

Nominee Information

Name: Will Levy III
Title: Associate Director, Management and CIO
Company: Bureau of Engraving and Printing (BEP)
Nominator: Kristin McNally

What does this person do?

Will Levy III is the Bureau of Engraving and Printing's Associate Director for Management and CIO, an SES position responsible for overseeing the offices of Human Resources; Facilities; Environment, Health and Safety; Equal Opportunity and Diversity Management; and Information Technology. In his role, he works closely with BEP's many labor-management unions. Will is also the head of the BEP's Best Place to Work Team created to improve employee engagement.

How did this person go above and beyond in 2012?

Will helped to dramatically improve employee engagement at the BEP in 2013 through an unwavering focus on accountability, authentic leadership, customer service and common sense. He created a lasting model for organizational culture change that is replicable, scalable, and provides a blueprint for becoming a world-class place to work. Will zeroed in on what was most ailing BEP – lack of accountability, ineffective communication, poor leadership, and the friction between production goals and people goals – by talking with employees, analyzing data, and leading a committed, cross-functional, multi-level Best Place to Work team to improve the workplace environment and drive productivity. Through Will's leadership, the Best Place to Work Team established a Motto for BEP, "Customers First...Quality Always," that serves as a simple reminder of what's most important – each other – people are not a distraction to the work but the way we accomplish our best work. Will authored tenets and traits for two workplace engagement programs – "Aim 4 Yes!" focused on customer service and accountability; and "BEp GREAT!" focused on personal excellence and integrity, both complete with branded logos. In 2013, Will created a common performance goal for all supervisors requiring employee engagement activities and employee feedback on supervisor performance and helped to establish a Deputy Director's Circle to engage dedicated change agents at BEP focused on ensuring the success of mission-critical projects.

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

In 2013 when only 25% of agencies improved their employee engagement scores, the Bureau of Engraving and Printing (BEP) achieved a ranking of 47 out of 300 subcomponents in the Best Places to Work in the Federal Government, fifth among like-sized bureaus, a number unthinkable four years ago at fifth from last overall. BEP was the only Treasury Bureau to meet/exceed all of its 2013 Human Capital Assessment and Accountability Framework (HCAAF) Index goals for Job Satisfaction, Talent Management, Results-Oriented Performance Culture, and Leadership/Knowledge Management. BEP's

improved Federal Employee Viewpoint Survey (FEVS) and associated Best Places to Work (BPTW) results are linked to its long-term, sustained employee engagement efforts and tied to BEP's core values and strategic priorities to improve its culture. Specific recent efforts, all of which Will Levy has led, include: improving labor/management relations via several joint sessions of discussion and continued dialogue, issuing policy requiring employee Subject Matter Expert participation on all major projects; completing mandatory training for all supervisors up to the Director on Employee Engagement and Leadership; and implementing Coaching & Mentoring and Walking In My Shoes programs to better connect leaders with employees in all levels of the organization. As Will has said consistently, "our work is a journey, not a destination." Achieving a higher Best Places to Work ranking in 2013 will not end the BEP's mission to improve employee engagement. Will's focus on action planning will continue to help BEP make progress moving forward. Will's approach at the helm of the BEP's Best Place to Work Team and in every other leadership position he's held is to set a vision of what success looks like and then develop and communicate a roadmap and timeline to get there. He holds himself and others accountable to working smart on actions that lead to desired changes and shares results visibly on posters, flyers, newsletters, and online. His enthusiastic championship of each task at hand and on mentoring employees to tackle challenges head on makes working with Will rewarding, learning-focused, and fun.

As asked so boldly in the quote at the bottom of his email signature, "What would you do today if you knew you could not fail?" Will Levy III is a risk-taker in the realm of human capital. Fueled by his pragmatism, loyal supporters, and deep commitment to process improvement, Will is an energetic force of change who's driving mission-critical results. As the new BEP Credo that Will helped to write states, "we are committed to helping one another fulfill professional and personal obligations and with supporting each other to be creative, make effective decisions, share ideas, and enjoy the work experience." The power of the BEP's human capital strategy to transform employee engagement has attracted agencies to learn from its successes and benchmark effective ways to become better places to work. BEP's promising practices for action planning to implement culture change have far-reaching implications for government and beyond.

Other Points: