# Workforce of The Future

## Playbook for Implementing Strategies to Enable a Federal Workforce that is Inclusive, Agile and Engaged, with the Right Skills to Enable Mission Delivery

**OPM** U.S. Office of Personnel Management

FEBRUARY **2024**

# Contents

# Foreword

The Office of Personnel Management (OPM) provides guidance and assistance to all federal agencies who collectively lead the nation's largest workforce with over 2.2 million employees. OPM, in partnership with our stakeholders, has identified areas, that if strengthened, will provide the foundation for the workforce of the future, and shape the transformation to promote policies and practices that will be most effective in helping to achieve agency mission delivery, as well as position the federal government as a model employer for current and future employees.

OPM previously shared its vision – a workforce of the future that is inclusive, agile and engaged, with the right skills to enable mission delivery. OPM's strategy for addressing the workforce of the future involves commitments in five areas – policy and resources, research and evaluation, training and technical assistance, data analytics, and stakeholder engagement. OPM has enunciated the specific actions or plays agencies can take in this Workforce of the Future Playbook, organized based on the three pillars of our vision – inclusive, agile and engaged, and right skills.

Some of the plays are new, and some rely on existing authorities and practices that have not been fully utilized but, if implemented, will serve as the building blocks for a future that promotes improved effectiveness and efficiency in the Federal Government.

OPM will update the Playbook with emerging plays and strategies as they are developed. OPM will provide additional and on-going guidance through webinars, training, and technical assistance from subject matter experts to support agencies in their implementation of the plays.

Leaders should use appropriate plays to embrace change and ensure that their organizations are ready, willing, and able to leverage the opportunities change provides. Implementing the plays identified in this Playbook will enable federal agencies to adapt effectively to the rapidly evolving nature of work and to keep pace with other industries. Agencies that align the recommended workforce planning and development efforts with broader organizational goals and priorities will contribute to a federal workforce that is well-equipped to meet the needs of the Federal Government and the American public, both in the present and in the years to come.

# Strategic Workforce Planning

INCLUSIVE    AGILE AND ENGAGED    RIGHT SKILLS

## The "Play"

Prioritize and apply longer-term strategic workforce planning and foresight.

## Framing/Why it Matters

Strategic foresight and workforce planning are crucial in the Federal government due to the scale and impact they can have on shaping agency workforces. These tools enable agencies to make informed, forward-thinking decisions that consider both current trends and future scenarios.

## Current/Future State of Workforce Planning and Foresight

**Current State:** Workforce planning is decentralized, and there is often a lack of workforce planning expertise in agencies, as well as misalignment of resources, which creates an inability to forecast gaps. This results in reactive strategies rather than a proactive approach to closing skills and staffing gaps. Widespread implementation and sophistication in strategic foresight is still evolving and needs greater attention to ensure long-term scenario-based planning.

**Future State:** Agencies possess enhanced capacity and capability in workforce planning and an enterprise understanding of workforce data to drive decisions through dashboards and real-time tracking. Agencies utilize sophisticated predictive analytics to identify future skill requirements based on various strategic foresight methods. Strategic foresight is routinely used in decision-making, policy development, and planning processes and agencies have dedicated futurists.

## Promising Practice(s)/Agency Example(s)

- The **National Institute for Occupational Safety and Health** established the NIOSH Strategic Foresight Initiative (SFI) to lead strategic foresight activities and build foresight awareness and capacity at NIOSH.
- The **Department of Transportation (DOT)** established a Human Capital Council comprising all subcomponents of DOT to build collaboration and accountability across the agency. Strategic objectives, actions, and metrics are tracked and reflected in the agency Human Capital Operating Plan.
- The **State Department** uses a robust modeling capability to inform planning efforts to look at workforce issues, resource-skill requirements, forecasting attrition, identifying MCOs, promotions, and current/probable staffing gaps.
- United States Coast Guard Project Evergreen is a scenario-based strategic foresight planning process.
- The **Chief Financial Officers' (CFO) Council** issued a Strategic Plan titled The CFO of the Future Now.
- **National Institutes of Health** developed a workforce planning toolkit.
- The **US Geological Survey** designed a Workforce Planning Toolkit to enable a consistent approach to workforce planning.

## Tools/Resources

- **OPM** released the Workforce Planning Guide.
- **OPM** released the Talent Surge Executive Playbook and Talent Surge Hiring Authorities Fact Sheet, as a reference for agency leaders, hiring managers, and human resources professionals.
- **OPM** released the Foresight Guidebook to provide agencies with a systematic approach to applying foresight.
- **OPM** released the Federal Workforce Priorities Report which communicates key governmentwide human capital priorities.

