



Agency Priority Goal | Action Plan | FY 22 – Q3

Develop Diversity, Equity, Inclusion & Accessibility (DEIA) dashboards

Goal Leader(s):

Ted Kaouk, Chief Data Officer

Deputy Goal Leader:

Natalie Veeney, Deputy Director, Office of Diversity, Equity, Inclusion, and Accessibility

Goal Overview

Goal statement

- **Improve data collection, use, and sharing to help agencies successfully implement DEIA-focused programs, practices, and policies that support improved equitable services through a more engaged workforce.** By September 30, 2023, create easy to use, insight-focused DEIA dashboards used by 75 percent of target agencies, and score an average 4/5 on a customer survey that tests decision-support effectiveness

Problem to Be Solved

- From the President's Executive Order on DEIA:
 - "As the Nation's largest employer, the Federal Government must be a model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect. Accordingly, the Federal Government must strengthen its ability to recruit, hire, develop, promote, and retain our Nation's talent and remove barriers to equal opportunity."
- Agency leaders and staff often lack data to support agency-specific barrier analyses, support decision-making and track progress over time, highlight key issues that need to be addressed based on what the data shows about particular agency characteristics, and provide recommendations on possible interventions.

Goal Overview

What Success Looks Like

- Success is threefold for this goal:
 - Agency uptake: 75 percent of target agencies leverage the dashboards created
 - Quality: 4/5 average survey score on dashboard decision support effectiveness
 - Long-term impact: measures to be developed in conjunction with implementation of DEIA Executive Order that measure positive change in an agency's outcome
- This supports:
 - OPM's strategic objective 1.1 - Achieve a Federal workforce that is reflective of the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.
 - OPM's strategic objective 4.3 - Expand the quality and use of OPM's Federal human capital data. By 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.

Goal target(s)

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

Please update this column each quarter.

Achievement statement Repeat the achievement statement from the goal statement on the previous slide		Key indicator(s) A "key performance indicator" measures progress toward a goal target	Quantify progress These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			Frequency When is there new data?
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
09/30/2023	Improve data collection, use, and sharing to help agencies successfully implement DEIA-focused programs, practices, and policies that support improved equitable services through a more engaged workforce. By September 30, 2023, create easy to use, insight-focused DEIA dashboards used by 75 percent of target agencies, and score an average 4/5 on a customer survey that tests decision-support effectiveness.	Percent of agencies using DEIA dashboards	75%	0%	0%^	Quarterly
		Average customer ratings on decision-support effectiveness	4	N/A	N/A†	Annually

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1="Yes, we achieved it", 0="No, not yet"

** As of 10/1/2021

^ Data for this key indicator is anticipated to be available in January 2023, and will be reported as part of the FY 2023 Q1 update.

† Data for this key indicator is reported annually and will be gathered in FY 2023. FY 2023 results will be reported as part of the FY 2023 Q4 update.

Goal Team

Organization	Goal team member	Title	Role
OPM – Office of Human Capital Data Management and Modernization (HCDMM)	Ted Kaouk	HCDMM Deputy and OPM Chief Data Officer	Goal Leader
OPM – Office of Diversity, Equity, Inclusion and Accessibility (ODEIA)	Natalie Veeney	Deputy Director – ODEIA	Deputy Goal Leader
OPM - HCDMM	David Padrino	Executive Director - HCDMM	OPM Strategic Goal 4 Owner
OPM – HCDMM	Akanksha Sharma	HCDMM Senior Advisor for Technology Transformation	Data Governance Board – Data Analytics Infrastructure Working Group Co-chair
OPM – ODEIA	Janice Underwood	Director – ODEIA	ODEIA Subject Matter Expert
OPM – ODEIA	Grace Chen	Program Analyst – ODEIA	ODEIA Subject Matter Expert
OPM – ODEIA	Laura Sepulveda Ramirez	ODEIA	ODEIA Subject Matter Expert
OPM – Office of the Chief Information Officer (OCIO)	Scott Knell	Chief Technology Officer	Data Governance Board – Data Analytics Infrastructure Working Group Co-chair
OPM – Human Resource Solutions (HRS)	Dianna Saxman and Caleb Judy	HRS Deputy Associate Director and Talent Acquisition Analytics Branch Manager	
OPM – Equal Employment Opportunity Office	LaShonne Woodland	OPM EEO Office Director	EEOC Subject Matter Expert

Goal Strategies

Context:

- The delivery of this goal benefits from the imperative, structure, and deliverables created by the DEIA Executive Order and the coordinating activities to implement it, in particular:
 - the Governmentwide DEIA Strategic Plan,
 - Agency Strategic Plans, and
 - regular agency reporting requirements.
- The APG team has overlapping membership with the OPM team engaged on the DEIA Initiative leadership team, supporting strong coordination.
- This APG is primarily project based (that is, delivery of a specific product), and the product is meant to contribute to positive outcomes which are delivered outside, but better enabled by, the product this APG will deliver.

