



Workforce for the 21st Century

Goal Leaders

Michael Rigas, Acting Director, Office of Personnel Management, and Acting Deputy Director for Management, Office of Management and Budget

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

Lisa Hershman, Chief Management Officer, Department of Defense

Charles Rettig, Commissioner of the Internal Revenue Service

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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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

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

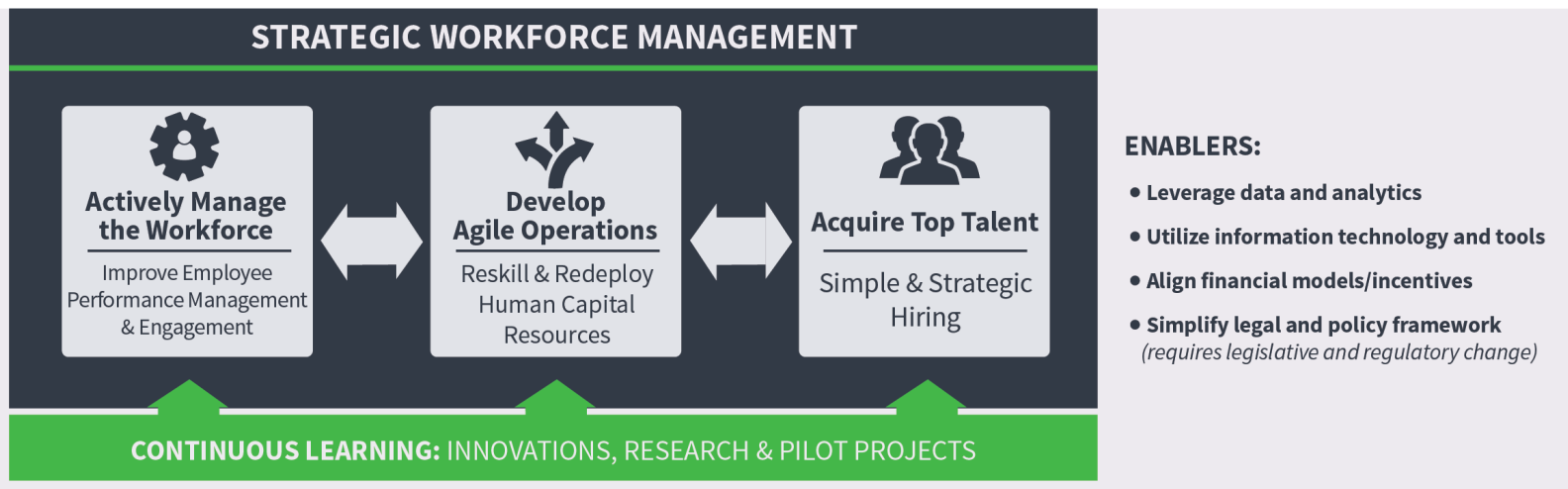


The 21st Century Workforce Cross-Agency Priority Goal includes the following subgoals:

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 complement 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.

