Workforce for the 21st Century

Goal Leaders

Lisa Hershman, Deputy Chief Management Officer, Department of Defense

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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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

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Improve Employee Performance Management & Engagement

Subgoal Leader:
Camille Hoover, Executive Officer, National Institute of Diabetes and Digestive and Kidney Diseases, National Institutes of Health

Joseph Sullivan, Director, Employee & Labor Relations Division, Housing and Urban Development

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

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.
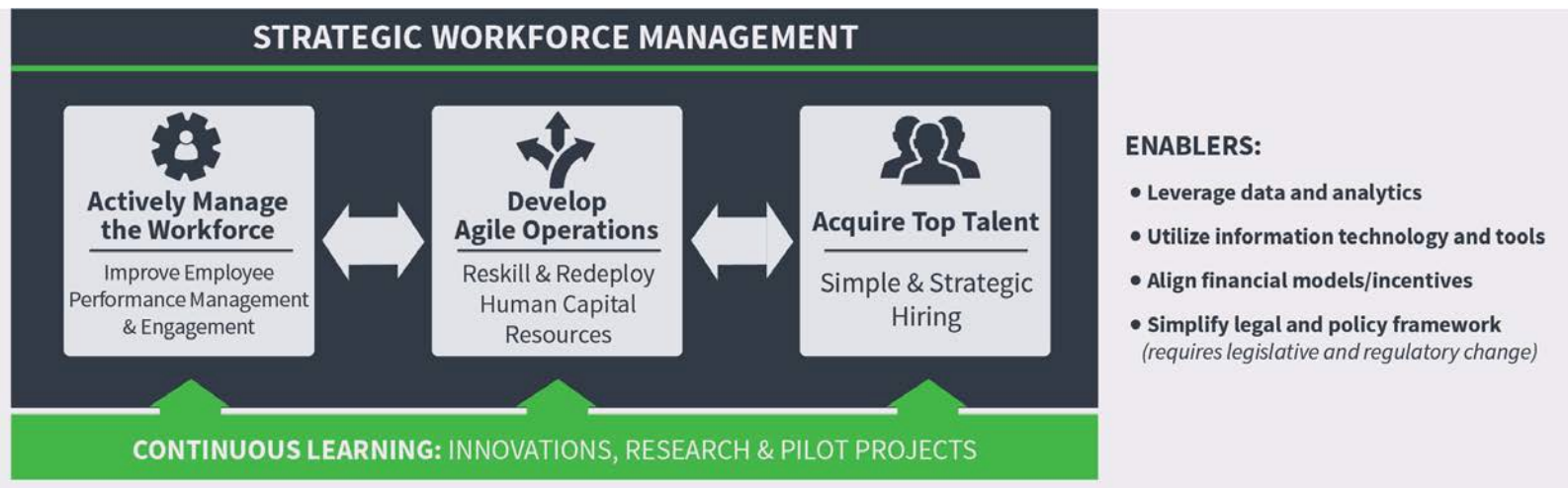
Improve Employee Performance Management & Engagement

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.

Excellence in Government (EIG) Fellows Study of Employee Engagement:

In March 2019, the EIG Fellows, with Executive Sponsorship from the Improve Employee Management and Engagement workgroup, concluded their study of Employee Engagement best practices. The study focused on a Health and Human Services (HHS) organization with high scores on the Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index. The study identified the following core values and manager actions related to high Employee Engagement scores:

Federal Employee Viewpoint Survey (FEVS) administration began on May 13, 2019 and will survey employees in two waves with the survey open for six weeks at each agency. The rollout of agency FEVS results will begin in August 2019.