Key Strategies

- Incorporate essential components of DEIA Executive Order into the planning, structure, and outcomes supported via the dashboard development
- Clearly define business requirements for an effective dashboard, including user input to understand both key decisions and activities supported and corresponding data needs
- Define and establish effective data governance and management process for long-term sustainability
- Build technology infrastructure, tools, and supports needed to drive ease of access and usability

Key indicators

Quarterly Measures	FY 22 Year-End Target	FY 23 Year-End Target
Percent of agencies using dashboards (cumulative)	-	75%
Average number of distinct users per agency viewing dashboards each month	-	25%

Annual Measures	FY 22 Target	FY 23 Target
Average customer ratings on decision-support effectiveness	-	4

Key milestones

Summary and recap of strategies:

- A. Incorporate DEIA EO components
- B. Clearly define business requirements
- C. Define effective data governance and management
- D. Build technology infrastructure, tools and supports

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
(A1) Publish Government-wide DEIA Strategic plan	Q1 FY 2022	Complete		This is an essential component of successful APG delivery, but was completed outside of APG team.
(A2) Publish agency guidance on strategic plans and reporting requirements	Q2 FY 2022	Complete		
(B1) Hold user sessions with agencies	Q2 FY 2022	Complete		
(B2) Establish user requirements in sync with EO implementation	Q2 FY 2022	Complete		OPM gathered initial requirements from users and intends to use an iterative process with agency SMEs for the remainder of the fiscal year.
(C1) Establish data governance approach	Q2 FY 2022	Complete		
(C2) Build data management model	Q2 FY 2022	Complete		
(D1) Build needed technology infrastructure within OPM	Q4 FY 2022	Delayed	Changed from On track to Delayed	Technology infrastructure build now scheduled to be complete by the end of Q1 FY 2023.
(D2) Pilot initial dashboard with agencies	Q1 FY 2023	Delayed	Changed from Not started to Delayed.	Dependent on completion of (D1).
(D3) Roll out dashboard to all target agencies	Q3 FY 2023	On Track	Changed from Not started to On Track.	

Narrative – FY 22 Q3

In Q3 FY 2022, OPM developed DEIA dashboard prototypes with key measures that respond to questions captured during initial ideation sessions with agency Chief Diversity Officers. OPM held additional ideation sessions with agency Chief Diversity Officers and subject matter experts to review the dashboard prototypes and to identify additional enhancements.

OPM continued to make progress establishing an interim analytics platform that will enable OPM to integrate and automate data from multiple sources, and to provide role-based, authenticated access to the dashboards in FY 2023.

Data accuracy & reliability

Measure: Percent of agencies using dashboards (cumulative)

Definition of Measure	<i>The cumulative number of target agencies with at least one agency view of the dashboards divided by the number of target agencies. Target agencies are those agencies identified by OPM in agreement with the agency as an appropriate customer for dashboards.</i>
Data Source	<i>Dashboard usage logs</i>
Data Verification and Validation	<i>OPM will spot check accuracy of dashboard usage logs through outreach to agencies, and will review for abnormal results (for example, no usage or usage numbers that seem high) that may indicate issues.</i>
Data Limitations	<i>There are no significant data limitations.</i>

Data accuracy & reliability

Measure: Average customer ratings on decision-support effectiveness

Definition of Measure	<i>The sum of response values on decision support effectiveness divided by the number of survey respondents.</i>
Data Source	<i>Decision support effectiveness survey</i>
Data Verification and Validation	<i>OPM will check survey responses to determine whether an appropriate number of agencies responded, review variances from past measurements, and where appropriate, conduct outreach to agencies. In addition, OPM will periodically hold one-on-one or focus group discussions to determine whether the survey is appropriately measuring effectiveness, and if improvements in the process or product can be made.</i>
Data Limitations	<i>There are no significant data limitations.</i>

Data accuracy & reliability

Measure: Average number of distinct users per agency viewing dashboards each month

Definition of Measure	<i>Number of distinct users viewing DEIA dashboards each month, divided by number of target agencies.</i>
Data Source	<i>Dashboard usage logs</i>
Data Verification and Validation	<i>OPM will spot check accuracy of dashboard usage logs through outreach to agencies, and will review for abnormal results (for example, no usage or usage numbers that seem high) that may indicate issues.</i>
Data Limitations	<i>There are no significant data limitations. OPM will consult with sample dashboard users based on usage trends to gain qualitative data on the usefulness of the dashboards and the reasons for dashboard trends at individual agencies.</i>

Additional information

Contributing Programs

President's Management Agenda

- Priority 1 – Strengthening and empowering the Federal workforce

Stakeholder / Congressional Consultations

- To help inform the identification and prioritization of strategic issues facing OPM in FY 2022-2026, the agency assessed its environment by conducting an environmental scan as well as internal and external stakeholder consultations.
- OPM:
 - reviewed and analyzed 132 publications, including reports, studies, and scholarly articles;
 - interviewed 30 internal stakeholders and 58 external stakeholders, representing 36 organizations, who provided their feedback on OPM's strengths, weaknesses, opportunities, and challenges;
 - conducted three focus groups – two with members of the Chief Human Capital Officers (CHCO) Council and one with representatives of OPM employee resource groups; and
 - administered an agency-wide survey to solicit employee ideas for strategies that OPM could employ to achieve its draft goals and objectives.