



## 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

**September 2020**



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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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

**Camille Hoover**, Executive Officer,  
National Institute of Diabetes and  
Digestive and Kidney Diseases,  
National Institutes of Health

**Joseph Sullivan**, Director, Employee &  
Labor Relations Division, Housing and  
Urban Development

### Reskill & Redeploy Human Capital Resources

#### Subgoal Leaders:

**Scott Cameron**, Principal Deputy  
Assistant Secretary for Policy,  
Management and Budget,  
Department of the Interior

**Dorothy Aronson**, Chief  
Information Officer, National  
Science Foundation

### Simple & Strategic Hiring

#### Subgoal Leader:

**Angela Bailey**, Chief Human  
Capital Officer, Department of  
Homeland Security

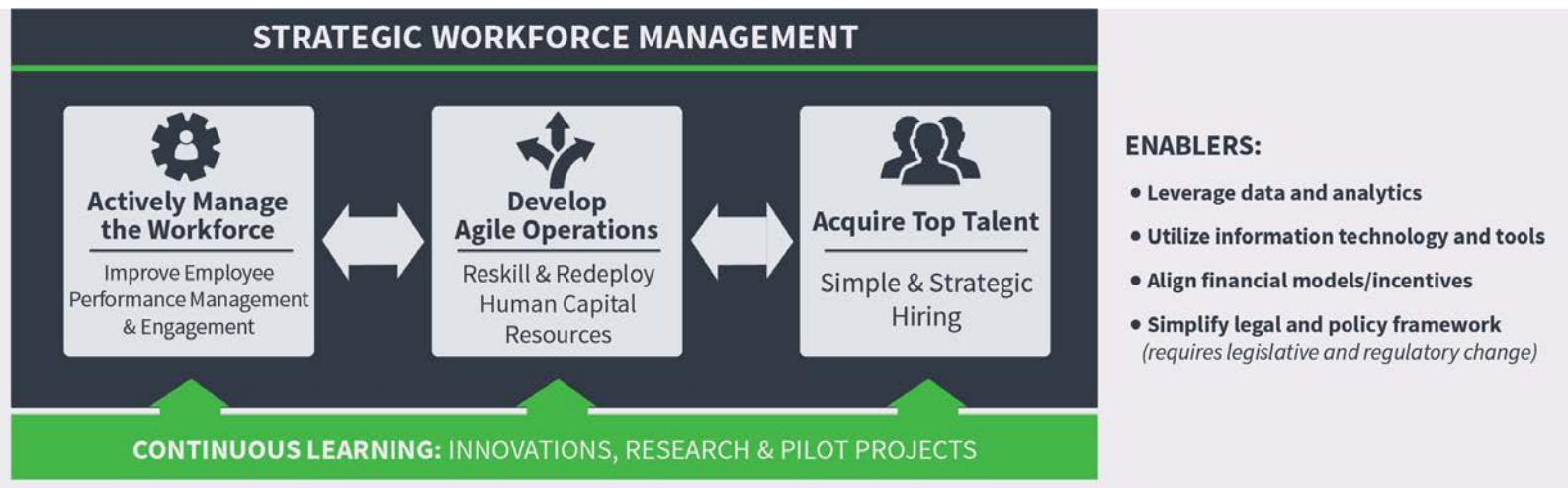


### The 21st Century Workforce Cross-Agency Priority Goal includes the following subgoals:

1. Improving employee performance management and engagement,
2. Reskilling and redeploying human capital resources, and
3. Enabling simple and strategic hiring practices.

In addition to the three primary subgoals, Goal Leaders will promote opportunities for continuous learning. This will allow agencies and the human capital community to integrate innovations, research, and results from pilot projects into practice.

The strategies and milestones outlined in this Goal Structure work within the existing administrative and legal framework, to complement broader policy changes the Administration may seek through legislative or regulatory change.





