



20
Years of Driving Chemical Safety Change
1998
2018



U.S. Chemical Safety and
Hazard Investigation Board

FY 2018–2021

CSB HUMAN CAPITAL PLAN



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MESSAGE FROM THE CHAIR



The FY 2018-2021 CSB Human Capital Plan advances the Agency's mission of driving chemical safety change through independent investigations to protect people and the environment. The Plan is derived from the Agency's Strategic Plan and focuses on taking a proactive approach to ensuring the Agency's current workforce and future workforce has the proper skills, training and capabilities needed to move the agency forward. We recognize that we have had some challenges in our efforts to recruit, retain and develop our workforce; however, these are similar challenges with other government agencies as well. The CSB's ultimate goal is to create and maintain an engaged, high-performing workforce capable of carrying out our Mission.

In addition to laying out the overall Human Capital framework, this document details the Agency's hiring plans and workforce plan. The Hiring Plan acknowledges the current vacancies and an action plan to fill those vacancies as well as increase the headcount in specific offices. The Workforce Plan identifies specific goals necessary to develop and train staff in order to build a sustainable workforce. It is important that all three plans work together during periods of limited resources, increased rates of attrition due to retirements and strong competition from private industry for the skillset held by our mission-critical occupation, Chemical Incident Investigator.

In the CSB's 20 years of existence, the agency has developed a small, but strong workforce. This Human Capital Plan is designed to continue such a legacy into the future.

A handwritten signature in black ink that reads "Vanessa Allen Sutherland".

Vanessa Allen Sutherland
Chairperson and CEO
U.S. Chemical Safety and Hazard Investigation Board

BACKGROUND & LEGISLATIVE MANDATE

The U.S. Chemical Safety and Hazard Investigation Board (CSB) is an independent Federal agency established to investigate incidents and hazards resulting from the production, processing, and handling of chemical substances that can cause death, serious injury, or substantial environmental or property damage. Congress created the CSB as a part of the Clean Air Act Amendments of 1990, but the agency did not commence operations until 1998.

The CSB is headquartered in Washington, DC, with a regional office in Denver, Colorado. It is governed by its Board, which consists of one Presidentially nominated Chairperson (who also serves concurrently as an appointed Board Member) and four other Presidentially nominated Board Members. All nominations by the President of the United States to the Board are subject to U.S. Senate confirmation. Once confirmed, each new member is eligible to serve a five-year fixed term.

The CSB's charge is to investigate significant chemical incidents and hazards and advocate for the implementation of recommendations to protect workers, the public, and the environment.

Since the CSB began operations, the agency has published written safety products and produced award-winning safety videos. In total, the CSB has deployed to more than 150 incidents, published over 92 investigation reports, case

studies, safety bulletins and hazard studies, produced 79 video products, and closed 654 of a total of 809 safety recommendations (81%) - and counting.

CSB investigations are independent, meaning they are not subject to the control, review, or influence of any other Federal agency or outside entity. CSB investigations can address all aspects of chemical incidents: direct and proximate causes (e.g., equipment failures), underlying systemic and organizational causes (e.g., inadequacies in corporate or facility-level safety management systems and organizational culture), and opportunities to improve operational practices, regulatory standards and enforcement. The CSB issues safety recommendations to a variety of recipients, including Federal and state regulatory agencies, companies, industry and labor organizations, standard-setting bodies, and emergency responders.

MISSION

Drive chemical safety change through independent investigations to protect people and the environment.

VISION

A nation safe from chemical disasters.

CORE VALUES

The core values of the agency are as follows:



Objectivity: Conduct investigations that collect, review, and analyze evidence without seeking to blame or find fault.



Collaboration: Support coalition building, teamwork, and resource-sharing internally and externally, including with current agency stakeholders and potential stakeholders.



Technical Rigor: Perform thorough research, analysis, and reviews that contribute to well-designed, thoughtful, accurate, and reliable work products.



Dedication: Demonstrate commitment to the employees and stakeholders whom we serve.



Integrity: Promote honesty, fairness, and consistency in our words and actions.



Continual Improvement: Create an internal culture that seeks to learn from all experiences, requires new knowledge, considers all viewpoints, sets new goals, and applies lessons learned.

STRATEGIC GOALS

As contained in the CSB's 2017-2021 Strategic Plan, the strategic goals of the agency are to advance the mission in three ways:

GOAL 1

Prevent recurrence of significant chemical incidents through independent investigations.

GOAL 2

Advocate safety and achieve change through recommendations, outreach, and education.

