

Cross Agency Priority Goal Quarterly Progress Update

People and Culture

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FY2015 Quarter 1

Overview

Goal Statement

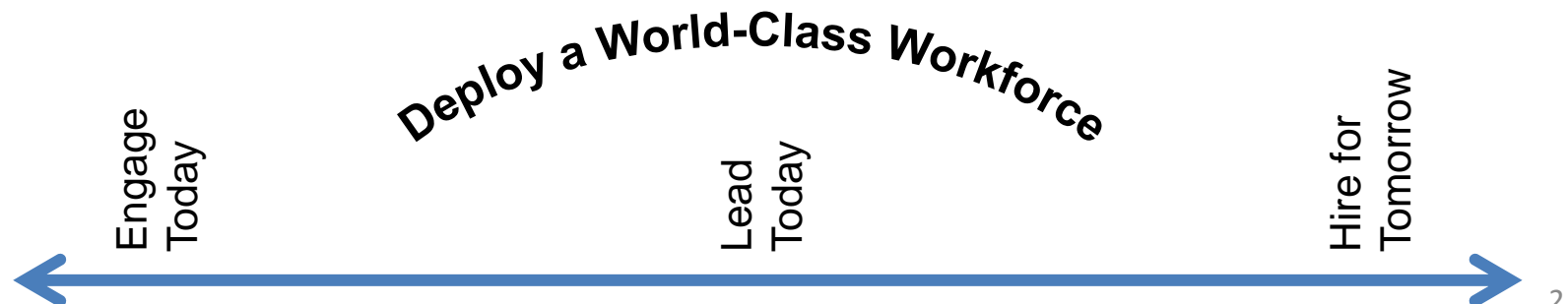
- Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.

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

- Continued to work with agencies to support their work on employee engagement improvement actions for the 2-4 subcomponents targeted for improvement on employee engagement index.
- Hosted a forum at the White House with federal agency stakeholders to share best practices on improving employee engagement from both the public and private sectors, discuss how to leverage data to drive employee engagement and performance, and identify effective strategies and processes to engage the workforce to drive mission performance.
- Continued to promote access to the Employee Viewpoint Survey (EVS) data by granting user accounts to all participants in the December Senior Leadership Event with the President; significantly increased unique users from 986 before the event to 2,435 immediately following the event.
- Issued a joint Office of Management and Budget (OMB), Office of Personnel Management (OPM), and Presidential Personnel Office (PPO) memo to heads of departments and agencies to provide guidance on efforts to strengthen employee engagement, as well as expectations and timelines for related actions.
- The 2014 EVS results show a decrease in the Employee Engagement Index, the key measure that is being used to determine progress in this sub-goal. We note, however, that the EVS was administered in early 2014 prior to implementation of many of the actions specified in this plan. Therefore, we would not expect to see the results of employee engagement improvement actions until the EVS is administered in early 2015.

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

- Continued supporting agencies piloting new approaches to SES recruitment and executive search, intra- and inter-agency rotations, SES onboarding, SES assessment and selection approaches, and Qualifications Review Board (QRB) to test and scale for possible broader implementation.
- Sponsored two additional thought leaders sessions 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.

Enable Agencies to Recruit and Hire the Best Talent

- Conducted a Pathways “Work-out” in partnership with the Partnership for Public Service, with more than 100 inter-agency participants to identify ideas for enhancing the Pathways Programs.
- Completed the design work for a web-based Hiring Toolkit that will provide a wide variety of resources and information related to hiring flexibilities, mythbusters, and technical support/information for hiring managers and Human Resource (HR) practitioners.
- Continued to offer monthly “Office Hours” virtual regular meetings with agency Pathways Program Officers and other HR professionals to discuss implementation issues and challenges agencies face with Pathways implementation.

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 EVS 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 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. 	Increased hiring manager satisfaction with quality of SES applicants by 10% over a 3-year period (Target = 70%/Chief Human Capital Office (CHCO) Survey)
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 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. 	<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 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 Executive Core Qualifications (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 President’s Management Council (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 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 (COP) 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), OMB, 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.)

