

Cross Agency Priority Goal Quarterly Progress Update

People and Culture

Goal leaders: Katherine Archuleta, Director, Office of Personnel Management; and Jonathan McBride, Director, Presidential Personnel Office



FY2014 Quarter 3

Overview

Goal Statement

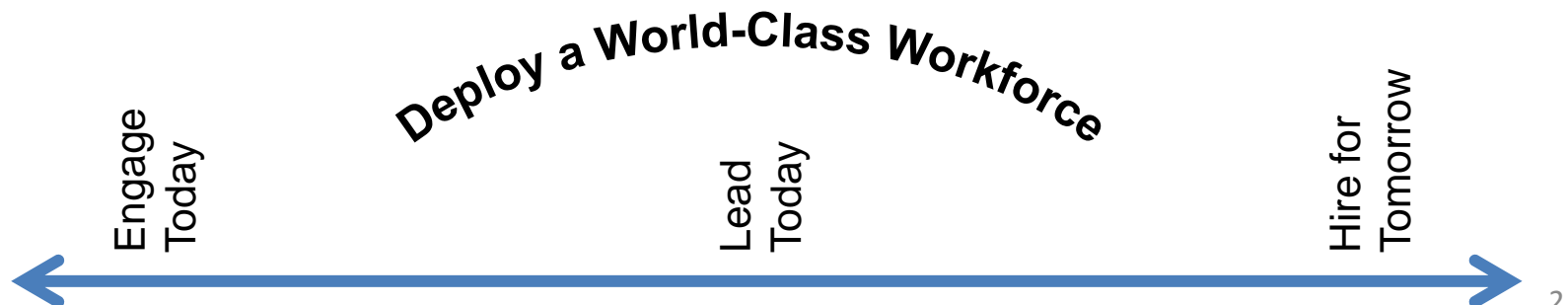
- Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.

Urgency

- The Federal Government's workforce is the most critical ingredient to driving the success of its priority initiatives, including other initiatives under the President's Management Agenda.

Vision

- In order to deploy a world-class workforce for the American people, we will:
 - Engage – Create a culture of excellence and engagement to enable higher performance
 - Lead – Build a world-class Federal management team starting with the Senior Executive Service (SES)
 - Hire – Enable agencies to hire the best talent from all segments of society
- Each of the three sub-goals is distinct and requires different actions; however, together they represent a single continuum to deploy a world-class workforce.



Progress Update

Driving Greater Employee Engagement

- Agencies identified 2-4 subcomponents targeted for improvement on employee engagement index.
- Rolled out unlocktalent.gov interactive dashboard to senior executive management.
- Joint CHCO/Labor Management Council working group was established to identify and share promising practices; explore cultural barriers and enablers of engagement; and identify measures and incentives for improvement.
- GovConnect Phase I pilots were launched to test, scale and adopt new approaches for flexibly assembling and deploying talent within and across agencies (pilot agencies are OPM, HHS, DOT, DOE, and SSA).

Build a World-Class Federal Management Team, starting with the Senior Executive Service

- Planned sessions with multi-sector thought leaders to discuss and share ideas on cutting-edge leadership needs and approaches that may inspire possible new or enhanced approaches to attracting and maintaining a world-class SES team.
- Met with Chief Operating Officers/Chief Human Capital Officers at selected agencies to discuss piloting new approaches to SES recruitment and executive search, intra- and inter-agency rotations, SES onboarding, SES assessment and selection approaches, and possible alternative Qualifications Review Board to test and scale for possible broader implementation.
- Partnered with the Presidential Leadership Workshop and Federal agencies to gather information about current SES onboarding programs/approaches, best practices, and ideas for high-value, low-cost SES onboarding; designed a model SES onboarding approach that will be piloted in various Federal agencies.

Enable Agencies to Recruit and Hire the Best Talent

- Continued to coordinate numerous interagency stakeholder forums to gather inputs and identify recruiting and hiring challenges and opportunities to “untie knots” that may be impacting the Federal government’s ability to recruit and hire the best talent.
- Designed Recruiting Policy Suite toolkit designed to help agencies improve strategic recruitment and outreach.
- Initiated joint OPM/Agency review of the existing Pathways Program (student interns, Recent Graduates, Presidential Management Fellows) to identify enhancements that may support agencies to maximize the use of the program.