GOAL 3

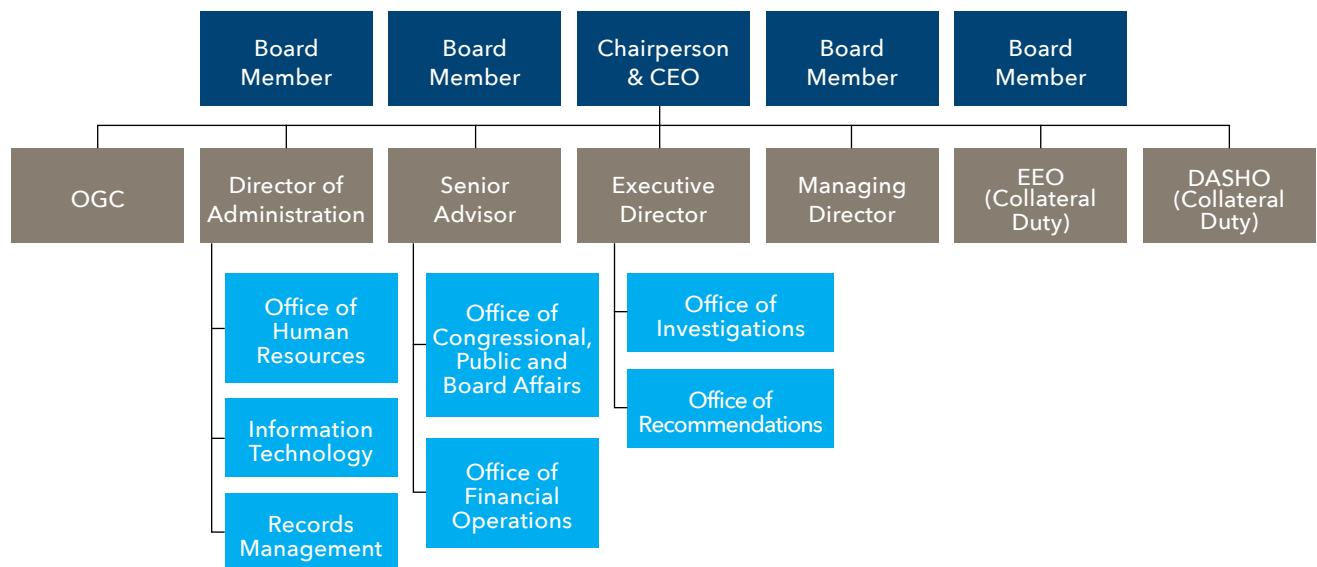
Create and maintain an engaged, high-performing workforce.

Organization Structure

The CSB is composed of five (5) Presidentially appointed, Senate confirmed, Board Members, of which one Board Member concurrently serves as Chairperson. The remaining staff members (approximately 37 employees) comprise the technical and administrative occupations of the agency.

The agency is structured with the following offices and positions reporting to the Chair - namely, the Office of General Counsel, Office of Administration, the Senior Advisor, Office of Investigations & Recommendations, and the Managing Director - and a collateral Equal Employment Opportunity (EEO) Officer and Designated Agency Safety & Health Official (DASHO).

CSB Organizational Chart



Mission Critical Occupations

The CSB is principally an investigative and outreach organization. The agency's mission critical occupations (MCOs) are:

- Chemical Incident Investigator, GS-1801;
- Supervisory Chemical Incident Investigator, GS-1801;
- Chemical Safety Recommendation Specialists, GS-301; and

Some 43% of the workforce is employed in these MCOs.

Workforce Snapshot

A snapshot of the CSB workforce is as follows:

CSB Workforce	
Average Grade	General Schedule (GS)-14
Most Populous Grade	GS-14
Most Populous Occupations	GS-1801, Chemical Incident Investigator; GS-905, Attorney-Advisor; GS-301, Recommendations Specialist
Average Age	43
Age Range	28 - 63
Average Length of Service	11 years

Senior Executive Service Employees

The CSB has three Senior Executive Service (SES) allocations. Two of the allocations are filled by the Senior Advisor and the

Executive Director, Office of Investigations and Recommendations. The General Counsel allocation is currently vacant.

Retirement Information

Of the CSB workforce (excluding Board Members and SES appointments), 23% are eligible for voluntary retirement between 2018 and 2022. Of those eligible, 25% encumber positions in the agency's identified MCOs. Two of those eligible occupy key leadership positions within the agency. Although retirement

eligibility does not equate to actual retirement decisions, however, it is a real concern for the agency. The agency plans to institute a dedicated cross-training/backup program as well as programs to assure knowledge transfer in an effort to minimize the impact of these departures.

Diversity

The following table is a snapshot of the CSB workforce for Fiscal Years (FYs) 2016-2017. It illustrates how the CSB has been able to maintain its diverse workforce over the past two years despite attrition. The data below reflects the race or national origin (RNO) categories for which diversity data is maintained:

- American Indian or Alaskan Native
- Asian/Pacific Islander
- Black, Not of Hispanic Origin
- Hispanic
- White, Not of Hispanic Origin

Race or National Origin	FY 2016		FY 2017	
	#	%	#	%
American Indian or Alaskan Native	0	0.0%	0	0.0%
Asian/Pacific Islander	3	7.3%	3	6.9%
Black, Not of Hispanic Origin	5	12.9%	5	11.6%
Hispanic	1	2.4%	1	2.4%
White, Not of Hispanic Origin	32	78.0%	34	79.1%
Total	41		43	

Representation for women employed at the CSB is in alignment with the government-wide total of 47%. In all four racial/national origin categories, with the exception of White, Not of Hispanic Origin, CSB has lower rates of representation than the federal-wide

percentages of Black (17.7%), Hispanic (8.4%), Asian/Pacific Islander (6.2%), and American Indian/American Native (1.7%). The CSB will continue to aggressively promote diversity and will seek to further improve the diverse nature of its workforce during all future hiring activities.

