



Workforce for the 21st Century

Goal Leaders

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

Michael Rigas, Deputy Director, Office of Personnel Management

Lisa Hershman, Deputy Chief Management Officer, Department of Defense

Charles Rettig, Commissioner of the Internal Revenue Service

September 2019



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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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

Goal Leaders:

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

Michael Rigas, Deputy Director, Office of Personnel Management

Lisa Hershman, Deputy Chief Management Officer, Department of Defense

Charles Rettig, Commissioner of the Internal Revenue Service

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



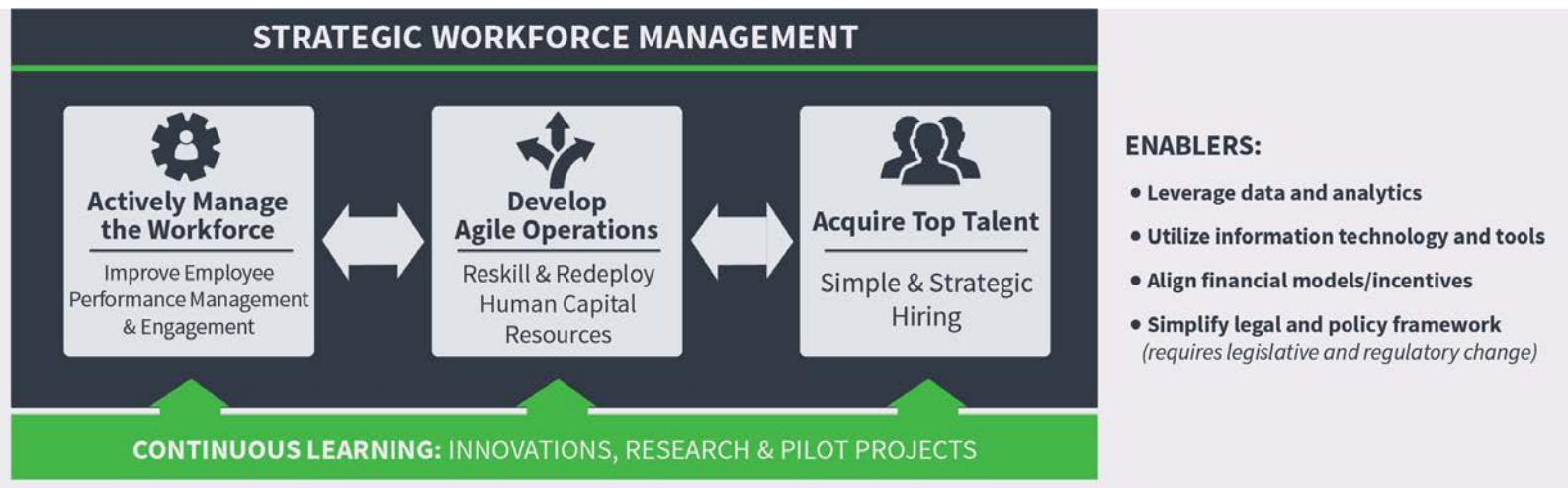


The 21st Century Workforce Cross-Agency Priority Goal includes the following subgoals:

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.





Highlights—Improve Employee Performance Management and Engagement

Improve Employee Performance Management and Engagement Facilitated Breakout Session

Led by HHS, representatives from nine federal agencies conducted a first of its kind breakout session on June 25th to identify key agency-specific best practices that encompass the spirit of the President's Management Agenda. Nine agency best practices were presented and two, the **EPA Successful Leaders Program** and the **GSA Performance Management Portal and Supervisors Lounge**, have been selected for further evaluation. Two groups have begun a deeper dive analysis to determine if one, or both, are scalable to other agencies and/or able to be replicated and customized by frontline managers.

To support the retention of high-performing workers, OPM and OMB have issued spending guidelines for Individual Monetary Awards under **Agency Workforce Fund Plans**:

<https://www.chcoc.gov/content/guidance-awards-employees-and-agency-workforce-fund-plan>



Lighthouse Project Update: *Simple Performance Management with Real-Time Feedback*



- OPM has met with USAID, Dept of State, GSA, CFPB, NASA, and OPM's Human Resources Solutions (HRS) to complete a survey of systems and tools agencies use (or are planning to use) for their performance management. OPM is compiling performance requirements and best practices that can be shared with the agencies to help streamline agency efforts to improve their performance management.
- **Next Steps:** On target to deliver a Statement of Objectives (SOO) by end of FY 2019.

