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Description of document:	Federal Reserve Board Management Division annual internal Human Resources (HR) operations reports, 2012-2016: • 2011 Human Resources Annual Activities Report, May 2012 • 2012 Human Resources Annual Operations Report, April 2013 • FED People 2013 Annual Report, April 2014 • FED People 2014 Update, March 2015 • FED People 2015 Update, April 2016
Requested date:	31-May-2017
Release date:	26-September-2017
Posted date:	16-September-2019
Source of document:	Information Disclosure Section Board of Governors of the Federal Reserve System 20th & Constitution Avenue, NW Washington, DC 20551 Fax: (202) 872-7565, (to: Information Disclosure Section) Electronic Request Form

ADDRESS OFFICIAL CORRESPONDENCE
TO THE BOARD

September 26, 2017

Re: *Freedom of Information Act Request No. F-2017-0189*

This is in response to your e-mail message dated and received by the Board's Freedom of Information Office on May 31, 2017. Pursuant to the Freedom of Information Act ("FOIA"), 5 U.S.C. § 552, you request:

A copy of the five most recent annual internal HR operations reports produced by the Federal Reserve Board Management Division. Note: these types of HR operations reports are mentioned on pages 40 (next to last paragraph and footnote 59), page 43 (second paragraph) and page 45 (third to last paragraph) of FRB OIG Audit report 2015-MO-B-006.

Staff searched Board records and located the documents responsive to your request. The Board's Freedom of Information Office will provide you with a copy of these documents under separate cover. Your request for information, therefore, is granted in full. If you need any further assistance regarding this FOIA request, you may contact the Board's FOIA Public Liaison, Ms. Jeanne McLaughlin, at (202) 452-3684.

Very truly yours,

Michele Taylor Fennell
Assistant Secretary of the Board

2011

HUMAN RESOURCES

ANNUAL ACTIVITIES REPORT

MAY 2012

BOARD OF GOVERNORS OF THE FEDERAL RESERVE SYSTEM

MANAGEMENT DIVISION

DATE: June 8, 2012

TO: Human Resources Staff

FROM: Michell Clark
             Deputy Director & Acting Chief Human Capitol Officer
             Management Division

SUBJECT: 2011 Human Resources Annual Activities Report

CC: Richard Anderson
             Carol Sanders
             Theresa Trimble

— For Information Only —

The 2011 Human Resources Annual Activities report provides a summary of key activities, trends, and outcomes in the seven sections of HR section in 2011.

TABLE OF CONTENTS

HUMAN RESOURCES INFORMATION & RECORDS (HRIR)

HOW ARE THE BENEFITS HOTLINE STAFF RECEIVING INQUIRIES? [1]

The chart below illustrates how Benefits Hotline staff received employee inquries over the past three years.

3 Year Trend: Benefits Hotline Inquiries

■ By Walk-in　■ By Call　■ By Voice Mail

	2009	2010	2011
By Voice Mail	13%	12%	14%
By Call	85%	84%	80%
By Walk-in	2%	4%	6%

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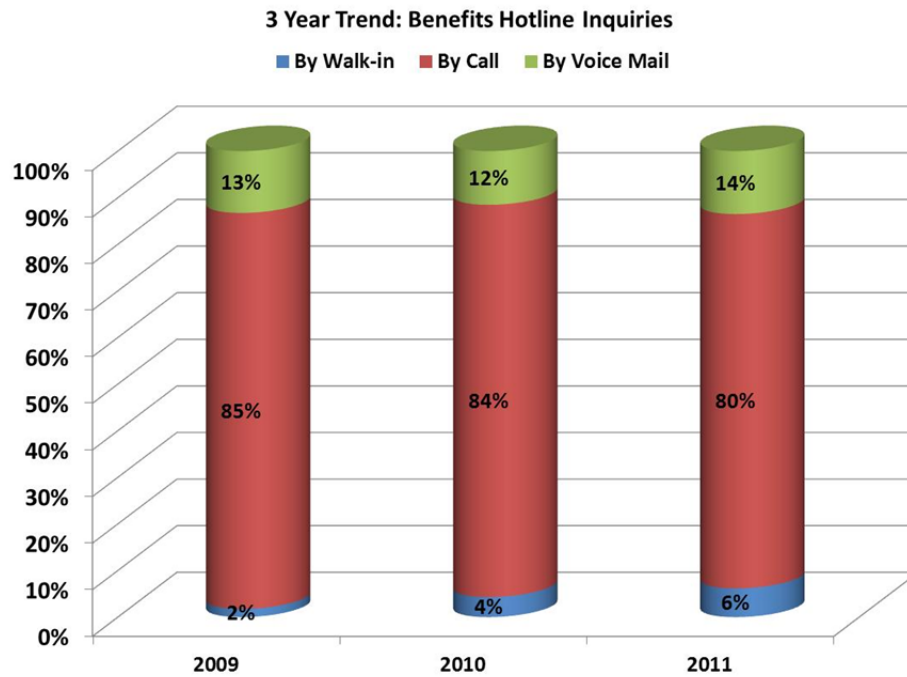
[1] The total number of times customers have contacted the Benefits Hotline staff does not equal the total number of inquiries fielded as staff often handle more than one inquiry in a single call or visit (Benefits Hotline staff was contacted approximately 2,500 times in 2011, but fielded over 2,700 inquiries).

HOW MANY & WHAT TYPES OF INQUIRIES

ARE THE BENEFITS HOTLINE STAFF FIELDING?

3 Year Trend: Benefits Hotline Distribution

→ 2011 ■ 2010 ▲ 2009

	Health	Dental	Vision	FSA	Life Insurance	Thrift	Retirement Issues	PeopleSoft Issues	Fwd to Counselor	STD/LTD	Scheduled Appts	Form Intake
2011	215	156	225	233	277	256	282	223	175	194	268	254
2010	242	192	211	105	162	145	250	273	255	285	327	411
2009	200	193	236	147	127	172	208	111	137	186	150	214
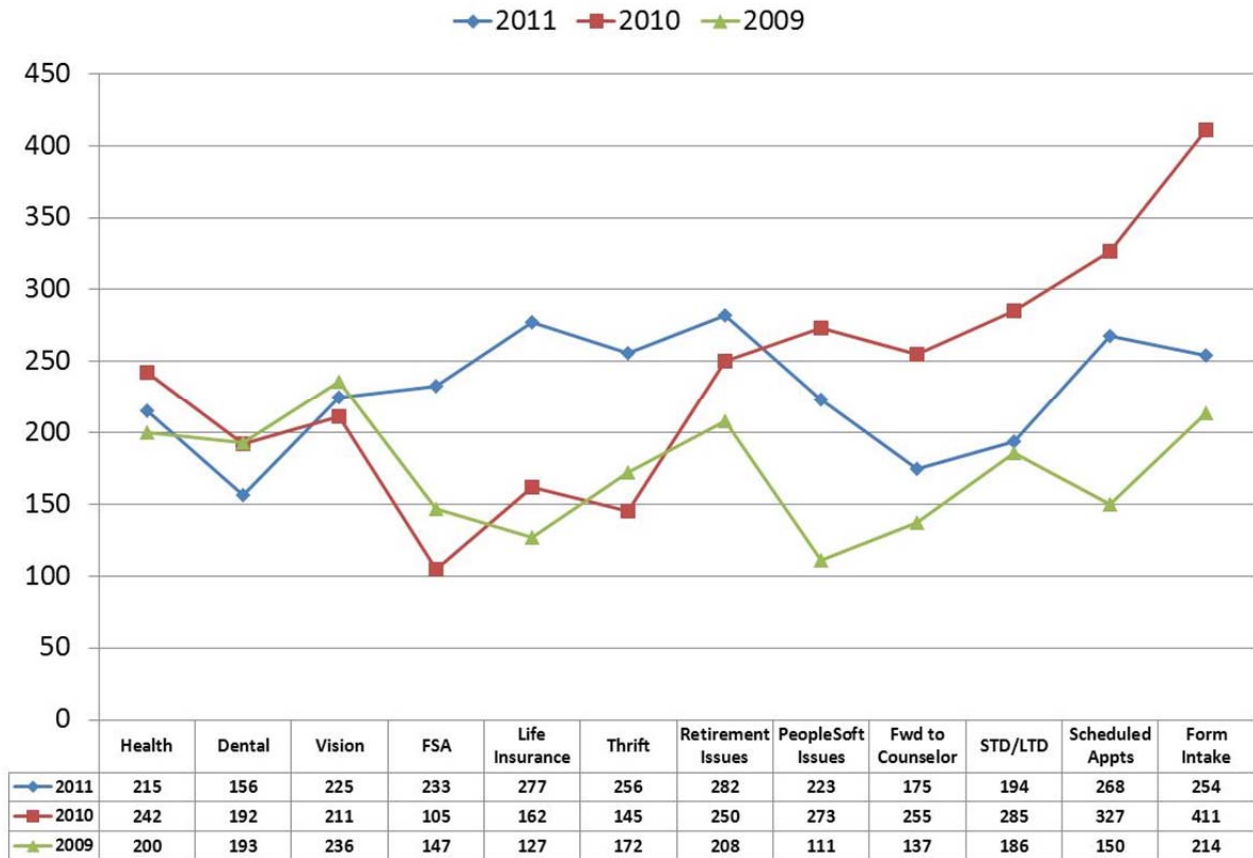
SHARED SERVICES REQUESTS

HRIR processed 1,197 staffing requests in 2011[2]. The *Volume by Type of Request Processed* graph below shows the volume of requests handled by the HR Assistants by the type of request.

2011 Shared Services Request Volume by Type

Type	Volume
Travel Reservations	139
Reference Checks	118
Personnel Action Notices	116
Internal Job Posting	174
External Job Posting	72
Education Verification	117
Appointment Letter	460

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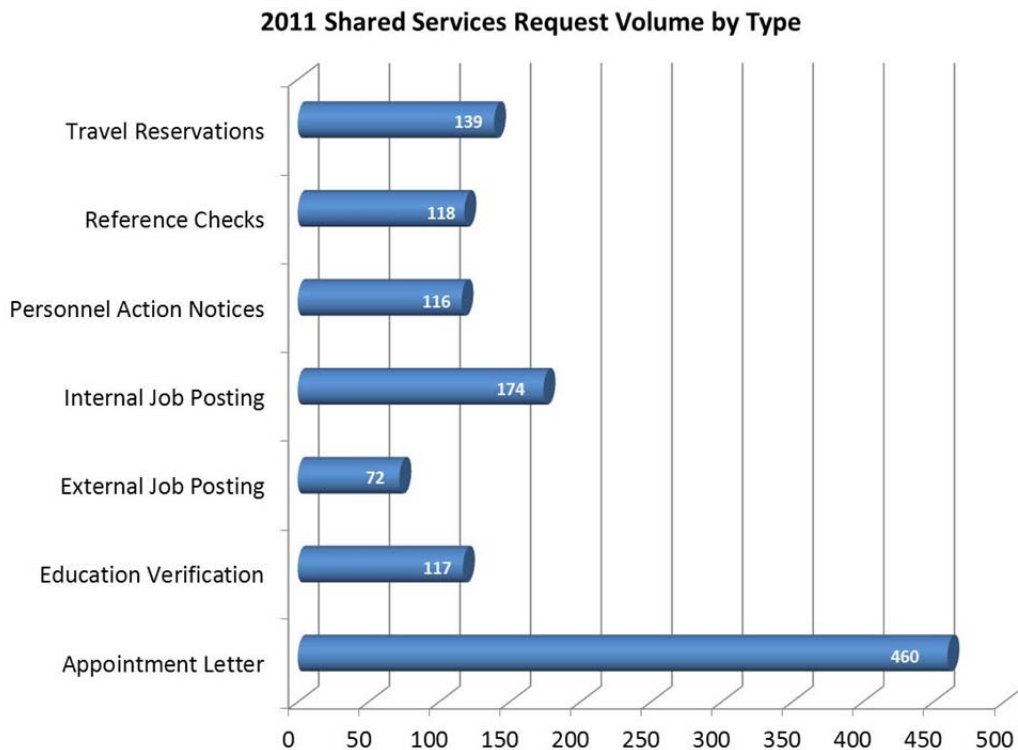
[2] The Shared Services model was implemented in late March 2010 to centralize and provide contingency for all administrative support in the Recruiting, Benefits, Organizational Development and Learning, and HRIR areas. Tracking of Shared Services data began in May and the chart displays the most recent full set of data available.

EMPLOYEE VERIFICATIONS

The chart below compares the volume and origination of employment verification and Freedom of Information Act (FOIA) requests coming into HR. More than half of all in any given year typically come by phone. These requests are often submitted by outside entities, such as mortgage companies or loan brokers.

3 Year Trend: Requests for Employment Verification & FOIA

	2009	2010	2011
Written	161	198	155
Verbal	279	337	301
OPM Investigators	68	40	63
FOIA Request	13	5	11
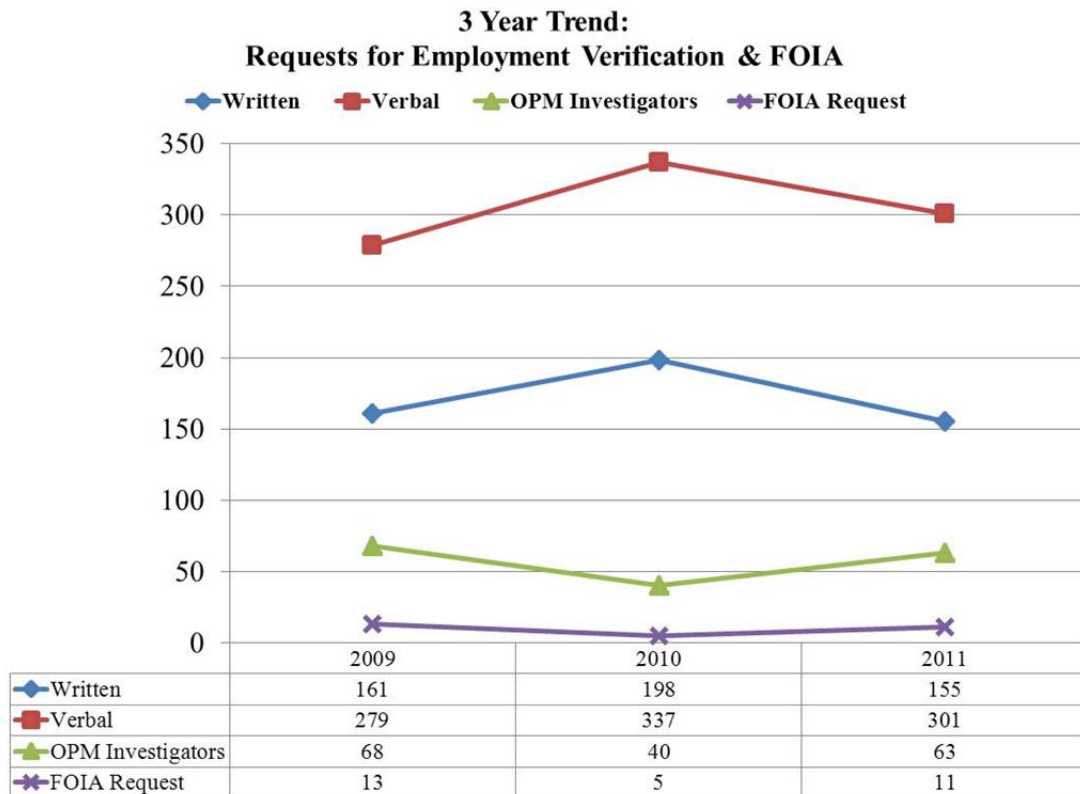
QUERY REQUESTS AND DATA UPDATES PERFORMED IN HRIR

The *Data Requests and Queries* graph below shows the volume of PeopleSoft data/correction requests and queries processed over the past three years.

Data Requests and Queries performed by HRIR

■ Ad Hoc data requests   ■ Data Entry/Correct/Delete

	2009	2010	2011
Data Entry/Correct/Delete	211	220	274
Ad Hoc data requests	442	810	708
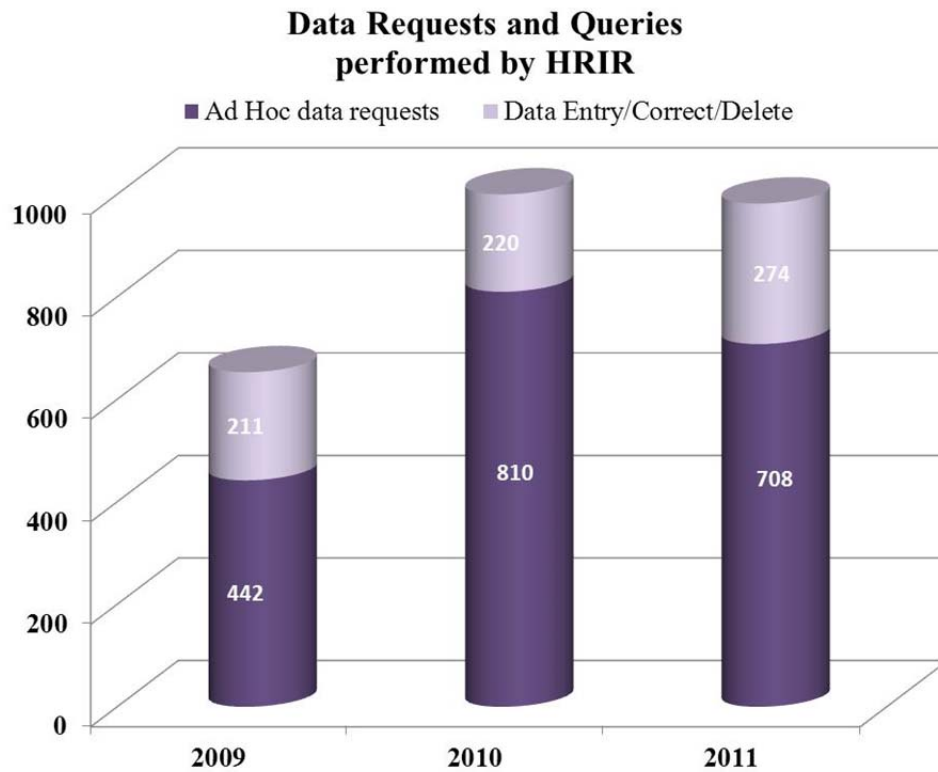
CUSTOMER SERVICE SATISFACTION

The *Customer Satisfaction* table below compares the Customer Service Survey results in 2010 and 2011[3].

The Human Resources Information and Records section (HRIR), along with the Benefits section, remain committed to improving overall service. The implementation of a customer service management solution will be necessary to remediate manual processes surrounding the management of customer requests and calls.

CUSTOMER SATISFACTION SURVEY RESULTS[4]		
QUESTION	**2010**	**2011**
Customer satisfaction rate with the **overall service provided by Benefits Hotline staff**	90%	87%
Customer satisfaction rate with **response times when contacting the Benefits Hotline**	78%	79%
Customer satisfaction with **overall service provided during Benefits Counseling Sessions**	-	93%

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[3] The Customer Service Survey is used to gather feedback on customer experience around the Benefits Hotline. The brief survey is conducted by random phone call to those who corresponded with a Benefits Hotline staff member during the year. The survey's rating scale is as follows: 5-Extremely Satisfied, 4-Very Satisfied, 3-Satisfied, 2-Dissatisfied, 1-Very Dissatisfied.

[4] Data around Benefits Counseling Sessions began to be collected in 2011.

ORGANIZATIONAL DEVELOPMENT AND LEARNING (OD&L)

ACADEMIC ASSISTANCE

The Board's Academic Assistance Program is administered, monitored, and controlled across four Management Division business areas: OD&L, HRIR, Payroll, and AP/AR[5]. The graph below shows how many courses were taken and associated dollars spent over the past three years.

Academic Assistance Volume & Dollars Spent

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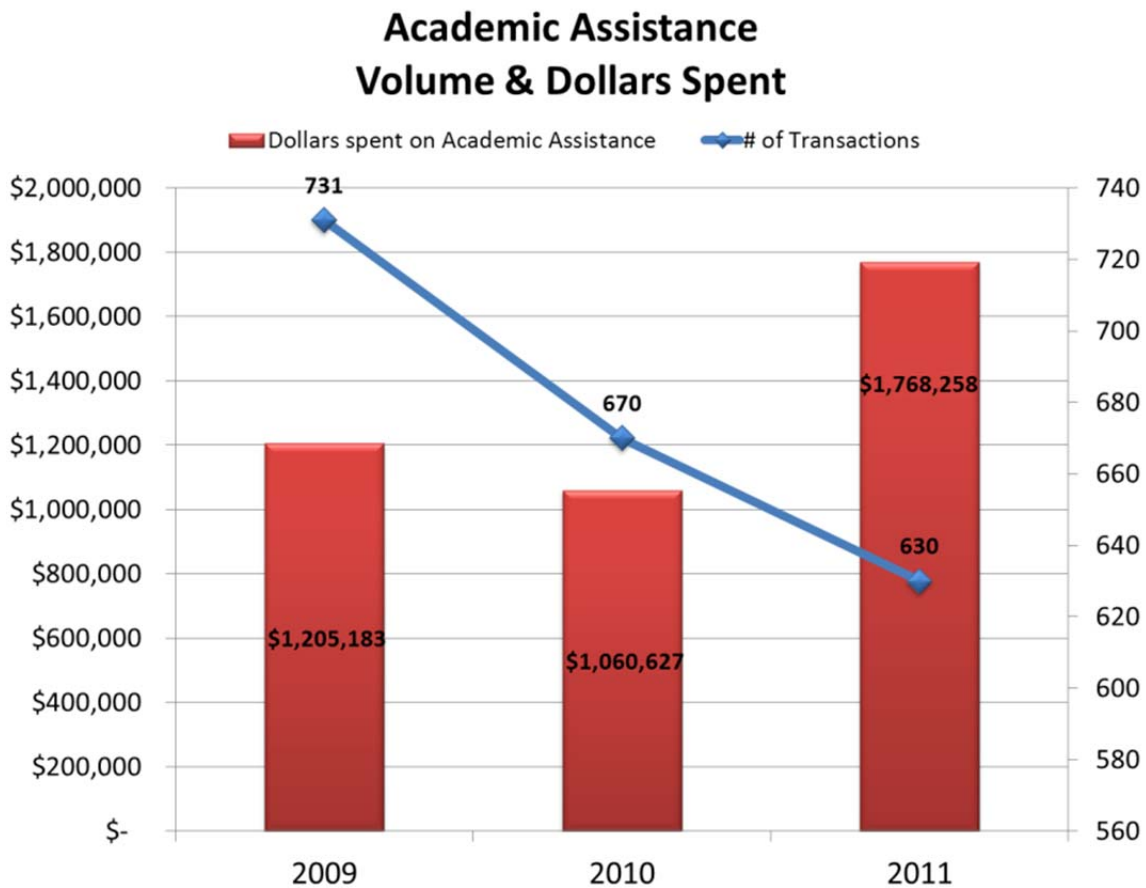
[5] Effective January 1, 2011 the limit on tuition reimbursement will increase from $9,000 to $12,200 (full-time employees), and from $4,500 to $6,100 (part-time employees) per calendar year.

LEADING AND MANAGING PEOPLE (LAMP) WORKGROUP LEADERSHIP INITIATIVES

OD&L staff continued to consult and collaborate with the Leading and Managing People Workgroup (LAMP) to manage the following leadership initiatives in 2011:

- Executive Coaching Program
- Leadership Effectiveness Analysis (LEA) 360 (Multi-rater feedback process)

The participation level breakdown by division is listed in the *Division Participation in OD&L Activities* table.

Division Participation in OD&L Activities				
Division	Executive Coaching Program		LEA 360 (Multi-Rater Feedback Process)	
	2010	2011	2010	2011
RBOPS	11	11	1	3
MGT	4	8	26	0
IT	2	2	9	3
OIG	2	2	1	1
C&CA	8	8	1	0
SECY	4	0	4	0
IF	2	4	1	1
R&S	3	3	2	1
MA	3	4	10	0
OSDM	2	1	2	0
BS&R	4	5	0	0
BDM	3	4	8	0
Total	48	52	65	9

STAFFING

The *Hiring & Internal Transfers* table below shows the total number of hires and transfers over the past three years.

HIRING & INTERNAL TRANSFERS			
	2009	**2010**	**2011**
TOTAL HIRES/REHIRES	315	266	470
INTERNAL TRANSFERS	213	119	157
RESUMES RECEIVED	23,610	23,180	35,417

COMPENSATION

ACTIONS BY TYPE

The *Compensation Actions by Type* graph on the following page shows the volume by type of action for the past three years.

Compensation Actions by Type

■ 2009 ■ 2010 ■ 2011

	2009	2010	2011
Promotions	268	334	309
Salary Adjustments	584	120	112
Job Evaluations	135	127	86
Exceptions for Hiring Salaries	38	31	30
Sign-On Bonus Actions	61	58	55
Retention Bonus Actions	27	58	9
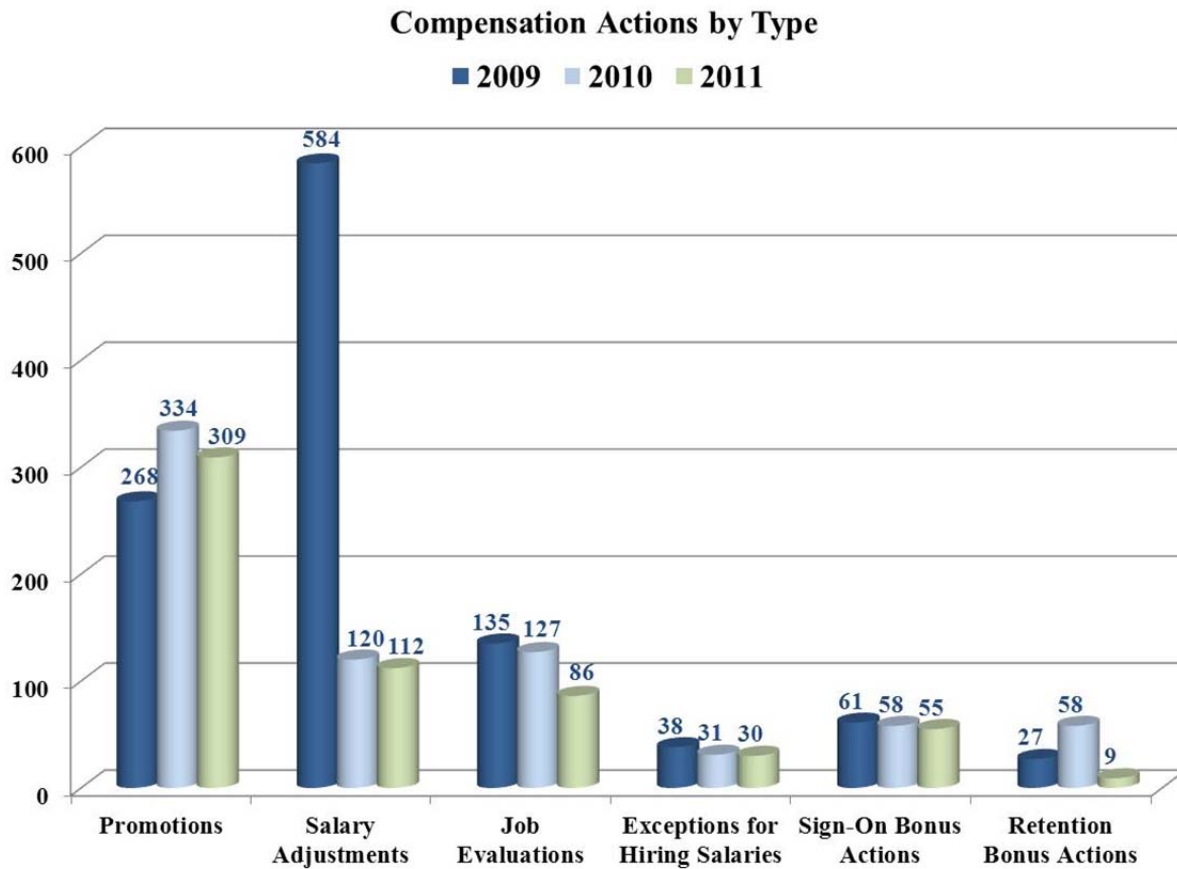
BENEFITS

RETIREMENTS AND SEPARATIONS

Retirements

■ Officers ■ Non-Officers
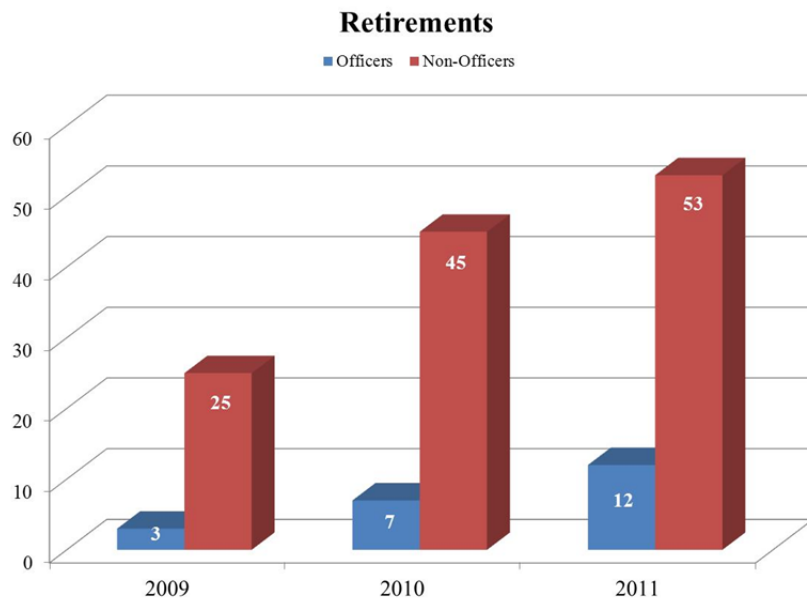
The Retirements and Separations[6] graphs indicate the total retirements and separations for officers and non-officers over the past three years.

Separations

■ Officers ■ Non-Officers

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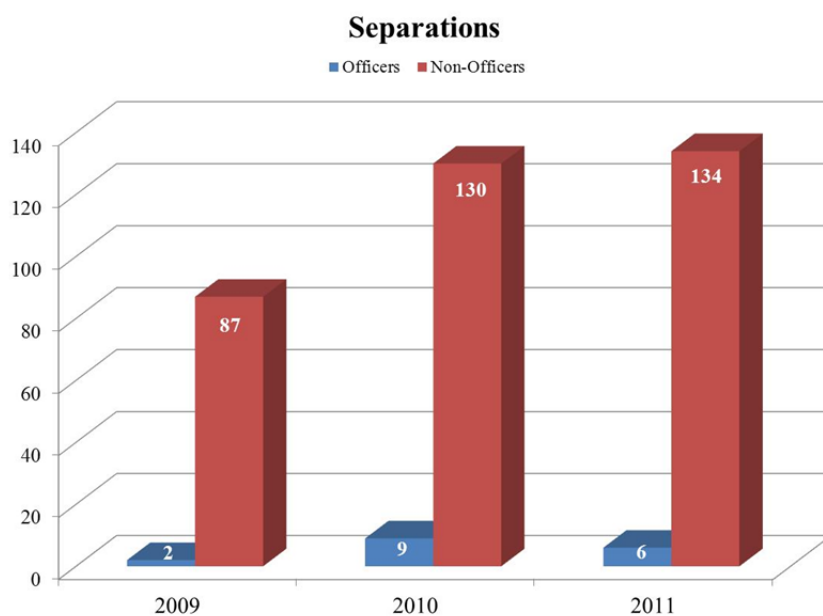
[6] Separations figures do not include Interns.

OPEN SEASON ENROLLMENTS

OPEN SEASON ENROLLMENTS			
	2009	**2010**	**2011**
HEALTH	181	248	183
DENTAL	108	124	104
VISION	96	129	109
HCA[7]	794	746	730
DCA[8]	222	243	253
TOTAL	1,401	1,490	1,379

The *Open Season Enrollments* table and the *Benefits Open Enrollment* graph below show the trend in enrollments by area over the past three years.

Benefits Open Enrollment

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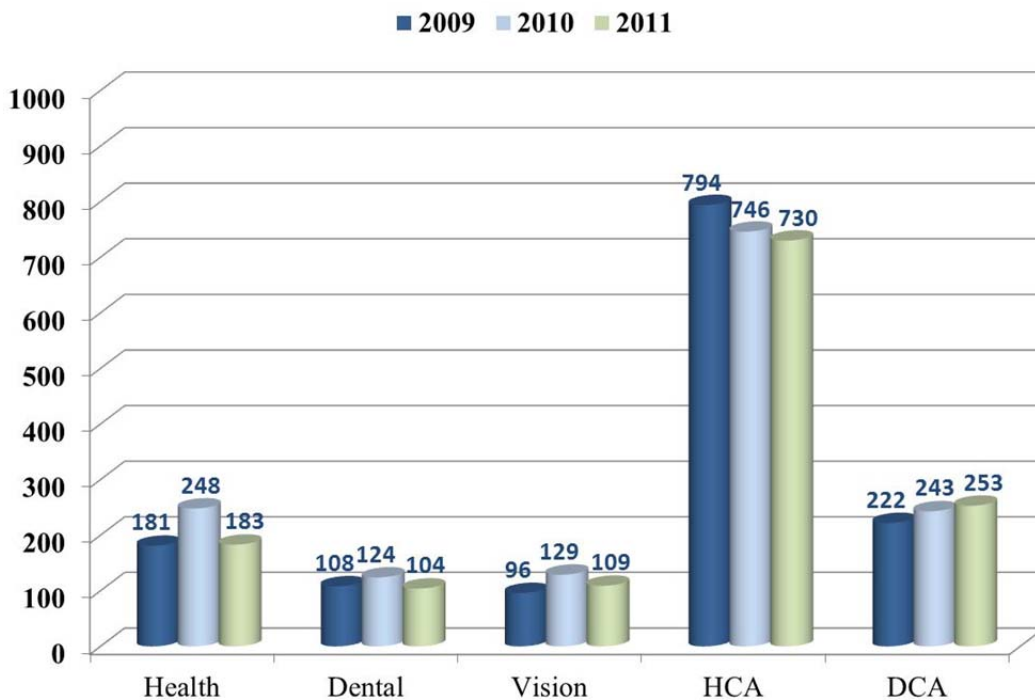
[7] Health Care Account is abbreviated HCA

[8] Dependent Care Account is abbreviated DCA

SHORT-TERM DISABILITY

The *Short-Term Disability* graph below illustrates the trend in claim volume and annual base pay over the past three years. The Benefits dollars paid in 2011 are lower than in prior years due to the decrease in STD claims in 2011, although the average claim duration has increased slightly (from 76 days in 2010, to 79 days in 2011).

Short-Term Disability
Average Duration Days and Benefit Dollars Paid

Total Claims —STD Benefit Dollars Paid

Year	Total Claims	STD Benefit Dollars Paid
2009	94	$1,089,444
2010	102	$1,261,788
2011	78	$823,231
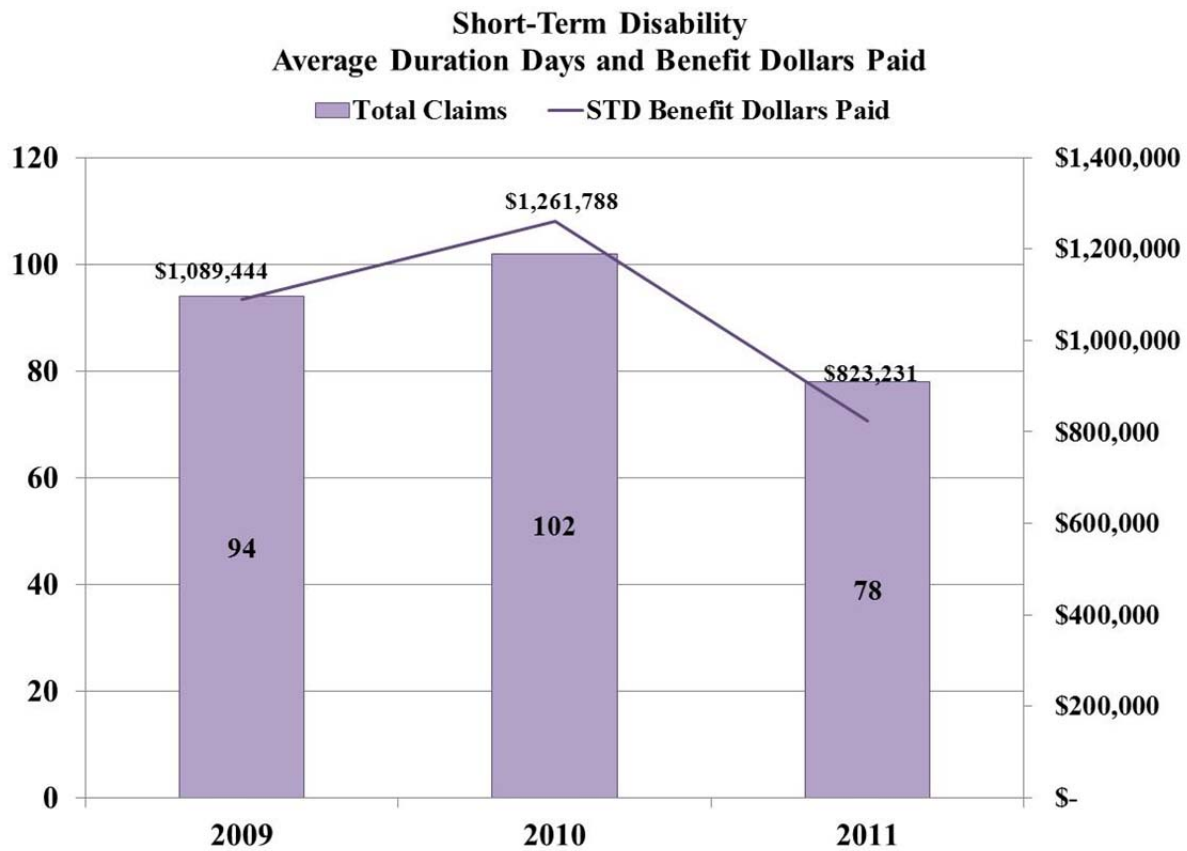
EMPLOYEE RELATIONS (ER)

3-YEAR TREND: EMPLOYEE RELATIONS OPEN CASES BY TYPE[9]			
CASE TYPE	2009	2010	2011
ADVERSE ACTION	11	12	4
BENEFITS	0	0	0
CAREER TRANSITION	0	0	0
COMPENSATION	1	0	0
DISABILITY	1	2	4
DISCIPLINARY	18	18	19
DISCONTINUED SERVICE RETIREMENT	1	0	0
EMPLOYEE ASSISTANCE PROGRAM	1	0	0
EQUAL EMPLOYMENT OPPORTUNITY	0	1	0
ER BOA	0	14	12
FIT FOR DUTY	1	4	2
GARNISHMENT	8	10	22
HARASSMENT	2	4	2
LEAVE	61	63	50
OTHER/MISC.	2	2	2
PEP	14	13	6
PERFORMANCE	5	9	15
PMP	26	32	29
PPP	0	1	1
REHABILITATION ACT (ADA)	12	16	21
SECURITY	0	0	0
SELECTION	0	0	1
SUITABILITY	9	8	6
WORK RELATED	34	58	36
WORKER COMPENSATION	3	3	0
TOTAL	210	270	232

The *Employee Relations Open Cases by Type* table on the left highlights the volume and type of cases being managed by the Board's Employee Relations (ER) staff over a three year period.

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[9] Employee Relations staff began tracking ER Basic Ordering Agreement (BOA) cases at the start of 2010; therefore there is no appropriate comparable data set for 2009.

EMPLOYEE RELATIONS CASE LOAD BY DIVISION

The *ER Cases by Division* table below compares the volume of ER cases over a three year period by Division[10].

ER CASES BY DIVISION						
DIVISION	TOTAL			% ER CASES BY DIVISION		
	2009	2010	2011	2009	2010	2011
BDM	17	23	17	8%	9%	7%
BS&R	25	29	27	12%	11%	12%
C&CA	10	11	13	5%	4%	6%
IF	5	7	5	2%	3%	2%
IT	27	27	20	13%	10%	9%
LEGAL	0	0	0	0%	0%	0%
MA	4	6	6	2%	2%	3%
MGT	91	128	106	43%	47%	46%
OIG	4	5	3	2%	2%	1%
OSD	1	1	3	0%	0%	1%
OFS	-	0	0	-	0%	0%
R&S	12	11	14	6%	4%	6%
RBOPS	5	9	3	2%	3%	1%
SECY	9	13	12	4%	5%	5%
RR[11]	-	0	3	-	0%	1%
TOTAL	**210**	**270**	**232**			

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[10] The number of open ER cases for each respective Division divided by the total number of ER cases Board-wide.

