Workforce for the 21ˢᵗ Century

Goal Leaders

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

Dale Cabaniss, Director, Office of Personnel Management

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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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

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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.

Employee Engagement Webinar Series

OPM hosted three webinars to support agencies' efforts to improve organizational outcomes by deploying more effective employee engagement strategies.

During the webinars, attendees learned best practices and strategies on how to align Federal Employee Viewpoint Survey (FEVS) data to organizational outcomes, communicate FEVS results to leadership, and conduct practical long-term action planning. Over 900 participants joined these virtual sessions.

OPM will identify additional topics for the webinar series during the next data call for the 20/20/20 milestone.

Equip Federal managers to manage effectively through streamlined procedures

To support the maximization of employee performance management and engagement, OPM has issued guidance to agencies on streamlining and updating agency performance management and dismissal policies and procedures: https://www.chcoc.gov/content/maximization-employee-performance-management-and-engagement-streamlining-agency-performance

Department of Interior (DOI) launched *My DOI Career*
https://www.doi.gov/careers/

Vision: Leverage DOI and publicly available data to enable users to understand career progression opportunities within and across career paths, giving them a sense of what skills they would need to acquire in order to advance their career, and allowing them to access the data more readily (i.e. via a website).

Leveraged Learnings From:

NSF CAREER COMPASS CHALLENGE

PMF Cohort
Research on Federal Reskill/ Redeploy methods

PMF Cohort
Research on Career Path Data and Tools

PMF Cohort
Research on Federal Employee desired career info.

U.S. Department of the Interior
My DOI Career
Find Your Path   Explore Careers   Resources   Where We Are

Your Career Journey Just Got Brighter

Successes Include:
- Initial occupations featured on DOI.gov/careers account for 50% of the DOI incumbent workforce
- Positive feedback from workforce, supportive of plans to deploy information on additional occupations
- Positive feedback on "Find Your Path" feature, enabling employees to identify positions matching their strengths
- Leadership embracing a culture of employee portability, aimed at promoting a long and varied career
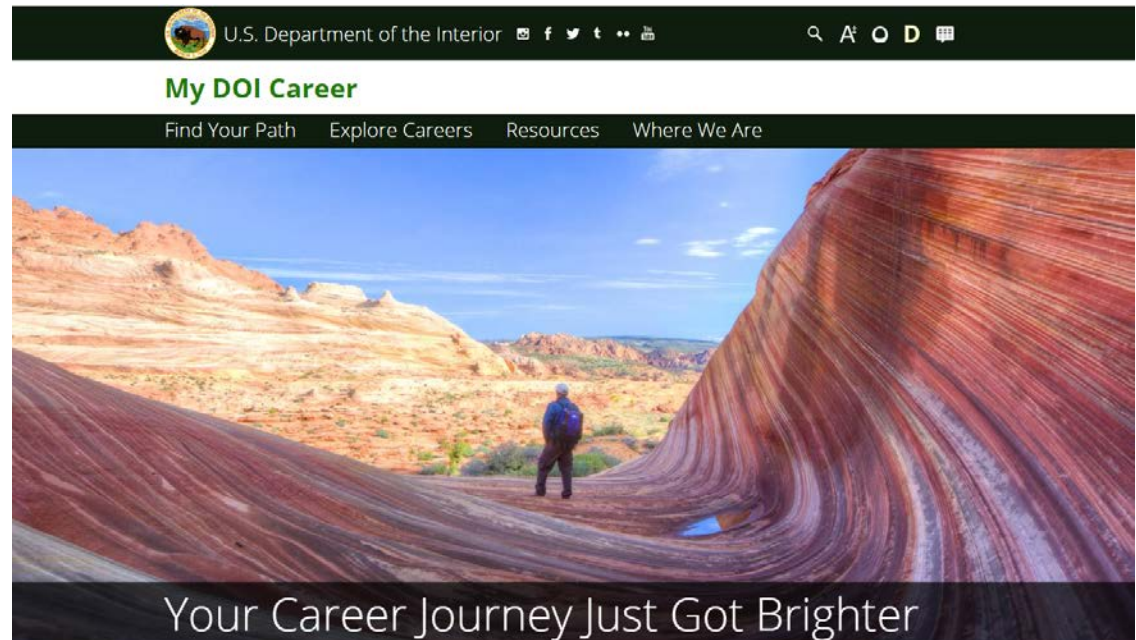
Lighthouse Project Update: *Simple and Strategic Hiring Pilot*
Subject Matter Expert – Qualification Assessments (SME-QA)