Trust Your Team
- Encourage use of workplace flexibility programs
- Utilize your staff's subject matter expertise to answer customer questions
- Ask team to provide ideas as part of long-term planning and new project development
- Conduct 'stay interviews' with top employees
- Actively engage in professional development activities

Demonstrate Behavior
- Take part in workplace flexibility programs
- Focus on the result, not how the work is done
- Respect and appreciate staff and coworkers
- Maintain a positive culture
- Follow the rules and be transparent whenever possible

Communicate
- Conduct one-on-one meetings with staff
- Hold Café Conversations with management and staff
- Use multi-media communication methods
- Concerted effort made to engage remote employees

Engage the Mission
- Raise awareness of agency mission and recent agency-related stories in the news
- Offer mission-focused training
- Encourage interaction with customer to so employees can gain a better understanding of the mission and develop a relationship with the goals

FEDERAL CYBER RESKILLING ACADEMY ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹ ‹

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The Federal Cybersecurity Reskilling Academy is a series of professional development opportunities that provide cybersecurity training to Federal employees led by the Chief Information Officers (CIO) Council with support from OMB, OPM and all Federal agencies. The curriculum and exact training schedule varies by cohort, but every opportunity will consist of a mixture of direct instruction, hands-on learning and labs, and period assessments to track participants' learning progress.

Cohort 1 was open to Federal employees who do not currently work in IT. Training for Cohort 1 is now underway through July 14, 2019. Graduates will develop the skills to apply for Federal cybersecurity positions. Applications for Cohort 2 (comprised of employees both with and without IT experience) were collected through May 15th, and selected applicants will be notified in June. Training will run from July to September 2019. In total, the CIO Council will reskill 50 people in FY19, and develop a playbook of best practices for agencies to replicate in the future.

May 14th and May 15th Industry Innovation Session:

The PMA CAP Goal 3, Reskill and Redeploy Human Capital Resources, working group representing 16 agencies hosted a two day "Industry Innovation" event on May 14 and 15 with private sector companies to glean ideas for IT Human Capital solutions that meet the goals of identifying opportunities for automation to increase the overall efficiency of the workforce, developing strategies and tools to support the reskilling and redeploying of employees from lower value work to higher value work activities and lastly, to improve the ability of employees to design career paths in federal service in order to fulfill individual and workforce planning needs. The presenters' creative solutions showcased a myriad of solutions to help the working group hone in on recommendations, feasibility, performance and methods of ideas for a new technology that could potentially have federal-wide enterprise implications.

Simple and Strategic Hiring Pilot:

In March 2019, OPM and the US Digital Service launched a partnership with DOI and HHS to develop and test more effective assessment practices. The pilot project uses a Technical Subject Matter Expert (SME) Hurdled Assessment process prior to the category ranking of applicants and placement on the certificate. The primary objective of the pilot is to enhance the quality of hires through a partnership with the agency hiring manager, human resources specialist and SMEs during the assessment process.

OPM published **Accelerating the Gears of Transformation** tools to:
- Guide Federal leaders and managers as they make strategic decisions to modernize the way Government functions,
- Support HR professionals and managers as they design and implement reshaping and reskilling/upskilling strategy
- Provide employees with pathways to progress in their Federal service careers.
  www.opm.gov/reshaping

Applications Received → Human Resources Reviews Applications for Qualifications → Subject Matter Expert Rates Applicants → Human Resources Adjudicates Preference → Hiring Manager Receives Certificate for Selection

Lighthouse Projects

- **Total Compensation Study**
- **Simple Performance Management with Real-time Feedback**
- **Reskilling Academies & Agency Pilots**
- **Redeployment Initiative/Emerging Skills Program**
- **Hiring and Pay Authorities and Flexibilities**
- **Simple and Strategic Hiring Pilot**
- **Human Capital Robotic Process Automation**

Project Descriptions on Slides 11-14

Lighthouse Projects:

Milestones leading to Federal enterprisewide solutions through research, pilots, and regulatory and legislative change. Utilizes an agile development approach to create progress through strategic risk management.