[11] RR = Residual Retirement. If an employee has gone on long-term disability (LTD) they are removed from their Division in the Board's PeopleSoft (PS) system and placed in "Residual Retirement," a separate designation within PS.

A three-year trend of the Board's Case Occurrence Rate (COR) is shown on the *Proportion of ER Cases by Division* graph below[12].

PROPORTION OF ER CASES BY DIVISION
RELATIVE TO THE DIVISION'S EMPLOYEE HEADCOUNT
■ 2009 ■ 2010 ■ 2011

	BDM	BS&R	C&CA	IF	IT	LEGAL	MA	MGT	OIG	OSD	OFS	R&S	RBOPS	SECY	RR*
■ 2009	22%	10%	10%	5%	8%	0%	5%	20%	11%	2%	0%	4%	4%	19%	0%
■ 2010	29%	11%	10%	7%	8%	0%	7%	28%	10%	2%	0%	4%	7%	27%	0%
■ 2011	22%	8%	15%	4%	6%	0%	6%	21%	4%	6%	0%	5%	2%	24%	33%

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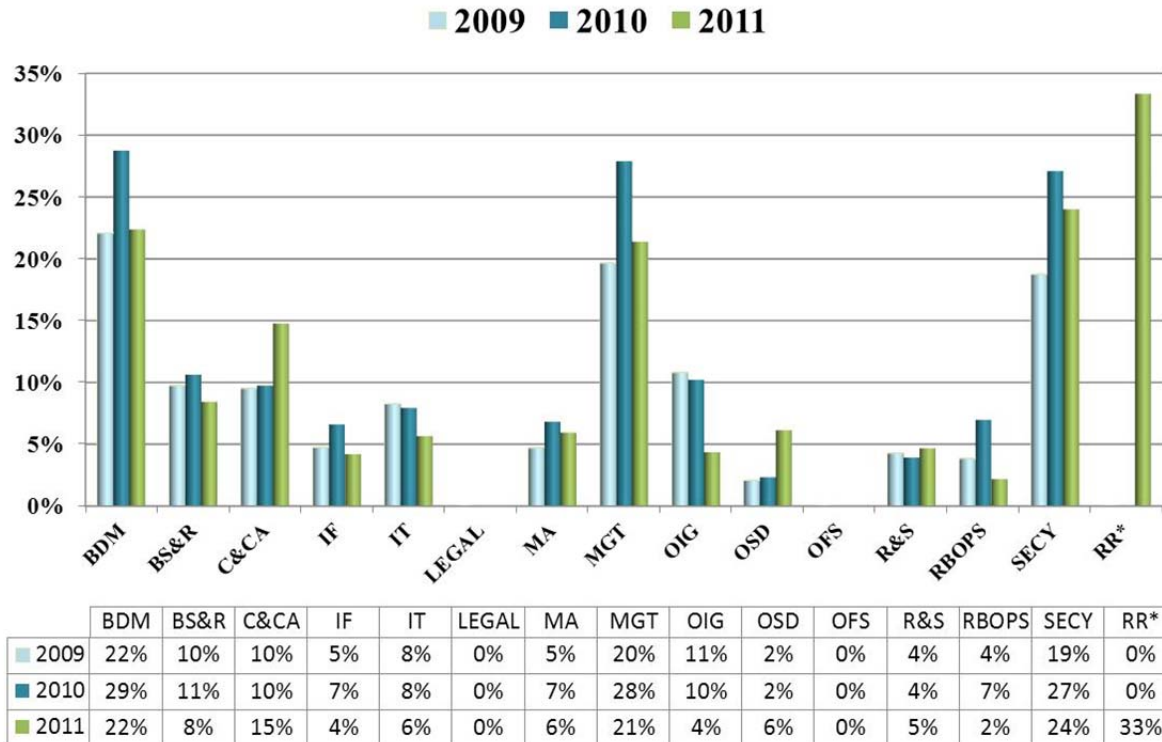
[12] The COR for each Division is calculated as the number of cases as a percentage of the average active employee headcount for each Division respectively. For example, if the Management Division has 462 employees and 76 total cases for the first half of the year, while the Office of Board Members (BDM) has 80 employees and 15 cases for the same time period. When examined proportionately, BDM has a higher rate of occurrence of ER cases.

*RR = Residual Retirement. If an employee has gone on long-term disability (LTD) they are removed from their Division in the Board's PeopleSoft (PS) system and placed in "Residual Retirement," a separate designation within PS.

ER COUNSELING

The *Employee Relations Counseling* chart below compares the number of hours spent counseling employees, as well as the number of sessions conducted over the past three years.

EMPLOYEE RELATIONS COUNSELING

■ TOTAL HOURS SPENT COUNSELING   ■ NUMBER OF COUNSELING SESSIONS

Year	Total hours spent counseling	Number of counseling sessions
2009	3516	4471
2010	4659	4317
2011	2994	3781
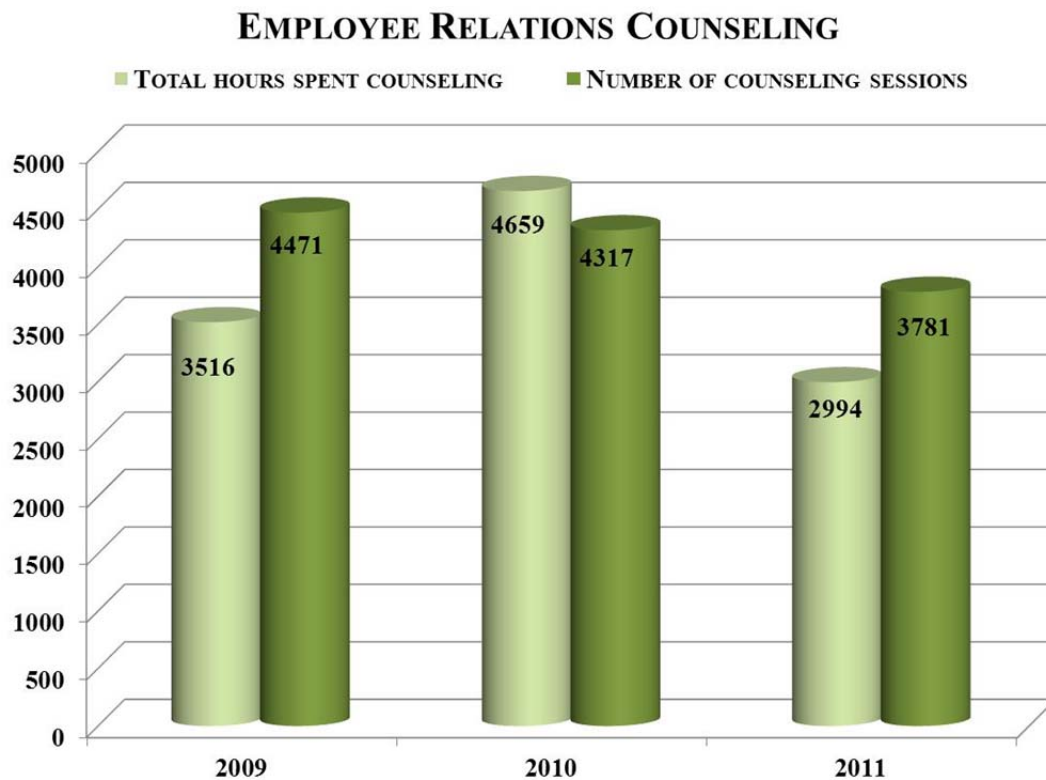
HEALTH SERVICES

EMPLOYEES' PARTICIPATION IN PREVENTATIVE HEALTH SCREENINGS

VOLUME OF EMPLOYEES PARTICIPATING IN PREVENTATIVE HEALTH SCREENINGS

■ 2009 ■ 2010 ■ 2011

357

90

143

0   50   100   150   200   250   300   350   400
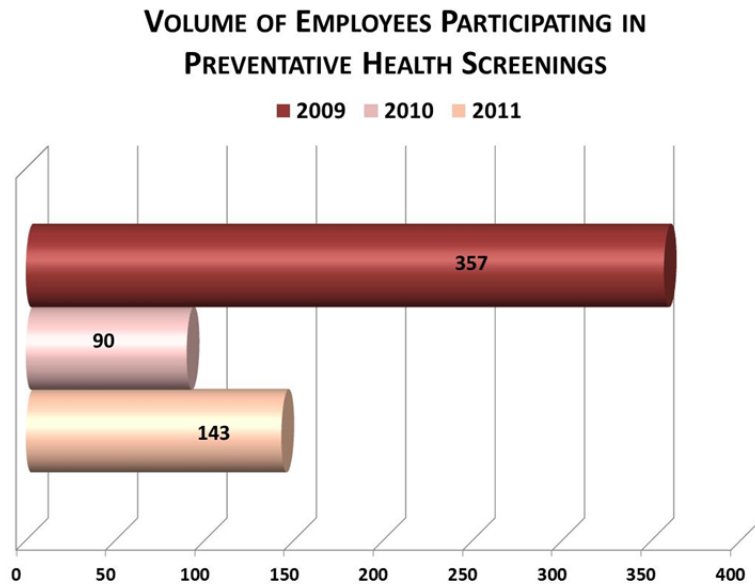
The *Volume of Employees Participating in Preventative Health Screenings* graph to the left shows the number of health screening participants over the past three years.

EMPLOYEES PARTICIPATING IN HEALTH SCREENINGS BY AGE GROUP AS A PERCENT OF TOTAL PARTICIPANTS

■ 2009 ■ 2010 ■ 2011

Age Group 50-59 years
- 31%
- 30%
- 21%

Age Group 40-49 years
- 27%
- 39%
- 37%

Age Group 30-39 years
- 23%
- 31%
- 28%

Age Group 20-29 years
- 18%
- 0%
- 14%

0%   5%   10%   15%   20%   25%   30%   35%   40%
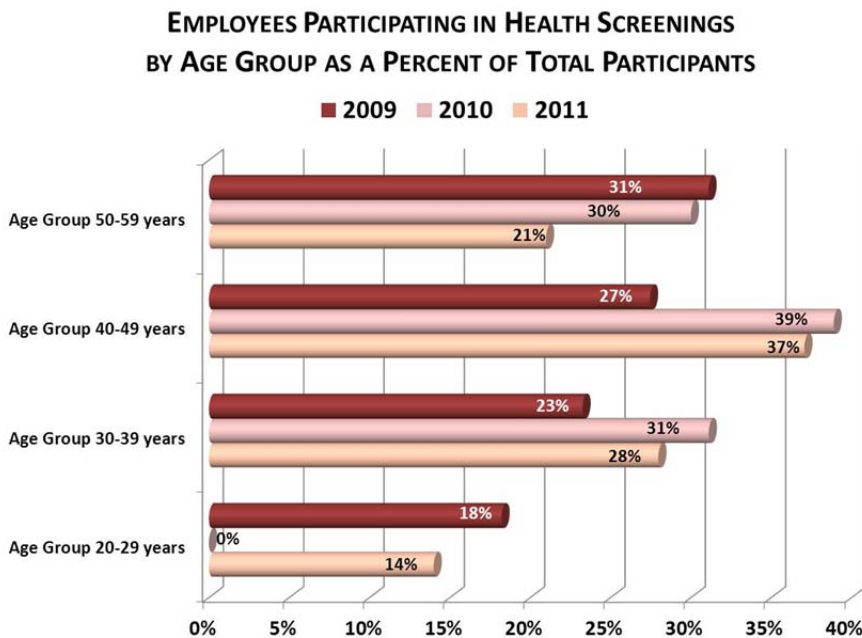
The *Employees Participating in Health Screenings by Age Group* graph to the left compares the level of participation in health screenings by age group over the past three years.

WORKERS' COMPENSATION PROGRAM SUMMARY

Days of Lost Time

■ 2009 ■ 2010 ■ 2011
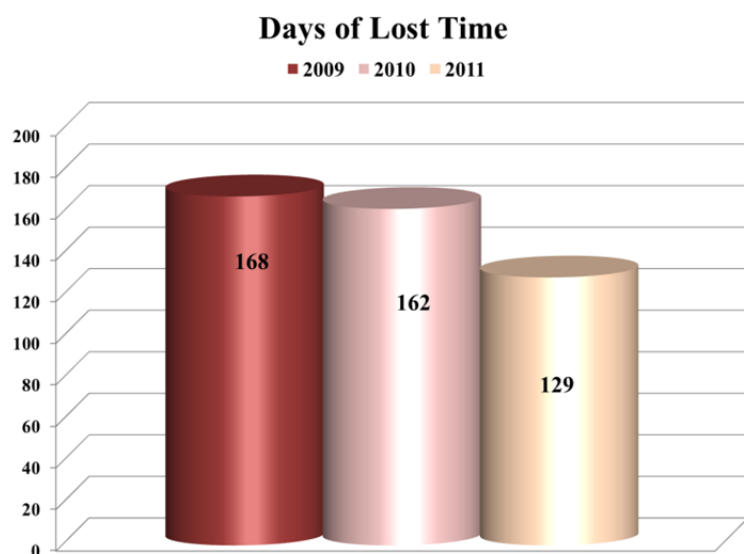
The *Days of Lost Time* graph to the left shows the number of days employees were absent from their job due to injury over a three year period.

The *Workers' Compensation* graph below compares the number of injuries by work area over the past three years.

Workers' Compensation: Injuries by Work Area
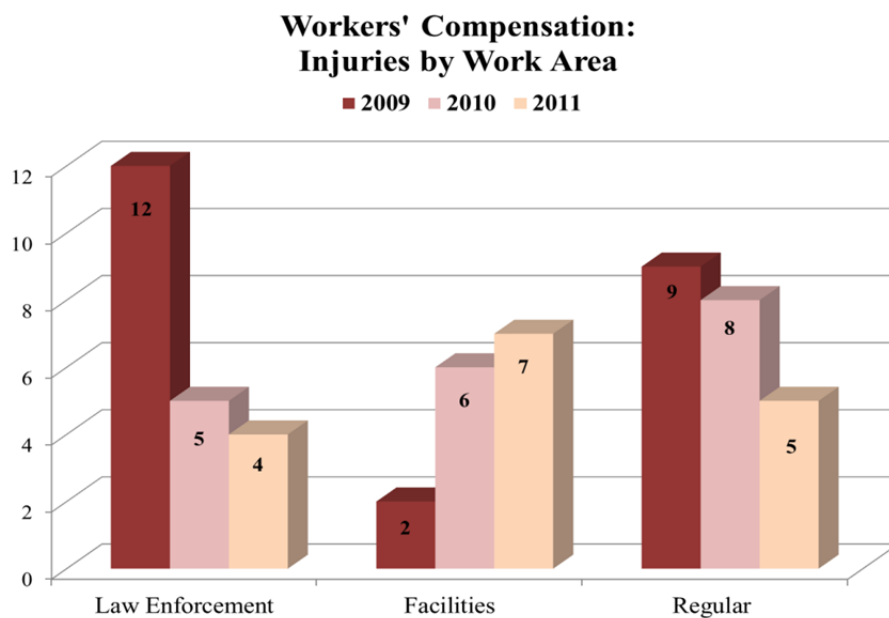
■ 2009 ■ 2010 ■ 2011

HEALTH PROMOTIONS

The *Health Promotions* table below summarizes the number of health promotions and corresponding participants over the past three years.

	HEALTH PROMOTIONS														
	Q1			Q2			Q3			Q4			TOTAL		
	2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011
NUMBER OF HEALTH PROMOTIONS	2	3	8	2	3	3	3	4	3	4	4	8	11	14	22
NUMBER OF HEALTH PROMOTIONS PARTICIPANTS	113	181	190	89	125	93	96	246	86	216	73	1,349	514	625	1,718

2012

HUMAN RESOURCES

OPERATIONS REPORT

APRIL 2013

TABLE OF CONTENTS

EXECUTIVE SUMMARY

As the Board continues to become more strategic in its efforts to attract, retain, and develop talent at the Board, Human Resources (HR) continues to ensure that the supporting management processes and operations are effective and efficient. In 2012, HR continued its focus on providing operational support and services to Board divisions and employees as highlighted:

- Organizational Development & Learning's (OD&L) Academic Assistance program was used by nearly 300 employees with more than $1.6 million spent on educational courses.
- Compensation reported increased promotions and sign on bonus activity.
- The Benefits Counselor customer satisfaction rate was 90 percent, while the satisfaction rate for the Benefits Hotline was 83 percent.
- Employee relations managed 232 cases and handled an increasing number of counseling sessions (4,189) due in part to a need for more sessions to resolve the higher number of complex and involved cases.
- The volume of employee participation for preventative health screenings continues to rise from year-to-year, with a 36 percent increase in 2012 over 2011.
- One hundred percent of Executive Coaching Program participants surveyed in 2012 stated that the program provided good or extraordinary value.
- In 2012, 1,983 employees participated in Board Health & Fitness promotions, a 217 percent and 15 percent increase over the participation volumes in 2010 and 2011, respectively.
- Talent Acquisition worked closely with divisions to find and attract key talent as they hired 562 employees in 2012, with Internet job boards (Monster, Career Builder etc.), the Board's Career Opportunities website, and employee referrals accounting for nearly half of successful external hires.
- Three new HR automation solutions were implemented: Employee Separation Process Automation (ESPA) system, Benefits Administration PeopleSoft Module, and Electronic Official Personnel Folder (eOPF).
- HR Information Systems staff completed more than 1,500 data requests, up 50 percent from 2010.
- Benefits managed open season enrollments with increases in the number of health care and dependent care flexible spending account transactions.
- Benefits and other Human Resources staff continued to support separating and retiring employees with benefits and other separation activities as199 employees (140 separated, 59 retired) left the Board in 2012.
- Human Resources Analytics, Systems, and Operations (HRASO) continued to provide administrative support to Talent Acquisition staff, with a 16 percent increase in requests in 2012 compared to 2011.
- Integrated Disability Management managed 95 short-term disability claims, the second largest number of claims since the program's inception in 2008.
- Worker's compensation claims increased 36 percent in 2012 over 2011 levels.

ACADEMIC ASSISTANCE

Academic Assistance Spending

The Board's Academic Assistance Program is administered, monitored, and controlled across four business areas: Organizational Development & Learning (OD&L), Human Resources Analytics, Systems, and Operations (HRASO), Payroll, and Accounts Payable/Accounts Receivable (AP/AR)[1].

The *Academic Assistance Volume and Dollars Spent* graph shows that 1,003 transactions related to the Board's Academic Assistance Benefit occurred in 2012, up just slightly (2 percent) from 2011.

Academic Assistance Volume & Dollars Spent
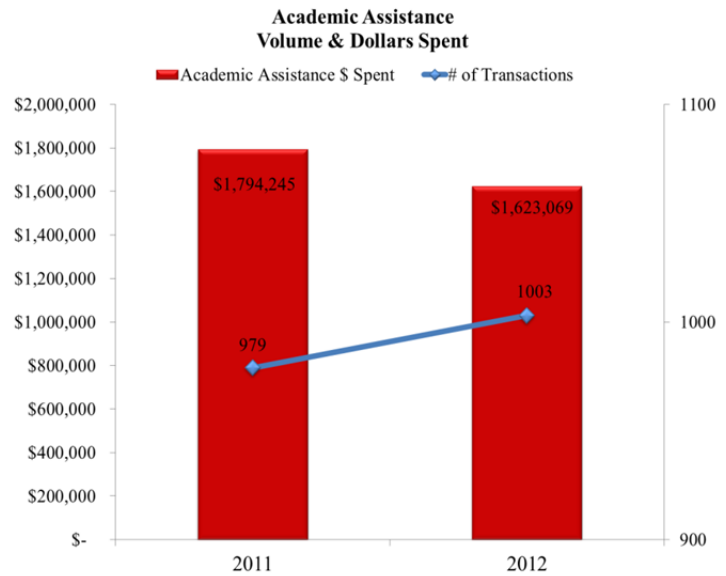
The total Board expense incurred for the employee Academic Assistance program in 2012 decreased 9.5 percent from 2011. This trend can be attributed to employees continued to take more online courses, attending less expensive colleges and universities, and HR's efforts to collect repayments from employees who did not successfully complete courses (as required by the Board's Academic Assistance policy). Academic Assistance expenses in 2012 were more than $171,000 less than the total expenses recorded in 2011.

As the *2012 Academic Assistance Budget vs. Spend* chart shows, 89 percent of money budgeted for Academic Assistance was spent in 2012, leaving 11 percent, ($170,706) unspent. OD&L continues to promote the Board's Academic Assistance program though programs, such as the Board's college fair and periodic Inside the Board campaigns.

2012 Academic Assistance Budget vs. Spend

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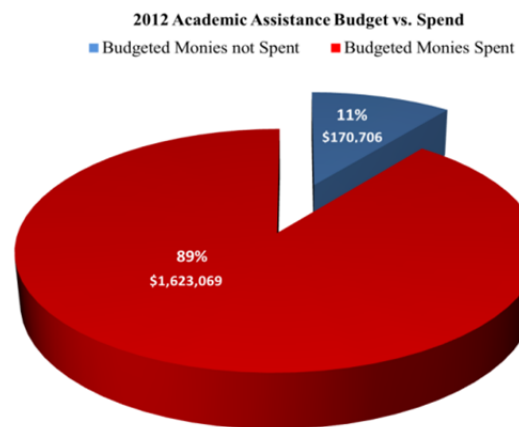
[1] Effective January 1, 2011, the limit on tuition reimbursement increased from $9,000 to $12,200 for full-time employees and from $4,500 to $6,100 for part-time employees per calendar year.

Academic Assistance Repayments

HR and Payroll staff continued to closely monitor employee grade submission requirements for employees receiving payments through the Academic Assistance program. As the 2012 *Academic Assistance Repayments Collected* graph illustrates, the improved collection processes resulted in employee academic assistance repayments to the Board totaling nearly $133,000 in 2012, which was 36 percent higher than the amount collected in 2011. (The Academic Assistance Policy requires that employees receive a grade of "C" or better and submit class transcripts to HR within 45 days after a class ends.)

Academic Assistance Repayments Collected

$97,697 — 2011

$132,742 — 2012
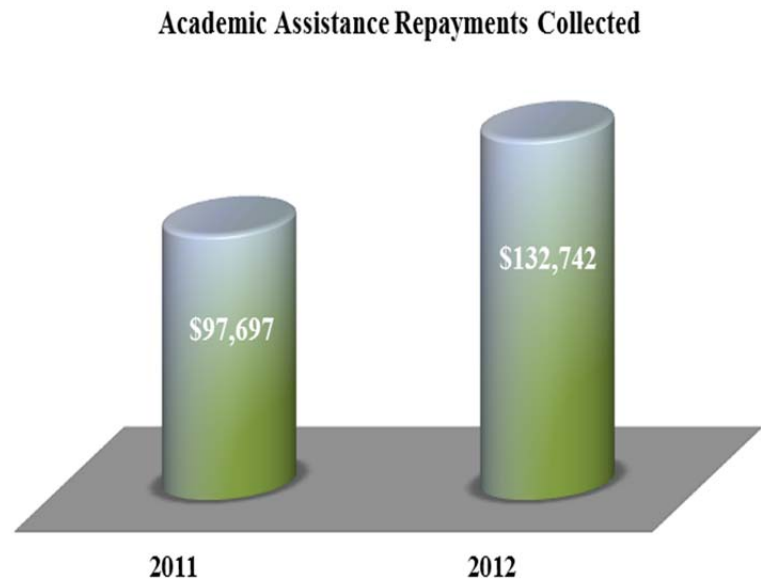
Academic Assistance Participants by Job Family

Two-hundred seventy two employees participated in the Academic Assistance Program in 2012. The percentage of total employee participation in Academic Assistance remained steady for the past three years: 11.4 percent in 2012, 11.3 percent in 2011, and 10.3 percent in 2010.

As in past years, three job families have the highest level of participation in the Academic Assistance Program. The job families and their 2012 participation rate are listed in the *Board Academic Assistance Participants by Job Family* illustration.

Board Academic Assistance Participants by Job Family

Financial/Business Analysts 10%

Computer Professionals 19%

Research Assistants 22%

Other Board Employees 49%
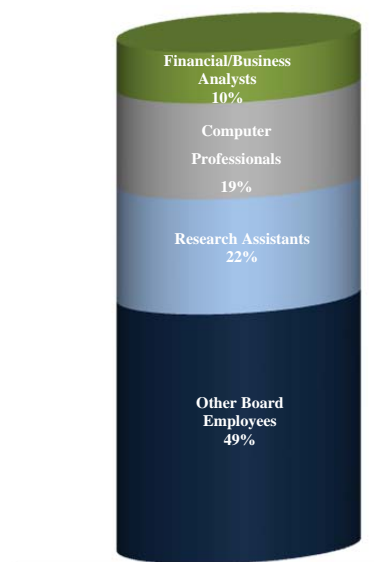
COMPENSATION ACTIONS

Compensation experienced an increased number of requests for promotions in 2012, as illustrated in the *Compensation Actions by Type* graph below. (Promotions were exempt from federal pay freeze legislation enacted in 2011).

The Board froze requests for special salary adjustments in the first half of 2012. When the freeze was lifted, Compensation staff received a high number of requests for salary adjustments, which brought 2012 totals close to the number experienced in 2011 and 2010.

The number of job evaluations conducted also decreased in 2012, reflecting a trend that has occurred since 2010. Staff completed fifty-three evaluations compared to more than 120 job evaluations performed in 2010.

As compensation pressures and competition for specialized talent grew, the use of sign-on bonuses continued to increase. In 2012, more than 50 percent of the sign-on bonuses were issued to economists in research divisions. Financial/Business Analysts received approximately 25 percent, with nearly all requests received from Banking Supervision and Regulation and Reserve Bank Operations and Payment Systems.

Compensation Actions by Type
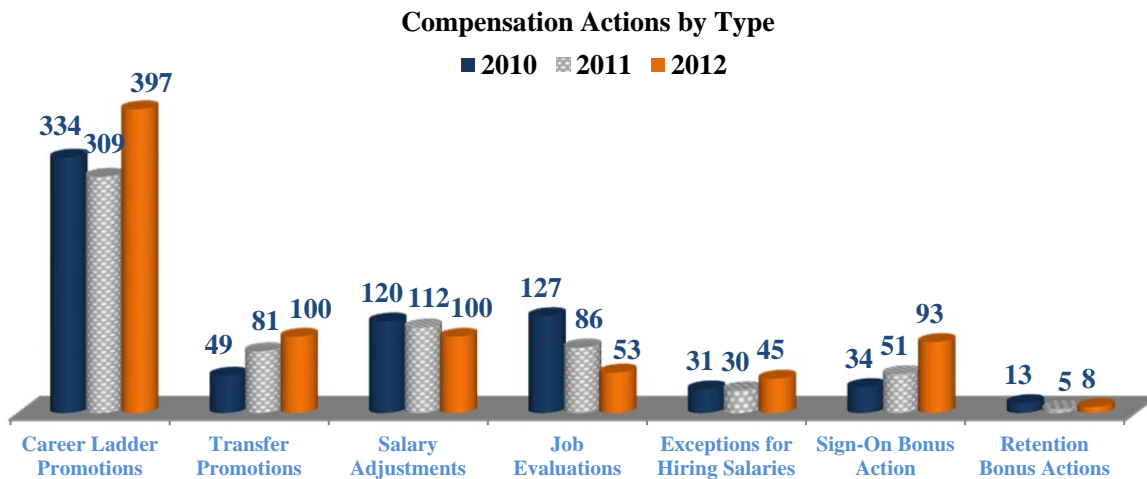
CUSTOMER SERVICE SATISFACTION

A random sample of employees who contact the Benefits Hotline or who visit a benefits counselor are surveyed monthly to gather feedback on their customer experience. The survey is conducted by an HRASO staff member via e-mail or telephone.

In 2012, customer satisfaction rates with the services provided by benefits counselors fell 3 percent from the 2011 rate (Overall satisfaction was at the 90 percent target rate)[2]. The customer satisfaction rate for the Benefits Hotline fell from 87 percent in 2011 to 83 percent in 2012 (continuing a trend that began in 2010). Customer survey data indicate that HRASO and Benefits staff response time for follow-up calls, e-mails, and customer requests was the key reason attributing to the drop in customer satisfaction. Data also indicate that some customers have concerns with the time it takes to reach a staff member via the Hotline.

The Benefits and HRASO sections remain committed to improving overall service and indicate that the recent enhancements to internal processes and staff coverage models and the upcoming implementation of a customer service automation solution will improve response times and allow management to better monitor call trends (e.g. dropped calls, wait times, etc.).

Customer Satisfaction Survey Results

Legend:
- Response times when contacting the Benefits Hotline (HRASO staff)
- Overall service provided by Benefits Counselors
- Overall service provided by Benefits Hotline (HRASO staff)

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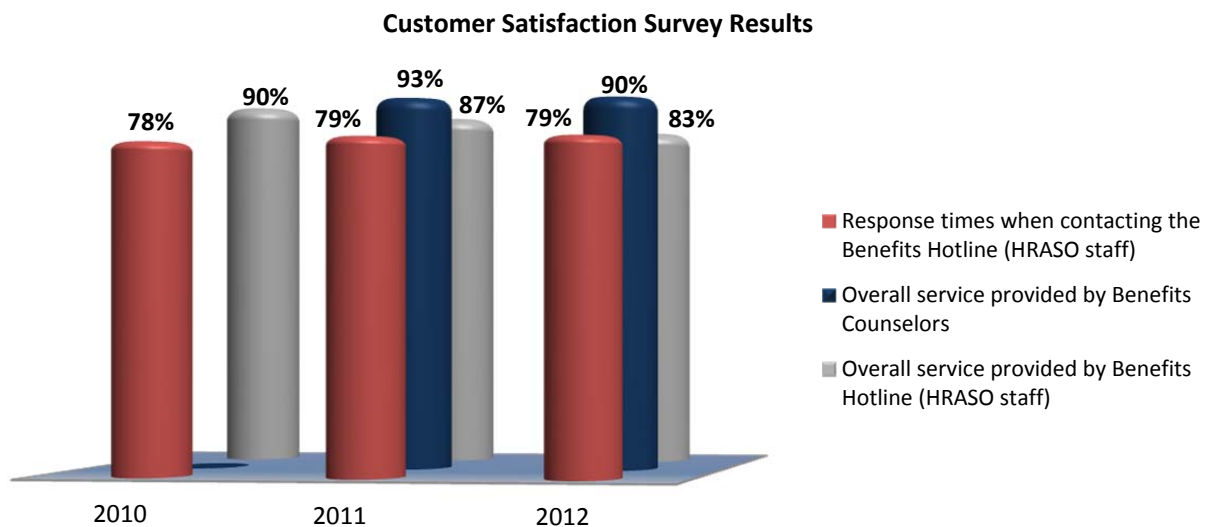
[2] Collection of Benefits Counselor Customer Service Satisfaction Survey data did not begin until 2011.

EMPLOYEE RELATIONS CASE BY TYPE

As the *ER Case by Type* chart indicates, disciplinary cases (filed when employees violate Board policies, processes, or general orders) increased 63 percent in 2012. The majority of the disciplinary cases are from one functional area within the Management Division. While this functional area has traditionally had a large number of disciplinary cases, leadership has taken a proactive approach to addressing them, resulting in the large increase reflected in the chart. The Employee Relations staff worked closely with the area's management to determine appropriate and fair disciplinary actions. .

There was an 83 percent rise in Provisional Employee Period (PEP) cases in 2012. This increase is due to managers more actively addressing performance issues with provisional employees. Managers are more willing than in the past to address performance issues when they arise, fueled by organizational pressures to effectively manage limited resources with increasing workloads.

While in 2012 there were increases in the disciplinary and PEP ER case types, the ER Basic Ordering Agreement BOA and suitability case types declined 75 percent and 67 percent, respectively from 2011, resulting in a net case volume that remained flat from 2011to 2012.

ER Cases by Type					
Case Type	2010	2011	2012	Variance 2010-2011	Variance 2011-2012
ADVERSE ACTION	12	4	6	(67%)	50%
BENEFITS	0	0	0	-	-
CAREER TRANSITION	0	0	0	-	-
COMPENSATION	0	0	1	-	-
DISABILITY	2	4	1	100%	(75%)
DISCIPLINARY	18	19	31	6%	63%
DISCONTINUED SERVICE RETIREMENT	0	0	0	-	-
EMPLOYEE ASSISTANCE PROGRAM	0	0	0	-	-
EQUAL EMPLOYMENT OPPORTUNITY	1	0	0	(100%)	-
ER BOA	14	12	3	(14%)	(75%)
FIT FOR DUTY	4	2	4	(50%)	100%
GARNISHMENT	10	22	20	120%	(9%)
HARRASSMENT	4	2	1	(50%)	(50%)
LEAVE	63	50	56	(21%)	12%
OTHER/MISC	2	2	1	0%	(50%)
PEP	13	6	11	(54%)	83%
PERFORMANCE	9	15	13	67%	(13%)
PMP	32	29	28	(9%)	(3%)
PPP	1	1	0	0%	(100%)
REHABILITATION ACT (ADA)	16	21	17	31%	(19%)
SECURITY	0	0	0	-	-
SELECTION	0	1	4	100%	300%
SUITABILITY	8	6	2	(25%)	(67%)
WORK RELATED	58	36	30	(38%)	(17%)
WORKER COMPENSATION	3	0	2	(100%)	200%
TOTAL	270	232	231		

EMPLOYEE RELATIONS CASE LOAD BY DIVISION

As the *ER Cases by Division* chart shows, the largest number of ER cases (108) was in the Management Division. This is consistent with previous years. The Management Division continues to experience the largest case volume because it is the largest division at the Board and because of the large number of disciplinary matters from one functional area in particular.

Division	ER Cases		
	2010	2011	2012
BDM	23	17	12
BS&R	29	27	23
C&CA	11	13	7
IF	7	5	4
IT	27	20	29
LEGAL	0	0	2
MA	6	6	5
MGT***	128	106	108
OFS	0	0	2
OIG	5	3	2
OSDM*	1	3	-
R&S	11	14	18
RBOPS	9	3	5
RR**	0	3	2
SECY	13	12	12
TOTAL	270	232	231

*OSDM was eliminated on January 1, 2012.
** Residual Retirement Division includes employees on long term disability who will eventually move into retirement
*** The Division of Financial Management (DFM) data is merged with the Management Division. DFM was established in late 2012.

The *Proportion of ER Cases by Division Relative to the Division's Employee Headcount graph* displays that despite the Management Division experiencing the largest number of cases, the Office of the Secretary has the highest case occurrence[3] rate (24 percent) followed by the Management Division (20 percent). Given the smaller population of the Office of the Secretary and the number of cases (12) associated with the division, the high occurrence rate was driven by two employees with complex, multifaceted needs that required case assistance from Employee Relations, representing eight of the 12 cases for 2012.

**Proportion of ER Cases by Division
relative to the Division's Employee Headcount**

■ 2010   ■ 2011   ▨ 2012

	BDM	BS&R	C&CA	IF	IT	LEGAL	MA	MGT	OFS	OIG	OSD	R&S	RBOPS	RR*	SECY
■ 2010	29%	11%	10%	7%	8%	0%	7%	28%	0%	10%	2%	4%	7%	0%	27%
■ 2011	22%	8%	15%	4%	6%	0%	6%	21%	0%	4%	6%	5%	2%	33%	24%
▨ 2012	10%	6%	7%	3%	8%	2%	4%	20%	10%	2%		6%	4%	10%	24%

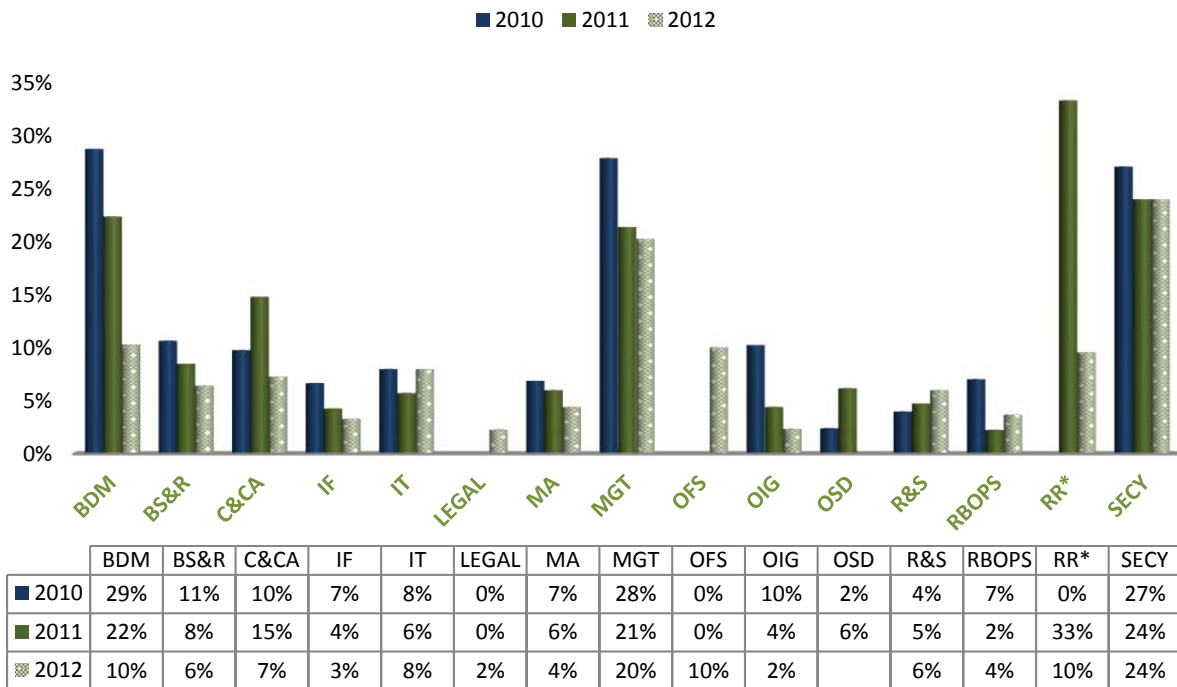[3] The case occurrence rate for each division is the division's total cases divided by the average number of employees.

* Residual Retirement Division includes employees on long term disability who will eventually move into retirement

EMPLOYEE RELATIONS COUNSELING

The *Employee Relations Counseling* chart compares the number of hours spent counseling employees, and the number of sessions conducted in 2010 through 2012.

As the number of counseling sessions increased from 3,781 in 2011 to 4,189 in 2012, the section also experienced a 26 percent increase in the number of total hours spent counseling in 2012. However, the average amount of time spent per session from 2011to 2012 remained relatively steady (slightly less than one hour).

The increase in the number of counseling sessions is due in part to a need for more sessions to resolve the higher number of complex and involved cases. Additionally, the ER staff has been working diligently to ensure both managers and staff are aware of the resources the section provides through outreach efforts to include training offered by the section, involvement in the new employee orientation process, project/team work, and attendance at the Employee Committee meetings.

Employee Relations Counseling

■ Total hours spent counseling   Number of counseling sessions

	2010	2011	2012
Total hours spent counseling	4659	2994	3758
Number of counseling sessions	4317	3781	4189
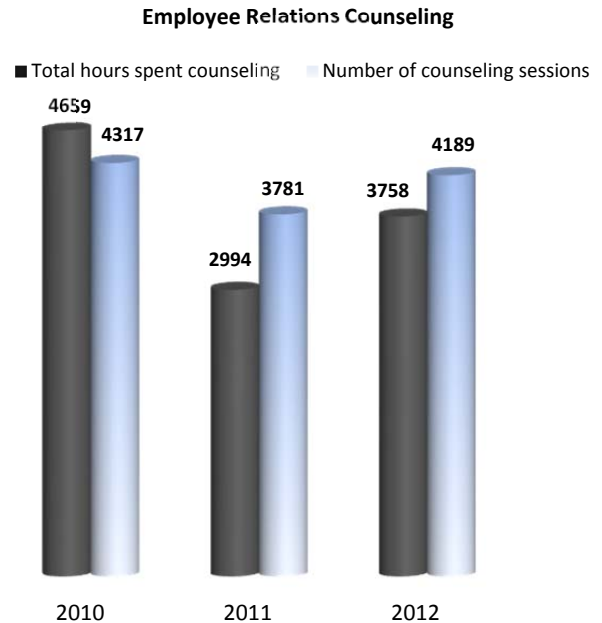
EMPLOYEES' PARTICIPATION IN PREVENTATIVE HEALTH SCREENINGS

The Health Unit continues to offer high quality, preventative health screenings and health promotion programs. The volume of employee participation for preventative health screenings continues to rise from year-to-year, with a 36 percent increase in 2012 over 2011. As shown on the *Employees Participating in Health Screenings by Age Group as a Percent of Total Participants* graph, the 40 to49 years age group has the highest participation rate of 37 percent in 2012.