## Call to Action

- ✓ Create a strategy to pinpoint current and future needs.
- ✓ Use PMA staffing gap templates for identifying staffing and hiring gaps to help plan for current and future challenges.
- ✓ Engage with the Workforce Planning Community of Practice (workforce@opm.gov) and leverage data using agency or Governmentwide workforce dashboards.
- ✓ Elevate the importance of strategic foresight in decision-making, policy development, and planning processes.
- ✓ Work to build lasting Partnerships between the CFO and CHCO regarding budget decisions.

## Metrics to Consider

- ✓ Agencies meet 90% of their staffing targets for Mission Critical Occupations (MCOs).
- ✓ Agencies reduce time-to-hire (T2H) by 10% year over year.

4

# Strategic Recruitment

## The "Play"

Enhanced use of strategic recruitment methods to attract applicants.

## Framing/Why it Matters

The Federal Government must be more strategic about how it recruits and attracts candidates. The private sector is proactively pursuing candidates, connecting through social media, and using other mechanism to strategically recruit.

## Current/Future State

**Current State:** Agencies typically post vacancies on USAJOBS without conducting strategic recruitment activities and routinely only use official job titles, hoping applicants with the right skills will find them and apply.

**Future State:** Agencies use ongoing, proactive, and strategic recruitment tactics to increase interest in their positions so that applicants with the right skills are ready to apply when the announcement opens. Plain language and descriptive job titles are used to improve applicant's ability to find jobs that meet their skill set resulting in more qualified applicants and a reduced number of unqualified applications.

**Promising Practice(s)/Agency Example(s)**

- **National Aeronautics and Space Administration (NASA)** developed a corporate LinkedIn page to target diverse candidate pools, such as engineers and scientists.
- The **Internal Revenue Service (IRS)** created the Strategic Talent Analytics & Recruitment Solutions (STARS) designed to focus on the

different phases of recruitment.

- Some agencies **tag job opportunity announcements** so they appear in curated branded search pages on USAJOBS such as, intern.usajobs.gov, stem.usajobs.gov and tech.usajobs.gov.
- **Department of Veterans Affairs (VA) and NASA use recruitment videos** in announcements to introduce applicants to the agencies and their unique missions.

## Tools/Resources

- **OPM** released the Talent Surge Playbook which contains information on HR flexibilities, authorities, actions, and other resources that will assist agencies to strategically plan, recruit and hire staff
- **OPM** developed the Hiring Progress Analysis Tool, which helps agencies identify similar steps in their processes and diagnose areas of greatest need for improvement.
- The Agency Talent Portal on **USAJOBS** is a unique platform where agencies can create and collaborate on recruitment campaigns and search over 1.5 million resumes. To gain access, please contact recruiter-help@usajobs.gov.
- **OPM** is leading the Federal government's Tech to Gov initiative, which brings together over 300 HR practitioners, Hiring Managers, and Technologists to discuss and address government challenges.

## Call to Action

- ✓ Shift from passive to proactive recruitment strategies.
- ✓ Leverage tools like the Talent Surge Playbook and the Hiring Process Analysis Tool.

- ✓ Use plain language job titles.
- ✓ Leverage the Agency Talent Portal to proactively identify potential applicants and invite them to apply.
- ✓ Create a social media campaign to reach larger audiences.
- ✓ Maximize the use of cross-agency scalable hiring practices such as pooled or shared certs.
- ✓ Partner with FEBs to expand recruitment efforts in underserved areas.

## Metrics to Consider

- ✓ Percent of Hiring managers who indicate use of the agency talent portal to source candidates.
- ✓ Reduced time to hire.
- ✓ Manager satisfaction on the Chief Human Capital Officer (CHCO) Hiring Manager Satisfaction survey with quality of applicants and overall satisfaction.
- ✓ Percent of agency posting that use a descriptive job title instead of just official titles.
- ✓ Increased number of highly qualified applicants referred to certs.

# Skills-Based Hiring

INCLUSIVE   AGILE AND ENGAGED   RIGHT SKILLS

## The "Play"

Implement skills-based hiring and multi-hurdle assessments to improve the applicant quality. Agencies should begin phasing out self-assessments during this transition.

## Framing/Why it Matters

There is a need to improve the hiring process for both applicants and managers by providing hiring managers with the skilled candidates they require. Many times, a self-assessment is the only means used, which can result in thousands of unqualified individuals, who inaccurately self-assess as expert, placing an enormous burden on HR staff.

## Current/Future State

**Current State:** Job postings rely on applicant self-assessments to determine whether candidates are qualified for a job. Applicants often inaccurately rate themselves as experts leading to unwieldy applicant pools with large numbers of unqualified applicants.

**Future State:** Agencies make strategic use of skills-based and multi-hurdle assessments and eliminate self-assessments, resulting in higher quality candidates being identified by HR for consideration by the hiring manager, enabling greater HR staff capacity, and ultimately leading to higher-quality hires.

