



## Workforce for the 21<sup>st</sup> 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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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**, Deputy Associate Commissioner, Office of Labor Management and Employee Relations, Social Security Administration

### 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:*

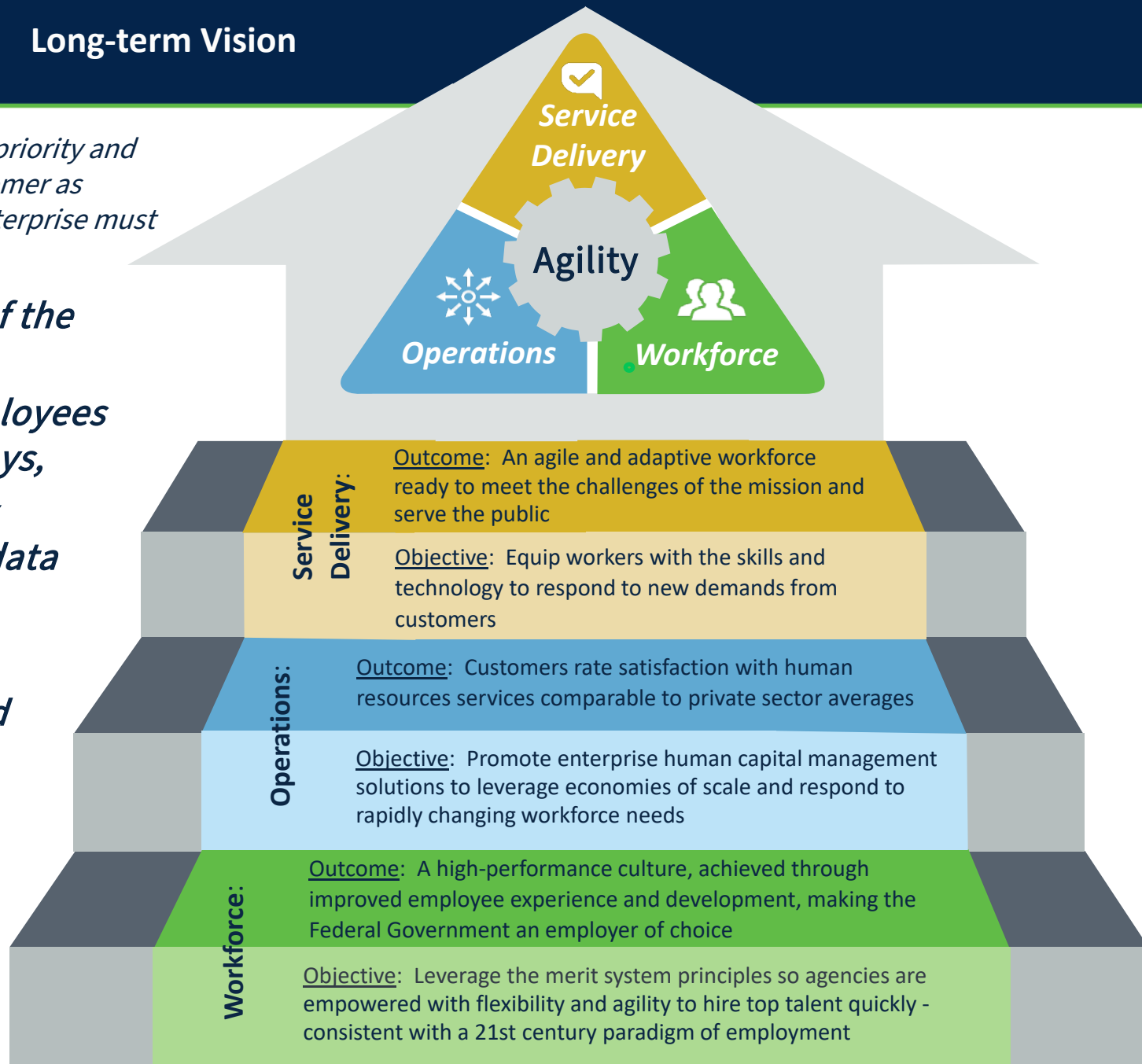
- Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding.
- Improve the ability to differentiate applicants' qualifications, competencies, and experience.
- Develop the capacity and skills of HR professionals to better serve customers.
- Add hiring process automation.
- Improve the applicant experience.
- Eliminate burdensome policies and procedures.



