

Cross Agency Priority Goal Quarterly Progress Update

People and Culture

Goal Leads:

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FY2016 Quarter 4

Overview

Goal Statement

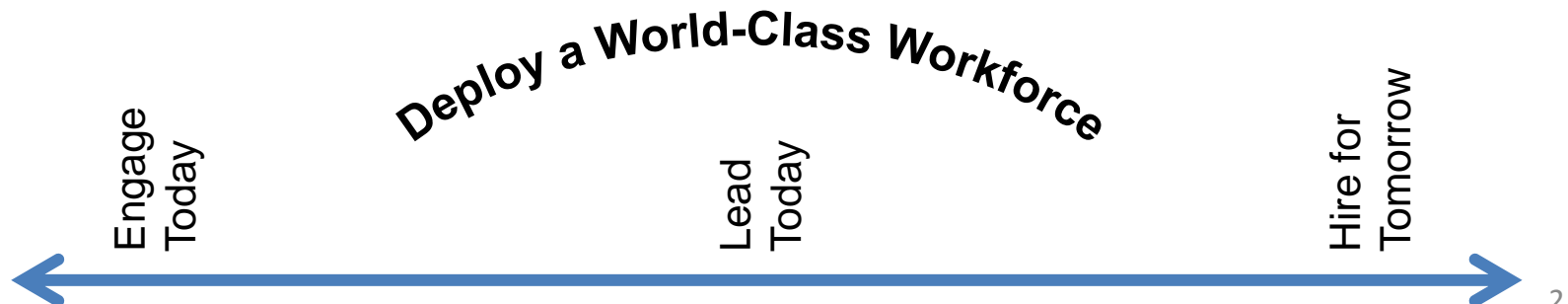
- Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.

Urgency

- The Federal Government's workforce is the most critical ingredient to driving the success of its priority initiatives, including other initiatives under the President's Management Agenda.

Vision

- In order to deploy a world-class workforce for the American people, we will:
 - Engage – Create a culture of excellence and engagement to enable higher performance
 - Lead – Build a world-class Federal management team starting with the Senior Executive Service (SES)
 - Hire – Enable agencies to hire the best talent from all segments of society
- Each of the three sub-goals is distinct and requires different actions; however, together they represent a single continuum to deploy a world-class workforce.



Progress Update

Driving Greater Employee Engagement-

- Provided monthly updates to the Community of Practice page of www.UnlockTalent.gov (including Employee Driven Engagement Promising Practice; The Partnership for Public Service's Employee Job and Workplace Satisfaction in the Law Enforcement Community; The Department of Housing and Urban Development's (HUD) Building an Engaging Workplace Webinar; The Introduction to Leave, Work-Life, and Workplace Flexibilities online course).
- On September 20th the FEVS data on UnlockTalent was updated for 2016. The public page allowed individuals to see the 2016 FEVS Governmentwide and overall agency level Employee Engagement and Global Satisfaction index and sub-factor scores.
- Reviewed agency progress on 2014 Office of Management and Budget (OMB)/Office of Personnel Management (OPM)/White House guidance (July-August 2016)
 - In 2014, OMB, OPM, and the White House provided guidance to Federal agencies on strengthening a culture of employee engagement and mission performance in accordance with the President's Management Agenda Cross Agency Priority on People and Culture. Agencies reviewed their activities in summer 2016 and completed a questionnaire to help OPM gain a Government-wide understanding of the status of suggested practices. The results showed that agencies have made tremendous strides in implementing the recommendations and are institutionalizing their engagement efforts.-
 - One-hundred percent of the 21 reporting agencies indicated they have designated a Senior Accountable Official (SAO), disseminated FEVS reports to managers, supervisors, and unions to facilitate data-driven reviews of engagement and performance, and made progress towards identifying barriers and promising practices for employee engagement, establishing targets and measures based on data from the Employee Engagement Index (EEI), and identifying appropriate strengthening employee engagement performance metric to be incorporated into SES and manager performance plans.
 - Hosted webinar for SAOs and agency engagement practitioners (July 2016, August 2016, September 2016, Oct 2016 x4, Nov 2016)
 - OPM Employee Engagement Webinar Series: This Employee Engagement series is based on extensive research and is aligned to OPM's Strategic Goal of providing leadership to help agencies create a fully engaged and energized workforce. Our target audience includes Federal employees responsible for implementing employee engagement initiatives and those interested in current research, best practices, and measuring impact. These monthly webinars included July 2016 "Nurturing a Culture of Engagement" with 398 participants, August 2016 "Engaging a Remote Workforce" with 278 participants, September 2016 "Designing Work that Engages" with 18 participants, October 20 16 "Cultivating an Inclusive Culture" with 217 participants, and November 2016 "Monitoring and Measuring the Impact of Engagement" with 130 participants.

