

2013 Roger W. Jones Award for Executive Leadership
Nomination of Scott A. Poyer
Commitment to Effective Continuity of Government

Scott Poyer's strong commitment to effective continuity of government could be measured in many ways. As the Administrator and Chief Financial Officer of Pipeline and Hazardous Materials Safety Administration (PHMSA), Mr. Poyer oversees human resources, finance, and administrative issues. He had led, supported, and collaborated with his team to achieve the many accomplishments outlined below. His successes range from developing an enhanced honor awards program with record levels of participation from employees throughout the organization to working to improve the agency's hiring, training, coaching, and accountability of employees at all levels.

His accomplishments include that he:

- Led the development of an automated onboarding system for new personnel for PHMSA, which is now being considered for roll out department-wide. The system automates a labor intensive process that used to involve many different steps in bringing a person onboard, e.g., computer access, office space, phone, security, personnel paperwork, etc. With so many different offices and personnel involved there were also frequent errors where one or more items might be missed and delayed the new employee's entry to the agency. With the new process the onboarding is error free and every employee starts off with a good impression of the agency every time.
- Developed and led the Agency's THRIVE initiative, delivering training to nearly every employee in the agency through both onsite and virtual seminars. This project broke new ground by engaging employees throughout the organization in discussing and developing a set of core values that embody Trust, Honesty, Respect, Integrity, Valuing People, and Effective Communications (THRIVE).
- Led PHMSA's implementation of the DOT's Quick Wins Initiative aimed at improving the performance culture of senior managers, and went above and beyond the requirements of the initiative by extending Quick Wins to every supervisor in the entire agency.
- Led development and implementation of PHMSA's new Performance Management System (PMS) that improves performance culture and linkages for all GS employees throughout the agency, especially for supervisors whose ratings are now weighted 40% on their supervisory duties, thereby reinforcing the importance of performance culture and leadership issues among all supervisors.
- Developed a best-in-DOT orientation and on-boarding program for PHMSA, which is so successful it has been chosen as the basis for a Department-wide orientation and onboarding program that is now under development.
- Instituted a bi-weekly "oath of office" swearing-in conducted by the Administrator, which is then used to advertise the arrival of new employees on the Daily Communicator and on PHMSA-TV, making every employee immediately feel like an important and welcome addition to the agency.
- Gained approval from OPM for the Agency's first-ever retirement buyout effort, which was offered to over 250 employees and was a model for smooth and efficient implementation. The innovative justification document that convinced OPM of the Agency's need for buyout authority without advent of a RIF is being used as a potential model for other modes in the Department.

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- Developed a new Human Resources (HR) Tool Kit that provides managers and employees with a quick reference guide for the most common HR functions, such as hiring, handling misconduct and poor performance, pay, leave, benefits, etc.
- Created a digitized library covering 100% of agency position descriptions. In addition, 60 % of agency positions are now covered under standardized position descriptions, which have significantly improved the hiring process by eliminating the need to develop new position descriptions for each hiring action.
- Led the development of many new improvements to hiring, recruiting, and orientation, including:
 - Developed standard recruitment packages to further streamline the hiring process.
 - Standardized tentative and official offer letters for new federal and transfer employees;
 - Developed and implemented a new electronic pre- and post-onboarding process, which has resulted in an improved and more efficient “first day” experience for new employees
 - Developed an orientation package checklist and weekly schedule;
 - Created a robust first-day orientation schedule with speakers and leaders from across the agency.
 - Developed a yearly schedule of on-boarding forums with different topics and speakers each month; and implemented “Meet the Leadership” where new employees have an opportunity to meet and speak with PHMSA’s highest ranking officials about what they do and how the employee can achieve their career goals

Led the implementation of over 70 workgroup action items assigned to the Office of Administration as part of PHMSA’s efforts to improve its scores on the Employee Viewpoint Survey. Projected to complete 100% of assigned action items by the end of the fiscal year as scheduled. Major results include:

- Closed several significant safety and security gaps in Headquarters and the Field;
- Developed an enhanced honor awards program with record levels of participation from employees throughout the organization;
- Developed and implemented mandatory new training for managers and employees in areas such as employee performance, hiring, addressing poor performance, and other areas.
- Improved the agency’s records management program by 1) training more than 85% of Federal employees and 100% of contract employees on proper management of records, 2) delegating 43 records liaisons throughout the program offices, and 3) completing a baseline for OST to standardize records inventory activities across DOT modes.
- Established the agency’s first space management plan to accommodate current and future space requirements for both Headquarters and the Field. Saved funding by successfully accommodating additional space requirements in Headquarters without having to lease additional space by converting existing space to higher capacity use
- Launched an HR Toolkit for managers and employees with critical human capital information and resources. This was the first HR guide in the Agency’s history and was widely acclaimed by managers.
- Conducted an assessment of PHMSA's training needs and our current organizational learning structures. This study identified current strengths in our program and outlined opportunities for PHMSA to improve delivery of training programs. Several strategies from this study will

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be implemented in FY2012 including the development of competency models and career paths, coordination of training fiscal and systems (IT) resources, and collaboration between several members within the PHMSA learning community.

- Arranged and hosted three supervisory training sessions on the hiring process in order to educate our customers and enhance partnership in recruitment.
- Established online IDP training for all employees. Instituted the requirement for each PHMSA employee to have an updated IDP on file with supervisor to ensure a focus on employee development and foster a performance culture throughout PHMSA.
- Established mandatory online safety training module in compliance with OST guidance.
- Cut vacancy rate more than half during FY 2011 from approximately 12% at the beginning of the fiscal year to a projected rate of approximately 5% by the end of the fiscal year.

Although these actions combine strategic and tactical deliverables, the underlying core for all is that Scott is actively engaged in creating long-term, organizational changes that help managers and executives perform more effectively for the agency. PHMSA is extremely lucky to have his work ethic and talent.