*“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





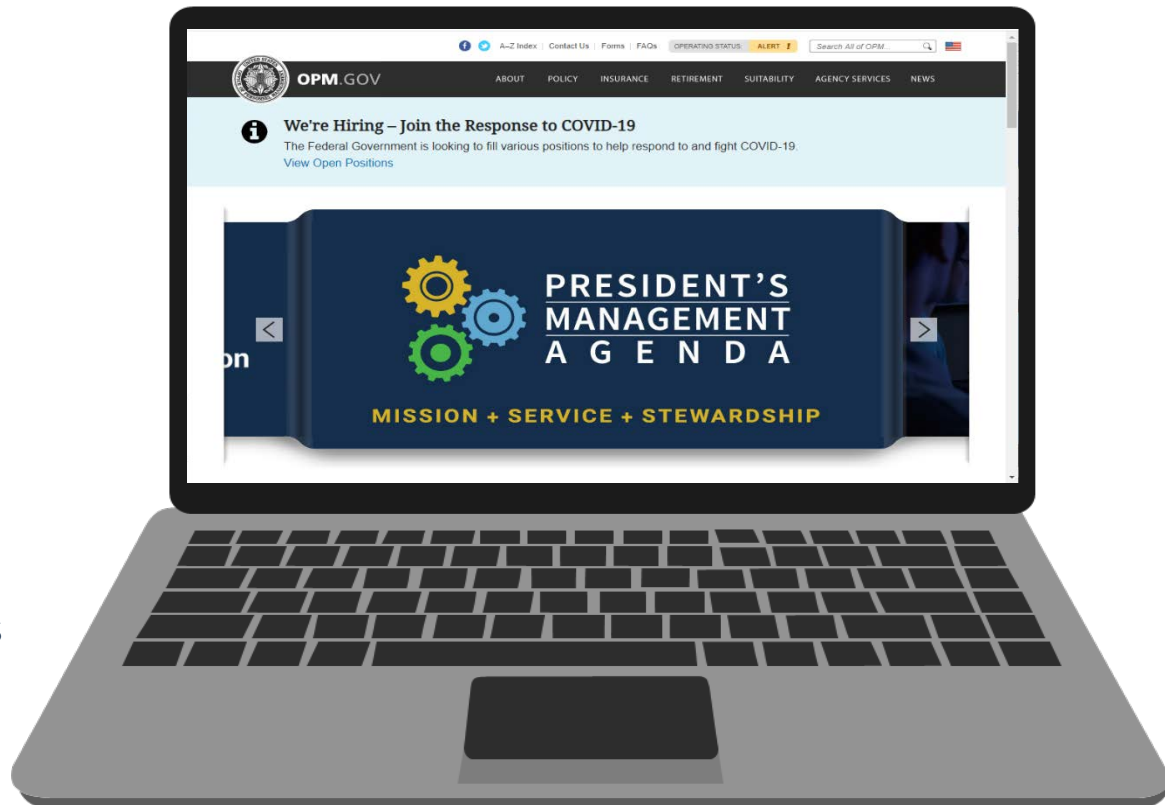
## Successful Workforce Practices Website Launch

The Improve Performance Management and Engagement subgoal committee launched a [Successful Workforce Practices page on OPM.gov](#) to connect the Federal human capital community to a [repository of agency-submitted successful practices on MAX.OMB.gov](#) (requires Federal login).

These ideas are provided to support managers and equip them to manage effectively with:

- Tools for Supervisors to develop employees, address poor performance and engage the workforce
- Training for Supervisors on critical leadership competencies

These successful practices are able to be replicated and customized by frontline managers and HR staff with minimal effort to meet the needs of their workforce.







## Internal Revenue Service (IRS) Reskilling Academy

The IRS Reskilling Academy is designed to assist IRS employees as submission processing facilities in Fresno, CA and Austin, TX close, and offer employees new opportunities as Customer Service Representatives and Tax Examiners in support of The Taxpayer First Act of 2019 which aims to expand and strengthen support to taxpayers.

*The Academy was designed through a cross-organizational collaboration:*  
Department of Treasury, IRS, Office of Personnel Management, National Treasury Employees Union, Office of Management and Budget

The first cohort of students completed the six-week training course on October 9, 2020. A second cohort began on October 19, 2020 with 53 students and was expanded to meet strong employee interest.

### *Goals for Pilot Participants:*

- Provide IRS employees with tools/opportunities for professional development
- Allow for an opportunity to redeploy to new positions within IRS
- Learn new skills and competencies to launch a new career path
- Remain engaged in the agency mission

How is the IRS Reskilling Academy Pilot administered?