### Improve Employee Performance Management & Engagement

#### **Strategies:**

- Provide support to managers, equipping them to manage effectively.
- Streamline performance management and dismissal procedures.
- Increase the link between pay and performance, and regularly reward high performers.
- Strengthen organizational management practices and accountability for employee engagement.
- Focus intense employee engagement improvement efforts on the lowest-performing organizations, to reduce mission risk.

### Reskill & Redeploy Human Capital Resources

#### **Strategies:**

- Identify opportunities for automation, and increase the overall efficiency of the workforce.
- Invest in and develop the workforce based on identification of emerging and mission critical skills.
- Reskill and redeploy employees from lower value work activities to higher value work activities.
- Improve the ability of employees to design career paths in Federal service and for agencies to clarify career paths that would be most helpful to fulfill workforce planning needs.

### Simple & Strategic Hiring

#### **Strategies:**

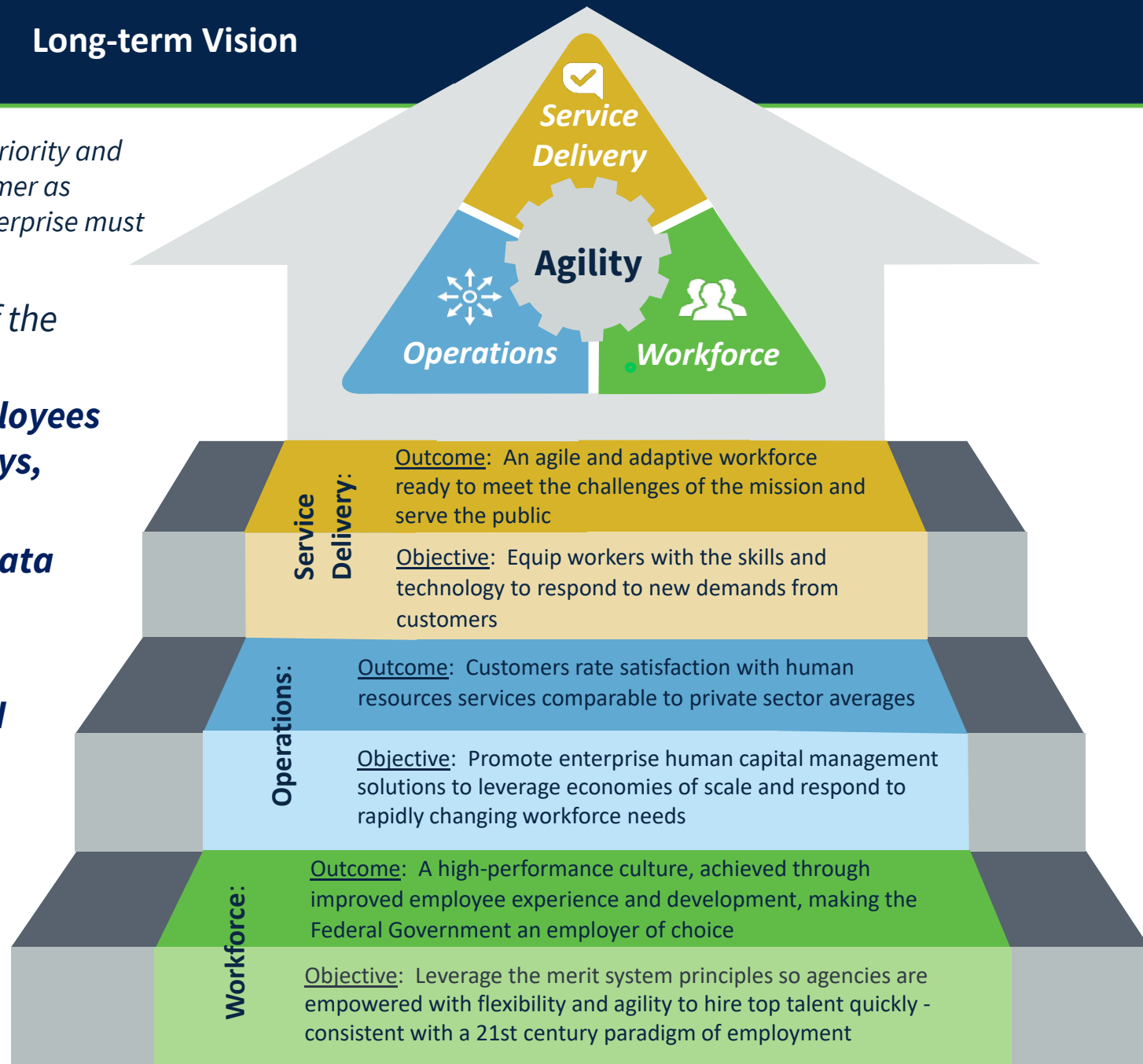
- Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding.
- Improve the ability to differentiate applicants' qualifications, competencies, and experience.
- Develop the capacity and skills of HR professionals to better serve customers.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



