

| INTEGRITY AND INSPIRING EMPLOYEE COMMITMENT | |
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| KEY ELEMENTS | SUGGESTED PERFORMANCE INDICATORS |
| <i>Employee integrity and commitment is in evidence when:</i> | |
| <ul style="list-style-type: none"> • Senior leaders foster an environment of open communication (top-down and bottom-up communication) throughout the agency • Employees view the agency as a desirable place to work • Teamwork is valued and rewarded in the agency • Agency policies reinforce the Office of Government Ethics Standards of Ethical Conduct for Executive Branch Employees and, at a minimum, meet the Office's requirements for ethics training. Ethical behavior and standards are included in competencies for all employees. Programs for identifying violations exist and leaders take appropriate disciplinary actions. | <p style="text-align: center;"><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> • The FHCS and/or other employee climate surveys reflect a positive, committed work environment. • Human resources staff, in partnership with management, seeks and considers continuous feedback from employees (e.g., focus groups) regarding workplace environment and responds to feedback with appropriate action. • Agency has been cited in applicant feedback and media stories as an employer of choice. • Agency awards policy promotes teamwork through the use of group awards and communication of group successes. • Agency analyzes trends across management indicators such as per capita overtime, worker's compensation charges, sick leave usage, forfeiture of annual leave, turnover, removal of probationers, disciplinary actions, adverse actions (5 CFR part 752), and exit interviews. • Senior leaders sign statements of conduct or agency-wide declarations. • The FHCS and/or other employee surveys report an ethical climate exists, employees are aware of their whistleblower rights and other personnel protections, and they are likely to report wrongdoing. • Agency has a whistleblower support and Inspector General hotline program; activities are recorded and analyzed. • Communication strategies include a variety of media to convey senior leadership's message to the workforce. • Agency has a positive record in program reviews and congressional reviews. |

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| <i>Employee integrity and commitment is in evidence when:</i> | |
| | <p><u>Compliance Indicators</u></p> <ul style="list-style-type: none"> • Agency is certified by the Office of Special Counsel to be in compliance with the 5 U.S.C. 2302(c) requirement that the workforce be informed of whistleblower rights and other personnel protections. • Provides current and future leaders with an annual course on Government ethics. |