People and Culture

Goal Lead:
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Acting Goal Lead:
Meg McLaughlin, Deputy Director, Presidential Personnel Office

FY2015 Quarter 2

Overview

Goal Statement

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

Urgency

o   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

o   In order to deploy a world-class workforce for the American people, we will:

   o   Engage – Create a culture of excellence and engagement to enable higher performance

   o   Lead – Build a world-class Federal management team starting with the Senior Executive Service (SES)

   o   Hire – Enable agencies to hire the best talent from all segments of society

o   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.

Deploy a World-Class Workforce

Engage Today

Lead Today

Hire for Tomorrow
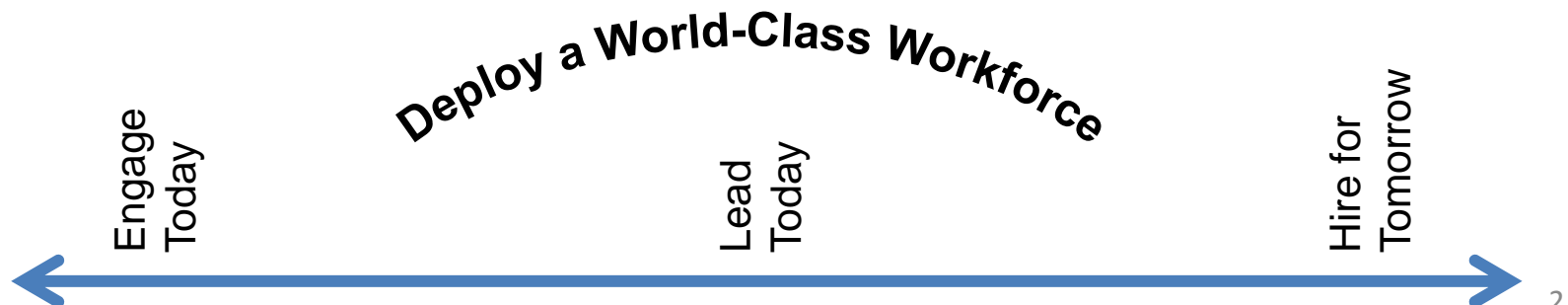
Progress Update

Driving Greater Employee Engagement
- All PMC agencies identified Senior Accountable Officials (SAO) responsible for improving employee engagement.
- Began individual meetings (joint OPM/OMB/PPO team) with each agency SAO to: learn what agencies are doing and identify promising practices to share with the larger community; identify opportunities to assist agencies through tools, guidance, technical assistance, or by sharing what was learned from other SAO's; lay the groundwork for a collaborative relationship to support continued dialogue and keep the conversation going; and discuss any questions or concerns SAOs may have about the engagement memo released in December 2014 and whether SAOs need support to complete the actions and achieve the objectives outlined in the memo.

Build a World-Class Federal Management Team, starting with the Senior Executive Service
- Supported White House SES Reform Advisory Group sub-committee meetings convened to begin work on identifying reform best practices on Recruitment, Hiring, Retention & Development, and Restoring the Value of Public Service, and a held full committee meeting with the President.
- Hosted "SES Resume-Based Forum" to share best practices and lessons learned about this approach; held "SES Onboarding Roundtable" for SES pilot agencies; graduated the 8th cohort of participants in the Interagency Rotations Program and prepared for expanded launch of the program to field locations including Atlanta, Colorado, and Kansas City.
- Continued to provide support to agency SES reform pilots, including exploration of alternative assessment/selection approaches and new approaches to Qualifications Review Board process to test and scale for possible broader implementation.

Enable Agencies to Recruit and Hire the Best Talent
- As a result of the Pathways "Work-out" conducted in partnership with the Partnership for Public Service and with more than 100 inter-agency participants, kicked off project implementation teams to follow through on identified ideas/recommendations for enhancing the Pathways Programs; projects include a Pathways Handbook, a Pathways Toolkit for Hiring Managers, training for HR specialists, development of an Applicant/Hiring Data Tool, and the development of a Hiring Flexibilities worksheet.

Action Plan Summary – Driving Greater Employee Engagement

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
Leaders Set Clear Goals	• 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.	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%
Leaders Review Progress	• 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	• 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	• 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	• 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 21st Century Leadership	• 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.	Increased hiring manager satisfaction with quality of SES applicants by 10% over a 3-year period (Target = 70%/CHCO Survey)

Satisfaction of newly-appointed SES with their onboarding experience (Baseline and Targets to be established)

Percentage of new SES (in pilot agencies) that have completed the one-year onboarding program (Target = 60%) |
| Agencies will Improve and Streamline Processes for Recruiting and Hiring SES | • 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.
• 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).
• 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. | |
| OPM will improve the Qualifications Review Board (QRB) Process | • Agency heads will support participation of high-level executives 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.)

