



July 20, 2016

Federal Labor-Management Relations Council

Engagement:

Involving and Collaborating for Success

Background



Employee Engagement

- Impacts attrition, performance, productivity and innovation.
- Significant challenges since 2013 have impacted employees.
- With many budgetary and workload challenges continuing, IRS faces a significant risk that engagement will continue to decrease.
- Multiple efforts to focus on employee engagement activities have lacked an overarching, corporate, and strategic approach.

Vision

Engaged employees ... are well-trained and listened to ... have good managers ... and are given the tools they need to do their jobs.

Commissioner John A. Koskinen

How do we get there?

- ✓ **Support from Senior Leadership**
- ✓ **Partner with Stakeholders**
- ✓ **Involve Employees**
- ✓ **Leverage best practices**

Four Pillars of Engagement



Listen: Foster an inclusive culture in which all employees feel valued, respected and ideas are heard.



Develop: Promote career progression and rotation opportunities that share knowledge, retain talent, accelerate advancement of top performers and build future leaders.



Lead: Ensure managers are trained and equipped to effectively lead, manage and engage diverse teams.



Support: Assist employees in quickly resolving issues by providing them with the resources and tools needed to provide exemplary customer service.

Relationships Are Critical

Foster partnerships and collaborate with all stakeholders:



- National Treasury Employees Union (NTEU)
 - Federal Managers Association (FMA)
- Professional Managers Association (PMA)
- Equity Diversity and Inclusion (EDI) Office
 - Employee Organizations
 - Treasury
- Office of Personnel Management (OPM)
 - Corporate Executive Board (CEB)
 - Human Capital Institute (HCI)
- Partnership for Public Service (PPS)
 - Treasury Executive Institute (TEI)

Engagement Teams: Frontline

IRS and NTEU Front-line Engagement Team

IRS-NTEU Frontline Engagement Team	
Office	Location
Engagement & Organizational Improvement Office (EOI)	Florida
Equity, Diversity & Inclusion Office (EDI)	Washington, DC
Human Capital Office, Workforce Relations	Washington, DC
Small Business/Self-Employed (SB/SE)	Connecticut
Wage & Investment (W&I)	Georgia
National Treasury Employees Union (NTEU, Chapter 49)	Indiana
National Treasury Employees Union (NTEU, Chapter 64)	West Virginia
National Treasury Employees Union (NTEU, Chapter 67)	Utah
National Treasury Employees Union (NTEU, Chapter 41)	New Mexico
National Treasury Employees Union (NTEU, Nat'l Negotiator & Lead)	Washington, DC

Purpose:

- Recommend actions affecting large groups of employees
- Jointly review both the FEVS and NTEU survey results
- Identify overlapping concerns between the two

Goal:

- Develop recommendations to improve front-line employee engagement.

Actionable
Measureable
Positive Impact
No Significant Costs

Engagement Teams: LEAP-G

Leadership Engagement Action Planning Group (LEAP-G)

Office	Location
Affordable Care Act Office (ACA)	Washington, DC
Agency-Wide Shared Services (AWSS)	Andover, MA
Appeals	Washington, DC
Criminal Investigation (CI)	Georgia
Engagement & Organizational Improvement Office (EOI)	Pennsylvania, Florida
Equity, Diversity & Inclusion (EDI)	Missouri, Washington, DC
Federal Managers Association (FMA)	New York
Information Technology (IT)	Maryland
IRS Communications & Liaison Office (C&L)	Texas
Large Business & International Division (LB&I)	California
National Treasury Employees Union (NTEU - Chapter 49)	Indiana
National Treasury Employees Union (NTEU - Chapter 67)	Utah
Office of Professional Responsibility (OPR)	Washington, DC
Privacy, Governmental Liaison & Disclosure (PGLD)	California
Professional Managers Association (PMA)	Washington, DC
Small Business/ Self-Employed (SB/SE)	Utah
Tax Exempt/Government Entities (TE/GE)	Utah
Taxpayer Advocate Service (TAS)	Indiana
Wage & Investment (W&I)	Missouri

Purpose:

- Improve the IRS employee workplace experience through the development of focused engagement actions that will create the basis of future strategic corporate engagement action plans.

Goal:

- Recommend meaningful, specific, attainable engagement **actions** that current and future leaders will follow to address employee concerns as voiced in Federal Employees Viewpoint Survey.