Action Plan Summary – Driving Greater Employee Engagement

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
Leaders Set Clear Goals	<ul style="list-style-type: none"> As part of regular organizational and individual performance planning, agency heads, component heads, SES, managers, and supervisors set goals each year to improve their organization's employee engagement levels and other workforce issues. 	<p>By the issuance of the 2016 EVS results, the Federal government will have increased employee engagement, as measured by the Employee Viewpoint Survey Engagement Index, by 3% from 64% to 67%</p>
Leaders Review Progress	<ul style="list-style-type: none"> HQ and Bureau leaders conduct regular data-driven reviews that lead to measurable improvement and influence the organizational culture to focus on workforce performance issues with a focus on inclusion and engagement. 	
SES/Managers Held Accountable for Improvement	<ul style="list-style-type: none"> Each SES will have improving employee engagement within their organization, and creating inclusive work environments as part of their annual performance plans and appraisals. 	
Data is Disseminated and Organized for Action	<ul style="list-style-type: none"> Each manager with an organizational breakout on the EVS (currently 13,000) will receive their organization's results – and how it compares to the agency and other similar organizations within the agency – within three months of the survey completion date. 	
Increasingly Adopt Evidence-Based Practices	<ul style="list-style-type: none"> Establish continual improvement culture where agencies are motivated to search new ways to improve inclusion and engagement. This includes identifying and celebrating top-performing components, and communicating and sharing best practices broadly. 	

Action Plan Summary – Build a World-Class Federal Management Team, Starting with the Senior Executive Service

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
OPM will lead Discussions to Stimulate Thinking on 21 st Century Leadership	<ul style="list-style-type: none"> OPM will facilitate sessions with multi-sector thought leaders to discuss and share ideas and information on cutting-edge leadership needs and approaches, and inspire possible new or enhanced approaches to attracting and maintaining a world-class SES team for the 21st century. 	
Agencies will Improve and Streamline Processes for Recruiting and Hiring SES	<ul style="list-style-type: none"> Agencies will commit to having their senior leadership and their SES hiring officials actively involved in the hiring process, including development of job descriptions and job specifications, actively recruiting, and interviewing candidates. The PMC will personally commit to involvement and engagement of senior leadership in the recruiting and hiring process for CIO and senior IT positions and other SES positions identified as top strategic positions. OPM will establish an interagency working group to improve the SES recruitment and hiring process, by identifying and advising on new ways to reduce the administrative burden for applicants (e.g., resume-based hiring process) and agencies in the SES hiring process, to improve outreach and recruitment for the best talent from all segments of society, enhance the diversity of SES applicants pools, to ensure equal employment opportunity in the selection of SES, and to help implement and share best practices. OPM will work with agencies to “untie the knots” in their SES recruitment and hiring processes (including enhancing SES hiring guides) and initiate an education campaign across agencies on SES recruitment, assessment, and hiring, with a particular focus on CIO and senior IT positions and other SES positions identified as top strategic positions. OPM will help agencies access data on the quality and barriers of their SES recruitment and hiring (e.g., through the use of data-gathering tools such as an SES exit survey, SES onboarding survey, and SES hiring satisfaction survey) to inform strategies based upon evidence. Agencies will commit to collecting and reviewing applicant flow data from hiring efforts to inform future outreach efforts to expand pool of qualified applicants. PMC will drive increased participation in Management Satisfaction Surveys (CHCO Hiring Process Satisfaction Survey and CHCO 6-Month Hiring Satisfaction Survey). 	<p>Increased hiring manager satisfaction with quality of SES applicants by 10% over a 3-year period (Target = 70%/CHCO Survey)</p> <p>Satisfaction of newly-appointed SES with their onboarding experience (Baseline and Targets to be established)</p> <p>Percentage of new SES (in pilot agencies) that have completed the one-year onboarding program (Target = 60%)</p>
OPM will improve the Qualifications Review Board (QRB) Process	<ul style="list-style-type: none"> Agency heads will choose their highest-level senior executives to be considered for participation on the QRB, and agency heads will recognize their senior executives so that QRB service is considered a prestigious honor. OPM will establish an interagency working group to identify improvements to the efficiency, validity, and value of the QRB process (e.g., identifying alternatives to reliance on ECQ essay narratives). 	

Action Plan Summary – Build a World-Class Federal Management Team, Starting with the Senior Executive Service (cont.)