Gender Breakout		
	#	%
Female	19	51%
Male	18	49%

Age (Generational Grouping) Distribution

The CSB workforce is comprised of employees from three different generational groupings, namely Baby Boomers (born between 1946-1964), Gen X'ers (born between 1965-1980),

and Gen Y'ers (born 1981 or later). The majority of the workforce is comprised of Generation Y'ers, also known as millennials. A breakdown of the agency's workforce is as follows:

Generational Breakout		
Generation	#	%
Baby Boomers	7	19%
Generation X	11	30%
Generation Y	19	51%

This information is of critical importance to the organization. The following information are generalizations known about individuals who comprise the Generation X and Y groups. This information is of critical importance to the organization. The following information includes generalizations known about individuals who comprise Generation X and Generation Y groups. This information is used as a factor in recruitment and retention and motivation for individuals from various generations to pursue federal employment. Additionally, this information helps the organization to manage different generations in the workplace.

Generation X

Generation X staff members were born between 1965 and 1980. They are known to possess some of the following generalized traits: are entrepreneurial, individualistic, and often feel misunderstood by other generations. Government and big business mean little to them. They desire a chance to learn, explore,

and make a contribution. They tend to commit to self rather than an organization or specific career. This generation averages seven career changes in their lifetime. This generation is known to be short on loyalty and wary of commitment; self-absorbed and suspicious of all organizations; and self-reliant.

Generation Y/Millennium

Generation Y staff members were born in 1981 or later. They are known to bring a sharp departure from Generation X, and are known to possess some of the following generalized traits: nurtured by omnipresent parents, optimistic, and focused. This group schedules everything and they feel enormous academic pressure. They prefer digital literacy as they grew up in a digital environment, and get most

of their socialization from the Internet. These staff members prefer to work in teams, and with unlimited access to information, tend to be assertive with strong views. They envision the world as a 24/7 place and want fast and immediate processing. This group does not live to work; instead, they prefer a more relaxed work environment with a lot of hand holding and accolades.

Full Performance Level

The agency currently has nine staff members (26% of the total workforce) who are employed in positions at grade levels lower than their full performance grade level. Hiring staff at lower

levels with promotion potential is a good tactic for the agency. This method leaves room for growth and helps with longevity of staff as they ascend the career ladder.

Performance Ratings

In comparing three years of historic information (2015, 2016, and 2017), it appears that the agency had a slight reduction in 2016 in the number of employees rated at the highest performance level. High ratings are not problematic when employees are held to challenging and achievable performance standards, and fully exceed them. The agency

revised its General Schedule Performance Appraisal System in September 2017 to reflect more challenging and achievable performance standards. The following table depicts the percentage of ratings at the 3 (Fully Successful), 4 (Exceeds Fully Successful), and 5 (Outstanding) for the past three years.

Rating Distribution			
Rating Level	2015	2016	2017
Fully Successful	3%	3%	6%
Exceeds Fully Successful	25%	38%	23%
Outstanding	72%	59%	71%

CSB HUMAN CAPITAL MANAGEMENT & GOALS

Overview

Human Capital Management at the CSB is done in an effort to support the agency's attainment of its Strategic Goals, as documented in the agency Strategic Plan. Within the agency, Human Capital Management is the responsibility of the Chairperson and organizational leadership. Its efforts are facilitated and overseen by the Office of Human Resources.

This Plan is the result of the CSB's desire to take a proactive approach to ensure that its current and future workforce has the right skills and capabilities to meet a variety of challenges. These challenges include rapidly evolving technology; increasingly complex systems; increased public and congressional scrutiny and attention to chemical safety; and oversight of assigned programs. At the same time, the CSB faces increasing challenges in attracting and retaining key talent, especially at the mid-career levels, partly as a result of increased competition for high performing employees and more flexible compensation policies in other Federal agencies.

This Plan starts with the conduct of a dedicated workforce planning effort and in-depth analysis

to provide metrics and analytics to examine the workforce in a variety of areas. The agency's workforce planning allows its leaders to establish workable strategies for addressing the challenges it faces in meeting its critical mission requirements.

This Plan is intended to be practical in nature, and by design, is purposely one fiscal year behind the Strategic Plan in an effort to identify those metrics and strategies most pertinent to the agency in carrying out established Strategic Goals. This Plan will be augmented by a detailed Hiring Plan, which will prioritize Human Capital actions and activities, and assign specific timelines for their completion.