VOLUME OF EMPLOYEES PARTICIPATING IN PREVENTATIVE HEALTH SCREENINGS
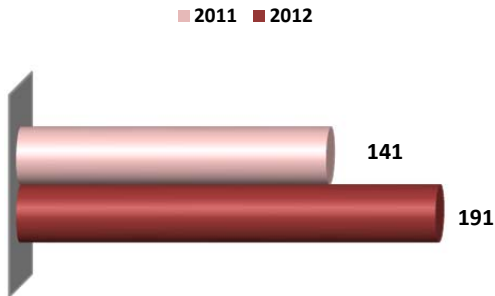
■ 2011   ■ 2012

- 141
- 191

EMPLOYEES PARTICIPATING IN HEALTH SCREENINGS BY AGE GROUP AS A PERCENT OF TOTAL PARTICIPANTS

■ 2011   ■ 2012

Age Group	2011	2012
Age Group 60+ years	20%	24%
Age Group 50-59 years	38%	29%
Age Group 40-49 years	28%	37%
Age Group 35-39 years	14%	10%
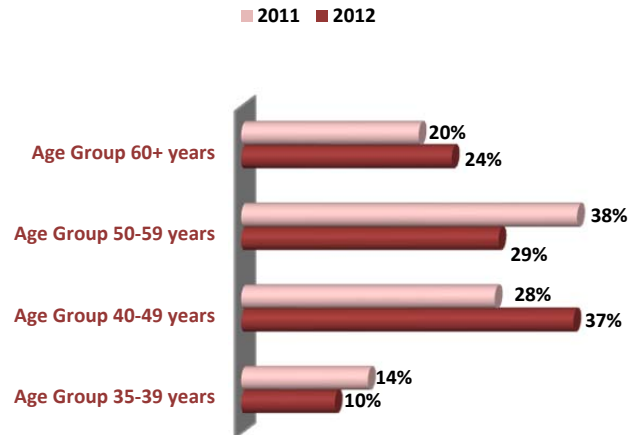
EMPLOYMENT VERIFICATIONS

Among a variety of data, records, and information requests, the HRASO staff process incoming requests for employment verification. These requests are often submitted by mortgage companies or loan brokers.

The *Employment Verification Activity* chart below reflects how requests reached the HRASO staff from 2010 to 2012. HRASO staff processed 653 requests during 2012, up nearly 26 percent from 2011 (continuing a trend from 2010). The number of written requests continued to decrease; however, requests made via phone increased to an all-time high in 2012 (448 requests) and continues to be the leading form of contact each year. The volume of OPM investigator requests remained low by comparison to the other request types.

Employment Verification Activity

■ Written ■ Verbal ■ OPM

Year	Written	Verbal	OPM
2010	198	337	40
2011	155	301	63
2012	151	448	54
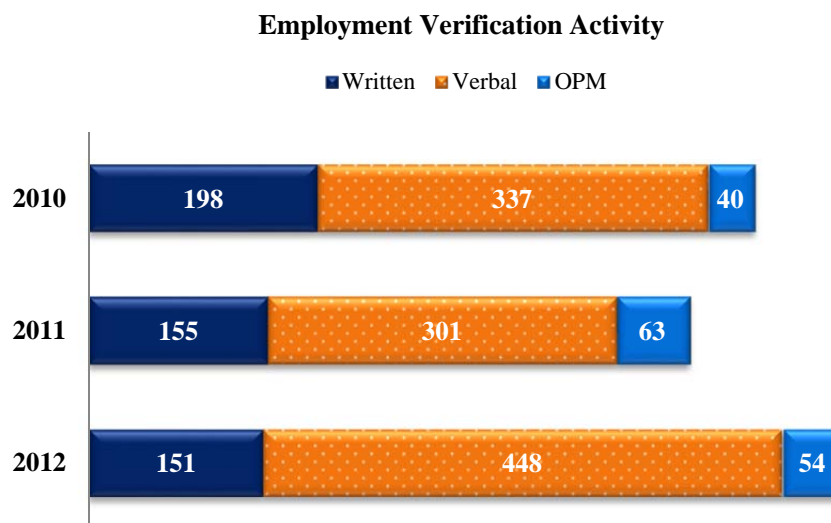
EXECUTIVE COACHING

At the request of the Leading and Managing People (LAMP) workgroup, the OD&L staff conducted a thorough evaluation of the Board's Executive Coaching Program (ECP) that has been in place for four years. Fifty- two Board leaders who received coaching participated in the study that utilized individual interviews, focus groups, and survey questionnaires. The study also collected data from eight "bosses," and 11 coaches.

One hundred percent of the survey group in 2012 stated that the ECP provided "good" or "extraordinary" value. Many participants stated that the ECP was the best executive development they had received and strongly recommended the program for other managers and officers, especially those who might be in transition to a new role.

Quality of Executive Coaching Program

When asked to rate satisfaction with the overall quality of the executive coaching engagement as: 1) Very Satisfied,   2) Somewhat Satisfied, 3) Somewhat Dissatisfied, or 4)Very Dissatisfied; all respondents were satisfied as illustrated in the *Quality of Executive Coaching Program* chart , with 84 percent of all respondents indicating that they were very satisfied, and 16 percent somewhat satisfied.

Quality of Executive Coaching Program

16%
84%

Somewhat Satisfied   Very Satisfied
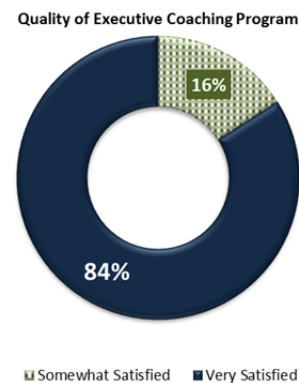
Effectiveness of Executive Coaching Program

As it relates to participant thoughts around the overall efectiveness of the ECP, all respondents were asked to rate overall effectiveness of the executive coaching engagement as: 1) Extremely Effective, 2) Somewhat Effective, 3) Somewhat Ineffective, or 4) Extremely Ineffective; all respondents felt that the ECP is effective as illustrated in the *Overall Effectiveness of Executive Coaching* chart , with 72 percent of all respondents indicating that the program is extremely effective, while 28 percent indicated that the ECP is somewhat effective.

Overall Effectiveness of Executive Coaching Engagement

72%
28%

Somewhat Effective   Extremely Effective
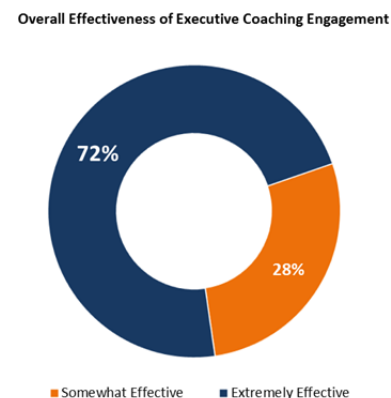
The respondents cited several opportunities to improve the program as well. Respondents suggested making a clear connection between coaching and succession planning, hoped that the program retains its flexibility (start dates, coach selection, etc.), and encouraged the use of more local coaches in order to keep the expenses under control.

HEALTH PROMOTIONS

In 2012, Health Services continued efforts to increase the number of health promotions offered to employees at the Board, which included:

- Breast cancer screenings
- Vision and glaucoma screenings
- On-the-Go fitness programs
- Blood drives
- Healthy heart programs
- Men's Health Day
- Pre-cancer facial Skin screenings
- Preventive health screenings
- Lunch and Learns
- Flu vaccinations

As illustrated in *The Health & Fitness Promotions* graph, participation rates continue to increase year over year. In 2012, 1,983 employees participated in Board Health & Fitness promotions, a 217 percent and 15 percent increase over the participation volumes in 2010 and 2011, respectively.

Health Promotion Participants

	2010	2011	2012
	625	1718	1,983
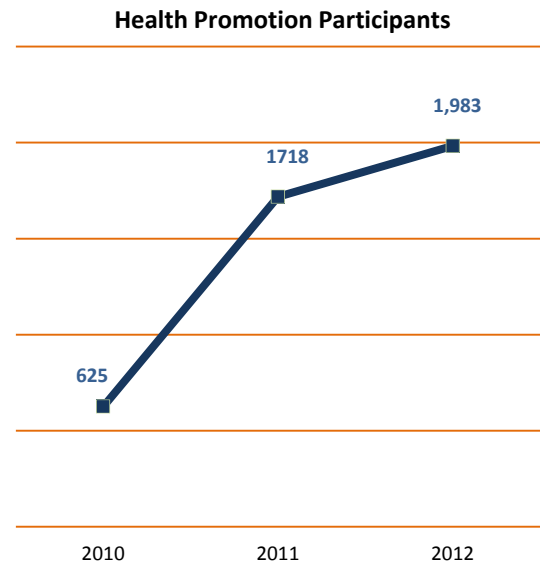
HIRING ACTIVITY

In 2012, Talent Acquisition staff filled 562 positions for the Board and the Office of Inspector General (OIG) compared to 627 in 2011. This 10 percent decline is attributed to a decrease in the number of new positions. (The Board approved 138 new positions for 2012 compared to 166 new positions for 2011). Internal hires filled 31 percent of all jobs filled in 2012, consistent with prior years at 25 percent in 2011 and 31 percent in 2010. As in previous years, the volume of resumes received by Talent Acquisition staff continued to be high. Staff received more than 31,400 resumes in 2012 (compared with more than 35,400 in 2011 and nearly 23,000 in 2010).

External & Internal Hiring Trends
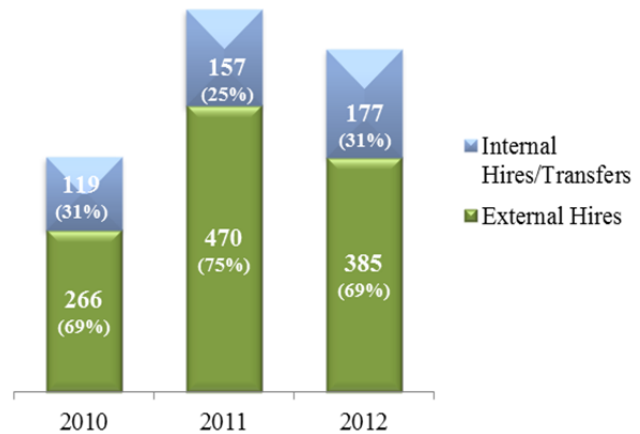
The *Sources of Hires* graph shows a breakdown of the most common sources used to hire external candidates in 2012. (The chart does not include hiring by the economic research divisions[4].) Internet job boards (i.e., Monster, Career Builder, etc.), the Board's Career Opportunities website, and employee referrals are the most productive channels for recruiting, accounting for nearly one-half of successful hires in 2012. Nine percent of new hires transferred from a Reserve Bank, 5 percent were found at career fairs, and four percent were found from a new source, Linked In (referral network).

Sources of Hires: 2012
(Excluding Research Division Hires)

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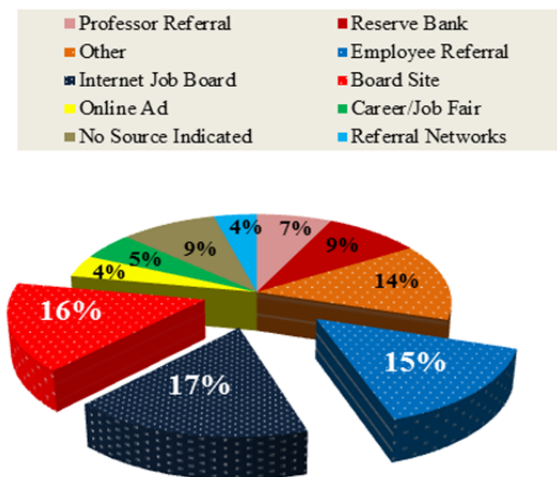
[4] The research divisions generally target specific universities and academic hiring forums.

HR AUTOMATION & INFORMATION SYSTEMS REQUESTS

HR Automation

In 2012, HR in conjunction with the Administrative Systems Automation Program (ASAP) and the Division of Information Technology (IT), successfully implemented three new automation solutions:

Employee Separation Process Automation (ESPA) System In May 2012, HR and IT implemented a new system to replace the paper-based employee separation process. Business areas now receive e-mail notifications to sign off that all Board equipment was returned and to notify payroll to collect any financial obligations owed to the Board for academic assistance repayments, transportation subsidy received but not spent, and other Board benefits.

Benefits Administration (BenAdmin) In October 2012, HR and ASAP implemented an automated system for new employees to enroll in most Board benefit plans (health, dental, and vision insurances, and Flexible Spending Accounts. New hires now complete these forms online in PeopleSoft. Benefits staff monitor the system to check that required approvals are completed before the enrollment deadlines. BenAdmin was implemented for the Open Season enrollment period last November.

Electronic Official Personnel Folder (eOPF) **In** December 2012, HR in conjunction with ASAP, implemented eOPF. eOPF is an E-Government initiative developed for all federal agencies by the Office of Personnel Management to manage and administer the official personnel folder process and to provide employees access to their individual file through a secure Internet connection. Employees now have online access to their eOPF.

HR Information Systems Requests

Over the past three years, as divisions have become increasingly aware of data request, data entry, and data correction services provided by the Human Resources Analytics, System, and Operations (HRSAO) section for various HR information systems, requests for these services have increased nearly 50 percent from 2010 to 2012. Consistent with 2011 trends, in 2012, nearly 30 percent of the HR information systems data requests were related to correcting, deleting, and entering data in PeopleSoft and PeopleFluent.

HR Info Systems Data Requests

■ Ad Hoc data requests ■ Data Entry/Correct/Delete

Year	Data Entry/Correct/Delete	Ad Hoc data requests
2010	220	810
2011	274	708
2012	430	1077
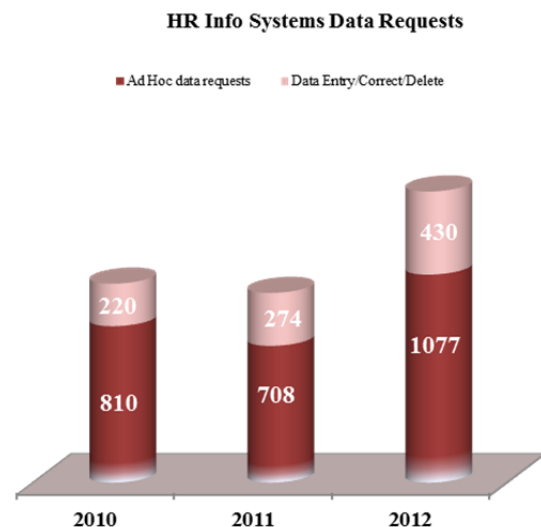
OPEN SEASON ENROLLMENTS

There were no design changes for dental, vision, or health insurance plans from 2011 to 2012, which may have resulted in fewer new open season enrollments in these benefits in 2012. Increases in dependent care flexible spending account (FSA) from 2011 to 2012 may be attributed to more employees in the 22 to 44 age group. Although the health care FSA maximum decreased from $7,500 to $2,500 for 2013, the increases in health care FSA enrollments from 2011 to 2012 may reflect employees using their FSA accounts to lower their overall taxable liability.

Benefits Open Enrollment

■ 2010   ■ 2011   ○ 2012

	Health	Dental	Vision	FSA (HCA)	FSA (DCA)
2010	248	124	129	746	243
2011	247	125	131	732	253
2012	183	104	109	807	292
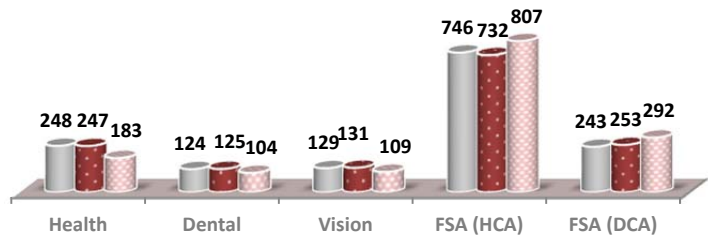
SEPARATIONS AND RETIREMENTS

In 2012, 199 employees left the Board (140 separated, 59 retired), yielding a turnover rate slightly below 7 percent, (consistent with turnover rates experienced in 2011 and 2010[5]). Over the past three years, separating employees indicated in exit interviews that the best part of working at the Board was the people. The most frequent responses received when asked about the least favorite aspect of Board employment were:

- the bureaucracy and number of layers to get work done
- lack of management skills and the recommendation to train managers on how to manage people
- growing workload pressures

Separations

■ Officers ■ Non-Officers

	2010	2011	2012
Non-Officers	130	134	138
Officers	9	6	2

The number of retirements dropped slightly in 2012, compared with 2011, continuing a trend experienced since 2010 with the implementation of retirement plan enhancements. Officer retirements have increased over the past three years (possibly due to an increased retirement benefit for officers and the lack of pay). The number of employees retiring from the Bank plan continues to run slightly higher than Board plan retirements. In 2012, 53 percent of retirements were initiated by employees in the Bank Plan (compared with 57 percent in 2011). Forty-four percent of retirements were initiated by employees in the Board Plan (compared with 40 percent in 2011).

Retirements

■ Officers ■ Non-Officers

	2010	2011	2012
Non-Officers	45	53	41
Officers	7	12	18

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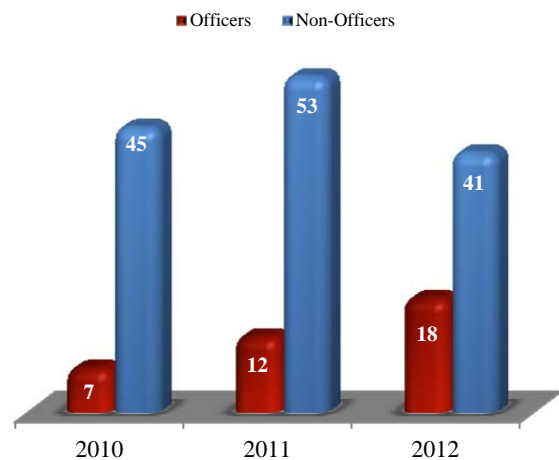
[5] Separation figures and turnover rates, excludes interns and research assistants.

SHARED SERVICES REQUESTS

HR Shared Services Staffing Requests - 2012 YTD Summary

The *HR Shared Services YTD Activity* graph indicates the volume of 2012 Shared Services requests increased in five out of eight categories from last year.

Year-over-year, there is a 16 percent increase in the number of total requests processed.

Appointment Letters and Internal Job Postings account for the most frequently requested activities , 26 and 24 percent of total tasks, respectively.

HR Shared Services YTD Activity
■ 2011 ⦀ 2012
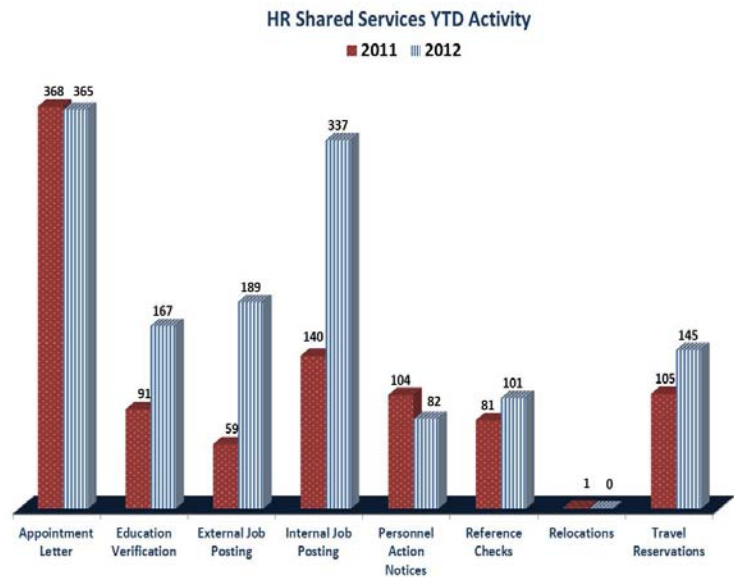
Shared Services Staffing Requests – Error Rate

The *HR Shared Services Staffing Requests - Error Rate* table shows that, based on errors reported by Talent Acquisition team members, the 2012 year-to-date error rate was 0.36 percent. This is below the 2011 year-to-date rate and within the internal service level target rate of 1 percent or less.

HR Shared Services Staffing Requests – Error Rate				
Metric	YTD 2011	YTD 2012	Internal Target	Metric Status
Shared Services Error Rate	1%	.36%	1% or <	■

SHORT-TERM DISABILTY PROGRAM

Although a 4 percent Short-term Disability (STD) incident rate (ratio of claims reported compared to total number of benefit eligible employees) in 2012 is the second lowest since the benefit started in 2008, the Board experienced the second largest number of claims in 2012. This is due to the growth in the total population of the Board from 2010 to 2012, resulting in the number of STD-eligible covered lives increasing by 11 percent during this three-year period.

This is a favorable trend because while the size of the Board population increased, the STD absence rate and the cost of the STD benefit are relatively flat. In addition, Board business areas are handling the increase in claim volume with the same number of staff as a result of a more efficient process for reporting claims, improved plan design, and a better integrated process with HR and Payroll.

Short-Term Disability
Total Claims and Benefit Dollars Paid

■ Total Claims — STD Benefit Dollars Paid

$1,261,788
$1,106,824
$823,231

102
78
95

2010 2011 2012
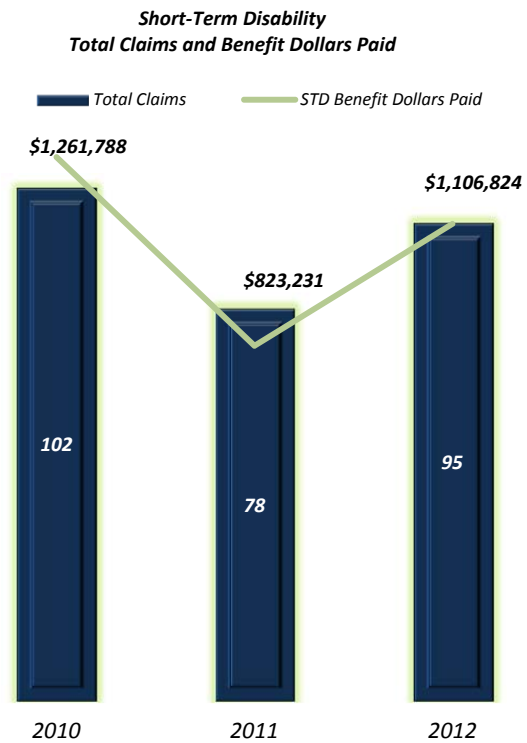
WORKERS' COMPENSATION PROGRAM SUMMARY

Worker's compensation claims increased 36 percent in 2012 compared to 2011. Health Services data indicate that there were 27 injuries in 2012 and16 injuries in 2011. One-hundred sixty workdays were lost due to injury in 2012, as compared with 129 days lost in 2011. Staff in the Law Enforcement Unit experienced a significant number of workplace injuries in 2012. Most workplace injuries result from slips, trips, and falls.

Workers' Compensation: Injuries by Work Area

2010 2011 2012

Work Area	2010	2011	2012
Law Enforcement	5	4	12
Facilities	6	7	5
Regular	8	5	10

Board Personnel

2013 ANNUAL REPORT

HUMAN RESOURCES

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Human Resources (HR) monitors key internal and external workforce trends and focuses on opportunities and efforts to improve HR-related processes and operations that support the Board. Highlights for 2013 include:

- The number of employees increased by 4 percent with a year-end employee headcount of 2,456. As the number of authorized positions slightly declined and the number of new hires outpaced turnover, the percentage of authorized positions unfilled dropped from 11 percent to 7 percent from the beginning of 2013 to year-end.

- Talent Acquisition staff worked closely with divisions to source qualified candidates in 2013, filling 517 positions over the course of the year.

- Two hundred ninety-three new employees joined the Board in 2013. Thirty-eight percent of these new hires were minorities, and females represented 39 percent of the total.

- Nearly one quarter of new hires were referred by current Board employees, and another 20 percent came through the Board's job website. The Board's increased use of social media (LinkedIn and Twitter) brought another 10 percent of new employees to the Board.

- There were 147 separations (excluding interns) and 68 retirements in 2013 compared to 140 and 58, respectively in 2012.

- By the end of 2014, more than 700 employees will be eligible for a full- and/or early-retirement benefit. By 2018, that total will grow to nearly 1,100 (44 percent) of the Board's current workforce.

- While the overall annual turnover rate of 4.5 percent (excluding interns, research assistants, and retirements) remained low, the turnover rate for staff employed for less than two years climbed from 5.9 percent in 2012 to 8.5 percent in 2013. Increased turnover rates in three job families (Financial/Business Analyst, IT Professional, and Auditor) attributed to this 2.6 percent jump.

- There was a wide gap between the turnover and hire rates for the Financial/Business Analyst job family. Financial/business analysts made up only 19 percent of new hires over the last two years, but represented 34 percent of the employees who separated within the first two years of employment.

- Separating employees indicated that colleagues, benefits, and work schedules were the most favorable aspects of working at the Board. Conversely, exiting employees indicated that management, type of work, and compensation were the least favorable aspects of working at the Board.

- During exit interviews, many separating employees mentioned that they were frustrated with the work processes at the Board, such as having several layers of review of work and not being able to make decisions at lower-levels of the organization.

- In 2013, 2,175 employees participated in Board health and fitness promotions, a 21 percent and 10 percent increase over the participation levels in 2011 and 2012, respectively.

- The Board's Organizational Development and Learning (OD&L) section is working closely with senior leadership to implement a more rigorous approach to succession planning in an effort to assess the strengths and the development needs of leadership.

- As of December 31, 100 percent ($286,500) of the annual training budget had been allocated to 2013 courses as compared to 71 percent for the same period in 2012. This increase is due to the design and implementation of a full training curriculum in 2013, following the rebidding of OD&L's training contracts in 2012.

- There were 254 Employee Relations (ER) cases in 2013. From 2012 to 2013, the Board saw a 51 percent increase (21) in performance/PMP cases combined, while there was nearly a 40 percent (12) reduction of disciplinary cases during this same period.

- As part of the Strategic HR Automation Initiative, 10 automation projects are underway in 2014, with 80 percent (8) of these projects on track for completion by targeted implementation dates. The Oracle HR Analytics Business Intelligence (BI) Tool (Phase I) is projected to be implemented by August 2014, while the new HR Customer Relationship Management (CRM) tool will be in place before year-end.

ATTRACTING TALENT

Headcount Progression

The number of employees increased by 4 percent with a year-end employee headcount of 2,456. Overall, the Board's authorized position count was reduced by seven in 2013 in support of the Board's cost-reduction effort. As the number of authorized positions declined slightly and the number of new hires outpaced turnover, the percentage of authorized positions unfilled dropped from approximately 11 percent to 7 percent from the beginning of 2013 to year-end.

2013 Board Employee Headcount Progression*
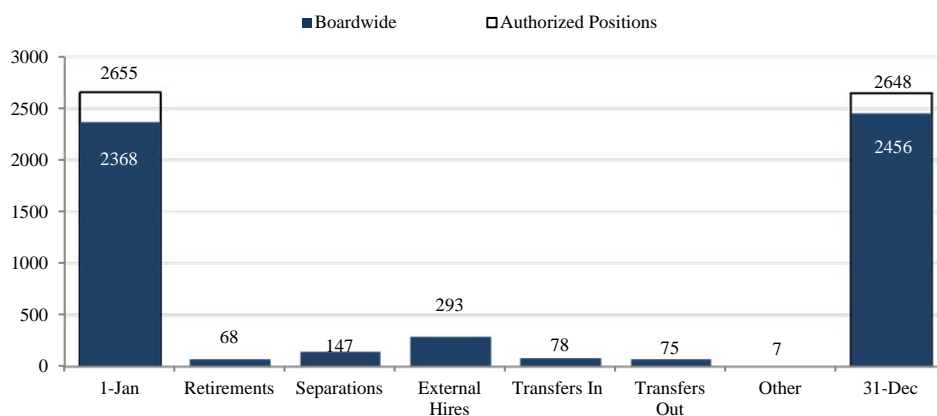
* Authorized positions includes as of:
     12/31/2012: 2,468 for Board Operations and 113 for OIG
     01/01/2013: 2,540 for Board Operations and 115 for OIG
     12/31/2013: 2,533 for Board Operations and 115 for OIG
*3 employees were transferred into headcount: 2 were temp ees miscoded upon transfer to regular positions, 1 transferred from FFIEC into C&CA.
* 7 employees in "Other" category moved from temporary to regular employee status

Positions Filled

Talent Acquisition staff worked closely with divisions to source qualified candidates in 2013, filling 517 positions over the course of the year. Roughly a third of those positions were filled by internal candidates, and the remaining two-thirds brought new, external talent into the Board. The ratio of positions filled with internal and external talent remained relatively steady compared to last year, roughly one-third to two-thirds split, respectively. As many newly created Dodd-Frank related positions were filled in 2012, hiring was down 8 percent from 2012 to 2013 (562 positions were filled in 2012) [1].

Positions Filled
as of 12/31/2013

- External
- Internal

	2012	2013
Internal	177 (31.5%)	174 (33.7%)
External	385 (68.5%)	343 (66.3%)

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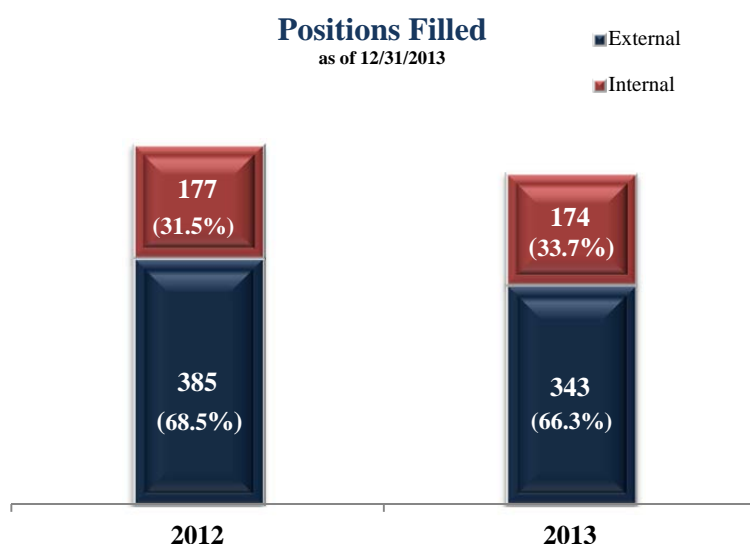
[1] "Positions filled" data reflects a posted vacant position to which a recruiter has extended an offer of employment, the acceptance has been received, and a start date has been established. The research divisions consider economist and research assistant job vacancies filled upon job applicant acceptance—not when a start date is established. "Positions filled" data includes interns and does not include governors.

New Hires[2]

Two hundred ninety-three new employees joined the Board in 2013, down nearly 6 percent from 2012 (311). Talent Acquisition staff continued to work with divisions throughout the year to source and hire a diverse pool of talented candidates for open jobs.

Twenty-one percent (61 employees) of new employees joined the Division of Research and Statistics (R&S) followed by 14 percent (41 employees) for the Division of Information Technology (IT), and 12 percent (36 employees) in the Division of Banking Supervision and Regulation (BS&R).

Thirty-eight percent (111 employees) of all new hires in 2013 were minorities, while females represented 39 percent (113 employees) of hires, and white males represented 42 percent (123 employees) of hires. The Board's hiring trend for minorities was in line with the workforce demographics of DC-MD-VA as minorities make up nearly 35 percent of the workforce. The female hiring rate was below their 48 percent workforce representation within DC-MD-VA.

New Hires by Race & Gender
Jan - Dec 2013
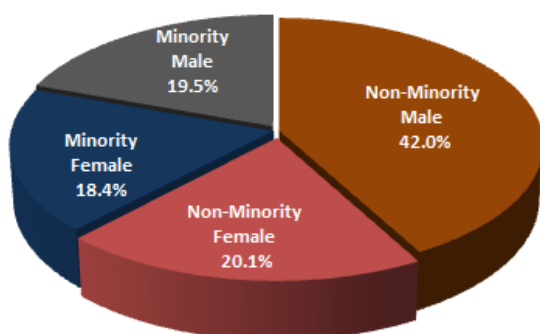
- Minority Male 19.5%
- Non-Minority Male 42.0%
- Minority Female 18.4%
- Non-Minority Female 20.1%

DC-MD-VA Workforce Demographics
Data Source: Table 14 *BLS Geographic Profile of Employment and Unemployment, 2011 (DC, MD, VA State data combined)*
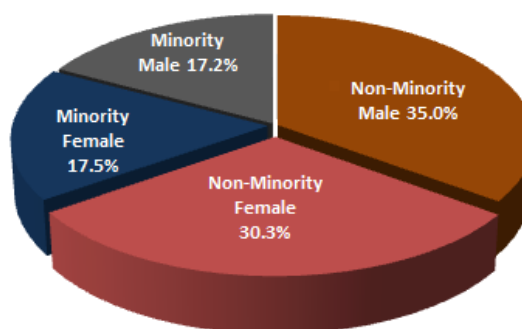
- Minority Male 17.2%
- Non-Minority Male 35.0%
- Minority Female 17.5%
- Non-Minority Female 30.3%

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[2] New hire data does not include interns or temporary employees. A candidate is counted as a new hire on the entrance on duty date.

New Hire Applicant Pipeline (Race)[3]

The *Hiring Conversion Rate by Race* chart illustrates by race what percentage of internal and external candidates that interviewed for a position were actually hired. For interviewees that were hired, those classified as "Two or More Races," "Asian," and "White" led the way with conversions rates of 48, 47, and 41 percent, respectively. Hispanics had the lowest hiring conversion rate of 28 percent.

Hiring Conversion Rate by Race
Jan - Dec 2013

Two or More Races	48%
Asian	47%
White	41%
Amer Indian Alaska Native	33%
Black	33%
Hispanic	28%

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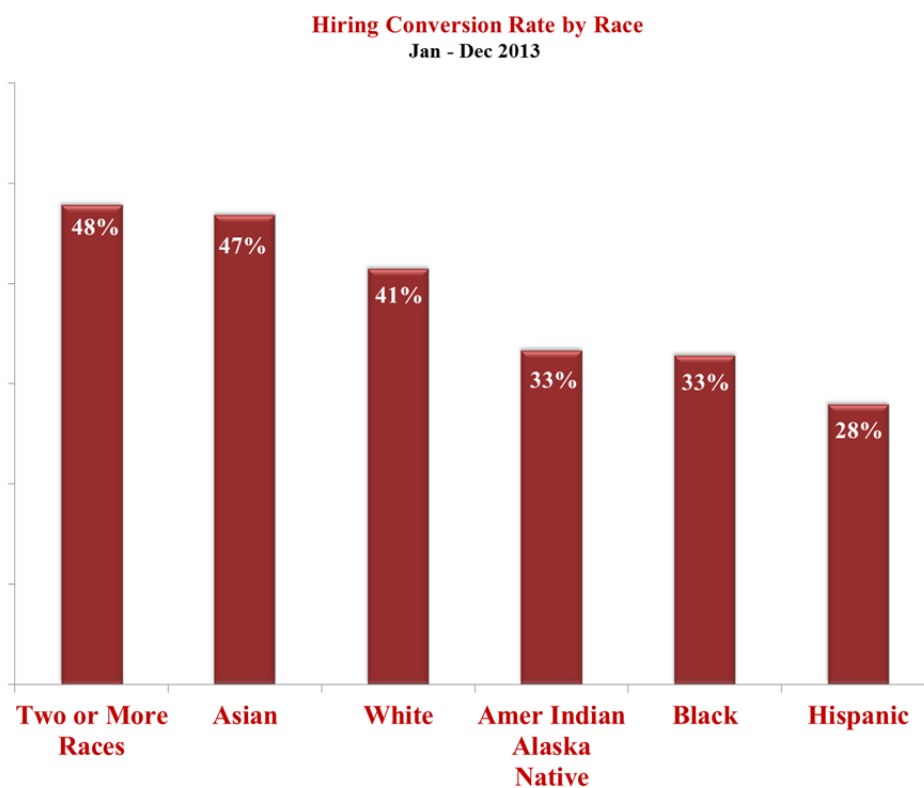
[3] Data represents those applicants who self-identified.

Source of Hires[4]

The *Source of Hires* table shows a breakdown of the most common sources leveraged to hire external candidates in 2013. Roughly one quarter of new hires were referred by current Board employees and another 20 percent were sourced through the Board's job website. Internet job boards (i.e. Monster, Career Builder, etc.) accounted for another 18 percent. Together, these three avenues for sourcing candidates accounted for more than 60 percent of external hires in 2013. College recruiting accounted for another 15 percent of new hires, and social media (LinkedIn and Twitter) brought in another 10 percent.

Source of Hires
(New Hires)
as of Jan - Dec 2013

- Employee Referral — 25.0%
- Board Public Webpage — 20.5%
- Internet Job Board — 17.9%
- College Recruiting — 14.7%
- Social Media — 9.6%
- Contractor Conversion — 7.1%
- Reserve Bank — 3.8%
- Federal Agency — 1.3%

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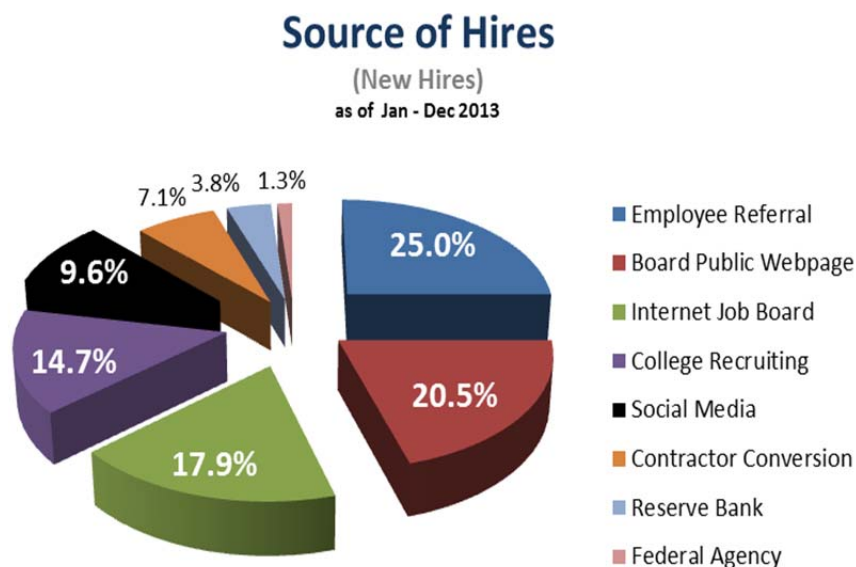
[4] Source of hire data does not include economists or research Assistants

Days-to-Fill[5]

Over the past two years, it took 103 days, on average, to fill a Board vacancy. During the last three quarters of 2013, the average number of days to fill a job declined by 135 days in second quarter to 101 days in fourth quarter as a result of increased staffing levels within the Talent Acquisition section.

Average Days-to-Fill
(quarterly 2012-2013)

Board avg: 103 days

Q1 2012	77
Q2 2012	100
Q3 2012	82
Q4 2012	105
Q1 2013	95
Q2 2013	135
Q3 2013	124
Q4 2013	101
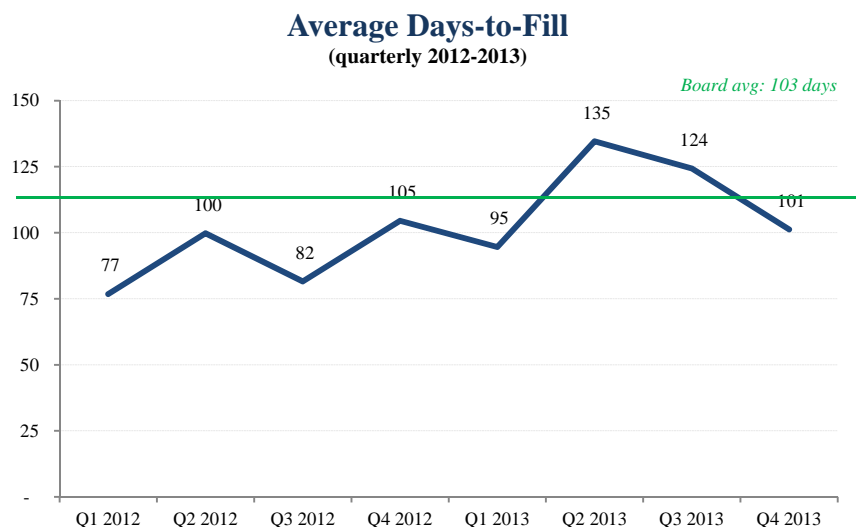
The Board continues to face challenges attracting talented candidates in the Information Technology Professional and Financial/Business Analyst job families. Vacancies in these two job families took longer to fill, on average, than other job families. The Board's continued compensation pressures and the challenge of attracting candidates with specialized regulatory and business analysis skills continues to result in prolonged recruiting efforts for these positions.