Progress Update Continued

Driving Greater Employee Engagement cont.

- OPM's Work-Life Webinar Series: OPM offered a series webinars in Oct/Nov on timely topics related to work-life, a driver of engagement: Healthy Sleep on Oct 18 (524 attendees); Fatherhood on Oct 19 (207 attendees); Emergency Back-Up Dependent Care on Oct 25 (187 attendees); Telework and Performance Management-Part 1 on Oct 27 (7,482 attendees); Telework and Performance Management-Part 2 on Nov 3 (4,724 attendees). Due to the high number of participants planning more work targeting to assist teleworkers and supervisors of teleworkers.
- Previously developed and sent agencies a tracker survey to assess progress on employee engagement. The “tracker” is a checklist that will be used by agencies to share progress and information on their employee engagement work. Starting to receive agencies “trackers” indicated progress on all areas mandated in December 2014 memorandum.

Build a World-Class Federal Management Team, starting with the Senior Executive Service (SES)

- In May, hosted talent management forum with goal of identifying key talent management questions for agency leadership, creating a succession planning template, and to discuss a talent management process infographic for agency use in developing their own talent management and succession planning processes.
 - As a result of the May talent management forum, the Talent management (TM) infographic and succession planning template has been finalized and shared with agencies.
- In May, hosted SESCDP Round Table meeting for agencies, the next roundtable scheduled for Jan/Feb 2017.
- Released three additional online leadership training course: “Telework Fundamentals for Managers”, “Domestic Violence, Sexual Assault, Stalking in the Workplace”, and “Introduction to Leave, Worklife, and Workplace Flexibilities.”
- SES Onboarding training contracts with Federal Executive Institute (FEI) and Interior’s Federal Consulting Group (FCG) have been funded and approved; Phase 1 agencies have priority, but pending open slots Phase 2 and 3 agencies can also participate in the executive onboarding opportunities. FEI hosted forum in October, planning another for December 2016; FCG hosted workshop in October, will host next workshop in November 2016.
- All CFO agencies have submitted a 2-Year rotations plans in accordance with the Executive Order guidance; agencies initiated plans in October 2016, OPM to conduct mid-term assessment in April 2017.

Progress Update Continued

Enable Agencies to Recruit and Hire the Best Talent cont.

- OPM finalized the final phase of the FY 2016 HEC. In addition to the 3 pilot sessions, conducted 33 in-person sessions held across the country reaching over 3,000 supervisors/hiring managers and HR specialists from over 25 agencies sharing best practices, tips, and techniques for improving Federal hiring.
- 92% of participants rated the workshops positively; 74% of participants 90 days after attending a workshop reported they actually applied what they learned from the workshop on their jobs.
- OPM also trained over 1,700 Federal employees across the nation through Virtual Human Resources Conference focused on Hiring Excellence.
- Designed and conducted agency-specific training for managers and HR staff to include DHS, Library of Congress, USDA, DOL, SBA, USAID and DOD-DCPAS.
- Developed a suite of key materials and resources to include HEC website, Mythbusters booklet, and Placemat that outlines the roles and responsibilities of HR and hiring manager.
- USAJOBS iteratively delivered seven new releases to improve the website based on extensive user feedback to provide tools for federal personnel to better connect with applicants and to improve the user experience. The website experienced it's highest customer satisfaction of 77 after introducing the 5-step application process. Over the last 12 months, customer satisfaction held steady at 74. USAJOBS saw increased scores in user perceptions of the site's navigation and look and feel. Lastly, the overall satisfaction for users who submitted applications (completers) increased from 72 to an all-time high of 79.
- Created a HR Community of Practice that includes workshop participants (HR and Hiring Managers) and interested HR personnel to connect the thousands of federal managers and staff with interests in sharing best practices.
- Launched suite of Pathways Tools, including a Government-wide Pathways Handbook with Matrix and a Pathways Toolkit for Managers, and conducted the Pathways Professional Development Series to include 6 virtual sessions where we trained 4,648 individuals
- Launched the Hiring Excellence Mythbusters booklet to further institutionalize successful practices

