







1. I work at a:

		Response Percent	Response Count
Cabinet Agency (i.e. Transportation, VA, etc.)		35.7%	5
Large agency (GSA, EPA, etc.)		28.6%	4
Small agency/Independent agency		35.7%	5
		answered question	14
		skipped question	0

2. I am a:

		Response Percent	Response Count
Career employee		100.0%	14
Political appointee		0.0%	0
		answered question	14
		skipped question	0

3. I am a:

		Response Percent	Response Count
CHCO		50.0%	7
Deputy CHCO		50.0%	7
Other senior level human resources manager		0.0%	0
		answered question	14
		skipped question	0





4. What are your top priorities for 2013? (Please rank in order)

	1	2	3	4	5	6	7	8	9	10
Non-SES workforce training	14.3% (2)	7.1% (1)	21.4% (3)	7.1% (1)	7.1% (1)	35.7% (5)	0.0% (0)	0.0% (0)	7.1% (1)	0.0% (0)
SES workforce training	7.1% (1)	0.0% (0)	14.3% (2)	14.3% (2)	14.3% (2)	7.1% (1)	21.4% (3)	7.1% (1)	7.1% (1)	7.1% (1)
Retaining your agency's current workforce	7.1% (1)	35.7% (5)	14.3% (2)	14.3% (2)	21.4% (3)	7.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Hiring new workers	0.0% (0)	0.0% (0)	7.1% (1)	0.0% (0)	0.0% (0)	28.6% (4)	21.4% (3)	35.7% (5)	0.0% (0)	7.1% (1)
Improving the hiring process	0.0% (0)	0.0% (0)	7.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (2)	21.4% (3)	35.7% (5)	21.4% (3)
Improving employee morale	14.3% (2)	28.6% (4)	21.4% (3)	14.3% (2)	14.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)	7.1% (1)	0.0% (0)
Improving HR-related technology	0.0% (0)	14.3% (2)	0.0% (0)	7.1% (1)	14.3% (2)	0.0% (0)	28.6% (4)	14.3% (2)	14.3% (2)	7.1% (1)
Improving agency-union relations	0.0% (0)	0.0% (0)	7.1% (1)	7.1% (1)	14.3% (2)	7.1% (1)	7.1% (1)	14.3% (2)	21.4% (3)	21.4% (3)
Succession planning	7.1% (1)	7.1% (1)	7.1% (1)	28.6% (4)	14.3% (2)	7.1% (1)	7.1% (1)	7.1% (1)	0.0% (0)	14.3% (2)
Dealing with furloughs and other budget related challenges	50.0% (7)	7.1% (1)	0.0% (0)	7.1% (1)	0.0% (0)	7.1% (1)	0.0% (0)	0.0% (0)	7.1% (1)	21.4% (3)
										answered
										skipped

5. What are your other priorities not mentioned above?

	Response Count
	4
answered question	4
skipped question	10


6. On average, my agency hires a new employee in:

		Response Percent	Response Count
45 days or less		7.7%	1
46 to 80 days		38.5%	5
81 days to 100 days		46.2%	6
More than 100 days		7.7%	1
Not sure		0.0%	0

Comments: 1

answered question	13
skipped question	1

7. Hiring reform is working at my agency.




		Response Percent	Response Count
Agree		100.0%	12
Disagree		0.0%	0

Comments: 3

answered question 12

skipped question 2

8. Is your agency under a hiring freeze?


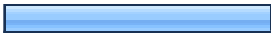

		Response Percent	Response Count
Yes		38.5%	5
No		53.8%	7
Not sure		7.7%	1

Comments: 4

answered question 13

skipped question 1

9. If yes, when did it begin?

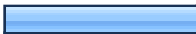

		Response Percent	Response Count
Less than a month ago		0.0%	0
1 to 3 months ago		20.0%	1
4 to 6 months ago		40.0%	2
More than 6 months ago		40.0%	2

Comments: 1

answered question 5

skipped question 9

10. If no, do you expect to come under a hiring freeze in 2013?



		Response Percent	Response Count
Yes		28.6%	2
No		71.4%	5
Not sure		0.0%	0

Comments: 4

answered question 7

skipped question 7

11. Has your agency offered early retirements or buyouts in the last year?





		Response Percent	Response Count
Yes		69.2%	9
No		30.8%	4
Not sure		0.0%	0

Comments: 2

answered question 13

skipped question 1

12. If yes, approximately how many people accepted?




		Response Percent	Response Count
Between 1 and 50		28.6%	2
Between 51 and 100		14.3%	1
Between 100 and 200		14.3%	1
Between 200 and 500		42.9%	3
More than 500		0.0%	0