CSB
Strategic Plan

CSB
Human Capital Plan

Hiring
Plan

Succession
Plan

Workforce
Plan

Diversity &
Inclusion
Plan

The CSB **Human Capital Plan** provides a framework for the agency to recruit, retain, and maintain an engaged, high performing workforce. The plan provides a high-level perspective on the direction of human capital goals over the next five years. The plan includes elements of workforce planning, recruitment, training, succession management, and diversity, and inclusion efforts to ensure overall agency success.

The **Hiring Plan** outlines the agency's strategy to bring new talent into the workforce. The plan also takes into account the various hiring flexibilities that may be utilized to satisfy recruitment efforts.

The **Succession Plan** outlines goals, objectives, and strategies for the agency in preparation for anticipated attrition and methods to identify, develop, and retain high-performing employees. The plan also provides insights and

perspectives on the existing talent pool within the agency.

The **Workforce Plan** serves as an implementation guide for developing and cultivating a high-performing workforce capable of executing mission critical functions. The plan provides employees with insight into the training and career development opportunities available to them, and a better understanding of their role within the agency.

The **Diversity and Inclusion Plan** solidifies CSB's strategy for recruiting, developing, and retaining a workforce with diverse backgrounds, perspectives, and ideas. The plan also recognizes that diversity fosters an inclusive culture that encourages communication and collaboration, is fair and provides equitable opportunities, and empowers employees with the resources and support needed to advance the agency's mission.

Human Capital Drivers

In addition to internal and external reviews touching on the Agency's human capital issues, the current White House Administration's emphasis on the agency, and Congressional interest have been driving forces of influence on the CSB's human capital planning.

Congressional Interest

Oversight committees and individual members of Congress have taken an active interest in the ability of the Federal workforce to perform efficiently and serve the needs of Americans in an effective way.

External Agency Assessments

The CSB has been formally assessed by both the Environmental Protection Agency (EPA) Office of the Inspector General (OIG) and the U.S. Government Accountability Office (GAO). Both agencies provided the CSB with key findings to help improve the operations and infrastructure of the agency. The CSB has addressed and/or implemented all of the recommendations from both assessments as of December 31, 2017.

U.S. Office of Personnel Management (OPM)

The U.S. Office of Personnel Management (OPM) issued regulations implementing certain provisions of the Chief Human Capital Officers Act of 2002, which set forth OPM and agency responsibilities and requirements to enhance and improve the strategic management of the Federal Government's civilian workforce, as well as the planning and evaluating of agency efforts in that regard. These regulations establish a basic framework for planning and assessing

human capital management progress and results, including compliance with relevant laws, rules and regulations. In March 2015, the CSB received a memorandum from OPM describing findings resulting from an onsite investigation of the agency's human resources programs and systems. As of October 1, 2017, the agency has completed 10 of the 11 recommended actions. The final action will be addressed with the adoption of the agency's Human Capital Plan.

Workforce Trends and Drivers

There are various trends and drivers that impact the CSB workforce and its resulting identification of human capital strategies and action plans. Some of the more noteworthy ones include:

- **Loss of Institutional Knowledge:** As the workforce ages and separates, the organization faces a growing and significant problem with the loss of individuals who possess valuable institutional and organizational knowledge.
- **Unfilled Key Agency Leadership Positions:** Vacant leadership positions creates a void within the agency, where over time key agency programs may suffer.

- **Lack of Coordinated/Planned Leadership Succession and Staff Development:** Training and development for both supervisory and non-supervisory staff members is done on an individual basis rather than taking a strategic approach toward planned succession.
- **Workforce Changes and Challenges:** The CSB recently implemented a reorganization, in which long-held reporting relationships changed, the classification of positions will change, employees will be held to more challenging performance standards, and workplace/work-life flexibilities will be evaluated.

Employee Satisfaction

Agency morale will be regularly assessed to determine its impact on overall staff motivation and productivity. Under the current Chairperson, the CSB improved to one of five most improved small/micro agencies in the Federal Employee Viewpoint Survey. Additionally, the agency has made tremendous strides to improve office morale and implement various workplace flexibilities as recommended by the agency's Leadership

Team and Workforce Improvement Committee (WIC).

The staff identified a need for honest, open, and transparent feedback throughout the agency. The staff also identified a need for teambuilding training in the agency. With the agency's push for Energy Leadership training in recent years, management and staff are learning to work more cohesively to move the agency forward.

HUMAN CAPITAL CROSSWALK

Goal 3: Create and maintain an engaged, high-performing workforce.