Action Plan Summary – Driving Greater Employee Engagement

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
Leaders Set Clear Goals	<ul style="list-style-type: none"> As part of regular organizational and individual performance planning, agency heads, component heads, Senior Executive Service (SES), managers, and supervisors set goals each year to improve their organization’s employee engagement levels and other workforce issues. 	<p>Issued in the 2016 EVS results, the Federal government increased employee engagement, as measured by the Employee Viewpoint Survey Engagement Index, by 3% from 64% to 67%</p>
Leaders Review Progress	<ul style="list-style-type: none"> Headquarter (HQ) and Bureau leaders conduct regular data-driven reviews that lead to measurable improvement and influence the organizational culture to focus on workforce performance issues with a focus on inclusion and engagement. 	
SES/Managers Held Accountable for Improvement	<ul style="list-style-type: none"> Each SES will have improving employee engagement within their organization, and creating inclusive work environments as part of their annual performance plans and appraisals. 	
Data is Disseminated and Organized for Action	<ul style="list-style-type: none"> Each manager with an organizational breakout on the Employee Viewpoint Survey (EVS) (13,000 as of initial writing) will receive their organization’s results – and how it compares to the agency and other similar organizations within the agency – within three months of the survey completion date. 	
Increasingly Adopt Evidence-Based Practices	<ul style="list-style-type: none"> Establish continual improvement culture where agencies are motivated to search new ways to improve inclusion and engagement. This includes identifying and celebrating top-performing components, and communicating and sharing best practices broadly. 	

Action Plan Summary – Build a World-Class Federal Management Team, Starting with the Senior Executive Service (SES)

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
<p>Agencies will Improve and Streamline Processes for Recruiting and Hiring SES</p>	<ul style="list-style-type: none"> • Agencies will commit to having their senior leadership and their SES hiring officials actively involved in the hiring process, including development of job descriptions and job specifications, actively recruiting, and interviewing candidates. Per the Executive Order 13714 from December 15, 2015, agencies will track critical SES hiring data and will report to senior leaders regularly about SES vacancies and recruiting and hiring plans. • OPM will provide support to the White House SES Advisory Group and a group of agencies that will design and pilot solutions to improve the SES recruitment and hiring process, by identifying and advising on new ways to reduce the administrative burden for applicants (e.g., resume-based hiring process) and agencies in the SES hiring process, to improve outreach and recruitment for the best talent from all segments of society, enhance the diversity of SES applicants pools, to ensure equal employment opportunity in the selection of SES, and to help implement and share best practices. • OPM will work with agencies to “untie the knots” in their SES recruitment and hiring processes (including enhancing SES hiring guides). • OPM will help agencies access data on the quality and barriers of their SES recruitment and hiring (e.g., through the use of data-gathering tools such as an SES exit survey, SES onboarding survey, and SES hiring satisfaction survey) to inform strategies based upon evidence. • Agencies will commit to collecting and reviewing applicant flow data from hiring efforts to inform future outreach efforts to expand pool of qualified applicants. 	<p>Increased hiring manager satisfaction with quality of SES applicants by 10% over a 3-year period (Target = 70%/Chief Human Capital Officers (CHCO) Survey), within agencies implementing new SES hiring reforms</p> <p>At least 75% of SES participating in the Model SES onboarding programs evaluate said programs positively (majority of SES rate the program at least 3 on a 5-point scale) at the end of the one-year program, within implementing agencies</p>
<p>OPM will improve the Qualifications Review Board (QRB) Process</p>	<ul style="list-style-type: none"> • Agency heads will support participation of high-level executives on the QRB, and agency heads will recognize their senior executives so that QRB service is considered a prestigious honor. • OPM will provide support to the White House SES Advisory Group and a group of agencies that will identify improvements to the efficiency, validity, and value of the QRB process (e.g., identifying alternatives to reliance on Executive Core Qualifications (ECQ) essay narratives). • OPM will issue guidance on alternative submission methods for the QRB and will support agencies in streamlining their hiring processes, per the Executive Order 13714 from December 15, 2015. 	<p>At least 75% of SES participating in the Model SES onboarding programs evaluate said programs positively (majority of SES rate the program at least 3 on a 5-point scale) at the end of the one-year program, within implementing agencies</p>

