



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

### Goal Leaders

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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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



### 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.





### Improve Employee Performance Management & Engagement

- Issued templates and updated guidance to assist agencies and managers in using existing pay flexibilities to address workforce recruitment and retention difficulties: <https://chcoc.gov/content/new-recruitment-relocation-and-retention-incentive-waiver-request-templates-and-updated>
- Reviewed previous reform proposals and alternative systems to start to identify possible areas for legislative, regulatory, or administrative improvements
- Analyzed Federal workforce statistics to better understand the operation of the current General Schedule and title 5 leave systems
- Researched pay and leave reform studies to understand current and historical viewpoints and perspectives
- Collected findings from MSPB and GAO on addressing poor performance
- Reviewed Performance Management research from industry, academia, and Demonstration Projects
- Concluded RAND study “Supporting Managers in Addressing Poor Performing Personnel” (April 2018)

### Featured Highlight:

OPM hosted a forum on April 18<sup>th</sup> highlighting the National Institutes of Health’s (NIH) efforts to share the Federal Employee Viewpoint Survey (FEVS) results with all of their work units and use the results to improve employee engagement. This interagency forum highlighted an innovative tool that quickly analyzes and produces meaningful FEVS reports. Developed by NIH, the Employee Viewpoint Survey Analysis & Results Tool (EVS ART) reduces FEVS analysis processing time from hours/days/weeks to mere minutes, and aids in the timely strategic creation of employee-based initiatives. EVS ART is a no-cost, Excel-based tool that captures OPM-defined focus areas and automates FEVS analysis, using five easy steps. Event attendees learned how NIH used the FEVS results to develop effective action plans and improve employee engagement.



### Reskill & Redeploy Human Capital Resources

- *Conducted research on reskilling and upskilling from industry, academia, and Federal agencies*
- *Held first design session to develop a reskilling playbook*
- *Researched assessments for high demand skills that can be used for reskilling existing employees*
- *Drafted first OPM research agenda that reflects the current and emerging needs of Federal agencies*
- *Completed a draft framework for the OPM's Research Center of Excellence*
- *Posted and began recruitment process for a human capital strategic foresight position*

### **Featured Highlight:**

*On April 24<sup>th</sup>, OPM held the second event in the Future of Federal Work series called "Future of Federal Work: Using Human Capital Analytics to Identify Emerging Priorities." Many of the participants came from the HRStat Community of Practice (HRStat CoP), which has members from across the Federal enterprise and meets bimonthly to discuss emerging practices, analytics tools, and techniques. This workshop was designed in response to the demand from the human capital community for more advanced statistical and research methods instruction. Participants heard about OPM's research agenda, GSA's benchmarking and performance improvement methods, and some methodologies used by OPM data scientists who use workforce data to shape the direction of Federal policy. Future HRStat CoP meetings will continue this dialogue to help HR practitioners apply these analytical tools and techniques to real-world HR issues and to improve and advance the maturity of their agency's HRStat program and the use of data to guide Federal workforce management.*





### Simple & Strategic Hiring

- *Drafted and presented draft Civil Service Modernization concepts and ideas to the OPM Director, Chief Human Capital Officers (CHCOs), and OMB for discussion*
- *Drafted guidance on the proper application of veteran's preference when using multiple assessments in a progressive hurdle approach*
- *Conducted a presentation led by OPM's Employee Services to Small Business Administration HR professionals and hiring managers, on the different hiring authorities and how to use them (February 6, 2018)*
- *Issued memo to HR Directors and CHCOs with a reminder to notify applicants at key touch points during the hiring process (April 3, 2018)*
- *Presented a session featuring OPM's Employee Services staff on the importance of collaboration and the use of hiring authorities during the annual HUD HR Conference (May 1-3, 2018)*

### Featured Highlight:

*At the start of the year, OMB convened an interagency design session comprised of experts from HR, IT, private sector, and academia. One of the winning proposals was to create a “turbo tax-like hiring tool for managers” with the goal of empowering hiring managers to drive outcomes and achieve greater transparency in hiring. Within a 90-day timeframe, OPM, in partnership with OMB, created a prototype for an intuitive, digital service to engage, educate, and support managers in the hiring process. OPM developed the prototype with a multi-disciplinary project team comprising experts in Federal HR/HRIT from OPM's USA Staffing and USAJOBS programs; experts in HR policy and compliance from Employee Services and Merit System Accountability and Compliance; designers from the OPM Innovation Lab; a Personnel Research Psychologist; and OPM and OMB Executive support on both the project and advisory teams. Federal hiring managers were involved in the testing and design of the tool. OMB and OPM senior leaders evaluated and endorsed the prototype on April 20, 2018. Our next step is securing funding to replicate the prototype within the USA Staffing production environment, supporting over 80% of USAJOBS vacancies and more than 114,000 Hiring Managers government-wide.*





## 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.	Q4/18	On Track	<i>Milestone due date adjusted from Q3 to Q4</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	
Complete at least 5 organizational assessments on low-performing work units.	Q4/18	On Track		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	

### Metrics:

- *FEVS – Employee Engagement Index*
- *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.”*
- % of supervisors/managers receiving training/development related to performance management or accountability responsibilities and/or competencies.





