

Cross Agency Priority Goal Quarterly Progress Update

People and Culture

Goal Leads:

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



FY2015 Quarter 3

Overview

Goal Statement

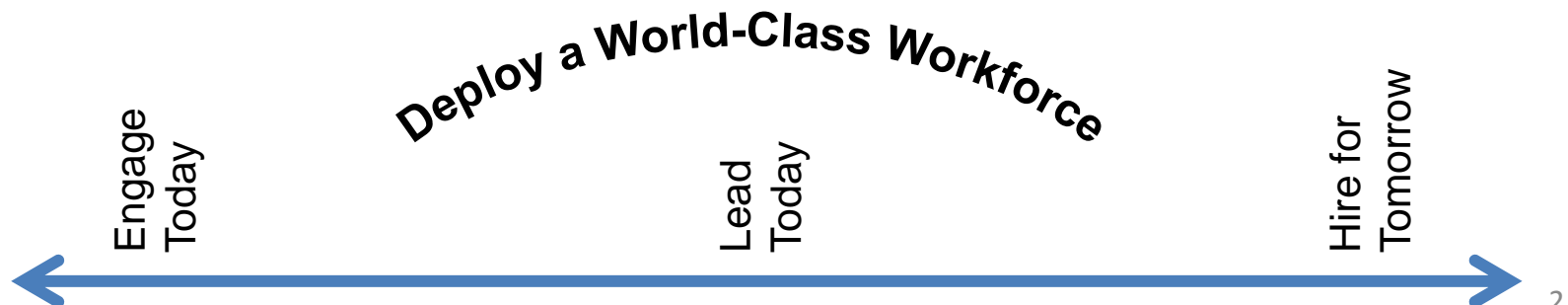
- Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.

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

- Completed individual meetings (joint Office of Personnel Management (OPM)/ Office of Management and Budget (OMB)/ President Personnel Office (PPO) team) with each agency Senior Accountable Official (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.
- Convened SAO's for information sharing session; established workgroups focused on four areas (using data, communications, front-line supervisors, leadership) to form the basis for further discussion and development of best practices to share more broadly.

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

- Completed White House SES Reform Advisory Group sub-committee meetings; identified draft set of recommendations for reform in Recruitment, Hiring, Retention & Development, and Restoring the Value of Public Service; shared recommendations with stakeholder groups to solicit feedback/input.
- 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

- Sponsored workshop at the White House South Court Auditorium - *"Ready to Hire: New Tools to Help You Recruit and Hire The Next Generation of Talent"*. This event focused on data, recruitment, and hiring tools that can help agencies find the best talent that reflects our country's great diversity. The event also highlighted the use of applicant flow data to help better measure the impact of recruitment efforts; USAJOBS interactive maps that show where applicants are located and the demographics of the current Federal workforce; the significance of establishing a recruitment strategy; developing better assessments and new Pathways Program tools.

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, Senior Executive Service (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"> Headquarter (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 Employee Viewpoint Survey (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 (SES)

| 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. | Increased hiring manager satisfaction with quality of SES applicants by 10% over a 3-year period (Target = 70%/Chief Human Capital Officers (CHCO) Survey), within agencies implementing new SES hiring reforms |
| 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. OPM will provide support to the White House SES Advisory Group and a group of agencies that will design and pilot solutions 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. | At least 75% of SES participating in the Model SES onboarding programs evaluate said programs positively (majority of SES rate the program at least 3 on a 5-point scale) at the end of the one-year program, within implementing agencies |
| OPM will improve the Qualifications Review Board (QRB) Process | <ul style="list-style-type: none"> 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 provide support to the White House SES Advisory Group and a group of agencies that will identify improvements to the efficiency, validity, and value of the QRB process (e.g., identifying alternatives to reliance on Executive Core Qualifications (ECQ) essay narratives). | |