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
Agencies will Implement an Improved Cross-Government SES Onboarding Model	<ul style="list-style-type: none"> • OPM will establish an interagency workgroup to develop and pilot a new, enhanced cross-Government SES onboarding model based upon the recommendations of the President’s Leadership Workshop. • Senior agency leadership commitment – as a key component of the new SES onboarding model, senior agency leaders (e.g., Secretaries, Deputy Secretaries, agency heads, or other senior officials) will be actively involved in the implementation and operation of the new SES onboarding model, will meet periodically (e.g., quarterly) with all SES hired in that period to welcome them and orient them to agency priorities, and assess the progress and effectiveness of their agencies’ onboarding activities. 	See slide 5
Agencies will Commit to and Prioritize Continual SES Development	<ul style="list-style-type: none"> • Agencies will ensure programs are in place for the continuing development of senior executives, including preparation, implementation, and regular updating of an Executive Development Plan for each senior executive. • OPM will work with agencies to develop a cross-Government, continuing leadership development curricula and to provide executive development guides and best practices. • OPM will expand and enhance key Government-wide development solutions and events (including the Briefing for New Career SES delivered by OPM’s Federal Executive Institute (FEI) in partnership with the White House, and the leadership workshops for SES in their first and second year delivered by OPM’s FEI in partnership with the President’s Management Advisory Board). • OPM will work with agencies and Federal Executive Boards to expand the existing Interagency Rotation Program to all PMC agencies and regional areas, and to include SES members in addition to current GS 13-15 participants. • OPM will work with agencies to establish a Situational Mentoring Program for SES as well as a Coaching Network for SES. • The PMC will charter an interagency workgroup to review and assess strategies to assure the Government has a talent pipeline for senior IT positions. 	
Agencies will Commit to and Prioritize Effective SES Performance Management	<ul style="list-style-type: none"> • OPM will work with agencies to “untie the knots” in agencies’ design and implementation of SES performance appraisal systems and initiate an education campaign across agencies on SES performance management requirements and best practices. • OPM will establish an interagency working group to identify improvements to the efficiency, validity, and value of the SES performance appraisal system certification process. 	

Action Plan Summary – Enable Agencies to Recruit and Hire the Best Talent

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
Agencies ensure HR Professionals and Hiring Managers are Educated on Current Flexibilities	<ul style="list-style-type: none"> • PMC will ensure hiring managers are active and understand their role in the recruiting and hiring process and up-to-date on the Hiring Toolkit and current flexibilities. • OPM will lead the development of a professional certification program for the HR occupation to ensure HR professionals have requisite training and skills. • OPM will update and expand the Recruitment and Hiring Toolkit and training for hiring managers and HR professionals and distribute to PMC and CHCO Council. • PMC will ensure hiring managers are active in the implementation of the updated Government-wide and agency Diversity and Inclusion Strategic Plans. • OPM and CHCO Council will launch a Community of Practice of hiring managers and HR professionals to share recruitment and hiring best practices and recruitment initiatives, e.g., National Service, Long-Term Unemployed, Equal Pay, Persons with Disabilities, My Brother's Keeper, other White House Initiatives, etc. (on-going) • PMC will drive increased participation in Management Satisfaction Surveys (CHCO Hiring Process Satisfaction Survey and CHCO 6-Month Hiring Satisfaction Survey) 	<ul style="list-style-type: none"> • Increase completion/response rate for CHCO management satisfaction surveys to 85%. • 10% increase in hiring manager satisfaction with quality of applicants (CHCO Survey) • 10% increase in % of managers who indicate they are involved in the workforce planning process • 10% increase in hiring managers who indicate they actively and personally participated in recruitment and outreach for their job vacancies (CHCO Survey)
Agencies Expand Use of Existing Flexible Hiring Paths	<ul style="list-style-type: none"> • OSTP, OMB, OPM will create a working group to review, evaluate and improve existing flexible hiring paths especially STEM related hiring flexibilities and other critical skills gaps. (on-going) • OMB, OSTP, OPM create President's Innovation Fellows "toolkit" to help agencies develop their own Fellows programs (ongoing) • OPM will review the existing Pathways Program (student interns, Recent Graduates, Presidential Management Fellows) to identify enhancements that may support agencies to maximize the use of the program. 	<ul style="list-style-type: none"> • 3% increase (from 52% to 55%) in Federal employees' perception that the skill level in their work unit has improved in the past year.

Action Plan Summary – Enable Agencies to Recruit and Hire the Best Talent (cont.)

