Workforce for the 21st Century

Goal Leaders

Lisa Hershman, Deputy Chief Management Officer, Department of Defense

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- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.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

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Improve Employee Performance Management & Engagement

Subgoal Leaders:
Nathan Maenle, Deputy Chief Human Capital Officer, Department of Veterans' Affairs

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

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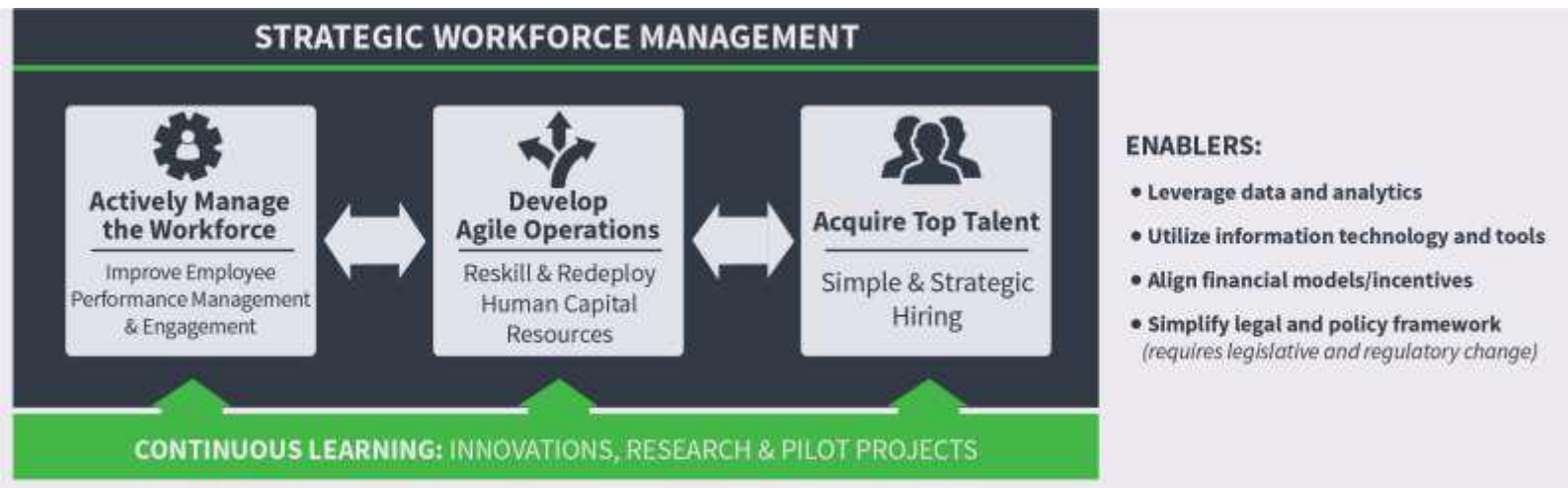
The 21st Century Workforce Cross-Agency Priority Goal includes the following subgoals:

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 compliment 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.

Improving Employee Performance Management and Engagement:

- *OPM issued guidance instructing agencies to identify work units targeted for employee engagement improvement and to provide a brief overview of the approach the agency and each component/bureau will take to reach the 20% improvement by November 15th. In January, agencies will submit a brief overview of their planned approach to widely distribute survey results. Agencies are responding with transformative approaches to employee engagement, and shared successful practices at a forum on October 30th:*

  - *Transportation Security Administration (TSA):*

    - *TSA shared their Local Action Planning (LAP) process, which includes site visits and action plan development and implementation support focused on the lowest scoring organizations. The process utilizes successful practices derived from the highest scoring organizations. Organizations taking part in the LAP process scored 8 points higher on the FEVS employee engagement index than the agency as a whole in 2017 and 5 points higher in 2018.*

  - *Department of Labor (DOL):*

    - *DOL shared Employee Tips for Engaging in Performance Discussions as well as a handout for managers called Supervisor Best Practices for Maximizing Performance and Engagement. By promoting shared responsibility for these processes and including unions and affinity groups in addition to employees and supervisors, DOL created stronger relationships across the agency that are improving employee engagement, communication and accountability.*

  - *Heath and Human Services (HHS):*

    - *HHS senior leadership has adopted the EVS Analysis and Results Tool (ART), which they have also shared broadly for government-wide use. The department is using EVS ART to collect OpDiv/StaffDiv EVS results at the highest level - **which includes Level 2 organizations (the reporting agency's first tier** of subcomponents) to allow for a standardized department-wide review and evaluation. HHS will also **utilize the tool's embedded action plan format to collect strategies from components regarding their** approach for improving lower scores and for continuously increasing all scores, including those that are already high.*