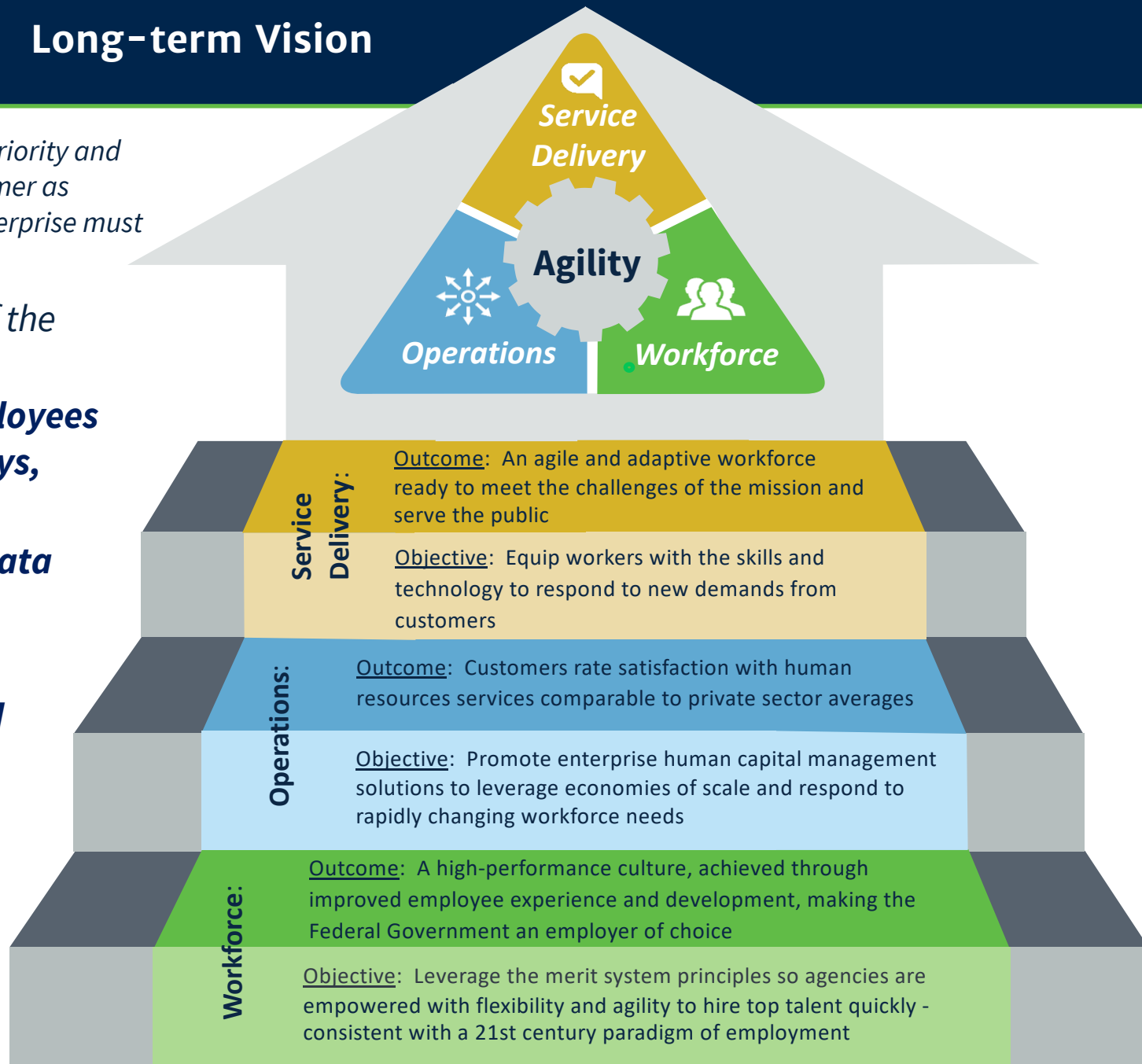


Long-term Vision

“With the mission as the priority and the feedback of the customer as guidance, the Federal enterprise must accelerate...

*towards a vision of the future where
managers and employees work in new ways,
supported by technology and data
and
rewarded for innovation and excellence.”*

OMB, *Analytical Perspectives, Budget of the United States Government, Fiscal Year 2021*





Key Milestones – Improve Employee Performance Management and Engagement

| 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 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. | Results: Q4/20 | On Track | OPM, OMB, All Agencies |
| | New Milestone: OPM will provide supervisors with best practices, guidance, training, and forums on employee experience, performance, continual learning and succession planning in support of talent management from entry to leadership level. | Q4/21 | On Track | OPM |
| 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 | Complete | OMB, OPM |
| Equip Federal managers to manage effectively through training, support, streamlined procedures and innovative tools | PMA Subgoal team will inventory and compile agency promising policies, practices and tools to promote effective and innovative performance management and leadership development strategies. | Report: Q3/20 | On Track | Workgroup |
| | All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency. | Agency Reporting: Q3/20 | On Track | OPM, Agencies |
| | Agencies ensure that all supervisors are appropriately trained on performance management and equipped to address performance and conduct issues, and new supervisors possess critical leadership competencies within the first year of appointment, either through selection or development.* | Q4/20 | On Track | OPM, Agencies |
| | Simple Performance Management with Real-Time Feedback: Provide agencies guidance and best practices and features, from government and private industry, to help agencies design a pulse-based tool to simplify performance management for managers and provide real-time feedback to employees, and launch a test of the concept for the Federal enterprise. | Q3/20** | On Track | OPM, OMB |

*Milestone text has been updated since the last action plan.