USDA Candidate Development Program (CDP)

USDA received approval for the first-of-its-kind, multi-agency CDP program focusing on the CIO/CISO profession. It was spearheaded by the CIO Council, with the support of GSA, and will be managed by USDA. The announcement for the first cohort closed in August, with 386 applications. Out of that there were 212 were qualified.

Selected applicants will participate in a four month Executive-level Developmental Assignment, complete at least 80 hours of training and have an SES mentor. At the end of the program, candidate portfolios will be reviewed by the CIO/CISO Executive Resources Board and their executive core qualifications can be submitted for Qualifications Review Board certification.





Highlights— Reskill and Redeploy Human Capital Resources

The **Robotic Process Automation (RPA) Federal Community of Practice (CoP)** has established 11 practice areas to help agencies better leverage RPA technology. The Human Resources, Culture and Communications practice area is led by Veronica Villalobos (OPM), A'ndrea Jones (HUD), and Marianne Ndekey (OPM).

The group's purpose is to:

- Guide agencies in managing the human resource impacts of RPA, including effectively re-skilling and re-deploying employees for higher value work that advances agencies missions and increases job satisfaction
- Educate employees on RPA and the value to the government and themselves.
- Introduce change management as a practice to create a structured approach to automation transition efforts.

The CoP is planning to publish an RPA Playbook including strategies for human capital and other practice areas in Fall 2019.

For more information about the CoP:

<https://www.gsa.gov/blog/2019/04/18/gsa-calls-on-federal-emerging-tech-leaders-to-form-rpa-community-of-practice>

In Part 1 of NSF's **Career Compass Challenge**, solvers were asked to submit a concept white paper describing a solution to the challenge of continuous workforce reskilling and the desire for increased mobility within and Federal agencies. Part 2 evaluated working prototypes. On August 30, 2019, the grand prize was awarded to Amy Huber, who developed an IT platform to help workers identify new roles in the workforce and necessary training to help make a career pivot.

For more information:

https://www.nsf.gov/news/news_summ.jsp?cntn_id=299124



Work-life programs are key to supporting the Federal workforce. However, measuring the value of work/life programs has been difficult for agencies. The **Work-Life Program Evaluation Guide** helps human resources professionals to use evidence-based strategies to decide how to adequately resource and implement work-life programs:

<https://www.chcoc.gov/content/work-life-program-evaluation-guide-evidence-based-strategies-capture-benefits-and-costs>





Lighthouse Project Update: *Simple and Strategic Hiring Pilot*



- The pilot featured Subject Matter Expert Qualification Assessments (SME-QA), a process where SMEs work with HR specialists to create qualification criteria based on the SMEs' determination of what is required to be successful in the job from day one. These SMEs then use these criteria to conduct resume review and phone interview assessments.
- The pilot has ended for both DOI and HHS. DOI initially sought to fill seven vacancies and made eleven selections upon receiving their certificates. HHS initially planned to fill ten vacancies and filled six upon receiving their certificates, with more to come.
- **Results:**
 - At DOI, 11 of the 25 qualified applicants have been selected. DOI will share their certificates throughout the agency for additional selections.
 - At HHS, 6 of the 36 qualified applicants have been selected. HR plans on circulating updated certificates with the qualified non-veteran applicants once they make an offer to the final qualified veteran.

OPM is responsible for the competitive examinations required for employment in the competitive service. However, most agencies have the delegated authority to perform this function and preserve and protect fair and open competition.

In June, OPM released an updated **Delegated Examining Operations Handbook** with guidance, options and specific operational procedures to help agencies ensure their programs comply with merit system laws and regulations:

<https://www.chcoc.gov/content/update-delegated-examining-operations-handbook>

This update includes new guidance on Hiring Process Options, Shared Certificates and veterans' preference.

A new comprehensive **Delegated Examining Certification Program** for all HR practitioners involved in delegated examining activities was also launched. More information can be found here:

<https://www.chcoc.gov/content/launch-revitalized-delegated-examining-certification-program>

To learn more about Improving Federal Hiring through the Use of Effective Assessment Strategies to Advance Mission Outcomes, this memo describes promising practices, actions for agencies and links to resources:

<https://www.chcoc.gov/content/improving-federal-hiring-through-use-effective-assessment-strategies-advance-mission>





High Impact Lighthouse Projects

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.