Action Plan Summary – Build a World-Class Federal Management Team, Starting with the Senior Executive Service (SES) (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. | |
| 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 President's Management Council (PMC) and (Chief Human Capital Officers (CHCO) Council. • President's Management 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. | <ul style="list-style-type: none"> • 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"> • Office of Science and Technology Policy (OSTP), Office of Management and Budget (OMB), Office of Personnel Management (OPM) will create a working group to review, evaluate and improve existing flexible hiring paths especially Science, Technology, Engineering, and Math (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. | <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"> • Office of Personnel Management (OPM), Chief Human Capital Officers (CHCO) Council, and Diversity and Inclusion (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 President’s Management Council (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
Beth Cobert (Office of Personnel Management (OPM))/
Meg McLaughlin (Presidential Personnel Office (PPO))

Engagement

Team Lead:

- OPM

Agency partners:

- Treasury
- Energy
- Court Services and Offender Supervision Agency (CSOSA)
- Environmental Protection Agency (EPA)
- Housing and Urban Development (HUD)
- General Services Administration (GSA)
- Chief Human Capital Officers-Labor Management Council (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
- Senior Executive Service (SES) White House Advisory Group
- Department of Homeland Security (DHS), Social Security Administration (SSA), Commerce, Energy, and Health and Human Services (HHS)

Project Team:

- OPM

Recruitment & Hiring

Team Lead:

- OPM

Agency partners:

- Health and Human Services (HHS)
- Chief Human Capital Officers (CHCO) Council

Project Team:

- OPM

Overall Contributors

- OPM, PPO, Office of Management and Budget (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, the Office of Personnel Management (OPM), Presidential Personnel Office (PPO), Office of Management and Budget (OMB), President’s Management Council (PMC), Performance Improvement Council (PIC), and Chief Human Capital Officers (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. | Quarterly | On Track |
| Leaders review progress | | |
| Each Deputy Secretary or equivalent will have reviewed progress on employee engagement, including policies and practices for disseminating the Employee Viewpoint Survey (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, SAOs, and leadership review progress with agencies on improving employee engagement, sharing guidance and best practices. | April 2015 | Complete |
| SES/Managers held accountable for improvement | | |
| Agencies begin or continue phasing into Senior Executive Service (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 Employee Viewpoint Survey (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 Senior Executive Service (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 EVS 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 |
| Office of Management and Budget (OMB), Presidential Personnel Office (PPO), and Office of Personnel Management (OPM) support communities of practice (COP) 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 Chief Human Capital Officers-Labor Management Council (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 President’s Management Council (PMC), Office of Personnel Management (OPM), Presidential Personnel Office (PPO), Office of Management and Budget (OMB), and the Chief Human Capital Officers (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* |
| 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 | | |
| The White House Partner Team will review results from pilot agencies and identify Government-wide reforms for potential executive actions. | April-May 2015 | Complete |
| White House SES Reform Advisory Group will meet as a full group to share ideas and provide updates on efforts. | June 2015 | Complete |
| 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 | Complete |
| 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 |

* Continuing to partner with pilot agencies to test possible actions for broader scaling/application

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 |
| Agencies will implement an improved cross-Government Senior Executive Service (SES) onboarding model | | |
| Final SES onboarding model available for agencies | September 2015 | On track |
| Onboarding Pilot evaluation report and final model will be rolled out through Chief Human Capital Officers (CHCO) and the President's Management Council (PMC) | 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 President's Management Council (PMC), Office of Personnel Management (OPM), Presidential Personnel Office (PPO), Office of Management and Budget (OMB), and the Chief Human Capital Officers (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 |
| Launch Hiring Excellence Campaign | | |
| <ul style="list-style-type: none"> Phase 1 – Develop Content <ul style="list-style-type: none"> Launch web-based Hiring Toolkit (comprehensive policy/technical guidance, information on roles/responsibilities, inventory of hiring flexibilities) Develop and launch suite of Pathways Tools, including a Government-wide Pathways Handbook and Matrix, Training Course for HR Professionals, and Pathways Digital Enhancements Develop comprehensive curriculum and begin rolling out courses for HR staffing and classification specialists | October 2015 | On Track |
| <ul style="list-style-type: none"> Phase 2 – Engage Key Stakeholders <ul style="list-style-type: none"> Conduct outreach to key stakeholders to refine materials, and communicate key messages | November/December 2015 | Not Started |
| <ul style="list-style-type: none"> Phase 3 – Rollout/Training <ul style="list-style-type: none"> Launch Hiring Excellence campaign workshops for HR professionals and hiring managers (e.g., Myth Busters, Untying the Knots, assessments, strategic diversity/applicant flow, etc.) and deliver in person and virtually to nationwide audience. | January 2016 | Not Started |