The U.S. Digital Service, OMB, and OPM are partnering to test and scale an assessment strategy within the competitive service where subject matter experts (SMEs) partner with HR specialists to create and conduct interview assessments before considering an applicant qualified and applying veterans' preference. After the completion of pilots at Department of Interior that resulted in 13 selections and Department of Health and Human Services that resulted in 7 selections, OPM included the SME-QA process as a promising practice in a government-wide CHCO memo issued on September 13th.

Since then, CAP funding has been dedicated toward scaling this process across the Federal government. USDS, OMB and OPM have conducted more than 20 roadshow presentations to interested agencies, and at least five of those are moving forward to pilot this assessment strategy. In addition, USDS and OPM are partnering to run a governmentwide hiring action using this process for Design Strategists. Ten SMEs have volunteered from 6 agencies for this governmentwide action, and all agencies will be able to make selections off the certificates. Finally, USDS is working with OPM to prototype and test technology to facilitate strong SME engagement in critical parts of this process.

Hiring and Pay Authorities and Flexibilities:

✓ OPM obtained approval from the President's Pay Agent to develop a proposed special occupational pay system for the economist series.

PRESIDENT'S MANAGEMENT AGENDA

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 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
Increase the link between pay and performance, and regularly reward high performers.	**Lighthouse Project - 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	Report: Q3/20	On Track	OPM, DOD
	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	Agency Reporting: Q3/20	On Track	OPM, Agencies
	Ensure that managers are appropriately trained on performance management and are provided with support to address performance and conduct issues	Q4/20	On Track	OPM, Agencies
	Lighthouse Project - 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	Q2/20	On Track	OPM, OMB
	Evaluate and test a pulse-based design concept for the Federal enterprise	Q4/20	Not Started	OPM, OMB

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	*New Milestone:* Launch an Agility training pilot for Federal leaders on the use of dynamic management approaches ready to keep pace with the speed of change and meet mission requirements in a complex operating environment.	Launch Pilot: Q4/20;	In Process	OPM
	Lighthouse Project - 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	**Lighthouse Project - Emerging Skills Program:** Rapidly scale the use of RPA governmentwide through a pilot RPA Upskilling program to prepare Federal employees to use automation to redesign approaches to work.	Q3/20	On Track	OPM, GSA, 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	*New Milestone:* 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

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	*New Milestone:* Evaluate QRB interview-like pilot and determine if this should be considered part of the current suite of QRB alternatives offered to all agencies.	Q3/20	On Track	OPM
	Offer additional Executive Assessment Alternatives	Q2/20	On Track	OPM
	Lighthouse Project - Hiring and Pay Authorities and Flexibilities: Propose administrative and regulatory changes, as required, to expand hiring and pay authorities	Q2/20	On Track	OPM
Improve the ability to differentiate applicants' qualifications, competencies, and experience, improve the applicant experience, and eliminate burdensome policies and procedures	**Lighthouse Project - Simple and Strategic Hiring Pilot Subject Matter Expert – Qualification Assessments (SME-QA):** 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	**Lighthouse Project - 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

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.	Q4/20	On Track	OPM
	Create a tool for managers and supervisors to access agency best practices on engagement, performance, reskilling, hiring and retention.	Q2/20	On Track	OPM/OMB/ Agencies

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 *"Currently, in my work unit poor performers usually:* *Remain in the work unit and improve their performance over time* *Remain in the work unit and continue to underperform* *Leave the work unit - removed or transferred* *Leave the work unit - quit* *There are no poor performers in my work unit*	Annual	FY19 Baseline: *See right column, FY 2019.*		*Currently, in my work unit poor performers usually:* *Remain in the work unit and improve their performance over time* **17%** *Remain in the work unit and continue to underperform* **56%** *Leave the work unit - removed or transferred* **8%** *Leave the work unit - quit* **2%** *There are no poor performers in my work unit* **17%**