Strategic Outcomes	Near Term Milestones	Milestone Due Date	Milestone Status	Owner
Transform agency culture through employee engagement to achieve mission, reduce risk, accelerate high performance, and support employee retention	All agencies will have clear, standard operating procedures for disseminating Federal Employee Viewpoint Survey (FEVS) data to all organizational levels	Q1/19	Complete	OPM, OMB, Agencies
	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	Initial Data Call: Q1/19	Complete	OPM, OMB, All Agencies
		Results: Q4/20	On Track	
Increase the link between pay and performance, and regularly reward high performers.	**Total Compensation Study**: 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	Q2/20	On Track	OMB, OPM
	Review study results, and develop a strategy to apply findings*	Q4/20	On Track	OMB, OPM
Equip Federal managers to manage effectively through training, support, streamlined procedures and innovative tools	Identify the most promising policies and procedures to address poor performance, and report on results to agencies	Identify: Q1/19	Complete	OPM, DOD
		Report: Q4/19	On Track	
	All agencies ensure first-line supervisors possess critical leadership competencies within the first year of appointment, either through selection or development	Q4/19	On Track	OPM, Agencies
	All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency	Q4/19	On Track	OPM, Agencies
	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, Agencies
	Simple Performance Management with Real-Time Feedback: Launch a solicitation to design a pulse-based tool to simplify performance management for managers and provide real-time feedback to employees*	Q1/20	On Track	OPM, OMB
	Evaluate and test a pulse-based design concept for the Federal enterprise*	Q4/20	Not Started	OPM, OMB

Indicates New Milestones

PRESIDENT'S MANAGEMENT AGENDA

Strategic Outcome	Key Milestones	Milestone Due Date	Milestone Status	Owner
Reskill and redeploy employees from lower value work activities to higher value work activities to increase the overall efficiency of the workforce	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	Complete	OPM
	Pilot an assessment for high demand skills that can be used for reskilling existing employees.	Q2/19	Complete	OPM, OMB
	Reskilling Academies and Agency Pilots: Coordinate reskilling academies and agency pilots to target gaps in mission critical and emerging skills areas and scale up reskilling options*	Q4/20	On Track	OPM, CxO Councils, Agencies
Invest in and develop the workforce based on identification of emerging and mission critical skills	Develop a model for the application of automation and reskilling in the Federal workforce*	Q4/19	On Track	OPM
	Redeployment Initiative/Emerging Skills Program: Launch Pilot Emerging Skills Program to expose employees whose work is transforming due to automation to career path options for redeployment*	Q1/20	On Track	OPM, Agencies
	Scaling reskilling options to target gaps in mission critical and emerging skills areas*	Q3/20	On Track	OPM, Agencies
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	Industry Innovation Event: Demos of vendor solutions for reskilling and career pathing*	Q3/19	Complete	Workgroup
	Career Compass Challenge: Challenge the public to develop a functioning prototype that enables Federal workers to select future opportunities and prepare themselves for the continuously changing work environment*	Part 1: Q2/19 Part 2: Q4/19	Part 1: Complete Part 2: On Track	NSF, DOI
	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	Workgroup

*Indicates New Milestones

Strategic Outcome	Key Milestones	Milestone Due Date	Milestone Status	Owner
Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding	Establish competency-based qualification requirements and certification standards for all HR professionals	Q1/19	Complete	OPM
	Develop Senior Executive Service hiring options including alternatives to the Qualifications Review Board and new assessment methods	Q1/19	Complete	OPM
	Based on data collected during the design phase of an "interview-like" QRB alternative, determine if this alternative should be piloted on live cases. If yes, identify target agency(ies), and establish plan for pilot.*	Q3/19	On Track	OPM
	Offer additional Executive Assessment Alternatives*	Q1/20	On Track	OPM
	Hiring and Pay Authorities and Flexibilities: Propose administrative and regulatory changes, as required, to expand hiring and pay authorities	Q4/19	On Track	OPM
Improve the ability to differentiate applicants' qualifications, competencies, and experience, improve the applicant experience, and eliminate burdensome policies and procedures	**Simple and Strategic Hiring Pilot:** Launch a streamlined and strategic hiring process that uses advanced assessments and launch two pilots (HHS and DOI)*	Q2/19	Complete	OPM, USDS, HHS, DOI
	Institutionalize findings to streamline the hiring process and use advanced assessments*	Q2/21	On Track	OPM, USDS
Accelerate government and improve human capital outcomes through robotic process automation and artificial intelligence beginning with the Federal hiring process	**Human Capital Robotic Process Automation:** Design and test the use of automation to conduct Recruitment and Staffing processes*	Q4/20	Not Started	OPM, OMB
	Expand the use of Human Capital Robotic Process Automation to automate HR processes*	Q4/21	Not Started	OPM, OMB

