

# President’s Management Agenda Progress Updates

July 8, FY2022

## Priority 1

### Strengthening and Empowering the Federal Workforce

Cross-agency teams are advancing the PMA Workforce Priority across the identified Strategies and Goals, with cross-functional representatives from many agencies participating. These teams have been scoping the activities to support their goal statements, working to understand challenges, and exploring a broad range of solutions. Milestones included in this update represent initial foundational work to implement this Workforce Priority.

#### Priority-level milestones

- Conduct stakeholder engagement sessions (FY22 Q4)
- Identify promising practices that could be scaled Government-wide across the goal areas (FY22 Q4)
- Determine additional activities or deliverables to support progress toward goals (FY22 Q4)
- Develop priority-level metrics (FY22 Q4)

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## Strategy 1

Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government

Goal 1.1	Progress update
Agencies will efficiently and inclusively attract and hire quality candidates and reduce any systemic barriers by improving the hiring process for all applicants, hiring managers, and human resources (HR) specialists.	<p>This goal is focused on improving the Federal hiring process and experience for HR specialists, hiring managers, and applicants. Agencies are exploring the applicant experience, from early career through senior level, including the perspective of applicants with critical skills and from underserved and underrepresented communities. Recruitment is another area being explored, particularly opportunities for strategic partnerships with organizations that represent, support, and engage underserved communities. Agencies are also aligning these efforts with ongoing initiatives like implementation of Executive Order <a href="#">14035</a> on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, the National Security Memorandum on <a href="#">Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships</a>, Executive Order <a href="#">13932</a> on Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates, and <a href="#">Trusted Workforce 2.0</a>.</p> <p><u>Initial Milestones:</u></p> <ul style="list-style-type: none"><li>✓ Office of Personnel Management (OPM) issued a Bipartisan Infrastructure Law Agency Hiring Social Toolkit (FY22 Q3)</li><li>✓ OPM issued a multi-agency hiring action for Human Resource professionals and grants management specialists as part of the hiring efforts related to implementation of the Bipartisan Infrastructure Law (FY22 Q2)</li><li>✓ OPM and the Office of the Director of National Intelligence (ODNI) issued Federal Personnel Vetting Investigative Standards to prepare agencies for Continuous Vetting across the Executive Branch (FY22 Q3)</li><li>✓ OPM issued <a href="#">Skills-Based Hiring Guidance</a> (FY22 Q3)</li><li>□ Agencies to continue to stand up talent teams to expand and enhance recruitment and hiring of top talent (FY23 Q1)</li><li>□ Agencies to continue implementing Skills-Based Hiring Guidance (FY23 Q1)</li></ul>

**Goal 1.2****Progress update**

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Agencies will build equitable pathways into the Federal Government for early career positions, particularly from underrepresented and underserved communities.

This goal is focused on early career hires and internships. Areas of exploration are support for students to access information about internship opportunities and how to apply, tools for hiring managers to consider interns eligible for conversion that they can hire quickly, and opportunities for networking and training opportunities for internship and early career programs. Agencies are exchanging experiences and the business case for investing in interns and early career talent, including the value that internships and early career hiring can provide to candidates and agencies. Agencies are working to surface leading practices with paid internships and early career hires, including efforts to include and support underserved and underrepresented communities.

**Initial Milestones:**

- OPM and OMB to issue guidance on internships and similar programs, including guidance to increase the availability of paid internships, and reduce the practice of hiring interns, fellows, and apprentices who are unpaid in accordance with EO 14035 (FY22 Q4)
- OPM to publish proposed regulations to update Pathways Programs (FY22 Q4)

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**Strategy 2**

Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers

**Goal 2.1****Progress update**

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Agencies will engage and empower all employees to

The goal is focused on supporting agencies in identifying Federal employee groups who are under-engaged based on the most recent

## Goal 2.1

create a more inclusive and equitable work environment.

## Progress update

FEVS 2021 results and developing targeted engagement strategies. One example is frontline or shift workers. Another area of focus is providing managers and leaders tools based on existing agency best practices on recognition and engagement to more quickly take action on employee feedback. Agencies are also aligning these efforts with implementation of Executive Orders [14003](#) on Protecting the Federal Workforce and [14025](#) on Worker Organizing and Empowerment.

### Initial Milestones:

- ✓ Agencies developed draft diversity, equity, inclusion, and accessibility (DEIA) Strategic Plans (FY22 Q2)
- ✓ Agencies developed [Equity Plans](#) (FY22 Q3)
- ✓ OPM hosted inaugural Employee Resource Group Summit (FY22 Q3)
- ✓ OPM launched updated FEVS for 2022 with DEIA questions (FY22 Q3)
- OPM to launch a Chief Diversity Officer Executive Council (FY22 Q4)
- Eligible agencies to invite unions to conduct at least one new employee orientation session in the majority of their bargaining units, where benefits of union membership are discussed (FY22 Q4)

## Goal 2.2

Agencies will develop equitable, transparent, and transferrable career development pathways that promote career growth and agency mission delivery.

## Progress update

Agencies are exploring opportunities to address challenges with career development and cultivate a Senior Executive Service (SES) that reflects the diversity of our country. Agencies are exchanging promising practices relating to career paths across Government. Agencies are also exploring ways to make the process of applying for the SES easier to navigate. Lessons learned from implementation of Executive Order [13714](#) on Strengthening the Senior Executive Service are informing this effort.