*Note –All milestones have been updated to reflect revised strategy /priorities for FY 16/17. Milestones which were previously listed as incomplete have been included above under Hiring Excellence Campaign Launch in Phase 1 (Hiring Toolkit, Pathways Tools).

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

| Milestone Summary | | |
|---|--------------------------|------------------|
| Key Milestones* | Milestone Due Date | Milestone status |
| Improve and Expand Assessments | | |
| <ul style="list-style-type: none"> Phase 1 – Develop and refine key policies <ul style="list-style-type: none"> Clarify and modify policies to enhance effectiveness of assessments | October-December 2015 | On Track |
| <ul style="list-style-type: none"> Phase 2 – Expand quality tools <ul style="list-style-type: none"> Develop agency tools, assessment instruments, and applicant tools to support quality of referred candidates | October 2015 | On Track |
| <ul style="list-style-type: none"> Phase 3 – Integrate into Hiring Excellence Campaign | January 2016 | Not Started |
| Enhance Applicant Experience | | |
| <ul style="list-style-type: none"> Improve user experience <ul style="list-style-type: none"> USAJOBS functionality (e.g., career discovery tools, visual geographic map search, friendlier user interface, etc.) | October 2015 and ongoing | On Track |
| <ul style="list-style-type: none"> Improve Recruitment Approaches <ul style="list-style-type: none"> Develop improved Job Opportunity Announcement (JOA) template Enhance functionality to support recruitment/talent sourcing for hiring managers (resume mining, recruitment sourcing tool) Improve tools to share applicant and hiring data with talent partners and stakeholders to include colleges and universities | October 2015 and ongoing | On Track |

*Note –All milestones have been updated to reflect revised strategy /priorities for FY 16/17. Milestones which were previously listed as incomplete have been included above under Improve Recruitment Approaches (Applicant and Hiring Data Tools).

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 Senior Executive Service (SES) applicants | CHCO Management Satisfaction Survey | Public | 60% | 70% | Annually | 47% (Q3 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: Health and Human Services (HHS), Peace Corps, Housing and Urban Development (HUD), Office of Personnel Management (OPM), Department of Homeland Security (DHS), Commerce) that have completed the first 30-day component of the one-year Onboarding program (Baseline to be determined 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 to be determined 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 | Chief Human Capital Officers (CHCO) Management Satisfaction Survey | Public | 60% | 70% | Quarterly | 61% (Q3 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 | 64% (Q3 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% (Q3 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

- Office of Personnel Management (OPM)/Office of Management and Budget (OMB)/Presidential Personnel Office (PPO)
- Deputy Secretaries, Chief Human Capital Officers (CHCOs), and Chief Operating Officers at the President's Management Council (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
- Senior Executive Service (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 Officers**
- **CIO – Chief Information Officers**
- **COP – Community of Practice**
- **CSOSA – Court Services and Offenders Supervision Agency**
- **D&I – Diversity and Inclusion**
- **DHS – Department of Homeland Security**
- **ECQ – Executive Core Qualifications**
- **EPA – Environmental Protection Agency**
- **EVS – Employee Viewpoint Survey**
- **FEI – Federal Executive Institute**
- **FEVS – 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**