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[5] Days-to-fill data does not include economists or research assistants.

RETAINING TALENT

Retirements and Separations

There were 68 retirements and 147 separations (excluding interns) in 2013 compared to 58 and 140, respectively in 2012.

The increased number of retirements in 2013 resulted in heavier workloads for Benefits staff due to the complexities surrounding retirement processing. This trend has continued since 2010 and may be explained by the larger pool of employees becoming eligible to retire and with new opportunities available for some who have unique skills and experiences in an improving economy. In addition, employees continue to express burnout due to the increased workloads and pressures in some key areas. The number of official staff members also increased in 2013. The rationale for their departures are similar to those provided by regular staff and because of the federal pay freeze implemented over the past three years.

Separations
as of December 31, 2013

■ Non Retirement   ◟ Retirements

2012	2013
58	68
140	147
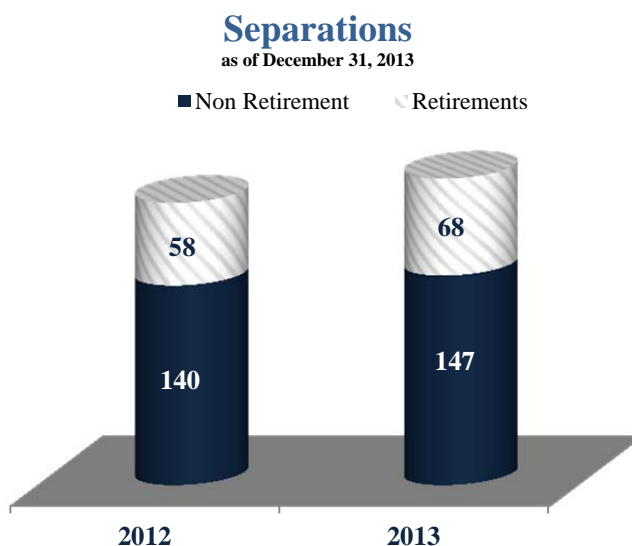
Retirement Eligibility - Boardwide

As the number of retirements increased in 2013, HR leadership projects that this trend will continue. Over the next five years, the number of Board employees that will be eligible for full and/or early retirement benefits will continue to grow. By the end of 2014, more than 700 employees will be eligible to retire with a full and/or early retirement benefit. By 2018, that total will grow to nearly 1,100 employees (44 percent) of the Board's current workforce. HR is currently implementing a strategy around succession planning to address projected retirements.

Retirement Eligibility Dates (as of March 2014)					
	Current - 2014	2015	2016	2017	2018	Grand Total
Early	550	38	39	41	47	715
Full	182	44	38	38	55	357
Grand Total	732	82	77	79	102	1072

Retirement Eligibility - FR 27-29/Officers

By the end of 2014, 17 percent (4 percent-full; 13 percent-early) of the Board's current FR 27-29 staff and officers will be eligible for a full and/or early retirement. By 2018, that number jumps to 27 percent (9 percent-full; 18 percent- early) as almost one-third of the Board's current FR 27-29 staff and officers will be eligible to retire. As part of HR's strategy around succession planning, HR will be working closely with divisions to ensure that there is strength in the senior-level staff and leadership pipelines.
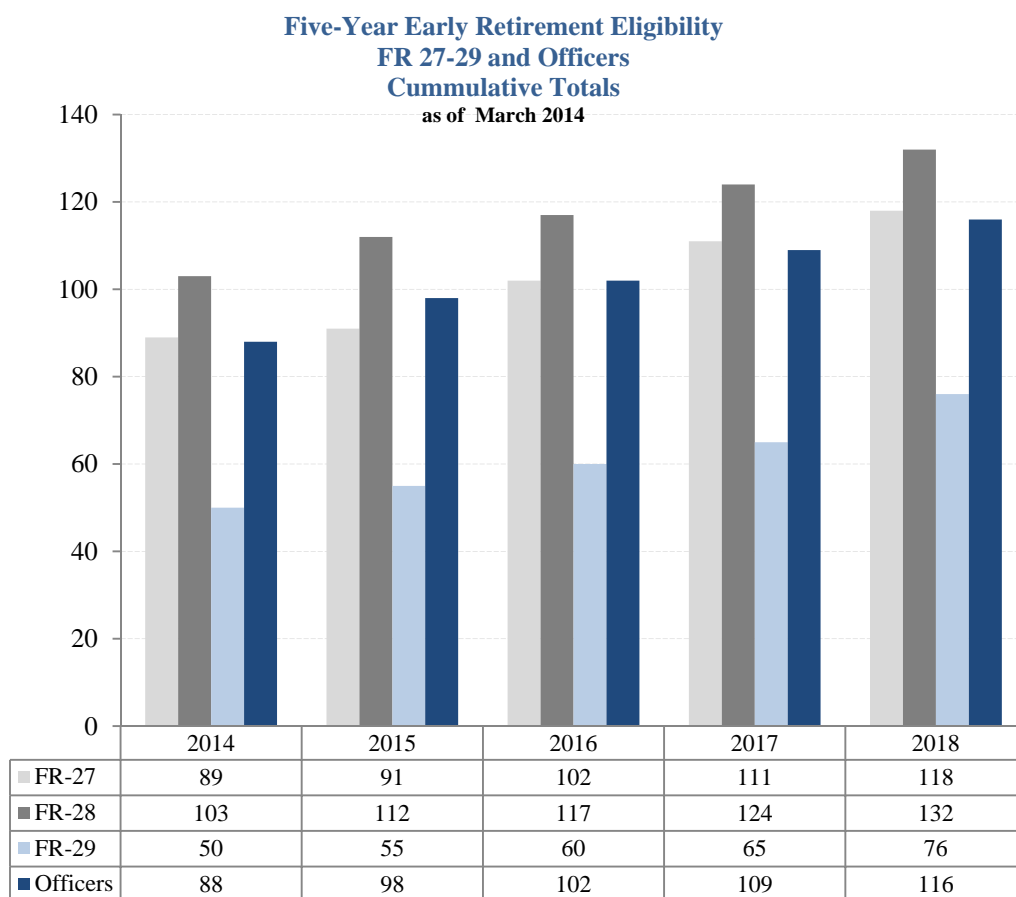
Five-Year Early Retirement Eligibility
FR 27-29 and Officers
Cummulative Totals
as of March 2014

	2014	2015	2016	2017	2018
FR-27	89	91	102	111	118
FR-28	103	112	117	124	132
FR-29	50	55	60	65	76
Officers	88	98	102	109	116

*Employees under the Bank Plan are eligible to retire with a reduced pension at age 50 with 5 years of service (if hired prior to January 1, 2009) or age 55 with 5 years of service (if hired after January 1, 2009). Board Plan and CSRS employees are eligible to retire at age 55 with 30 years; age 60 with 20 years; or age 62 with 5 years only.

Five-Year Full Retirement Eligibility
FR 27-29 and Officers
Cummulative Totals
as of March 2014
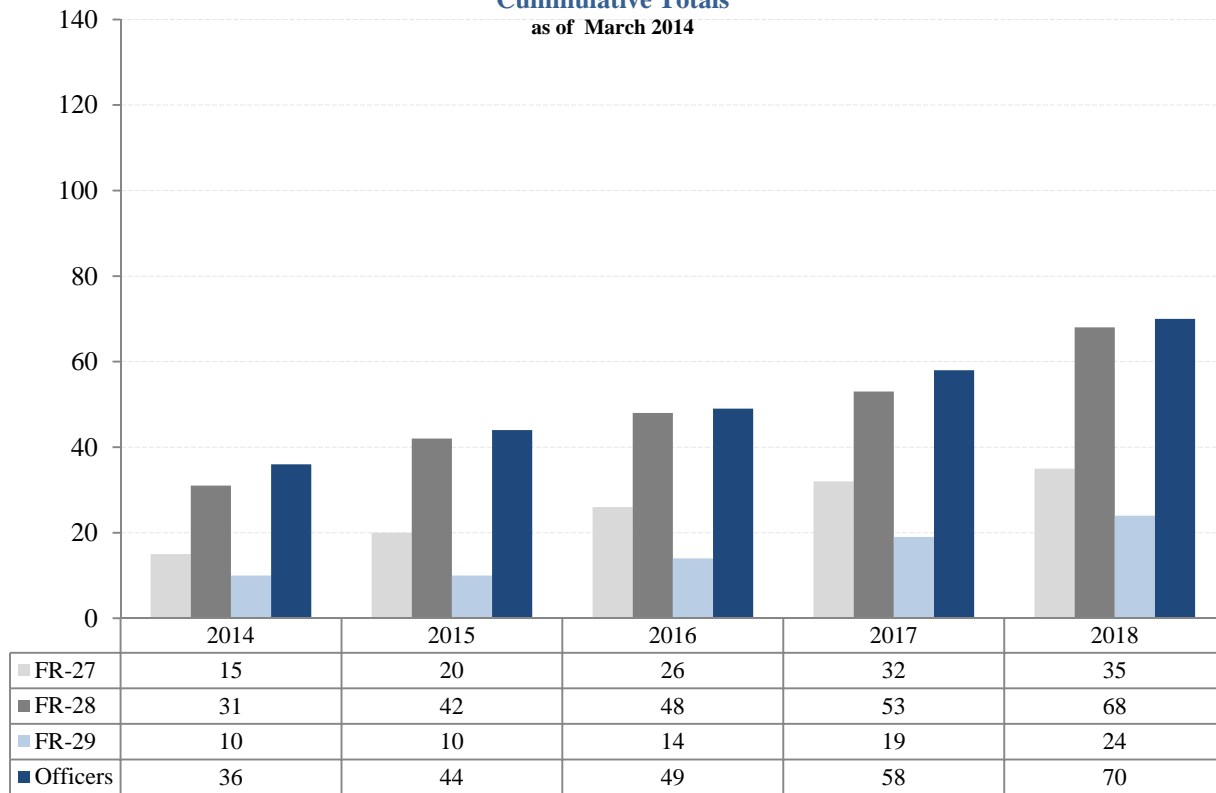
	2014	2015	2016	2017	2018
FR-27	15	20	26	32	35
FR-28	31	42	48	53	68
FR-29	10	10	14	19	24
Officers	36	44	49	58	70

* Employees under the Bank Plan are eligible to retire with a reduced pension at age 50 with 5 years of service (if hired prior to January 1, 2009) or age 55 with 5 years of service (if hired after January 1, 2009). Board Plan and CSRS employees are eligible to retire at age 55 with 30 years; age 60 with 20 years; or age 62 with 5 years only.

Turnover Rates by Tenure

In benchmarking turnover data against similar organizations, the Board's annual turnover rate (excluding interns and research assistants) of 6.6 percent in 2013 was the same rate as reported by the SEC, and the New York Federal Reserve Bank's adjusted rate (excluding downsizing-related turnover) was slightly higher at 8 percent.

The annual turnover rate (excluding interns, research assistants, and retirements) for the Board in 2013 was 4.5 percent compared to the New York Federal Reserve Bank's adjusted annual turnover rate (excluding downsizing related turnover) of 6.4 percent. While the overall annual turnover rate (excluding interns, research assistants, and retirements) remained low, the turnover rate for staff employed at the Board for less than two years climbed from 5.9 percent in 2012 to 8.5 percent in 2013. Turnover for employees in the two- to five-year tenure band decreased from 9 percent in 2012 to 5.7 percent in 2013.

Board Turnover Rates by Tenure
(excluding Interns, Research Assistants, and Retirements)

Board overall: 4.5%

	0-2 years	2-5 years	5-10 years	Over 10 years
2012	5.9%	9.0%	4.3%	1.7%
2013	8.5%	5.7%	4.4%	0.9%
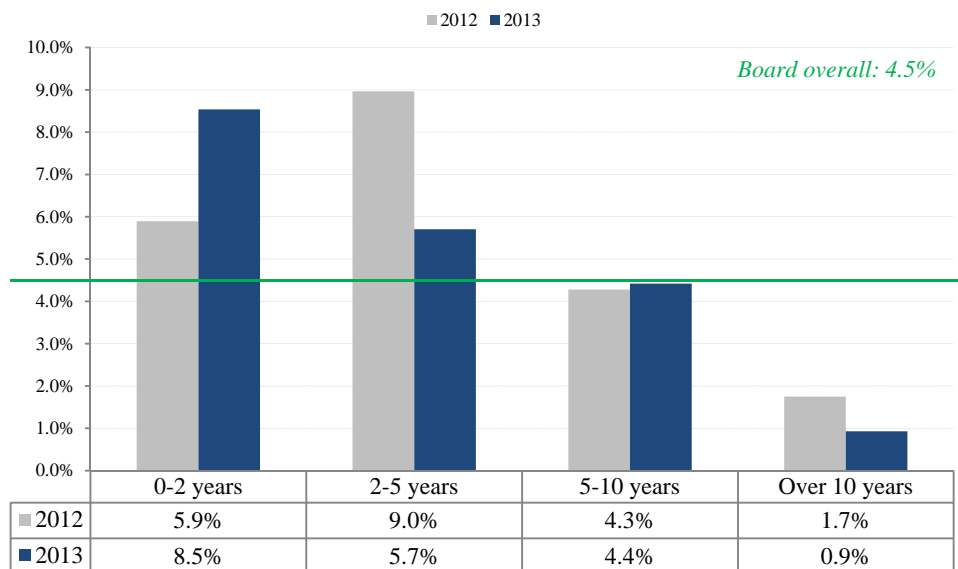
In 2013, approximately 60 percent of employees who left within their first two years of hire were financial/business analysts (34 percent), IT professionals (14 percent), or auditors (11 percent). Exit interview data indicate that job fit, management, and higher paying external job offers were leading factors for the turnover rates within these job families. HR management is developing potential strategies to lower turnover rates within the first two years of employment for these critical job functions. As illustrated below, over the past two years, financial/business analysts, IT professionals, and auditors made up 19, 18, and 4 percent of all new hires, respectively. There was a notable gap in the Financial/Business Analyst job family as financial/business analysts made up only 19 percent of new hires, but represented 34 percent of the employees who separated within the first two years of employment.

Hires Over Last Two Years by Job Family
Jan 2012- Dec 2013

- Financial/Business Analyst 19%
- IT Professional 18%
- Auditor, 4%
- Other 59%

Turnover (0-2 Years Tenure) by Job Family
Jan -Dec 2013

- Financial/Business Analyst 34%
- IT Professional 14%
- Auditor 11%
- Other 41%
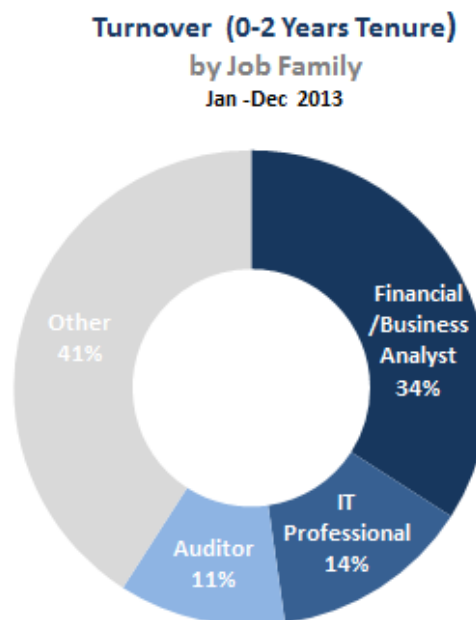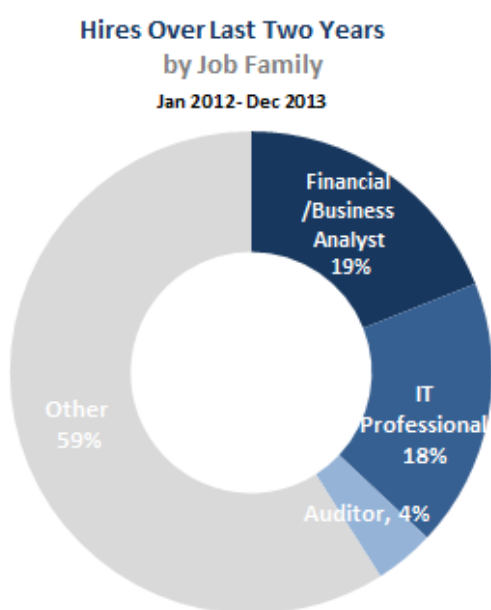
Exit Survey Data

The latest data from employee exit surveys[6] completed during 2013 by non-retiring employees indicated:

- Survey respondents indicated that colleagues (99 percent), benefits (96 percent), and work schedule (90 percent) were the most favorable aspects of working at the Board.

- Conversely, survey respondents indicated that management (32 percent), type of work (20 percent), and compensation (13 percent) were the least favorable aspects of working at the Board.

- Separating employees (96 percent) would recommend the Board as place to work.

- Separating employees (94 percent) would be interested in re-employment at the Board.

2013 Employee Exit Survey Results

■ Liked about the Board   ■ Didn't like about the Board

| Colleagues | Benefits | Work Schedule | Compensation | Type Of Work | Management |

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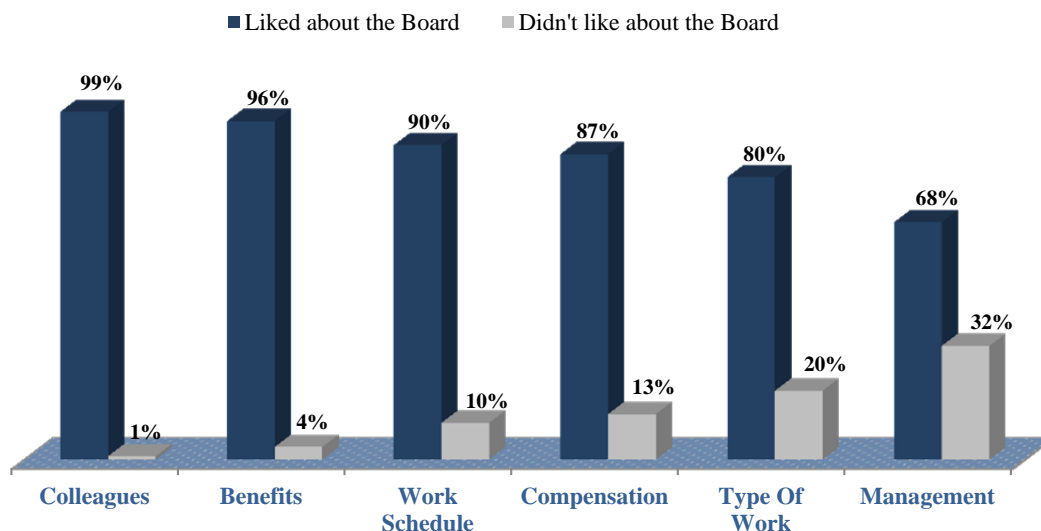
[6] 109 non–retirement separating employees completed the online exit questionnaire in 2013.

Exit Interview Feedback

Employee Relations staff conducted exit interviews with nearly 100 (retirement and non-retirement) employees and noted the following themes across the Board in 2013:

- The top response for what separating employees most liked about working at the Board was their co-workers and colleagues. Separating employees mentioned that the overall friendliness of the people who work at the Board makes it a great place to come to work each day.

- Separating employees also recommended that the Board invest in training for supervisors and managers. Many separating employees were discouraged with management and frequently mentioned that the Board tends to promote or hire supervisors or managers who have technical expertise but do not have a strong skill set to manage employees.

- Separating employees also would like to have more opportunities to telecommute and to work a more flexible schedule for work/life balance.

- Separating employees often mentioned that they were frustrated with the work processes at the Board, such as having several layers of review of work and not being able to make decisions at lower levels of the organization.

Work/Life Balance

In 2012, the Human Resources branch created a new section called Employee Life. This section is focused on enriching employees' career experience, their personal and family lives, and encouraging employees to become a greater part of the community in which they live and work. The programs and initiatives from this section are designed to improve the overall work experience for Board employees and to attract new employees. With this section in place, careful and deliberate attention is being paid to work/life balance for employees.

The number of employees living outside the DC-MD-VA metro area climbed from 0.5 percent in 1993 to approximately 2 percent today. As illustrated below in the *Board Workforce on AWA or Telecommuting* chart, nearly 40 percent of Board employees have formal alternate work arrangement (AWA) schedules, while 22 percent formally telecommute on a periodic or full-time basis.

Percentage of Board Workforce on AWA or Telecommuting
(as a % of division employee count)

Division	AWA Schedule	Telecommuter
BDM	22%	8%
BS&R	47%	23%
C&CA	63%	39%
COO	27%	43%
DFM	73%	71%
IF	29%	12%
IG	53%	15%
IT	53%	38%
Legal	46%	
MA	15%	26%
MGT	31%	14%
OFS	3%	7%
R&S	19%	17%
RBOPS	56%	19%
SECY	72%	18%
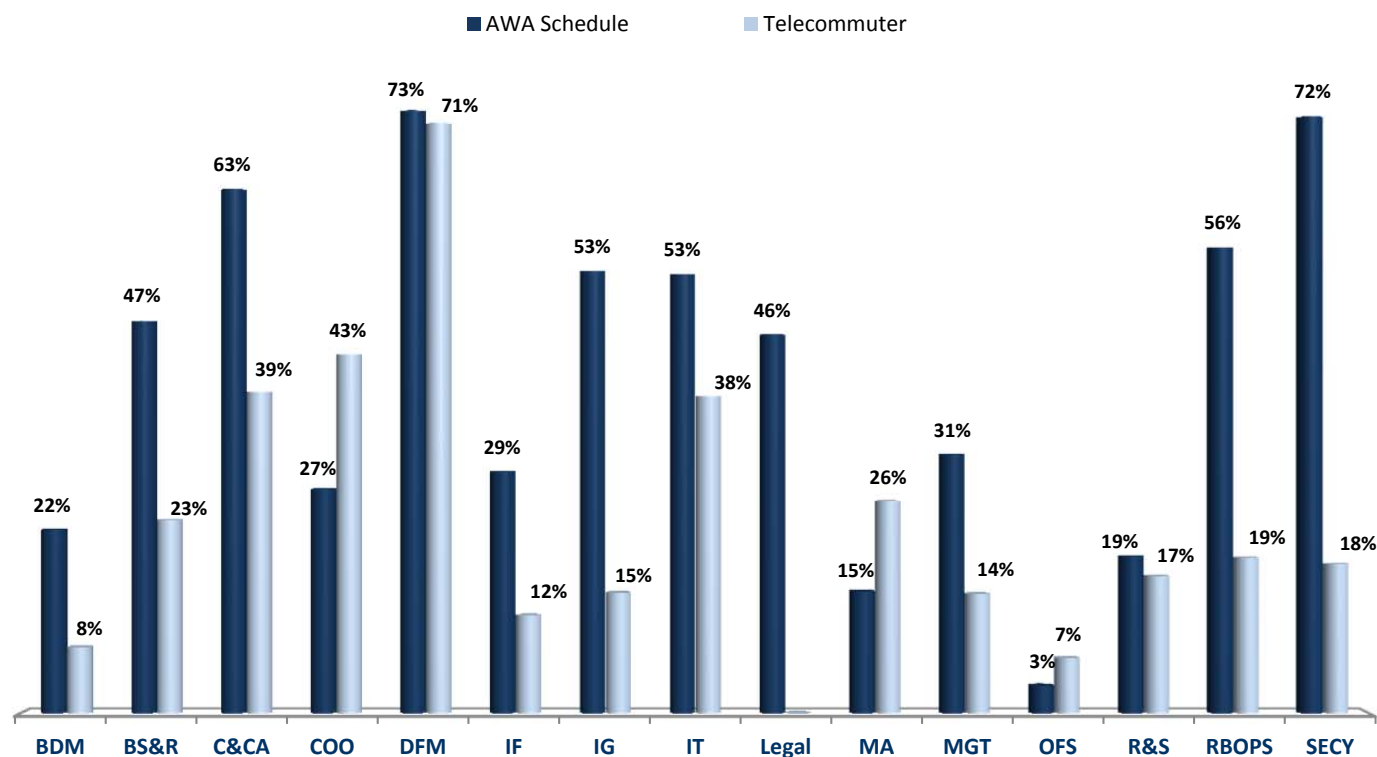
Wellness Initiatives

In 2013, the Board's Employee Life section offered the following services to employees at the Board:

- Meditation sessions
- Massage therapy
- Weight Watchers at work program
- Retirement and career transition services
- Breast cancer screenings
- Vision and glaucoma screenings
- On-the-Go fitness programs
- Blood drives
- Healthy heart programs
- Men's Health Day
- Pre-cancer facial skin screenings
- Preventive health screenings
- Lunch and Learns (i.e. Nutrition,Motivation for Eating, Raise a Money Smart Kid, Business Casual Yoga, and Women's Health Series).
- Flu vaccinations

As illustrated in the *Wellness Initiatives Participation* graph, participation rates continue to increase year over year. In 2013, 2,175 employees participated in Board health and fitness promotions, a 21 percent and 10 percent increase over the participation rates in 2011 and 2012, respectively.

Wellness Initiatives Participation

625 — 2010
1,718 — 2011
1,983 — 2012
2,175 — 2013
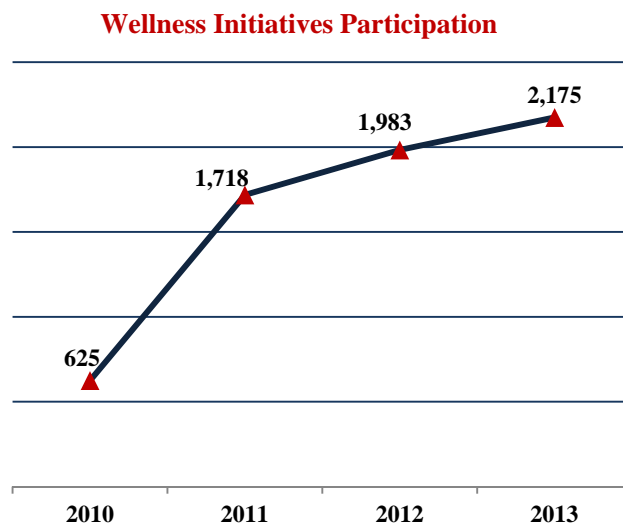
DEVELOPING TALENT

Talent Reviews - Officers

The Board's Organizational Development and Learning section is working closely with senior leadership to implement a more rigorous approach to succession planning to assess the strengths and the development needs of leadership. The staff is conducting talent reviews and working with divisions to formulate a strategy to ensure that a robust pipeline of qualified leaders exists to support the Board's current and future

Division Talent Reviews -Officer Level
as of 12.31.2013

■ Completed   ■ Not Yet Scheduled

64%

36%

requirements. As of December 2013, 36 percent of the Board's divisions had completed talent reviews for officers, while the remaining divisions are scheduled for completion in 2014.
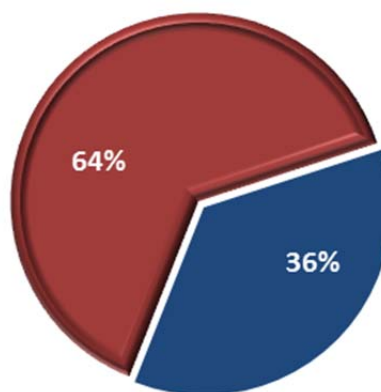
Academic Assistance

Nearly 300 employees participated in the Academic Assistance Program with close to $1.7 million spent (97 percent of the annual budget) through December 31, 2013, up 3 percent over the 2012 academic assistance expense). Increased participation rates in the program coupled with rising education costs drove the 2013 academic expense up over the amount spent in 2012.

2013 Academic Assistance Budget vs. Spend
■ Budgeted Monies not Spent   ■ Budgeted Monies Spent

$ 58,853

97%
$1,676,511
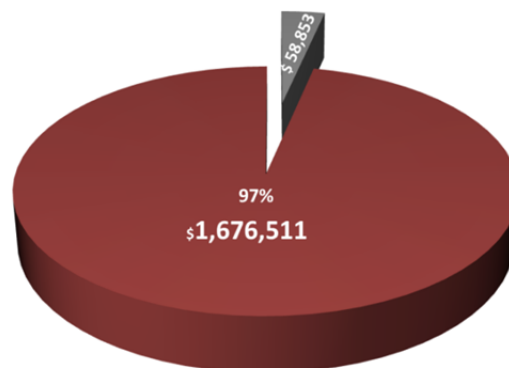
Training & Development

As of December 31, 100 percent ($286,500) of the annual training budget had been allocated to 2013 courses, as compared to 71 percent for the same period in 2012. This increase is due to the design and implementation of a full training curriculum following the rebidding of OD&L's training contracts in 2012. Courses focused on leadership development, including the Manager QuickStart Program and Situational Leadership, writing skills, delivering effective presentations, and improving interpersonal skills. In addition, courses were implemented to support Boardwide change initiatives such as the 3Cs performance management implementation. Even with full utilization of the training budget, OD&L continues to face increasing demand for critical courses, such as the Manager QuickStart.

2012 Training Budget Allocation
as of 12.31.2012
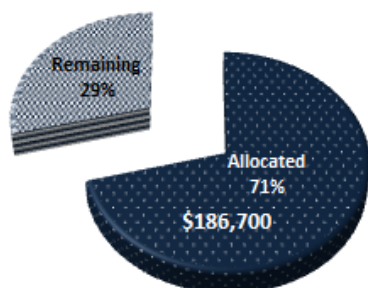
2013 Training Budget Allocation
as of 12.31.2013
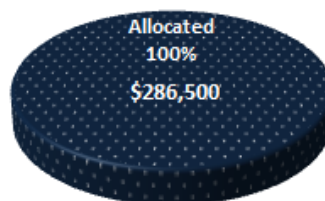
Executive Coaching

Over the past four years, the number of officers participating in the Board's Executive Coaching Program increased. (46 participants in 2010 to 90 participants in 2013. (43 percent of participants were officers). This increase was driven by increased awareness of the program and additional funding provided to support it.

Executive Coaching Usage
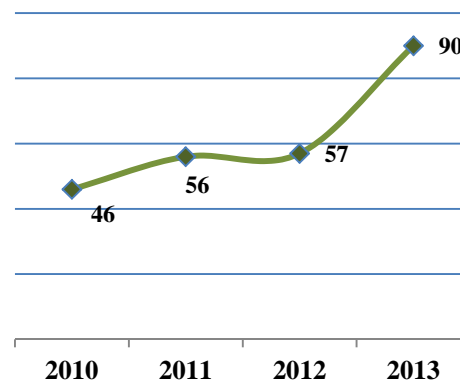
HR OPERATIONAL EFFICIENCY & EFFECTIVENESS

Benefits Hotline Call Trends

In February 2013, HR implemented a new phone coverage model and enhanced supporting processes and reporting capabilities for the Benefits Hotline. Since these new changes were implemented, both the percentage of abandoned calls and calls sent to voice mail dropped significantly. As illustrated in the *2013 Benefits Hotline Call Trends* chart, the number of calls sent to voice mail in 2013 declined from 49 percent in January to 12 percent in December, while the percentage of abandoned calls dropped from 32 percent to 10 percent. As a result, the customer satisfaction rate for the Benefits Hotline climbed from 83 percent in 2012 to 87 percent in 2013. Customer survey data indicate that improved response times with answering the phone and following up on calls attributed to the increase in customer satisfaction.

2013 Benefits Hotline Call Trends
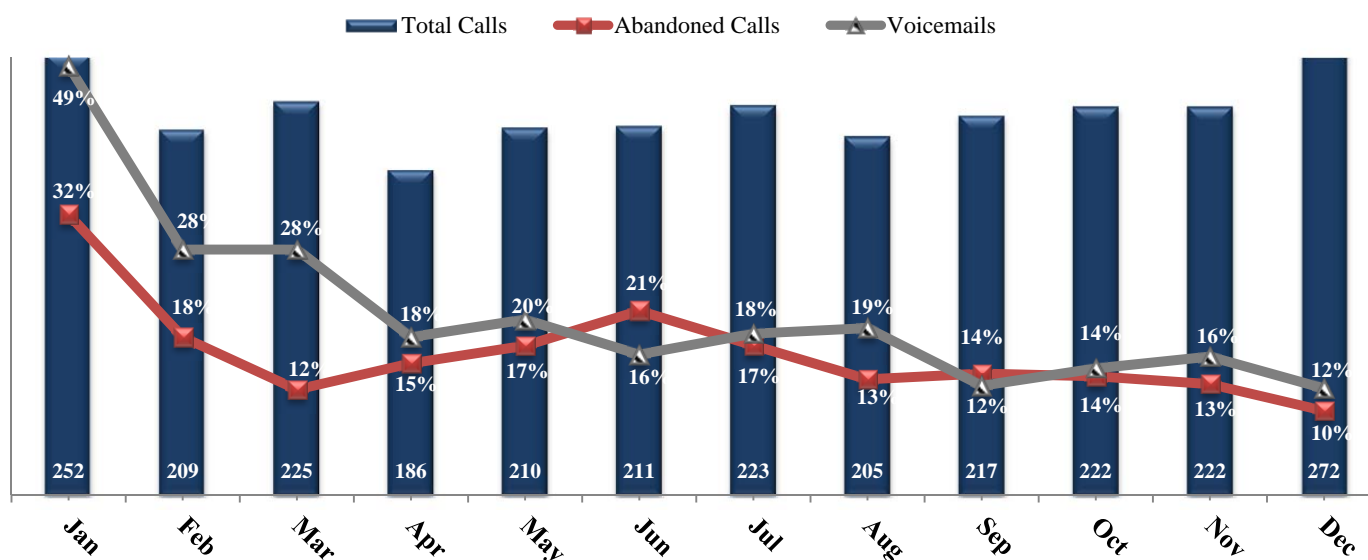
ER Cases by Type

There were 254 Employee Relations (ER) cases in 2013. The largest number of ER cases (97) was in MGT. This is consistent with past years and corresponds with its large employee population and functionally diverse work teams. BS&R, IT, and R&S are the other divisions with relatively large employee populations and had 40, 27, and 23 cases, respectively. As illustrated in the *ER Case by Type* chart, leave cases continue to represent the largest number of cases managed by ER staff. From 2012 to 2013, there was a 23 percent (13) increase in leave cases attributed mainly to a surge in male employees requesting paternity leave and female employee's use of Family Medical Leave Act (FMLA) leave for maternity leave. The Board's recent increased focus on the strategic management of employee performance resulted in a 150 percent (9) increase in adverse action cases from 2012 to 2013.

From 2012 to 2013, the Board saw a 51 percent increase (21) in performance/PMP cases combined. In 2013, ER opened up PMP trainings to all employees, which led to an increase in performance/PMP activity as more staff and managers sought ER for advice.

ER Cases by Type

■ 2011 ■ 2012 ■ 2013

Type	2011	2012	2013
Leave	50	56	69
PMP	29	28	35
Work Related	36	30	32
Performance	15	13	27
REHAB ACT (ADA)	21	17	22
Disciplinary	19	31	19
Adverse Action	4	6	15
Other	33	28	35
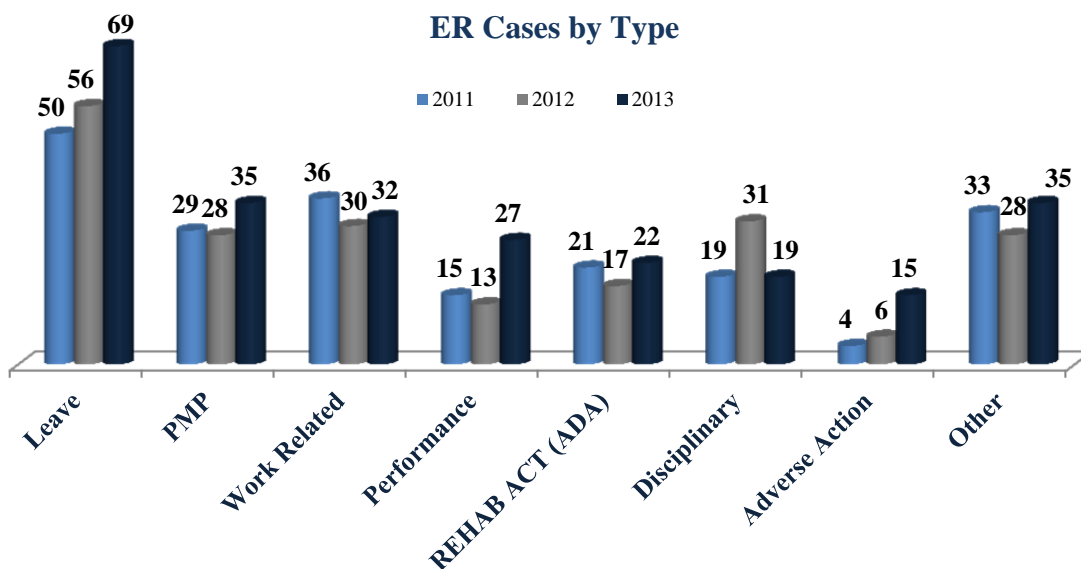
Most notably there was nearly a 40 percent (12) reduction of disciplinary cases from 2012 to 2013. Consistent with previous years, the majority of the disciplinary cases were from one section at the Board. In 2013, ER continued to work closely with this section. With ER's assistance, this section improved communications, standards, and controls, which led to an overall reduction in such cases compared to 2012.

ER Case Rate by Division

As illustrated in the *Proportion of ER Cases by Division Relative to the Division's Employee Headcount* graph below, OSEC (referenced as SECY) has the highest ER case occurrence[7] rate of 26 percent. Given the smaller population of OSEC and the number of cases (13) associated with the division, the high occurrence rate was largely driven by three employees with complex, multi-faceted needs that required ER involvement, and represented 6 of the 13 cases for 2013. For a second year in a row, MGT yielded the second highest rate (24 percent), largely due to the case activity in one section. Board Members (BDM) showed marked improvement over the past two years. The division reduced its proportion of cases by 16 percent, from 22 percent in 2011 to 6 percent in 2013.

**Proportion of ER Cases by Division
Relative to the Division's Employee Headcount**
■ 2011 ■ 2012 ▨ 2013

	BDM	BS&R	C&CA	COO	DFM	IF	IT	LEGAL	MA	MGT	OFS	OIG	OSD	OSEC	R&S	RBOPS
2011	22%	8%	15%	0%	0%	4%	6%	0%	6%	21%	0%	4%	6%	24%	5%	2%
2012	10%	6%	7%	0%	0%	3%	8%	2%	4%	20%	10%	2%	0%	24%	6%	4%
2013	6%	11%	8%	0%	17%	3%	7%	3%	8%	23%	7%	5%	0%	26%	8%	3%

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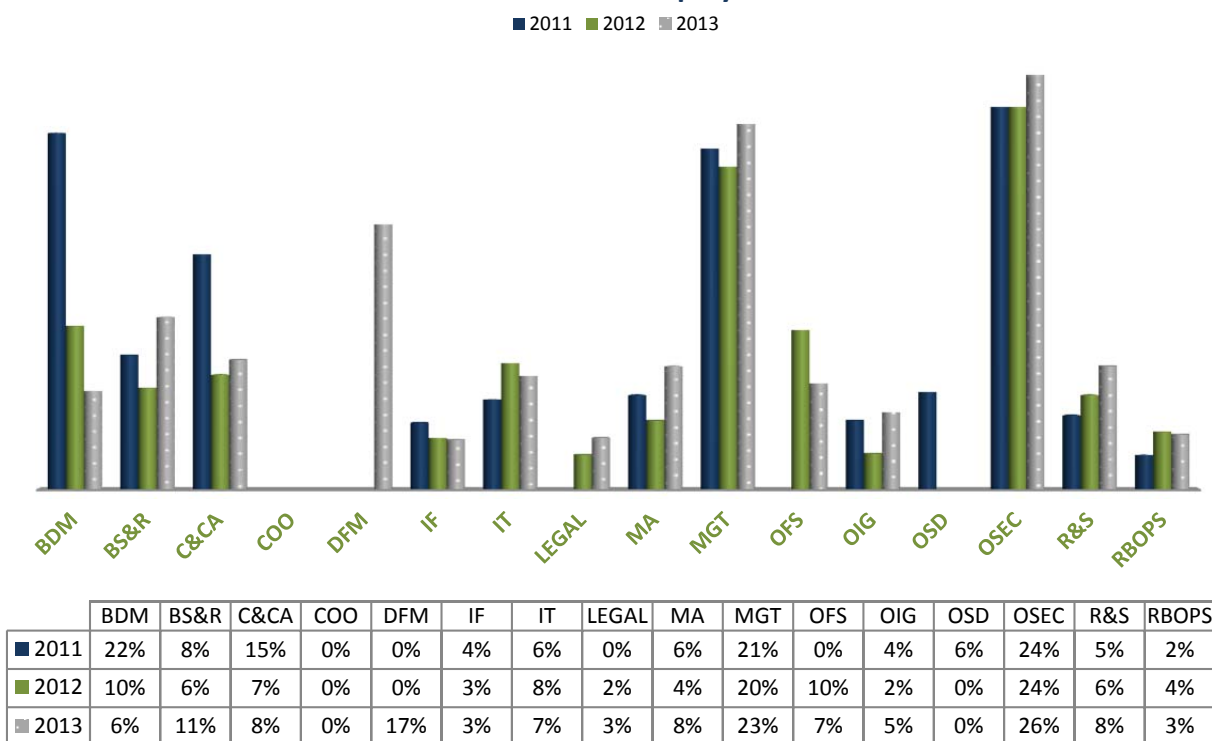
[7] The case occurrence rate for each division is that division's total cases divided by the average number of employees for the period.

