



Case No.: 2020-01862-FOIA-OS

April 29, 2021

SENT VIA EMAIL: foia@americanoversight.org

Austin R. Evers
Executive Director
American Oversight
1030 15th Street, N.W., Suite B255
Washington, DC 20005

Dear Mr. Evers:

This is the final response to your July 28, 2020, Freedom of Information Act (FOIA) request. Your request (VA 20-08472-F) and 10 pages of responsive records which originated within the U.S. Department of Health and Human Services, Office of the Secretary, was sent to this office by the Department of Veteran Affairs for release determination. You requested the following: “Requested Records American Oversight requests that your agency produce the following records within twenty business days:

All calendars and calendar entries for the agency officials listed below, including any calendars maintained on their behalf, reflecting events that took place from January 1, 2020 to the date the search is conducted. For calendar entries created in Outlook or similar programs, the documents should be produced in “memo” form to include all invitees, any notes, and all attachments. Please do not limit your search to Outlook calendars—we request the production of any calendar—paper or electronic, whether on government-issued or personal devices—used to track or coordinate how these individuals allocate their time on agency business.

The search should include any calendars associated with an agency official’s individual email account, as well as any official calendars maintained for the official, including by his or her administrative assistant or scheduler.

(Date Range for Record Search: From 1/1/2020 To 9/29/2020).”

After a careful review of the 10 pages, I have determined to release them to you in their entirety.

If you are not satisfied with any aspect of the processing and handling of this request, you have the right to seek dispute resolution services from:

HHS FOIA/PA Public Liaison
FOI/Privacy Acts Division
Assistant Secretary for Public Affairs (ASPA)
Office of the Secretary (OS)
U.S. Department of Health and Human Services (HHS)
200 Independence Avenue, SW, Suite 729H
Washington, DC 20201

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Telephone: (202) 690-7453
Fax: (202) 690-8320
E-mail: HHS_FOIA_Public_Liaison@hhs.gov

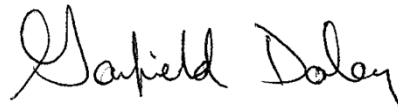
and/or:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road – OGIS
College Park, MD 20740-6001

Telephone: 202-741-5770
Toll-Free: 1-877-684-6448
E-mail: ogis@nara.gov
Fax: 202-741-5769

There are no charges in this instance because the billable costs are less than our threshold of \$25.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Brandon J. Gaylord".

for
Brandon J. Gaylord
Director
FOI/Privacy Acts Division

Enclosure(s)

Making It To The SES Through Collective Resilience and Team Building

What is the SES?

The Senior Executive Service (SES) lead America's workforce.

Members of the SES serve in the key positions **just below the top** Presidential appointees. SES members are **the major link** between these appointees and the rest of the Federal workforce. They **operate and oversee** nearly every **government activity** in approximately **75 Federal agencies**.

<https://www.opm.gov/policy-data-oversight/senior-executive-service/>

What are ECQs?

The executive core qualifications (ECQs) define **the competencies needed** to build a federal corporate culture that drives for results, serves customers, and **builds successful teams and coalitions** within and outside the organization.

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions

<https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/>

Developing the ECQ of Leading People

Leading people involves the ability to lead people toward meeting the organization's vision, mission, and goals. **Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.**

<https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/>

Building a culture and setting roles and goals

In my experience:

The team's identity is created **through the relationship of its members**. To establish effective relationships the following threshold questions must be answered:

- What are the team's **common purpose, shared values, and shared motivators**?
- How is success defined?
- What are the **roles, expectations, internal processes, and outcomes** the team members are going to build their professional relationships on?

Providing an inclusive workplace

- In my experience:
- the highest degree of success is achieved through team work;
- **hiring** is the most consequential decision managers make;
- team leaders must have a clear understanding of the necessary and available **diverse** experiences, talents, and skills to meet short-term milestones and long-term goals;
- **individual commitment, stakeholder partnerships, and collective resilience** lead to best possible outcomes and organizational growth;
- team members generally want to see that their **talents, skills, and sacrifices** are **wanted, needed, and appreciated** by the individuals and groups they relate to or identify with.

Fostering the development of others

- In my experience:
- professional development presupposes **adaptability** and **clarity of expectations**;
- individual **motivators** should inform mentoring, training, work assignments, and professional development;
- setbacks and negative outcomes are valuable opportunities for critical **self-reflection** and professional growth.

Facilitating cooperation and teamwork

In my experience:

- team leaders must understand **each** team member's experiences and **perceptions of reality** to facilitate effective communication and build credibility and trust within the team;
- **ideally**, team leaders should **build ongoing consensus** on individual and institutional **roles, expectations, internal processes, and goals** within the team;
- teams must develop the **sustained ability** to leverage all of its members **diverse** experiences, talents, and skills to respond to, withstand, and recover from adverse or challenging situations.

Supporting the constructive resolution of conflicts

In my experience:

- the most significant and avoidable conflict in the workplace results from **goals, roles, expectations, or internal processes** not being clearly articulated or universally understood;
- conflict should be seen as a necessary process through which team leaders and members are empowered to communicate with sincerity, good faith, and charity to discern objective truth so that the team, if necessary, can modify its **roles, goals, expectations, and internal processes**;
- conflict resolution presupposes technical competence, respect, and trust.

Contact

Office for Civil Rights

U.S. Department of Health and Human Services



Luis.perez@hhs.gov



Voice: (202) 774-3037



200 Independence Avenue, S.W.
H.H.H Building, Room 509-F
Washington, D.C. 20201