



## Workforce for the 21<sup>st</sup> Century

### Goal Leaders

**Dr. Jeff T.H. Pon**, Director, Office of Personnel Management

**Jay Gibson**, Chief Management Officer, Department of Defense

**Peter Warren**, Associate Director for Performance and Personnel Management,  
Office of Management and Budget

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## Goal Statement

- Effective and efficient mission achievement and improved service to America through enhanced alignment and strategic management of the Federal workforce.



## Guiding Principles

- Modernizing the Federal workforce and implementing targeted “people” strategies is a critical component to transforming the Government.
- The mission of the Federal government remains a significant strength, and we must enhance alignment of the workforce to mission to maximize this strength.
- Strategic workforce management will drive transformation by addressing certain root cause workforce issues, to include: strengthening leadership of human capital systems; developing better human resources processes and capabilities; and, enhancing the workforce culture.

***“So, tonight, I call on Congress to empower every Cabinet Secretary with the authority to reward good workers and to remove Federal employees who undermine the public trust or fail the American people.”***

- President Trump, State of the Union, January 29, 2018



## Challenges

- Parts of today's personnel system are a relic of an earlier era that ill-serves Federal managers and employees.
- The Federal personnel system is unduly complex leading to a focus on compliance and transaction management rather than results and customer service.
- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.
- Not aligning the workforce to mission requirements means the workforce is not being leveraged to meet emerging needs.
- HR IT systems are antiquated and not interoperable.

## Opportunity for transformation:

To achieve a state where Federal agencies and managers can hire the best employees, remove low performing employees, and engage employees at all levels of the organization, the Government must put a framework in place that drives and encourages strategic human capital management.



## Goal Leadership

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### Improve Employee Performance Management & Engagement

#### Subgoal Leaders:

**Nathan Maenle**, Deputy Chief  
Human Capital Officer, Department  
of Veterans' Affairs

**Camille Hoover**, Executive Officer,  
National Institute of Diabetes and  
Digestive and Kidney Diseases,  
National Institutes of Health

### Reskill & Redeploy Human Capital Resources

#### Subgoal Leaders:

**Scott Cameron**, Principal Deputy  
Assistant Secretary for Policy,  
Management and Budget,  
Department of the Interior

**Dorothy Aronson**, Chief  
Information Officer, National  
Science Foundation

### Simple & Strategic Hiring

#### Subgoal Leader:

**Angela Bailey**, Chief Human  
Capital Officer, Department of  
Homeland Security





## Goal Strategy

### The 21st Century Workforce Cross-Agency Priority Goal includes the following subgoals:

1. Improving employee performance management and engagement,
2. Reskilling and redeploying human capital resources, and
3. Enabling simple and strategic hiring practices.

In addition to the three primary subgoals, Goal Leaders will promote opportunities for continuous learning. This will allow agencies and the human capital community to integrate innovations, research, and results from pilot projects into practice.

The strategies and milestones outlined in this Goal Structure work within the existing administrative and legal framework, to compliment broader policy changes the Administration may seek through legislative or regulatory change.





## Improve Employee Performance Management & Engagement

### *Strategies:*

- Provide support to managers, equipping them to manage effectively.
- Streamline performance management and dismissal procedures.
- Increase the link between pay and performance, and regularly reward high performers.
- Strengthen organizational management practices and accountability for employee engagement.
- Focus intense employee engagement improvement efforts on the lowest-performing organizations, to reduce mission risk.

## Reskill & Redeploy Human Capital Resources

### *Strategies:*

- Identify opportunities for automation, and increase the overall efficiency of the workforce.
- Invest in and develop the workforce based on identification of emerging and mission critical skills.
- Reskill and redeploy employees from lower value work activities to higher value work activities.
- Improve the ability of employees to design career paths in federal service and for agencies to clarify career paths that would be most helpful to fulfill workforce planning needs.

## Simple & Strategic Hiring

### *Strategies:*

- Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding.
- Improve the ability to differentiate applicants' qualifications, competencies, and experience.
- Develop the capacity and skills of HR professionals to better serve customers.
- Add hiring process automation.
- Improve the applicant experience.
- Eliminate burdensome policies and procedures.



## Summary of Progress

### Improving Employee Performance Management and Engagement:

- *Drafted guidance for agencies on meeting the milestone to help low-performing organizations improve Federal Employee Viewpoint survey (FEVS) scores. Six weeks after the FEVS “all indices/all levels report” is released, each agency will provide OPM with a list of the identified work units by component/bureau. In addition, each agency will provide a brief overview of the approach the agency and each component/bureau will take to reach the 20% improvement within 60 days after the first submission.*
- *Developed an initial draft of survey questions to gather promising agency policies and procedures to address poor performance.*
- *During FY18, the Tiger Team of White House Leadership Development Fellows assisted low-performing work units with organizational assessments by:*
  - *Meeting with agency leaders, first line supervisors and employees to share the results of their 2017 FEVS Employee Engagement scores utilizing the EVS Analysis and Results Tool;*
  - *Facilitating employee engagement focus group sessions with managers and unit level staff to identify employee engagement successes, challenges and opportunities within their work units; and*
  - *Developing improved management and accountability processes and structures to help Federal managers use FEVS data including sharing best practices and tools for improving engagement.*

### Continuous Learning

- *Hosted Future of Federal Work: Shaping a Workforce That Embraces Technology, Automation and Artificial Intelligence on July 17, which featured sessions on how to reinvent jobs in the digital era and build a more flexible and agile Federal workforce.*
- *Planned the third annual OPM Research Summit for December 18.*
  - *Issued a call to academic researchers, Federal practitioners, and industry partners for research papers related to human capital management for presentation at the summit.*







## Summary of Progress—Continued

### Reskilling and Redeploying Human Capital Resources:

- *Designed and preparing to circulate a survey for the Chief Information Officer (CIO), Chief Acquisition Officer (CAO), Chief Learning Officer (CLO) and Chief Human Capital Officer (CHCO) Council agencies to identify and characterize existing or planned agency tools relating to career-pathing. The survey results will be used to develop a path forward to pilot and expand development of advanced technologies to enable a changing and increasingly mobile Federal workforce to shape their careers and meet the predicted agency skills needs of the future.*
- *Began briefing the CIO, CHCO, CAO, and CLO Councils on the Subgoal Team's initiatives.*
- *Identified agencies preliminarily interested in exploring reskilling opportunities for certain occupations in their workforce.*
- *Presented ideas for improving Senior Executive Service (SES) developmental opportunities to the President's Management Council's subcommittee on the SES workforce for their further research and consideration.*

### Enabling Simple and Strategic Hiring Practices:

- *Identified accountable official for Government-wide HR-workforce development.*
- *Completed examination of Federal demonstration projects and alternative personnel systems best practices, and found that only one past project in the last 30 years was aimed at hiring processes, although many used compensation to improve recruitment and retention.*
- *Conducted focus groups with Human Resources specialty areas to identify competency-based qualification requirements.*
- *Met with the President's Management Council and their Chief Human Capital Officers to discuss options for alternate QRB assessment methods for SES.*





## Summary of Progress—Continued

### *Featured Highlight:*

*Health and Human Services (HHS) developed two promising practices as part of the “Moving to a 21st Century Workforce” ReImagine HHS Maximize Talent initiative. These practices were also highlighted on OPM’s UnLockTalent.gov website for Government-wide use.*

*The first practice, **the HHS Public Service Recognition Week (PSRW) Toolkit**, was assembled by the Maximize Talent Employee Engagement Workgroup to provide a collection of resources and best practices to raise interest, awareness, and participation in PSRW. The purpose of the toolkit is to assist agencies in creating, expanding, or enhancing employee recognition programs both during PSRW and through the year – and to help increase engagement through acknowledging the important work done by Federal employees around the world.*

*The second promising practice, **the HHS Federal Employee Viewpoint Survey (FEVS) Marketing Toolkit**, was based on OPM’s FEVS resources. This toolkit was designed to provide a guide for creating communication themes and marketing ideas to maximize FEVS employee participation. With a focus on awareness, motivation and transparency, the toolkit provides resources to help Agencies’ preparation, facilitation, and follow-up in an effort to create an FEVS culture of “You spoke....we listened...this happened!” Both toolkits provide sample communications, proposed activities, and ready-to-use/customizable templates that can be adapted by other Federal agencies.*





# Key Milestones – Improve Employee Performance Management and Engagement

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
All major components/bureaus will identify its bottom 20% on the 2018 Employee Engagement Index and target a 20% improvement in those units by the end of 2020.	Q1/19	On Track	<i>Milestone text and due date revised</i>	OPM, OMB, All Agencies	
Identify leading practices for use of incentives (e.g., awards, 3Rs, skills incentives and others, as appropriate) to reward employees and recruit and retain top talent.	Q4/18	On Track		OPM, All Agencies	
Provide agency outreach and support to at least 5 low-performing work units interested in conducting organizational assessments.	Q4/18	Complete	<i>Milestone text revised.</i>	WHLDF Tiger Team	
All agencies will have clear, standard operating procedures for disseminating Federal Employee Viewpoint Survey (FEVS) data to all organizational levels.	Q1/19	On Track		OPM, OMB, All Agencies	
Identify the most promising policies and procedures to address poor performance.	Q1/19	On Track		OPM, DOD	
All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency.	Q2/19	On Track		OPM, All Agencies	
Pilot the use of a “parachute team” to assist agencies in performance management issues.	Q3/19	On Track		GSA, OPM	
Ensure that managers are appropriately trained on performance management and are provided with support to address performance and conduct issues.	Q4/19	On Track		OPM, All Agencies	
All agencies ensure first-line supervisors possess critical leadership competencies within the first year of appointment, either through selection or development.	Q4/19	Not Started		OPM, All Agencies	
Obtain market information and study the Federal Government's competitive posture in total compensation for civilian Federal employees, to include base pay, benefits, awards, and other relevant total reward elements.	Q4/19	Not Started	<i>New milestone</i>	OMB, OPM	



## Key Milestones – Reskill and Redeploy Human Capital Resources

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
<del>Identify 3 areas most suited for automation, then pilot these automations to show cost savings and ROI.</del>	Q1/19	On Track	<i>Milestone moved to Shift from Low Value to High-Value Work (CAP Goal 6)</i>	OMB/ OFPP	
Develop a reskilling plan that creates a shared vision for reskilling and redeploying talent in the Federal workforce by identifying both ways to provide employees impacted by automation to do other work and identify skills needed in the future.	Q2/19	On Track		OPM, OMB/ OFPP	
Pilot an assessment for high demand skills that can be used for reskilling existing employees.	Q2/19	On Track		OMB, OPM	
Pilot a platform and process that leverages advanced technologies to enable an evolving and increasingly mobile Federal workforce to continuously reskill and redeploy to meet the predicted needs of the future.	Q4/20	On Track		NSF, DoD, OPM, HUD	
Develop a plan to leverage technology including social media and other crowd-sourcing capabilities to identify and share examples of Federal career paths.	Q4/20	On Track		DOI, NSF, OPM	





## Key Milestones – Continuous Learning

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Develop a research agenda that reflects the current and emerging needs of Federal agencies, and increases strategic foresight, demonstration projects, pilots, and research publications.	Q2/19	On Track	<i>Milestone Due Date Adjusted</i>	OPM	



## Key Milestones – Simple and Strategic Hiring

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
<b>Automation and Technology</b>					
Demonstrate initial capability of automated hiring advisor for managers.	Q3/18	Complete	<i>Milestone completed</i>	OPM	
Develop and deploy phase I of a standard employee digital record, to enable seamless and paperless transfers between agencies. <i>[Link to Sharing Quality Services CAP Goal]</i>	Q4/19	On Track		OPM	
<b>Governance of Human Capital Management</b>					
Identify accountable official for Government-wide HR-workforce development.	Q3/18	Complete	<i>Milestone completed</i>	OPM	
Establish competency-based qualification requirements and certification standards for all HR professionals.	Q1/19	On Track		OPM	
<b>Expanded Flexibilities that Utilize Data and Successful Practices</b>					
Examine best practices of Federal demonstration projects and alternative personnel systems.	Q4/18	Complete	<i>Milestone completed</i>	OPM/ DOD	
Develop Senior Executive Service hiring options including alternatives to the Qualifications Review Board and new assessment methods.	QRB Alternatives: Q1/19-Pilot, Q2/19- Live Cases Assessment Alternatives: Q1/FY20	On Track		OPM	
Propose administrative and regulatory changes, as required, to simplify hiring and provide agencies with additional flexibilities.	Q1/19	On Track		OPM	





## Key Performance Indicators

Metric	Frequency	Results
FEVS – Employee Engagement Index	Annual	Not Available
FEVS – Item #23 (supervisor/manager responses only) “In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.”	Annual	Not Available
% of supervisors/managers receiving training/development related to performance management or accountability responsibilities and/or competencies.	Annual	Not Available
Reduction of skills gaps in targeted areas	Annual	Not Available
FEVS – Item #21 “My work unit is able to recruit people with the right skills.”	Annual	Not Available
Time-to-Hire	Annual	Not Available
Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR	Annual	Not Available
1 year new hire retention rate	Annual	Not Available
Completion rate of HR Specialist Delegated Examining certification and training	Annual (starting in FY20)	Not Available
At least four webcasts or live events will be conducted each fiscal year to connect OPM’s Community of Excellence, research professionals, CHCOs, and others across the Federal Government to participate in discussions on critical human capital management topics.	Annual	To Date: 3 of 4 Events Completed for FY18







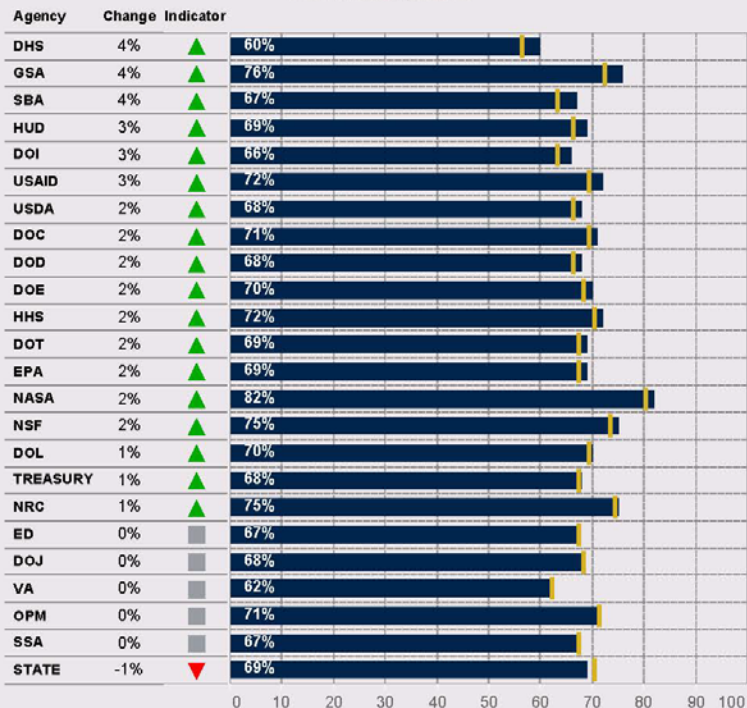
## Improve Employee Performance Management and Engagement (2016-2017)

▲ Increase From Previous Year ▼ Decrease From Previous Year ■ No Change From Previous Year

2016 2017

### Overall Employee Engagement Index

The Employee Engagement Index (EEI) is a measure of an agency's work environment — the conditions that lead to engagement. The index is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience.

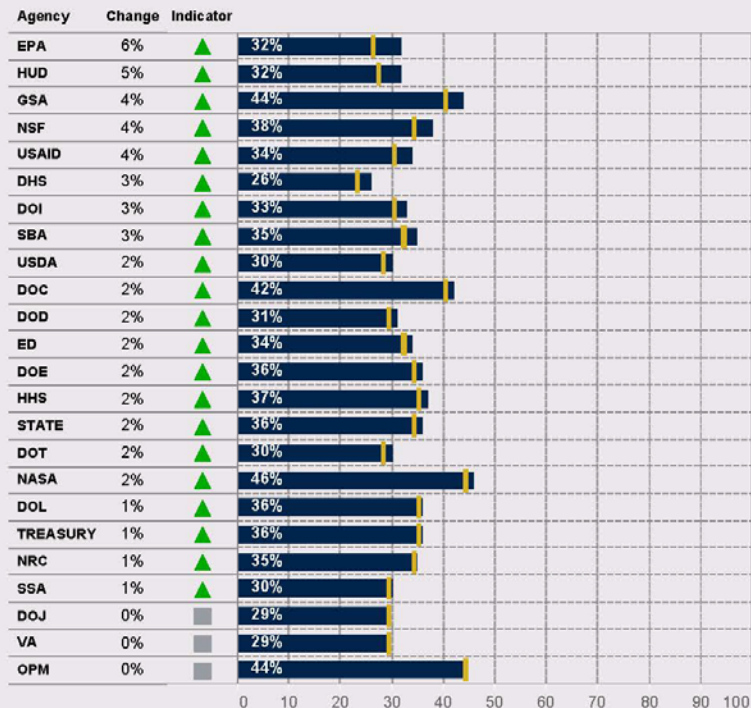


#### Government-Wide Average



### Dealing with Poor Performance

"In my work unit, steps are taken to deal with a poor performer who cannot or will not improve."



