



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

Wednesday, May 22, 2019

MEMORANDUM FOR: HEADS OF AGENCIES AND DEPARTMENTS

FROM: MARGARET M. WEICHERT, ACTING DIRECTOR

Subject: Reshaping and Reskilling Tools to Help Agencies Prepare for the Workforce of the Future

In support of the President's Management Agenda's Cross Agency Priority Goal on Developing a Workforce for the 21st Century, the U.S. Office of Personnel Management has designed **Accelerating the Gears of Transformation**, a set of [tools](#) to guide leaders, managers, and employees as we modernize our workplaces, consistent with merit system principles, and continuously revisit mission delivery for effectiveness and efficiency to improve services to the American people.

As technology like robotic process automation and artificial intelligence are introduced into the workplace, employees require new skills that include technical knowledge blended with social or "people" skills. Agency leaders, managers, Human Resources (HR) professionals, and employees can work together to prepare the workforce for new types of jobs and skills that will be needed as automation rapidly changes the way we work. To assist leaders, managers, and employees to prepare for the future of work, the Accelerating the Gears of Transformation tools include:

- The [Executive Playbook for Workforce Reshaping](#), which helps senior leaders with informed, strategic decision making based on data;
- The [Reskilling Toolkit](#), which assists HR professionals, managers, and employees as they design reskilling and upskilling opportunities based on employee strengths; and
- [Guidance for Change Management in the Federal Workforce](#), which provides practical advice for leaders and managers as they plan for changes that align agency culture, values, people, and behaviors to encourage the desired results.

Together, these tools will help guide Federal leaders and managers as they make strategic decisions to modernize the way Government functions, support HR professionals and managers as they design and implement reshaping and reskilling/upskilling strategy, and provide employees with pathways to progress in their Federal service careers.

For additional information, please send questions to workforce@opm.gov.

cc: Chief Human Capital Officers (CHCOs), Deputy CHCOs, and HR Directors