Meaningful
Specific
Attainable

Summary Recommendations

Listen

- One-on-One Sessions
- Upward Feedback for Developing Management

Lead

- Performance Commitment
- Effective Communication Guide

Develop

- Development Focus Days
- Using Volunteer Activities for Employee Development

Support

- Servicewide Coaching/Mentoring
- Promoting Remain in POD Job Announcements

Recommendation in Action

Engaging & Effective Communications

Providing actionable information at your fingertips! Use this guide in daily interactions with employees to listen to and empower employees.



Communication

- Recognize efforts
- Foster camaraderie

INCLUSIVE BEHAVIORS TO LEVERAGE EMPLOYEES' STRENGTHS AND TALENTS

- Ask for input and ask questions specific to work tasks
- Discuss changes in advance, be honest about outcomes, and provide consistent updates
- Consult and involve employees in decisions that will affect them
- Discuss the link between work and organizational/strategic goals
- How well do your employees know each other? Highlight an employee in each group meeting starting with yourself
- Invite guest speakers to your team meetings to learn about other parts of the organization
- Listen to a personal problem without giving advice
- Share a learning experience
- Share problems and challenges transparently to create a sense of team unity and support
- Start your meeting with good news
- Take the time to greet employees and check in on how things are going

Appreciation

- The power of "thank you"
- Create transparency
- Listen to employees and provide opportunities to participate

INCLUSIVE BEHAVIORS TO LEVERAGE EMPLOYEES' STRENGTHS AND TALENTS

- Periodically take time to celebrate accomplishments
- Post a thank you note on an employee's desk or send a virtual e-card
- Provide virtual and Shout Out "thank you's" for employees and peers
- Provide feedback, give praise when it's due and recognize effort and achievement
- Celebrate successes
- Acknowledge helpful support
- Recognize employees' birthdays, work anniversaries, family events
- Learn about the things that matter to your employees and celebrate them
- Value your employees for their contributions to the workplace and society

Values

- Make a difference.
- Build trust and confidence
- Create inclusion

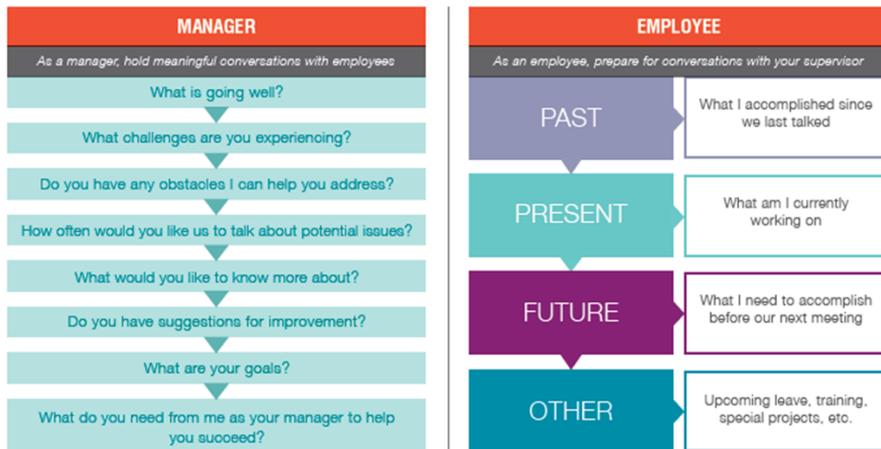
INCLUSIVE BEHAVIORS TO LEVERAGE EMPLOYEES' STRENGTHS AND TALENTS

- Connect employees to the mission by offering concrete examples of the difference they are making on a daily basis
- Create a positive team spirit, encourage teamwork, collaboration and fun
- Help people understand the connection of their work to customer service and organizational goals
- Build relationships to build motivation



Is Everyone Getting the Message?

Let's talk about it! Hold successful conversations with your employees and as an employee with your supervisor.



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Moving Forward

“ We start with a common goal that we want employees to be successful so the IRS can be successful. The key is listening to the voices of front-line employees and building trust by demonstrating that change is happening over time. This will be more like a marathon than a sprint, but we are committed to working together to create an environment where you can be successful. ”

John A. Koskinen
IRS Commissioner

Anthony M. Reardon
National President
National Treasury Employees Union