

U.S. Chemical Safety Board Organizational Development Consultation

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BRIEFING TO CSB SENIOR LEADERSHIP

February 12, 2015





Why We Are Here Today

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- CSB hired Vantage to engage with managers and staff to develop solutions that address fundamental issues and challenges within the agency.
- As part of the engagement effort, our team conducted one-on-one interviews with managers and key staff.
- The purpose of these interviews was to better understand the agency's issues and challenges and explore potential solutions that resonate.



Why We Are Here Today

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- During engagement, we came to the realization that the issues and challenges are so deep-seated that for any solution set to work, it has to begin with CSB senior leadership.
- We have some very important and relevant information and observations to share with you and some recommendations for the way ahead.



Topics

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- Areas where CSB is making progress
- Areas where CSB continues to struggle
 - Recurring themes from Vantage team member interviews
 - Vantage's Assessment
 - CSB as measured against best practices in organizational engagement
- Recommendations/Next Steps
- Recommended Timeline

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Areas Where CSB is Making Progress





Areas Where CSB is Making Progress

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- New board members confirmed and onboarding in progress
- Executive leadership coaching is well underway
- Continued production of high-quality reports as well as a reduction of the report backlog
- Formation of the WIC and subsequent development of six Action Plans (by the WIC)



Areas Where CSB is Making Progress

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- Board actions to address procedural issues
- Continued commitment to and belief in the importance of the agency's mission
- Hiring Vantage to assist the agency in organizational development



Other Positive Feedback

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- CSB staff continue to express a sense of freedom to follow their interests and pursue personal growth and professional development.
- CSB staff also expressed appreciation of the fact that they could see the fruits of their efforts in personal development.

Areas Where CSB Continues to Struggle





Recurring Themes from Interviews

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- Praise for the quality and dedication of the workforce. (80% of interviewees)
- I like the people I work with (80% of interviewees)
- Much frustration with top leadership (80% of interviewees)
- Conflict among board members is having a negative impact (80% of interviewees)
- Lack of collaboration by senior leadership in decision making (53% of interviewees)



Recurring Themes from Interviews

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- Lack of accountability and lack of follow through by senior leadership (60% of interviewees)
- CSB suffers from poor communication from the top down (60% of interviewees)
- There is a perception of a climate where senior leadership discourage dissenting opinions. (47% of interviewees)
- Inconsistent management of investigative functions between Denver and DC results in differing practices, uneven load balancing, and disparate approaches (47% of interviewees)



Recurring Themes from Interviews

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- The pace of progress is disappointing (73% of interviewees)
- Forming the WIC is a step in the right direction, but that progress has been slowed by managerial inertia from senior leadership (53% of interviewees)
- There is a need for established, agreed upon policies, procedures, protocols, and a style manual and for accountability by senior leadership (73% of interviewees)



Vantage's Assessment

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1. Comments are consistent with other formal input such as the Employee Viewpoint Surveys, the Carden Group Report, the IG report, and others.
2. CSB has significant issues/problems that are negatively impacting morale and organizational performance.



Vantage's Assessment

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3. In fact, in some areas, the CSB has actually experienced some degradation in employee engagement.
4. The degradation in employee engagement may be attributable to the appearance that senior leaders are backing away from external advice and previously made commitments.



Vantage's Assessment

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- More than a year after a difficult sequence of events that brought negative attention and scrutiny, the prevailing feedback is that many of the associated issues have not been adequately addressed.
 - Poor communication, lack of trust in senior leadership, lack of consistency in procedures, and other factors continue.
 - Though there is some level of optimism and anticipation that the hiring of Vantage will help, lasting change will not happen without commitment throughout the organization – beginning with senior leadership.



Vantage's Assessment

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- The agency has yet to develop a comprehensive and integrated plan to actively embrace and address:
 - the issues reflected in the 2013 and 2014 Federal Employee Viewpoint surveys,
 - the findings of the congressional inquiry and IG investigations,
 - systemic issues associated with turnover, and
 - others.



Best Practices in Employee Engagement



- Measured against best practices in employee engagement, CSB falls short in several areas.
- The following sequence of slides provide examples and our rationale for this conclusion.
- Employee engagement: how satisfied your employees are on the job and whether this satisfaction creates superior performance



Best Practices in Employee Engagement

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- Each year Gallup releases its annual report on employee engagement
- Administered to more than 25 million employees in 189 countries
- The basis of the Federal View Point survey questions
- Uses 12 indicators statistically correlated as the “best predictors of employee and workgroup performance”
 - First 2 questions are critical: address primary needs
 - Other 10 questions address how workers contribute to the whole and are valued, organizational fit, and development.