Goal Context: CSB employees are the agency’s most valuable resource. Goal 3 seeks to optimize our human capital resources to advance the agency’s mission. Proper use of employee skills will best serve the public and the CSB. The CSB strives for continual improvement to promote organizational efficiency throughout the agency. Creating revised and renewed CSB policies, procedures, and training will also help improve productivity and encourage adherence to the CSB’s core values and Code of Conduct. This approach, along with strong managerial skills, will foster an open environment that empowers employees to contribute varied ideas and solutions to their work.

Objectives		Action Items	Metrics from Strategic Plan
Talent Management	3.1. Implement effective recruiting, targeted retention, and skills-based training and mentorship.	<ul style="list-style-type: none"> Promote and retain valued employees; Adhere to the proposed hiring plan 	<ul style="list-style-type: none"> Number of and time taken to fill open positions with new CSB hires; Percentage of onboarding and mentoring plans implemented, by office;
Performance Culture	3.2 Encourage management development and leadership at all levels.	<ul style="list-style-type: none"> Organizational structure changes; Address training and development challenges; Virtual workforce management; Promote communication and trust throughout the agency. 	<ul style="list-style-type: none"> Percentage increase of selected Federal employee viewpoint survey results; Percentage of high-performing employees retained; Number of diversity recruiting and retention efforts completed;
Strategic Planning	3.3 Strategically allocate resources across the organization.	<ul style="list-style-type: none"> Fill critical vacancies and implement targeted recruitment to fill skills gaps within the agency; Develop a knowledge management program with an initial focus on positions vulnerable to attrition. 	<ul style="list-style-type: none"> Percentage of positive participant reviews of management skills “core curriculum” courses; Percentage of managers’ performance standards that include management responsibilities to improve accountability and reward sound management practices;
Performance Culture	3.4 Strengthen operational performance and project management efforts.	<ul style="list-style-type: none"> Implement a new performance management system for General Schedule (GS) employees. 	<ul style="list-style-type: none"> Percentage of departmental action plans, linked to agency action plan, completed and implemented annually.

Talent Management

A system that promotes a high-performing workforce, identifies and closes skills gaps, and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

Objective: 3.1. Implement effective recruiting, targeted retention, and skills-based training and mentorship.

Action Item(s): Promote and retain valued employees; Adhere to the proposed hiring plan.

Workforce Gaps

In June 2016, an agency-wide organizational assessment was conducted by MRF Consulting, Inc. Numerous skill gaps were identified by staff members and agency leaders. The need for specific skills is essential for creating effective promotion plans and retaining valued employees in order to achieve the agency’s mission. The following skill gaps were identified for employees in the Chemical Incident Investigator position and all

non-supervisory positions.

Work has already begun in developing the CSB workforce more fully in the identified proficiency and skill areas. The agency has implemented Individual Development Plans for all employees to focus on developing the workforce and ensuring that funds are earmarked for essential training and development.

Occupation	Skills/Competencies Needed
Chemical Incident Investigator	<ul style="list-style-type: none"> • Analysis (including assessment of information contained in various automated databases) • Evaluation • Problem-solving • Technical writing • Trend analysis
Core Competencies (all occupations)	<ul style="list-style-type: none"> • Analysis • Communications • Creative thinking • Data analysis • Interpersonal skills • Project management • Technical competence • Technical writing

Across the entire CSB in various occupations, including most administrative functions, employees are required to possess increasingly greater skills in analysis, communications, project management, and technical writing. There is

also a push to institute dedicated backups for all major program areas for sufficiency in performing the technical work involved in a given program area at a high level of competence.

Leadership Gaps

Within the agency, leaders need not only the requisite technical skills, but also enhanced communications, interpersonal, and conflict management skills. Both recent and past organizational assessments identified that the relationship between CSB supervisors and

employees is pivotal to employees' level of job satisfaction, commitment, and productivity and key to reducing employee turnover.

Areas for improvement amongst CSB supervisors include the following:

- Conflict management
- Difficult conversations
- Effective listening
- Emotional intelligence
- Motivating others
- Supervisory development
- Team building
- Visioning

The CSB is in the process of developing a Supervisory Training Course which concentrates on both federal Human Resource Management, as well as some interpersonal/team building/soft skills needed by agency supervisors and managers. It is anticipated that the retention and satisfaction of the workforce will improve, in part, through the techniques taught in this course and other developmental activities attended by supervisors.

Additionally, the CSB has a Succession Plan that identifies the organization's key positions, the skills desired in those positions, and plans for guaranteeing a pipeline of candidates capable of filling future leadership vacancies. The Succession Plan is intended to ensure continuity in the CSB's efforts to maintain a cadre of key leaders skilled in both the technical aspects of the agency's operations and in workforce management.

Training Philosophy

The agency is committed to individual and organizational training. Training expenditures over the past three years have increased from \$78,762 in FY15 to \$207,329 in FY17. In prior years, training was identified and paid for on

an individual class or personal need basis. In the future, the agency will develop a more-systematic and strategic way to promote and approve training requests.