## Promising Practice(s)/Agency Example(s)

- **NASA** automated the application process for astronaut candidates and implemented a prescreen competency-based assessment battery.
- **Department of Homeland Security (DHS) Cybersecurity Service** partnered with OPM to deliver assessment for: Early Career, Experienced Professional, People Manager, and Executive.
- **Department of the Interior (DOI)** indicated that 74% of announcements used an additional assessment.
- The **General Services Administration (GSA)** designed the [Hiring Assessment and Selection Outcome Dashboard](#) to provide agencies the timely and relevant data on applications and selections.
- The **White House** released the [Executive Order on Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates](#), which directs important, merit-based reforms that will replace degree-based hiring with skills- and competency-based hiring.

## Tools/Resources

- **OPM** completed and released the [Federal Workforce Competency Initiative](#), which provides occupation-specific competency models for 82 high-priority job series by grade.
- **OPM** released [Skills-Based Hiring Guidance,](#) which helps hiring managers focus on what candidates know how to do, not where they learned it.
- **OPM** launched two free self-paced online training courses as part of the ["Designing and Assessment Strategy and Use of SME-Based Assessments."](#)

## Call to Action

✓ Identify the specific requirements of a position and work with HR to design an assessment that will yield qualified applicants with those specific skills.

✓ Transition away from relying on applicant self-assessment questionnaires. When warranted to use, review OPM's [Guide to Better Occupational Questionnaires](#) to help improve the rigor of occupational questionnaires developed.

✓ Pivot to skills-based and multiple-hurdle assessments. Encourage hiring manager to make use of free training courses designed for skills-based hiring.

## Metrics to Consider

✓ Increase the number of JOAs using a second assessment.

✓ Increase and track the number of selections made using a multi-hurdle approach.

✓ Increase and track the number of skills-based assessments developed.

# Pooled Hiring

## The "Play"

Scale pooled hiring/shared certificates to improve hiring efficiencies.

## Framing/Why it Matters

Pooled hiring at scale maximizes efficiency and enables agencies to quickly hire applicants who are highly qualified. This saves time and resources and enhances the applicant experience through a centralized coordination of governmentwide hiring. It is recognized that as we add assessments and complete certain requirements of sharing certs, it may add time to the hiring process. Therefore, agencies need to continually look at their processes to identify and resolve bottlenecks and leverage opportunities to be more efficient.

## Current/Future State

**Current State:** Each agency posts a unique vacancy announcement multiple times for a core occupation, such as acquisition or human resources. Hundreds of applicants apply and only 1 or 2 are selected leaving qualified applicants still available on the certificate.

**Future State:** Agencies leverage pooled hiring/shared certs efforts as the default course of business, working together within an agency and across Departments on shared certificates and governmentwide pooled hiring actions. Hiring managers have more incentive to work collaboratively with their HR partners, resulting in more strategic and innovative recruiting and efficient use of appropriate hiring authorities, assessments, and technologies available to reach top candidates.

## Promising Practice(s)/Agency Example

- **Multi-Agency Job Announcements** - OPM worked with Bipartisan Infrastructure Law (BIL) agency representatives to open a groundbreaking, multi-agency HR Specialist (0201) job announcement enabling agencies to leverage pooled hiring that attracted 2,700 applicants and led to 86 selections across four BIL agencies.

- **DHS** ran an effort to recruit Human-Centered Designers (GS-2210-14/15). In total, 19 selections were made, and the remainder of highly qualified candidates were shared with other hiring agencies.

- **Department of Health and Human Services (HHS)** rolled out a new platform to facilitate sharing Merit Promotion and Direct Hire Certificates and made 683 hires. HHS has increased selections by 73% through this initiative.

## Tools/Resources

- **OPM** issued a memo on [Implementing Policy Guidance for the Competitive Service Act](#), which gives the appointing authority the permission to share a competitive certificate.

- **OPM** [launched Structured Resume Training,](#) a free, self-paced training course for experienced HR specialists.

- **OPM** launched training on [Designing an Assessment Strategy: Fundamental Concepts, Processes and Applications Training and Use of Hiring Assessments: A SME-Based Approach](#).

- **OPM** partners with agencies, councils, and other governing bodies to identify hiring needs and uses SMEs to identify and assess common job requirements.

- The [USA Staffing Candidate Inventory](#) resources page is available to leverage status and non-competitive candidates who already appear on agency-approved applicant lists.

## Call to Action

✓ Check the [Talent Pools](#) shared certificate functionality available via USAJOBS Agency Talent Portal to determine if there is a Governmentwide pooled action available. Your agency's Shared Certificate Coordinator can assist you, or you can contact [recruiter-help@usajobs.gov](mailto:recruiter-help@usajobs.gov).

✓ Work with cross-agency councils, such as the CFO, CIO, and CHCO to identify opportunities for collaborating on shared certificates. Work with your agency Talent Team or connect with OPM's Hiring Experience Group at [HX@opm.gov](mailto:HX@opm.gov) for assistance.

✓ Create a process to share certs across the agency.

✓ Identify occupations that could be targeted for shared certificates outside your agency.

