Agency Priority Goal | Action Plan | FY 2024 – Quarter 2

Position the Federal Government as the employer of choice for military and veteran spouses and early career talent

Goal Leader(s):

Latonia Page, Deputy Associate Director, Workforce Policy and Innovation

Jason Parman, Deputy Associate Director, Human Resources Solutions

Goal Overview

Goal statement

- **Position the Federal Government as the employer of choice for military and veteran spouses and early career talent.** By September 30, 2025, strengthen agencies' ability to develop, promote, and retain this skilled and diverse pool of talent, capitalizing on existing and new workplace flexibilities to increase the Employee Engagement Index score for military and veteran spouses by 2 points and for early career employees by 4 points, as compared to an FY 2023 baseline.

Problem to Be Solved

- With seven percent of the Federal workforce under the age of 30 and nearly 28 percent of Federal employees eligible to retire, many Federal agencies face risks to their ability to deliver on their missions if expected retirements and the growing need for new skills continue to grow.

- Faced with frequent moves and a 22 percent unemployment rate, military spouses face distinctive barriers to access and remain at jobs despite the unique skills and experiences from which they can draw.

What Success Looks Like

- Increase employee engagement scores of military spouses and early career employees, in support of OPM's strategic objective 1.3 - Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.

Goal Target(s)

Repeat and further describe the key indicators included in the goal statement (previous slide) that will be used to track progress.

Please update these columns each quarter.

	Achievement statement	Key indicator(s)	Quantify progress*					Frequency
	We will…	**Name of indicator** (units in parentheses)	**Start value**	**As of (Date)**	**Target value**	**Current value**	**As of (Date)**	**Update cycle**
1	increase Employee Engagement Index score for military and veteran spouses by 2 points	Employee Engagement Index score for military and veteran spouses	70.5	May 8 – July 14, 2023	72.5	-	-	Annual
2	increase Employee Engagement Index score for early career talent by 4 points	Employee Engagement Index score for early career talent	76.2	May 8 – July 14, 2023	80.2	-	-	Annual

Narrative – FY 2024, Quarter 2

In February 2024, OPM and OMB released the Government-wide Military and Veteran Spouse, Military Caregiver, and Survivor Hiring and Retention Strategic Plan for FY 2024-2028. To promote the Federal Government as an employer of choice for military connected families and caregivers, this Plan will serve as a roadmap to assist agencies with strengthening their ability to recruit, hire, develop, promote, and retain this skilled and diverse pool of talent. Agencies are encouraged to evaluate current employment policies, practices, and procedures to address the goals and actions in this plan.

To attract early career talent to Government, OPM continued to make progress on refreshing the Pathways programs for interns and recent graduates, with the final rule expected to be published in Q3 FY 2024. OPM also soft launched the Intern Talent Program (previously named the intern conversion database) which helps the Federal Government retain early career talent by providing agencies the ability to find and hire individuals who had completed internships but were unable to secure permanent employment.

Goal Team

Goal Leader: Latonia Page, Deputy Associate Director, Workforce Policy and Innovation
Deputy Goal Leader: Jason Parman, Deputy Associate Director, Human Resources Solutions

Military Spouse Team	Early Career Team
Mike Mahoney – Senior Lead, Workforce Policy and Innovation (WPI)	Carmen Andujar – Senior Lead, WPI
Michelle Glynn – Team Lead, WPI	Katika Floyd – Team Lead, WPI
Adrian Williams – Co-Team Lead, WPI	Monica Butler – Team Member, WPI
Michelle Earley – Team Member, Human Resources Solutions (HRS)	
Deloris Mebane – Team Member, WPI	

Goal Strategies

- Provide agencies with practical knowledge, effective practices, and guidance on how to implement and fully utilize early career and paid internship programs

- Provide agencies with guidance and technical assistance on the Pathways Programs regulation refresh that clarifies information about the use of training and development opportunities

- Collaborate with agencies to increase the conversion rates of eligible interns, recent graduates, and President's Management Fellows appointed under Pathways Programs

- Provide agencies with guidance on data collection to accurately track early career talent conversions to permanent positions and to incorporate the practice of using exit interviews

- Collaborate with the Department of Defense to provide guidance on eliminating barriers for transferring employed military spouses from one agency to another when the spouse relocates with an active duty military member

- Pursue legislative reform, as appropriate, to remove barriers to the employment and retention of military spouses

