 51% | 56% |
| Supervisors (% positive) | 2016 | 2017 | 2018 | Govt |
| Supports employee development | 86% | 83% | 78% | 70% |
| Listens to what I have to say | 85% | 80% | 85% | 80% |
| Treats me with respect | 88% | 86% | 86% | 84% |
| I have trust and confidence in my supervisor | 77% | 72% | 76% | 80% |
| Overall, how good a job do you feel is being done by your immediate supervisor | 80% | 77% | 76% | 73% |
| Intrinsic Work Experiences (% positive) | 2016 | 2017 | 2018 | Govt |
| Feel encouraged to come up with new and better ways to do things | 69% | 64% | 65% | 61% |
| Work gives me a feeling of personal accomplishment | 74% | 62% | 68% | 72% |
| I know what is expected of me on the job | 75% | 72% | 76% | 80% |
| My talents are used well in the workplace | 63% | 60% | 56% | 60% |
| I know how my work relates to the Agency's goals | 84% | 77% | 84% | 85% |



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Questions?