Talent Pools and Staff Competencies

Possible talent pools are being identified as managers begin to examine their staff and office organizational structures in order to better recruit mission critical and non-mission critical

occupations. The agency plans to utilize various hiring flexibilities in order to attract high-quality applicants.

Performance Culture

A system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives.

- Objectives:**
- 3.2 Encourage management development and leadership at all levels.
 - 3.4 Strengthen operational performance and project management efforts.

Action Item(s): Organizational structure changes; Address training and development challenges; Virtual workforce management; Promote communication and trust throughout the agency; and Implement a new performance management system for General Schedule (GS) employees.

Management Challenges

The agency has identified five management challenges that may have contributed to its ability to maintain a diverse, high-performing workforce. Those challenges include the following:

Organizational Structure Changes and Implementation

In June 2016, the agency had a major organizational assessment conducted that looked at the organizational structure. As part of that assessment, numerous items were identified, including position management, organizational structure, and classification issues and concerns. The following year, July 2017, the CSB implemented a realignment plan to establish a position management structure that delivers appropriately balanced workgroups,

to accurately classify positions, and to create an organizational structure that aligns with the agency's Human Capital Plan, Strategic Plan, succession management, and is economically sound. The Chairperson has assumed an active role in moving the agency forward and eliminating all identified impediments from a structural, position management, and classification standpoint.

Leadership Succession/Leadership Development/Knowledge Transfer

Over the past two years, there has been some turnover in the agency's leadership positions. A number of staff members are currently eligible for retirement or eligible within the next five (5) years. Two employees eligible for retirement occupy leadership positions. To that end, there is a critical need for the agency to institute a viable, formal Leadership Succession/Leadership Development/Knowledge Transfer Program.

This will ensure that the agency has available applicants in the pipeline ready to move into leadership positions. Additionally, the agency must develop and train those that currently occupy leadership positions to excel in carrying out their assigned duties and assist with cross-training individuals who are capable of carrying out leadership duties as dedicated backups in various technical and programmatic areas.

Strategic Results Orientation

The agency's 2017-2021 Strategic Plan takes into account human capital initiatives with *Strategic Goal 3: Create and maintain an engaged, high performing workforce*. Imbedding human capital goals into the strategic plan ensures the linkage between the two. As agency employees have

asked for more direction, clarity and support, this strategic approach fosters decision-making on sound organizational development principles that prove beneficial in improving employee engagement, which in turn will foster positive performance.

Virtual Workforce Management/Workplace/Work-life Flexibility Usage

In July 2017, the agency made a decision to place a moratorium on employees' request for changes in duty station to remote locations other than Washington, D.C., or the Western Regional Office. The decision was based on budgetary considerations and the need to foster in-house collaboration, teamwork and interaction, as well as assess the agency's efficiency in space utilization. Work-life

flexibilities will be assessed as well. The use of these flexibilities should be a benefit to the agency first and foremost, while similarly satisfying employees. Moving forward, decisions regarding the employment of virtual employees and the use of workplace/work-life flexibilities will be considered on a strategic basis and their impact on the agency rather than on the desires and benefits of the employees.

Communication/Trust/Teamwork

The agency has made great strides in improving communications, trust and teamwork over the past year. The development and implementation of the *CSB Code of Conduct* has made a tremendous tangible difference in terms of communicating within the agency and interacting with others. A teamwork element and corresponding standard was developed and placed into manager's performance plans with a modified version placed into employee's

performance plan. The agency's Workforce Improvement Committee (WIC) conducted a communications survey to assess which avenues of communication throughout the agency were more useful than others. The results conveyed that Management/Supervisor meetings with staff and all-staff emails were the best methods of communicating information throughout the agency. A more formal Communications Plan will be developed in the near future.

Performance Management

For the 2018 performance cycle, the CSB revised its General Schedule Performance Management System to better align performance standards and performance plans with the agency's strategic goals and hold employees accountable for achieving overall results. Employee performance plans and performance awards will be tied to the agency's strategic goals and

their attainment. Clear distinctions between the *Fully Successful*, *Exceeds Fully Successful* and *Outstanding* rating levels have been made. Employees rated "*Outstanding*" are those that go well beyond their stated performance standards and achieve noteworthy accomplishments that benefit the agency as a whole, and have wide-ranging impact.

Strategic Planning & Alignment

A system that ensures agency human capital programs are aligned with agency mission, goals, and objectives through analysis, planning, investment, and measurement.

Objective: 3.3 Strategically allocate resources across the organization.

Action Item(s): Fill critical vacancies and implement targeted recruitment to fill skills gaps within the agency.

Recruitment

The CSB filled its vacant Director of Recommendations position in August 2016. Prior to the 2017 hiring freeze two additional vacancies were filled with the reclassification of the Human Resources Director to a Human Resources Specialist, GS-14 level, and the hiring of a Senior Advisor in the Senior Executive Service. All three vacancies were filled with

current federal employees. A fourth vacancy, Records and Information Management Specialist, was filled shortly after the 2017 hiring freeze since the recruitment was already in progress and the selectee had received a job offer. The aforementioned vacancies were crucial to the mission of the agency.