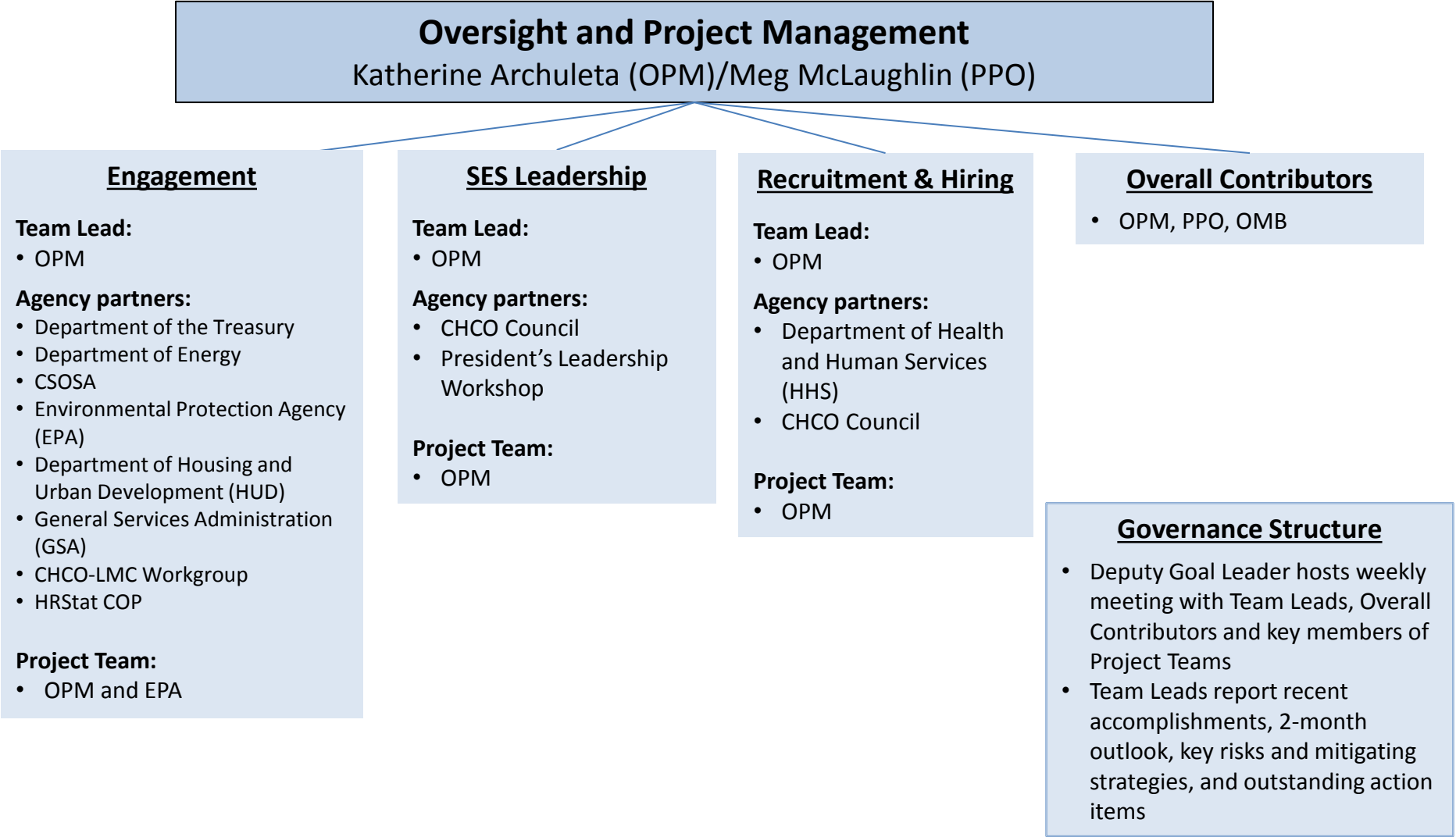
Sub-Goal	Major Actions to Achieve Impact	Key Indicators
OPM Works to “Untie the Knots” for Specific Agencies as Requested	<ul style="list-style-type: none"> • Agencies will review their strategic workforce plans to determine current and future workforce needs. • PMC will identify significant hiring and 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"> • 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. 	

Note: The work plan for People and Culture has been updated for 2015 to:

- reflect new priority actions and areas of focus, such as efforts related to enhancing the Student Pathways program and the work of the newly-formed White House SES Advisory Group;
- ensure a focus on the highest priority actions that can best drive success in achieving the outcomes/goals of the People and Culture initiative; and,
- revise certain indicators to better focus on those that are most relevant to assessing the status and progress of efforts/actions.

These changes are reflected in the action plan summary above and in the milestones set out on pages 10 through 15.

Goal Team and Governance Structure



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 EVS Engagement Index, by 3% from 64% to 67%.

Strategy: To achieve this goal OPM, PPO, OMB, PMC, Performance Improvement Council (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
Guidance is provided to agencies on including goals within their FY 2015-16 Agency Performance Plans and Bureau Operating Plans to improve engagement.	December 2014	Complete
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	On Track
OMB, OPM, and Agency SAOs 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	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

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 Federal EVS (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 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	Complete
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 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		
Second Thought Leader Discussion – Simulations for Leadership Development (LinkedIn, Peace Corps, BTS)	October 2014	Completed
Third Thought Leaders Discussion—Assessments and Performance with Marcus Buckingham	November 2014	Completed
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	On Track
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	On Track
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	On Track
White House SES Reform Advisory Group will meet as a full group to share ideas and provide updates on efforts.	March 2015	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
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 QRB process		
Support agency pilots to identify ways to streamline the SES hiring and QRB process.	Ongoing	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 HR 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	On Track
Hold second COP Session	Jan. - March 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	On Track
Build a Pathways Toolkit for hiring managers.	May 2015	On Track
Develop a government-wide Pathways Handbook.	May 2015	On Track
Build a tool to collect and share applicant and hiring data with talent partners and stakeholders to include colleges and universities.	May 2015	On Track

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	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 Information Technology (IT) recruitment and outreach.	January-March 2015	On Track
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 EVS Engagement Index	FEVS	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	50% (Q4 FY 14)	▼
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, Department of Homeland Security (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% (Q1 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	67% (Q1 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% (Q1 FY 2015)	▼
Increase in % of employees who perceive that the skill level in their organization has improved	FEVS	Public	52%	3% increase	Annually	51% (2014 FEVS)	▼

Contributing Programs

Subgoal 1: Driving Greater Employee Engagement

- OPM/OMB/PPO
- Deputy Secretaries, 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