✓ Share information with hiring managers about the benefits of pooled hiring and the resources available.

## Metrics to Consider

✓ Increase use of agency specific or Governmentwide shared certificates.

✓ Track the number of hires made from pooled hiring actions.

# Integration of AI Technology

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## The "Play"

Integrate technology such as Artificial Intelligence (AI), and explore the use of Generative AI, into HR processes to become more efficient.

## Framing/Why it Matters

Artificial intelligence has the potential to change many aspects of the workplace and the work that federal employees are engaged in. To capture the potential of AI, agencies should consider how to apply it to the full lifecycle of human capital management, as appropriate, while ensuring that agencies are properly skilling their workforce as to the use of AI in the workplace. Agencies should look at all aspects of AI including how machine learning can support improved processes and how generative AI can improve efficiencies.

## Current/Future State

**Current State:** Employees perform work either without using AI, or without any system or guidance on the use of AI for processes or tasks.

**Future State:** Employees regularly use AI for tasks where it can increase efficiency, and/or improve work product, while ensuring that use complies with relevant statutory, regulatory, and administration requirements and guidance. This includes, for example, using generative AI to improve hiring processes. Agencies regularly evaluate and increase AI skill sets and capabilities and upskill their workforce to more regularly utilize AI as needed and appropriate, including Generative AI. As AI begins to augment how we work, employees now move away from repeatable tasks enabling them to think and act more strategically and have a more direct impact on mission delivery. Agencies regularly evaluate and increase AI skill sets and capabilities and understand how to upskill their workforce to utilize AI, including Generative AI technology.

## Promising Practice(s)/Agency Example(s)

- The **Air Force** developed a Human Resources Apprentice pilot to improve the minimum qualification process in assessing candidates for Federal jobs by improving the workflow and using AI. This AI automation aids staffing specialists in assessing applicants against position requirements where the software is integrated into existing hiring processes.
- A GAO Study reported about 1,200 current and planned AI use cases and specific challenges or opportunities that AI may help solve.
- The Department of Defense Joint Artificial Intelligence Center Responsible AI Champions Pilot is focused on accelerating the adoption and integration of AI in the Department of Defense to achieve mission impact at scale.
- The **Department of Education (ED)** provided agency leadership with an interactive workforce dashboard with data to help users better identify workforce needs and developed a Workforce Maturity Model that will inform current and future state staffing needs. ED's virtual assistant uses natural language processing to answer common financial aid questions and has interacted with over 5 million unique customers, resulting in more than 28 million user messages.

## Tools and Resources

- The **White House** released the Executive Order on the Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence, which outlines the governance, development, and use of AI safely and responsibly.
- The AI in Government Act ensures that the use of AI across the federal government is effective, ethical, and accountable, providing resources and guidance to agencies.
- The Agency Use Cases for AI is an inventory of how AI is being used.
- **OPM** released The AI in Government Act of 2020 – Artificial Intelligence Competencies memo to provide agencies guidance on general and technical competencies to support agencies targeting AI skills needed to fill positions to expand AI capabilities governmentwide.
- The **White House** published the Blueprint for an AI Bill of Rights, which identifies five principles that should guide the design, use, and deployment of automated systems to protect the American public.
- **GSA** published the AI Guide for Government as a living and evolving guide to the application of Artificial Intelligence for the Federal Government.
- The **EEOC** launched the Artificial Intelligence and Algorithmic Fairness Initiative which will examine more closely how existing and developing technologies fundamentally change the ways employment decisions are made.

## Call to Action

✓ Leverage appropriate AI capabilities into HR processes, with a focus on hiring strategies and enhancing the skills of the workforce.

✓ Understand how AI will impact the workforce and ensuring that safeguards are in place to protect employees.

✓ Maximize the power of AI by upskilling teams with appropriate competencies to shape a future-ready government.

✓ Train workforce on latest AI use cases and their applicability to current work. Include AI skills as a requirement in any rotational program.

## Metrics to Consider

✓ Identify and close skills gaps in data literacy and AI, including areas like the usage of large language models.

✓ Track and increase the number of HR AI use cases.

# Organizational Health

## The "Play"

Create work environments that drive organizational health and performance.

## Framing/Why it Matters

Defining and measuring organizational health and performance is a key practice for an agency to meet its mission and understand impediments to achieving its goals. Data and evidence indicate a strong predictive relationship between work environments and organizational heath and organizational performance.

## Current/Future State

**Current State:** There is wide variance in the maturity and practices of agencies in measuring organizational health and performance, which can result in an inability to demonstrate the effectiveness of work environment plans to achieve organization and workforce outcomes.

**Future State:** Policy is driven by performance and results, with agencies using tools and identifying metrics to measure organizational health and make work environment policy decisions based on effectiveness and the agency's ability to deliver on mission.