Comments: 2

answered question 7

skipped question 7

13. Does your agency expect to offer buyouts or early retirements in 2013?

		Response Percent	Response Count
Yes		41.7%	5
No		33.3%	4
Not sure		25.0%	3
Comments:			0
answered question			12
skipped question			2


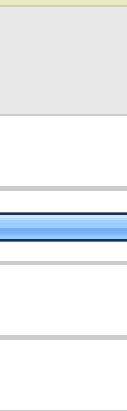
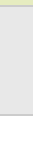
14. How is sequestration affecting your agency? (Rank all that apply)

	1	2	3	4	5	6	7	Rating Average	Rating Count
Furloughs	25.0% (3)	8.3% (1)	8.3% (1)	0.0% (0)	0.0% (0)	33.3% (4)	25.0% (3)	4.42	12
Hiring freeze	33.3% (4)	33.3% (4)	8.3% (1)	0.0% (0)	16.7% (2)	8.3% (1)	0.0% (0)	2.58	12
Funding for training has been cut/significantly reduced	25.0% (3)	33.3% (4)	25.0% (3)	16.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	2.33	12
Delay in major HR-related projects across my agency	16.7% (2)	8.3% (1)	33.3% (4)	33.3% (4)	8.3% (1)	0.0% (0)	0.0% (0)	3.08	12
Increase in the number of employee retirements	0.0% (0)	8.3% (1)	25.0% (3)	33.3% (4)	25.0% (3)	8.3% (1)	0.0% (0)	4.00	12
Increase in the number of employees leaving the agency for the private sector	0.0% (0)	0.0% (0)	0.0% (0)	8.3% (1)	25.0% (3)	50.0% (6)	16.7% (2)	5.75	12
No effect on human resources	0.0% (0)	8.3% (1)	0.0% (0)	8.3% (1)	25.0% (3)	0.0% (0)	58.3% (7)	5.83	12
answered question									12
skipped question									2

15. . Other ways your agency is being affected by sequestration not mentioned above?

	Response Count
	8
answered question	8
skipped question	6

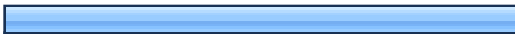

16. If your agency is or expects to furlough employees, how many days are you expecting employees to be off?

		Response Percent	Response Count
Less than 5 days		16.7%	1
6-10 days		66.7%	4
11-15 days		16.7%	1
More than 15 days		0.0%	0

Comments: 4

answered question	6
skipped question	8

17. We have begun to implement the Pathways internship program.

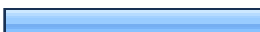


		Response Percent	Response Count
Agree		76.9%	10
Disagree		23.1%	3
Not sure		0.0%	0

Comments 3

answered question 13

skipped question 1

18. Labor-Management councils are effective in solving problems.

		Response Percent	Response Count
Agree		38.5%	5
Disagree		23.1%	3
Not sure		38.5%	5

Comments: 2

answered question 13

skipped question 1




19. In which HR areas has your agency made the most progress in over the last four years? (R

	1	2	3	4	5	6	7	8	9	10
Hiring more people	0.0% (0)	0.0% (0)	15.4% (2)	23.1% (3)	7.7% (1)	0.0% (0)	15.4% (2)	0.0% (0)	30.8% (4)	7.7% (1)
Hiring better-skilled people	0.0% (0)	30.8% (4)	7.7% (1)	23.1% (3)	7.7% (1)	7.7% (1)	7.7% (1)	15.4% (2)	0.0% (0)	0.0% (0)
Making my agency's hiring process faster and easier for applicants	0.0% (0)	30.8% (4)	7.7% (1)	7.7% (1)	30.8% (4)	7.7% (1)	7.7% (1)	7.7% (1)	0.0% (0)	0.0% (0)
Training supervisors across the agency in management skills	0.0% (0)	0.0% (0)	23.1% (3)	7.7% (1)	15.4% (2)	15.4% (2)	15.4% (2)	15.4% (2)	7.7% (1)	0.0% (0)
Training HR professionals to do their job better	30.8% (4)	0.0% (0)	7.7% (1)	0.0% (0)	0.0% (0)	23.1% (3)	7.7% (1)	15.4% (2)	7.7% (1)	7.7% (1)
Retaining good employees under a pay freeze and program cuts	23.1% (3)	7.7% (1)	7.7% (1)	7.7% (1)	7.7% (1)	15.4% (2)	7.7% (1)	15.4% (2)	7.7% (1)	0.0% (0)
Making the agency workforce more diverse and accepting of differences	15.4% (2)	23.1% (3)	15.4% (2)	23.1% (3)	7.7% (1)	0.0% (0)	7.7% (1)	0.0% (0)	0.0% (0)	7.7% (1)
Reducing our workforce through buyouts, early retirement or other programs	0.0% (0)	0.0% (0)	7.7% (1)	0.0% (0)	0.0% (0)	15.4% (2)	15.4% (2)	15.4% (2)	7.7% (1)	38.5% (5)
Upgrading our HR technology	7.7% (1)	7.7% (1)	0.0% (0)	7.7% (1)	15.4% (2)	7.7% (1)	7.7% (1)	15.4% (2)	23.1% (3)	7.7% (1)
Improving agency-union relations	23.1% (3)	0.0% (0)	7.7% (1)	0.0% (0)	7.7% (1)	7.7% (1)	7.7% (1)	0.0% (0)	15.4% (2)	30.8% (4)
										answered
										skipped