**This milestone, originally expected to be completed by Q2, has shifted to Q3.





Key Milestones – Reskill and Redeploy Human Capital Resources

| 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 | 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, and pilots including training leaders on the use of dynamic management approaches. | Q4/20 | On Track | OPM, CxO Councils, Agencies |
| Invest in and develop the workforce based on identification of emerging and mission critical skills | Emerging Skills Program: Launch Pilot Emerging Skills Program to expose employees whose work is transforming due to automation to career path options for redeployment.* | Q4/20** | On Track | OPM, OMB, IRS |
| | Scaling reskilling options to target gaps in mission critical and emerging skills areas. | Q3/20 | On Track | OPM, Agencies |
| | <i>New Milestone:</i> Leverage the Human Capital Review process to maintain agency accountability towards preparing employees for new technology to minimize skills gaps. | Q4/21 | 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 | Lead the Federal enterprise towards a shared approach to career pathing by developing a shared platform and data standard for career paths and learning competencies. | Q4/20 | On Track | OPM, VA, Interior, 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 | Workgroup |

*This milestone text has been updated since the last action plan.

**This milestone, originally expected to be completed by Q3, has shifted to Q4.





Key Milestones – Simple and Strategic Hiring

| 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 | Evaluate the OPM QRB interview pilot to determine if this process should be offered to all agencies. | Q4/20* | On Track | OPM |
| | Provide agencies with online assessments for executive qualifications screening, to be used in conjunction with traditional ECQ and competency assessments to more effectively distinguish between candidates. | Q2/20** | Complete | OPM |
| | <i>New Milestone:</i> OPM and agencies will ensure the Human Resources (HR) staff are trained and certified to have the skill and capability to provide knowledgeable and timely service to managers and workers to support organizational human capital needs. | Q4/21 | On Track | OPM, Agencies |
| 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 Subject Matter Expert – Qualification Assessments (SME-QA): Institutionalize findings to streamline the hiring process and use advanced assessments | Q1/21 | On Track | OPM, USDS |

* This milestone, originally expected to be completed by Q3, has shifted to Q4.

**This milestone, originally expected to be completed by Q1, has shifted to Q2.





Key Performance Indicators

| Metric | Frequency | Baseline (FY2017) | FY 2018 | FY 2019 |
|---|-----------|--|---------|--|
| FEVS – Employee Engagement Index | Annual | 67% | 68% | 68% |
| 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 | 31% | 32% | 34% |
| FEVS – Item #72 <i>“Currently, in my work unit poor performers usually:</i> <ul style="list-style-type: none"> <i>Remain in the work unit and improve their performance over time</i> <i>Remain in the work unit and continue to underperform</i> <i>Leave the work unit - removed or transferred</i> <i>Leave the work unit - quit</i> <i>There are no poor performers in my work unit</i> | Annual | FY19 Baseline: See right column, FY 2019. | | <i>Currently, in my work unit poor performers usually:</i> <ul style="list-style-type: none"> <i>Remain in the work unit and improve their performance over time 17%</i> <i>Remain in the work unit and continue to underperform 56%</i> <i>Leave the work unit - removed or transferred 8%</i> <i>Leave the work unit - quit 2%</i> <i>There are no poor performers in my work unit 17%</i> |

Key: Performance Mgt/Engagement
 Redeploy/Reskilling
 Simplified Hiring

Note: The Time-to-Hire KPI has been removed from tracking to shift the focus of hiring to emphasize quality of new hires first, and then efficiency of successful hiring outcomes





Key Performance Indicators

| Metric | Frequency | Baseline (FY2017) | FY 2018 | FY 2019 |
|--|-----------------|--|-----------------------------------|---------|
| Reduction of skills gaps in targeted areas (0110) Economist (0201) HR Specialist (0511) Auditor (1102) Acquisition | Four year cycle | Economist (0110) - Reduction in Quit Rate Contributor – Pay (60%) HR Specialist (0201) - Increase 201 series 2-year retention rate (70%) Auditor (0511) - Creation of Performance Auditor classification series (to be completed 4th Q 2020) Acquisition (1102) - Monitor FAC-C Certification Rate (89%) | Data will be available in FY2021. | |
| FEVS – Item #21 “My work unit is able to recruit people with the right skills.” | Annual | 42% | 42% | 44% |
| Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR (Data Source: GSA) | Annual | 51% | 46% | 47.8% |
| 2 year new hire retention rate | Annual | Data will be available in FY20. | | |
| Completion rate of HR Specialist Delegated Examining certification and training | Annual | Data will be available in FY20. | | |

Key:

