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December 13, 2020

To: Paula Brigham, Director, FEB Operations, U.S. Office of Personnel Management
Subj: Honolulu-Pacific Federal Executive Board's FY-21 Operating Plan

As required by 5 CFR 960.106(d), the FY-21 Operating Plan for the Honolulu-Pacific Federal Executive Board follows:

1. **EMERGENCY PREPAREDNESS, SECURITY AND EMPLOYEE SAFETY:**

The HPFEB evaluates and distributes relevant information pertaining to this line of business for use by all FEB members. The HPFEB produces interagency communication, shared resources and workforce education. The goal is to create effective collaboration on emergency readiness and recovery, and to educate our Federal workforce on issues in emergency situations. FEMA and other principals act in an advisory capacity in the area of FEB involvement in emergency readiness and response.

The HPFEB will:

- A. Continue communication and programs related to the COVID-19 pandemic and support operational issues facing member agencies.
- B. Work with State of Hawaii Department of Health and federal partners wherever possible to facilitate vaccine distribution to federal workforce, within the national and state guidelines.
- C. Continue to sponsor an Emergency Planning/Intergovernmental Working group with FEB member agencies and strategic partners. Liaise with GSA and FEMA regional principles or their designees. Participate in FEMA quarterly Regional Interagency Steering Committee (RISC) meetings, Hawaii Emergency Preparedness Executive Consortium (HEPEC) meetings and other forums regarding emergency management and response.
- D. Continue to maintain a FEB backup system at the local and cross-network levels, to include line of succession to the FEB Executive Director, and provide standardized requirements for information sharing.
- E. Revise and update the 2021 “All Hazards Emergency Notification and Advisory Plan for Agency Directors” as needed:
 - a. Maintain social networks (e.g. Twitter, Facebook, LinkedIn) to update emergency advisories and situation reports. Leverage upgraded HPFEB website to build a portal for maintaining situational awareness amongst agency/facilities/employees’ status in emergency situations.
 - b. Continue to leverage the Communicator NXT emergency notification system to provide all hazards emergency notifications to agencies and employees.
- F. Review and update HPFEB Continuity of Operations (COOP) plan to incorporate pandemic planning and new USN IT architecture in the PJKK Federal Building. Coordinate COOP Training for FEB Member agencies in collaboration with Emergency Preparedness Working Group.

- G. EPWG is coordinating with the San Francisco Federal Executive Board to host monthly webinars targeting each of the primary elements of the COOP plans. Sessions began in January 2020 and continue throughout the remainder of FY20, culminating in early 2021.
- H. Build outreach, in partnership with the State of Hawaii, Department of Emergency Management to educate Hawaii federal agencies and their employees on preparation response to current threats, including the Oahu catastrophic hurricane scenario. Engage with the stakeholders on the post-disaster port re-construction plan and assess if there are opportunities for the HPFEB to add collaborative value.
- I. Disseminate information to/from Headquarters establishments within a timely manner.
- J. Provide advice and assistance to members as requested.

2. WORKFORCE DEVELOPMENT AND SUPPORT:

The HPFEB facilitates interagency communication, shares best practices and workforce education. The goal is to provide accurate, timely and useful information throughout the FEB membership.

The HPFEB will:

- A. Maintain the cost-avoidance spreadsheet to capture the variety of activities sponsored by the HPFEB.
- B. Identify and share best practices for recruitment, retention, and outplacement programs.
- C. Sponsor at least two Workforce Development Best Practice Forums in FY-2021. Recommended forums include:
 - a. Employee Recognition Initiatives, Excellence in Federal Government Awards Program
 - b. Performance Management Practices.
 - c. Leadership Development Models.
 - d. Succession Planning Strategies.
 - e. Successful Employee Recruitment Strategies, including sharing information on new Office of Personnel Management (OPM) sponsored initiatives for best practices in federal hiring:
 - i. Distribute job announcements to FEB Members.
 - ii. Promote and distribute Job Fair information.
 - f. Equal Employment Opportunity/Diversity.
 - g. Sponsor the HPFEB Diversity Working Group. The goal is that the Council will sponsor at least two (2) diversity outreach or educational/training forums in FY-2021. Consider virtual events if appropriate the current COVID-19 pandemic precautions.
- D. Assist federal agencies and employees by providing awareness of Presidential Management Initiatives, and serve as an information conduit for new programs, policies and initiatives that may have broad impacts on the federal workforce.
- E. Sponsor a minimum of two Education/Training Programs based on local needs in FY-2021. Recommended forums include:
 - a. Leadership Development:
 - i. Pacific Leadership Academy (FY20 extended through FY21. Full FY21 program cancelled)
 - ii. Six Core Competencies of Leadership (or other short-term leadership trainings)
 - b. HPFEB has developed a Training Working Group to improve coordination of training offerings for the federal workforce. Of primary importance is communicating schedules and cadence of the training topics to ensure we are making available programs and seminars that meet the needs of HPFEB agencies. Continue to work with the HPFEB Training Working Group, led by Executive Committee members or their designates, to assess the training needs of local federal agencies not currently being met by the Pacific Leadership Academy or non-resident training. Working Group has successfully begun opening up no-cost opportunities to partner agencies when scheduled trainings have open registrations. Continue to work to tap into the expertise within