## Promising Practice(s)/Agency Example(s)

- The **National Weather Service** created an organizational health blueprint.
- The **VA** implemented a customer service (CX) initiative with four core capabilities: Data, Tools, Technology, and Engagement.
- The **Department of Transportation (DOT)** implemented frameworks for measuring, monitoring, and improving organizational health and organizational performance.

## Tools/Resources

- **OPM** launched the OPM Data Portal to support agencies in conducting analysis on different workforce factors.
- **OPM Federal Employee Viewpoint Survey** which is the largest survey tool in the country administered to 1.6 million employees.
- The **Office of Management and Budget (OMB) and OPM** created the Organizational Health Scans to provide insights on current indicators related to organizational health and performance.
- **OMB** issued M-23-15: Measuring, Monitoring, and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments, which outlines steps agencies can take to ensure work environments continue to improve organizational health and organizational performance.
- The **White House** released Measuring What Matters: Organizational Health and Performance, which provides guidance to help ensure that agency decisions about their work environments continually improve their organization's health and performance.

## Call to Action

✓ Identify metrics that make sense for each agency.

✓ Identify benchmarks for those metrics in order to facilitate comparisons that will place and anchor them in the context of appropriate reference points.

✓ Start with metrics that have the greatest impact on your organization. Track and monitor these metrics through HRStat; evaluate progress.

✓ Develop structured opportunities for leaders to use data for strategic and operational decisions to encourage organizational health and performance improvements.

## Metrics to Consider

✓ Track and set targets to increase FEVS scores on the agency Performance Confidence Index (PCI) that can be found on page 25 of the Governmentwide Management Report.

✓ Identify, set targets, and track metrics associated with organizational health as outlined in M-23-15.

# Employee Health and Well-being

## The "Play"

Elevate employee health and well-being.

## Framing/Why it Matters

By providing an effective and comprehensive program to support employee health and well-being, agencies can not only become an employer of choice and a model of positive and effective workplace practices but can also remove barriers to mission accomplishment. Data shows that improved levels of employee health and well-being can significantly reduce instances of absenteeism, low productivity, employee burnout, and other negative mental and physical complications, health care costs, accidents, and grievances.

## Current/Future State

**Current State:** Agencies vary substantially on the extent and quality of well-being resources offered to employees. Many such programs are categorized under the Employee Assistance Program (EAP), which has a stigma attached to their use. Agencies may lack or infrequently use measurement tools to identify where resources are most needed to measure program effectiveness, or to monitor progress or areas of challenge regarding employee well-being.

**Future State:** Agencies offer robust resources to employees under the umbrella of employee well-being, which are widely utilized. Programs have ample capacity and providers have cultural competency to target their services for relevant individuals and occupations. Agencies know the value of these resources and programs on employees and the broader workplace.

## Promising Practice(s)/Agency Example(s)

- The National Environmental Satellite, Data, and Information Service Total Worker Health program uses workforce data analysis to drive transformation through top-down cultural initiatives designed to protect and promote the physical and mental health of the workforce.

- The **Administration for Children and Families** at **HHS** created a comprehensive well-being program that includes a wellness hub, resilience toolkit, wellness trainings, and mindfulness sessions.
- Veteran's Health Administration REBOOT Program is a national initiative addressing burnout and promoting professional fulfillment among employees.
- HHS SAMSHA Practitioner Training offers tools, training, and technical assistance to practitioners in the fields of mental health and substance use disorders.
- CDC Workplace Health Resource Center provides employees additional resources.
- **HHS** published a helpful guide called Our Epidemic of Loneliness and Isolation.
- The Surgeon General's Framework for Workplace Mental Health and Well-Being offers a foundation that workplaces can build upon.

## Tools/Resources

- **OPM** released Employee Wellness Program Guidance, which promotes consistent, evidence- based approaches to EAP programming.
- **OPM** issued Federal Workplace Conversations About Mental Health, which explains the need to address mental health in the workplace and encourages conversations.
- **OPM's** Mindful FED is a resourced community of practice and suite of programs staffed by the Federal Executive Institute.

## Call to Action

✓ Broaden the scope and understanding of the current Employee Assistance Programs, dispelling stigmas, and ensuring the programs are attuned to the unique cultural needs of your workforce.
✓ Prioritize the rollout of relevant tools and resources.
✓ Foster an environment where everyone can thrive and deliver their best for the nation.
✓ Make employee health and well-being a priority to transform agency performance and improve engagement.
✓ Participate in the Employee Engagement community of practice by contacting CHCOCouncilCoPs@opm.gov
✓ Identify ways to evaluate EAP program effectiveness.

## Metrics to Consider

✓ Set targets to improve employee health and well-being metrics on the OPM FEVS.
✓ Close gaps in the Human Capital Framework performance culture system under work-life programs.
✓ Increase awareness of the employee health and well- being programs through strategic communication.

# Data-driven Workforce Decisions

INCLUSIVE    AGILE AND ENGAGED    RIGHT SKILLS

## The "Play"

Use data to make informed workforce decisions.