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
OPM Works to “Untie the Knots” for Specific Agencies as Requested	<ul style="list-style-type: none"> • Agencies will review their strategic workforce plans to determine current and future workforce needs. • PMC will identify significant hiring and personnel management challenges and request “untying the knots” sessions with OPM that include review and assessment of existing hiring rules and regulations • OPM will continue “untying the knots” campaign, with priority given to projects untying common knots or those with significant impact/return. • OPM and agencies will identify opportunities to celebrate and publicize “knots” that have been untied. 	<ul style="list-style-type: none"> • See slide 7
Agencies Expand Strategic Outreach and Recruitment	<ul style="list-style-type: none"> • OPM, CHCO Council, and D&I Directors, where they exist, will form a working group to identify enhanced recruitment and outreach strategies for entry-, mid-, and senior-level positions to increase the Government’s ability to recruit and hire the best talent from all segments of society. • OPM will develop tools to help agencies expand use of social media for outreach and recruitment and distribute to PMC and CHCO Council • OPM will lead efforts to develop an enterprise-wide recruitment strategy for specific areas such as Information Technology, in coordination with the CIO Council; Recent Graduates, STEM occupations, and SES. • OPM will identify ways to better use data including hiring needs and applicant flow to drive recruitment strategies and measure success of recruitment programs. 	

Goal Team and Governance Structure

Oversight and Project Management
Katherine Archuleta (OPM) and Jonathan McBride (PPO)

Engagement

Team Lead:

- OPM

Agency partners:

- Treasury
- EPA
- HUD
- GSA
- CHCO-LMC Workgroup

Project Team:

- OPM and EPA

SES Leadership

Team Lead:

- OPM

Agency partners:

- CHCO Council
- President’s Leadership Workshop

Project Team:

- OPM

Recruitment & Hiring

Team Lead:

- OPM

Agency partners:

- HHS
- Smarter IT Delivery Group
- CHCO Council

Project Team:

- OPM

Overall Contributors

- OPM, PPO, OMB

Governance Structure

- Deputy Goal Leader hosts weekly meeting with Team Leads, Overall Contributors and key members of Project Teams
- Team Leads use “quad charts” to report recent accomplishments, 2-month outlook, key risks and mitigating strategies, and outstanding action items

Work plan – Driving Greater Employee Engagement

Goal Statement: By the issuance of the 2016 EVS results, the Federal government will have increased employee engagement, as measured by the Employee Viewpoint Survey Engagement Index, by 3% from 64% to 67%.

Strategy: To achieve this goal OPM, PPO, OMB, PMC, PIC, and CHCO Council will increase the amount of leadership time spent to drive the adoption of effective management practices by emphasizing productivity and performance gains through proven inclusive behaviors and engagement strategy.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status
Leaders set clear goals		
Agency heads identify a limited number of organizations (2-4) targeted for improvement on employee engagement index.	June 2014	Complete
Guidance is provided to agencies on including goals within their FY 2015-16 Agency Performance Plans and Bureau operating plans to improve engagement.	September 2014	On track
Leaders Review Progress		
Chief Operating Officers (or equivalent) will review their action plans and progress on their EVS improvement goals, including the success stories in their agency or other agencies to inform best practices they should employ as well as meeting with the 2-4 organizations targeted for improvement.	July-September 2014	On track
Seventy-five percent of targeted component heads conduct reviews of progress that include using detailed data to identify and then facilitate exchanges between organizations/offices with higher engagement levels and similar organizations with lower levels of engagement.	December 2014	Not started

Work plan – Driving Greater Employee Engagement (cont.)

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
SES/Managers held accountable for improvement		
Agencies begin or continue phasing into SES performance plans people leadership elements that include agency workforce goals and metrics, including improvement targets relating to employee engagement. OPM will review samples of performance plans to gain visibility into agency progress and to verify they are holding SES members accountable for employee engagement (as evidenced by people leadership performance elements that incorporate workforce goals and metrics.)	September 2014	Not Started
Agencies review component inclusion index ratings (New IQ) and ensure executives, managers, and supervisors support, execute, and model OPM identified inclusive behaviors.	December 2015	Not Started
Data is disseminated and organized for Action		
OPM establishes an interactive dashboard to Senior Executive Management as a data-driven tool to review employee engagement and assist agencies in implementing strategies and interventions to improve employee engagement.	July 2014	Complete
PMC ensures each bureau/component in the 24 CFO Act agencies is disseminating 2014 EVS data to each manager within their organization.	September-November 2014	Not Started
PMC will review dashboard for the 24 CFO Act agencies and share turnaround stories and best practices.	Ongoing	On Track

Work plan – Driving Greater Employee Engagement (cont.)

