



Agency Priority Goal | Action Plan | FY 22 – Q3

Promote a data-driven hiring process

Goal Leader(s):

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Goal Overview

Goal statement

- **Drive a data-driven and best practices approach to recruitment, assessment, and hiring strategies that strengthens and supports diversity, equity, inclusion, and accessibility across the Federal Government.** By September 30, 2023, increase the percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts by 5 points.

Problem to Be Solved

- Many underserved communities remain under-represented in the Federal workforce, especially in positions of leadership. In June 2021, President Biden signed *Executive Order 14035 Diversity, Equity, Inclusion and Accessibility in the Federal Workforce*. The Order establishes a Government-wide initiative, led by OPM and OMB, to advance diversity, equity, inclusion, and accessibility in all parts of the Federal workforce.

What Success Looks Like

- Evaluating applicant flow data will enable agencies to assess potential barriers to access and advance employment opportunities.
- This supports OPM's strategic objective 1.1 - Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By FY 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 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.

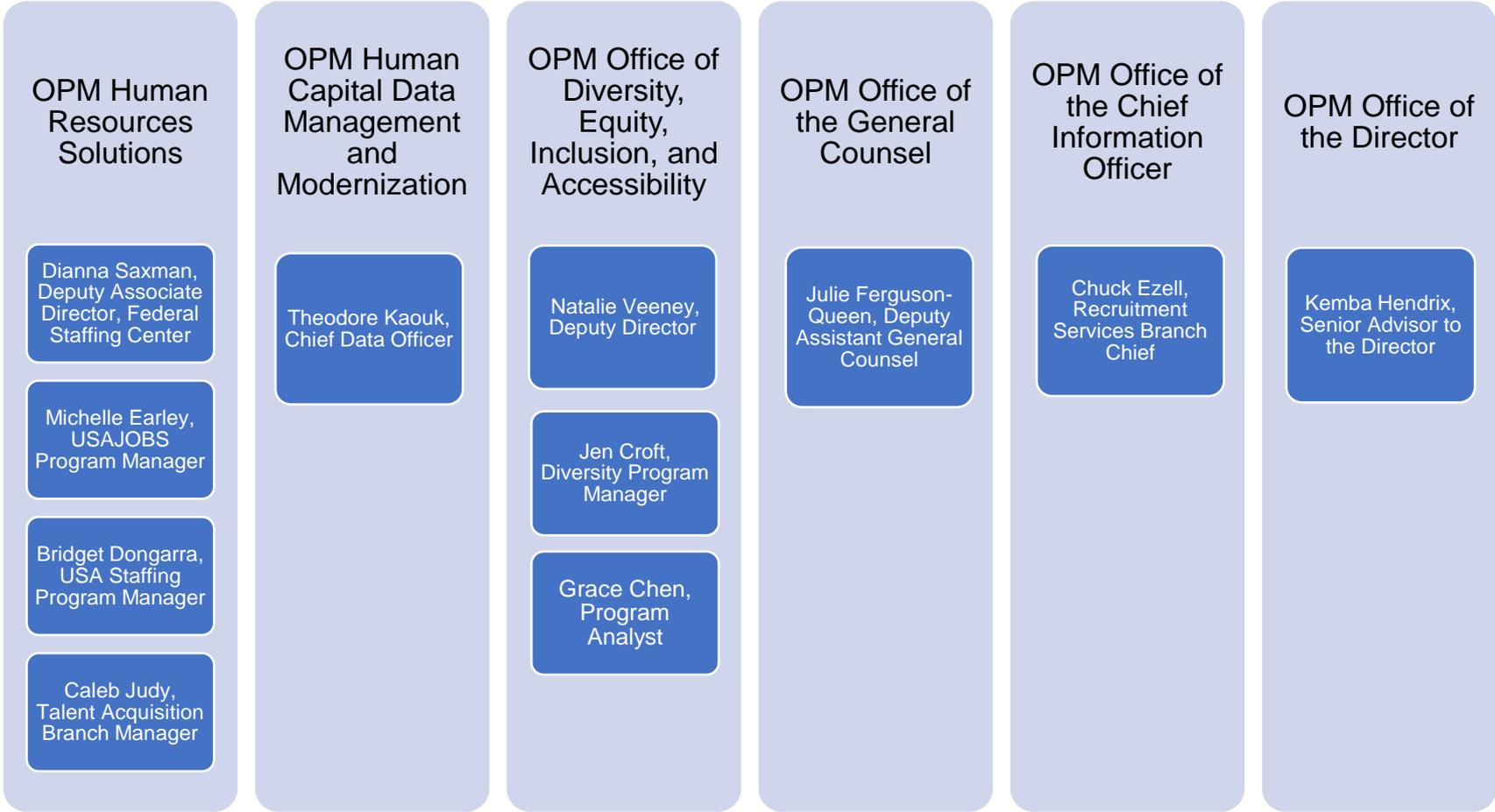
Achievement statement Repeat the achievement statement from the goal statement on the previous slide		Key indicator(s) A "key performance indicator" measures progress toward a goal target	Quantify progress These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			Frequency When is there new data?
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
09/30/2023	Increase the percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts by 5 points.	Percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts	Baseline + 5 percentage points	Establish Baseline	Establishing Baseline	Annually

