



Agency Priority Goal | Action Plan | FY 22 – Q3

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# Support critical and urgent recruitment and hiring

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**Goal Leader(s):**

Kimberly A. Holden, Deputy Associate Director, Talent Acquisition, Classification & Veterans Programs

**Deputy Goal Leader:**

Jason Barke, Deputy Associate Director, Strategic Workforce Planning

# Goal Overview

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## Goal statement

- **Support critical and urgent recruitment and hiring throughout the Federal Government.** By September 30, 2023, help Infrastructure Investment and Jobs Act (IIJA) agencies fill 75 percent of surge hiring positions identified in the first quarter of FY 2022.

## Problem to Be Solved

- Over the last few years, many Federal agencies have lost highly skilled workers in a variety of mission critical areas, which has made it more difficult for the Federal Government to accomplish its mission. These workers include, among others, scientists, climate professionals, mine inspectors, civil rights attorneys, housing professionals, and personnel with acquisitions, human capital, and cybersecurity expertise.
- Significant work must be done across the Federal Government to put in place a workforce to meet the current moment. OPM must be strategic in building for the long-term, assessing the needs of the Federal Government for the future.

## What Success Looks Like

- The Federal Government is postured to strategically focus on rebuilding the workforce by fully utilizing all available hiring flexibilities as well as agency-specific authorities and technical assistance.
- OPM will help IIJA agencies fill 75 percent of surge hiring positions identified in the first quarter of FY 2022, in support of OPM's strategic objective 1.3 to build the skills of the Federal workforce through hiring and training, increasing the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 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	help IJJA agencies fill 75 percent of surge hiring positions identified in the first quarter of FY 2022.	Percent of surge hiring positions filled by agencies	75%	0.03%	29.6%	Quarterly

\* 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

**Goal Leader:** Kimberly A. Holden, Deputy Associate Director, Talent Acquisition, Classification & Veterans Programs

**Deputy Goal Leader:** Jason Barke, Deputy Associate Director, Strategic Workforce Planning

Name	Organization	Role
Mike Mahoney	OPM Employee Services, Talent Acquisition and Classification and Veterans Programs	Senior Lead
Carmen Andujar	OPM Employee Services, Talent Acquisition and Classification and Veterans Programs	Co-Senior Lead
Michelle Earley	OPM Human Resources Solutions, USAJOBS	Team Member
Katika Floyd	OPM Employee Services, Talent Acquisition and Classification and Veterans Programs	Team Member
Janine Beatty	OPM Human Resources Solutions	Team Member
Daluana Gammon	OPM Human Resources Solutions	Team Member
Roseanna Ciarlante	OPM Employee Services, Talent Acquisition and Classification and Veterans Programs	Team Member
Mark Bromley	OPM Employee Services, Strategic Workforce Planning	Team Member
Vacancy	OPM Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA)	Team Member
Erica Bernal	OPM Merit System Accountability and Compliance (MSAC)	Team Member

# Goal Strategies

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- Provide agencies with **tools** to assist in expediting the hiring of mission critical staff needed for the talent surge
- Provide agencies with **technical assistance** to assist in expediting the hiring of mission critical staff needed for the talent surge
- Provide agencies with **guidance and flexibilities** to assist in expediting the hiring of mission critical staff needed for the talent surge

# Key indicators

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Quarterly Measures	FY 22 Q1	FY 22 Q2	FY 22 Q3	FY 22 Year-End Target	FY 23 Year-End Target
Percent of surge hiring positions filled by agencies (cumulative)	4%	29.5%	29.6%*	50%	75%
Number of technical assistance requests filled for surge hiring (cumulative)	7	12	18	25	30

\* The number of surge hiring positions to be filled was updated in Q3 FY 2022 based on an overall reduction in targets from the United States Department of Agriculture.

