



## 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



### 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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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.



### STRATEGIC WORKFORCE MANAGEMENT



#### Actively Manage the Workforce

Improve Employee  
Performance Management  
& Engagement



#### Develop Agile Operations

Reskill & Redeploy  
Human Capital  
Resources



#### Acquire Top Talent

Simple & Strategic  
Hiring

**CONTINUOUS LEARNING: INNOVATIONS, RESEARCH & PILOT PROJECTS**

#### ENABLERS:

- Leverage data and analytics
- Utilize information technology and tools
- Align financial models/incentives
- Simplify legal and policy framework  
*(requires legislative and regulatory change)*



### **Opportunity for transformation:**

To achieve a state where Federal agencies and managers can hire the best employees, remove the worst 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.

### **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.



### Goal Leaders: OPM, DoD, OMB

#### 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.

#### 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.





## Key Milestones – Improve Employee Performance Management and Engagement

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
All major components/bureaus will identify its bottom 20% on the 2017 Employee Engagement Index and target a 20% improvement in those units by the end of 2020.	Q3/18			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			OPM, All Agencies	
Complete at least 5 organizational assessments on low-performing work units.	Q4/18			GSA/ Tiger Team	
All agencies will have clear standard operating procedures for disseminating Federal Employee Viewpoint Survey (FEVS) data to all organizational levels.	Q1/19			OPM, OMB, All Agencies	
Identify the most promising policies and procedures to address poor performance.	Q1/19			OPM, DOD	
All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency.	Q2/19			OPM, All Agencies	
Pilot the use of a “parachute team” to assist agencies in performance management issues.	Q3/19			GSA, OPM	
Ensure that managers are appropriately trained on performance management and are provided with support to address performance and conduct issues.	Q4/19			OPM, All Agencies	





## Key Milestones – Simple and Strategic Hiring

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Demonstrate initial capability of automated hiring advisor for managers.	Q3/18			OPM	
Identify accountable official for Government-wide HR-workforce development.	Q3/18			OPM	
Examine best practices of Federal demonstration projects and alternative personnel systems.	Q4/18			OPM/DOD	
Establish competency-based qualification requirements and certification standards for all HR professionals.	Q1/19			OPM	
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			OPM	
Develop and deploy phase I of a standard employee digital record, to enable seamless and paperless transfers between agencies. <b>[Link to Sharing Quality Services CAP Goal]</b>	Q4/19			OPM	





## **Key Milestones – Reskill and Redeploy Human Capital Resources**

<b>Key Milestones</b>	<b>Milestone Due Date</b>	<b>Milestone Status</b>	<b>Change from last quarter</b>	<b>Owner</b>	<b>Anticipated Barriers or other Issues Related to Milestone Completion</b>
Identify 3 areas most suited for automation, then pilot these automations to show cost savings and ROI.	Q1/19			OMB/OFPP	
Develop a reskilling plan that would identify both ways to provide employees impacted by automation to do other work and identify skills needed in the future.	Q2/19			OMB/OFPP	
Pilot an assessment for high demand skills that can be used for reskilling existing employees.	Q2/19			OPM	



## Key Milestones – Continuous Learning

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	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 increase strategic foresight, demonstration projects, pilots, and research publications.	Q4/18			OPM	



Based on technology available in 2016:



Percentage of  
occupations  
that could be  
automated entirely



Percentage of  
occupations that could  
have 30%+ of their  
activities automated



Percentage of total  
work activities  
that could be  
automated

2018 Federal Workforce Priorities Report

Although the impact of machine assistance varies by occupation, the use of automation has the potential to provide employees with time to focus on more important work. Reskilling and redeployment strategies may be required to shift staff time to higher value duties.



## Federal Employee Viewpoint Survey (FY16-FY17)

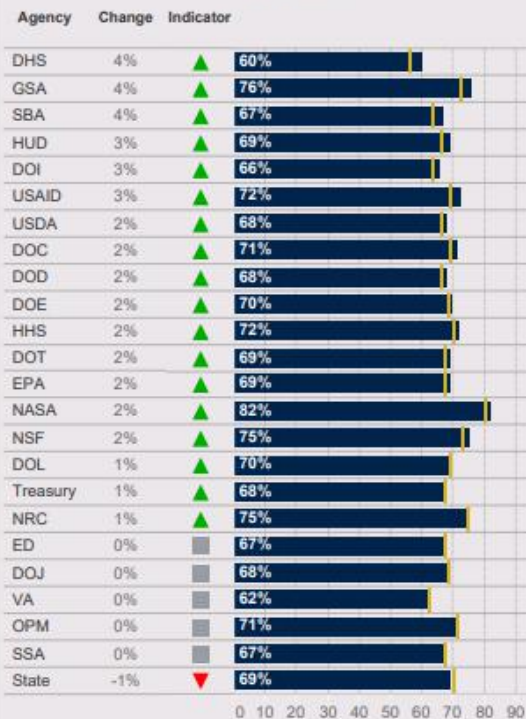
▲ Increase From Previous year ▼ Decrease From Previous year ■ No Change From Previous year

FY17

FY16

### 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

Fiscal Year

FY17 67%

FY16 65%

### Satisfaction with 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

Fiscal Year

FY17 31%

FY16 29%

### Satisfaction with Hiring People with the Right Skills

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



Government-Wide Average

Fiscal Year

FY17 42%

FY16 43%

**Note:** Satisfaction was measured on a 5-point satisfaction scale. The percentages shown on the bar charts above correspond to the number of respondents indicating they were "satisfied" or "very satisfied" with the associated statements divided by the total number of responses. The change in these graphs is calculated by taking the current year's percentage value minus the previous year's percentage value.





## Key Staff – 21st Century Workforce

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>Julie Brill</b> , Acting 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> , Deputy Chief Human Capital Officer
<b>PMC &amp; CHCO Council</b>	<b>Sara Ratcliff</b> , Executive Director, CHCO Council <b>Deborah Robinson</b> , Deputy Director, CHCOC
<b>GSA Tiger Team (FY18)</b>	<b>Boris Arratia</b> , Performance Improvement Council <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