- Performance Mgt/Engagement
- Redeploy/Reskilling
- Simplified Hiring

Note: The Time-to-Hire KPI has been removed from tracking to shift the focus of hiring to emphasize quality of new hires first, and then efficiency of successful hiring outcomes





Key Performance Indicators

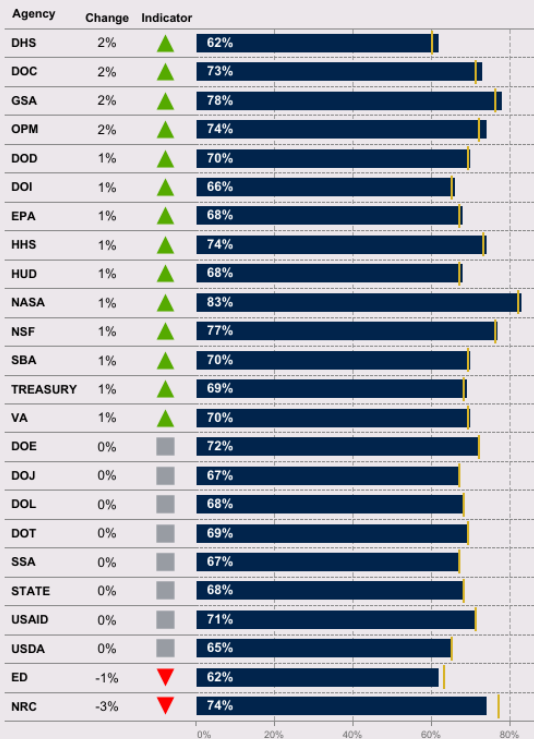
Improve Employee Performance Management and Engagement (2018-2019)

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

2018 2019

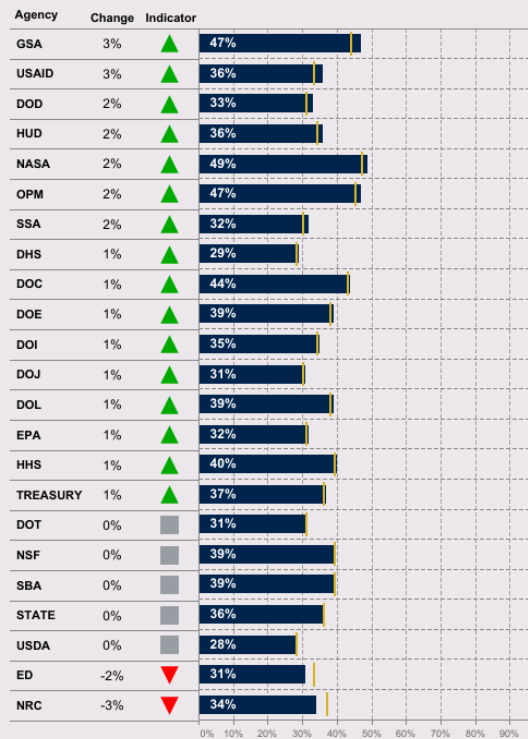
Overall Employee Engagement Index*

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.



Dealing with Poor Performance**

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



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 EEI value for VA are from the VA-administered All Employee Survey (AES).

**VA did not participate in FEVS and did not have a comparable question in VA-administered All Employee Survey (AES). Thus they are excluded from this graph.





Key Performance Indicators

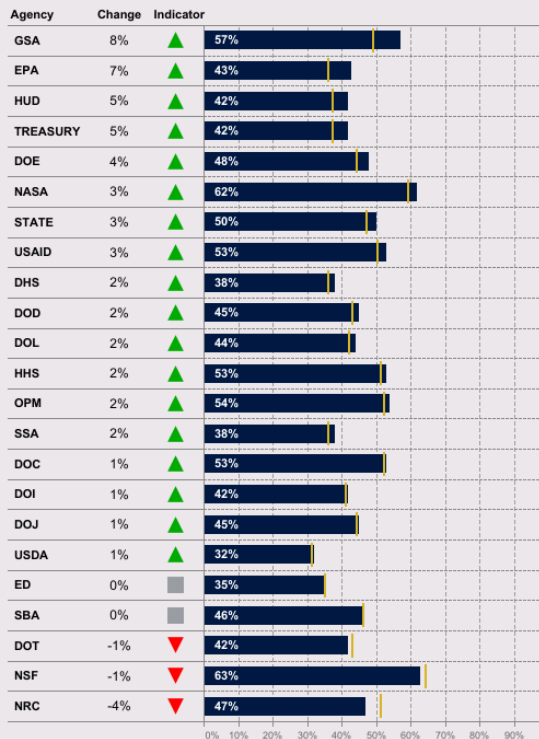
Simple and Strategic Hiring (2018-2019)