the federal workforce to offer excellent no-cost training, on the calendar is training from Federal Mediation and Conciliation Services and Defense Intelligence Agency.

- c. Continue to partner with local universities like the University of Hawaii at Manoa Outreach College and Hawaii Pacific University for professional training and certification programs such as project management, environmental policy, IT/cybersecurity, etc., with focus on training not easily or cost effectively attainable within standard government training programs.
- d. Pre-Retirement Planning Seminars, for both Civilian Service Retirement System (CSRS) and Federal Employee Retirement System (FERS) covered employees, as well as quality financial planning seminars. It is assumed that the need for pre-retirement training will continue to increase in FY-21 as more of the Federal Workforce approaches retirement. Goal is to meet or exceed the throughput achieved in FY-20 for pre-retirement seminars and workshops, as needs dictate. As the Thrift Savings Plan (TSP) is becoming increasingly important in supporting FERS employees during their retirements, explore opportunities to provide training for local employees by the Federal Retirement Thrift Investment Board. Schedule at least two local training sessions of “What’s in Your Retirement Portfolio” which brings OPM, Social Security/Medicare, Securities and Exchange Commission and Thrift Savings Investment Board subject matter experts. Review and validate the current model of pre-retirement training provided by the HPFEB, engage with Executive Committee to initiate any recommended changes.
- e. Reinforce the opportunity and highlight the process for federal agencies to use the results of the Employee Engagement Index of the Federal Employee Viewpoint Survey (FEVS) to better lead and manage their workforces.
- f. Respond to member agencies’ needs for recruitment and retention assistance:
 - i. Coordinate with local agencies and/or academic institutions to sponsor/support Job Fairs, Federal Career Days, Agency Visitations and/or Job Shadowing Experiences.
 - ii. Distribute job vacancy announcements to FEB member agencies.
 - iii. Link individual FEB website to USAJOBS, USA.GOV and local agency services.

Can we modify this so that we don’t duplicate what is in Paragraph 2.c.(e)?

- g. Conduct annual “Excellence in Federal Government Awards Program” and EXPO in a cost efficient and cost-effective manner; while retaining value in recognizing superior performance. The 2021 event is tentatively scheduled for May 1, 2021, during Public Employees Recognition Week. Adjust event protocol if a venue change is dictated by availability issues. Continue to assess options to enhance the prestige and continued broad participation in this keynote event given expected pressures on federal agencies and their ability to reward employee performance.
- h. Continue to support and execute the Pacific Leadership Academy. Complete an after-action program review of the new processes and procedures associated with significant changes due to COVID-19 pandemic. Review the program to see if the current model is the optimal and cost effective one to provide the program. Prepare for full launch of next cycle with FY2022 program in October 2021. Consider any advances in instruction under distance-learning model for future enhancements to the former program model and potential cost-savings for the FY-2022 program.
- i. Continue to monitor COLA/Locality Pay transition for the Hawaii federal workforce; ensure clear communications between agencies/workforce and policy makers on any changes. Working closely with OPM and other federal partners, monitor closely other issues regarding pay, benefits and policies of interest to federal agencies and their workforce in Hawaii, and serve as an information conduit regarding these issues. Survey the FEB member agencies for any similar, “cross cutting” workforce issues including potential pressure on workforce from government initiatives to reduce the federal debt.
- j. Re-build and formalize processes to the local, informal Alternative Dispute Resolution (ADR) program. Leverage relationship with Federal Conciliation and Mediation Services to expand and support the FEB ADR Working Group. The goal for FY-21 is to continue efforts to strengthen this important, more structured program by expanding the number of shared neutrals in the network. Leverage local mediation services and trainings to enhance the expertise of the shared neutrals.