## Framing/Why it Matters

The Foundations for Evidence-based Policymaking Act of 2018 was established to advance evidence-building in the Federal Government by improving access to data and expanding agencies' capacity for research, evaluation, and analysis. Better use of workforce data can enhance agencies' ability to recruit, hire, engage, train, and retain talent.

## Current/Future State

**Current State:** Agencies do not have sufficient access to data and insights because data are often incomplete, delayed, or siloed. In addition, many staff lack data literacy to interpret the data.

**Future State:** Data are accurate, timely, and readily available to agencies and agency leaders through dashboards, reports, and research studies and are consistently used to inform policy decisions. Employees at all levels are properly trained and able to use their skills to interpret, visualize, and present data to decision-makers.

## Promising Practice(s)/Agency Example(s)

- The Advanced Analytics platform (ADVANA) is **DoD's** technology platform that houses a collection of enterprise data and supplies leaders with decision support analytics, visualizations, data tools, and associated support services.

- **SBA** has developed a robust data analytics framework that integrates HRStat into planning, monitoring and evaluating using sophisticated dashboards to track progress.

- **ED** provided agency leadership with an interactive workforce dashboard with data to help recipients better understand workforce needs and developed a Workforce Maturity Model to illustrate what an effective workforce plan looks like,

## Tools/Resources

- The OPM Data Portal provides seamless access to OPM data products and services, including public-facing human capital dashboards, the OPM Data Strategy, and various data policy resources.

- Performance.gov Data Dashboard helps to ensure that intended outcomes are achieved through success metrics to gauge progress.

- GSA Mission Support Dashboard provides results from the Mission-Support Services Customer Satisfaction Survey (CSS).

- Chief Data Officer's Council provides tool and resources.

- Evaluation.gov, the home for Federal program evaluation and the Evaluation Officer Council.

## Call to Action

✓ Identify the data needed to support managers and make the data available through dashboards or other platforms.

✓ Identify data literacy gaps and develop strategies to ensure employees have the necessary data skills.

✓ Engage with the agency Human Capital Data Champion to understand what tools and resources are available.

✓ Ensure that HR data standards are implemented, and that transmission and entry is accurate and timely.

✓ Use currently available data products like Fedscope, time to hire and manager satisfaction Dashboards, stay and exit surveys, applicant flow data and other platforms to inform decisions.

## Metrics to Consider

✓ Set targets to improve data accuracy and timeliness.

✓ Set targets to track key data indicators such as attrition, demographics, time-to-hire, and other key workforce data.

# Career Pathing and Employee Development

INCLUSIVE   AGILE AND ENGAGED   RIGHT SKILLS

## The "Play"

Clearly articulate career paths and prioritize professional growth and development.

## Framing/Why it Matters

Making every Federal job a good job, where all employees have an opportunity to learn and grow, could start with career pathing. A career path is a strategic roadmap for helping employees navigate their professional careers.

## Current/Future State

**Current State:** Current Federal employees need greater clarity on how to advance and may lack a clear understanding of a possible career path. Non-Federal employees are challenged to see where their skills might fit into a federal career path.

**Future State:** The Federal government uses modernized strategies to build career paths and updates them to reflect shifting workforce expectations and career dynamics. Federal employees understand and are empowered to take advantage of their opportunities for career growth. Agencies provide opportunities such as rotations within and across agencies as well as chances to participate in reskilling and upskilling programs.

## Promising Practice(s)/Agency Example(s)

- **DOI** launched my DOI Careers to share information on occupations across the agency.
- The Federal Emergency Management Agency (FEMA) Career Path Tool (CPT) is a new way for current and prospective FEMA employees to explore different careers.
- **DoD's** Interactive Job Exploration Tool allows job seekers to review different career paths and current job openings based upon education, degrees, certifications, and interests. DoD also developed a similar tool on Students and Recent Graduates to assist in locating scholarships, internships, and apprenticeships throughout the Department.

- The **Chief Financial Officer's Council** launched a Career Planning & Training Tool to provide a medium for 140,000 financial management professionals to access training.
- The **DOL** Competency Model Clearinghouse provides information about competency models and why they are useful in training a globally competitive workforce.
- The **National Initiative for Cybersecurity Careers and Studies (NICCS)** Cyber Career Pathways Tool presents a new and interactive way to explore work roles.

## Tools/Resources

- **OPM issued** Career Path Guides are an integral part of an effective talent management system.
- **OPM's** Individual Development Plan is a tool to assist employees in career development.
- **OPM** is currently collaborating with the **Chief Human Capital Officers Council** on career pathing pilots for HR across the Federal Government and is also working on a prototype Career Growth Platform website for the HR community that will include HR workforce training and career development resources and leading practices.

## Call to Action

✓ Have clear discussions with employees on their short- term and long-term goals to help them develop a strategy to achieve those goals.

✓ Conduct training needs assessments and competency assessments to better understand skills gaps.