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 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: Q3/20*	On Track	
	All agencies ensure first-line supervisors possess critical leadership competencies within the first year of appointment, either through selection or development	Q2/20*	On Track	OPM, Agencies
	All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency	OPM Guidance: Q4/19	On Track	OPM, Agencies
		Agency Reporting: Q3/20**	On Track	
	Ensure that managers are appropriately trained on performance management and are provided with support to address performance and conduct issues	Q4/20*	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 Adjusted Deadline

** Indicates New Deliverable






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	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: Q3/19	Part 1 & 2: Complete	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



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	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	Q4/19*	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 Adjusted Deadline





Key Milestones – Continuous Learning

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	Complete	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



Key Performance Indicators

Metric	Frequency	FY 2018	Progress
FEVS – Employee Engagement Index	Annual	68%	+1% (FY17 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% (FY17 Baseline: 31%)
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%	-- (FY17 Baseline: 42%)
Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR	Annual	46%	-5% (FY17 Baseline: 51%)
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

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





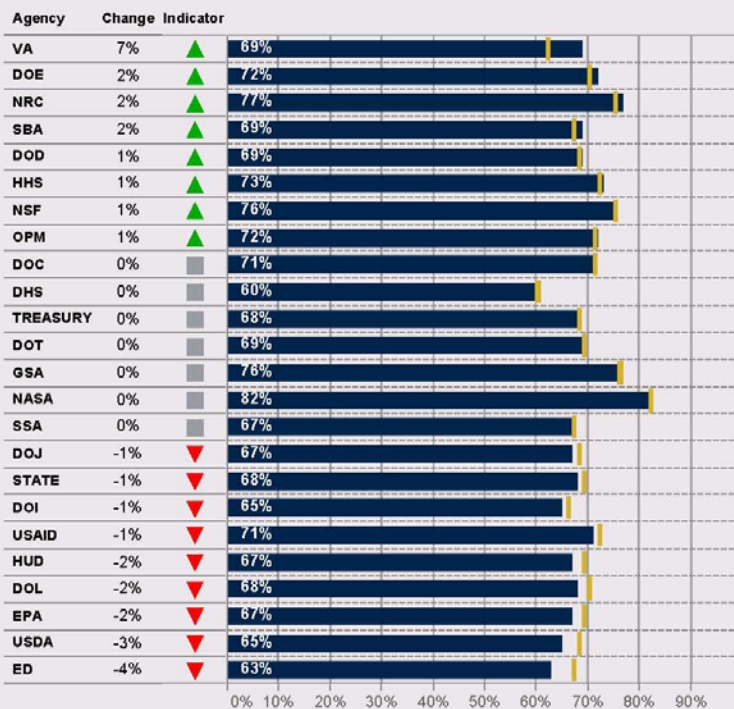
Improve Employee Performance Management and Engagement (2017-2018)

▲ 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.

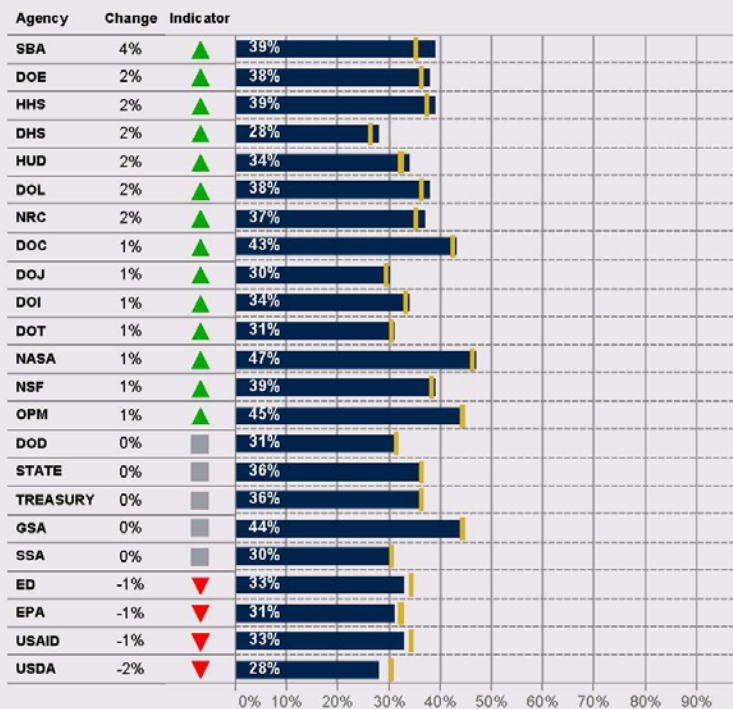


Government-Wide Average

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."



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.