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

2018 2019

Hiring People with the Right Skills*

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



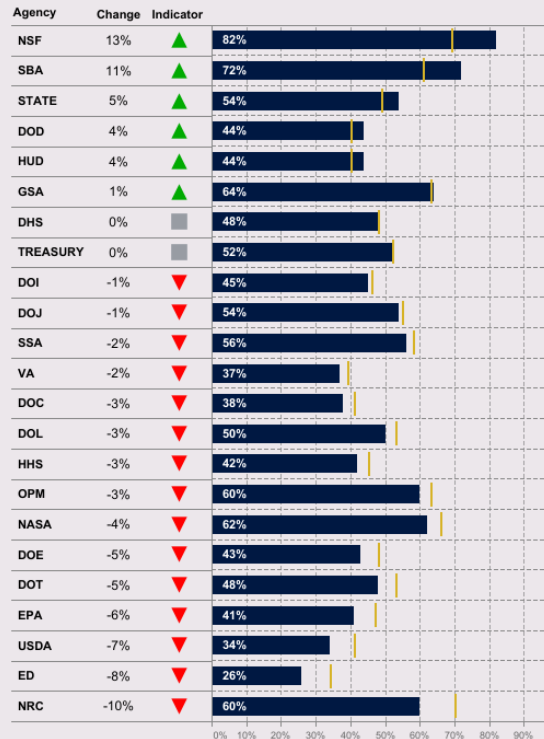
Government-Wide Average

| Fiscal Year | Change | Indicator |
|-------------|--------|-----------|
| 2018 | 0% | 42% |
| 2019 | 2% | 44% |

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 FEVS and did not have a comparable question in 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."



Government-Wide Average

| Fiscal Year | Change | Indicator |
|-------------|--------|-----------|
| 2018 | -5% | 46% |
| 2019 | 0% | 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.





Contributing Programs

Improving Employee Performance Management and Engagement:

- **Milestone Owners:**

OPM, OMB, GSA, DoD, All Agencies

- **Subgoal Team Members:**

DHS, DoD, DOE, EPA, GSA, HUD, IRS, OMB, OPM, NIH, SSA, State, USDA, VA

Reskilling and Redeploying Human Capital Resources:

- **Milestone Owners:**

OPM, OMB, DOI, NSF, DoD, HUD

- **Subgoal Team Members:**

DHS, DoD, DOE, DOI, EPA, GSA, HHS, HUD, IRS, NIH, NOAA, NSF, OMB, OPM, SBA, VA

Enabling Simple and Strategic Hiring Practices:

- **Milestone Owners:**

OPM, OMB, USDS, HHS, DOI

- **Subgoal Team Members:**

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



Key Staff

| Agency | Staff |
|--------------------|--|
| OPM | <p>Dennis Dean Kirk, Esq., Associate Director for Employee Services</p> <p>Veronica Villalobos, Principal Deputy Associate Director for Employee Services</p> <p>Laura Lynch, Deputy Associate Director, SES and Performance Management</p> <p>Tim Curry, Deputy Associate Director, Accountability & Workforce Relations</p> <p>Kimberly Holden, Deputy Associate Director, Talent Acquisition and Workforce Shaping</p> <p>Brenda Roberts, Deputy Associate Director, Pay and Leave</p> <p>Dianna Saxman, Deputy Associate Director, Federal Staffing Group, Human Resource Solutions</p> |
| DoD | <p>Anita Blair, Deputy Assistant Secretary of Defense for Civilian Personnel Policy</p> <p>Veronica Hinton, Principal Director, Civilian Personnel Policy</p> |
| PMC & CHCO Council | <p>John York, Senior Advisor to the CHCO Council</p> |
| OMB/PPM | <p>Dustin Brown, Deputy Associate Director for Management</p> <p>Kristy Daphnis, Personnel Team Lead</p> <p>Rob Seidner, Performance Manager, Federal Human Capital Policy</p> <p>Megan Dreher, Performance Manager, Federal Human Capital Policy</p> <p>Sarah Smith, White House Leadership Development Fellow</p> |
| IRS | <p>Juanita Wueller, Director, e-File Services</p> |