12 Indicators of Engaged Employees

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1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the past seven days, I have received recognition or praise for good work.
5. My supervisor, or someone at work, seem to care about me as a person.
6. There is someone at work who encourages my development.



12 Indicators of Engaged Employees

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7. At work, my opinions seem to count.
8. The mission or purpose of my organization makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the past six months, someone at work has talked to me about my progress.
12. In the past year, I have had opportunities at work to learn and grow.



I Know What is Expected of Me at Work



CSB Federal View Point Survey	2013	2014
I know what is expected of me on the job.	65.32%	69.82%
Managers communicate the goals and priorities of the organization.	28.88%	33.63%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	28.88%	33.63%
I am held accountable for achieving results.	49.69%	69.85%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	19.68%	22.10%



I Have the Materials and Equipment I Need to do My Job Right

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CSB Federal View Point Survey	2013	2014
I have significant resources to get the job done.	24.17%	30.80%
I have enough information to do my job well.	50.15%	63.92%
Employees have a feeling of personal empowerment with respect to work processes.	27.50%	25.11%
My workload is reasonable.	24.23%	42.96%
My work unit is able to recruit people with the right skills.	34.82%	36.90%
The people I work with cooperate to get the job done.	60.43%	58.34%
Employees in my work unit share job knowledge with each other.	62.21%	65.84%



At Work, I Have the Opportunity to Do What I do Best Every Day

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CSB Federal View Point Survey	2013	2014
I like the kind of work I do.	76.12%	84.66%
My work gives me a feeling of personal accomplishment.	69.94%	75.33%
My talents are used well in the workplace.	49.25%	51.47%
How would you rate the overall quality of work done by your work unit.	70.00%	77.46%
Employees are recognized for providing high quality products and services.	46.02%	40.99%
Creativity and innovation are rewarded.	26.53%	26.60%
My agency is successful at accomplishing its mission.	36.24%	40.39%



In the past 7 days, I Have Received Recognition or Praise for Good Work

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CSB Federal View Point Survey	2013	2014
In my work unit, differences in performance are recognized in a meaningful way.	30.53%	38.21%
Awards in my work unit depend on how well employees perform their jobs.	36.58%	41.57%
Pay raises depend on how well employees perform their jobs.	18.28%	22.71%
Creativity and innovation are rewarded.	26.53%	26.60%
How satisfied are you with the recognition you receive for doing a good job?	40.05%	41.78%



Trends in Employee Engagement

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- The 2014 Federal Employee Viewpoint Survey Results: Employees Influencing Change, Government Wide Management Report provides another data set.
- Vantage selected four areas from the report that bring provide additional perspective.
 - Leaders Lead
 - Supervisors
 - Intrinsic Work Experience
 - Global Satisfaction



Engagement Trend: Leaders Lead

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Reference	2010	2011	2012	2013	2014
Small Agencies, Combined Average	57	56	54	55	52
CSB	33	20	39	22	26

Leaders Lead reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. It is made up of items:

- In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
- My organization's senior leaders maintain high standards of honesty and integrity.
- Managers communicate the goals and priorities of the organization.
- Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

Source: 2014 Federal Employee Viewpoint Survey Results: Employees Influencing Change
Government Wide Management Report



Engagement Trend: Supervisors



Reference	2010	2011	2012	2013	2014
Small Agencies, Combined Average	74	74	73	74	74
CSB	67	63	79	75	74

Supervisors reflects the interpersonal relationship between worker and supervisor, including trust, respect and support. It is made up of items:

- Supervisors in my work unit support employee development.
- My supervisor listens to what I have to say.
- My supervisor treats me with respect.
- I have trust and confidence in my supervisor.
- Overall, how good a job do you feel is being done by your supervisor?

Source: 2014 Federal Employee Viewpoint Survey Results: Employees Influencing Change
Government Wide Management Report



Engagement Trend: Intrinsic Work Experience

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Reference	2010	2011	2012	2013	2014
Small Agencies, Combined Average	74	72	71	70	69
CSB	75	66	72	58	65

Intrinsic Work Experience reflects the employees' feelings of motivation and competency relating to their role in the workplace. It is made up of items:

- I feel encouraged to come up with new and better ways of doing things.
- My work gives me a feeling of personal accomplishment.
- I know what is expected of me on the job.
- My talents are used well in the workplace.