Strategic HR Automation Initiative

As part of the 2013 Strategic HR Automation Initiative, HR, in conjunction with the Board's Administrative Systems Automation Program (ASAP) section, will continue with combined efforts to implement automated solutions that will streamline administrative HR-related tasks, increase efficiency, accuracy, and timeliness of data reporting, and improve customer service. As of April 2014, 80 percent (8) of current initiatives are on track for completion by targeted implementation dates. The Oracle HR Analytics Business Intelligence (BI) tool will be implemented by August 2014, and the new HR Customer Relationship Management (CRM) tool will be in place before year-end. There have been some delays with procuring automation solutions (i.e. Performance Management, Candidate Tracking) due to Board technology-related compliance requirements. HR and ASAP are working closely with IT, Procurement, and Legal through these requirements. As a result of IT resource constraints and a shifting of IT supported priorities, the Employee Separation Process Automation (ESPA) system Phase II enhancements may not be rolled out until late summer 2014.

HR Automation Initiatives
As of April 2014

Due Date Status Summary
(Excludes Completed and Cancelled Projects)

- Significant Risk of Delay (1) 10%
- Potential Risk of Delay (1) 10%
- On Track for Timely Completion (8) 80%

Project Status Summary

- Not Started (1) 10%
- In-Process (9) 90%

AUTOMATION INITIATIVES	PROJECT STATUS	TARGET COMPLETION DATE	DUE DATE STATUS
Academic Assistance	In-Process	Q4 2014	■
AWA/Teleworkers Phase III	In-Process	May-14	■
Benefits Administration Phase III	Not Started	Q3 2014	■
Candidate Tracking	In-Process	Q4 2014	■
Compensation/Variable Pay Module	In-Process	Q3 2015	■
Employee Separation Process Automation (ESPA) – Phase II	In-Process	May-14	⌧
eOPF - Phase II	In-Process	Q3 2014	■
HR Analytics and Reporting Tool Phase I	In-Process	Q3 2014	■
HR Customer Relationship Management (CRM) -Help Desk	In-Process	Q4 2014	■
Performance Management	In-Process	Q3 2015	◆

DUE DATE STATUS LEGEND	
Project on track for timely completion	■
Project experiencing issues, potential risk for not completing by target date	◆
Project experiencing major issues, significant risk for not completing by target date	⌧

Page 27

APPENDICES

SECTION SCORECARDS

HUMAN RESOURCES

FOURTH QUARTER 2013

Benefits						
Statistics						
		Q4 2012	Q4 2013	Jan - Dec 2012 YTD	Jan - Dec 2013 YTD	Variance
Attract & Retain	# of active employees enrolled in benefits - Health[1]	-	-	-	2225	-
	# of active employees enrolled in benefits - Dental[1]	-	-	-	2273	-
	# of active employees enrolled in benefits - Vision[1]	-	-	-	1965	-
	# of Retirements	11	18	58	68	10
HR Efficiency & Effectiveness	# of Retiree Death Cases[1]	-	-	12	19	7
	# of Active Death Cases	-	-	3	0	-3
	# of Separations Processed[1]	26	26	141	147	6
	# of New Hires Processed[1]	39	39	311	293	-18

Metrics						
		Q4 2012	Q4 2013	Q4 2013 YTD	Target	Status
HR Efficiency & Effectiveness	Customer Satisfaction Rate- Benefits Counselors (Overall)	80%	82%	88%	90%	◆

[1] Data reporting began in 2013, thus there is no comparable data for 2012 available.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	☒

Future Metrics

% of voluntary benefits utilized
% of calls forwarded from benefits hotline
# of Service credit history requests processed
Average process time per retirement
# of retirement sessions per retirement
and % of retirement eligible employees -by grade, demographics
% of retirement eligible employees who retire
Customer Satisfaction Rate- Benefits services (Overall)
Customer Satisfaction Rate- Retirement support

Compensation

Statistics

	Q4 2012	Q4 2013	Jan - Dec 2012 YTD	Jan - Dec 2013 YTD	Variance
Attract & Retain					
Avg % Salary Increase - Career Ladder	7.5%	7.5%	9.1%	9.1%	0.0%
Avg % Salary Increase - Transfer Promotions	9.3%	16.8%	11.4%	15.9%	4.4%
Number of equity adjustments	0	37	65	664	599
Number of Cash Awards	109	156	391	415	24
Average Cash Award Amount	$ 2,653	$ 2,256	$ 1,555	$ 1,615	$ 60
% of Eligible Staff Receiving Cash Award	5.8%	8.0%	20.7%	21.3%	0.6%
% of Eligible Extraordinary Staff Receiving Cash Award	3.4%	7.3%	16.0%	18.3%	2.3%
% of Eligible Outstanding Staff Receiving Cash Award	4.4%	5.6%	15.0%	17.4%	2.3%
Develop					
Number of Career Ladder Promotions	105	70	400	384	-16
Number of Transfer Promotions	14	18	97	93	-4
HR Efficiency & Effectiveness					
Number of Job Evaluations	1	29	66	84	18

Metrics

	Q4 2012	Q4 2013	Q4 2013 YTD	Target	Status
HR Efficiency & Effectiveness					
Job Evaluation Turnaround Time -Avg days	12.0	6.0	9.4	10	🟩

[1] Data reporting began in 2013, thus there is no comparable data for 2012 available.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Market Pay Metrics
Hot Job Metrics
FIRREA Compensation Comparative Data for:
  - Economists
  - Lawyers
  - Financial/Business Analysts

Employee Life

Statistics

		Q4 2012	Q4 2013	Jan - Dec 2012 YTD	Jan - Dec 2013 YTD	Variance
Attract & Retain	# of Wellness Programs	16	34	53	99	46
	# of Wellness Participants	56	456	1983	2175	192
	Blood born Pathogen training	100%	100%	100%	100%	0%
	% of Board Employees Telecommuting (Periodic or Full time)[1]	16.9%	22.4%	16.9%	22.4%	6%
	% of Board Employees with Alternate Work Arrangement Schedules[1]	43.2%	40.2%	43.2%	40.2%	-3%
HR Efficiency & Effectiveness	# of STD Claims	23	25	95	113	18
	Avg Duration STD Days	-	-	70	65	-5
	STD Claims- Avg Cost per Claim	-	-	$11,651	$11,701	$50
	# of Law Enforcement Recruits	-	96	-	163	-
	# of Emergency Responses	4	9	22	22	0
	# of Law Enforcement Appts	22	20	108	125	17
	# of Law Enforcement Evaluation Visits	78	93	250	392	142
	# of Law Enforcement Contacts[1]	N/A	128	N/A	419	-

Metrics

		Q4 2012	Q4 2013	Q4 2013 YTD	Target	Status
HR Capability	% of Required Staff Trained in BBP (Annual requirement)	100%	100%	100%	100%	🟩
HR Efficiency & Effectiveness	% Of Required Medical Surveillances Completed	100%	100%	100%	100%	🟩

[1.] Data collection began in 2013, thus there is no comparable data for 2012 available.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Customer Satisfaction- Employee Life Programs
Workers Compensation- avg cost per claim
Work Life Balance Participation Rates

Employee Relations					
Statistics					
	Q4 2012	Q4 2013	Jan - Dec 2012 YTD	Jan - Dec 2013 YTD	Variance
Attract & Retain					
% Of Separating Employees- Issues with Compensation [1]	-	-	-	13%	-
% Of Separating Employees- Issues with Management Style [1]	-	-	-	32%	-
% Of Separating Employees- Dissatisfaction with Job Responsibilities [1]	-	-	-	20%	-
% Of Separating Employees- Recommends the Board as a good place to work [1]	-	-	-	96%	-
Develop					
% of Poor Performers Improved	2%	1%	6%	6%	0
Number & % of New hires that do not complete probationary period - Involuntarily [1]	1%	2%	8%	6%	-0.02
Number & % of New Hires (Employed less than 2 Years) Rated Unsatisfactory/Marginal [1]	1%	0%	2%	0%	-0.02
HR Efficiency & Effectiveness					
# of ER Cases	49	52	230	252	22
# of ER Counseling Sessions	1053	954	4194	3574	-620
# of ER Counseling Hours	947	789	3759	3334	-425

Metrics					
	Q4 2012	Q4 2013	Q4 2013 YTD	Target	Status
Attract & Retain					
% of Voluntary Separations with Extraordinary/Outstanding Rating	-	-	40%	< 50%	🟩
Poor Performer Turnover	2%	4%	11%	> 50%	🟩
Develop					
Division Utilization Rate of ER BOA	0%	0%	0%	> 50%	☒

[1] Data reporting began in 2013, thus there is no comparable data for 2012 available.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Customer Satisfaction Rate
ER BOA Satisfaction Rate

Human Resources Analytics, Systems, & Operations (HRASO)

Statistics

		Q4 2012	Q4 2013	Jan - Dec 2012 YTD	Jan - Dec 2013 YTD	Variance
Attract & Retain	# of Staffing Requests Processed	260	462	1,386	1,222	-12%
Develop	# of Academic Assistance Transactions Processed	424	378	1608	1072	-536
Develop	# Of Grade Submissions	258	227	732	683	-7%
HR Efficiency & Effectiveness	# of Query Requests	241	113	872	686	-186
HR Efficiency & Effectiveness	# of PeopleSoft Corrections	50	32	255	137	-118
HR Efficiency & Effectiveness	% of employees using eOPF[1]	-	-	16%	27%	11%
HR Efficiency & Effectiveness	# of Employee Separation Process Automation (ESPA) transactions[1]	42	47	246	304	58
HR Efficiency & Effectiveness	# of Academic Assistance Collection Accts	9	14	54	77	23
HR Efficiency & Effectiveness	$ collected from Academic Assistance Collections Accts	$ 15,269	$ 32,446	$ 132,742	$ 93,745	-$38,997
HR Efficiency & Effectiveness	# of Benefits Hotline Inquires[1]	-	716	-	2654	-
HR Efficiency & Effectiveness	# of Employee Verifications -Verbal	84	31	448	348	-100
HR Efficiency & Effectiveness	# of Employee Verifications- Written	19	17	132	80	-52
HR Efficiency & Effectiveness	# of Employee Verifications - Investigators	14	18	54	91	37

Metrics

		Q4 2012	Q4 2013	Q4 2013 YTD	Target	Status
HR Efficiency & Effectiveness	Benefits Hotline - % of calls sent to voice mail[1]	-	12%	21%	< 20%	◆
HR Efficiency & Effectiveness	Benefits Hotline - Abandoned Call rate[1]	-	14%	16%	< 20%	■
HR Efficiency & Effectiveness	Customer Satisfaction Rate- Hotline (Overall)	90%	85%	87%	90%	◆
HR Efficiency & Effectiveness	Customer Satisfaction Rate- Hotline (Response Time)	84%	81%	85%	90%	◆

[1] Data collection began in 2013, thus there is no comparable data for 2012 available.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Customer Service Satisfaction Rate - HRIS (Overall)
Customer Service Satisfaction Rate - HRIS (Response Time)
ESPA delinquency close-out rate
Board Divisions Utilization Rate - HR Analytics Services
% of Automation Projects completed on target

Organizational Development & Learning (OD & L)

Statistics

		Q4 2012	Q4 2013	Jan - Dec 2012 YTD	Jan - Dec 2013 YTD	Variance
Develop	Executive Coaching Usage Rate[1]	-	-	57	90	33
HR Efficiency & Effectiveness	Academic Assistance Expense	$278,961	$334,154	$1,610,164	$1,676,174	$ 66,010
	Academic Assistance - % of Annual Budget Spent	15%	97%	90%	97%	7%
	Training Expense	$143,500	$110,700	$186,700	$286,500	$ 99,800
	Training Expense - % of Annual Budget Allocated	55%	39%	71%	100%	29%
	OD Consulting Expense	$75,200	$315,500	$288,400	$375,000	$ 86,600
	OD Consulting - % of Annual Budget Allocated	20%	84%	77%	100%	23%
	Executive Coaching Expense	$80,700	$123,400	$197,000	$154,107	$ (42,893)
	Exec Coaching - % of Annual Budget Spent	30%	47%	74%	58%	-16%

Metrics

		Q4 2012	Q4 2013	2013 TOTAL	Target	Status
Attract & Retain	New Hire Orientation Satisfaction Index[1]	-	0%	0%	90%	🟩
Develop	Academic Assistance Usage[1]	-	-	11%	> 7%	🟩
	% of Divisions with Completed Talent Reviews -- Officers[1]	-	7%	36%	25%	🟩

[1.] Data reporting began in 2013, thus there is no comparable data for 2012 available.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	❌

Future Metrics:

Direct learning investment (cost) per employee
% of Employees Completing Instructor-Led Training
% of Employees Utilizing Online Training
Number of OD Intervention Hours-Internal
Number of OD Intervention Hours-External
Executive Coaching Client Satisfaction Rate
OD Intervention Satisfaction Index- Internal
OD Intervention Satisfaction Index- External
Client Satisfaction with Training Program (%) - by course type
Perceived Impact on Job Performance (%) - by course type

Talent Acquisition

Statistics

		Q4 2012	Q4 2013	Jan - Dec 2012 YTD	Jan - Dec 2013 YTD	YTD Variance
Attract & Retain	Positions Filled	76	100	562	517	-45
	Positions Filled Internally (%)	46.1%	36.0%	31.5%	33.7%	2.2%
	% of New Hires - Female Hires	42.9%	33.3%	39.2%	38.6%	-0.6%
	% of New Hires - Minority Hires	54.8%	43.6%	37.6%	37.9%	0.3%
	Number of Sign on Bonuses	55	57	194	182	-12

Metrics

		Q4 2012	Q4 2013	2013 TOTAL	Target	Status
Attract & Retain	Average Time to Fill	101	101	117	90	◆
	Social Media Source of Hire Percentage	_	_	9.6%	10% or >	■

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Source of Hire (LinkedIn, Board Website)
Declined Offer Rates- Compensation Related
Quality Of Hire Satisfaction Rate (Manager & Employee)
% of Relocation Hires staying more than 3 years
Employee Referral Hire Trends

MANAGEMENT DIVISION

2014 UPDATE

HUMAN RESOURCES

MARCH 2015

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Human Resources (HR) monitors key internal and external workforce trends and focuses on opportunities and efforts to improve HR-related processes and operations that support the Board. Highlights for 2014 include:

- In 2014, the number of employees at the Board increased by 4.3 percent, with a-**year-end employee headcount of 2,561**. The Board ended the year with 97 more authorized positions than in 2013.

- **Talent Acquisition staff** worked with divisions to source qualified candidates in 2014, **filling 534 positions.**

- **Three-hundred nineteen employees joined the Board in 2014**. Thirty-four percent of these new hires were minorities, and 39 percent were females.

- More than **28 percent of new hires were referred by current Board employees**, and nearly 17 percent of new hires were found through college recruiting events.

- **Social media**, a relatively new source for recruiting at the Board, **accounts for nearly 9 percent of new hires**.

- There were **148 separations** (excluding interns) and **71 retirements** in 2014, compared to 147 and 68, respectively, during the same period in 2013.

- In 2014, **Bank Plan retirees left, on average three years before full retirement eligibility**. Conversely, **Board Plan and CSRS retirees left five years after they became eligible for full retirement**

- **Ninety-six percent of all Board Plan retirees left after their full retirement eligibility date** and only **26 percent of Bank Plan retirees left having reached their full retirement eligibility date.**

- **By the end of 2015, 195 employees** (7.6 percent of the Board's workforce) **will be eligible to retire with full retirement benefits**, compared to 90 and approximately 3.6 percent, respectively, as of year-end 2014.

- **Nearly 37 percent of the Board's official staff**, 12 percent of employees in grade 27, 19 percent of employees in grade 28, and 22 percent of employees in grade 29 **will be eligible for full retirement by 2020.**

- As of December 31, 2014, the Board's **overall annual turnover rate** (excluding interns, research assistants, and retirements) remains low **at 4.2 percent.**

- **Turnover in the 0 to two-year tenure band was 11.1 percent** in 2014 (the highest of all tenure bands), a decrease of 2 percent from 2013.

- In exit interviews conducted by Employee Relations staff, **separating (non-retiree) employees indicated that their colleagues, work schedules, and benefits were the best part of working at the Board.**

- **Employees retiring from the Board indicated that they liked their benefits, work schedule, and the type of work** they performed the most.

- Both retiring and non-retiring separating employees indicated that **management was the least favorable aspect of working at the Board** (20 percent and 23 percent, respectively). Specifically, these groups of employees recommended that the Board promote supervisors and managers with strong people-management skills in addition to subject-matter expertise.

- Approximately **24 percent of Board employees participate in** part- or full-time **telecommuting.** Nearly **38 percent of Board employees participate in an alternative work arrangement** (AWA), working either a 5-4-9 or 4-10 work schedule.

- The **number of employees participating in the Board's Wellness Programs has increased from 1,983 in 2012** to **2,820 in 2014**.

- In 2014, **3Cs was introduced to the nine remaining divisions**, completing the Board's transition to the new performance management system.

- **11 HR automation initiatives were initiated in 2014**. HR, in conjunction with the Board's Administrative Systems Automation Program (ASAP) function, are working closely to implement automation solutions surrounding customer service support, recruiting, performance management, benefits administration, HR analytics, and other human capital-related activities.

ATTRACTING TALENT

Headcount

In 2014, Board headcount increased by 4.3 percent, with a year-end employee population of 2,561. The Board ended the year with 97 more authorized positions than in 2013. The Board hired 321 new employees during the year, and 219 employees left the Board either by separation or retirement.

2014 Board Employee Headcount Progression*

■ Boardwide   □ Authorized Positions

	1-Jan	Retirements	Separations	External Hires	Transfers In	Transfers Out	31-Dec
Authorized Positions	2648						2745
Boardwide	2456	71	148	321	45	48	2561
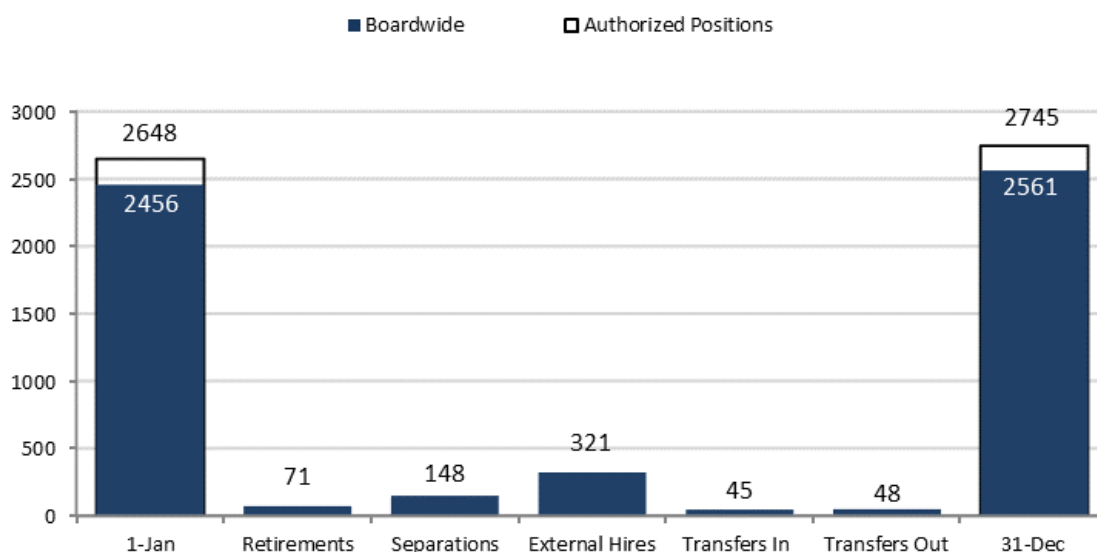
* Authorized positions includes as of:
    12/31/2013: 2,533 for Board Operations and 115 for OIG
    12/31/2014: 2,625 for Board Operations and 120 for OIG

Positions Filled[1].

Talent Acquisition staff continued to work with divisions to source qualified candidates, filling 534 positions last year. Twenty-two percent of those positions were filled by internal candidates, and 78 percent were filled externally. The ratio of positions filled with internal and external talent decreased from the internal hire rate of 34 percent for the same period last year. This decline is attributed to increases in the number of job openings requiring specialized skills.

Positions Filled
(as of December 31, 2014)

■External Hires ■Internal Hires/Transfers

2013: 176 (Internal), 341 (External)
2014: 117 (Internal), 417 (External)
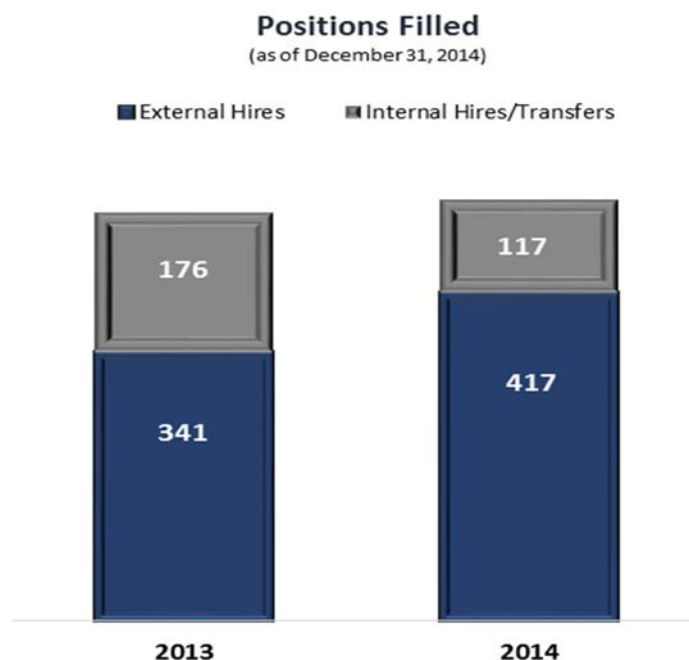
[1] "Positions filled" data reflects a posted vacant position to that a recruiter has extended an offer of employment, the acceptance has been received, and a start date has been determined. The economics divisions consider economist and research assistant job vacancies filled upon job applicant acceptance—not when a start date is determined. "Positions filled" data includes interns and does not include governors.

New Hires[2]

Three-hundred nineteen new employees joined the Board during 2014, up nearly 9 percent from the 293 employees hired in 2013. Banking Supervision & Regulation, Management, and Research & Statistics divisions each hired 47 employees, representing 45 percent of all 2014 hires. International Finance and Information Technology had the next highest number of hires with 30 and 29, respectively.

Thirty-four percent of all employees hired in 2014 were minorities and 66 percent were white. In 2013, these percentages were 38 and 62 percent, respectively. As illustrated in the charts below, the Board's minority new hires, 34 percent, remains consistent with the workforce demographics of companies throughout the metropolitan, Washington, DC area, where minorities account for 35 percent of the workforce.

New Hires by Race & Gender 2014
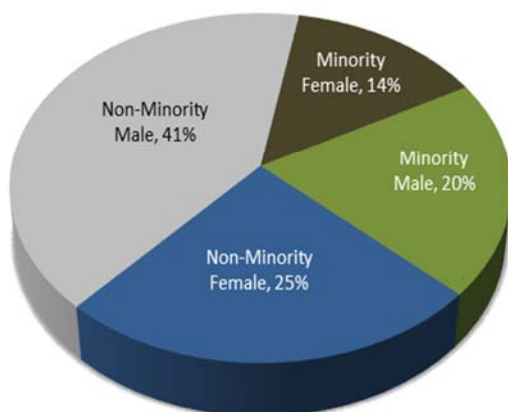
Minority Female, 14%
Non-Minority Male, 41%
Minority Male, 20%
Non-Minority Female, 25%

DC-MD-VA Workforce Demographics
Data Source: Table 14 BLS Geographic Profile of Employment and Unemployment, 2012 (DC, MD, VA State data combined)
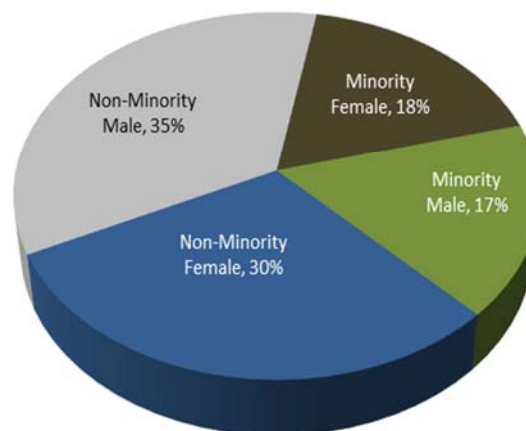
Minority Female, 18%
Non-Minority Male, 35%
Minority Male, 17%
Non-Minority Female, 30%

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[2] New hire data does not include interns or temporary employees. A candidate is counted as a new hire on the entrance on duty date.

New Hire Applicant Pipeline (Race)[3]

The *Hiring Conversion Rate by Race* charts below illustrate by race the percentage of internal and external candidates that interviewed for a position that were actually hired during 2013 and 2014.

In 2014, for interviewees that were hired, those classified as "Two or More Races," "Asian," and "White" led the way with a conversion rate of 50, 39, and 38 percent, respectively. "Black/African American," and "Hispanic/Latino," had the lowest hiring conversion rates of 24 and 19 percent, respectively. The 2014 hiring trend was similar to the trend for 2013.

Due to the larger interviewee pool in 2014, hiring conversion rates in 2014 fell from the rates in 2013 for all race categories, except "Two or More Races" and "American Indian/Alaska Native."

Hiring Conversion Rate by Race
(as of December 31, 2013)

Hiring Conversion Rate by Race
(as of December 31, 2014)

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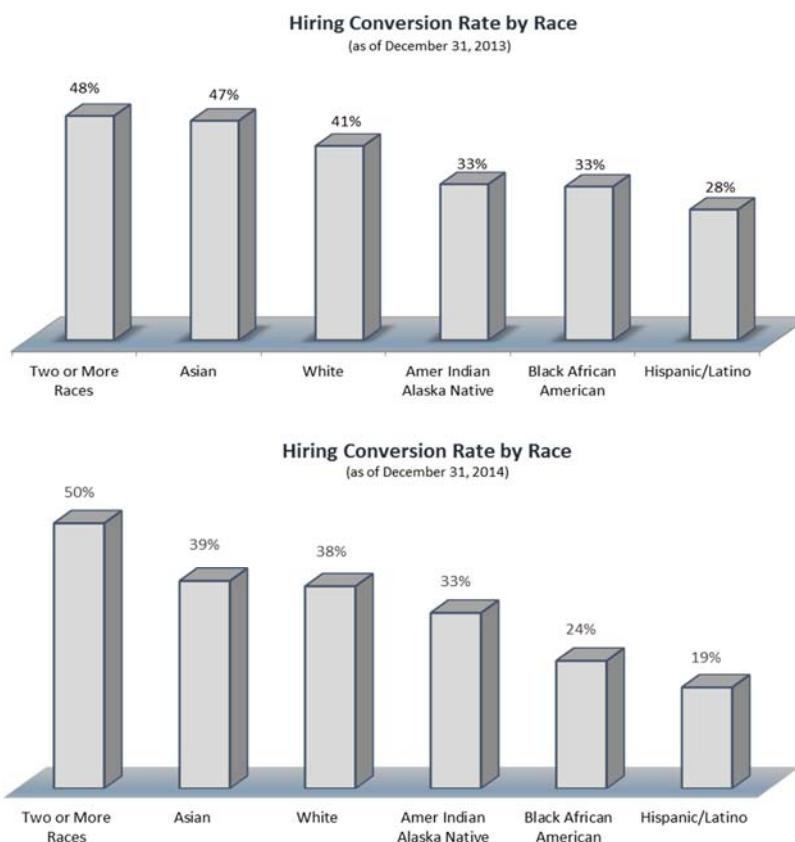
[3] Data represents those applicants who self-identified.

Source of Hires

The *Source New of Hires* charts below show a breakdown of the most common sources used to hire candidates in 2014. Throughout the year, employee referrals continued to be a significant source for new hires. Social media, a relatively new source for recruiting at the Board, currently accounts for nearly 9 percent of hiring. Talent Acquisition anticipates that sourcing candidates through social media outlets, such as LinkedIn and Twitter, will continue to increase as the Board becomes increasingly connected through these professional communities.

Source of New Hires
(Jan - Dec 2014)

- Temp/Contractor 2.1%
- Career Fair 1.1%
- USA Jobs 5.3%
- Employee Referral 28.1%
- Social Media 8.8%
- Internet Job Board 10.2%
- Professional Associations 11.6%
- FRB Careers Page 16.5%
- College Recruiting, 16.5%
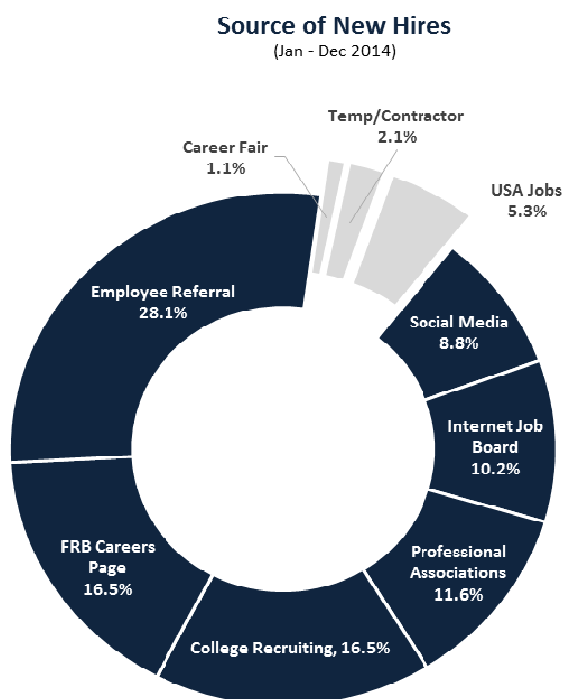
RETAINING TALENT

Board Demographics (FR 27-29, Officers)

From 2004 through 2014, the Board experienced improvements in the percentage of positions in grades 27-29 held by minorities, driven mostly by internal promotions. However, the percentage of minorities holding official-staff positions remained relatively flat over this ten-year period.

Over the past five years, the number of minority males in grades 28 and 29 climbed by 6 and 7 percentage points, respectively, with minority males representing 15 percent of all grade 28 employees and 14 percent of grade 29 employees. The percentage of grade 27 and 28 jobs that were occupied by minority females climbed from 12 percent in 2004 to 20 percent in 2014 for grade 27 and from 7 percent to 15 percent for grade 28. Internal promotions over the last two years for longer tenured minority employees led to this increase in the percentage of minorities that now hold jobs in the 27-29 grade levels.

For grade 29 minority males, 75 percent of these employees in 2014 had been in their job less than two years, while 79 percent had been at the Board for more than five years and 46 percent for more than 10 years. As of December 2014, 52 percent of grade 27 minority females had been in their jobs less than two years, while 68 percent of grade 27 minority females had been at the Board for more than five years and 42 percent for more than 10 years.

FR-27 through Officer
10-year trend

	27			28			29			00		
	2004	2009	2014	2004	2009	2014	2004	2009	2014	2004	2009	2014
Minority - Female	12%	17%	20%	7%	11%	15%	11%	10%	14%	8%	8%	9%
Minority - Male	12%	17%	18%	7%	9%	15%	3%	10%	14%	7%	10%	8%
Non-Minority - Female	34%	28%	24%	32%	30%	27%	33%	33%	27%	27%	28%	28%
Non-Minority - Male	42%	38%	38%	54%	50%	43%	53%	47%	44%	58%	54%	54%
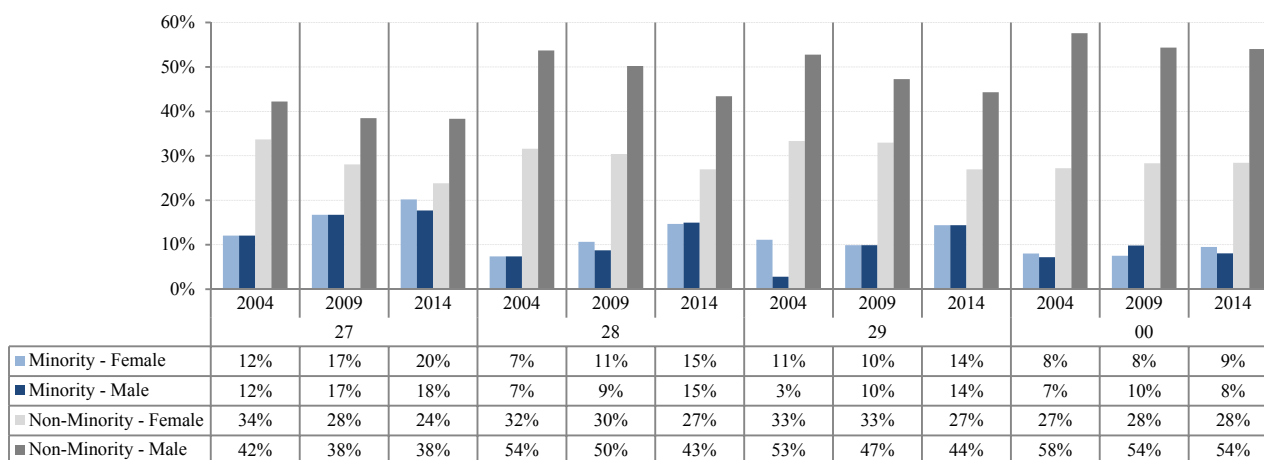
According to OPM's 2013 Recruitment, Engagement, Diversity, and Inclusion (REDI) Strategy Report, 66 percent of Senior Executive Service employees are male and 80 percent are non-minorities. The percentage of male officers at the Board for the years 2004 through 2014 has remained between 60 and 65 percent. For 2014, males represented 62 percent of Board officers.

Officer Population, 2004-2014

■ Male ■ Female

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Female	35%	36%	36%	36%	35%	36%	37%	40%	38%	40%	38%
Male	65%	64%	64%	64%	65%	64%	63%	60%	62%	60%	62%

Officer Population, 2004-2014

■ Non-Minority ■ Minority

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Minority	15%	15%	15%	16%	15%	17%	16%	15%	18%	17%	18%
Non-Minority	85%	85%	85%	84%	85%	83%	84%	85%	82%	83%	82%
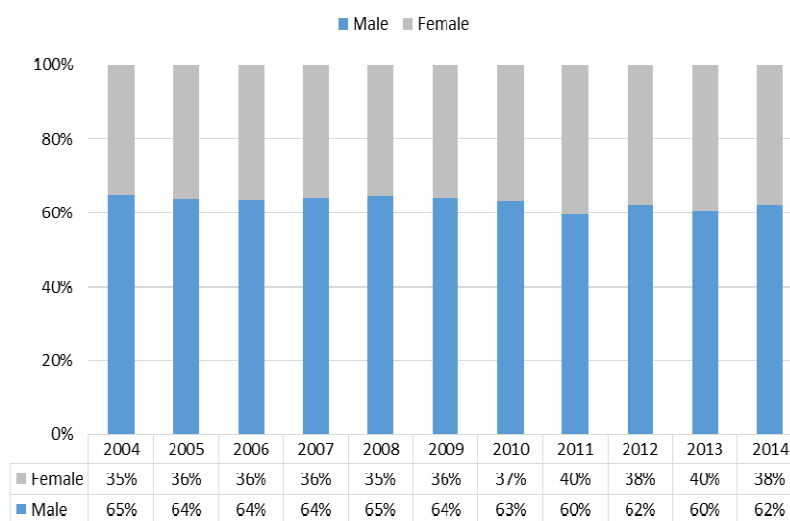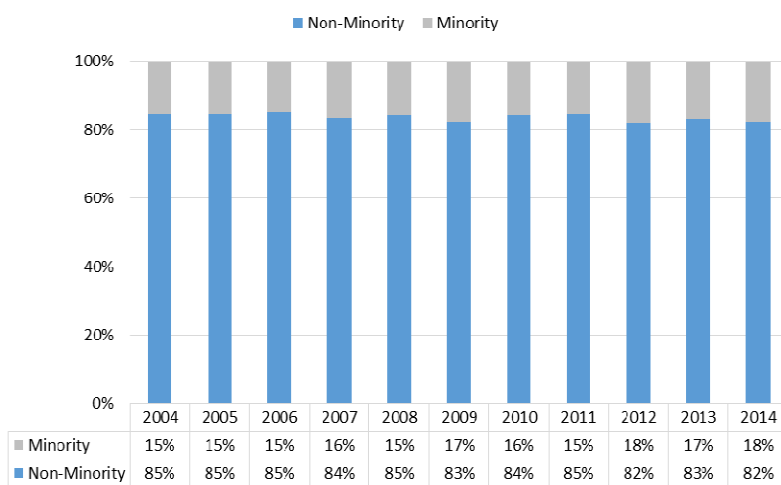
In terms of non-minority representation among the official staff, the Board's percentages for the same time period has ranged from 82 to 85 percent. The percentage of non-minority Board officers was 82 percent in 2014, which is slightly higher than the 2013 federal government's Senior Executive Service employee non-minority representation rate of 80 percent.

Separations[4]

The chart, right, shows the number of retirements and separations that occurred in 2014. The number of non-retirements and retirements for 2014 is approximately the same as it was in 2013. The overall number of employees who left the Board was 215 in 2013 and 219 in 2014.
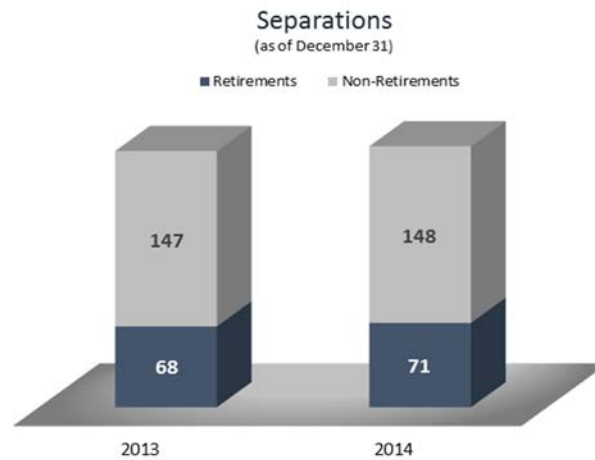
Separations
(as of December 31)

■ Retirements   ■ Non-Retirements

This trend has continued since 2010 and may be explained by the larger pool of employees becoming eligible to retire and with new opportunities available for some who have unique skills and experiences needed in an improving economy. In addition, employees continue to express burnout due to the increased workloads and pressures in some key areas.