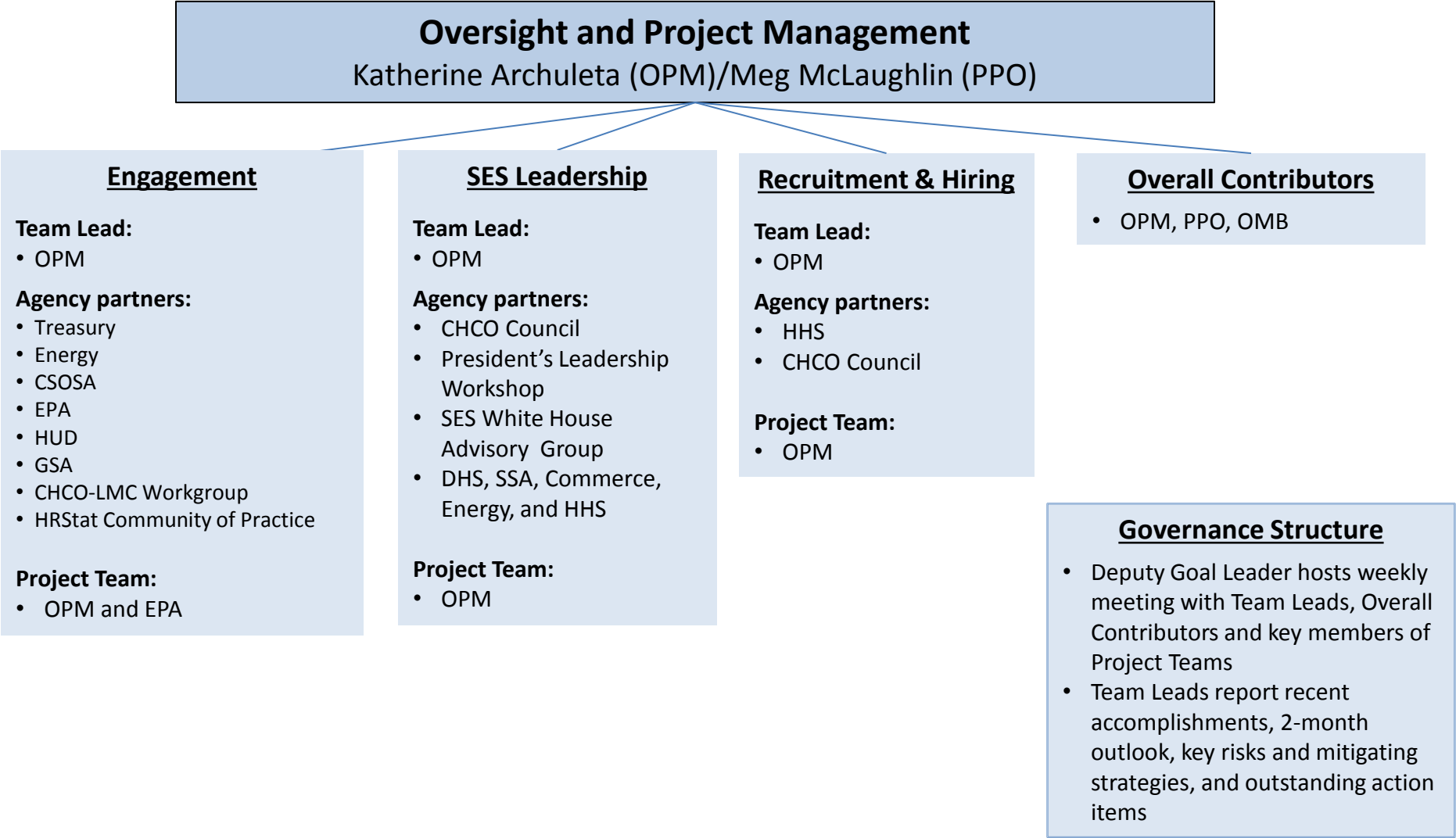| Sub-Goal	Major Actions to Achieve Impact	Key Indicators
Agencies will Implement an Improved Cross-Government SES Onboarding Model	• OPM will establish an interagency workgroup to develop and pilot a new, enhanced cross-Government SES onboarding model based upon the recommendations of the President's 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	• 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.	
Agencies will Commit to and Prioritize Effective SES Performance Management	• 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	• 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.	• 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) • 3% increase (from 52% to 55%) in Federal employees' perception that the skill level in their work unit has improved in the past year.
Agencies Expand Use of Existing Flexible Hiring Paths	• 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. • 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.	