Source: 2014 Federal Employee Viewpoint Survey Results: Employees Influencing Change
Government Wide Management Report



Engagement Trend: Global Satisfaction

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Reference	2010	2011	2012	2013	2014
Small Agencies, Combined Average	69	66	62	61	59
CSB	62	42	55	41	38

The Global Satisfaction Index is made up of items:

- I recommend my organization as a good place to work.
- Considering everything, how satisfied are you with your job?
- Considering everything, how satisfied are you with your pay?
- Considering everything, how satisfied are you with your organization?

Source: 2014 Federal Employee Viewpoint Survey Results: Employees Influencing Change
Government Wide Management Report



Best Places to Work Comparison

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Agency	2014 Score	Change from 2013
U.S. Trade and Development Agency	87.9	9.5
Office of Navajo and Hopi Indian Relocation	86.8	N/A
Occupational Safety and Health Review Commission	78.7	3.3
Institute of Museum and Library Services	66.4	15.5
National Indian Gaming Commission	63.6	12.7
Office of Government Ethics	62.3	6.0
Postal Regulatory Commission	59.5	-7.1
American Battle Monuments Commission	58.4	N/A
Inter-American Foundation	40.4	9.0
Chemical Safety and Hazard Investigation Board	33.7	-2.9



What Do These Data Mean?

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- The agency still suffers from:
 - Lack of trust in senior leadership, which has resulted in a low level of confidence;
 - Poor communication;
 - Ineffective goal setting;
 - Lack of standard procedures, which coupled with poor communication and ineffective matching of decision making styles to the situation, leads to lack of trust; and
 - Lack of follow up by senior leadership which contributes to lack of accountability.



Why it Matters

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- There is no doubt of the importance of the CSB mission, nor staff dedication to it.
- However, any organization whose staff raise repeated, continuing concerns about morale, lack of trust and openness, and lack of accountability and engagement will encounter continued difficulty in the long-run.
- These issues must be addressed in a comprehensive and meaningful manner to avoid further declines in morale, organizational communication, and trust.
- Research has shown that not addressing these issues will result in declining productivity and retention.



What We Need from CSB Senior Management

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- Recognize that this is your problem – leadership is accountable for everything that happens in the organization.
- Take ownership of the problem – it will not go away on its own.
- Commit in a very personal way to meaningful and positive change.
- Approve the Vantage team’s recommendations/next steps (as stated or modified).



Recommendations/Next Steps

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1. Work together to frame comprehensively the solution set for agency problems – the Vantage team will help, but you have to lead the effort.
2. The Vantage team recommends a two-day offsite with Board and senior managers to:
 - a. Explore issues in greater detail
 - b. Establish priorities
 - c. Frame a comprehensive solution set
 - d. Assign resources and responsibilities
 - e. Establish timelines, indicators of success, and methods of follow up



Recommendations/Next Steps

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3. After the offsite, continue working with Vantage to develop the solution set; involve the WIC – they can provide input and serve as a sounding board.
4. Communicate with the agency about your efforts.
5. Once satisfied with the solution set, the CSB leadership team briefs the entire agency – this will be a unique opportunity to “reset” the direction of the organization.
6. Implement the solution set – which may include IDPs, coaching, training, change management, staff development, facilitated working sessions to guide product development, progress updates, guest speakers, etc.



Recommendations/Next Steps

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7. Vantage will continue coaching the senior leadership team on the implementation of the solution set (stay the course).
8. Provide periodic progress updates to all hands.
9. Hold yourselves accountable for the results.



Actions and Recommended Timeline

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Actions	Estimated Date
CSB Senior Leadership approves recommendations	February 12, 2015
Vantage plans the offsite	February 2015
Conference call with CSB Senior Leadership to discuss offsite planning	February 2015
Conduct offsite – which will include development of a framework for a comprehensive agency solution set	March 2015
CSB senior leadership and Vantage continue working together to complete the agency solution set	April 2015
CSB senior leadership conducts a “Visioning and Alignment” meeting with all hands to deliver the agency solution set (Vantage will assist in preparation)	April 2015
Begin implementation of the solution set	May 2015



Actions and Recommended Timeline

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Actions	Estimated Date
CSB senior leadership provides progress report to all hands	Monthly
Vantage team continues to coach the Senior Leadership team on implementation and follow up	May – September 2015
Senior Leadership team directs an assessment of the solution set – may include surveys, interviews, focus groups, etc. Goals are to: 1) assess progress, and 2) identify ways to improve the solution set.	November – December 2015
Provide results of assessment to all hands	January 2016
Make adjustments to the solution set as needed	January 2016
Continue implementation of the solution set	January 2016 until goals are achieved