Indicates New Milestones

Strategic Outcome	Key Milestones	Milestone Due Date	Milestone Status	Owner
Identify, share and scale-up the most promising innovations, research, and results from pilot projects into practice across the Federal workforce.	Develop a research agenda that reflects the current and emerging needs of Federal agencies, and increases strategic foresight, demonstration projects, pilots, and research publications	Q4/19	On Track	OPM
	Gather data from Federal leaders and other partners on best in class solutions for a new approach to Federal work and careers that supports employee reskilling, engagement and retention*	Q4/19	On Track	OPM
	Create a tool for managers and supervisors to access agency best practices on engagement, performance, reskilling, hiring and retention*	Q2/20	Not Started	OPM/OMB/ Agencies

*Indicates New Milestones

PRESIDENT'S
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Metric	Frequency	FY 2018	Progress
FEVS – Employee Engagement Index	Annual	68%	+1% 2017 Baseline: 67%
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	32%	+1% 2017 Baseline: 31%
% 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	42%	-- 2017 Baseline: 42%
Time-to-Hire	Annual	98.2 days	-7.8 Days 2017 Baseline: 106 Days
Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR	Annual	46%	-5% 2017 Baseline: 51%
1 year and 2 year new hire retention rate	Annual	Not Available	
Completion rate of HR Specialist Delegated Examining certification and training	Annual (starting in FY20)	Not Available	

Key:
- ■ Performance Mgt/Engagement
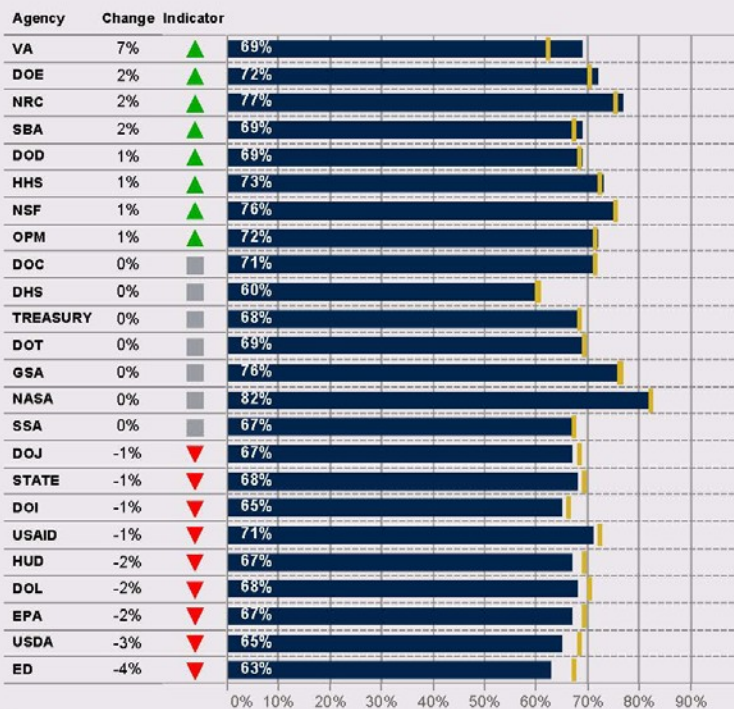- ■ Redeploy/Reskilling
- ■ Simplified Hiring