Participants take a skills assessment  
Employees select a track based on interests and skills.



Instructor-led training (hybrid model during COVID)  
Employees emerge fully certified and qualified to enter into a full-time position in a new area of expertise.

Pilot Results....  
**24**

IRS Employees accepted offers as Customer Service Representatives or Tax Examiners





## Employee Accountability Issuances

Issued by OPM on September 25, 2019, [Maximization of Employee Performance Management and Engagement by Streamlining Agency Performance and Dismissal Policies and Procedures](#) requested agencies report to OPM during FY 2020 on completion of the following:

- Review whether agency policies create unnecessary barriers to addressing poor performance;
- Remove steps and procedures for addressing poor performance and misconduct that are not required by statute or Federal regulation that is currently in force; and
- Provide supervisors with rules and guidance regarding performance improvement plans (PIPs) pursuant to Chapter 43 of Title 5 United States Code and guidance that unacceptable performance can be address through Chapter 75 of Title 5 United States Code.

Due to COVID-19, agencies were provided additional time to advise OPM concerning completion of these requirements. Each CHCO Act agency has reported to OPM they have satisfied these requirements or are in the process of satisfying these requirements. To the extent there are any delays in removing steps and procedures from policies which are not required by statute or Federal regulation, the primary reason noted is the existence of collective bargaining agreements which will need to be renegotiated at future dates.

Other related OPM guidance related to addressing poor performance and misconduct:

- [Guidance on Progressive Discipline and Tables of Penalties](#)
- [Updated Guidance on Implementation of Executive Orders 13836, 13837, and 13839](#)
- [Executive Order 13839 Agency Data](#)
- [Executive Order 13839 Data Collection Requirement for Fiscal Years 2019 and 2020](#)
- [Final Rule – Probation on Initial Appointment to a Competitive Position, Performance Based Reduction in Grade and Removal Actions and Adverse Actions](#)





# Key Milestones – Improve Employee Performance Management and Engagement

## Key Milestones –

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: Q2/21	On Track	OPM, OMB, All Agencies
	OPM will provide agencies with best practices, guidance, training, and forums on providing a high-quality employee experience to improve performance and retention.*	Q4/21	On Track	OPM
Equip Federal managers to manage effectively through training, support, streamlined procedures and innovative tools	All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency.	Agency Reporting: Q1/21	Complete	OPM, Agencies
	Agencies ensure that all supervisors are appropriately trained on performance management and equipped to address performance and conduct issues.	Q4/21**	Delayed. Regulations and supporting guidance are expected to be issued in FY21.	OPM, Agencies
	OPM will provide guidance to support agencies' efforts to ensure supervisors develop critical leadership competencies within the first year of appointment, either through selection or development.*	Q4/21**	Delayed. Data collection from agencies put on hold due to COVID-19 Pandemic. Guidance on competency development is expected to be issued in FY21.	OPM
	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.	Q4/21	On Track	OPM, OMB

\*Milestone restated \*\*Milestone Due Date changed





## 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	Complete and Ongoing	OPM, CxO Councils, Agencies
	<i>New Milestone:</i> Launch the Competency Exploration Development and Readiness (CEDAR) assessment tool to identify competency and skills gaps for the closing skills gaps effort and expand use to assess agency-specific mission critical occupations (MCO) and to increase capabilities.	Q4/21	On Track	OPM
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	Complete	OPM, OMB, IRS
	Scaling reskilling options to target gaps in mission critical and emerging skills areas.	Q4/21	On Track	OPM, Agencies
	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	Complete	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	Complete	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	Evaluate the OPM QRB interview pilot to determine if this process should be offered to all agencies.	Q4/20	On Track	OPM
	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
	<i>New Milestone:</i> CAP Funding for FY21—Shared Certificate Prototype for Competitive DE Certificates. HHS will launch a new version of its Service Now platform to accommodate DE hiring actions for the first time and DOI will run a shared cert pilot to begin feeding this platform along with previous SMEQA hiring certificates.	Q4/21	On Track	OMB, USDS, 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 Subject Matter Expert – Qualification Assessments (SME-QA): Institutionalize findings to streamline the hiring process and use advanced assessments.	Q1/21	On Track	OPM, USDS
	Final implementation of updated Operations Manual, Delegated Examining Handbook, revised General Schedule qualification policy and assessment guidance in support of EO 13932.	Q1/21	On Track	OPM
	<i>New Milestone:</i> In support of EO 13932, expand USA Hire assessment instruments for additional occupations and grade levels.	Q4/21	On Track	OPM