- Annual data for this measure is collected through end of the fiscal year. FY 2022 baseline data will be available in Q1 FY 2023.

* 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

Goal Team



Agency partner: Equal Employment Opportunity Commission

Goal Strategies

OPM will pursue two broad strategies to achieve this Agency Priority Goal.

1. **Expand Federal agency access to post-audit Applicant Flow Data (AFD).** These actions will provide agencies with an easily accessible, comprehensive dataset that will enable more detailed analysis on barriers in the hiring process.
 - Redesign the USA Staffing AFD Data Warehouse to improve usability and include additional data items, including measurements of additional phases of the hiring process.
 - Develop a new Application Programming Interface to allow agencies to systematically retrieve bulk AFD for their organizations.
 - Implement a new reporting tool to enable more interactive reports and dashboards to ease agency burden in post-audit AFD analysis.
 - Provide reports to agencies on their announcements with unaudited certificates so they can take action, such as closing out the hiring process and auditing the outstanding certificates, to enable OPM to release any additional AFD to the relevant agencies.
 - Explore changes to the USAJOBS user experience to increase the number of applicants who voluntarily choose to provide their demographic information.
 - Develop guidance for how to provide post-audit summarized AFD to agency leadership and managers/supervisors to inform efforts to mitigate barriers in the hiring process for future recruitment efforts.
 - Collaborate with EEOC to seek modifications to the AFD collection form to include additional data items in response to recent Executive Orders and adhere to Diversity, Equity, Inclusion, and Accessibility best practices, including adding sexual orientation and gender identity, intersex, and Middle East and North Africa categories.

Goal Strategies

2. **Strengthen the capacity of Federal agencies to analyze, interpret, and use anonymized, post-audit AFD.** These actions will help agencies build the knowledge and skills to more effectively analyze and use anonymized, post-audit AFD.
- Survey AFD analysts and others expected to routinely use the data to gather information on skills and training needs.
 - Develop position descriptions, job announcement content, competency models, and other hiring artifacts to provide agencies with tools to recruit and select analysts with the skills and background to effectively analyze their hiring processes, using, among other data sources, anonymized, post-audit AFD.
 - Collaborate with EEOC to develop new training resources and analytical tools to better prepare agency analysts to use anonymized, post-audit AFD as one of the data sources for barrier analyses.
 - Facilitate an AFD analyst community across Government to share ideas and information on how to effectively access and use anonymized, post-audit AFD.