*“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*





In partnership with Federal agencies, including the Centers for Disease Control and Prevention, Federal Emergency Management Agency, Department of State, and Department of Labor, OPM developed new guidance, authorized new flexibilities, and revised procedures to provide Federal agencies and employees with the human capital information and options to surge capacity and maximize the use of telework in response to the Coronavirus Disease (COVID-19) pandemic.

Newly issued memoranda and fact sheets in support of the COVID-19 Response include:

- [Human Resources Flexibilities Available for Federal Employees Impacted by the 2019 Novel Coronavirus Guidance](#) (February 7, 2020)
- [Preliminary Guidance to Agencies during Coronavirus Disease 2019 \(COVID-19\)](#) (March 3, 2020) and [Additional Guidance for Coronavirus Disease 2019 \(COVID-19\)](#) (March 7, 2020)
- [On-boarding Processes for New Employees During the COVID-19 Emergency](#) (March 24, 2020)
- [Waiver of the Premium Pay Limitation and Aggregate Pay Limitation for Employees Working in Response to Coronavirus Disease 2019 \(COVID-19\)](#) (April 14, 2020)
- [Annual Leave and Other Paid Time Off Guidance](#) (June 18, 2020)
- [COVID-19 Excepted Service Hiring Authority](#) (March 27, 2020)
- [Options for Telework-Eligible Employees with Caregiving Responsibilities](#) (March 27, 2020)
- [Recruitment, Relocation, and Retention incentive waiver requests for COVID-19 pandemic health crisis](#) (April 3, 2020)
- [Federal Employee Coverage under the Leave Provisions of the Families First Coronavirus Response Act \(FFCRA\)](#) (April 7, 2020)
- [The Use of Flexible Work Schedules in Response to Coronavirus Disease 2019 \(COVID-19\)](#) (May 27, 2020)
- [The Use of a Maxiflex Work Schedule in Response to Coronavirus Disease 2019 \(COVID-19\)](#) (May 27, 2020)







## COVID-19 Surge Response Program

The COVID-19 Surge Response Program via [Open Opportunities](#) continues to provide Federal agencies with a centralized location where details, microdetails, and/or temporary rotational assignments can be posted for current Federal employees to assist with the COVID-19 Response.

As of August 2020, 657 Federal employees have applied to COVID-19 related Opportunities. Nine employees have been placed in details, eight employees are in the security and clearance process, and 100 have completed micro details.

Open Opportunities  
POWERED BY USAJOBS


Opportunities Internships

### COVID-19 Response Program

The Coronavirus Disease 2019 (COVID-19) Response community is for federal agencies to post details and temporary assignments so current federal employees, with applicable skills, have the opportunity to assist with the federal response to COVID-19.

For guidance related to federal HR flexibilities visit: <https://www.opm.gov/policy-data-oversight/covid-19/>.

What is Open Opportunities? 