Improve Employee Performance Management and Engagement (2017-2018)

▲ Increase From Previous Year   ▼ Decrease From Previous Year   ▇ No Change From Previous Year   ▇ 2017   ▇ 2018

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.
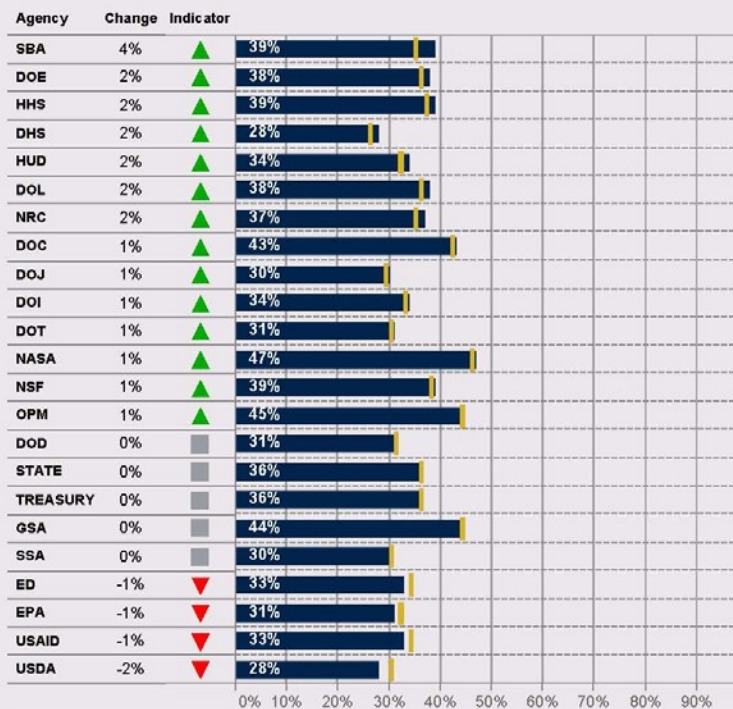
Agency	Change	Indicator	Value
VA	7%	▲	69%
DOE	2%	▲	72%
NRC	2%	▲	77%
SBA	2%	▲	69%
DOD	1%	▲	69%
HHS	1%	▲	73%
NSF	1%	▲	76%
OPM	1%	▲	72%
DOC	0%	▇	71%
DHS	0%	▇	60%
TREASURY	0%	▇	68%
DOT	0%	▇	69%
GSA	0%	▇	76%
NASA	0%	▇	82%
SSA	0%	▇	67%
DOJ	-1%	▼	67%
STATE	-1%	▼	68%
DOI	-1%	▼	65%
USAID	-1%	▼	71%
HUD	-2%	▼	67%
DOL	-2%	▼	68%
EPA	-2%	▼	67%
USDA	-3%	▼	65%
ED	-4%	▼	63%

Government-Wide Average

Fiscal Year	Change	Indicator	Value
2017	2%	▲	67%
2018	1%	▲	68%

Dealing with Poor Performance**

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

Agency	Change	Indicator	Value
SBA	4%	▲	39%
DOE	2%	▲	38%
HHS	2%	▲	39%
DHS	2%	▲	28%
HUD	2%	▲	34%
DOL	2%	▲	38%
NRC	2%	▲	37%
DOC	1%	▲	43%
DOJ	1%	▲	30%
DOI	1%	▲	34%
DOT	1%	▲	31%
NASA	1%	▲	47%
NSF	1%	▲	39%
OPM	1%	▲	45%
DOD	0%	▇	31%
STATE	0%	▇	36%
TREASURY	0%	▇	36%
GSA	0%	▇	44%
SSA	0%	▇	30%
ED	-1%	▼	33%
EPA	-1%	▼	31%
USAID	-1%	▼	33%
USDA	-2%	▼	28%

Government-Wide Average

Fiscal Year	Change	Indicator	Value
2017	2%	▲	31%
2018	1%	▲	32%

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.
*The 2018 EEI value for VA is from the VA-administered All Employee Survey (AES). The 2017 EEI value for VA is from the FEVS.
**VA did not participate in the 2018 FEVS and did not have a comparable question in the 2018 VA-administered All Employee Survey (AES). Thus they are excluded from this graph.