# Key milestones

## Milestone Summary

Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Assess for agency specific hiring authorities such as Direct Hire Authority, Dual Compensation Waiver Delegation, and Schedule A/B	Q2 2022	Completed		Additional assessments are on going.
Conduct a series of four webinars for agencies on the use of non-competitive hiring authorities	Q2 2022	Completed		Additional webinars are on going.
Conduct a series of four webinars for agencies on strategic outreach and diversity recruitment	Q2 2022	Delayed		On going. Targeted for completion in Q4 FY 2022.
Issue guidance on paid internship and fellowship programs	Q3 2022	Delayed	Changed from On Track to Delayed	Draft guidance is in the clearance process.
Conduct three outreach events with military spouses and agencies	Q2 2023	On Track		Conduced two sessions to date.
Provide technical assistance to seven agencies involved in the Infrastructure Investment and Jobs Act	Q4 2023	On Track		On going.

# Narrative – FY 22 Q3

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During Q3, OPM conducted the following webinars for Bipartisan Infrastructure Law (BIL) agencies: Appointments of Current and Former Political Appointees (107 participants), Schedule A and Other Hiring Authorities (310 participants), and two workshops on Hiring Manager Engagement (29 participants and 46 participants respectively).

OPM also issued new Occupational Series for Wildland Firefighters as required by the BIL to support the Department of the Interior and the United States Department of Agriculture (USDA). OPM made substantial updates to the Wildland Fire Management Position Classification Standard including the series definition, titling, knowledge required to perform wildland firefighting work, occupational information, and illustrations of work performed by wildland fire fighters.

OPM also approved of dual compensation waiver request for the Department of Transportation for reemployed annuitants without hour limitations for a period of five years; a Direct Hire request for the Department of Transportation; a ceiling extension for Department of Commerce Schedule A/B authority; and the Environmental Protection Agency's SES and SL/ST position requests, which were submitted this spring in support of BIL-critical organizational redesigns. OPM also extended Direct Hire Authority for Department of Interior wildland firefighters and increased the number of authorized positions. The agency also issued a cross agency announcement for grants management specialists.

In addition, OPM developed an Infrastructure Investment and Jobs Act Agency Public Messaging Toolkit for agencies that includes general talking points, messaging for commencement addresses for agency principals, and language for job posts, press releases, and social media. The agency also contributed to the Administration's BIL Week of Action. OPM collaborated with the USDA to use their radio station and create messaging for Rural America, which included an interview with OPM Director Kiran Ahuja and USDA Deputy Secretary Jewel Bronaugh. To communicate the Federal Government's efforts, Director Ahuja co-wrote an op-ed in the Miami Herald with White House infrastructure coordinator Mitch Landrieu.

# Data accuracy & reliability

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## Measure: Percent of surge hiring positions filled by agencies

<b>Definition of Measure</b>	The cumulative number of surge hiring positions identified by IIJA agencies in the first quarter of FY 2022 that were filled, divided by the number of surge hiring positions identified by agencies.
<b>Data Source</b>	Reporting requirements for agencies in response to a series of OPM data calls
<b>Data Verification and Validation</b>	OPM will compare the reported results from each IIJA agency with back-up data with the names of each employee hired.
<b>Data Limitations</b>	Due to the delays in Enterprise Human Resources Integration database reporting, results will depend on agencies accurately inputting data for each new hire in response to a series of data calls. To minimize errors, each agency will be required to provide back-up data with the names of each employee from HR.

# Data accuracy & reliability

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**Measure: Number of technical assistance requests filled for surge hiring**

<b>Definition of Measure</b>	The cumulative number of technical assistance requests for surge hiring from agencies for which OPM provides the support or flexibility requested. Technical assistance requests are requests from agencies for flexibility or support, such as Direct Hire Authority, Schedule A or B excepted service hiring authority, dual compensation waivers, or special pay authority.
<b>Data Source</b>	OPM internal tracking of agency surge hiring and technical assistance requests
<b>Data Verification and Validation</b>	OPM will verify the results through multiple internal reviews.
<b>Data Limitations</b>	There are no significant data limitations.

# Additional information

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## **Contributing Programs**

Organizations:

- OPM – Employees Services, Human Resources Solutions, and Merit Systems Accountability and Compliance - implementing strategies
- Federal agencies – contributing data and using hiring flexibilities

President's Management Agenda

- Priority 1 – Strengthening and empowering the Federal workforce

Regulations:

- All hiring flexibilities

## **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.