Key indicators

Quarterly Measures	Q1 FY 20	Q2 FY 20	Q3 FY 20	Q4 FY 20	Q1 FY 21	Q2 FY 21	Q3 FY 21	Q4 FY 21	Q1 FY 22	Q2 FY 22	Q3 FY 22	FY 22 Year-End Target	FY 23 Year-End Target
Percent of applicants who have demographic data included	71.9%	74.5%	74.5%	74.9%	74.2%	72.9%	72.1%	70.4%	71.2%	75.0%	75.7%	72%	75%
Percent of announcements with unaudited certificates	17.4%	17.4%	17.4%	17.7%	17.5%	17.9%	20.0%	22.6%	22.7%	-*	-*	15%	10%

*Six-month data lag

Annual Measures	FY 20	FY 21	FY 22 Target	FY 23 Target
Percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts	-	-	Establish Baseline	Baseline + 5 percentage points
Percent of AFD analysts who report that they have the knowledge and tools to do their job	-	-	Establish Baseline	Baseline + 5 percentage points

Key milestones

Strategy 1: Expand Federal agency access to post-audit AFD. These actions will provide agencies with an easily accessible, comprehensive dataset that will enable more detailed analysis on barriers in the hiring process.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Launch of new AFD data warehouse	Q3, FY 2022	Complete	On Track to Complete	OPM	Deployed the new AFD data warehouse in May 2022.
Introduction of Tentative Offer, Official Offer, and Entry on Duty Dates to AFD	Q3, FY 2022	Complete	On Track to Complete	OPM	Deployed with the new AFD data warehouse.
Launch of AFD Application Programming Interface	Q4, FY 2022	On-Track		OPM	In development.
Launch of new reporting capability	Q4, FY 2022	On-Track		OPM	In development.
Develop guidance and resources for making post-audit summary AFD available to hiring managers in agencies	Q4, FY 2022	On-Track		OPM	In development.
Evaluate and implement (if needed) changes to the USAJOBS applicant experience to increase the percentage of applicants who voluntarily choose to provide their demographic information	Q4, FY 2023	Complete	On Track to Complete	OPM	After successful split (A/B) testing of an improved user experience for AFD collection, OPM implemented changes on the USAJOBS site. During testing in June 2022, OPM found that applicants using the improved user experience were 21-percentage points more likely to participate in voluntary identification of demographic information – from 68 to 89 percent.
Include new demographic response options (for example Sexual Orientation and Gender Identity) in the AFD collection form	Q4, FY 2023	On-Track		OPM	In development.

Key milestones

Strategy 2: Strengthen the capacity of Federal agencies to analyze, interpret, and use anonymized, post-audit AFD. These actions will help agencies build the knowledge and skills to more effectively analyze and use anonymized, post-audit AFD.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Deploy a new survey for the Federal Diversity, Equity, Inclusion, and Accessibility community, including AFD analysts	Q3, FY 2022	Delayed	On Track to Delayed	EEOC, OPM	OPM determined that adding questions to the existing CHCO Hiring Manager Survey to measure the use of Applicant Flow Data by hiring managers was a better strategy for collecting the data. OPM will work with EEOC to explore the need for a new survey for the Federal DEIA community, which includes AFD analysts
Develop recruitment, hiring, and training resources to provide agencies with tools to recruit, hire, and develop analysts to effectively analyze hiring processes from a DEIA perspective	Q4, FY 2023	On-Track		EEOC, OPM	Not yet started

Narrative – FY 22 Q3

In May 2022, OPM deployed the new Applicant Flow Data Warehouse. The new data warehouse includes new hiring milestones (tentative offer, official offer, and entry on duty) as well as additional attributes requested by agencies to aid in analysis, including assessment type and recruitment source.

OPM also made a critical change in the USAJOBS applicant user experience to promote increases in the percentage of applicants who provide their demographic information during the application process. This information forms the basis for Applicant Flow Data, and in recent years, the percentage of applicants who have voluntarily provided demographic information has steadily decreased, likely due to a separate change to the USAJOBS site. In June 2022, OPM ran split (A/B) testing of an improved user experience for Applicant Flow Data collection. The agency's findings suggest that the changes in the user experience were likely highly significant – 89 percent of users provided their demographic information through the improved experience, compared to 68 percent using the existing site. In July, OPM fully implemented these changes to USAJOBS, and the agency will continue to monitor response rates to determine if additional changes are needed.