#### Government-Wide Average



Note: Items were assessed on a 5-point agreement scale. The percentages above reflect the number of respondents that selected "Agree" or "Strongly Agree" in response to the associated statements divided by the total number of responses received. Also note that the "Dealing with Poor Performance" question also offered a "do not know" response option.

The Change in these graphs is calculated by subtracting the previous year's percentage value from the current year's percentage value.

The data depicted above comes from the Federal Employee Viewpoint Survey.







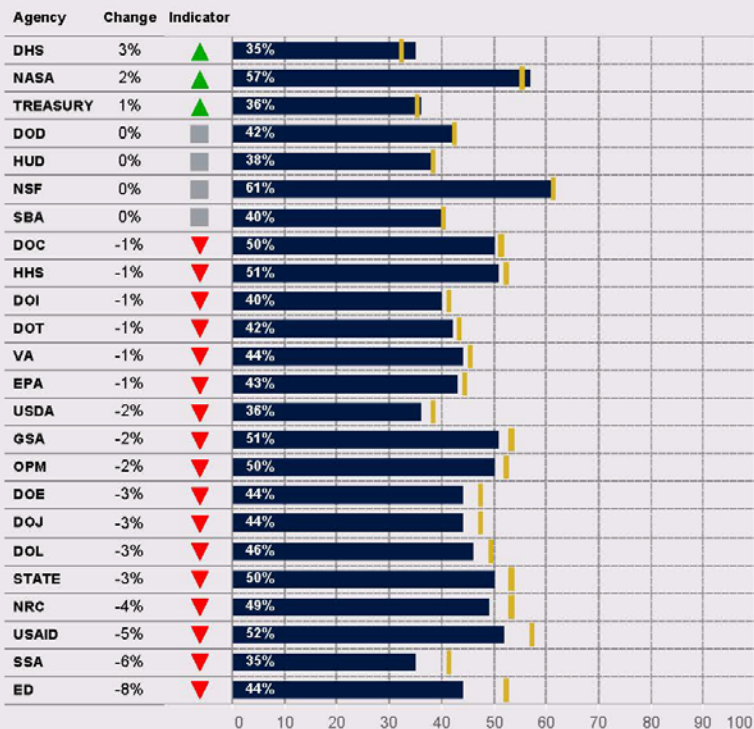
## Simple and Strategic Hiring (2016-2017)

▲ Increase From Previous Year ▼ Decrease From Previous Year ■ No Change From Previous Year

2016 2017

### Hiring People with the Right Skills

"My work unit is able to recruit people with the right skills."



#### Government-Wide Average

Fiscal Year	Change	Indicator
2016	1%	43%
2017	-1%	42%

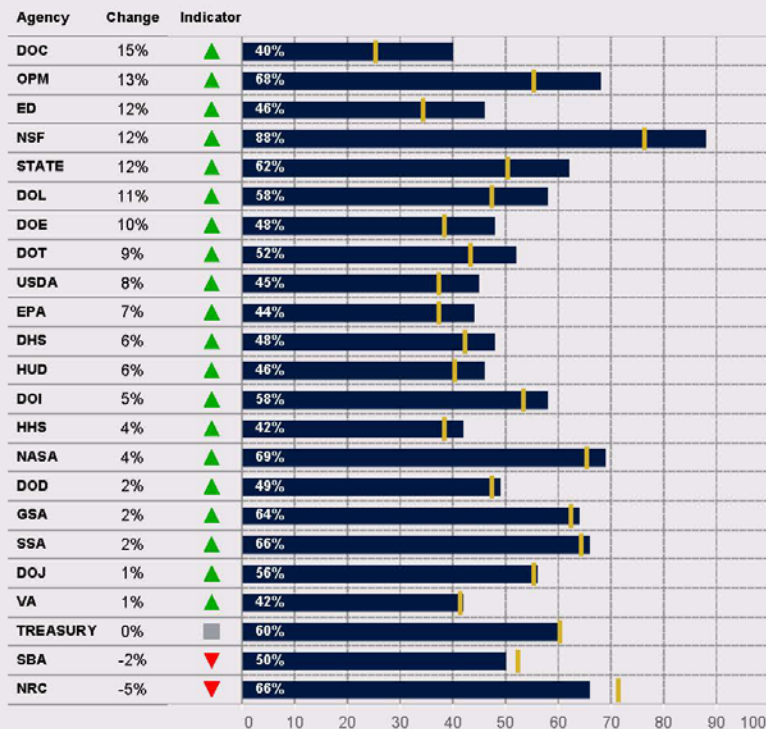
Note: Items were assessed on a 5-point agreement scale. The percentages above reflect the number of respondents that selected "Agree" or "Strongly Agree" in response to the associated statements divided by the total number of responses received. Also note that the "Hiring People with the Right Skills" question also offered a "do not know" response option.