- Assist agencies with raising awareness of the available workforce flexibilities, including telework and remote work, and the use of administrative leave

- Provide agencies with guidance on requirement to include military spouse noncompetitive eligibility on job opportunity announcements posted on USAJOBS (or agency-determined sites for positions that are not subject to posting jobs on USAJOBS)

Key Indicators

Annual	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 24 Target	FY 25 Target
Employee Engagement Index score for military and veteran spouses	*	69.1	69.3	70.7	70.5	Expected Fall 2024	71.5	72.5
Employee Engagement Index score for early career talent	75.6	78.3	76.6	75.6	76.2	Expected Fall 2024	78.2	80.2

* FY 2019 results are not available as the 2019 OPM FEVS did not include a military spouse identifier.

Key Milestones

Milestone Summary				
Key Milestone	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Comments**
Finalize Government-wide Military and Veteran Spouse, Military Caregiver, and Survivor Hiring and Retention Strategic Plan, which includes instructions for OPM to issue guidance on engagement and retention	Q1 FY 2024	Complete	Delayed to Complete	Issued in February 2024.
Update current guidance and resource materials on military spouse employment to include strategies on employee engagement, improving retention, training and development, and other workforce flexibilities	Q2 FY 2024	Complete	On track to Complete	OPM issued guidance in November 2023, and continues to review and/or update resources and web materials, as necessary.
Issue final rule to refresh the Pathways Program regulations	Q2, FY 2024	Delayed	Delayed, now Complete	OPM published the final rule in April 2024.
Create an intern conversion database to provide opportunities for interns to be placed in at other agencies when their host agency is unable to offer permanent placement	Q2 FY 2024	Complete	On track to Complete	OPM soft launched the Intern Talent Program in March 2024.
Conduct three webinars to train hiring managers and HR professionals on the Pathways Program refresh, including onboarding practices, employee engagement, enhanced training, and development.	Q3 FY 2024	On track		Training webinars are scheduled for Q3 FY 2024.
Hold 10 Intern Experience Program events to engage interns Government-wide	Q4 FY 2024	On track		Developed calendar and confirmed training course presenters.
Advance legislative reform, as appropriate, to remove barriers to the employment of military spouses	Q4 FY 2025	On track		

Data Accuracy & Reliability

Measure: Employee Engagement Index score for military and veteran spouses

Definition of Measure	*Average of the responses of military and veteran spouses to three OPM Federal Employee Viewpoint Survey (FEVS) Subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience, on a one-hundred-point scale.* *Military and veteran spouse: Respondents who self-report they are the spouse of a current active duty service member, spouse of separated or retired service member with a disability rating of 100%, or a widow(er) of a service member killed while on active duty.* *Leaders Lead subindex: Reflects the employee's perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation (OPM FEVS questions 55, 56, 57, 59, 60). Supervisors subindex: Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 46, 48, 49, 50, and 52). Intrinsic Work Experience subindex: Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 2, 3, 4, 6, and 7)*
Data Source	*OPM Federal Employee Viewpoint Survey (FEVS)*
Data Verification and Validation	*Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point . Demographic results are not weighted . Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at https://www.opm.gov/fevs. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out-of-range values; thus, data cleaning is a continuous operation throughout the data collection period*
Data Limitations	*The OPM FEVS is administered annually and reflects employee opinions at a single point in time . Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS . For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.41 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data .*

Data Accuracy & Reliability

Measure: Employee Engagement Index score for early career talent

Definition of Measure	*Average of the responses of early career talent to three OPM FEVS subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience, on a one-hundred-point scale.* *Early career talent: Respondents who are at or below grade GS-12, and with three years of tenure or less.* *Leaders Lead subindex: Reflects the employee's perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation (OPM FEVS questions 55, 56, 57, 59, 60). Supervisors subindex: Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 46, 48, 49, 50, and 52). Intrinsic Work Experience subindex: Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 2, 3, 4, 6, and 7)*
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Additional Information

<u>Contributing Programs</u>

Organizations:

- OPM: Employee Services and Human Resources Solutions
- Federal agencies

President's Management Agenda

- Priority 1 – Strengthening and empowering the Federal workforce

Regulations:

- Proposed Regulations for Pathways
- Noncompetitive appointment for certain military spouses
- Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce – Guidance of Paid Internships, Fellowships, and Apprenticeships
- Executive Order 14100, Advancing Economic Security for Military and Veteran Spouses, Military Caregivers, and Survivors