## Key Performance Indicators

Metric	Frequency	Baseline (FY2017)	FY 2018	FY 2019	FY 2020
FEVS – Employee Engagement Index	Annual	67%	68%	68%	Not yet available
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"> <li><i>Remain in the work unit and improve their performance over time</i></li> <li><i>Remain in the work unit and continue to underperform</i></li> <li><i>Leave the work unit - removed or transferred</i></li> <li><i>Leave the work unit - quit</i></li> <li><i>There are no poor performers in my work unit</i></li> </ul>	Annual	FY19 Baseline: <i>See right column, FY 2019.</i>		<i>Currently, in my work unit poor performers usually:</i> <ul style="list-style-type: none"> <li><i>Remain in the work unit and improve their performance over time 17%</i></li> <li><i>Remain in the work unit and continue to underperform 56%</i></li> <li><i>Leave the work unit - removed or transferred 8%</i></li> <li><i>Leave the work unit - quit 2%</i></li> <li><i>There are no poor performers in my work unit 17%</i></li> </ul>	

Key:  Performance Management/Engagement  
 Redeploy/Reskilling  
 Simplified Hiring





## Key Performance Indicators

Metric	Frequency	Baseline (FY2017)	FY 2018	FY 2019	FY 2020
Reduction of skills gaps in targeted areas <i>(0110) Economist</i> <i>(0201) HR Specialist</i> <i>(0511) Auditor</i> <i>(1102) Acquisition</i>	Four year cycle	Economist (0110) - Reduction in Quit Rate Contributor – Pay <b>(60%)</b>  HR Specialist (0201) - Increase 201 series two-year retention rate <b>(70%)</b>  Auditor (0511) - Creation of Performance Auditor classification series (to be completed 4th Q 2020)  <i>Acquisition</i> (1102) - Monitor FAC-C Certification Rate <b>(89%)</b>	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%	Not yet available
Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR (Data Source: GSA)	Annual	51%	46%	47.8%	
Two-year new hire retention rate	Annual	Data will be available for FY20.			
Completion rate of HR Specialist Delegated Examining certification	Annual	Data will be available for FY20.			

Key:

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





# Key Performance Indicators

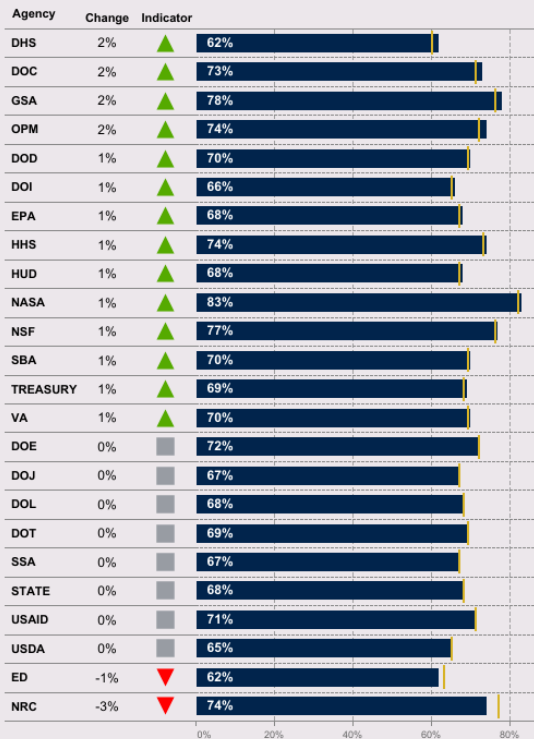
## Improve Employee Performance Management and Engagement (2018-2019)