The Change in these graphs is calculated by subtracting the previous year's percentage value from the current year's percentage value.

The data depicted above comes from the Federal Employee Viewpoint Survey.

### Satisfaction With Recruiting and Hiring

"I am satisfied with the quality of Recruiting and Hiring services."



#### Government-Wide Average

Fiscal Year	Change	Indicator
2016	3%	48%
2017	3%	51%

Note: Satisfaction was measured on a 7-point agreement scale. The percentages above reflect the number of respondents that selected "Somewhat Agree", "Agree" or "Strongly Agree" with the statement, "I am satisfied with the quality of Recruiting & Hiring services," divided by the total number of responses.

Change is calculated by subtracting the previous year's percentage value from the current year's percentage value.

The data depicted above comes from the Mission-Support Customer Satisfaction Survey.





## Improving Employee Performance Management and Engagement:

- **Milestone Owners:**

OPM, OMB, GSA, DoD, All Agencies

- **Subgoal Team Members:**

VA, NIH, OPM, OMB, DoD, DHS, EPA, State

## Reskilling and Redeploying Human Capital Resources:

- **Milestone Owners:**

OPM, OMB, DOI, NSF, DoD, HUD

- **Subgoal Team Members:**

DOI, NSF, OPM, OMB, DoD, HUD, VA, SBA, EPA, DOE, Commerce

## Enabling Simple and Strategic Hiring Practices:

- **Milestone Owners:**

OPM, DoD

- **Subgoal Team Members:**

DHS, OPM, OMB, DoD, VA, EPA, HHS, DOJ, DOI, DOC, DOT, Treasury



## Key Staff

Agency	Staff
<b>OPM</b>	<b>Mark Reinhold</b> , Associate Director for Employee Services <b>Veronica Villalobos</b> , Principal Deputy Associate Director for Employee Services <b>Laura Lynch</b> , Deputy Associate Director, SES and Performance Management <b>Tim Curry</b> , Deputy Associate Director, Accountability & Workforce Relations <b>Kimberly Holden</b> , Deputy Associate Director, Talent Acquisition and Workforce Shaping <b>Brenda Roberts</b> , Deputy Associate Director, Pay and Leave <b>Dianna Saxman</b> , Deputy Associate Director, Federal Staffing Group, Human Resource Services
<b>DoD</b>	<b>Anita Blair</b> , Deputy Assistant Secretary of Defense for Civilian Personnel Policy <b>Veronica Hinton</b> , Principal Director, Civilian Personnel Policy
<b>PMC &amp; CHCO Council</b>	<b>Sara Ratcliff</b> , Executive Director, CHCO Council <b>Deborah Robinson</b> , Deputy Director, CHCO Council
<b>White House Leadership Development Fellows/ Tiger Team (FY18)</b>	<b>Sabrina Ferguson-Ward</b> , White House Leadership Development Fellow <b>Paul Wagner</b> , White House Leadership Development Fellow <b>Talin Zarookian</b> , White House Leadership Development Fellow
<b>OMB/PPM</b>	<b>Dustin Brown</b> , Deputy Associate Director for Management <b>Kristy Daphnis</b> , Personnel Team Lead <b>Rob Seidner</b> , Performance Manager, Federal Human Capital Policy <b>Lety Sierra</b> , White House Leadership Development Fellow <b>Jennifer McDannell</b> , White House Leadership Development Fellow