3. STRATEGIC PARTNERSHIPS:

The HPFEB advances local and national initiatives through intergovernmental collaboration and community outreach. Identify approaches and tools that can be used by the membership to promote collaboration among government entities at the federal, state, and local levels as well as outreach to local communities. Communicate with federal, state, and local entities to identify resources in the form of support, assistance, and partnerships.

The HPFEB will:

- A. Develop and maintain informational welcome packets for new agency leaders. Include a pro-forma letter with information and distribute to each new FEB member upon onboarding.
- B. Maintain productive relationships with:
 - a. Federal agencies
 - b. State, County, and City Government agencies, including State of Hawaii departments and legislative committees relevant to HPFEB lines of business.
 - c. Build closer ties with the State of Hawaii Department of Health and other stakeholders dealing with social ills such as methamphetamine abuse and opioid abuse in Hawaii.
 - d. Public/Private Organizations, including building a networking relationship with the Hawaii Chamber of Commerce.
 - e. Local Congressional Offices
- C. Support community outreach programs such as:
 - a. Fed Feed Families
 - b. Health and Wellness Fairs
 - c. White House initiatives
 - d. Local initiatives and volunteer opportunities
- D. Provide program support for the local Combined Federal Campaign (CFC). Serve as the Local Federal Coordinating Committee (LFCC), recruiting CFC leadership team members, CFC specialists, coordinators and/or key workers, and responding to inquiries from local charities. Refine locally developed Campaign Chair Standard Operating Procedures (SOP) to reflect lessons learned from the three previous campaigns operated under the new structure and protocols. Build a better campaign for 2021, working with stakeholders to reverse the multi-year declines in participation and giving.
- E. Leverage other FEB network best practices and research how the FEB could produce a functionally oriented federal agency directory, which will allow federal, state and local stakeholders to view the menu of federal services and responsibilities across agency boundaries.
- F. Publish the “Congressional Handbook” to the HPFEB membership after the completion of the Presidential transition, and update annually.
- G. Explore the possibility of sponsoring annual “listening sessions” with Hawaii congressional delegation for FEB agency leaders. Reinforce relationships with local staffs regarding legislative issues of interest to the federal workforce.

4. FEB NETWORK PROGRAM SUPPORT:

This objective builds the capacity of the FEB network and improves the network’s administrative functions through continuous assessment of FEB processes and best practices. The HPFEB will provide the FEB Performance Improvement Group information to identify, evaluate, and distribute information on processes and systems to improve FEB operations.

The HPFEB will, in compliance with OPM program initiatives to build the capacity of and improve the FEB network:

- A. Provide the (OPM sponsored) FEB Performance Improvement Group with organizational structures, recruitment and retention techniques.

- B. Provide methods used to measure membership engagement.
- C. Provide highlighted efforts to reduce costs while continuing to provide programs and services.
- D. Executive Director will serve as a member of the Emergency Preparedness Committee to further efforts to build stronger partnerships across the 28 FEB network.
- E. Consider processes recommended by the Performance Improvement Group. Continue to develop a federal agency and contact database, which can be fully synchronized with e-mail distribution lists, emergency notification systems and FEB directories; share this across the FEB network.

5. The local work plan to improve the administration of the HPFEB specifically is to:

- A. Comply with OPM guidance and requirements for developing and executing this annual operating plan, submitting monthly and annual reports, and developing and maintaining an appropriately linked website, which includes enhanced use of social media to further HPFEB initiatives.
- B. Develop long-term budget and operating strategy to ensure goals/objectives and mandated programs are carried out effectively. Increase the use of “service-in-kind” resource support from member agencies whenever possible. Work closely with host agency on appropriated fund budget support for internal operations costs when service in kind support is not available.
- C. Develop and maintain a set of local HPFEB Operating Procedures based on new management and budget construct for host agency approval.
- D. Fully leverage the recent upgrade of the HPFEB IT construct at the PJKK Federal Building, including continually improving the HPFEB website (a primary business driver) on a modernized, secure platform with more user-friendly portals for information and training registration. Continue to build a digital strategy and increase the use and viability of web forms – with a commensurate reduction in the use of emails to conduct routine registrations and communications.

Respectfully,



Christopher J. Conklin
Executive Director
Honolulu-Pacific Federal Executive Board