✓ Use individual develop plans (IDP) to support growth into stretch competencies and professional growth.

✓ Consider using "stay interviews" to better understand employee needs and why they are excited to work for the agency.

## Metrics to Consider

✓ Increase the number of employees completing Individual Development Plans.

✓ Increase the frequency of manager and employee discussions on career growth.

✓ Review FEVS scores and set targets for improvement around employee development. FEVS questions to consider:

- I am given a real opportunity to improve my skills in my organization.
- I receive the training I need to do my job well.
- Supervisors in my work unit support employee development.

# Early Career Talent

## The "Play"

Reinvigorate Federal early career talent programs that serve as a pipeline for diverse talent into Federal jobs by investing resources in these programs, increasing public visibility of Federal careers, and establishing and maintaining effective partnerships with sources of early career talent (e.g. colleges and universities, Registered Apprenticeship Programs).

## Framing/Why it Matters

Early career programs are a critical entry point into Federal service whether someone is entering the workforce for the first time or changing professions. By increasing opportunities and removing barriers to hiring interns, fellows, and apprentices, Federal agencies can boost their talent pipelines and better serve the American people.

## Current/Future State

**Current State:** Agencies typically view early career talent as short-term hires and do not incorporate them into their workforce planning strategies or set aside positions for early career talent.

**Future State:** Agencies align early career talent hiring with mission-critical occupation skills gaps, use Pathways and other avenues to bring in new hires, and ensure funding is set aside for paid internships and full-time equivalent (FTE) employment for interns to convert into permanent positions. This will result in more entry-level employees hired into government. Agencies incorporate strategic use of the Pathways Programs, all hiring authorities, internships, fellowships, and apprenticeships as part of the agency's workforce planning.

## Promising Practice(s)/Agency Example(s)

- **NASA** weaves early career talent hiring, training, and development into its workforce planning strategy and receives more than 50,000 applications annually, hosts more than 3,500 paid interns with an 84% conversion rate for Pathways Interns.
- **Nuclear Regulatory Commission (NRC)** developed a robust internship program in which all interns are paid to include funding for travel and a stipend.
- The **Intelligence Community** has a robust website for internships that could be a model to attract students.

## Tools/Resources

- **OPM's** Intern Experience Program is a free program that provides a standardized, high quality professional experience for Federal interns and supplements agencies' existing programs.
- **OPM's** Federal Internship Portal is a one-stop shop for prospective interns to find opportunities and apply for internships in the Federal government.
- The Presidential Management Fellows Program is a leadership development program for advanced degree holders across all academic disciplines.
- **OPM** published the Federal Internship FAQs which provides valuable information about internships and how to apply.
- **OPM's** Guide to Internships, Fellowships, Apprenticeships, and Other Programs provides guidance to hiring managers, human resources (HR) professionals, internship coordinators, and Pathways Programs Officers (PPOs).
- Scholarship For Service is a unique program designed to recruit and train the next generation of IT professionals, industrial control system security professionals, and security managers.

## Call to Action

✓ Prioritize and allocate funding for internships, ensuring interns are compensated and supported.
✓ Use tools such as Pathways, USAJOBS Intern portal, Intern Experience Program, and the PMF Program to reach early career talent and plan on converting when applicable.
✓ Revisit how interns are perceived and positioned in the organization. Transition from viewing them as temporary assets to potential long-term contributors.
✓ Partner with educational institutions and harness existing platforms to fortify your talent pipeline.

## Metrics to Consider

✓ Increase the number of paid internships.
✓ Increase the number of interns converted.

# Fostering an Inclusive Work Environment

INCLUSIVE    AGILE AND ENGAGED    RIGHT SKILLS

## The "Play"

Expand the understanding of how diversity, equity, inclusion, and accessibility (DEIA) contributes to an inclusive work environment that provides the space, tools, and opportunities for individuals to perform their best work. Promising practices in this space include targeted recruitment, utilizing data to identify DEIA barriers, inclusive hiring processes, robust training programs, and a commitment to Employee Resource Groups (ERGs).

## Framing/Why it Matters

Robust DEIA initiatives build trust between employers and their workforces, improve decision-making and communication, and foster creativity. Research indicates that when employees are treated fairly and equitably, feel included and valued, and have access to systems and facilities needed to complete their work, they report higher levels of satisfaction and are motivated to create new and exciting solutions to current and future challenges. Moreover, institutions perform better and best serve their clients and customers when they are diverse, equitable, inclusive, and accessible.

## Current/Future State

**Current State:** Agencies are at various levels of maturity with respect to how they are able to incorporate DEIA into supporting their workforce and their customers.

**Future State:** Agencies have a shared understanding of DEIA principles, competencies, and standards, and offer training programs and other resources that are evidence-informed and prioritized. Agencies track DEIA investments, share promising practices, and collaborate for enterprise-wide approaches.