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[4] Number of separations, excludes interns

Retirements

The sixty-three employees that retired[5] in 2014 had an average age of 60.8 years and 25 years of service. Under the Bank Plan, thirty-eight employees retired with an average age of 59.7 years with 19.5 years of service, short of the full retirement threshold of age 60 with 30 years of service. The thirty-eight Bank Plan retirees represent fifteen percent of the Bank Plan population eligible for full retirement. Twenty-four employees retired under the Board Plan with an average age of 62.4 years with 33.9 years of services. One employee retired under CSRS at age 61 with nearly 23 years of service.

Bank Plan retirees left, on average three years before full retirement eligibility. Conversely, Board Plan and CSRS retirees left five years after they became eligible for full retirement (represented in the charts below).

Bank Plan: Average Age and Tenure at Retirement

Age | Tenure

	BDM	BS&R	C&CA	COO	DFM	IF	IT	Legal	MA	MGT	OFS	OIG	R&S	RBOPS	SECY
Tenure	22	19	24				22	30	23	15		14	21	25	22
Age	54	60	63				61	63	60	59		59	52	61	62

Board Plan: Average Age and Tenure at Retirement

Age | Tenure

	BDM	BS&R	C&CA	COO	DFM	IF	IT	Legal	MA	MGT	OFS	OIG	R&S	RBOPS	SECY
Tenure	33	34			37		35			32			35	35	
Age	61	63			72		61			65			63	59	
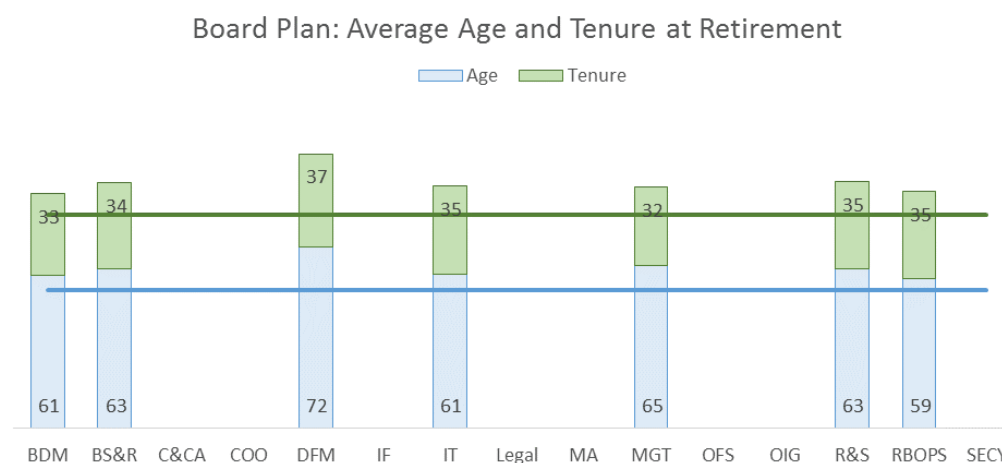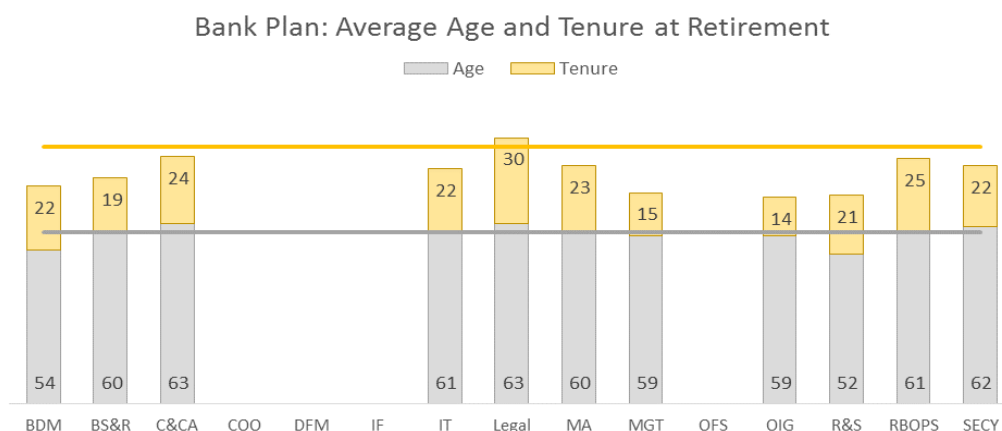
[5] Seventy-one employees retired in 2014. This analysis excludes 7 disability retirements and the retirement of the chairman.

The following chart highlights all retirements for 2014 by Division. Due to the fact that the Board plan employees have no early retirement option, ninety-six percent of all Board Plan retirees left after their full retirement eligibility date. However, Bank plan employees have an early retirement benefit which played a part in 74 percent of Bank Plan retirees separating before reaching their full retirement eligibility date. There were no significant variations amongst Board Plan retirees. However, under the Bank Plan, female retirements occurred, on average, three years later than male retirements with six more years of service (age 61, 23 years vs. age 58, 17 years).

As previously indicated, many retiring employees, including those that are retiring before full retirement, are taking on new opportunities available outside of the Board or have expressed burnout due to the increased workloads and pressures in some key areas.

Years Beyond (Before) Full Retirement Date

× Bank Plan   ● Board Plan
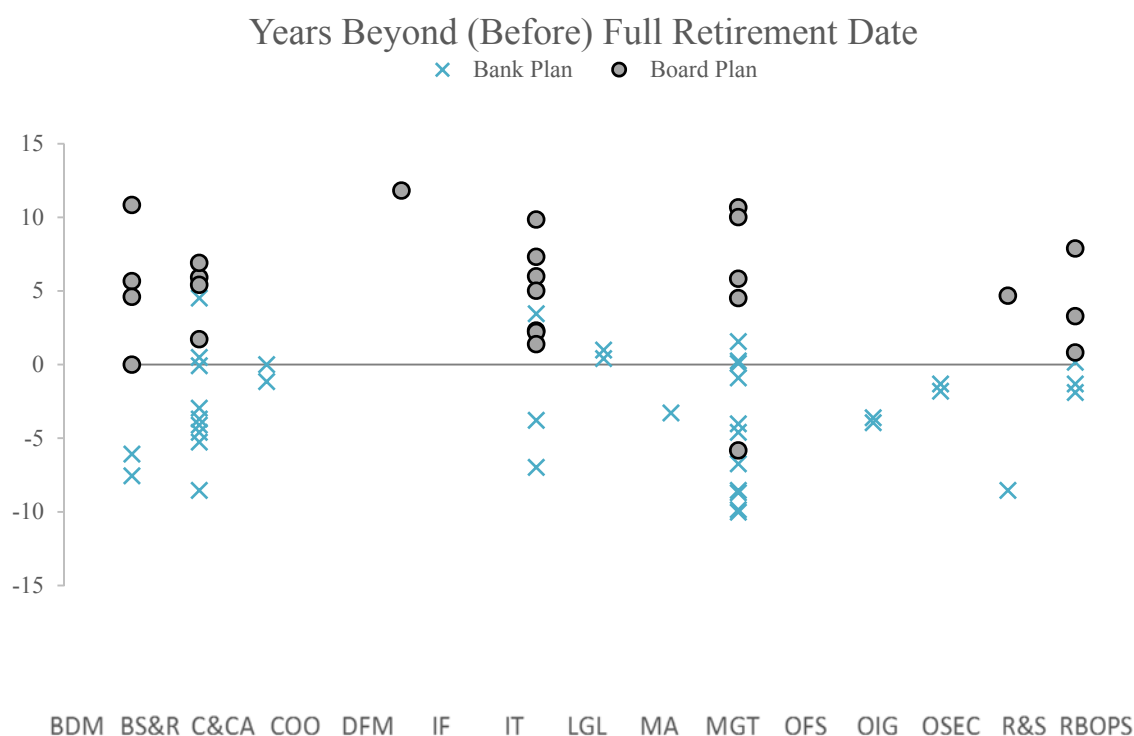
Retirement Eligibility[6]

By year-end 2015, 195 employees (7.6 percent of the Board's workforce) will be eligible to retire with full retirement benefits. By the end of 2020, the total increases to 405 employees (16 percent of the Board). HR is currently implementing a succession planning strategy to address the projected retirements.

Over the next five years, approximately 37 percent of current Board officers (79 of 211) and 16 percent of current employees in grades FR-27 through FR-29 (152 of 942), will become eligible for full retirement. The graph below illustrates, by division, the cumulative percentage of current employees eligible for full retirement by 2020. There is significant risk of losing expertise and institutional knowledge due to retirements, especially among the official staff. The Legal Division is currently at the greatest risk, with 78 percent of the division's current official staff eligible for full retirement by 2020. Five other divisions are at, or are very near, having 50 percent of their current official staff eligible to retire over the next five years.

2015-2020 Full Retirement Eligibility
(percent of grade, cumulative from 2015)

	BDM	BSR	CCA	COO	DFM	IF	IT	LGL	MA	MGT	OFS	OIG	OSEC	R&S	RBOPS
■ Grade 27-29	25%	21%	14%	24%	23%	18%	12%	15%	12%	25%	0%	2%	36%	12%	16%
■ Officers	38%	40%	27%	40%	50%	47%	12%	78%	22%	50%	20%	50%	50%	36%	35%
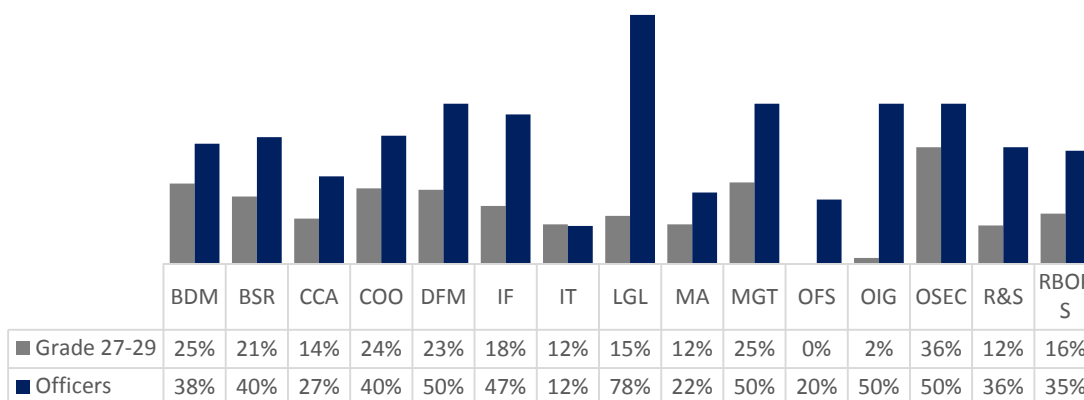
[6] Employees under the Bank Plan are eligible to retire with a reduced pension at age 50 with five years of service (if hired prior to January 1, 2009) or age 55 with five years of service (if hired after January 1, 2009). Full retirement for Bank Plan members applies to those employees who have reached age 60 with 30 years of service; or age 65 with five years of service. Board Plan and CSRS employees are eligible to retire with an unreduced pension at age 55 with 30 years; age 60 with 20 years; or age 62 with five years.

Turnover Rates[7] by Tenure

As of December 31, 2014, the Board's overall annual turnover rate (excluding interns, research assistants, and retirements) remains low at 4.2 percent. Turnover among employees who have worked at the Board for less than two years continues to be the highest of all tenure bands with an 11.1 percent turnover rate in 2014, (down 2 percent from the turnover rate in 2013). Exit interview survey data indicate that management, job fit, and workplace culture were top reasons that employees who worked at the Board for less than two years separated from the Board. This was consistent with exit survey data from employees who left within the first two years of employment in 2013 and 2012.

Board Turnover Rates by Tenure
(excluding Interns, Research Assistants, and Retirements)

■2013 ■2014

Board overall: 4.2%

	0-2 years	2-5 years	5-10 years	Over 10 years
2013	13.1%	4.2%	4.2%	0.8%
2014	11.1%	4.3%	5.4%	0.7%

(Bar data labels: 56, 45, 19, 23, 21, 27, 8, 7)

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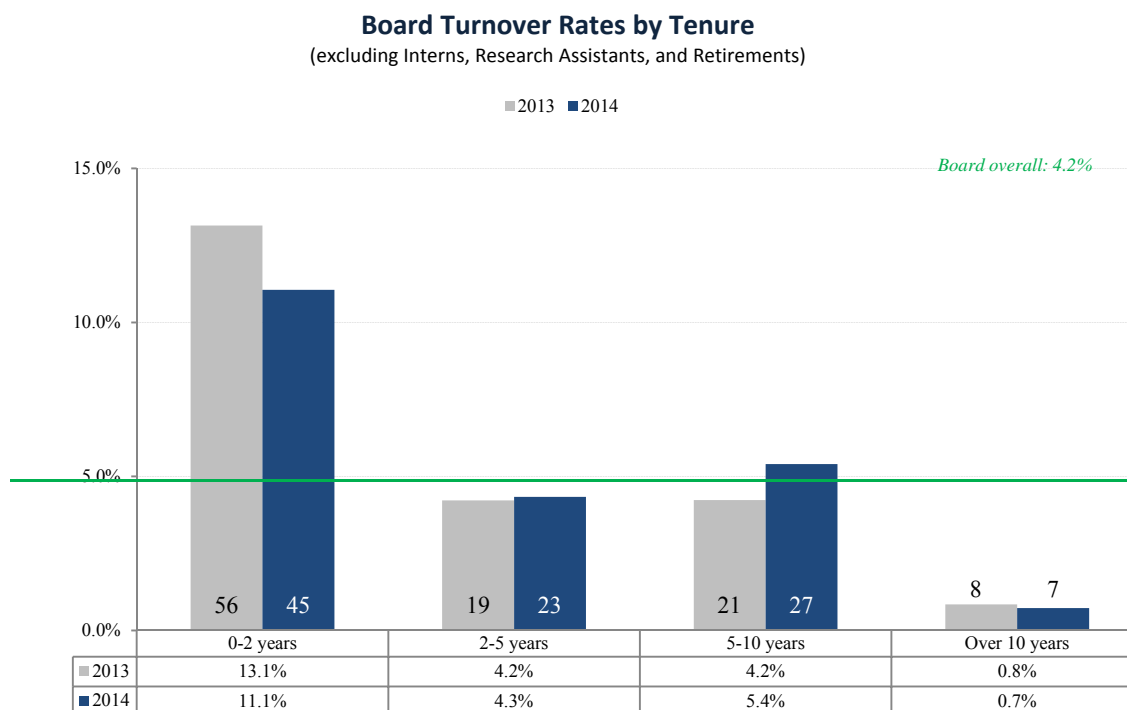
[7] Turnover rates are reported based on a cumulative rolling four quarters

Exit Survey Data

The two charts below show exit survey data for 2014 for both non-retiring and retiring employees who have separated from the Board:

- Non-retiree survey respondents indicated that their colleagues (98 percent), work schedules (98 percent), and the Board's benefits (97 percent), were the most favorable aspects of working at the Board in 2014.

- Both non-retiree employees and retiring employees who separated in 2014 indicated that "management" was the least favorable aspect of working at the Board.

- Eighty-five percent of non-retiring separating employees indicated they liked the type of work they did while employed at the Board, and 100 percent of retirees indicated they liked the type of work they did during their employment at the Board.
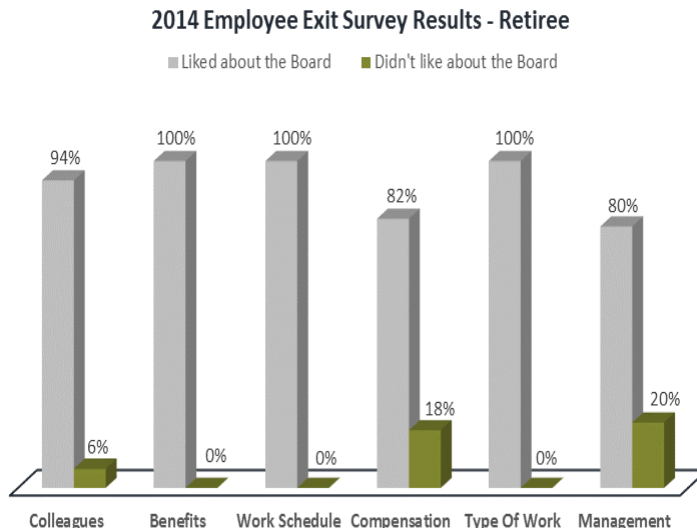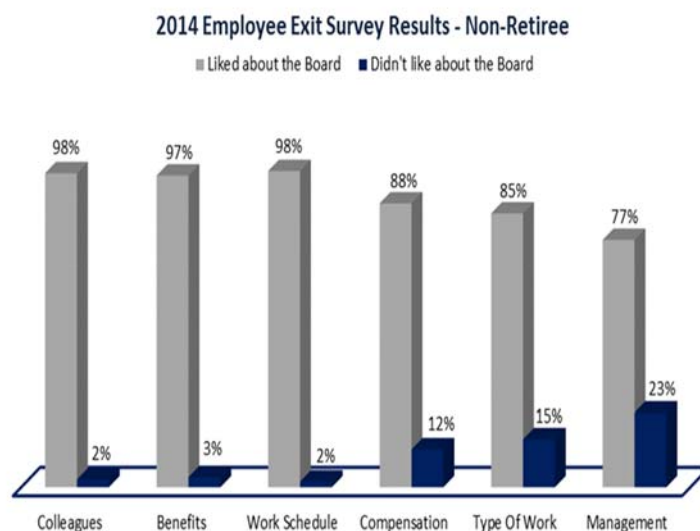
2014 Employee Exit Survey Results - Non-Retiree

■ Liked about the Board   ■ Didn't like about the Board

	Colleagues	Benefits	Work Schedule	Compensation	Type Of Work	Management
Liked	98%	97%	98%	88%	85%	77%
Didn't like	2%	3%	2%	12%	15%	23%

2014 Employee Exit Survey Results - Retiree

■ Liked about the Board   ■ Didn't like about the Board

	Colleagues	Benefits	Work Schedule	Compensation	Type Of Work	Management
Liked	94%	100%	100%	82%	100%	80%
Didn't like	6%	0%	0%	18%	0%	20%

Exit Interview Feedback

Employee Relations staff conducted exit interviews with nearly 110 (retirement and non-retirement) employees in 2014. The following themes were noted:

- The top response for what separating employees most liked about working at the Board were their colleagues. Separating employees stated that they enjoyed working with smart and professional co-workers.

- Consistent with exit interview comments from 2013, separating employees recommend that the Board promote or hire supervisors and managers who have strong people management skills along with subject-matter expertise.

- Separating employees expressed concern that they were not chosen for promotional opportunities and they did not understand the process or criteria by which employees are chosen for promotion. Tied to this concern is the perceived lack of transparency in how work assignments are given to employees, which may lead to employees getting the more visible projects being better prepared and qualified for promotion.

- Separating research assistants mentioned that they would like to have information about alternative career tracks to a Ph.D. program. RAs said that not all of them want to pursue a Ph.D. or graduate school when leaving the Board but they do not have information on other careers that they could pursue, including jobs at the Board.

- Separating employees indicated that mentoring opportunities would have been helpful in developing their careers and in resolving job-related concerns.

- Separating employees expressed concern with the lack of information sharing across divisions.

Work/Life Balance

The Employee Life section continues to make telework a viable option to provide better work-life balance for employees. In 2014, the section completed the following:

- Created tools to assist managers in identifying jobs and staff suitable for telework
- Created checklists for staff to ensure they understand the technology required for telecommuting and how to use it
- Established a telework focus group with representatives from each division to collaborate and seek input on proposed changes to the Board's telework program
- Completed a collaborative review of the current telework policy with DFM and Legal

The chart below shows the number of employees participating in telecommuting arrangements on either a part-time or full-time basis. Approximately 24 percent of the employees telecommute, an increase of about 4 percent from 2013. At the end of 2014, the Legal Division was the only division that did not offer telecommuting opportunities to its employees. In divisions where drops from 2013 were noted, longer tenured employees who left were replaced by new employees who often were not eligible to telecommute during the eligibility waiting period.

Employees on a Telecommuting Schedule by Division
(as a % of Division Headcount)

as of December 31, 2013
as of December 31, 2014

Division	2013	2014
BDM	8%	14%
BS&R	23%	29%
C&CA	39%	36%
COO	43%	31%
DFM	71%	64%
IF	12%	12%
IG	15%	18%
IT	38%	46%
LEGAL	0%	0%
MA	26%	26%
MGT	14%	19%
OFS	7%	6%
R&S	17%	19%
RBOPS	19%	23%
SECY	18%	15%
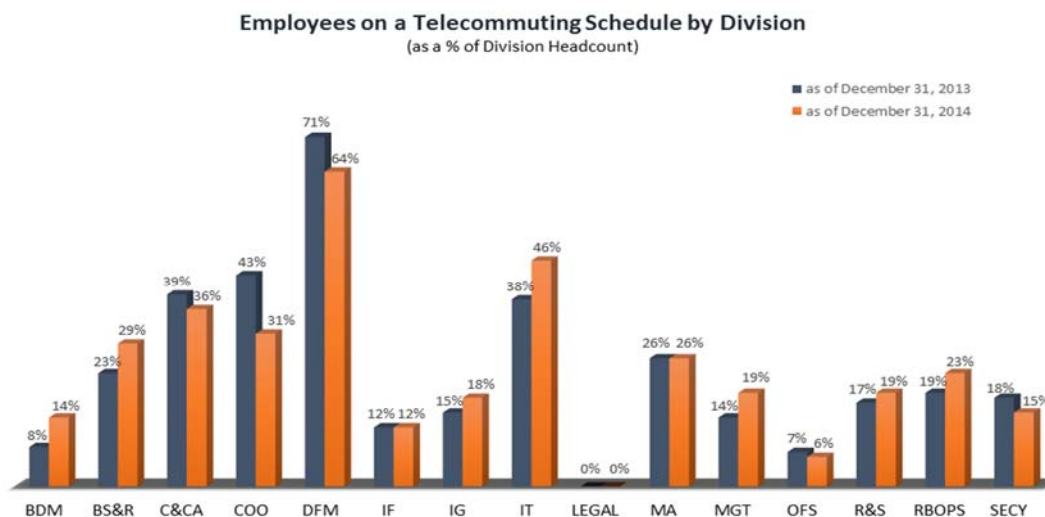
Approximately 38 percent of Board employees participate in an alternative work arrangement (AWA), working either a 5-4-9 or a 4-10 work schedule. The chart below shows AWA participation by division in 2013 and 2014. In divisions where drops from 2013 were noted, longer tenured employees who left were replaced by new employees who often were not eligible for an AWA during the eligibility waiting period.

Employees on AWA Schedule by Division
(as a % of Division Headcount)

Legend:
- as of December 31, 2013
- as of December 31, 2014

Division	2013	2014
BDM	22%	20%
BS&R	47%	47%
C&CA	63%	61%
COO	27%	25%
DFM	73%	64%
IF	29%	32%
IG	53%	53%
IT	53%	53%
LEGAL	46%	42%
MA	15%	17%
MGT	31%	31%
OFS	3%	9%
R&S	19%	20%
RBOPS	56%	58%
SECY	72%	67%
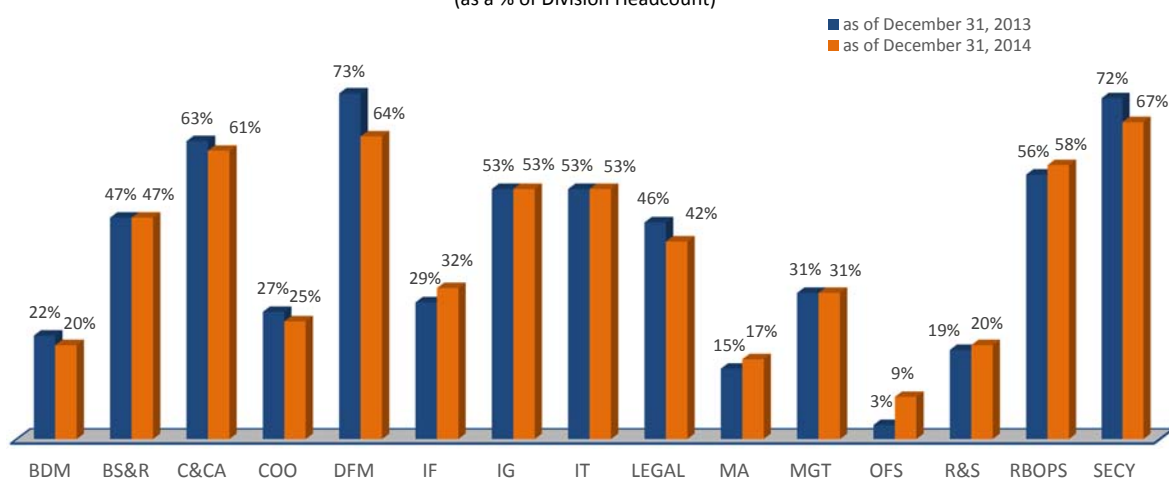
Wellness Initiatives/Health Services[8]

Health Services continues to see increased participation in sponsored wellness initiatives. The chart below shows this trend over the past three years.

Wellness Initiatives Participation
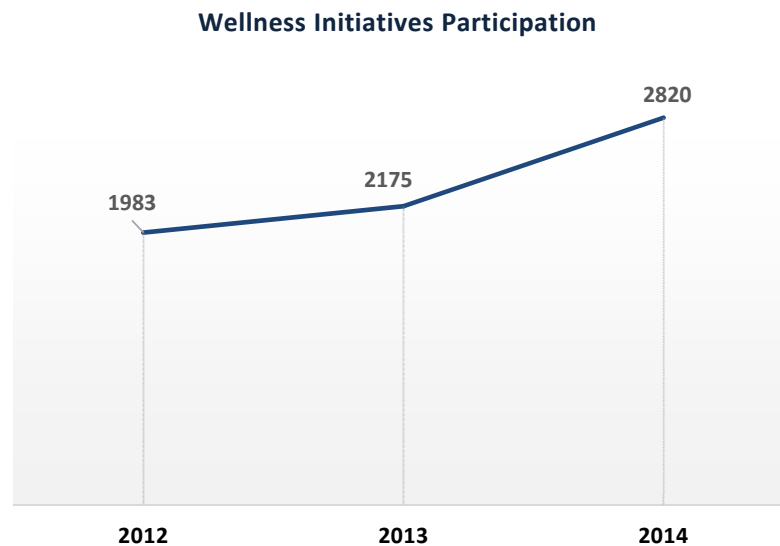
In 2014, the Board's Employee Life section offered the following new services:

- Self-service medication dispensers in the health units
- Fitness kiosks that allow employees to check their own weight, blood pressure, and body mass index
- Three lactation spaces for nursing mothers
- Bone density screenings
- Colorectal screening tests

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[8] The participation total is based on the total number of attendees that attended a Board-sponsored wellness event. Some employees may have participated in more than one event and counted as an attendee for each event attended.

Health Services provided the following programs and offerings in 2014.

➢ Healthy tips are now shared on the digital signage monitors at New York Avenue and International Square.

➢ A new health clinic opened at International Square. The clinic is staffed full-time by a nurse, and the Board's physician is onsite once each week.

➢ Employee Life staff and contractors shared health-related information on both the Board Insider and Employee Life TV.

➢ Participation in On the Go Fitness programs tripled after Employee Life staff made enhancements to the program.

➢ Employee Life staff evaluated 40 law enforcement officer candidates (of which 20 were hired). Each new hire must undergo four separate comprehensive medical evaluations before being hired.

Employee Life continues to offer the following services, with great interest and success:

Breast cancer screenings	Health Fair
Meditation sessions	**Healthy heart programs**
Massage therapy	Pre-cancer facial skin screenings
Retirement & career transition services	Preventive health screenings
Vision and glaucoma screenings	Blood drives
On-the-Go fitness programs	Flu vaccinations
Quarterly Lunch and Learns (i.e. Nutrition and Building a Healthy Immune System)	

DEVELOPING TALENT

Talent Reviews - Officers

Shown in the chart at right, as of December 2014, 53 percent of the Board's divisions had completed talent reviews for officers, while the remaining divisions are scheduled for completion in 2015. The Board's Organizational Development and Learning (OD&L) section is working closely with senior leadership to implement a more rigorous approach to succession planning to assess the strengths and the development needs of leadership. The staff is conducting talent reviews and is working with divisions to formulate a strategy to ensure that a robust pipeline of qualified leaders exists to support the Board's current and future business needs.

Division Talent Reviews - Officer Level
(as of December 2014)

Completed 53%

Scheduled for Completion 47%
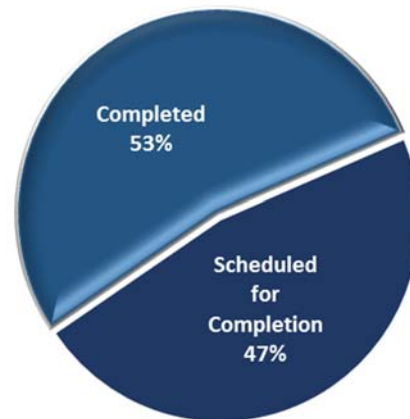
Performance Management (3Cs)

In 2014, 3Cs was introduced to the nine remaining divisions, completing the transition to the new performance management system. To support this program, OD&L staff delivered 87 3Cs *Information Session*, *Conversations @ the Core*, and *Partnering for Success* courses. Overall, 778 participants from various divisions successfully completed one or more of these courses.

Training & Development

With the addition of *Situational Self Leadership*, OD&L continues to enhance its core curriculum of courses to more effectively meet the development needs of employees. In 2014, OD&L

NUMBER OF PARTICIPANTS

Division	Participants
DFM	11
COO	14
MA	14
Legal	17
IF	22
BDM	28
R&S	31
C&CA	48
OSEC	49
RBOPS	59
OIG	63
MGT	79
IT	86
BS&R	107
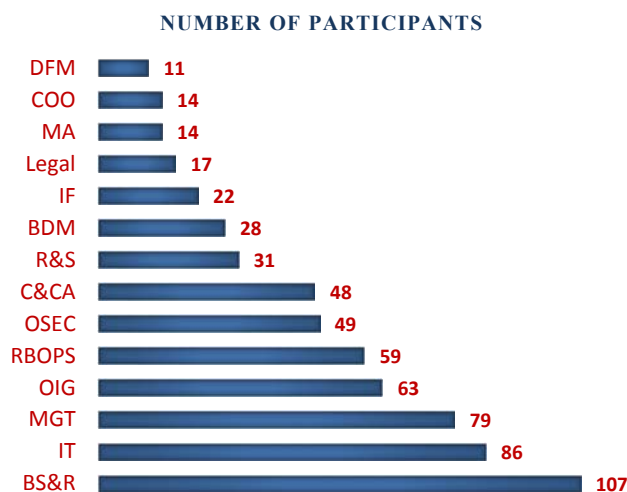
*There was 1 participant from both OFS & FFIEC

offered 61 business writing and behavioral skills courses to employees across the organization. Total course participation by division is pictured to the left. Notably, OD&L saw staff from every division successfully attend at least one of its core training offerings.∗ In addition, two cohorts of the *QuickStart for Managers* program were offered, and 32 managers successfully completed the program.

The total course utilization rate (i.e., actual participant attendance versus course capacity) for OD&L's core curriculum averaged 58 percent for the year. The top three most utilized courses by type (behavioral skills or business writing) are shown below:

Participants who enrolled in courses but failed to attend without notice (i.e., no-shows) continue to impact OD&L's ability to optimize course availability.

2014 Top Course Utilization by Type

Behavioral Skills			Business Writing		
EQ: Emotional Intelligence	Fierce Conversations for Staff	Effective Presentations & Public Speaking	Professional Writing	Business Grammar	Effective Proofreading
83%	76%	58%	75%	69%	63%
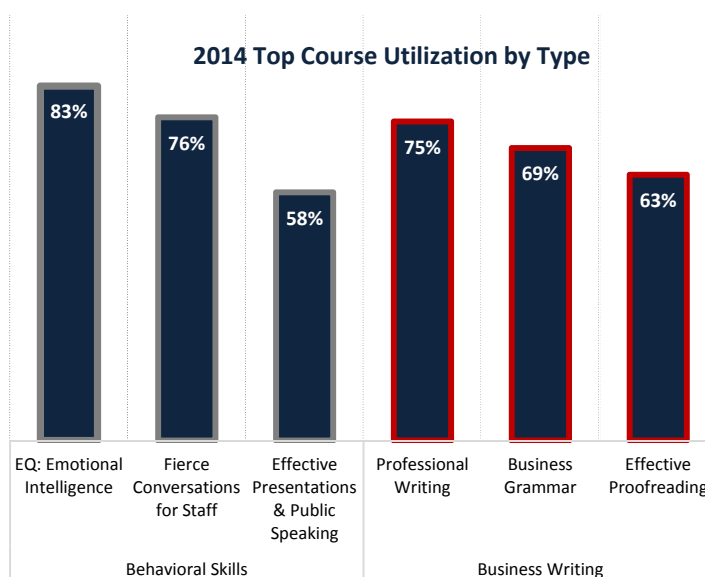
HR OPERATIONAL EFFICIENCY & EFFECTIVENESS

Benefits Hotline Call Trends

The graph below illustrates Benefits Hotline usage in 2013 and 2014. The number of abandoned calls spiked during the first part of Q1 2014 due to the high call volume associated with post Open Season inquiries. The number of calls going to voicemail increased slightly during the last quarter, as the section continued to work through training efforts around the new customer relationship management (CRM) system that was introduced in Q3 2014. (In January 2015, the section implemented new processes and offered more staff training that should improve call trends going forward.)

Quarterly Benefit Hotline Call Trends
2013 thru 2014

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		2013				2014		
Abandoned	21.0%	17.6%	14.7%	11.7%	20.0%	7.1%	11.9%	6.3%
Voicemail	35.7%	17.8%	16.6%	14.0%	7.8%	6.7%	9.4%	10.3%
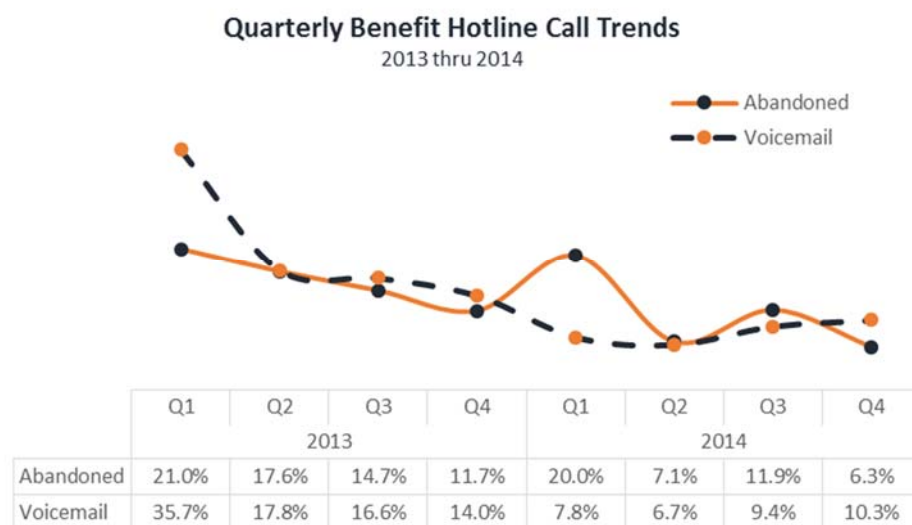
HR AUTOMATION

HR continues to focus on opportunities and efforts to streamline operational workflows and reduce the number of manual processes by implementing new automation solutions. **A summary of automation projects by status is provided on page 27 of this report.**

Highlights are:

- There were a total of 11 HR automation initiatives implemented in 2014 of which four were completed and one placed on hold. Of the remaining six initiatives, two are on track for a timely completion and four have a potential risk of delay.

- The Customer Relationship Management (CRM) tool went live for some HR staff (HRASO, Benefits, and Employee Life) in early September 2014. The CRM and Computer telephony integration (CTI) with the Board's Avaya Phone system were implemented in January 2015 and was available to HR staff in the HRASO and Benefits sections in January 2015. CRM self -service features were introduced and made available to Board employees in March 2015.

- Over the next few months, HR and Technology Services will work closely with the Division of Information Technology and Oracle to ensure that the Performance Management, Candidate Tracking, and Compensation cloud solutions will conform to FISMA NIST 800-53 moderate baseline security controls and other Board technology requirements. If any requirements are not met, the implementation dates could be delayed until any necessary remediation efforts are completed.

- HR continues to work closely with Technology Services to improve the quality of data in the new HR Business Analytics Intelligence (BI) tool, refine BI tool outputs, and develop BI tool generated dashboards. Four divisions will be part of the pilot roll-out that will start in May 2015. Roll-outs to the remaining divisions will occur during the second half of 2015 through 2016.

HR Automation Initiatives
Update as of March 2015

Due Date Status Summary
(excludes completed/cancelled projects)
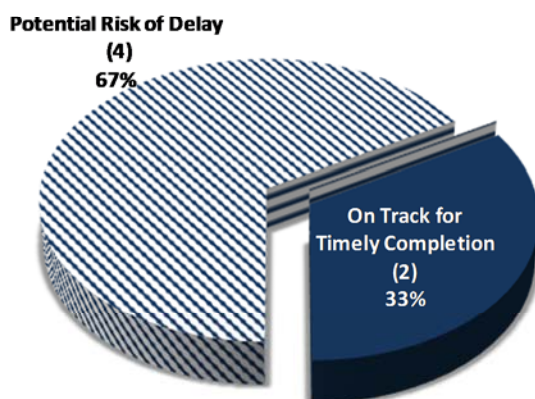
Project Status Summary
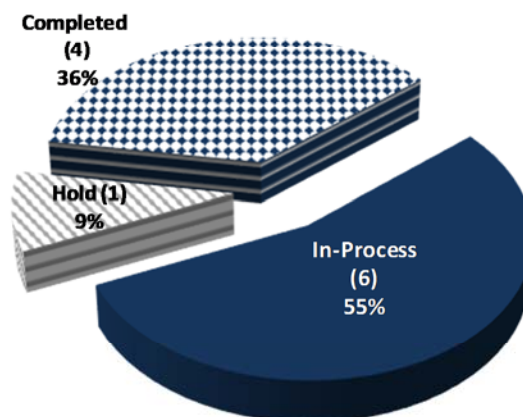
Potential Risk of Delay (4) 67%

On Track for Timely Completion (2) 33%

Completed (4) 36%

Hold (1) 9%

In-Process (6) 55%

Automation Initiatives	Project Status	Target Completion Date	Due Date Status
Academic Assistance	Hold	TBD	TBD
Benefits Administration Phase III	Completed	Q3 2014	–
Candidate Tracking	In-Process	Q3 2015	◆
Compensation/Variable Pay Module	In-Process	Q3 2015	◆
Employee Separation Process Automation (ESPA)- Phase II	Completed	Q4 2014	–
eOPF- Phase II	In-Process	Q3 2015	■
HR Analytics and Reporting Tool Phase II	In-Process	Q1 2016	■
HR Customer Relationship Management (CRM) -Help Desk	Completed	Q1 2015	–
On-Boarding/Automated New Hire Forms	In-Process	Q1 2016	◆
Performance Management	In-Process	Q3 2015	◆
PeopleSoft Upgrade	Completed	Q3 2014	–

Due Date Status Legend	
Project on track for timely completion	■
Project experiencing issues, potential risk for not completing by target date	◆
Project experiencing major issues, significant risk for not completing by target date	☒

APPENDICES

SECTION SCORECARDS

HUMAN RESOURCES

2014 UPDATE

Benefits					
Statistics					
	Q4 2013	Q4 2014	Jan - Dec 2013 YTD	Jan - Dec 2014 YTD	Variance
Attract & Retain # of active employees enrolled in benefits - Health	-	-	-	2225	-
# of active employees enrolled in benefits - Dental	-	-	-	2273	-
# of active employees enrolled in benefits - Vision	-	-	-	1965	-
# of Retirements	18	14	68	71	3
HR Efficiency & Effectiveness # of Retiree Death Cases	-	-	12	19	7
# of Active Death Cases	-	-	3	0	-3
# of Separations Processed	26	14	147	148	1
# of New Hires Processed	39	39	311	293	-18

Metrics					
	Q4 2013	Q4 2014	Q4 2014 YTD	Target	Status
HR Efficiency & Effectiveness Customer Satisfaction Rate- Benefits Counselors (Overall)	85%	91%**	91%	90%	🟩

**Q3 figures; CRM tool implemented during this quarter; change in survey methodology to be established

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	❌

Future Metrics

% of voluntary benefits utilized
% of calls forwarded from benefits hotline
# of Service credit history requests processed
Average process time per retirement
# of retirement sessions per retirement
and % of retirement eligible employees -by grade, demographics
% of retirement eligible employees who retire
Customer Satisfaction Rate- Benefits services (Overall)
Customer Satisfaction Rate- Retirement support

Compensation					
Statistics					
	Q4 2013	Q4 2014	Jan - Dec 2013 YTD	Jan - Dec 2014 YTD	Variance
Attract & Retain					
Avg % Salary Increase - Career Ladder	7.5%	9.4%	9.1%	10.7%	1.6%
Avg % Salary Increase - Transfer Promotions	16.8%	6.8%	15.9%	10.7%	-5.2%
Number of equity adjustments	37	74	421	492	71
Number of Cash Awards	156	126	415	427	12
Average Cash Award Amount	$ 2,256	$ 1,647	$ 1,615	$ 1,286	$ (329)
% of Eligible Staff Receiving Cash Award	8.0%	6.2%	21.3%	21.2%	-0.1%
% of Eligible Extraordinary Staff Receiving Cash Award	7.3%	5.8%	18.3%	23.5%	5.2%
% of Eligible Outstanding Staff Receiving Cash Award	5.6%	6.0%	17.4%	20.9%	3.6%
Develop					
Number of Career Ladder Promotions	70	129	391	497	106
Number of Transfer Promotions	18	4	92	20	-72
HR Efficiency & Effectiveness					
Number of Job Evaluations	29	27	96	78	-18

Metrics					
	Q4 2013	Q4 2014	Q4 2014 YTD	Target	Status
HR Efficiency & Effectiveness					
Job Evaluation Turnaround Time -Avg days	5.95	5.44	7.92	10	■

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Market Pay Metrics
Hot Job Metrics
FIRREA Compensation Comparative Data for:
  - Economists
  - Lawyers
  - Financial/Business Analysts

Employee Life					
Statistics					
		Q4 2013	Q4 2014	Jan - Dec YTD 2013	Jan - Dec YTD 2014	Variance
Attract & Retain	# of Wellness Programs	34	19	99	89	-10
Attract & Retain	# of Wellness Participants	456	94	2,175	2,820	645
Attract & Retain	% of Board Employees Telecommuting (Periodic or Full time)	22.4%	25.5%	22.4%	23.8%	1%
Attract & Retain	% of Board Employees with Alternate Work Arrangement Schedules	40.2%	39.5%	40.2%	39.6%	-0.6%
HR Efficiency & Effectiveness	# of STD Claims	25	19	113	88	-25
HR Efficiency & Effectiveness	Avg Duration STD Days	-	46	65	60	-5
HR Efficiency & Effectiveness	STD Claims- Avg Cost per Claim	-	$3,534	$11,701	$10,096	$ (1,605)
HR Efficiency & Effectiveness	# of FMLA Applications[1]	-	18	-	50	-
HR Efficiency & Effectiveness	Avg. # of "Hits" per Employee Life TV episode[2]	-	661	-	916	-
HR Efficiency & Effectiveness	# of Emergency Responses	9	0	22	47	25
HR Efficiency & Effectiveness	# of Law Enforcement Evaluation Visits (L1)[3]	93	33	392	267	-125
HR Efficiency & Effectiveness	# of Law Enforcement Appts (L2)[3]	20	11	125	100	-25
HR Efficiency & Effectiveness	# of Law Enforcement Contacts (L3)[3]	128	66	419	525	106
HR Efficiency & Effectiveness	# of Law Enforcement Recruits (L4)[3]	96	1	163	66	-97

Metrics					
		Q4 2013	Q4 2014	Q4 2014 YTD	Target	Status
HR Capability	% of Required Staff Trained in BBP (Annual requirement)[4]	-	-	100%	100%	■
HR Efficiency & Effectiveness	% Of Required Medical Surveillances Completed[5]	-	-	100%	100%	■

[1] FMLA data collection began 4/1/2014 when EE Life assumed administration from ER.