 Keywords

Find opportunities by skill, career field, agency or series

Search

#### Health and Human Services

- 2 opportunities created
- 1 candidate placed

#### Health and Human Services/Health Resources and Services Administration

- 1 opportunity created
- 100 candidates placed (24-hour micro details)

#### Small Business Administration

- 3 opportunities created
- 4 candidates selected
- 2 candidates placed

#### Federal Emergency Management Agency

- 13 opportunities created
- 5 candidates selected
- 1 candidate placed

#### U.S. Department of Agriculture

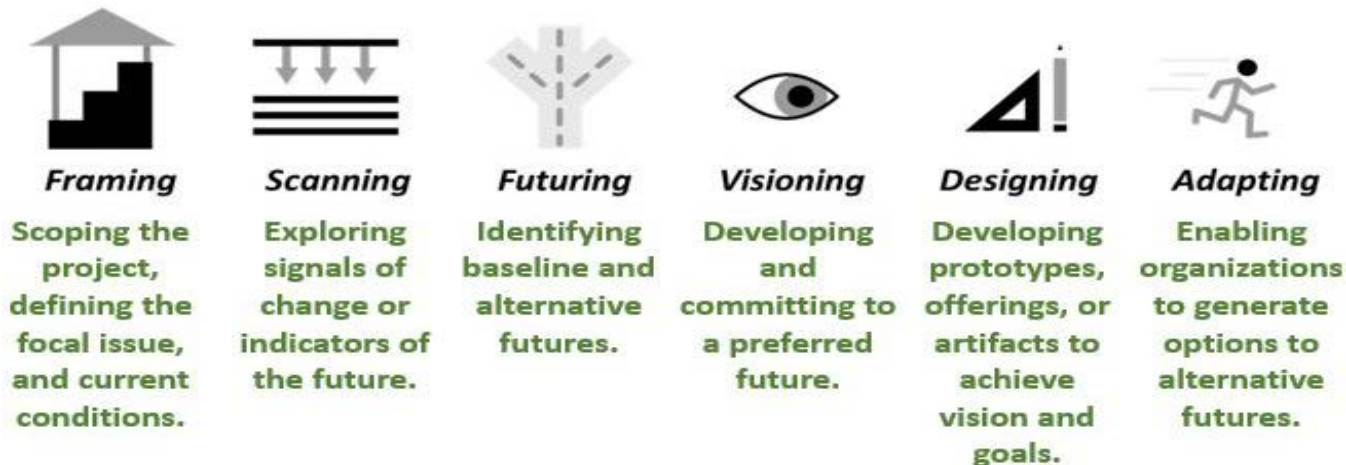
- 1 opportunity created
- 3 candidates placed





## 0340 Program Manager Emerging Skills Roadmap

The Reskill and Redeploy Human Capital Resources sub-goal workgroup and the OPM Future Foresight team kicked off the 0340 Program Manager Emerging Skills Roadmap initiative. OPM is leading this initiative to understand future scenarios, in order to identify skills and roles that will prepare the workforce to thrive in an uncertain and unpredictable environment. The 0340 foresight project is following the same foresight process used by the Chief Financial Officers Council Shape the Workforce Initiative:



In addition to addressing a critical function for agencies, this work aligns with Information Technology and the Program Management Improvement Accountability Act (PMIAA) efforts.

The team has completed exercises to frame the challenge and identify key implications in future workspace, digital transformation, future work models, future work, and future workforce needs. Six Federal agencies have been identified to participate in an environmental scan that began the week of August 17, 2020.



UPDATE

**My DOI Career** is a modern, engaging, first-of-its-kind in the Federal Government, award-winning website, where current and prospective employees can learn more about the opportunities across DOI's many bureaus and offices. This initiative supports the PMA CAP Goal 3 strategic outcome to "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."

In the third quarter of FY20, DOI delivered new functionality that harvests the power of workforce data to illuminate career paths and career bridges, based on real DOI employee movement within and across occupations. This new functionality exposes information career paths that illuminate growth patterns and succession pipelines. In addition, the My DOI Career "Find Your Path" quiz was enhanced to include education and experience as factors relevant to determining the gaps in pursuing an opportunity to reskill and redeploy.



### Modernizing and Reforming Assessments

On July 31, OPM issued [initial guidance](#) to agencies in support of the [Executive Order 13932 on Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates](#). Through collaboration with private sector stakeholders, OPM is sharing new assessment options with Federal agencies to change the way the government evaluates candidates.

