



# United States Department of the Interior

OFFICE OF THE SECRETARY  
Washington, DC 20240

DEC 02 2016

## PERSONNEL BULLETIN NO. 16-14

**SUBJECT:** Employee Engagement

### 1. PURPOSE.

This Personnel Bulletin (PB) establishes the Department of the Interior (DOI or the Department) procedures and guidance on employee engagement in accordance with National Defense Authorization Act, Fiscal Year 2004, Pub. L. 108 – 136, sec. 1128, title 5 Code of Federal Regulations (CFR) Part 250 and the Government Performance and Results Modernization Act, of 2010 (GPRA-MA).

### 2. AUTHORITY.

National Defense Authorization Act, Fiscal Year 2004, Pub. L. 108 – 136, Sec. 1128, 5 CFR Part 250 and GPRA – MA.

### 3. BACKGROUND.

The U.S. Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) provided guidance in OMB memorandum M-15-04, to support Federal agencies' efforts to strengthen their organizational culture of employee engagement and mission performance in accordance with priorities established in the President's Management Agenda Cross Agency Priority (CAP) goal on People and Culture.

A key objective of the People and Culture CAP goal is to drive more effective and efficient performance of Federal agencies' missions by unlocking the full potential of their Federal workforce in place today and build the workforce needed for the future. Employee engagement is a leading indicator of performance and a cross-cutting leadership effort that is directly tied to mission success.

### 4. FEDERAL EMPLOYEE VIEWPOINT SURVEY EMPLOYEE ENGAGEMENT INDEX.

OPM defines employee engagement as: *"The employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission."* The employee engagement index is comprised of three sub-indices:

1. **Leaders Lead:** Reflects the employee's perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.

2. **Supervisors:** Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support.
3. **Intrinsic Work Experiences:** Reflects the employees' feelings of motivation and competency relating to their role in the workplace.

## **5. STRATEGIES.**

Bureaus/offices, at all levels, should be involved and take action to improve employee engagement and drive mission success. The Employee Engagement Index score within the Federal Employee Viewpoint Survey (FEVS) reflects the importance of employee engagement to improving overall mission success. Utilizing feedback from employees, bureaus/offices should plan, implement, and review progress on their employee engagement actions.

### **A. Planning**

As part of regular organizational and individual performance planning, agency leaders, senior executives, managers, and supervisors, should set clear goals each year to strengthen their organization's culture of employee engagement. Leaders should review and analyze the FEVS results to identify areas of strength and opportunities for improvement.

Leaders, particularly senior executives and senior managers, will be held accountable for fostering engagement through performance management, as these leaders are considered the key to an engaged workforce and the development of an inclusive culture. Fostering employee engagement and creating an inclusive work environment are specific parts of the annual performance plans and appraisals for senior executives and senior managers; which should be cascaded to mid-level managers and supervisors.

### **B. Implementing**

Bureaus/offices will implement actions deemed appropriate to improve their organization's employee engagement indices. These actions should be documented within an action plan (see attachment) that is updated annually, at a minimum, based on the subsequent year's FEVS results. Bureaus/offices should ensure any labor relations obligations are met prior to implementation of actions impacting the working conditions of bargaining unit employees.

### **C. Timeline**

The timeline for FEVS results dissemination, review, analysis and action plan implementation occurs during the fiscal year. Below establishes a cycle for using FEVS data to inform and strengthen organizational performance:

1. The OPM disseminates FEVS results to the Department.
2. The Department should meet with Bureaus'/Offices' leadership to discuss progress made over the previous fiscal year.
3. The Department disseminates FEVS results to Bureaus/Offices who disseminate results to managers, supervisors, and unions.
4. The Bureaus/Offices review results and should identify at least 3 areas to strengthen employee engagement and develop metrics to be incorporated into SES and manager performance plans (identified activities and metrics should cascade from senior leadership to mid-level managers and supervisors).
5. The Bureaus/Offices may collaborate with unions in the development or adjustment of FEVS action plans based on fiscal year end results.
6. The Bureaus/offices should track and report on quarterly basis employee engagement metrics (at the Bureau/office level).
7. The Department monitors progress on engagement actions through HRStat reviews.

#### **D. Reviewing and Feedback**

Bureau/office leaders should communicate best practices within their organization and identify the linkage between employee engagement and mission results. Reviewing and making connections between the investment and subsequent results will demonstrate the value of changing culture. These types of measures can be quantified and translated into savings and other mission-related metrics.

Contact: If you have any questions pertaining to this bulletin, please contact Miranda Rocker at 202-513-0663 or by email at [miranda\\_rocker@ios.doi.gov](mailto:miranda_rocker@ios.doi.gov).



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Attachment

**ATTACHMENT**

**Department of the Interior/Component:**

<b>Employee Engagement Action Plan</b>				
<b>1. Action Plan Focus:</b>				
2. Describe the area being addressed. If this is a strength you wish to sustain, describe your agency's strength:				
3. If applicable, explain what is potentially causing this problem. If focused on a strength, describe what factors enabled your agency to succeed in this area:				
4. Define success or the desired outcome upon completion of action steps below. Be sure to include specific measures that indicate success:				
<b>5. Key Performance Indicators</b>				
<b>6. Overall Employee Engagement Goal</b>				
<b>7. Primary Action Planning Team (note lead and members): Mandatory: SENIOR LEADERSHIP AND FIRST LINE SUPERVISOR MEMBERSHIP</b>				
<b>Action Steps</b>				
<b>Action Items</b>	<b>Key Deliverables</b>	<b>Start Date</b>	<b>Responsible Party (Parties)</b>	<b>Budget, Resources, and Approvals Needed</b>
Describe each specific step/task that needs to occur to achieve the desired outcome.	Describe all deliverables that are needed for each action step.	Set a realistic timeframe for the completion of each step. Be as specific as possible (e.g., provide actual dates instead of FY quarters).	Identify who is accountable for completion of each step. Also, identify key stakeholders.	Identify available funding, as well as approvals needed from leadership, labor unions, and other stakeholders.

Note: Please use additional pages, if needed.