20. Are there other areas of progress not mentioned above?

	Response Count
	2
answered question	2
skipped question	12

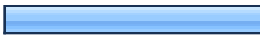

21. John Berry's decision to leave OPM will stall many of the governmentwide HR initiatives.

		Response Percent	Response Count
Agree		7.7%	1
Disagree		61.5%	8
Not sure		30.8%	4

Comments: 4

answered question	13
skipped question	1

22. Are you frustrated by OPM's repeated challenges in the language it uses to announce federal agency closings because of weather-related events, such as snow or hurricanes?

		Response Percent	Response Count
Yes		38.5%	5
No		61.5%	8

Comments: 4

answered question	13
skipped question	1

23. Do you have any overall comments on the state of human resources in the federal government?

**Response
Count**

7

answered question

7

skipped question

7

Page 1, Q5. What are your other priorities not mentioned above?

1	Managing the workload with reduced resources	May 29, 2013 2:01 PM
2	implementing a robust Workforce Planning methodology; improving performance appraisal; improving assignments processes; purposeful leadership development; HR Service Delivery excellence	May 29, 2013 11:17 AM
3	Improving our performance management system	May 25, 2013 9:11 AM
4	Strategic Alignment of workforce to operational requirements	May 23, 2013 11:06 AM

Page 1, Q6. On average, my agency hires a new employee in:

1	We are meeting the 80-day hiring goal but then require security clearances	May 23, 2013 11:32 AM
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Page 2, Q1. Hiring reform is working at my agency.

1	Timeliness has improved; an increase focus has been placed on evaluating quality of hires and retention	Jun 2, 2013 10:40 PM
2	Unclear what "working" means?	May 30, 2013 3:34 PM
3	OPM's plan to take Hiring Reform to Hiring Excellence is right on track - it is about the quality of hire, not just the time to hire	May 29, 2013 11:18 AM

Page 2, Q2. Is your agency under a hiring freeze?

1	Partial	May 30, 2013 3:34 PM
2	We are starting a hiring slow down	May 29, 2013 11:18 AM
3	we have slowed down hiring	May 23, 2013 11:33 AM
4	Varies according to office, funding sources, etc.	May 23, 2013 11:07 AM

Page 3, Q1. If yes, when did it begin?

1	It began approximately three and a half years ago.	Jun 3, 2013 8:45 AM
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Page 4, Q1. If no, do you expect to come under a hiring freeze in 2013?

1	Organization has cautiously managed budget very well in FY13	Jun 2, 2013 10:41 PM
2	A hiring freeze isn't needed -- there just isn't the budget to hire	May 29, 2013 2:02 PM
3	A hiring slow down/restrictions that will be less than hiring for attrition	May 29, 2013 11:18 AM
4	we have slowed down hiring	May 23, 2013 11:33 AM

Page 4, Q2. Has your agency offered early retirements or buyouts in the last year?

1	But will by summer.	May 29, 2013 11:11 AM
2	to select areas	May 23, 2013 11:33 AM

Page 5, Q1. If yes, approximately how many people accepted?

1	this is managed at the bureau level	May 29, 2013 2:03 PM
2	not sure	May 24, 2013 1:32 PM

Page 6, Q3. . Other ways your agency is being affected by sequestration not mentioned above?

1	Morale is suffering.	May 30, 2013 3:38 PM
2	Employee stress and resiliency are very high; not able to effectively manage the work	May 29, 2013 2:09 PM
3	Cuts to programs that take care of our employees, not just training; positions remaining unfilled = work not getting accomplished; fewer rotations (bad for employee and leadership development); concern that managers won't address poor performance in fear of losing the position/body	May 29, 2013 11:31 AM
4	Low morale for the workforce.	May 28, 2013 3:20 PM
5	Morale is at an all-time low,	May 24, 2013 1:35 PM
6	we are experiencing a hiring slow down -- not hiring to full attrition	May 23, 2013 11:38 AM
7	Very little mission related training or travel.	May 23, 2013 11:28 AM
8	Morale is much lower overall	May 23, 2013 11:14 AM

Page 6, Q4. If your agency is or expects to furlough employees, how many days are you expecting employees to be off?