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* *Cybersecurity (ongoing)* *STEM functional area: (or whichever ones you consider the governmentwide MCOs)*	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 year 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%	
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
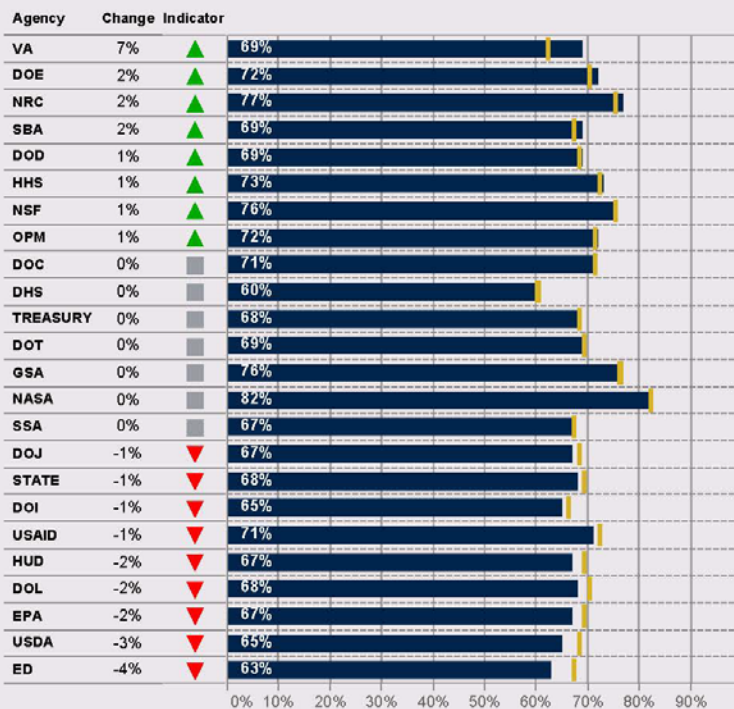
Key Performance Indicators

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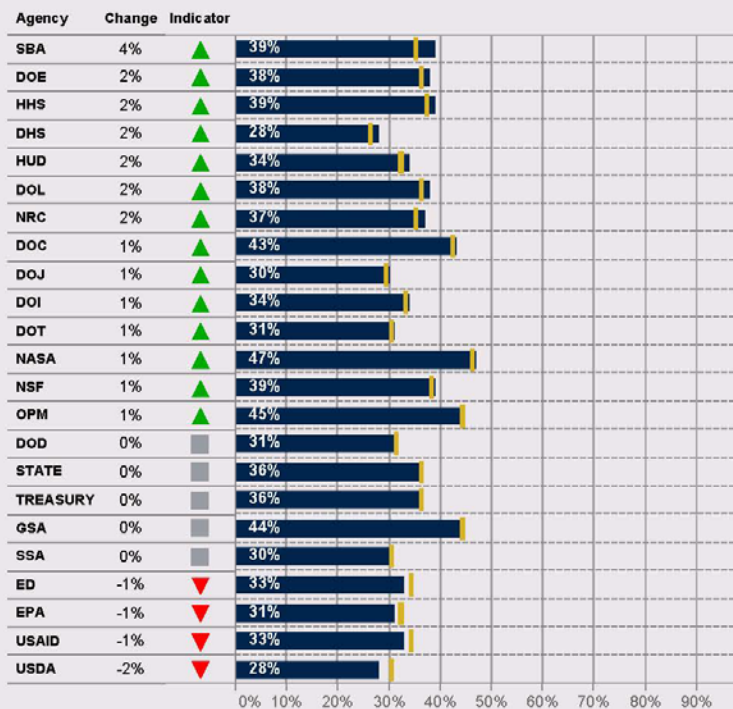
Agency	Change	Indicator	Value
VA	7%	▲	69%
DOE	2%	▲	72%
NRC	2%	▲	77%
SBA	2%	▲	69%
DOD	1%	▲	69%
HHS	1%	▲	73%
NSF	1%	▲	76%
OPM	1%	▲	72%
DOC	0%	■	71%
DHS	0%	■	60%
TREASURY	0%	■	68%
DOT	0%	■	69%
GSA	0%	■	76%
NASA	0%	■	82%
SSA	0%	■	67%
DOJ	-1%	▼	67%
STATE	-1%	▼	68%
DOI	-1%	▼	65%
USAID	-1%	▼	71%
HUD	-2%	▼	67%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