#### Key Implementation Dates for EO 13932:

- August 26: OPM and OMB held a listening session with private sector employers
- October 26: OPM will issue final changes to General Schedule qualification guidance
- December 24: Final implementation of updated Operations Manual, Delegated Examining Handbook, revised General Schedule qualification policy and assessment guidance

### [Federal Cybersecurity Workforce Summit](#) and Workshop Series

On June 23, OPM partnered with the National Initiative for Cybersecurity Education for a half-day human capital summit, which kicked off a virtual workshop series on the following topics:

- July 21: Pay flexibilities
- August 11: Hiring flexibilities
- September 15: Candidate assessments
- October 1: Interpretive guidance for cybersecurity positions





# Key Milestones – Improve Employee Performance Management and Engagement

Strategic Outcomes	Near Term Milestones	Milestone Due Date	Milestone Status	Owner
Transform agency culture through employee engagement to achieve mission, reduce risk, accelerate high performance, and support employee retention	All major components/bureaus will identify its bottom 20% on the 2018 Employee Engagement Index and target a 20% improvement in those units by the end of 2020.	Results: Q2/21*	Delayed—FY20 EVS delayed due to COVID-19	OPM, OMB, All Agencies
	OPM will provide supervisors with best practices, guidance, training, and forums on employee experience, performance, continual learning and succession planning in support of talent management from entry to leadership level.	Q4/21	On Track	OPM
Increase the link between pay and performance, and regularly reward high performers	<b>Total Compensation Study:</b> Obtain market information and study the Federal Government's competitive posture in total compensation for civilian Federal employees, to include base pay, benefits, awards, and other relevant total reward elements.	Q2/20	Complete	OMB, OPM
Equip Federal managers to manage effectively through training, support, streamlined procedures and innovative tools	PMA Subgoal team will inventory and compile agency promising policies, practices and tools to promote effective and innovative performance management and leadership development strategies.	Report: Q3/20	Complete	Workgroup
	All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency.	Agency Reporting: Q1/21*	Delayed—Agency Deadline Extended due to COVID-19	OPM, Agencies
	Agencies ensure that all supervisors are appropriately trained on performance management and equipped to address performance and conduct issues, and new supervisors possess critical leadership competencies within the first year of appointment, either through selection or development.	Q4/20	On Track	OPM, Agencies
	<b>Simple Performance Management with Real-Time Feedback:</b> 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*	Delayed—Due to COVID-19	OPM, OMB

\*Revised milestone due date







## 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	<b>Reskilling Academies and Agency Pilots:</b> Coordinate reskilling academies and agency pilots to target gaps in mission critical and emerging skills areas and scale up reskilling options, and pilots including training leaders on the use of dynamic management approaches.	Q4/20	On Track	OPM, CxO Councils, Agencies
Invest in and develop the workforce based on identification of emerging and mission critical skills	<b>Emerging Skills Program:</b> Launch Pilot Emerging Skills Program to expose employees whose work is transforming due to automation to career path options for redeployment.	Q4/20	On Track	OPM, OMB, IRS
	Scaling reskilling options to target gaps in mission critical and emerging skills areas.	Q4/21*	On Track— Pending outcome of Emerging Skills Program	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	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

\*Revised milestone due date





## Key Milestones – Simple and Strategic Hiring

Strategic Outcome	Key Milestones	Milestone Due Date	Milestone Status	Owner
Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding	Evaluate the OPM QRB interview pilot to determine if this process should be offered to all agencies.	Q4/20	On Track	OPM
	Provide agencies with online assessments for executive qualifications screening, to be used in conjunction with traditional ECQ and competency assessments to more effectively distinguish between candidates.	Q2/20	Complete	OPM
	OPM and agencies will ensure the Human Resources (HR) staff are trained and certified to have the skill and capability to provide knowledgeable and timely service to managers and workers to support organizational human capital needs.	Q4/21	On Track	OPM, Agencies
Improve the ability to differentiate applicants' qualifications, competencies, and experience, improve the applicant experience, and eliminate burdensome policies and procedures	<b>Simple and Strategic Hiring Pilot Subject Matter Expert – Qualification Assessments (SME-QA):</b> Institutionalize findings to streamline the hiring process and use advanced assessments.	Q1/21	On Track	OPM, USDS
	<i>New Milestone:</i> 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