### Initial Milestones:

- OPM reviews Executive Core Qualifications (ECQs) and identifies potential areas for improvement to meet future SES needs (FY23 Q2)

**Goal 2.2****Progress update**

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- OPM analyzes outcomes of Candidate Development Programs (CDPs) to identify promising practices across Government (FY23 Q3)

**Goal 2.3****Progress update**

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Agencies will promote awareness of employee well-being and support initiatives that extend beyond the workplace.

Like workers nationwide, Federal employees across agencies have historically – and more acutely during the COVID-19 pandemic – dealt with a spectrum of challenges related to well-being. Some agencies have led the way in developing evidence-based support services and tools for employees and creating an inclusive, supportive culture. These efforts serve to both support Federal employees and help ensure agency mission delivery. Agencies are identifying promising and scalable efforts across Government and exploring how to foster cultures within agencies that support mental health and well-being, as well as potential benchmarks or measures to monitor progress.

Initial Milestones:

- ✓ OPM issued a [Mental Health Awareness Memo](#); Department of Labor Office of Disability Employment Policy released a [handout with mental health resources](#) (FY22 Q3)
- OPM to lead an Employee Assistance Program (EAP) revitalization effort that includes evaluating current programs, identifying best practices, developing and enhancing training, and proposing changes modeled after successful efforts and promising practices at agencies (FY23 Q2)

**Goal 2.4****Progress update**

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Agencies will use the full suite of available tools, including pay and benefits, to encourage public service and retain dedicated employees.

Agencies are exploring opportunities to attract and retain mission-critical roles through pay and benefits while fostering greater pay equity.

Initial Milestones:

- OPM issues proposed regulation on use of prior salary history in accordance with [Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#) (FY22 Q4)

## Strategy 3

Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends

### Goal 3.1

### Progress update

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The Federal Government will be better equipped to achieve agency missions and serve the American people by investing in its people, technology, and space.

Agencies are working together to be prepared for the future by identifying new skills needed for mission needs, integrating technology, and modernizing and optimizing their workspaces.

#### Initial Milestones:

- ✓ OPM developed and released FEVS remote work and telework questions to allow agencies to better understand the impact of telework, remote, and other work arrangements on employee engagement and satisfaction (FY22 Q3)
  - ✓ OPM added a new USAJOBS remote location feature to allow agencies to advertise remote positions and enhance applicant search experience (FY22 Q3)
  - OPM to continue development of telework and remote work data collection and analysis (FY23 Q1)
  - General Services Administration (GSA) to release an updated menu of contracts and solutions to support planning for hybrid work (FY23 Q2)
  - GSA to work with 24 CFO Act agencies to complete national portfolio plans (FY23 Q4)
  - Agencies to facilitate use of IT and other cloud-based collaboration tools that support interoperability (FY 22 Q4)
  - Agencies to work together to adopt multi-agency document collaboration and sharing platforms (FY23 Q1)
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## Strategy 4

Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions

Goal 4.1	Progress update
Transform the Office of Personnel Management's organizational capacity and capability to better serve as the leader in Federal human capital management	<p>This goal reflects efforts underway to build OPM's organizational capacity and capability to better serve as the leader in Federal human capital management and help agencies meet their missions. These efforts correlate closely with work underway through OPM's Strategic Plan. One focus area is to build the skills of the OPM workforce and attract skilled talent through strategic workforce planning that addresses critical skill and staffing needs. Another workstream plans to strengthen OPM's connections to customers by enhancing the agency's stakeholder engagement model including the approach to partnerships with Chief Human Capital Officers (CHCOs) through the CHCO Council. Additional workstreams address areas including resource management, IT infrastructure, cross-organizational culture and employee engagement.</p> <p><u>Initial Milestone:</u></p> <ul style="list-style-type: none"><li>✓ OPM created and filled a Chief Transformation Officer position (FY22 Q2)</li></ul>
Goal 4.2	Progress update
Build out tools to support Government-wide and agency data-driven workforce decisions related to employee engagement, inclusion, and organizational performance.	<p>This goal aims to improve the ability to make Government-wide and agency-based data-driven decisions through enhanced data quality, services and tools. Agency leaders and staff often lack the integrated data and visualization tools to support more rapid and intuitive access to insights on critical workforce issues like hiring, barriers to DEIA, and employee engagement. Several workstreams are underway to improve how agencies can access critical workforce data, including the development of dashboards focused on DEIA insights and other visualization tools. This workstream also includes the development of an HR Quality Services Management Office (HR QSMO), which connects agency customers to a marketplace for qualified human</p>

**Goal 4.2****Progress update**

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resources services.

Initial Milestones:

- ✓ OPM received pre-designation by OMB as the Human Resources Quality Service Management Office (FY22 Q2)
- ✓ OPM and the Chief Human Capital Officers Council launched a Human Capital Data Working Group (FY22 Q3)

**Goal 4.3****Progress update**

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Build a modernized Federal HR workforce able to provide credible, effective support to agencies.

This goal supports the development of the Federal HR workforce in order to improve human resources performance and customer service across the Government. To support the performance of Federal agencies, the HR workforce needs technical, consultative, and analytical skills to implement talent management strategies that improve mission outcomes. Building on OPM's research data on the current state of the Federal HR profession, there are opportunities for agencies with their Chief Human Capital Officers and Chief Learning Officers to support HR workforce development across all career stages. This work includes efforts to look at the HR workforce from both an agency perspective to identify successful workforce management practices and an enterprise perspective to leverage shared resources and approaches.

Initial Milestone:

- ✓ OPM and the Chief Human Capital Officers Council launched an Elevating HR Working Group (FY22 Q3)