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

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%

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

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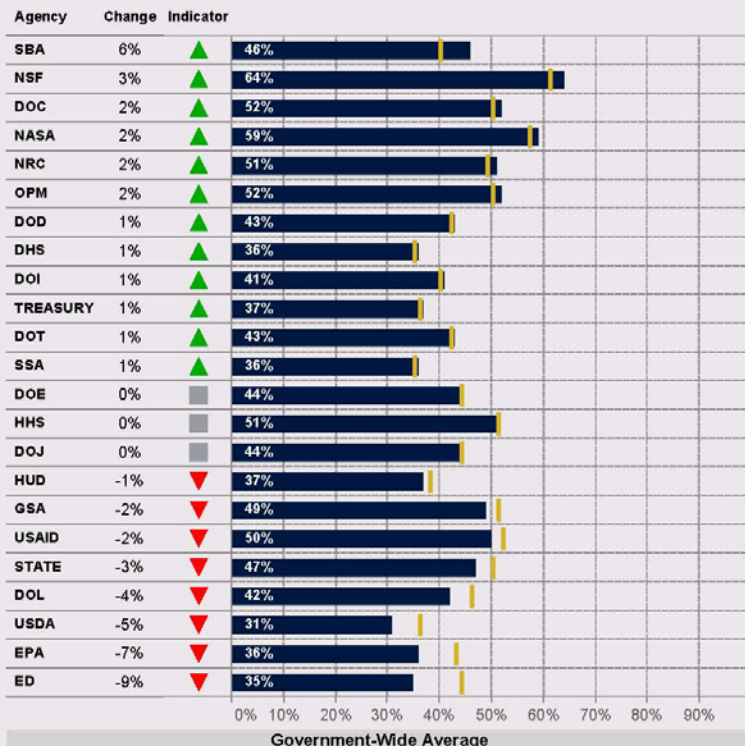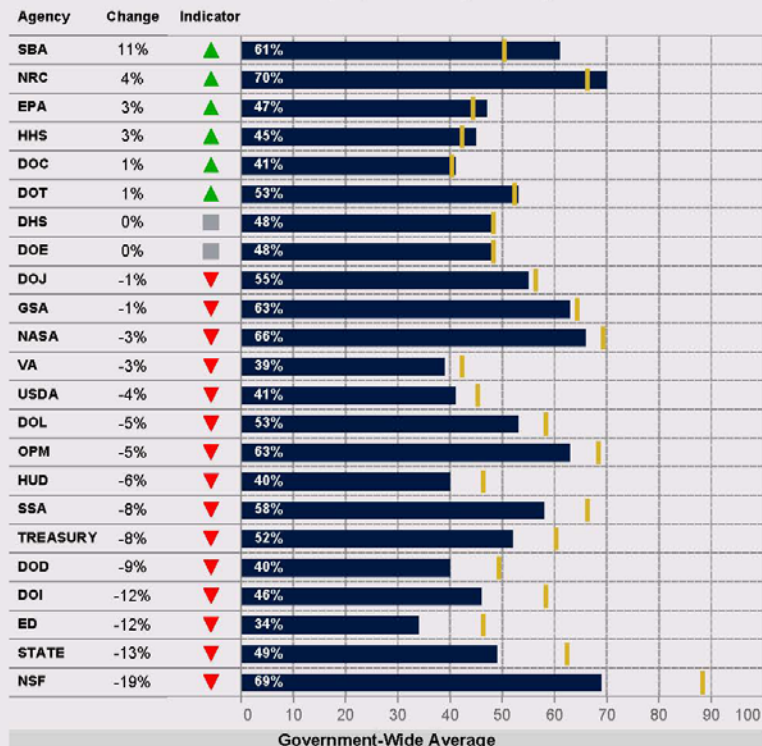
Satisfaction With Recruiting and Hiring
"I am satisfied with the quality of Recruiting and Hiring services."

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:

▪ **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

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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 　　**Sarah Smith**, White House Leadership Development Fellow
IRS	**Juanita Wueller**, Director, e-File Services