1	N/A	Jun 2, 2013 10:47 PM
2	Only one bureau is affected	May 29, 2013 2:09 PM
3	NA	May 28, 2013 3:20 PM
4	No furloughs expected	May 23, 2013 11:28 AM

Page 6, Q5. We have begun to implement the Pathways internship program.

1	Yes, but it is very restrictive for us.	May 29, 2013 11:31 AM
2	It is not hard--it has a few new nuances, but if folks would simply start using it, they would find that the changes will help them bring about a more diverse workforce and is an excellent step in achieving their overall succession goals.	May 29, 2013 11:19 AM
3	We are under a hiring freeze.	May 24, 2013 1:35 PM

Page 6, Q6. Labor-Management councils are effective in solving problems.

1	Not fully established	Jun 2, 2013 10:47 PM
2	Could be better	May 23, 2013 11:14 AM

Page 6, Q8. Are there other areas of progress not mentioned above?

1	Addressing poor performers.	May 23, 2013 11:28 AM
2	Workforce planning	May 23, 2013 11:14 AM

Page 6, Q9. John Berry's decision to leave OPM will stall many of the governmentwide HR initiatives.

1	Agency's will give new Director a chance but the bar has been set very high. John was a shining example of a true public servant.	Jun 2, 2013 10:47 PM
2	OPM has made progress and should be able to keep going with the help of the CHCO Council once the new Director is in place	May 29, 2013 11:31 AM
3	The career staff is quite capable of carrying out governmentwide HR initiatives.	May 29, 2013 11:19 AM
4	Initiatives are not that great anyway.	May 23, 2013 11:28 AM

Page 6, Q10. Are you frustrated by OPM's repeated challenges in the language it uses to announce federal agency closings because of weather-related events, such as snow or hurricanes?

1	Agency officials recognize the need to evolve based on ever changing circumstances and flexibilities afforded employees balanced with keeping the government open for business for those that live inside and outside of the beltway. Better coordination with the media on the announcements is needed and agencies need to provide better internal communication to employees.	Jun 2, 2013 10:47 PM
2	Agencies and employees know what to do--relying on OPM for perfect language is ridiculous.	May 29, 2013 11:19 AM
3	They can't even seem to get it right.	May 23, 2013 11:28 AM
4	Not all bad - it's been an opportunity to reexamine basis and purposes of Telework	May 23, 2013 11:15 AM

Page 6, Q11. Do you have any overall comments on the state of human resources in the federal government?

1	Human resources in the federal government is under tremendous pressure due to budget limitations and the political assault on public service. The use of public servants as a political football affects morale and threatens the ability of agencies to fulfill their missions. Agencies are being forced to make impossible decisions about staffing priorities and the HR practitioners are ill-equipped to address all of the people challenges that are being created by the implementation of Sequestration.	Jun 3, 2013 9:01 AM
2	The shared services environment has made things worse, not better. Organizations have to replicate the work done in their home organizations because shared service centers do not know the positions/organizations and cannot be true business partners. OPM's guidance and issuances do not support the work of the agencies and they are not helping the state of HR	May 29, 2013 2:09 PM
3	We really need a major Civil Service Reform led by OPM. Many of the practices were developed for a different era and for a different type of federal workforce. OPM still has not taken this on and it is crippling the federal government in our talent management practices! Telework is not the only "tool" we need. Why do we even pretend that we could be a "Best Place to Work" when most of our practices are outdated and over-regulated....we need flexible, agile, performance-based, etc. civil service regulations. The current system encourages an entitlement mentality to set in, a mediocre performance level to be "successful;" and managers reluctant to rely on HR rules, processes, and systems (count the number of work arounds!).	May 29, 2013 11:31 AM
4	Human resources professionals need to stand up for their profession. We need to quit thinking "anyone can do HR." Notice where that got us. Instead we need to invest in our HR professionals, they way we invest in acquisition professionals, and financial professionals.	May 29, 2013 11:19 AM
5	OPM is out to lunch. They no longer represent a centralized personnel policy shop and provide very little value. Phone call inquiries go unanswered or if answered they are incomplete or wrong. Most initiative of OPM are so last decade and not relevant to current HR practices.	May 23, 2013 11:28 AM
6	Discouraging lack of vision at high levels	May 23, 2013 11:15 AM
7	As long as hard working public servants are treated like they are lazy and worthless, federal missions will be at risk of losing and recruiting top talent.	May 23, 2013 11:14 AM