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	• 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.	• See slide 7
Agencies Expand Strategic Outreach and Recruitment	• 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 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)/Meg McLaughlin (PPO)

Engagement

Team Lead:
- OPM

Agency partners:
- Treasury
- Energy
- CSOSA
- EPA
- HUD
- GSA
- CHCO-LMC Workgroup
- HRStat Community of Practice

Project Team:
- OPM and EPA

SES Leadership

Team Lead:
- OPM

Agency partners:
- CHCO Council
- President's Leadership Workshop
- SES White House Advisory Group
- DHS, SSA, Commerce, Energy, and HHS

Project Team:
- OPM

Recruitment & Hiring

Team Lead:
- OPM

Agency partners:
- HHS
- 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 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 working with their Senior Accountable Officials (SAOs) identify targeted strategies for improving employee engagement, such as office level or component level approaches.	Ongoing	On Track
Leaders review progress		
Each Deputy Secretary or equivalent will have reviewed progress on employee engagement, including policies and practices for disseminating the EVS data each year, ensuring results are disseminated to the lowest level possible, and identify success stories as well as target areas for improvement.	February 2015 for 2014 EVS Results, October 2015, October 2016	Complete (for 2015)
OMB, OPM, and Agency Senior Accountable Officials and leadership review progress with agencies on improving employee engagement, sharing guidance and best practices.	April 2015	On Track
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 2015	On Track
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

Work plan – Driving Greater Employee Engagement (cont.)

Milestone Summary		
Key Milestones	**Milestone Due Date**	**Milestone status**
Data is disseminated and organized for action		
Agencies disseminate EVS results with managers, supervisors, and labor management partners, encouraging data-driven reviews of engagement and performance.	November 2015, November 2016	On Track
Access to UnlockTalent.gov is provided to new members of the SES.	Quarterly	On Track
Integrate Phase 3 updates to UnlockTalent.gov dashboard on a rolling basis, including features such as incorporating additional data elements and core metrics, content updates and usability functions such as a link to the FEVS online tool.	September 2015	On Track
UnlockTalent.gov incorporates a capability for agencies to incorporate their own data	April 2016	Not Started
Agencies increasingly adopt evidence-based practices		
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 for evidence-based practices around improving employee engagement and develop ways to communicate these out to agencies for uptake. Communities include the HRStat COP and the CHCO-LMC employee engagement work group, which will assist in building out the COP page on UnlockTalent.gov.	Quarterly	On Track
OPM provides New IQ (inclusion Quotient) training resources, strategies, and products to help agencies create inclusive work environments and highly engaged employees.	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		
Plan and deliver up to three additional Thought Leader Discussions for 2015.	December 2015	On Track
Agencies will improve and streamline their processes for recruiting and hiring SES		
Work with pilot agencies to implement work plans related to improving SES recruitment, assessment, and selection processes.	July 2015	At Risk*
OPM hosts SES Resume Based Hiring Forum giving agencies who were early implementers of resume based hiring, an opportunity to share lessons learned and best practices.	Feb 2015	Complete
OMB, OPM and PPO will manage and support the White House SES Reform Advisory Group to improve core reform areas, such as recruitment, hiring, retention and development, and restoring the value of public service and SES		
White House SES Reform Advisory Group has first sub-committee meetings to learn more about the agencies that are piloting initiatives in the reform areas and to discuss feasible mechanisms that will create results in the Federal workforce.	February 2015	Complete
White House SES Reform Advisory Group will meet as a full group to share ideas and provide updates on efforts.	March 2015	Complete

*Continuing to provide support to pilot agencies to assist them in implementing pilot processes/approaches.

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**
The White House Partner Team will review results from pilot agencies and identify Government-wide reforms for potential executive actions.	April-May 2015	Not Started
White House SES Reform Advisory Group will meet as a full group to share ideas and provide updates on efforts.	June 2015	Not Started
The White House SES Reform Advisory Group will identify replicable reform best practices on each of the Subcommittee areas: Recruitment, Hiring, Retention & Development, and Restoring the Value of Public Service	July 2015	Not Started
OPM will work with agencies to improve the Qualifications Review Board (QRB) process		
Support agency pilots to identify ways to streamline the SES hiring and QRB process.	Ongoing through April-May 2016	On Track
Agencies will implement an improved cross-Government SES onboarding model		
Final SES onboarding model available for agencies	September 2015	Not Started
Onboarding Pilot evaluation report and final model will be rolled out through CHCOs and PMCs	December 2015	Not Started
Quarterly SES Onboarding Roundtables will highlight agency promising practices and the continued learning of executives.	January 2016 and beyond	Not Started
Agencies will commit to and prioritize continual SES development		
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
Launch a pilot White House Leadership Development program that provides executives at a broad diversity of agencies leadership experience at White House offices.	November 2015	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 II of the Federal Hiring toolkit – (Hiring Policy Suite)	Jan. - March 2015	Complete
Hold second Community of Practice Session	Jan. - March 2015	Complete
Finalize web formatting and officially launch Federal Hiring toolkit – (Hiring Policy Suite)	September 2015	On Track
Enhance Pathways tools and resources for agencies and hiring managers.		
Sponsor monthly Pathways Office Hours Communication Forums with agencies.	Ongoing	On Track
Create a training course for HR professionals responsible for advising and implementing Pathways.	May 2015	Partially Complete*
Build a Pathways Toolkit for hiring managers.	May 2015	Partially Complete*
Develop a Governmentwide Pathways Handbook.	May 2015	Partially Complete*
Build a tool to collect and share applicant and hiring data with talent partners and stakeholders to include colleges and universities.	May 2015	Partially Complete*