## 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
<b>Automation and Technology</b>					
Demonstrate initial capability of automated hiring advisor for managers.	Q3/18	On Track	Tool has been created	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	On Track		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	On Track		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	

### Metrics:

- FEVS – Item #21 “My work unit is able to recruit people with the right skills.”
- Time to hire
- Benchmarking Survey: Satisfaction with recruitment and hiring support from HR
- 1 year new hire retention rate
- Completion rate of HR Specialist DE certification and training





## Key Milestones – Reskill and Redeploy Human Capital Resources

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Identify 3 areas most suited for automation, then pilot these automations to show cost savings and ROI.	Q1/19	On Track		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	Design team established	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	
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	Not Started		DOI, NSF, OPM	

### Metrics:

- *Reduction of skills gaps in targeted areas*





## 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	On Track		OPM	

### Metrics:

- *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*



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)

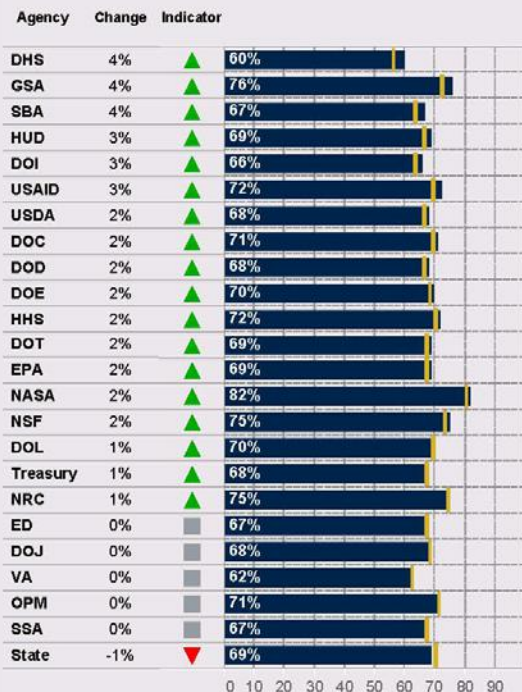
▲ Increase From Previous Year ▼ Decrease From Previous Year ■ No Change From Previous Year

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

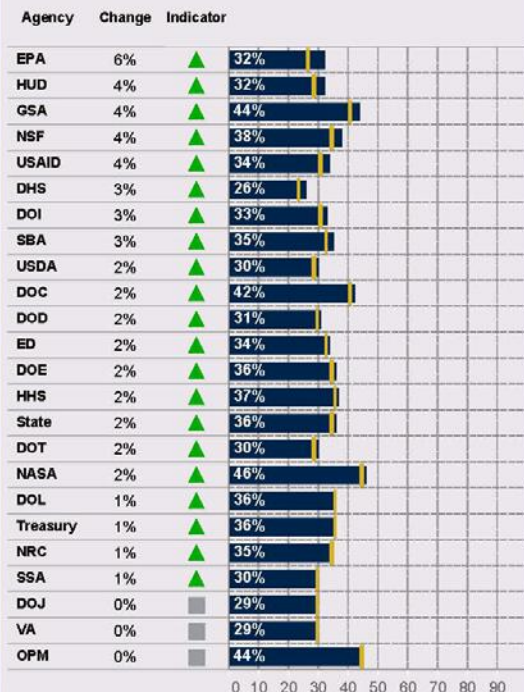
Fiscal Year

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

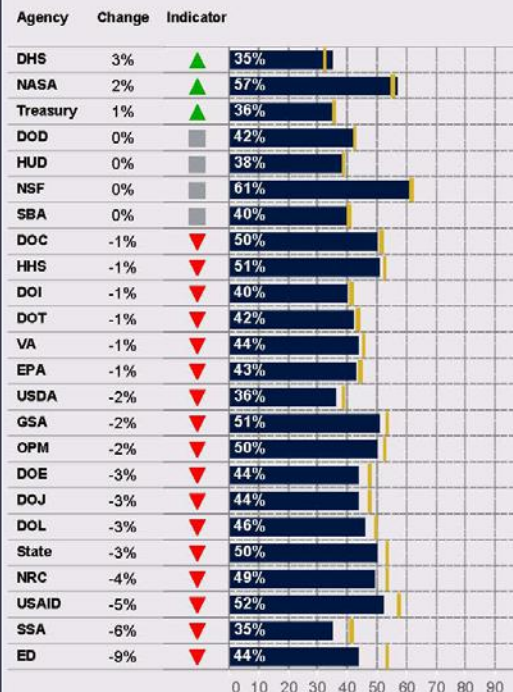
Fiscal Year

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>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