## 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 <b>17%</b> • Remain in the work unit and continue to underperform <b>56%</b> • Leave the work unit - removed or transferred <b>8%</b> • Leave the work unit - quit <b>2%</b> • There are no poor performers in my work unit <b>17%</b>	

**Key:**  Performance Mgt/Engagement  
 Redeploy/Reskilling  
 Simplified Hiring







## Key Performance Indicators

Metric	Frequency	Baseline (FY2017)	FY 2018	FY 2019
Reduction of skills gaps in targeted areas (0110) Economist (0201) HR Specialist (0511) Auditor (1102) Acquisition	Four year cycle	Economist (0110) - Reduction in Quit Rate Contributor – Pay <b>(60%)</b>  HR Specialist (0201) - Increase 201 series 2-year retention rate <b>(70%)</b>  Auditor (0511) - Creation of Performance Auditor classification series (to be completed 4th Q 2020)  Acquisition (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%
Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR (Data Source: GSA)	Annual	51%	46%	47.8%
2 year new hire retention rate	Annual	Data will be available for FY20.		
Completion rate of HR Specialist Delegated Examining certification	Annual	Data will be available for FY20.		

Key:

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





# Key Performance Indicators

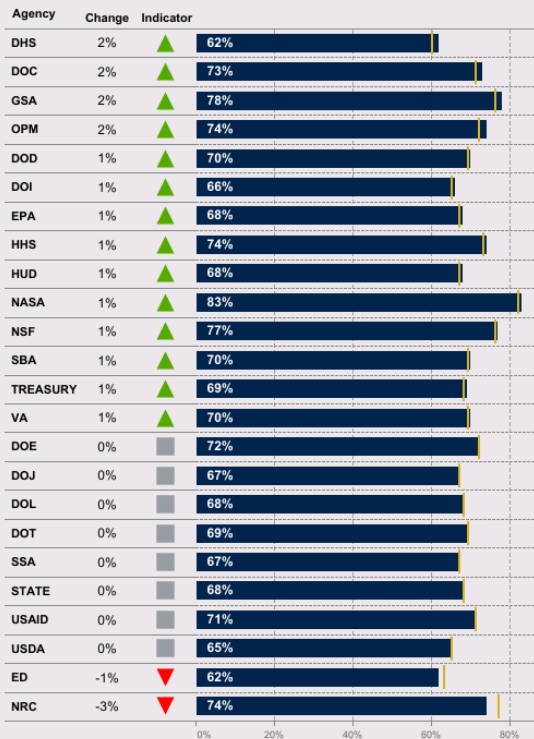
## Improve Employee Performance Management and Engagement (2018-2019)