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
Agencies increasingly adopt evidence-based practices		
Joint CHCO/Labor Management Council working group convenes to identify and share promising practices; explore cultural barriers and enablers of engagement; and identify measures and incentives for improvement.	March 2014 (ongoing)	On Track
Test, scale and adopt new workforce approaches, promising practices and technologies for flexibly assembling and deploying talent within and across agencies (GovConnect). (GovConnect Phase I Pilots launch May 2014; FY15 design Phase II multi-agency pilots; FY16 test multi-agency pilots)	April 2014-FY2016	On Track
OMB, OPM and PPO support communities of practice in which top performers in engagement can share best practices (how they got to be top performers) and develop ways to communicate these out to agencies for uptake.	August 2014 (ongoing)	On Track
OPM will leverage the HR Stat Community of Practice (CoP) working group to identify and spread effective practices for evidence-based management decision making around engagement practices.	October 2014	On Track
OPM uses the October HR Stat working group meeting to invite partners like the Partnership for Public Service, Corporate Executive Board, the Mayflower Group, and the Engagement Institute to create tools/resources to help agencies address challenges for each of the 15 questions that make up the index (e.g., that can help with diagnostics that address underlying issues, improvement strategies/techniques, and measurement such as the Innovation Index).	October 2014	On Track
OPM provides New IQ (inclusion Quotient) training resources, strategies, and products to help agencies create inclusive work environments and highly engaged employees.	November-December 2015	On Track

Work plan – Build a World-Class Federal Management Team, Starting with the Senior Executive Service

Goal Statement: By 2017, the Federal government will enhance its ability and success in attracting and maintaining world-class talent in the Senior Executive Service (SES) from all segments of society, positioning SES members to provide the highest-level of leadership within and across Departments and agencies (“agencies”).

Strategy: To achieve this goal, the Federal government (led by the PMC, OPM, PPO, OMB, and the CHCO Council) will implement best practices for the recruitment, hiring, development, performance management, retention, and succession management of senior executives.

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
OPM will lead Discussions to Stimulate Thinking on 21st Century Leadership		
September 2014 - OPM facilitates first Thought Leader discussion.	September 2014	On Track
Second Thought Leader Discussion	October 2014	On Track
Third Thought Leaders Discussion	November 2014	On Track
Agencies will improve and streamline their processes for recruiting and hiring SES		
Identify key strategic CIO/IT positions, candidate pipelines, and define recruiting strategies for targeted focus.	TBD	Not Started
Identify and begin working with selected agencies on pilots to improve the SES recruitment, assessment, and selection process, as well as approaches to sharing talent between agencies.	August 2014	On Track
Share baseline data on each agency’s participation rates in Management Satisfaction Surveys.	December 2014	On Track

Work plan – Build a World-Class Federal Management Team, Starting with the Senior Executive Service (cont.)

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
OPM will work with Agencies to improve the Qualifications Review Board (QRB) process		
Agencies select high-level senior executives to serve as QRB Improvement Team participants	March-June 2015	Not Started
Agencies will implement an improved Cross-Government SES onboarding model		
Improved SES onboarding model developed for piloting	July-September 2014	On Track
Onboarding Pilot Kick-off	September 2014	On Track
Final onboarding model available for agencies	September 2015	Not Started
Agencies will commit to and prioritize continual SES development		
Situational Mentoring Program and Coaching Network available for SES	September 2014	On Track
Cross-Government, continuing leadership development curricula available to agencies	July-September 2015	On Track
Interagency Rotation Program expanded to all PMC agencies and interested regional areas, and to include SES members	July-September 2015	On Track
Agencies will commit to and prioritize effective SES performance management		
Interagency working group established to identify improvements to the efficiency, validity, and value of the SES performance appraisal system certification process	September 2014	On Track

Work plan – Enable Agencies to Recruit and Hire the Best Talent

Goal Statement: By 2017, the Federal government will increase the ability of agencies to recruit and hire the best talent from all segments of society, as measured by a 10% increase (from 61% to 71%) in hiring manager satisfaction with the quality of applicants referred; a 10% increase in hiring managers who indicate they actively and personally participated in recruitment and outreach for their job vacancies; and a 3% increase (from 52% to 55%) in Federal employees' perception that the skill level in their work unit has improved in the past year.