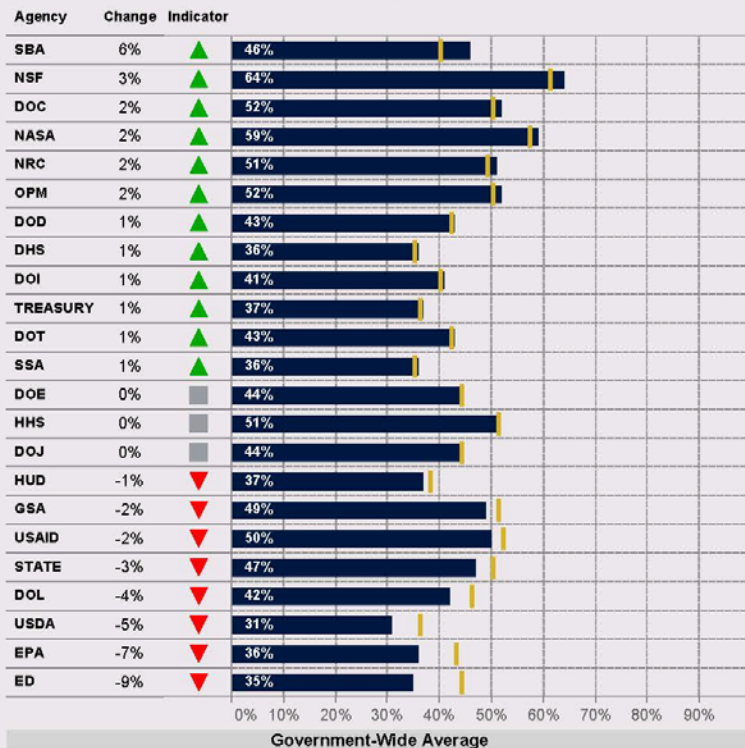
Simple and Strategic Hiring (2017-2018)

▲ 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."



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.

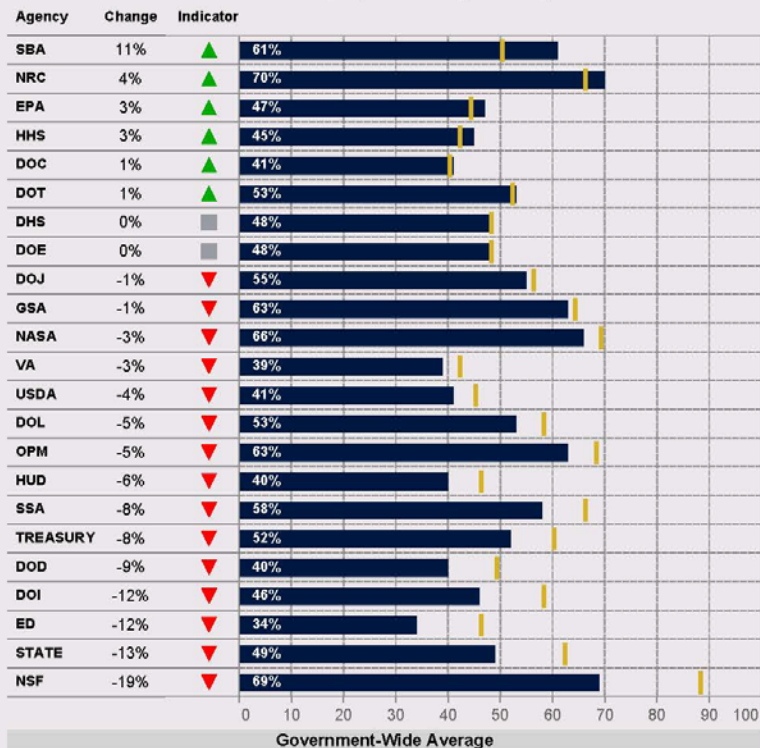
The Change in these graphs is calculated by subtracting the previous year's percentage value from the current year's percentage value.

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."



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:**

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	Mark Reinhold , Associate Director for Employee Services Veronica Villalobos , Principal Deputy Associate Director for Employee Services Laura Lynch , Deputy Associate Director, SES and Performance Management Tim Curry , Deputy Associate Director, Accountability & Workforce Relations Kimberly Holden , Deputy Associate Director, Talent Acquisition and Workforce Shaping Brenda Roberts , Deputy Associate Director, Pay and Leave Dianna Saxman , Deputy Associate Director, Federal Staffing Group, Human Resource Services
DoD	Anita Blair , Deputy Assistant Secretary of Defense for Civilian Personnel Policy Veronica Hinton , Principal Director, Civilian Personnel Policy
PMC & CHCO Council	Sara Ratcliff , Executive Director, CHCO Council
OMB/PPM	Dustin Brown , Deputy Associate Director for Management Kristy Daphnis , Personnel Team Lead Rob Seidner , Performance Manager, Federal Human Capital Policy Megan Dreher , Performance Manager, Federal Human Capital Policy Kim Tuminaro , White House Leadership Development Fellow
IRS	Juanita Wueller , Director, e-File Services