Simple and Strategic Hiring (2017-2018)

▲ Increase From Previous Year ▼ Decrease From Previous Year ■ No Change From Previous Year   ■ 2017 ■ 2018

Hiring People with the Right Skills**
"My work unit is able to recruit people with the right skills."

Agency	Change	Indicator	
SBA	6%	▲	46%
NSF	3%	▲	64%
DOC	2%	▲	52%
NASA	2%	▲	59%
NRC	2%	▲	51%
OPM	2%	▲	52%
DOD	1%	▲	43%
DHS	1%	▲	36%
DOI	1%	▲	41%
TREASURY	1%	▲	37%
DOT	1%	▲	43%
SSA	1%	▲	36%
DOE	0%	■	44%
HHS	0%	■	51%
DOJ	0%	■	44%
HUD	-1%	▼	37%
GSA	-2%	▼	49%
USAID	-2%	▼	50%
STATE	-3%	▼	47%
DOL	-4%	▼	42%
USDA	-5%	▼	31%
EPA	-7%	▼	36%
ED	-9%	▼	35%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

Government-Wide Average

Fiscal Year	Change	Indicator	
2017	-1%	▼	42%
2018	0%	■	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.
**VA did not participate in the 2018 FEVS and did not have a comparable question in the 2018 VA-administered All Employee Survey (AES). Thus they are excluded from this graph.

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

Agency	Change	Indicator	
SBA	11%	▲	61%
NRC	4%	▲	70%
EPA	3%	▲	47%
HHS	3%	▲	45%
DOC	1%	▲	41%
DOT	1%	▲	53%
DHS	0%	■	48%
DOE	0%	■	48%
DOJ	-1%	▼	55%
GSA	-1%	▼	63%
NASA	-3%	▼	66%
VA	-3%	▼	39%
USDA	-4%	▼	41%
DOL	-5%	▼	53%
OPM	-5%	▼	63%
HUD	-6%	▼	40%
SSA	-8%	▼	58%
TREASURY	-8%	▼	52%
DOD	-9%	▼	40%
DOI	-12%	▼	46%
ED	-12%	▼	34%
STATE	-13%	▼	49%
NSF	-19%	▼	69%

0 10 20 30 40 50 60 70 80 90 100

Government-Wide Average

Fiscal Year	Change	Indicator	
2017	3%	▲	51%
2018	-5%	▼	46%

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:
- <u>Milestone Owners</u>:
  - OPM, OMB, GSA, DoD, All Agencies
- <u>Subgoal Team Members</u>:
  - VA, NIH, OPM, OMB, GSA, DoD, DHS, EPA, State, HUD, DOE, USDA, SSA

Reskilling and Redeploying Human Capital Resources:
- <u>Milestone Owners</u>:
  - OPM, OMB, DOI, NSF, DoD, HUD
- <u>Subgoal Team Members</u>:
  - DOI, NSF, OPM, OMB, DoD, HUD, VA, SBA, EPA, DOE, NOAA, IRS, DHS, NIH, HHS, GSA

Enabling Simple and Strategic Hiring Practices:
- <u>Milestone Owners</u>:
  - OPM, OMB, USDS, HHS, DOI
- <u>Subgoal Team Members</u>:
  - DHS, OPM, OMB, DoD, VA, EPA, HHS, DOJ, DOI, DOC, DOT, Treasury

Agency	Staff

OPM	**Mark Reinhold**, Associate Director for Employee Services
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PMC & CHCO Council	**Sara Ratcliff**, Executive Director, CHCO Council

OMB/PPM	**Dustin Brown**, Deputy Associate Director for Management
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