

## Causey Awards Entry

### Nominee Information

**Name:** Reginald (Reg) Wells  
**Title:** Chief Human Capital Officer  
**Company:** Social Security Administration

#### What does this person do?

Reg is the Deputy Commission for the Social Security Administration's (SSA) Office of Human Resources and SSA's Chief Human Capital Officer (CHCO). A short bio describing his over responsibilities is available on the CHCO Council website at: [www.chcoc.gov/members](http://www.chcoc.gov/members). He has held that position since July 2002.

#### How did this person go above and beyond in 2012?

SSA is one of those "labor intensive" agencies that when confronted with insufficient funding, such as that caused by the current Congressional gridlock and sequestration, it has little recourse but to seek cutbacks that negatively impact the workforce. During 2012, for example, claims for earned benefits continued to rise as the baby-boomer generation begins to retire in large numbers – yet SSA's full-time, permanent workforce declined from 64,539 to 62,599 because of budget restrictions. However, under Reg's leadership, SSA has continued to focus both on mission and on people. SSA has sought to minimize the impact of budget reductions on its workers and, so far, they have managed to avoid both furloughs and any major involuntary separations (reductions in force) by using attrition to reduce the size of the workforce. However, SSA has also instilled a strong commitment to customer service and mission among its workers and, with help from Reg and his staff, SSA has continued to seek ways to accommodate by looking for greater efficiencies in their operations and by keeping their employees engaged and productive.

#### Give us an example of the impact of this person's work. How did it make a difference?

When the Best Places to Work in the Federal Government rankings were first launched in 2003, SSA was in the middle to lower end of the rankings (e.g., the ranked 21 out of 30 large agencies in 2005). However, by 2007 SSA had moved into the top ten (7 out of 30 large agencies) and they've stayed in the top ten in their category ever since (they were ranked 6th in 2012). This is not an accident, Reg has worked tirelessly to keep SSA employees engaged and to improve their satisfaction and commitment despite considerable pressures that could have easily

derailed their efforts. Reg is most worthy of a Causey Award!

**Other Points:**

When the CHCO Act of 2002 was enacted, each major department and agency was required to (and did) designate a senior official as the agency CHCO. Reg was the first, and so far only, CHCO for SSA. Every other CHCO has retired, resigned, or moved on. Reg is the last of the original CHCO's! A testament to his dedication.