Attrition

During the past two fiscal years, the CSB lost nine staff members, in which six of them were employed in key organizational supervisory positions. Three of the losses were due to

- General Counsel, SES
- Director of Recommendations, GS-15
- Director of Human Resources, GS-15
- Deputy Director of Administration, GS-15
- Supervisory Chemical Incident Investigator (2), GS-15
- Chemical Incident Investigator (2), GS-14
- Recommendations Specialist, GS-11

voluntary retirement, while the remaining six were for non-retirement purposes. The nine vacancies included the following:

This is a high rate of attrition and has a great impact on the overall management and oversight of such a small agency. The CSB is committed to getting these key positions filled as quickly as possible with experienced and dedicated staff. Key management positions should not remain vacant for extended periods

of time as these positions play a critical role in the day-to-day operations of the agency. Two of the above-mentioned positions have been filled – Director of Recommendations and Director of Human Resources. The remaining positions are in progress to get filled as laid out in the Agency’s Hiring Plan.

Hiring Flexibilities & Incentives

Since FY16, the CSB appointed six new hires into the agency. Four of these appointments were transfers from other federal agencies, one was an appointment of a Limited-term Senior Executive, and another was a reinstatement. In addition to traditional hiring methods, the CSB has utilized various hiring flexibilities to fill vacancies. With more attrition than onboarding,

in order to fill some of the key vacancies within the organization, the agency may rely more on the various hiring flexibilities in order to attract and offer employment to well-qualified candidates. Additionally, the agency may offer hiring incentives to those vacancies that may be harder to fill.

HIRING PLAN (FY18 - FY21)

Office of Congressional, Public and Board Affairs

Distribution of Personnel Onboard as of September 30, 2017			
Position	Total Full-Time Employees	FY18	FY19-21
Senior Advisor	1	1	1
Managing Director	1	1	1
Director of Financial Operations	1	1	1
Financial Specialist	1	1	1
Board Affairs Specialist	2	2	2
Government & Public Affairs Specialist	1	1	1
Video Producer & Public Affairs Specialist	1	1	1
Total	8	8	8

In January 2017, the agency made a Senior Executive Service (SES) Limited-term Appointment to the Senior Advisor position. The appointment is scheduled to end in January 2020. Aside from the limited-term appointment,

the Office of Congressional, Public & Board Affairs is appropriately staffed. The agency does not have plans to increase the staffing allocation of this office prior to FY21.

Office of the General Counsel

Distribution of Personnel Onboard as of September 30, 2017			
Position	Total Full-Time Employees	FY18	FY19-21
General Counsel	Vacant	1	1
Attorney-Adviser	3	3	4
Total	3	4	5

Since December 2015, the Office of the General Counsel has not had a permanent General Counsel on staff. One of the Attorney-Advisers in the Office has been serving as the Acting General Counsel. Over the past few years, efforts have been made to obtain a General Counsel detailee from another federal agency; however, those efforts were unsuccessful. The General Counsel is a critical position not only to the leadership team, but to the overall Agency. It is imperative that the CSB prioritize backfilling this vacancy. In FY18 the agency has interviewed candidates that are current members of the Senior Executive Service in

order to expedite the hiring process. If a candidate is not selected from the current applicant pool, moving forward, it is recommended the agency post the vacancy on the Small Agency General Counsel listserv as well as with the Small Agency Human Resources Council listserv. Utilizing the non-traditional method of selecting a candidate currently in the SES will help expedite the hiring of a General Counsel. This plan of action is scheduled for completion prior to the end of FY18. After the General Counsel is hired, an assessment of the Office may prove beneficial to increase the staff by one Attorney-Adviser in later fiscal years.

Office of Administration

Distribution of Personnel Onboard as of September 30, 2017			
Position	Total Full-Time Employees	FY18	FY19-21
Director of Administration	1	1	1
Dep. Director of Administration	Vacant		
Director of Human Resources	1	1	1
IT Specialist	2	2	3
Records Information & Management Specialist	1	1	1
Contracting Officer		1	1
Human Resources Specialist			1
Total	5	6	8

The Deputy Director of Administration position was vacated at the end of FY17. The incumbent of that position also served as the Senior Contracting Officer and supervised the IT Specialists as well as a Records Information & Management Specialist. As the Office of Administration reassesses its position structure, the Deputy Director position may better serve the agency as a reclassified Contracting Officer position reporting to the Director of Administration. Currently a Board Affairs Specialist has absorbed the contracting duties as a temporary collateral duty. With the number of contracts initiated by the CSB, the agency would benefit from a FTE dedicated to

contracting. This position is needed prior to the end of FY18 to assist with year-end contracts. One of the Offices within the Office of Administration is the Office of Human Resources (OHR), which is currently staffed by an HR Director with no subordinate staff. In order to expand the HR programs and services to this agency, it is highly recommended to adequately staff OHR with the addition of an HR Specialist in the near future. Additionally, in future fiscal years, the Office of Administration will benefit from an expansion of its IT/Records Management programs with the addition of a hybrid IT Specialist that can also assist with records management.