[2] Employee Life TV went online in February 2014

[3] L1 = fit for duty exams.
L2 = sick visits, return-to-work, & employee relations.
L3 = "chits," short contacts, such as, telephone, scheduling, chart documentation.
L4 = new recruit evaluation (4 visits per recruit)

[4] Blood borne pathogen training is conducted in Q3 annually for at risk categories (e.g. Facilities staff, plumbing staff). This group ranging in size from 27 to 35 employees.

[5] Medical surveillance testings and screenings are conducted in Q1 annually for Carpenters, Painters, Plumbers, Facilities, and designated Law Enforcement.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	⊠

Future Metrics:
Customer Satisfaction- Employee Life Programs
Workers Compensation- Avg cost per claim
Work Life Balance Participation Rates

Employee Relations

Statistics

		Q4 2013	Q4 2014	Jan - Dec 2013 YTD	Jan - Dec 2014 YTD	Variance
Attract & Retain	% Of Separating Employees- Issues with Compensation	-	-	13%	13%	0%
	% Of Separating Employees- Issues with Management Style	-	-	32%	23%	-9%
	% Of Separating Employees- Dissatisfaction with Job Responsibilities	-	-	20%	13%	-7%
	% Of Separating Employees- Recommends the Board as a good place to work	-	-	96%	98%	2%
Develop	% of Poor Performers Improved	50%	0%	13%	32%	19%
	Number & % of New hires that do not complete probationary period - Involuntarily	3%	1%	12%	2%	-10%
	Number & % of New Hires (Employed less than 2 Years) Rated Unsatisfactory/Marginal[1]	0%	0%	0%	0%	0%
HR Efficiency & Effectiveness	# of ER Cases	115	82	257	171	-86
	# of ER Counseling Sessions	954	1200	3574	3988	414
	# of ER Counseling Hours	789	613	3335	2084	-1251

Metrics

		Q4 2013	Q4 2014	Q4 2014 YTD	Target	Status
Attract & Retain	% of Voluntary Separations with Extraordinary/Outstanding Rating	-	36%	39%	< 50%	🟩
	Poor Performer Turnover	4%	66%	41%	> 50%	🔶
Develop	Division Utilization Rate of ER BOA	0%	100%	100%	> 50%	🟩

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Customer Satisfaction Rate
ER BOA Satisfaction Rate

Human Resources Analytics, Systems, & Operations (HRASO)

Statistics

		Q4 2013	Q4 2014	Jan - Dec 2013 YTD	Jan - Dec 2014 YTD	Variance
Attract & Retain	# of Staffing Requests Processed	253	222	1014	1018	4
Develop	# of Academic Assistance Transactions Processed	172	114	1504	1310	-194
HR Efficiency & Effectiveness	eOPF employee usage rate	27%	26%	27%	26%	-1%
	# of Employee Separation Process Automation (ESPA) transactions	47	31	304	323	19
	# of Academic Assistance Collection Accts	14	8	44	52	8
	$ collected from Academic Assistance Collections Accts	$32,446	$ 9,291	$98,767	$91,693	$ (7,074)
	# of Benefits Hotline Inquires	716	745	2654	2288	-366
	# of Employee Verifications -Verbal	31	36	348	241	-107
	# of Employee Verifications- Written	17	18	88	163	75
	# of Employee Verifications - Investigators	18	7	50	72	22

Metrics

		Q4 2013	Q4 2014	Q4 2014 YTD	Target	Status
HR Efficiency & Effectiveness	Benefits Hotline - % of calls sent to voice mail	12%	6%	13%	< 20%	■
	Benefits Hotline - Abandoned Call rate	14%	10%	8%	< 20%	■
	Customer Satisfaction Rate- Hotline (Overall)	85%	91%**	92%	90%	■
	Customer Satisfaction Rate- Hotline (Response Time)	81%	86%**	89%	90%	◆

**Q3 figures; CRM tool implemented during this quarter; change in survey methodology to be established

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Customer Service Satisfaction Rate - HRIS (Overall)
Customer Service Satisfaction Rate - HRIS (Response Time)
ESPA delinquency close-out rate
Board Divisions Utilization Rate - HR Analytics Services
% of Automation Projects completed on target

Organizational Development & Learning (OD & L)

Statistics

		Q4 2013	Q4 2014	Jan - Dec 2013 YTD	Jan - Dec 2014 YTD	Variance
Develop	Executive Coaching Usage Rate	16%	17%	16%	17%	1%
HR Efficiency & Effectiveness	Academic Assistance Expense	$334,154	$55,413	$1,746,873	$1,343,568	$ (403,305)
	Academic Assistance - % of Annual Budget Spent	19%	3%	97%	71%	-26%
	Training Expense	$110,700	$119,180	$286,500	$272,250	$ (14,250)
	Training Expense - % of Annual Budget Allocated	39%	42%	100%	95%	-5%
	OD Consulting Expense	$315,500	$42,300	$375,000	$375,000	$ -
	OD Consulting - % of Annual Budget Allocated	84%	11%	100%	100%	0%
	Executive Coaching Expense	$127,390	$60,435	$159,064	$162,722	$ 3,658
	Exec Coaching - % of Annual Budget Spent	44%	34%	55%	92%	37%

Metrics

		Q4 2013	Q4 2014	Q4 2014 YTD	Target	Status
Attract & Retain	New Hire Orientation Satisfaction Index	-	100%	94%	90%	🟩
Develop	Academic Assistance Usage	11%	9%	9%	> 5%	🟩
	% of Divisions with Completed Talent Reviews -- Officers	7%	13%	53%	40%	🟩

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Direct learning investment (cost) per employee
% of Employees Completing Instructor-Led Training
% of Employees Utilizing Online Training
Number of OD Intervention Hours-Internal
Number of OD Intervention Hours-External
Executive Coaching Client Satisfaction Rate
OD Intervention Satisfaction Index- Internal
OD Intervention Satisfaction Index- External
Client Satisfaction with Training Program (%) - by course type
Perceived Impact on Job Performance (%) - by course type

Talent Acquisition

Statistics

		Q4 2013	Q4 2014	Jan - Dec 2013 YTD	Jan - Dec 2014 YTD	YTD Variance
Attract & Retain	Positions Filled	100	108	517	534	17
	Positions Filled Internally (%)	36%	30%	34%	22%	-12%
	% of New Hires - Female Hires	33%	30%	39%	39%	0%
	% of New Hires - Minority Hires	44%	24%	38%	34%	-4%
	Number of Sign on Bonuses	57	58	182	217	35

Metrics

		Q4 2013	Q4 2014	Q4 2014 YTD	Target	Status
Attract & Retain	Average Time to Fill (in days)	103	109	119	90	🔶
	Employee Referral Source of Hire[1]	_	_	28%	≥ 20%	🟩
	Social Media Source of Hire[1]	_	_	9%	≥ 10%	🔶

[1] Employee Referral and Social Media source of hires were tracked in 2014.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	❌

Future Metrics:

Declined Offer Rates- Compensation Related
Quality Of Hire Satisfaction Rate (Manager & Employee)
% of Relocation Hires staying more than 3 years
Employee Referral Hire Trends

Board Personnel

MANAGEMENT DIVISION

FED
People

2015 UPDATE

HUMAN RESOURCES

APRIL 2016

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Human Resources (HR) monitors key internal and external workforce trends and focuses on opportunities and efforts to improve HR-related processes and operations that support the Board. Highlights for 2015 include:
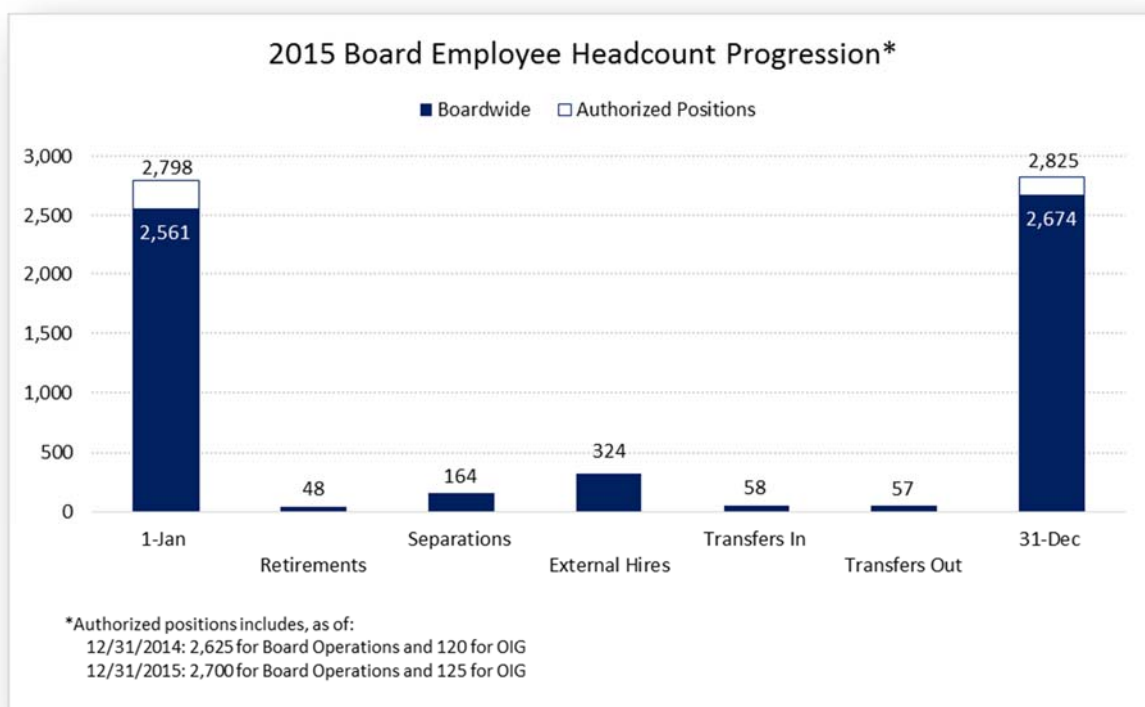
- In 2015, the number of employees at the Board increased by 4.4 percent, with a **year-end employee headcount of 2,674**. The Board ended the year with 80 more authorized positions than at year-end 2014, resulting in a vacancy rate of 6.4 percent.

- **Talent Acquisition staff** worked with divisions to source qualified candidates in 2015, **filling 549 positions.**

- **Three hundred twenty-four new employees joined the Board in 2015**. Thirty-five percent of these new hires were minorities, and 39 percent were females.

- **Current Board employees referred nearly 23 percent of new hires** and more than 19 percent of new hires were sourced through college recruiting events and career fairs.

- There were **164 separations** (excluding interns) and **48 retirements** in 2015, compared to 148 and 71, respectively, in 2014.

- In 2015, **Bank Plan retirees left, on average, 3.2 years before full-retirement eligibility**. (Employees in the Bank Plan receive a reduced annuity if they retire before their full-retirement eligibility date.) **Board Plan retirees left 5.2 years after they became eligible for full retirement. There** is no "early" retirement option for Board Plan participants.

- Although all Board Plan retirees leave after their full retirement eligibility date due to the plan design, **only 7.8 percent (6 of 77) of Bank Plan retirees left after reaching their full-retirement eligibility date**.

- **By the end of 2016, 192 employees (7.2 percent of the Board's workforce) will be eligible to retire with full-retirement benefits (unreduced annuity)**, in line with the 2015 year-end total: 195 employees representing 7.6 percent of the workforce.

- **Nearly 33 percent of the Board's senior-level staff (Grades 27 through 31, and Officers) will be eligible for full retirement (unreduced annuity) by January 1, 2021.**

- As of December 31, 2015, the Board's **overall annual turnover rate** (excluding interns, research assistants, and retirements) remains low **at 4.3 percent.**

- **Turnover in the zero to two-year tenure band was 5.7 percent** in 2015 (historically, the highest of all tenure bands), significantly lower than the 11.1 percent experienced in 2014 and 13.2 percent in 2013. **The highest turnover rate occurred in the 2 to 5 years tenure band, 7.0 percent.**

- In exit interviews, **non-retirement separating employees indicated that benefits, colleagues, and work schedule were the best part of working at the Board.** Compensation dropped two percentage points in favorability rating (88 percent to 86 percent)**.**

- **Employees retiring** from the Board **indicated that colleagues and benefits were the most favorable aspects of working at the Board**. Compensation dropped from 88 percent to 75 percent favorability for retiring employees, and Benefits dropped from 100 percent favorability to 86 percent among retiring employees.

- **Non-retirement separating employees indicated that type of work was the least favorable aspect of working at the Board. Retiring employees reported work schedules and management as the least favorable.**

- Nearly **31 percent of Board employees participate in** part- or full-time **telecommuting**, while **40 percent of Board employees participate in an alternative work arrangement** (AWA), working either a 5-4-9 or 4-10 work schedule.

- The **number of employees participating in the Board's Wellness Programs dropped from 2,820 in 2014 to 2,432 in 2015** although there was a significant uptick in "On the Go" health and fitness program participation.

- **Succession planning is a focus of all divisions at the Board. Last year, 60 percent of the divisions completed Officer Talent Reviews,** with the remainder scheduled for completion in 2016.

ATTRACTING TALENT

Headcount

In 2015, Board headcount increased by 4.4 percent, with a year-end employee population of 2,674. The Board ended the year with 80 more authorized positions than in 2014. The Board hired 324 new employees during the year, and 212 employees left the Board by separation or retirement.

2015 Board Employee Headcount Progression*

Boardwide · Authorized Positions

1-Jan: 2,798 / 2,561
Retirements: 48
Separations: 164
External Hires: 324
Transfers In: 58
Transfers Out: 57
31-Dec: 2,825 / 2,674

*Authorized positions includes, as of:
12/31/2014: 2,625 for Board Operations and 120 for OIG
12/31/2015: 2,700 for Board Operations and 125 for OIG

Positions Filled[1]

Talent Acquisition staff continued to work with divisions to find qualified candidates for vacant and new positions. Recruiters filled 549 positions last year, up from 534 in 2014, representing a 3 percent increase. One hundred thirty-two of those positions were filled by internal candidates (24 percent), and 417 were filled externally (76 percent). The number of positions filled with internal staff increased from 22 percent in 2014. This increase in filling positions internally is attributed to greater availability of critical skill sets among existing staff and a concerted push to provide increased growth opportunities to current employees. (This was a concern highlighted in the previous engagement survey.)

Positions Filled
(as of December 31)

■ External Hires   ▨ Internal Hires/Transfers

	2014	2015
Internal Hires/Transfers	117	132
External Hires	417	417

[1] "Positions filled" data reflects a posted, vacant position that a recruiter has extended an offer of employment, the receipt of job acceptance, and the determination of a start date. The economics divisions consider economist and research assistant job vacancies filled upon acceptance of a job offer—not when a start date is determined. "Positions filled" data includes interns and does not include governors.

New Hires[2]

Three hundred twenty-four employees joined the Board in 2015, nearly identical to the 321 employees hired in 2014 (0.9 percent increase). Banking Supervision & Regulation and Research & Statistics each hired 55 employees, representing 34 percent of all new hires in 2015 hires (110 of 324). Information Technology (35 hires) and International Finance (34 hires) had the next highest number of hires.

Nearly 35 percent of all employees hired in 2015 were minorities and 65 percent were white. In 2014, these percentages were 34 and 66 percent, respectively. As illustrated in the charts below, the Board's minority new hires (35 percent) lags behind the workforce demographics of the Washington DC Metropolitan Statistical Area (MSA), where minorities account for 51 percent of the workforce.
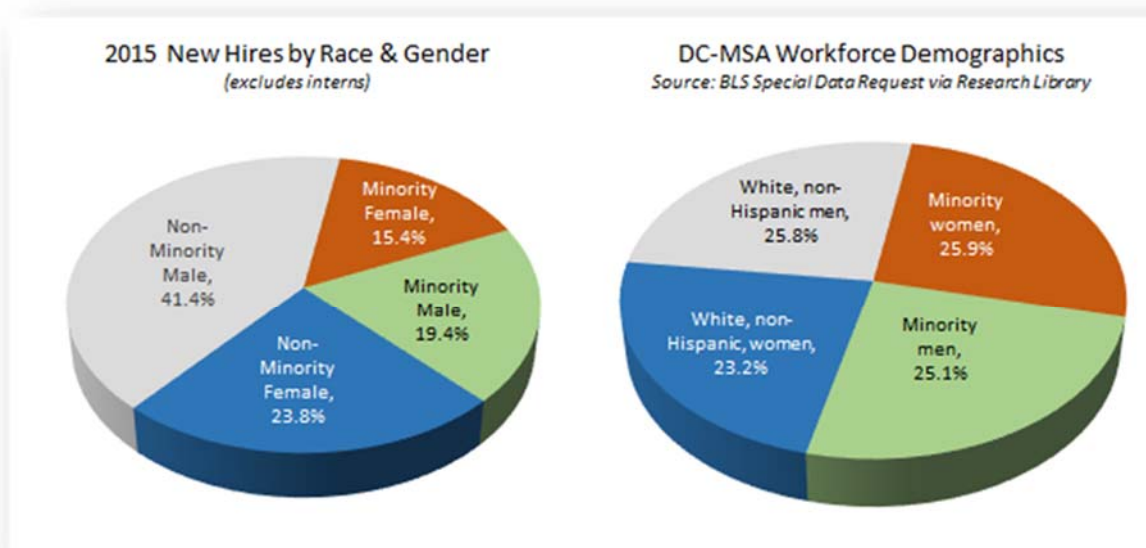
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[2] New hire data does not include interns or temporary employees. A candidate is counted as a new hire on the entrance on duty date.

Source of Hires

The *Source of New Hires* charts below shows a breakdown of the most common sources used to hire new employees in 2015. Employee referrals continue to be a significant tool used for sourcing candidates, providing nearly 23 percent of all new hires. Although a primary source of all 2015 hires, the number of employee referrals dropped from a 28 percent in 2014. The sources experiencing the largest increases were Career Fairs (1.1 to 6.0 percent), Internet Job Boards (10.2 to 15.7 percent), and the FRB Careers website (16.5 to 17.7 percent). Other sources used were consistent with 2014 levels or experienced a slight decrease.

Source of New Hires
(Jan - Dec 2015)
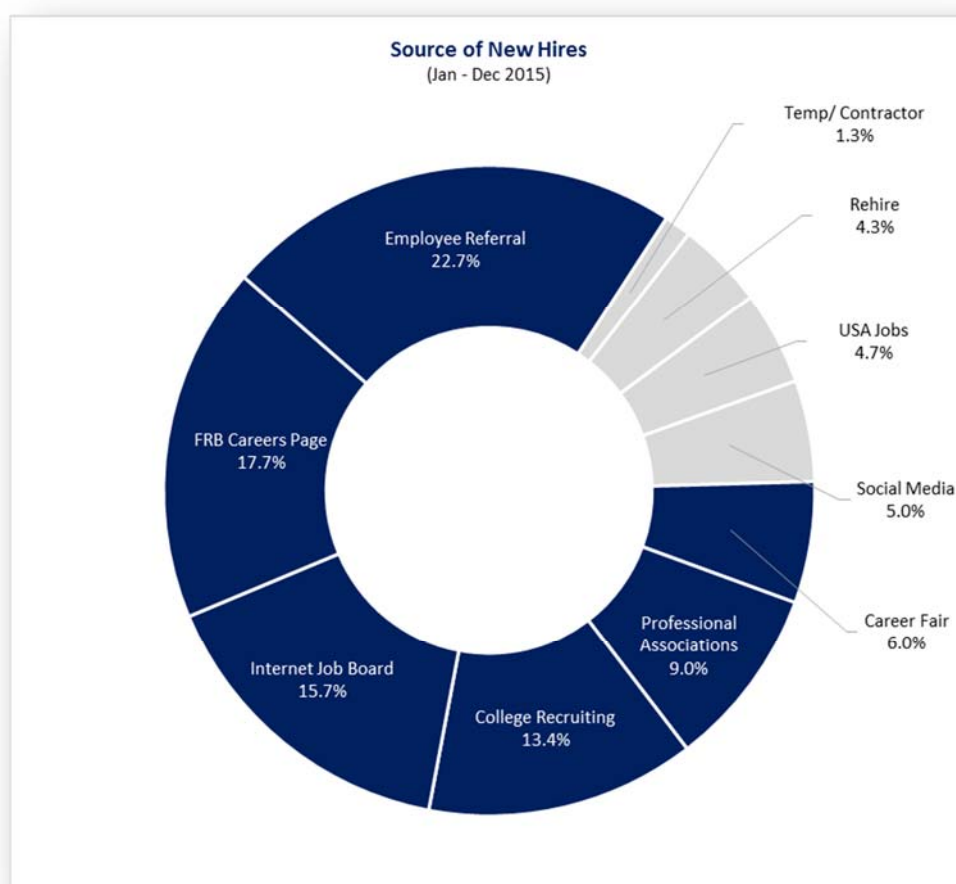
RETAINING TALENT

Board Demographics (Grades FR-27 and above)

FR-27 through Officer by Role Type
10-year trend

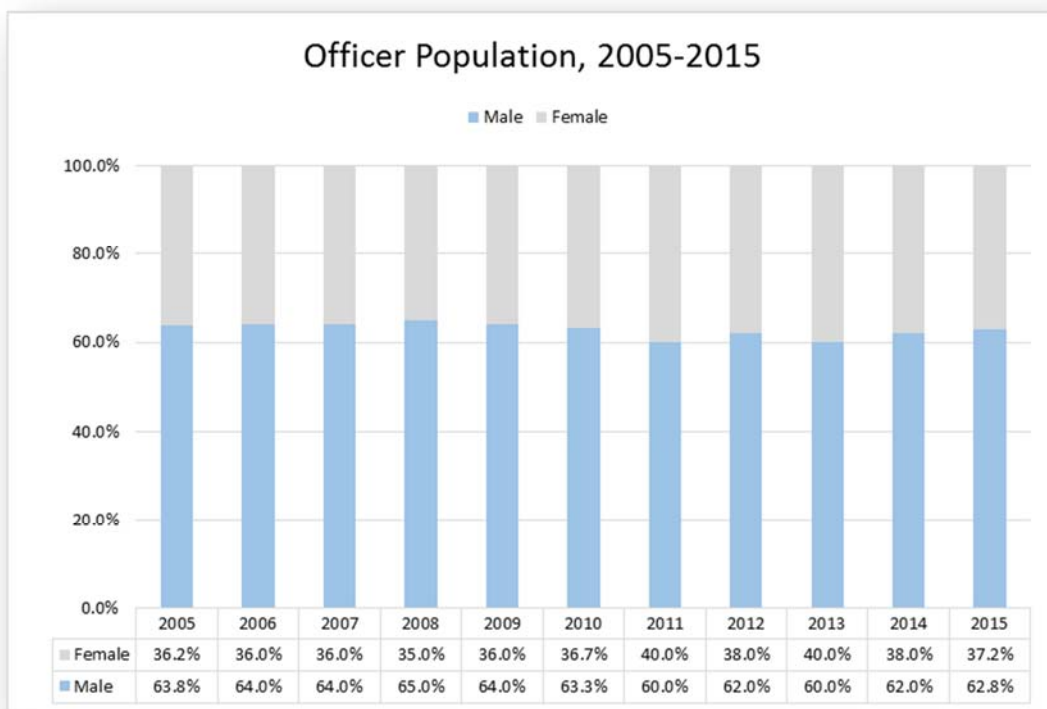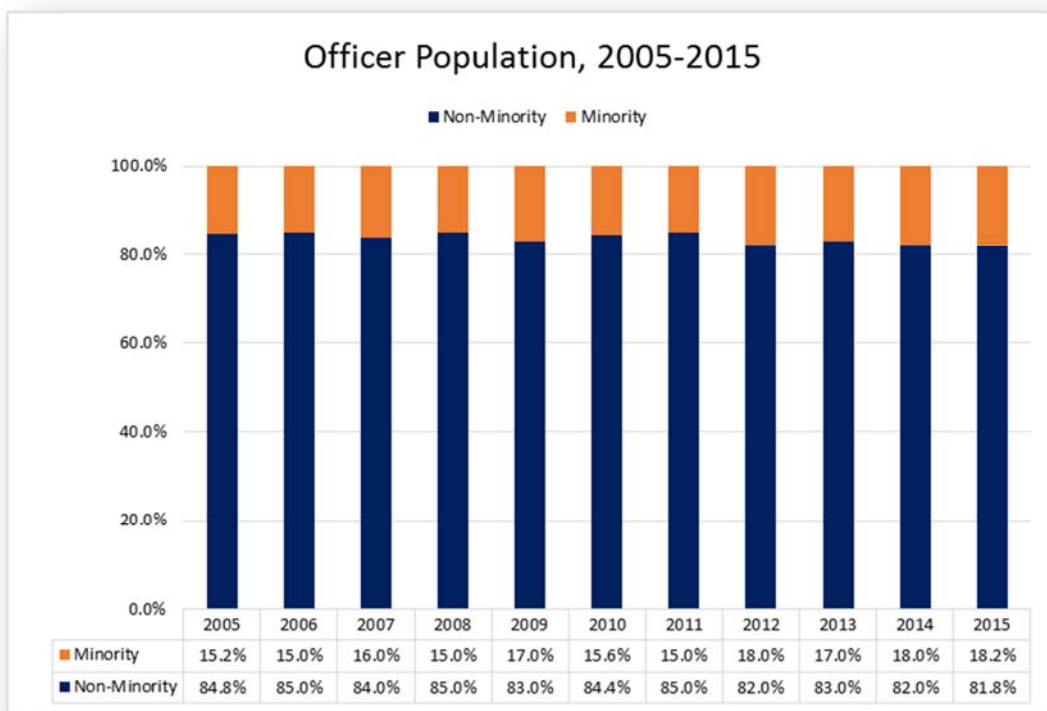|	Individual Contributor			Manager			Officer		
	2005	2010	2015	2005	2010	2015	2005	2010	2015
Minority - Female	28.0%	26.6%	24.0%	17.5%	20.0%	20.6%	8.0%	7.2%	8.7%
Minority - Male	19.8%	21.0%	21.4%	21.0%	18.8%	21.2%	7.2%	8.3%	9.5%
Non-Minority - Female	21.5%	21.2%	20.0%	27.0%	26.1%	24.1%	28.3%	29.4%	28.6%
Non-Minority - Male	30.7%	31.2%	34.6%	34.5%	35.1%	34.1%	56.5%	55.0%	53.2%
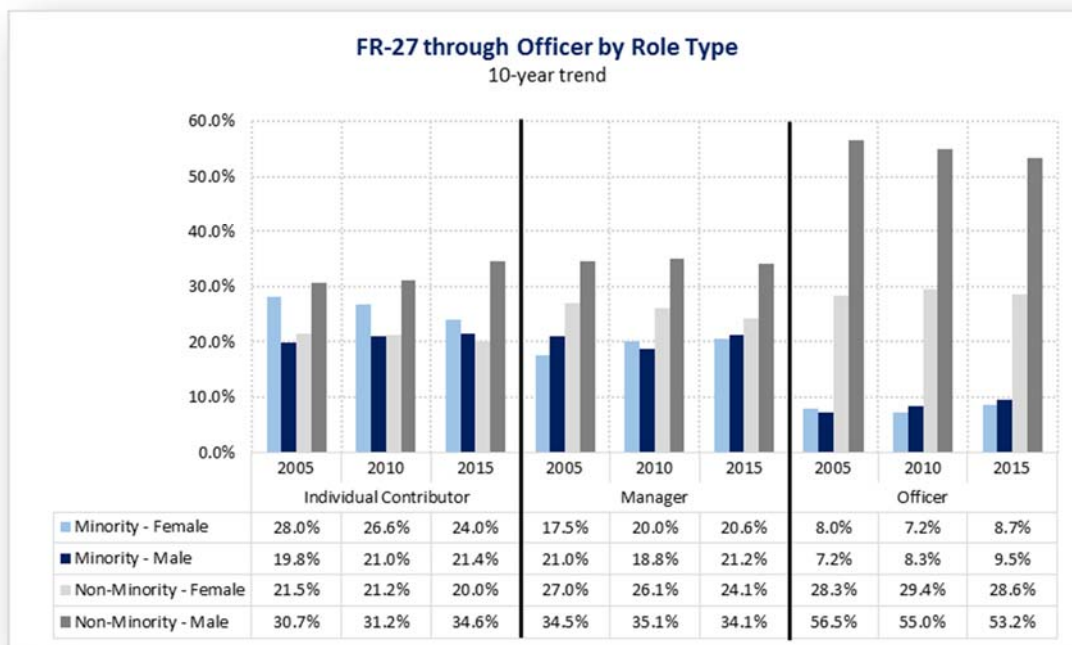
From 2005 through 2015, the Board experienced increases in the number of minorities holding senior-level positions (FR-27 and higher). The increase is attributed primarily to internal promotions. The percentage of minorities holding officer positions remained relatively flat from 2005 through 2010 (15 percent), but has shown incremental increases in recent years. The number of minority officers increased from 17 percent in 2014 to 18 percent in 2015. Over the past 10 years, the percentage of females and minorities in FR-27 - Officer individual contributor roles has declined. However, the percentage of these groups holding manager and officer positions in a people leader capacity has increased.

For year-end 2015, employees in grades FR-26 and below worked in their current grade level for an average of 3.2 years. Managers (grades FR-27 through 29) worked in their grade level an average of 2.8 years, and officers for 4.0 years. These averages all fall below the 2014 averages of 3.4 years, 3.2 years and 4.4 years, respectively.

According to the Office of Personnel Management's (OPM) 2013 Recruitment, Engagement, Diversity, and Inclusion (REDI) Strategy Report, 66 percent of Senior Executive Service employees are male and 80 percent are non-minorities. As illustrated below, the percentage of male officers at the Board for the years 2005 through 2015 has remained between 60 and 65 percent. In 2015, males held nearly 63 percent of officer positions, only slightly lower than that of OPM's REDI Strategy Report.

Officer Population, 2005-2015

|	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Female	36.2%	36.0%	36.0%	35.0%	36.0%	36.7%	40.0%	38.0%	40.0%	38.0%	37.2%
Male	63.8%	64.0%	64.0%	65.0%	64.0%	63.3%	60.0%	62.0%	60.0%	62.0%	62.8%

Regarding non-minority representation among the official staff, the Board's percentages for the same period has ranged from 82 to 85 percent. The percentage of non-minority Board officers in 2015 fell just under 82 percent for the first time, which is slightly higher than the 2013 Federal government's Senior Executive Service non-minority representation rate of 80 percent.

Officer Population, 2005-2015

■ Non-Minority ■ Minority

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Minority	15.2%	15.0%	16.0%	15.0%	17.0%	15.6%	15.0%	18.0%	17.0%	18.0%	18.2%
Non-Minority	84.8%	85.0%	84.0%	85.0%	83.0%	84.4%	85.0%	82.0%	83.0%	82.0%	81.8%

Separations[3]

The number of non-retirement separations in 2015 was 10 percent higher than the total in 2014, but overall separations, including retirements, was on par with 2014 totals. Two hundred twelve employees left the Board in 2015, which was consistent with totals for 2014 and 2013 (219 and 215, respectively).

On average, employees retiring in 2015 separated with 26.8 years of service compared to 23.9 years of service in 2014. Non-retirement separations averaged 4.5 years of service in 2015 versus 3.9 years of service in 2014. The number of retirements is 32 percent lower than 2014, and non-retirement separations are leaving with increased years of service. Anecdotal evidence suggests mid-career professionals who feel stuck in their current role leave for promotional opportunities at other companies with increased responsibility and higher salaries.


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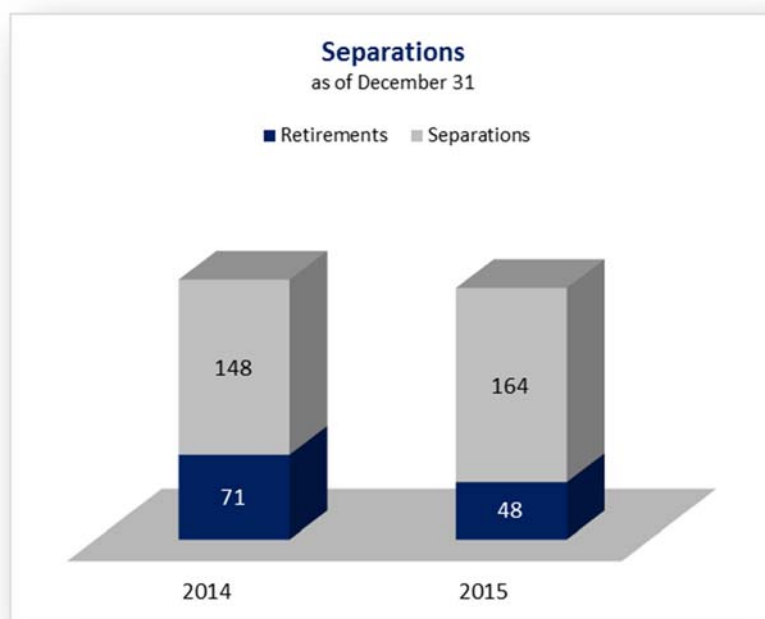
[3] Number of separations, excludes interns

Retirements

In 2015, 48 employees retired[4] with an average age of 60.5 years and 26.8 years of Board service.

Twenty-two of the 48 employees were in the Bank Plan. These employees retired with an average age of 59.5 years with 21.2 years of service, which is short of the full-retirement (unreduced annuity) threshold of age 60 with 30 years of service. Bank Plan retirees left, on average, 3.2 years before full-retirement eligibility.

Of the 22 Bank Plan retirees, six were full retirements (unreduced annuity), representing 8 percent of the Bank Plan population eligible for full retirement in 2015. These employees retired at an average age of 66.4 years with 25.9 years of service. The 15 remaining Bank Plan retirees retired at an average age of 56.8 years with 19.5 years of service, resulting in a reduced annuity.

Bank Plan: Average Age and Tenure at Retirement

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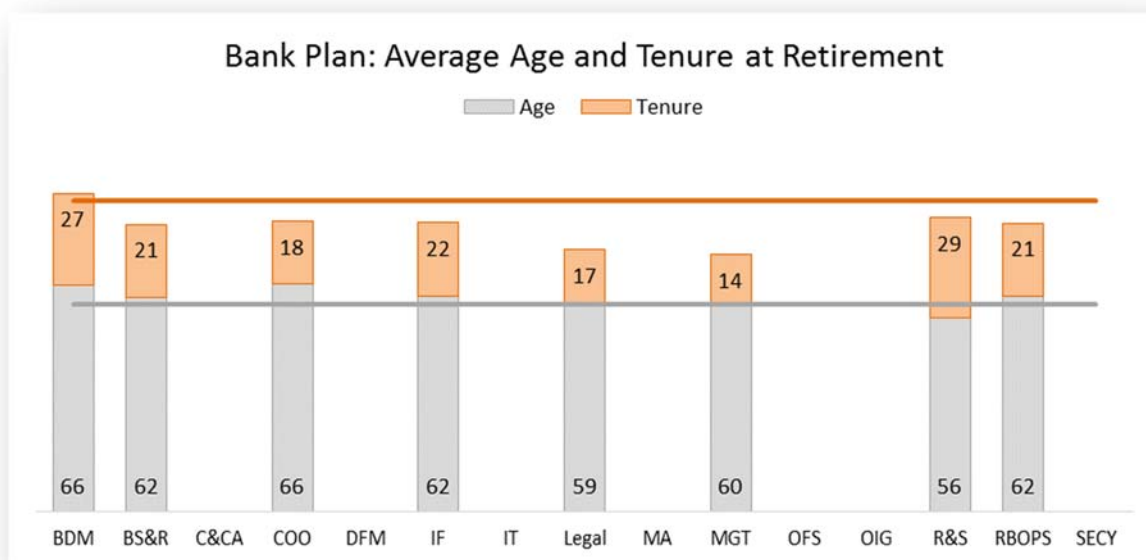
[4] This total excludes one atypical disability retirement.

Twenty-six employees retired under the Board Plan with an average age of 61.4 years with 32.1 years of Board service. Board Plan retirees, on average, left 5.2 years after they became eligible for full retirement (unreduced annuity). However, there is no "early retirement" (reduced annuity) for employees enrolled in the Board Plan.