    - *HHS' Transformation Management Office has identified a strategic objective to institutionalize a culture of continuous improvement by rating managers in their performance appraisals on their ability to develop the workforce. HHS has also established an Employee Engagement Community of Practice with representation from all divisions and regions, and hosted Senior Executive Service (SES) Forums with the goal of accelerating mastery of Executive Core Qualifications (ECQ) critical to performance management and engagement.*

Improving Employee Performance Management and Engagement (Continued):

- *Housing and Urban Development (HUD):*
  - *By the close of FY2018, 1,215 or 99.75% of HUD managers and supervisors received "Addressing Poor Performers" training as part of HUD's commitment to creating cultural changes to increase employee accountability. The revamped training centered on a "Performance Action Roadmap" a visual game board-like tool detailing the timeline and steps managers need to follow in line with HUD policies and collective bargaining agreements. Managers were trained either in-person or virtually on this tool, which focused on instilling confidence in the process. The tool and training helped set expectations and accountability for managers and employees dealing with performance-based actions agency-wide. In total, 85 sessions were held nation-wide. The training has already resulted in a greater quantity and quality of performance-based actions at HUD. Managers and employees report satisfaction with a renewed enterprise-wide emphasis on employee accountability.*
- *Veterans' Administration (VA):*
  - *At the VA, an email and video featuring VA's Secretary was sent to all VA employees resulting in nearly 25,000 downloads of the 2018 employee survey interactive Dashboard, which helped leaders translate their results to improvement plans across all levels of employees, and provided a consistent approach for aligning improvement actions in VA.*
  - *The VA developed a starter kit to assist sites targeted for improvement, and scheduled assistance consultation sessions with 80% of the sites under the initiative to provide support on executing best practices for employee engagement (generated by narrative interview of over 300 employees at 34 VA sites with the highest and most-improved engagement ratings) and continued support to management over the next two years.*
- *OPM, in partnership with DoD, issued a 10 question survey intended to identify successful tools used by agencies for addressing poor performance. Responses were received from 20 agencies, and are being analyzed and assessed to determine appropriate ways to share promising policies and procedures.*
- *OPM revamped the approach to Senior Executive Service (SES) certification process which assesses the SES performance management process by shifting the emphasis from operational compliance to a strategic partnership in which OPM will assist agencies in achieving perf. mgt. excellence. Agencies will also have greater flexibility to differentiate between compensation levels using the combination of performance-based pay adjustments and performance awards.*

Reskill & Redeploy Human Capital Resources

- *NSF has launched the Career Compass Challenge, a $100,000 cash prize competition for researchers, educators, developers and private sector to spark the best thinking in development of a reskilling tool to prepare employees for current and future career opportunities. Submissions are due December 31, 2018.*

- *The subgoal team developed a survey to determine what career-pathing applications already exist or are under development across the federal government, and collected results from agencies through the cross agency councils. 29 agencies responded, and more than 80% of responses indicated that they were providing career paths information to their workforce or intended to start in the near-term. 84% were leveraging OPM-developed competency models for mission critical occupations such as Human Resources and Acquisitions. Agencies were widely interested in using automated career paths and leveraging technology platforms to make career paths accessible to employees. Respondents noted that career paths have the potential to yield improved outcomes in recruitment, retention, succession planning, talent development and reskilling. An industry day is planned for January 2019 to engage leading private sector career-pathing providers to explore how to better serve agency and employee needs, preferably through an enterprise service available to all agencies.*

- *OPM rolled out a strategic foresight program in November 2018 to help agencies develop long-term strategies to inform strategic human capital decision-making. Strategic foresight is a method for systematically considering a longer time horizon and broader scope of issues than other forms of planning (OMB Circular A-11: Section 230-1, para. 4; Section 270-9, para. 2).*

- *OPM and OMB are working with agencies to analyze workforce data and develop reskilling plans and test methods to reskill and redeploy existing Federal talent. Interactive tools to assist executives, managers and employees are currently under development including a reshaping playbook, a reskilling toolkit and video vignettes featuring agency successful practices.*

- *OPM encouraged agencies to develop their coaching programs as important ways to support creativity, learning and knowledge-building in workers, supervisors, managers, and executives. Equipping leaders with coaching skills is a proven and effective way to enhance employee development and performance.*

Enabling Simple and Strategic Hiring Practices:

- *On October 11th,OPM held an interactive working session titled "Bring Your IT Hiring Challenge, Leave with a Solution" during which agencies and OPM human capital experts worked together to discuss and develop recruitment and retention strategies to hire IT and Cybersecurity talent.*

- *OPM authorized new direct hire appointing authorities that agencies can use immediately to hire for a variety of Scientific, Technical, Engineering and Mathematics (STEM) positions, as well as Cybersecurity and related positions which have identified severe shortages of candidates and/or critical hiring needs.*