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

2018 2019

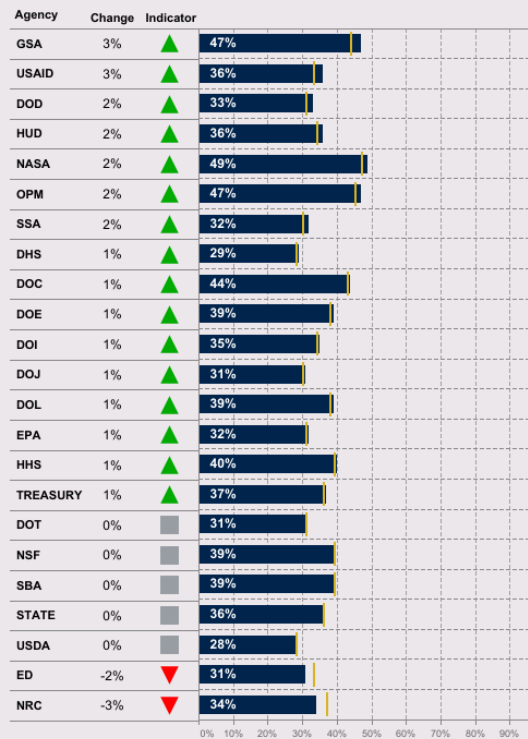
### Overall Employee Engagement Index\*

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

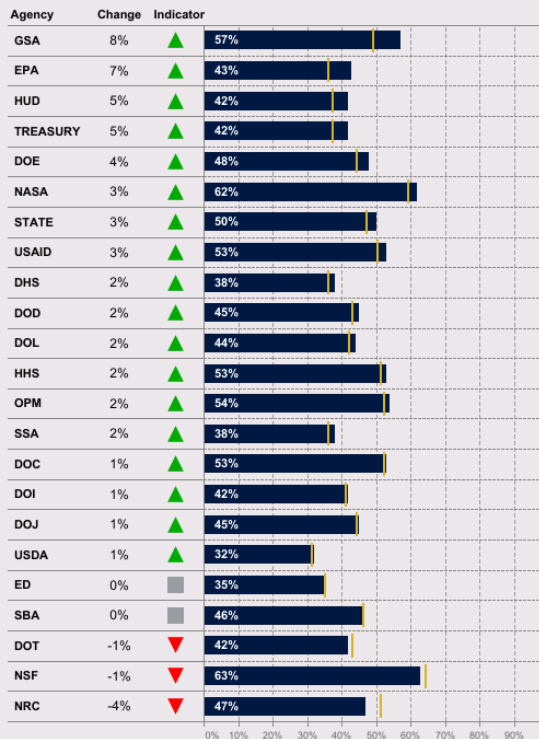
### Simple and Strategic Hiring (2018-2019)

▲ 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.

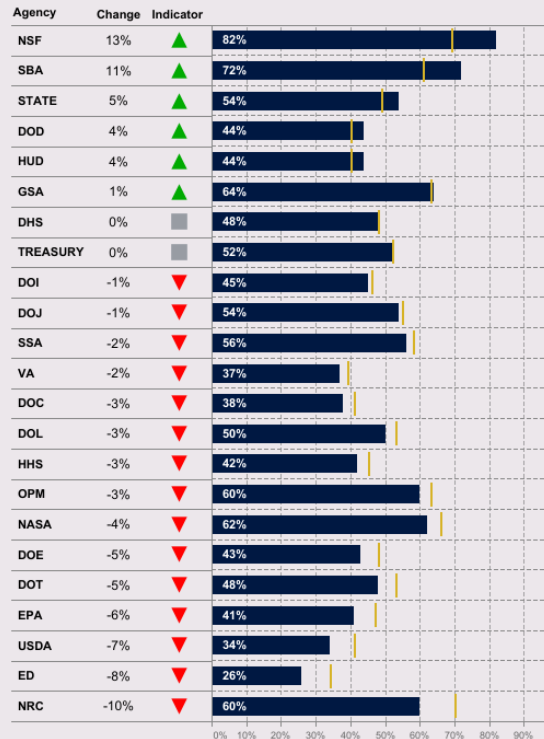
The Change in these graphs is calculated by subtracting the previous year's percentage value from the current year's percentage value.

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
<b>OPM</b>	<b>Dennis Dean Kirk, Esq.</b> , Associate Director for Employee Services <b>Veronica Villalobos</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 & 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
<b>DoD</b>	<b>Anita Blair</b> , Deputy Assistant Secretary of Defense for Civilian Personnel Policy <b>Veronica Hinton</b> , Principal Director, Civilian Personnel Policy
<b>PMC &amp; CHCO Council</b>	<b>John York</b> , Senior Advisor to the CHCO Council and Deputy Associate Director, Strategic Workforce Planning
<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>Megan Dreher</b> , Performance Manager, Federal Human Capital Policy <b>Sarah Smith</b> , White House Leadership Development Fellow
<b>IRS</b>	<b>Juanita Wueller</b> , Director, e-File Services