Data accuracy & reliability

Measure: Percent of applicants that have demographic data included

Definition of Measure	<p><i>The number of applications submitted where the user both volunteered to provide demographic information and had demographic data filled out in their USAJOBS profile, divided by the count of total applications submitted in that same timeframe.</i></p> <p><i>Users: Visitors to the USAJOBS.gov website.</i></p> <p><i>Application Submission: The submission of job application information from a User's USAJOBS profile to an Agency Selected Talent Acquisition System where the application is completed.</i></p>
Data Source	<p><i>USAJOBS Core Databases</i></p>
Data Verification and Validation	<p><i>Users verify data when submitted to system. Profile and application data are checked for consistency and correctness when being reported.</i></p> <p><i>Users verify data when submitted to system. Profile and application data are checked for consistency and correctness when being reported.</i></p>
Data Limitations	<p><i>Data is self-reported by users who voluntarily submit demographic information in their profiles and job application submissions. USAJOBS cannot confirm the accuracy of what is reported by users.</i></p>

Data accuracy & reliability

Measure: Percent of announcements with unaudited certificates

Definition of Measure	<i>The number of non-cancelled announcements closed during the reporting where at least one certificate is unaudited, divided by the number of non-cancelled announcements closed during the reporting period. Includes announcements closed for at least six months, to allow for the completion of hiring processes.</i>
Data Source	<i>USA Staffing</i>
Data Verification and Validation	<i>OPM verifies AFD through the data development process. OPM develops data tables iteratively and tests (through developer code reviews, functional testing by analysts, and final verification from the Product Owner) to verify records match applicant responses in USAJOBS. USA Staffing also receives direct feedback from HR users and responds quickly to any data loading or transformation errors. USA Staffing is a direct measurement of the hiring process and reflects HR users' actions in the system.</i>
Data Limitations	<i>USA Staffing data only covers agencies that use USA Staffing as their Talent Acquisition System.</i>

Data accuracy & reliability

Measure: Percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts

Definition of Measure	<i>The number of hiring managers who agree that they have received applicant flow data trends for their previous recruitment efforts, divided by the number of respondents to survey item.</i>
Data Source	<i>CHCO Manager Satisfaction Survey</i>
Data Verification and Validation	<p><i>The vendor that administers the Hiring Manager Satisfaction Survey provides quarterly verification of data completeness and accuracy. As part of the verification process, responses to the survey items are checked for appropriate and accurate coding, including no out of range responses and responses corresponded with survey skip patterns.</i></p> <p><i>The vendor's team of industrial and organizational psychologists assist in the creation, development, and monitoring of the survey process. The survey, including individual questions, has been vetted and approved by subject matter experts and the CHCO Council.</i></p>
Data Limitations	<i>Data and results are based upon the responses from those who voluntarily complete the survey and who self-identify as having participated in the hiring process. These responses provide a portrayal of their perceptions and experiences regarding the timeliness of services and quality of applicants received. However, the number of service recipients is currently unknown as not every hiring manager completes the survey. To promote use of the survey, USAStaffing, which 75 percent of Federal agencies use as their Talent Acquisition System, automates the survey process while OPM works with the other Talent Acquisition Systems used by 25 percent of Federal agencies to further automate the survey process. Because three agencies represent almost 70 percent of responses, they have a disproportionate impact on the overall results of the Hiring Quality and Timeliness Index.</i>

Data accuracy & reliability

Measure: Percent of AFD analysts who report that they have the knowledge and tools to do their job

Definition of Measure	<i>The number of Applicant Flow Data analysts who report that they have the knowledge and tools to do their job, divided by the number of Applicant flow Data analysts.</i>
Data Source	<i>New OPM-EEOC survey to be launched in FY 2022</i>
Data Verification and Validation	<i>To be determined</i>
Data Limitations	<i>To be determined</i>

Additional information

Contributing Programs

Organizations:

- EEOC – agency partner

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.