Office of Investigations

Distribution of Personnel Onboard as of September 30, 2017			
Position	Total Full-Time Employees	FY18	FY19-21
Executive Director of Investigations & Recommendations	Vacant	1	1
Supervisory Chemical Incident Investigator	1	3	3
Senior Chemical Incident Investigator	1	1	1
Special Counsel (Investigations)	1	1	
Chemical Incident Investigator	10	16	22
Attorney-Adviser (Investigations)	4		
Chemical Engineer	1	1	
Mechanical Engineer	1	1	
Total	19	24	27

In September 2016, a third-party organizational assessment was completed and it was recommended that the agency establish an Executive Director position to help streamline the Washington, DC and the Western Regional investigations offices. Midway through FY18, the CSB was able to obtain a Senior Executive Service detailee from another federal agency to assist the investigations and Recommendations staff develop more efficient operating procedures. Subsequently, the detailee transferred permanently to the CSB in February 2018. Filling this critical leadership vacancy has proven to be instrumental in getting the Investigations staff better organized and allowing better use of agency staff and resources. In December 2017, one of the most senior employees of the investigations staff retired, leaving the Supervisory Chemical Incident Investigator position vacant. As the Executive Director position has now been

filled, there's an opportunity to offer a detail opportunity to eligible GS-14 employees in the supervisory role. The plan of action includes possibly offering multiple opportunities on a rotational basis in order to assess candidate's ability to ascend into a managerial position. It is expected that the detail opportunity will be filled in the Spring 2018. Additionally, there has been some attrition with the Investigations staff. The agency will need to backfill those positions as well as bring the Attorney-Advisor (Investigations) positions into compliance and properly convert the Chemical Engineer and Mechanical Engineer positions into the agency's primary position of a Chemical Incident Investigator. A mass recruiting effort is planned to start in May 2018 in order to backfill vacancies and acquire additional expertise in areas that are not currently present within the Investigations staff.

Office of Recommendations

Distribution of Personnel Onboard as of September 30, 2017			
Position	Total Full-Time Employees	FY18	FY19-21
Director of Recommendations	1	1	1
Sr. Recommendations Specialist	1	1	1
Recommendations Specialist	Vacant	1	1
Total	2	3	3

In April 2017, the Recommendations Specialist position was vacated. Shortly thereafter a detail opportunity was offered to help fill the void. Two employees were selected for the detail opportunity which lasted for 120 days. After the detail ended, one of the initial employees received an extension for another 120-days. Moving forward, the working relationship

between the detailee and the Director of Recommendations proved to be beneficial for both parties. A permanent reassignment to the Recommendations Specialist position would help with backfilling the vacancy and creating a succession plan for the Sr. Recommendations Specialist position when it becomes vacant.



WORKFORCE PLAN & GOALS

1 **Goal 1: Identify the workforce needed to fulfill CSB's mission.**

- Identify the competencies necessary to enhance employees' current and future performance;
- Examine the current agency workload and adhere to the Human Capital Plan for increasing staffing levels in the future; and
- Evaluate current workforce skills and demographic trends, and identify any projected skill gaps.

2 **Goal 2: Effectively recruit a diverse, high-performing workforce.**

- Recognize that recruiting is an ongoing effort between selecting officials and the Office of Human Resources;
- Develop position descriptions that encourage diversity in the functional needs of the incumbent;
- Plan for meeting succession needs, both anticipated and unanticipated, and develop connections with external parties as potential sources of applicant pools;
- Strengthen targeted recruiting aimed at increasing diversity within the agency;
- Develop recruitment practices that are flexible and embrace traditional and nontraditional approaches; and
- Identify, strengthen and implement incentives that attract top quality candidates to the CSB, including recruitment incentives, enhanced leave, flexible work/life balance, and relocation incentives.

3 **Goal 3: Build and sustain a diverse, well-trained workforce through learning and professional development opportunities.**

- Provide professional growth and learning opportunities for all employees, including aspiring leaders, investigators and supervisors;
- Communicate options for career development and advancement; and
- Develop specific training plans and programs for new and seasoned supervisors, Investigators-in-Charge, and employees aspiring to become members of management.




20
Years of Driving Chemical Safety Change
1998
2018



U.S. Chemical Safety and
Hazard Investigation Board

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 **YouTube @USCSB:** The CSB's safety videos have totaled over 8.2 million views with more than 27,000 subscribers

 **Twitter @chemsafetyboard:** more than 4,900 followers

 **Facebook @US Chemical Safety Board:** more than 11,800 likes and 12,500 followers

 **Website - www.csb.gov**
Our website provides information on investigations, status of recommendations and information on Board activities.