Board Plan: Average Age and Tenure at Retirement
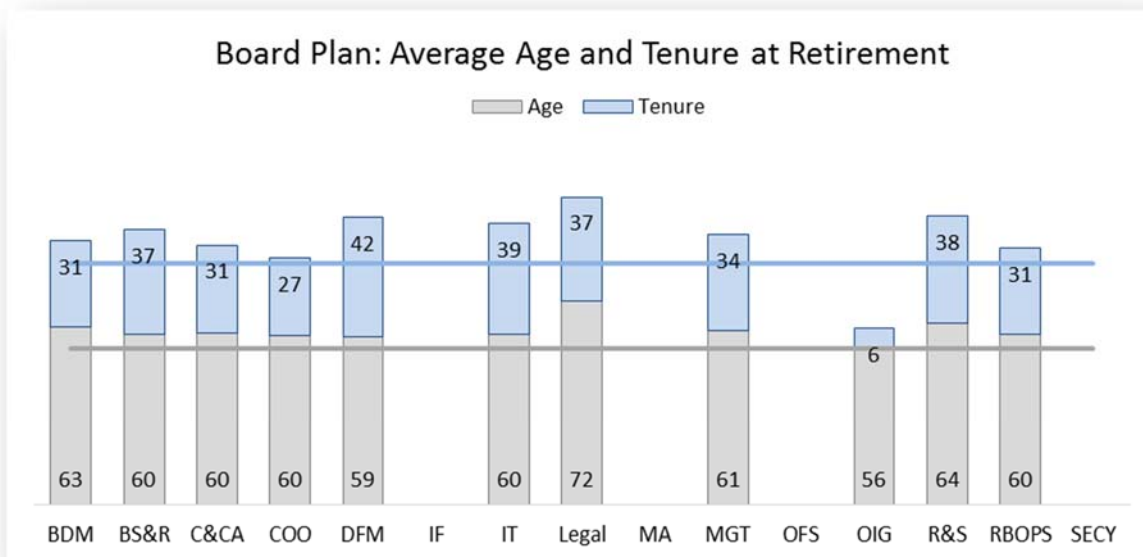
The chart below highlights all retirements for 2015 by division. The horizontal line at the zero mark of the vertical axis represents the date at which an employee can retiree with an unreduced annuity, referred to as "full retirement." Distance above the horizontal axis represents years beyond the full-retirement eligibility date. Distance below the horizontal axis indicates retirements initiated prior to achieving "full retirement" eligibility, or for purposes of this document, "early retirement."

As Board Plan employees have no early retirement option, all retired on, or at some point after, their full retirement eligibility date. On average, Board Plan retirees stayed 5.1 years longer than required to achieve full retirement, leaving at age 61 with 32 years of service. There were no significant variations in age or tenure among Board Plan retirees.

The Bank Plan offers an early retirement option, and 71 percent of retirements of staff enrolled in this plan took advantage of this option. On average, Bank Plan retirees left 3.2 years prior to achieving full-retirement eligibility, leaving at age 59 with 20 years of service. On average, women retired 5.2 years early, versus men who retired 1.2 years early.
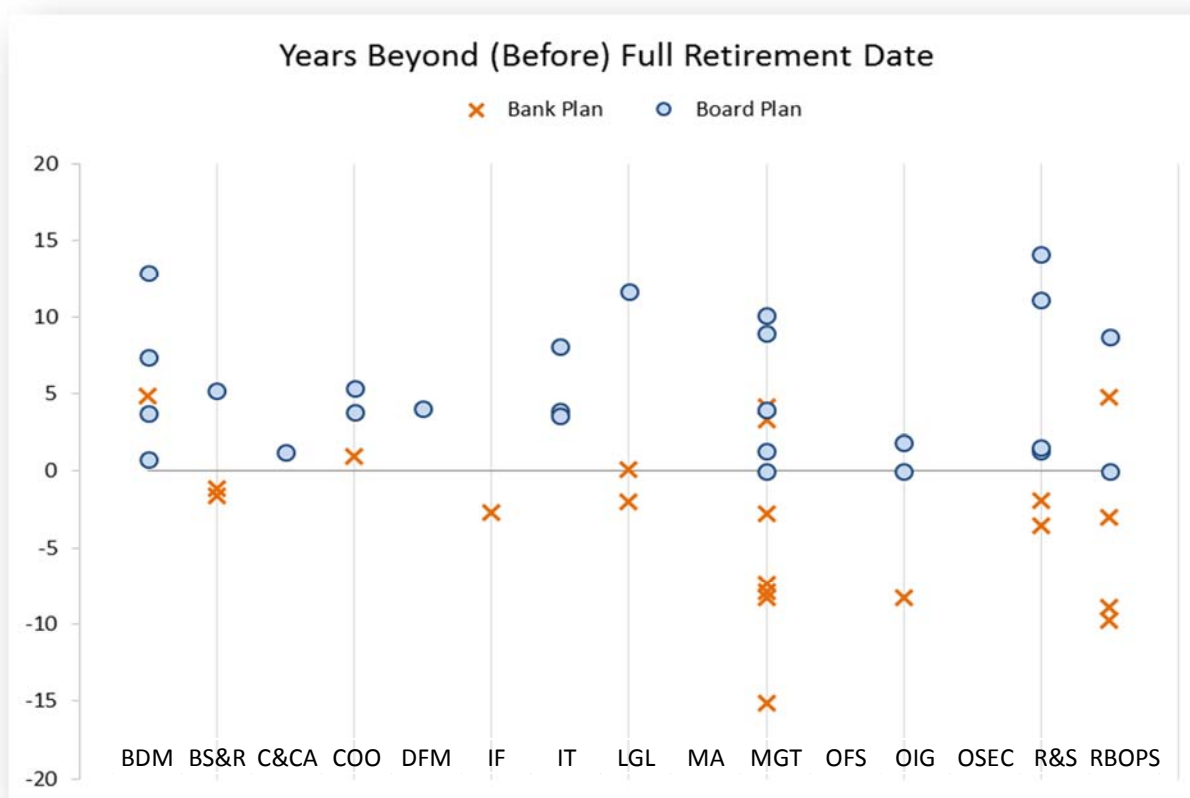
Retirement Eligibility[5]

By year-end 2016, 192 employees (7.2 percent of the Board's workforce) will be eligible to retire with full-retirement benefits. By January 1, 2021, the total increases to 367 employees (13.8 percent of the Board's workforce). Human Resources is currently implementing a succession planning strategy to address potential skill shortages in senior-level positions.

Over the next five years, approximately 33 percent of current Board officers (75 of 226) and 13 percent of current employees in grades FR-27 through FR-31 (139 of 1,095) will become eligible for full retirement. The graph illustrates by division the cumulative percentage of current employees eligible for full retirement by January 1, 2021.

2016-2020 Full Retirement Eligibility
(as percent of grade band, cumulative from 2016)

	COO	LGL	OSEC	IF	DFM	OIG	MGT	BSR	R&S	RBOPS	MA	CCA	BDM	IT	OFS
Grade 27-31	13%	9%	27%	9%	18%	2%	24%	18%	8%	12%	9%	13%	22%	11%	0%
Officer	80%	70%	50%	50%	43%	43%	42%	35%	33%	25%	21%	20%	14%	14%	13%

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[5] Employees under the Bank Plan are eligible to retire with a reduced pension (early retirement) at age 50 with five years of service (if hired prior to January 1, 2009) or age 55 with five years of service (if hired after January 1, 2009). Unreduced annuity (full retirement) for Bank Plan members applies to those employees who have reached age 60 with 30 years of service; or age 65 with five years of service. Board Plan and CSRS employees are eligible to retire with an unreduced pension at age 55 with 30 years; age 60 with 20 years; or age 62 with five years.

There is significant risk of losing expertise and institutional knowledge due to retirements, especially among official staff. The Office of the Chief Operating Officer is currently at the greatest risk, with 80 percent of that division's current official staff eligible for full retirement by 2021. The Legal Division will see 70 percent of official staff become eligible to retire over the next five years. The Office of the Secretary and International Finance divisions will see 50 percent of its officers reach full-retirement eligibility in the next five years, and three other divisions will eclipse 40 percent for officer retirement eligibility during the same period.

With regard to non-official staff in grades FR-27 through FR-31, the Office of Board Members, Management Division, and Office of the Secretary, will each have more than 20 percent of staff eligible for full retirement by January 2021 (22 percent, 24 percent, and 27 percent, respectively). The Division of Financial Management and Banking Supervision & Regulation will each see 18 percent of staff in these grades become eligible for full retirement.

Turnover Rates[6] by Tenure

As of December 31, 2015, the Board's overall annual turnover rate (excluding interns, research assistants, and retirements) remains low at 4.3 percent. Historically, turnover among employees who have worked at the Board for less than two years experienced the highest turnover rate of all tenure bands. However, for 2015 the annual turnover rate for employees with less than two years of service was 5.7 percent, equivalent to that for employees in the 5 to 10 years of service band. This is nearly half the turnover rate of 11.1 percent for probationary employees in 2014. In 2015, the highest turnover rate (7.0 percent) was for employees in the 2 to 5 years of service band. Exit interview survey data indicate that lack of promotional opportunities, job fit, and workplace culture were the top reasons that employees with less than two years of service separated from the Board. Workplace culture and job fit are consistent with exit survey data from employees who left within the first two years of employment for years 2012 through 2014.

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[6] Turnover rates are reported based on a cumulative rolling four quarters

Exit Survey Data

Collectively, the chart below and on the next page illustrate exit survey data for 2014 and 2015 for both non-retiring and retiring employees who have separated from the Board:
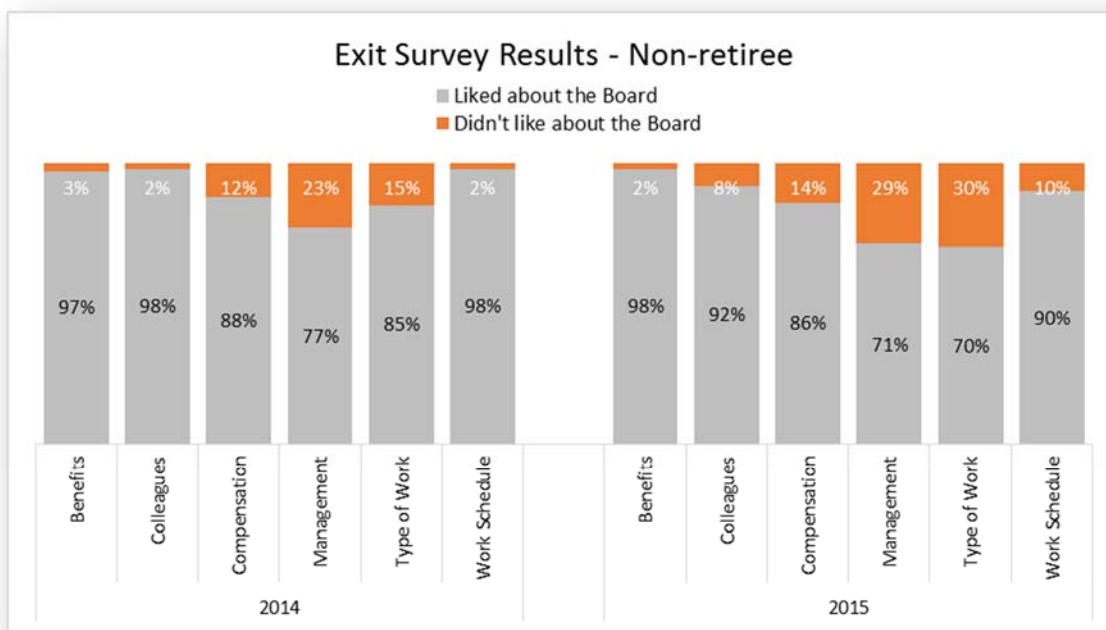
- Non-retiring separating employees indicated that "Benefits" (98 percent), "Colleagues" (92 percent), and "Work Schedule" (90 percent) were the most favorable aspects of working at the Board in 2015. These were also the highest three favorable responses in 2014.

- Non-retiring employees who separated in 2015 indicated that "Type of Work" was the least favorable aspect of working at the Board. "Management," which was the least favorable aspect in 2014, was a very close second.
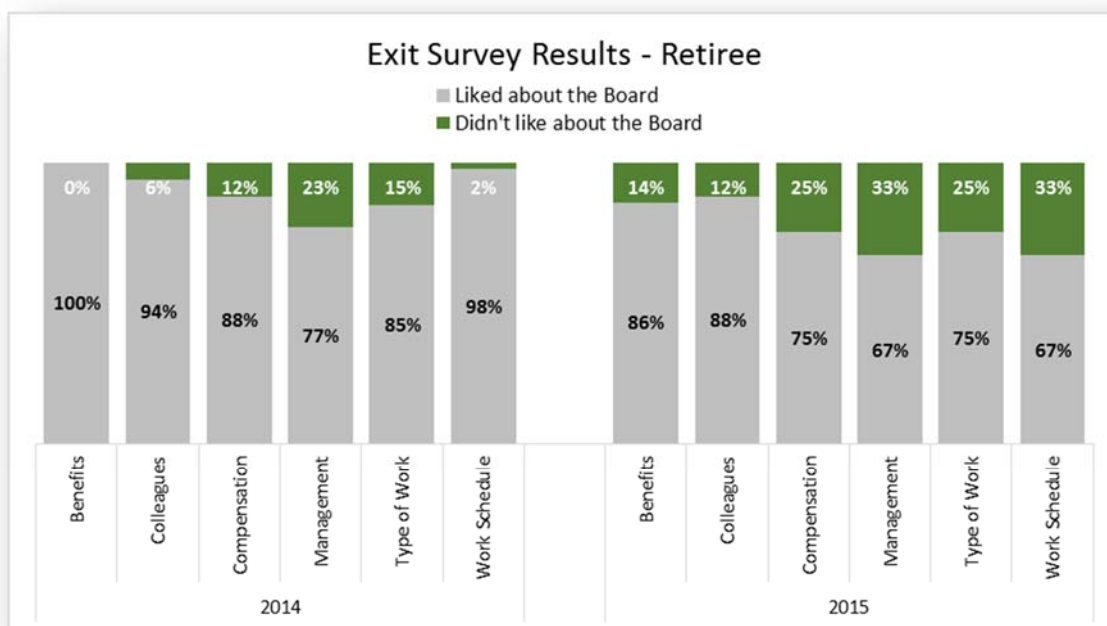
- Employees who retired in 2015 indicated that "Colleagues" (88 percent), "Benefits" (86 percent), Compensation (75 percent) and "Type of Work" (75 percent) were the most favorable aspects of working at the Board in 2015. These are consistent with the highest favorable responses in 2014 with the exception of "Benefits," which retirees responded 100 percent favorable in 2014.

- Employees who retired in 2015 indicated that "Work Schedule" and "Management" were the least favorable aspects of working at the Board, each coming in at 33 percent. "Management" was the least favorable aspect in 2014. Most notably, in 2015 "Work Schedule" saw a significant decline in favorability compared to 2014 responses.

- Although "Compensation" tied third-highest for favorable aspect of retiring employees in 2015, the 75 percent favorability response is a drop from the 2014 favorability response of 82 percent. Additionally, the 25 percent least favorable response is up from the 2014 response of 18 percent.
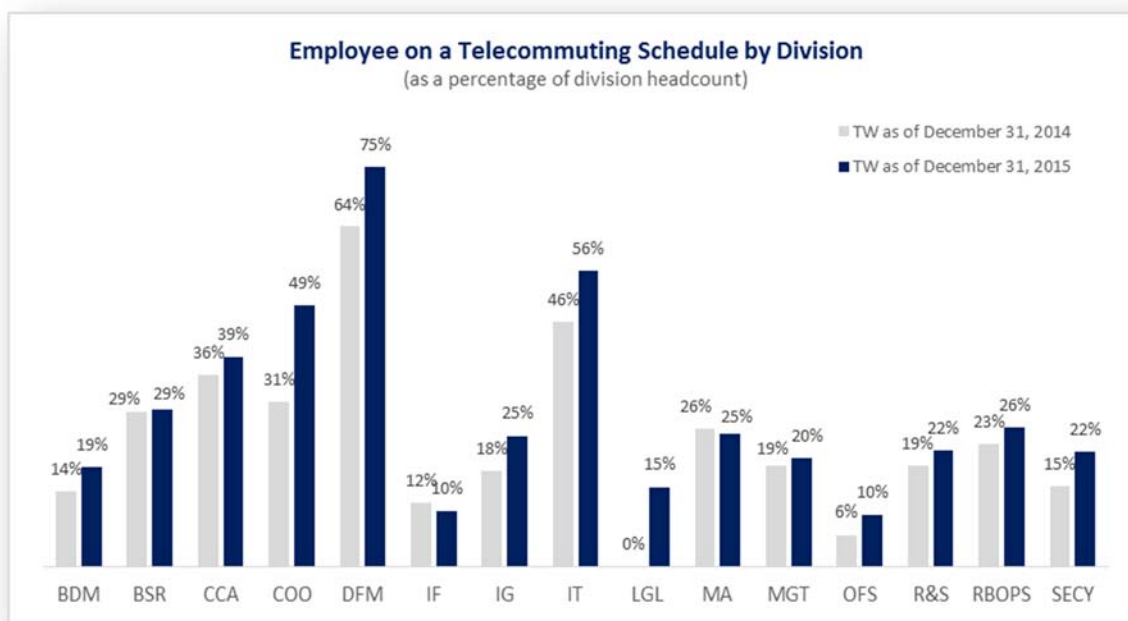
Exit Interview Feedback

Employee Relations staff conducted exit interviews with nearly 90 (retirement and non-retirement) employees in 2015. The following themes were noted:

- The top response separating employees most liked about working at the Board were their colleagues. Separating employees stated they enjoyed working with smart and professional co-workers. The second highest response was the benefits package offered to employees. Separating employees, especially those who were retiring, appreciate and commend the Board on the extensive benefits offered.

- Consistent with exit interview comments from prior years, separating employees recommend that the Board promote or hire supervisors and managers who have strong people-management skills along with subject-matter expertise.

- Separating employees expressed concern that they did not understand the process or criteria by which employees are selected for promotion. Tied to this concern is the perceived lack of transparency in how work assignments are given to employees, which may lead to employees getting the more visible projects being better prepared and qualified for promotion.

- Separating research assistants (RA) mentioned that they would like to have information about alternative career tracks to a Ph.D. program. RAs said that not all of them want to pursue a PhD or attend graduate school when leaving the Board, but they do not have information on other careers that they could pursue.

- Separating employees recommended that the Board increase the use of flexible work schedules (telework and alternate work arrangements) and the sabbatical program. Additionally, separating employees stated that long commute times was a factor in their decision to find jobs closer to where they live.

Work/Life Balance

The Employee Life section continues to make telework a viable option to provide better work-life balance for employees. In 2015, the section moved the updated Telework Policy to the Senior Officer Committee (SOC) for review.

The chart below shows the number of employees participating in telecommuting arrangements on either a part-time or a full-time basis. Nearly 31 percent of Board employees telecommute, an increase of roughly 5 percentage points from 2014 (24 percent). Legal Division, which did not offer telework options in 2014, saw 15 percent of its employees begin a telework arrangement during 2015.

Employee on a Telecommuting Schedule by Division
(as a percentage of division headcount)

TW as of December 31, 2014
TW as of December 31, 2015

Approximately 40 percent of Board employees participate in an alternative work arrangement (AWA), working either a 5-4-9 or a 4-10 work schedule, consistent with the participation rate for 2014. The chart below shows AWA participation by division in 2014 and 2015.

Employee on an AWA Schedule by Division
(as a percentage of division headcount)
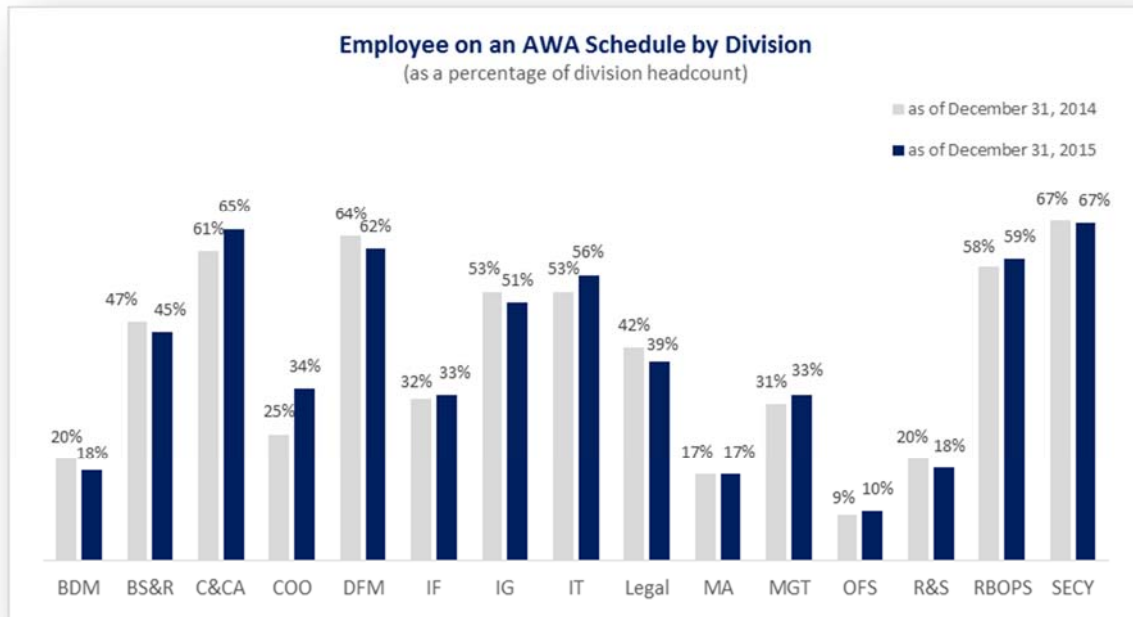
Wellness Initiatives/Health Services[7]

Health Services continues to see significant participation in sponsored wellness initiatives, although there was a significant drop in total participants from 2014 to 2015. The chart below shows this trend over the past four years.
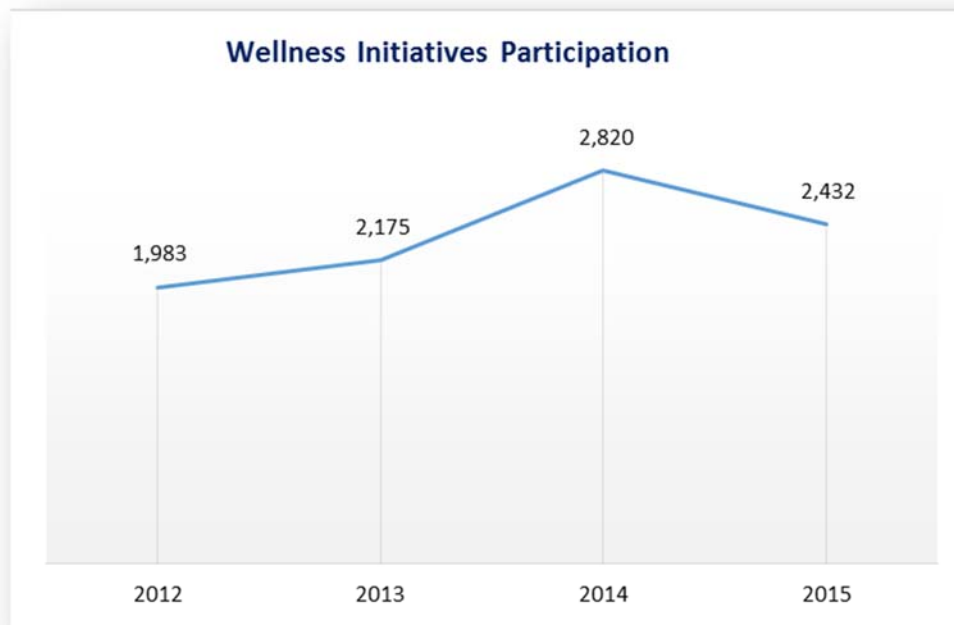
In 2015, the Board's Employee Life section offered the following new services and enhancements:

- Satellite office at 1801K
- Lactation spaces for nursing mothers at 1801K
- Assumed responsibility for the Board's Ergonomic Program.

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[7] The participation total is based on the total number of attendees that attended a Board-sponsored wellness event. Some employees may have participated in more than one event and counted as an attendee for each event attended.

Health Services performed evaluations and provided equipment to 107 employees in 2015. In addition, Health Services provided the following programs and offerings in 2015.

- Healthy tips shared on the digital signage monitors at 1801K

- Employee Life staff and contractors continue to share health-related information on both the Board Insider and Employee Life TV.

- Participation in On the Go Fitness programs nearly doubled beyond 2014 rates after Employee Life staff made enhancements to the program

- Employee Life staff evaluated 36 Law Enforcement Officer (LEO) candidates. Each new hire must undergo four separate comprehensive medical evaluations before being hired.

Employee Life continues to offer the following services:

Breast cancer screenings	Health Fair
Meditation sessions	**Healthy heart programs**
Massage therapy	Pre-cancer facial skin screenings
Retirement & career transition services	Preventive health screenings
Vision and glaucoma screenings	Blood drives
On-the-Go fitness programs	Flu vaccinations
Quarterly lunch and learns	

DEVELOPING TALENT

Talent Reviews - Officers

As shown in the chart below, as of December 2015, 60 percent of the Board's divisions completed talent reviews for officers, while the remaining divisions will be completed in 2016. The talent reviews are conducted by the Organizational Development and Learning (OD&L) section and involve working with senior leadership to implement a more methodical approach to succession planning that assesses the strengths and the development needs of leadership. The staff is conducting talent reviews and is working with divisions to formulate a strategy to ensure that a robust pipeline of qualified leaders exists to support the Board's current and future business needs.

Division Talent Reviews - Officer Level
(as of December 31, 2015)

Scheduled for Completion, 40%

Completed, 60%

Executive Coaching

Board divisions, along with the Leading and Managing People (LAMP) workgroup, sponsor executive coaching opportunities for officers and managers. Both LAMP-sponsored and division-sponsored participation continues to increase. In 2015, 104 managers and officers across every division (except Legal) participated in the program. This is a 14 percent increase compared to the 91 participants in 2014.

Training & Development

OD&L experienced an increased demand for the *QuickStart for Managers* course. Forty-four participants, representing all divisions completed the course in 2015, including one cohort designed specifically for the research divisions. The leadership development program continues to receive positive reviews. Sixty-eight interpersonal skills and business writing courses were held in 2015. Courses were attended by staff from all divisions.

Several new pilot courses were offered in 2015, including, *What's Your MicroTrigger?*, *Generational Differences*, and *Time Management for Productivity*. Curriculum enhancement efforts continue to expand for 2016. Overall course utilization increased substantially in 2015 to 69 percent compared with 58 percent in 2014. The "no-show rate improved significantly when compared to the 2014 rate.

Top Five Attended Courses	Rate
Effective Presentations & Public Speaking	97%
What's Your MicroTrigger?	90%
Time Management for Productivity	80%
Using Board Style	78%
Generational Differences	77%

APPENDICES

SECTION SCORECARDS

HUMAN RESOURCES

2015 UPDATE

Benefits

Statistics

		Q4 2014	Q4 2015	Jan - Dec 2014 YTD	Jan - Dec 2015 YTD	Variance
Attract & Retain	% participation of employee voluntary thrift contribution[1,2]	-	85%	-	85%	-
	% average employee benefit contribution to Thrift Plan[1,2]	-	9%	-	9%	-
	% utilization of health and welfare benefits[1,3]	-	94%	-	94%	-
	% of employees fully vested in the pension/Thrift Plan[1]	-	56%	-	56%	-
	# of Retirements	14	7	71	48	-23
	% of Retirement Eligible Employees[1,4]	-	6%	-	6%	-
HR Efficiency & Effectiveness	# of employee cases logged in CRM tool[1]	-	375	-	1589	-
	# of life events processed via self-service[1]	-	68	-	185	-

Metrics

		Q4 2014	Q4 2015	2015 YTD	Target	Status
Attract & Retain	% utilization of Answerline, Ayco's financial planning service	-	4%	4%	5%	◆
HR Efficiency & Effectiveness	Customer Satisfaction Rate- Benefits Counselors (Overall)	93%	92%	92%	90%	■

[1.] Data collection began in 2015, thus there is no comparable data for 2014 available.

[2.] Does not include Roth employee deferrals

[3.] Includes FEHB, Board Dental & Board Vision.

[4.] Full retirement for Bank plan members applies to those employees who have reached age 60 with 30 years of service; or who meet the Rule of 90 after age 60 (age + service = 90); or age 65 with 5 years of service. Board Plan and CSRS employees are eligible to retire with an unreduced pension at age 55 with 30 years; age 60 with 20 years; or age 62 with 5 years only.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics
Average process time per retirement
# of retirement sessions per retirement
% utilization of voluntary benefit programs
Healthcare cost per employee
Benefits as a % of salary
Benefit Revenue Ratio
% of employees that are satisfied/like benefits package

		Q4 2014	Q4 2015	Jan - Dec 2014 YTD	Jan -Dec 2015 YTD	Variance
Compensation						
Statistics						
Attract & Retain	Avg % Salary Increase - Career Ladder Promotions	9.4%	7.0%	10.7%	9.3%	-1.4%
	Avg % Salary Increase - Other Promotions	6.8%	8.8%	10.7%	10.0%	-0.7%
	Avg Starting Compa-Ratio (New Hires)	0.94	0.97	0.94	0.98	0.05
	Avg Compa-Ratio for existing staff	N/A	1.00	N/A	1.00	-
	Avg Compa-Ratio for existing staff (Minority F)	N/A	0.98	N/A	0.97	-
	Avg Compa-Ratio for existing staff (Minority M)	N/A	0.99	N/A	0.99	-
	Avg Compa-Ratio for existing staff (Non-Minority F)	N/A	1.00	N/A	1.00	-
	Avg Compa-Ratio for existing staff (Non-Minority M)	N/A	1.00	N/A	1.01	-
	Number of equity adjustments	74	629	492	728	236
	Number of Variable Pay Awards	N/A	1909	N/A	2394	-
	% of Eligible Staff Receiving Target Variable Pay	N/A	97.1%	N/A	97.6%	-
	% of highest-rated* Staff Receiving Target Variable Pay	N/A	94.3%	N/A	96.8%	-
	% of next highest-rated** Staff Receiving Target Variable Pay	N/A	76.0%	N/A	88.0%	-
	Reward and Recognition Awards	N/A	180	N/A	364	-
	% of Staff Receiving Reward and Recognition Awards	N/A	6.6%	N/A	13.3%	-
Develop	Number of Promotions		52	517	387	-130

highest-rated top-right (3C)

*** second highest-rated top-middle & middle-right (3C)*

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	❌

Future Metrics:

Market Pay Metrics
Hot Job Metrics
FIRREA Compensation Comparative Data for:
  - Economists
  - Lawyers
  - Financial/Business Analysts

Employee Relations

Statistics

	Q4 2014	Q4 2015	Jan -Dec 2014 YTD	Jan - Dec 2015 YTD	Variance
# of employees receiving performance warnings[1]	-	6	-	10	-
# of ER Cases	82	62	171	269	98
# of Disability/Attendance[1]	20	9	34	49	15
# of Agency Actions	14	13	25	69	44
# of Performance	7	25	19	75	56
# of Work-Related Conflict	9	15	21	47	26
% of total ER cases - wage grade	4%	2%	3%	3%	0%
% of total ER cases - grades 17-21	2%	8%	4%	6%	2%
% of total ER cases - grades 22-25	54%	47%	51%	47%	-4%
% of total ER cases - grades 26-28	38%	27%	35%	34%	-2%
% of total ER cases - grades 29/Officers	2%	18%	7%	11%	4%
# of ER Counseling Hours	613	261	2084	1276	-808
# of employees on Employee Relations Administrative Leave	4	3	4	21	17
# of days of Administrative leave used	1089	78	1089	552	-537.25

Row category (vertical): HR Efficiency & Effectiveness

Metrics

	Q4 2014	Q4 2015	2015 YTD	Target	Status
% of Voluntary Separations with Extraordinary/Outstanding Rating	36%	44%	41%	< 50%	🟩
Poor Performer Turnover	41%	23%	34%	> 50%	🔶
Division Utilization Rate of ER BOA	0%	0%	0%	> 50%	❌

Row categories (vertical): Attract & Retain; Develop

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	❌

Future Metrics:

Customer Satisfaction Rate
ER BOA Satisfaction Rate

Employee Life					
Statistics					
	Q4 2014	Q4 2015	Jan - Dec 2014 YTD	Jan - Dec 2015 YTD	Variance
Attract & Retain					
# of Wellness Programs	19	20	89	63	-26
# of Wellness Participants	94	883	2,820	2432	-388
# of Walk-In Patients Serviced[1]		754		3765	-
% of Board Employees Telecommuting (Periodic or Full time)	-	-	23.8%	30.9%	7.1%
% of Board Employees with Alternate Work Arrangement Schedules	-	-	39.6%	40.2%	0.6%
HR Efficiency & Effectiveness					
# of STD Claims	19	29	88	100	12
% of STD Claims that are Maternity	52.6%	31.0%	36.4%	31.0%	-5.4%
Avg Duration STD Days	46	64	60	65	5
STD Claims- Avg Cost per Claim	$3,534	$10,386	$10,096	$13,260	$3,164
# of Work Comp Claims	1	0	16	16	0
# of FMLA Applications[2]	18	19	50	58	8
Avg. # of "Hits" per Employee Life TV episode[3]	661	448	916	628	-288
# of Emergency Responses	0	7	47	32	-15
# of Law Enforcement Evaluation Visits (L1)[4]	33	116	267	378	111
# of Law Enforcement Appts (L2)[4]	11	12	100	136	36
# of Law Enforcement Contacts (L3)[4]	66	75	525	357	-168
# of Law Enforcement Recruits (L4)[4]	1	0	66	36	-30

Metrics					
	Q4 2014	Q4 2015	2015 YTD	Target	Status
HR Efficiency & Effectiveness					
% of Required Medical Surveillances Completed[6]		100%	100%	100%	■

[1.] Data reporting initiated in January 2015

[2.] FMLA data collection began April 1, 2014 when EE Life assumed administration from ER.

[3.] Employee Life TV went online in February 2014

[4.] L1 = fit for duty exams. In 2015 each FFD exam requires 1.5 hrs

 L2 = sick visits, return-to-work, & employee relations.

 L3 = "chits," short contacts, such as, telephone, scheduling, chart documentation.

 L4 = new recruit evaluation (4 visits per recruit)

[5.] Blood borne pathogen training is conducted in Q3 annually for at risk categories (e.g. Facilities staff, plumbing staff). This group ranging in size from 27 to 35 employees.

[6.] Medical surveillance testings and screenings are conducted in Q3 annually for Carpenters, Painters, Plumbers, Facilities, and designated Law Enforcement.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Customer Satisfaction- Employee Life Programs

Workers Compensation- avg cost per claim

Human Resources Analytics, Systems, & Operations (HRASO)

Statistics

		Q4 2014	Q4 2015	Jan - Dec 2014 YTD	Jan - Dec 2015 YTD	Variance
Attract & Retain	# of Staffing Requests Processed (Postings, Reference Checks, Education Verifications, Travel, Appointment Letters, Personnel Action Notices)	222	192	1018	953	-65
Develop	# of Academic Assistance Transactions Processed	114	127	1477	1580	103
HR Efficiency & Effectiveness	eOPF employee usage rate[1]	26%	24%	24%	24%	0%
	# of Employee Separation Process Automation (ESPA) transactions	31	39	329	324	-5
	$ collected from Academic Assistance Collections Accts	$ 9,291	$30,058	$91,693	$66,594	-$25,099
	# of Benefits Hotline Inquires	745	2103	2288	4308	2020
	# of Employee Verifications -Verbal	36	20	282	224	-58
	# of Employee Verifications- Written	18	21	212	175	-37
	# of Employee Verifications - Investigators	7	3	44	28	-16

Metrics

		Q4 2014	Q4 2015	2015 YTD	Target	Status
HR Efficiency & Effectiveness	Benefits Hotline - Abandoned Call rate	10%	23%	23%	< 20%	◆
	Customer Satisfaction Rate- Hotline (Overall)[2]	91%	96%	91%	90%	■
	Customer Satisfaction Rate- Hotline (Response Time)[2]	86%	92%	84%	90%	◆

[1] eOPF usage suspended as of June 2015; 2015 YTD reflective of Q2 2015 data

[2] Q4 2015 and YTD 2015 data reflective of Q3 2015 data. Insufficient survey response.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Customer Service Satisfaction Rate - HRIS (Overall)
Customer Service Satisfaction Rate - HRIS (Response Time)
ESPA delinquency close-out rate
Board Divisions Utilization Rate - HR Analytics Services
% of Automation Projects completed on target

HR Business Partners (HRBP)

		Q4 2014	Q4 2015	Jan - Dec 2014 YTD	Jan - Dec 2015 YTD	Variance
Attract & Retain	**Engagement Survey**: # of HRBP divisions that have completed communication of survey results	-	100%	-	100%	-
	Engagement Survey: # of HRBP divisions that have gathered additional information from staff	-	18%	-	82%	-
	Engagement Survey: # of HRBP divisions that have completed survey action plans	-	91%	-	91%	-
Develop	**NMAP:** # of nMaps conducted in HRBP divisions	-	1	-	10	-
	Succession Planning: # of initial succession planning discussions between HR and division senior leadership in HRBP divisions	-	0%	-	9%	-
	Succession Planning: # of 9-box succession documents created with copy held in HR for HRBP divisions	-	9%	-	18%	-
	Succession Planning: # of development plans created with copy held in HR for HRBP divisions	-	0%	-	0%	-
HR Efficiency & Effectiveness	**Division HR Strategic Plan**: # of division-specific HR Strategic Plans created for HRBP divisions	-	0%	-	100%	-
	Division HR Strategic Plan: # of division-specific HR Strategic Plans shared with division senior leadership in HRBP divisions	-	36%	-	45%	-
	Division Workforce Plan: # of division-specific Workforce Plans created for HRBP divisions	-	45%	-	81%	-
	Division Workforce Plan: # of division-specific Workforce Plans shared with division senior leadership in HRBP divisions	-	0%	-	18%	-

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	🟩
Metric is below target, requires attention	🔶
Metric is well below target; significant remediation efforts required	❌

Organizational Development & Learning (OD & L)

Statistics

		Q4 2014	Q4 2015	Jan - Dec 2014 YTD	Jan - Dec 2015 YTD	Variance
Attract & Retain	# of Engagement Survey Projects In Process[1]	-	61	-	61	-
	# of Engagement Survey Action Plans[1]	-	89	-	89	-
Develop	Executive Coaching Usage Rate[1]	-	20%	-	20%	-
	Training Course No-Show Rate[1]	-	9%	-	11%	-
	Training Course Utilization Rate[1]	-	80%	-	69%	-
	Academic Assistance - % of Annual Budget Spent	3%	9%	71%	111%	40%
	Training Expense - % of Annual Budget Allocated	42%	126%	95%	126%	31%
	OD Consulting - % of Annual Budget Allocated	11%	41%	100%	41%	-59%
	Exec Coaching - % of Annual Budget Spent	34%	36%	92%	85%	-7%

Metrics

		Q4 2014	Q4 2015	2015 YTD	Target	Status
Develop	Academic Assistance Usage	9%	10%	10%	> 5%	■
	% of Divisions with Completed Talent Reviews -- Officers	40%	60%	60%	> 53%	■

[1.] Data collection began in 2015, thus there is no comparable data for 2014 available.

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:
Direct learning investment (cost) per employee
% of Employees Completing Instructor-Led Training
% of Employees Utilizing Online Training
Number of OD Intervention Hours-External
Executive Coaching Client Satisfaction Rate
OD Intervention Satisfaction Index- Internal
OD Intervention Satisfaction Index- External
Client Satisfaction with Training Program (%) - by course type
Perceived Impact on Job Performance (%) - by course type

Talent Acquisition					
Statistics					
	Q4 2014	Q4 2015	Jan - Dec 2014 YTD	Jan - Dec 2015 YTD	Variance
Positions Filled	108	72	533	549	16
Positions Filled Internally (%)	30%	32%	23%	26%	3%
% of New Hires - Female Hires	30%	32%	39%	39%	0
% of New Hires - Minority Hires	24%	35%	33%	35%	0
Number of Declined Offers[1]			-	7	-

Attract & Retain

Metrics					
	Q4 2014	Q4 2015	2015 YTD	Target	Status
Average Time to Fill (in days)	109	92	98	90	◆
% of Employee Referral Source of Hire	47%	33%	23%	20% or >	■
% of Social Media Source of Hire	13%	6%	5%	10% or >	◆

Attract & Retain

[1] Declined offers were not reported in 2014

*METRIC STATUS LEGEND	
Metric meets or favorably exceeds internal target	■
Metric is below target, requires attention	◆
Metric is well below target; significant remediation efforts required	☒

Future Metrics:

Declined Offer Rates- Compensation Related
Quality Of Hire Satisfaction Rate (Manager & Employee)
% of Relocation Hires staying more than 3 years
Employee Referral Hire Trends