*Projects are partially completed, but slightly behind schedule due to unforeseen complexities and need for coordination among various workgroups

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

Milestone Summary		
Key Milestones	**Milestone Due Date**	**Milestone status**
Agencies expand use of strategic outreach and recruitment		
Conduct focus groups to gather information to support development of effective recruitment and outreach strategies.	September 2014-March 2015	Complete
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	Complete
OPM works to "untie the knots" for specific Agencies as requested		
Communicate successfully "untied knots" on storyboards, through CHCO communications, OPM forums, etc., and share with hiring managers and HR.	Ongoing	On Track

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	63% (2014 FEVS)	▼

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	56% (Q2 FY 15)	▼
Satisfaction of newly-appointed SES with their onboarding experience (Baseline and Targets to be established in Q4 2015)	Survey	Public	TBD	TBD	Annually	Baseline TBD	
Percent of new SES (in pilot agencies: HHS, Peace Corps, HUD, OPM, DHS, Commerce) that have completed the first 30-day component of the one-year Onboarding program (Baseline TBD in October 2015)	Survey	Public	TBD	60%	Annually	TBD	
Percent of new SES (in pilot agencies: HHS, Peace Corps, HUD, OPM, DHS, Commerce) that have completed the full one-year Onboarding program (Baseline TBD in September 2016)	Survey	Public	N/A	60%	Annually	TBD	

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 hiring manager satisfaction with the quality of applicants	CHCO Management Satisfaction Survey	Public	60%	70%	Quarterly	60% (Q2 FY 2015)	--
Increase in percent of managers who indicate they are involved in the workforce planning process	CHCO Management Satisfaction Survey	Public	66%	76%	Quarterly	66% (Q2 FY 2015)	--
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	43% (Q2 FY 2015)	▼
Increase in % of employees who perceive that the skill level in their organization has improved	Federal Employee Viewpoint Survey	Public	52%	3% increase	Annually	51% (2014 FEVS)	▼

Contributing Programs

Subgoal 1: Driving Greater Employee Engagement
- OPM/OMB/PPO
- Deputy Secretaries, Chief Human Capital Officers (CHCOs), and Chief Operating Officers at PMC agencies, as well as leadership at bureau/component organizational levels
- HR staff
- National Council on Federal Labor-Management Relations

Subgoal 2: Build a World-Class Federal Management Team, starting with the Senior Executive Service
- OPM/OMB/PPO
- SES reform pilot agencies, including CHCOs, Assistant Secretaries for Administration and Management, CHCO and HR staff
- SES onboarding pilot agencies

Subgoal 3: Enable Agencies to Recruit and Hire the Best Talent
- OPM/OMB/PPO
- CHCO's and HR staff at agencies participating in "untying knots" efforts
- Student Pathways Program Coordinators at various agencies

Acronyms

- **CHCO – Chief Human Capital Officer**
- **CIO – Chief Information Officer**
- **COP – Community of Practice**
- **CSOSA – Court Services and Offenders Supervision Agency**
- **D&I – Design and Implement**
- **DHS – Department of Homeland Security**
- **ECQ – Executive Core Qualifications**
- **EPA – Environmental Protection Agency**
- **EVS – Employee Viewpoint Survey**
- **FEI – Federal Executive Institute**
- **FEV – Federal Employee Viewpoint Survey**
- **GSA – General Services Administration**
- **HHS – Department of Health and Human Services**
- **HQ – Headquarters**
- **HUD – Department of Housing and Urban Development**
- **N/A – Not Available**
- **OMB – Office of Management and Budget**

- **OPM – Office of Personnel Management**
- **OSTP – Office of Science and Technology Policy**
- **PMC – President's Management Council**
- **PPO – Presidential Personnel Office**
- **QRB – Qualifications Review Board**
- **SAO – Senior Accountable Official**
- **SES – Senior Executive Service**
- **STEM – Science, Technology, Engineering, Mathematics**
- **TBD – To be determined**
- **Treasury – Department of the Treasury**