- *OPM also released classification guidance for cybersecurity positions which will help agencies build a modern IT workforce by recruiting, reskilling, and retaining professionals with current technology skills. Cybersecurity is an evolving area and positions may be classified in a number of different occupational series based on the nature of the work. This guidance will help agencies to identify cybersecurity positions, recruit and hire qualified workers, and develop training, performance and retention programs.*

- *A new Qualifications Review Board (QRB) method to review SES executive qualifications has been designed and is being tested in Q1/FY2019. If tests are successful, specific agency participation will be identified and training for a limited pilot will begin in Q2/FY2019.*

Continuous Learning

- *On September 12th, the Symposium on the Federal Workforce for the 21st Century convened more than 150 leaders from across government, academia, and the private and non-profit sectors to discuss workforce trends and develop recommendations for civil service reform, hiring, reskilling and performance management.*

- *The results of the Government Effectiveness Advanced Research (GEAR) Center Request for Information are being reviewed as plans are made to develop this hub for public-private partnership to improve mission delivery, citizen services, and stewardship of public resources by modernizing the Federal workforce.*

PRESIDENT'S MANAGEMENT AGENDA

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
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.	Q1/19	Ongoing	*Initial requirements completed*	OPM, OMB, All Agencies	
Identify leading practices for use of incentives (e.g., awards, 3Rs, skills incentives and others, as appropriate) to reward employees and recruit and retain top talent.	Q4/18	Complete	*Milestone completed*	OPM, All Agencies	
Provide agency outreach and support to at least 5 low-performing work units interested in conducting organizational assessments.	Q4/18	Complete		WHLDF Tiger Team	
All agencies will have clear, standard operating procedures for disseminating Federal Employee Viewpoint Survey (FEVS) data to all organizational levels.	Q1/19	On Track		OPM, OMB, All Agencies	
Identify the most promising policies and procedures to address poor performance.	Q1/19	On Track		OPM, DOD	
All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency.	Q2/19	On Track		OPM, All Agencies	
Pilot the use of a "parachute team" to assist agencies in performance management issues.	Q3/19	On Track		GSA, OPM	
Ensure that managers are appropriately trained on performance management and are provided with support to address performance and conduct issues.	Q4/19	On Track		OPM, All Agencies	
All agencies ensure first-line supervisors possess critical leadership competencies within the first year of appointment, either through selection or development.	Q4/19	Not Started		OPM, All Agencies	
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.	Q4/19	Not Started		OMB, OPM	

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Develop a reskilling plan that creates a shared vision for reskilling and redeploying talent in the Federal workforce by identifying both ways to provide employees impacted by automation to do other work and identify skills needed in the future.	Q2/19	On Track		OPM, OMB/ OFPP	
Pilot an assessment for high demand skills that can be used for reskilling existing employees.	Q2/19	On Track		OMB, OPM	
Pilot a platform and process that leverages advanced technologies to enable an evolving and increasingly mobile Federal workforce to continuously reskill and redeploy to meet the predicted needs of the future.	Q4/20	On Track		NSF, DoD, OPM, 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		DOI, NSF, OPM	

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Develop a research agenda that reflects the current and emerging needs of Federal agencies, and increases strategic foresight, demonstration projects, pilots, and research publications.	Q2/19	On Track		OPM	

Key Milestones	Milestone Due Date	Milestone Status	Change from last update	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Automation and Technology					
Demonstrate initial capability of automated hiring advisor for managers.	Q3/18	Complete		OPM	
Develop and deploy phase I of a standard employee digital record, to enable seamless and paperless transfers between agencies. *[Link to Sharing Quality Services CAP Goal]*	Q4/19	On Track		OPM	
Governance of Human Capital Management					
Identify accountable official for Government-wide HR-workforce development.	Q3/18	Complete		OPM	
Establish competency-based qualification requirements and certification standards for all HR professionals.	Q1/19	On Track		OPM	
Expanded Flexibilities that Utilize Data and Successful Practices					
Examine best practices of Federal demonstration projects and alternative personnel systems.	Q4/18	Complete		OPM/ DOD	
Develop Senior Executive Service hiring options including alternatives to the Qualifications Review Board and new assessment methods.	QRB Alternatives: Q1/19 - Test of Design, Q2/19- Pilot Live Cases; **Add'l** Exec. Assessment Alternatives: Q1/FY20	On Track		OPM	
Propose administrative and regulatory changes, as required, to simplify hiring and provide agencies with additional flexibilities.	Q1/19	Ongoing	*Expanded Authorities Issued*	OPM	