Strategy: To achieve this goal, the Federal government (led by the PMC, OPM, PPO, OMB, and the CHCO Council) will increase awareness and effective utilization of recruiting and hiring authorities by hiring managers and Human Resources professionals; address administrative and practical barriers or other “knots” that may be impeding the Government’s ability to effectively recruit and hire the best talent; effectively plan for the workforce of the future; ensure hiring managers are actively engaged in recruitment and outreach to attract talent from all segments of society; and address critical skills gaps.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status
Agencies will ensure HR professionals and hiring managers are educated on current flexibilities		
Develop Phase I of the Federal Hiring toolkit (Recruitment Policy Suite)	July-September 2014	On Track
Hold first Community of Practice Joint Session to share information on hiring flexibilities and promising practices.	September 2014	On Track
Develop Phase II of the Federal Hiring toolkit – (Hiring Policy Suite)	January-March 2015	On Track
Hold second Community of Practice Session	January-March 2015	Not Started

Work plan – Enable Agencies to Recruit and Hire the Best Talent

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
Agencies expand use of existing flexible hiring paths		
Launch monthly Pathways Office Hours Communication Forums with agencies.	Ongoing	On Track
Evaluate data related to Pathways Program to determine possible enhancements.	August-September 2014	On Track
OPM will work with OSTP and other agencies who have implemented fellows programs to develop workshop material on “Building a Fellowship Program” to support agency pilots.	September 2015	Not Started
OPM/OMB/OSTP STEM Community of Practice will develop a report of promising practices related to STEM recruitment and hiring.	November 2015	On Track
Host Building a Fellowship Program Workshop.	October-December 2015	Not Started
OPM works to “untie the knots” for specific Agencies as requested		
Establish a working group to develop approach to publicizing “untied knots”.	August 2014	On Track
Establish a working group to assess and work with agencies on identified issues.	September 2014	On Track
Communicate successfully “untied knots” on storyboards and share with hiring managers and HR.	September 2014	On Track
Agencies expand use of strategic outreach and recruitment		
Conduct focus groups to include millennials to gather information to support development of effective recruitment and outreach strategies.	September 2014-March 2015	Not Started
Review current applicant flow and recruitment program data.	July-September 2014	On Track
Identify 4-5 agency pilot programs to further develop and test recruitment strategies for specific occupations or critical hiring needs and begin testing these approaches.	October-December 2015	On Track
Conduct joint session with CIO Council, CHCO, OSTP to gather information about STEM and IT recruitment and outreach.	January-March 2015	Not Started

Key indicators: Driving Greater Employee Engagement

Key Implementation Data							
Indicator	Source	Public/ Internal	Baseline	Target?	Frequency	Latest data	Trend
Increased employee engagement, as measured by the Employee Viewpoint Survey Engagement Index	Federal Employee Viewpoint Survey	Public	64%	3% Increase	Annually	2013 Federal Employee Viewpoint Survey	

Key indicators: Build a World-Class Federal Management Team, starting with the Senior Executive Service

Key Implementation Data

Indicator	Source	Public/ Internal	Baseline	Target?	Frequency	Latest data	Trend
Increase in hiring manager satisfaction with quality of SES applicants	CHCO Management Satisfaction Survey	Public	60%	70%	Annually	2013	
Satisfaction of newly-appointed SES with their onboarding experience (Baseline and Targets to be established)	Survey	Public	TBD	TBD	Annually	Baseline TBD	
Percent of new SES (in pilot agencies) that have completed the one-year Onboarding program	Survey	Public	N/A	60%	Annually	N/A	

Key indicators: Enable Agencies to Recruit and Hire the Best Talent

Key Implementation Data

Indicator	Source	Public/ Internal	Baseline	Target?	Frequency	Latest data	Trend
Increase in completion/response rate for CHCO management satisfaction surveys	CHCO Management Satisfaction Survey	Public	17.7%	85%	Quarterly	FY 2013	TBD
Increase in hiring manager satisfaction with the quality of applicants	CHCO Management Satisfaction Survey	Public	60%	70%	Quarterly	62% (Q3 FY 2014)	▲
Increase in percent of managers who indicate they are involved in the workforce planning process	CHCO Management Satisfaction Survey	Public	66%	76%	Quarterly	64% (Q3 FY 2014)	▼
Increase in hiring managers who indicate they actively and personally participated in recruitment and outreach for their job vacancies	CHCO Management Satisfaction Survey	Public	44%	10% increase	Quarterly	46% (Q3 FY 2014)	▲
Increase in % of employees who perceive that the skill level in their organization has improved	Federal Employee Viewpoint Survey	Public	52%	3% increase	Annually	2013 Federal Employee Viewpoint Survey	TBD