## Promising Practice(s)/Agency Example(s)

- The **U.S. Agency for International Development** conducted a DEIA survey that encompassed over 60% of the workforce, and expanded demographics to over 30 categories, including first generation professional status and generational cohorts.

- The **Small Business Administration (SBA)** ensured their DEIA Strategic Plan, including progress, performance, budget, and goal metrics, was aligned to the overall agency Strategic Plan.

- The **Nuclear Regulatory Commission (NRC)** launched the Diversity Inclusion Awareness - Leading Organizational Growth Understanding and Engagement (DIALOGUE), which consisted of a diverse group of employees across the agency. NRC also launched the Initiative on Civility, Awareness, Respect, and Engagement (ICARE) sessions to discuss important topics in the news and current events with agency staff.

## Tools/Resources

- The **White House** released the government-wide strategic plan to advance diversity, equity, inclusion, and accessibility in the Federal workforce, which provides vision and mission statements and establishes five operating principles to advance and sustain DEIA.

- **OPM** released the report entitled Government-wide DEIA: Our Progress and Path Forward to Building a Better Workforce for the American People, which provided a status update on the state of DEIA in the Federal workforce.

- OPM released Promising Practices for Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, which highlights impactful DEIA practices that agencies can leverage.

## Call to Action

✓ Commit to understanding how DEIA not only promotes equity but drives innovation and improves organizational health in addition to building a world- class workforce.

✓ Prioritize long-term, enterprise DEIA initiatives that can include training that targets awareness, cognitive learning, and skills development.

## Metrics to Consider

✓ Develop and track enterprise DEIA initiatives that promote awareness and skills development over time.

✓ Track employee satisfaction with training offerings.

✓ Utilize data to analyze barriers DEIA in the hiring lifecycle.

✓ Use FEVS DEIA Index to monitor progress and develop improvement strategies.

# Inclusive Outreach Strategy

## The "Play"

Build a long-term outreach strategy with Minority Serving Institutions (MSI), community organizations, institutions serving people with disabilities, and community colleges to build a sense of community and continuity for employees.

## Framing/Why it Matters

As the largest employer in the country, the Federal government aspires to be a model employer. Agencies can help achieve that goal by having talent pipelines that reflect the diversity of the American people; believing that qualified people from every background and walk of life should have equal opportunity to serve our Nation.

## Current/Future State

**Current State**: Outreach efforts to colleges and universities, MSIs, community colleges, community organizations, and institutions serving people with disabilities vary across government depending on resources. There is a need for meaningful outreach metrics to determine the success and effectiveness of the efforts beyond number of people reached.

**Future State:** Agencies engage in coordinated efforts to reach out to MSI's, community organizations, institutions serving people with disabilities, and community colleges using resources such as social media messaging, and evaluation techniques to provide evidence about the extent to which this programming connects individuals to resources that make them feel welcome and supported in the hiring process.

## Promising Practice(s)/Agency Example(s)

- The **Department of Labor (DOL)** established a new recruitment and outreach branch to strengthen its presence at career fairs and hiring events.
- The **Recruitment and Outreach Community of Practice** is a CHCO Council-led effort to facilitate the sharing of best practices, lessons learned, and resources to attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government.
- The Workforce Recruitment Program (WRP) is a recruitment and referral program that connects Federal and private-sector employers nationwide with highly motivated college students and recent graduates with disabilities.
- OPM, in partnership with Hampton University, launched "Level Up to Service Internship," which is a pilot program to increase interest in careers in the Federal Government.

## Tools/Resources

- The **White House** issued EO 14035 Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce to further advance equity and cultivate a workforce that draws from the full diversity of the Nation.
- **OPM** released Promising Practices for Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, which highlights impactful DEIA practices that agencies can leverage.
- **OPM** issued an Interim Final Rule Expanding Access to Federal Jobs for Military Spouses allowing spouses married to members of the armed forces on active duty to remain eligible for noncompetitive appointment under this hiring authority until December 31, 2028.
- **OPM** issued a final regulation that prohibits the use of previous non-federal salary history in setting pay for federal employment offers.

- **OPM** finalized a regulation prohibiting federal agencies from requesting criminal history before the employer has made a conditional offer of employment.
- **OPM** launched the **Talent Sourcing for America initiative** in September of 2022 in response to EO 14035 to take new steps to attract, hire, involve, develop, support, and empower talent who can help meet the challenges of today and tomorrow.

## Call to Action

✓ Build strategic alliances with MSIs, community colleges, and organizations dedicated to people with disabilities.

✓ Engage in outreach to programs such as Job Corps and Registered Apprenticeship programs that provide participants with skills.

✓ Connect with MSI's to distribute vacancies to potential applicants.

✓ Engage with the WRP to connect with motivated students and recent graduates with disabilities.

## Metrics to Consider

✓ Increase the number of recruitment events held at MSIs.

✓ Increase the number of managers who indicate they review applicant flow data.