Metric	Frequency	FY 2018	Progress
FEVS – Employee Engagement Index	Annual	68%	+1% (2017 Baseline: 67%)
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	70.5%	+1.6% (2017 Baseline: 68.9%)
% of supervisors/managers receiving training/development related to performance management or accountability responsibilities and/or competencies.	Annual	Not Available	
Reduction of skills gaps in targeted areas	Annual	Not Available	
FEVS – Item #21 "My work unit is able to recruit people with the right skills."	Annual	42%	-- (2017 Baseline: 42%)
Time-to-Hire	Annual	Not Available	
Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR	Annual	46%	-5% (2017 Baseline: 51%)
1 year new hire retention rate	Annual	Not Available	
Completion rate of HR Specialist Delegated Examining certification and training	Annual (starting in FY20)	Not Available	
At least four webcasts or live events will be conducted each fiscal year to connect OPM's Community of Excellence, research professionals, CHCOs, and others across the Federal Government to participate in discussions on critical human capital management topics.	Annual	Conducted 4 Events	Target Met

PRESIDENT'S
MANAGEMENT
A G E N D A

Improve Employee Performance Management and Engagement (2017 - 2018)

▲ Increase From Previous Year ▼ Decrease From Previous Year ☐ No Change From Previous Year   ☐ 2017 ☐ 2018

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.

Agency	Change	Indicator
VA	7%	▲
DOE	2%	▲
NRC	2%	▲
SBA	2%	▲
DOD	1%	▲
HHS	1%	▲
NSF	1%	▲
OPM	1%	▲
DOC	0%	☐
DHS	0%	☐
TREASURY	0%	☐
DOT	0%	☐
GSA	0%	☐
NASA	0%	☐
SSA	0%	☐
DOJ	-1%	▼
STATE	-1%	▼
DOI	-1%	▼
USAID	-1%	▼
HUD	-2%	▼
DOL	-2%	▼
EPA	-2%	▼
USDA	-3%	▼
ED	-4%	▼

Government-Wide Average

Fiscal Year	Change	Indicator
2017	2%	▲
2018	1%	▲

Dealing with Poor Performance**

"In my work unit, steps are taken to deal with a poor performer who cannot or will not improve."

Agency	Change	Indicator
SBA	4%	▲
DOE	2%	▲
HHS	2%	▲
DHS	2%	▲
HUD	2%	▲
DOL	2%	▲
NRC	2%	▲
DOC	1%	▲
DOJ	1%	▲
DOI	1%	▲
DOT	1%	▲
NASA	1%	▲
NSF	1%	▲
OPM	1%	▲
DOD	0%	☐
STATE	0%	☐
TREASURY	0%	☐
GSA	0%	☐
SSA	0%	☐
ED	-1%	▼
EPA	-1%	▼
USAID	-1%	▼
USDA	-2%	▼

Government-Wide Average

Fiscal Year	Change	Indicator
2017	2%	▲
2018	1%	▲

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 2018 EEI value for VA is from the VA-administered All Employee Survey (AES). The 2017 EEI value for VA is from the FEVS.
**VA did not participate in the 2018 FEVS and did not have a comparable question in the 2018 VA-administered All Employee Survey (AES). Thus they are excluded from this graph.

Simple and Strategic Hiring (2017-2018)

Improving Employee Performance Management and Engagement:
- Milestone Owners:
    OPM, OMB, GSA, DoD, All Agencies
- Subgoal Team Members:
    VA, NIH, OPM, OMB, GSA, DoD, DHS, EPA, State, HUD, DOE

Reskilling and Redeploying Human Capital Resources:
- Milestone Owners:
    OPM, OMB, DOI, NSF, DoD, HUD
- Subgoal Team Members:
    DOI, NSF, OPM, OMB, DoD, HUD, VA, SBA, EPA, DOE, Commerce

Enabling Simple and Strategic Hiring Practices:
- Milestone Owners:
    OPM, DoD
- Subgoal Team Members:
    DHS, OPM, OMB, DoD, VA, EPA, HHS, DOJ, DOI, DOC, DOT, Treasury

Agency	Staff

OPM	Mark Reinhold, Associate Director for Employee Services
	    Veronica Villalobos, Principal Deputy Associate Director for Employee Services
	    Laura Lynch, Deputy Associate Director, SES and Performance Management
	    Tim Curry, Deputy Associate Director, Accountability & Workforce Relations
	    Kimberly Holden, Deputy Associate Director, Talent Acquisition and Workforce Shaping
	    Brenda Roberts, Deputy Associate Director, Pay and Leave
	    Dianna Saxman, Deputy Associate Director, Federal Staffing Group, Human Resource Services

DoD	Anita Blair, Deputy Assistant Secretary of Defense for Civilian Personnel Policy Veronica Hinton, Principal Director, Civilian Personnel Policy
PMC & CHCO Council	Sara Ratcliff, Executive Director, CHCO Council Deborah Robinson, Deputy Director, CHCO Council

OMB/PPM	Kristy Daphnis, Personnel Team Lead
	    Rob Seidner, Performance Manager, Federal Human Capital Policy
	    Kim Tuminaro, White House Leadership Development Fellow
	    Gina Grippando, Detailee, Federal Human Capital Policy