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

2018 2019

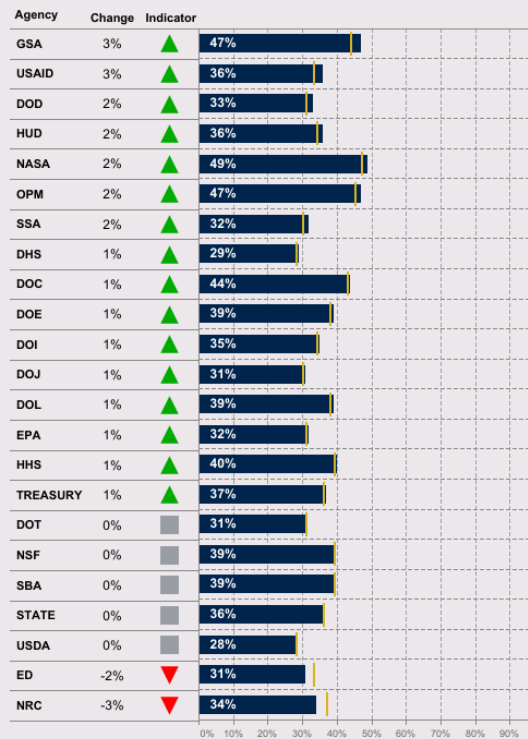
### Overall Employee Engagement Index\*

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

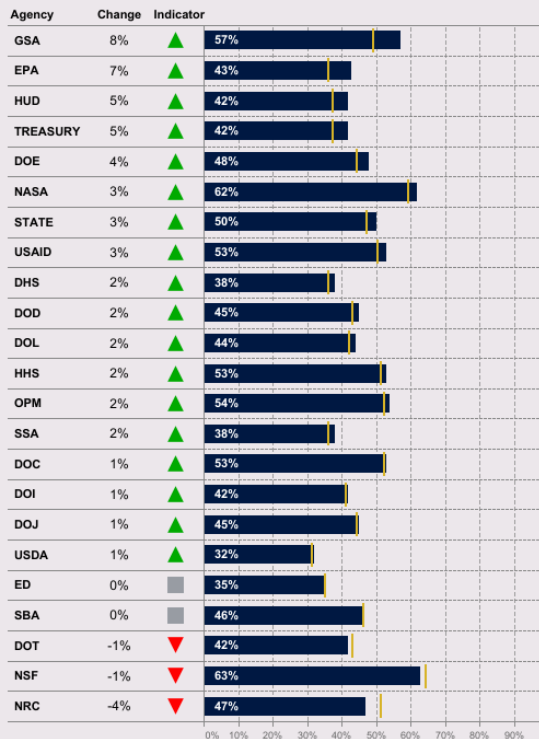
### Simple and Strategic Hiring (2018-2019)

▲ 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.

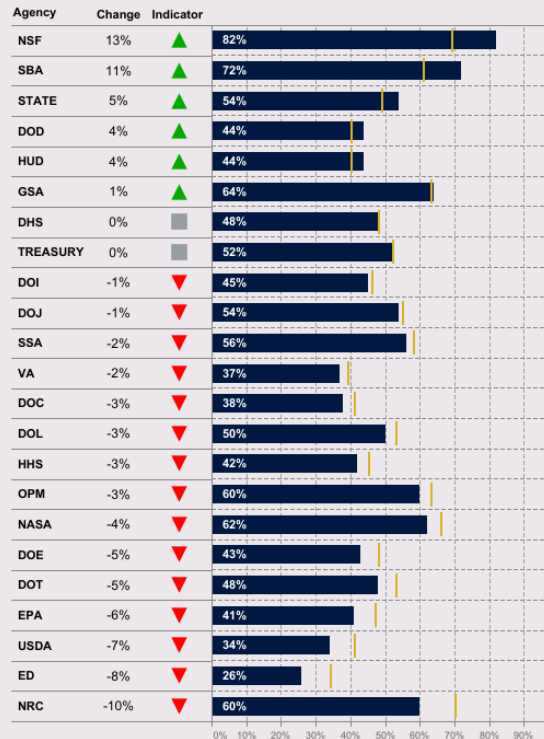
The Change in these graphs is calculated by subtracting the previous year's percentage value from the current year's percentage value.

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.





### 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><b>Dennis Dean Kirk, Esq.</b>, Associate Director for Employee Services <b>Carol Matheis</b>, Principal Deputy Associate Director for Employee Services <b>David LaCerte</b>, Deputy Associate Director, SES and Performance Management <b>Tim Curry</b>, Deputy Associate Director, Accountability &amp; 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 Solutions</p>
DoD	<p><b>Anita Blair</b>, Deputy Assistant Secretary of Defense for Civilian Personnel Policy <b>Veronica Hinton</b>, Principal Director, Civilian Personnel Policy</p>
PMC & CHCO Council	<p><b>John York</b>, Senior Advisor to the CHCO Council and Deputy Associate Director, Strategic Workforce Planning</p>
OMB/PPM	<p><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>Megan Dreher</b>, Performance Manager, Federal Human Capital Policy <b>Mary Eisenhauer</b>, White House Leadership Development Fellow</p>
IRS	<p><b>Juanita Wueller</b>, Director, e-File Services</p>