Action Plan Summary – Build a World-Class Federal Management Team, Starting with the Senior Executive Service (SES) (cont.)

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
<p>Agencies will Implement an Improved Cross-Government SES Onboarding Model</p>	<ul style="list-style-type: none"> • OPM will evaluate results of the SES Onboarding pilot of the new, enhanced cross Government onboarding model. • Senior agency leadership commitment – as a key component of the new SES onboarding model, senior agency leaders (e.g., Secretaries, Deputy Secretaries, agency heads, or other senior officials) will be actively involved in the implementation and operation of the new SES onboarding model, will meet periodically (e.g., quarterly) with all SES hired in that period to welcome them and orient them to agency priorities, and assess the progress and effectiveness of their agencies’ onboarding activities. • OPM will issue guidance on SES onboarding, per the Executive Order 13714 from December 15, 2015. 	
<p>Agencies will Commit to and Prioritize Continual SES Development</p>	<ul style="list-style-type: none"> • OPM and OMB will work with agencies to implement the executive development requirements of the Executive Order 13714 December 15, 2015 • OPM will work with agencies to develop a cross-Government, continuing leadership development curricula and to provide executive development guides and best practices. • OPM will expand and enhance key Government-wide development solutions and events (including the Briefing for New Career SES delivered by OPM’s Federal Executive Institute (FEI) in partnership with the White House, and the leadership workshops for SES in their first and second year delivered by OPM’s FEI in partnership with the President’s Management Advisory Board). • OPM will work with agencies and Federal Executive Boards to expand the existing Interagency Rotation Program to all PMC agencies and regional areas, and to include SES members in addition to current GS 13-15 participants. • OPM established a Situational Mentoring Program for SES as well as a Coaching Network for SES and will continue to provide developmental guidance. • OPM will work with agencies in sharing resources and convening agencies to support in establishing talent and succession management systems and rotation plans. 	See slide 7
<p>Agencies will Commit to and Prioritize Effective SES Performance Management</p>	<ul style="list-style-type: none"> • OPM will work with agencies to “untie the knots” in agencies’ design and implementation of SES performance appraisal systems and initiate an education campaign across agencies on SES performance management requirements and best practices. • OPM will work with three agencies to help address performance and conduct and develop best practices. • OPM will issue awards guidance for FY17 to help agencies implement the provisions of Executive Order 13714, December 15, 2015. For FY17, agencies’ spending on performance awards for SES and SL/ST is limited to 7.5% of aggregate SES and SL/ST salaries. 	

Action Plan Summary – Enable Agencies to Recruit and Hire the Best Talent

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
<p>Agencies ensure HR Professionals and Hiring Managers are Educated on Current Flexibilities</p>	<ul style="list-style-type: none"> • PMC will ensure hiring managers are active and understand their role in the recruiting and hiring process and up-to-date on the Hiring Toolkit and current flexibilities. • OPM will lead the development of HR curriculum for the HR occupation to ensure HR professionals have requisite training and skills. • OPM will update and expand the Recruitment and Hiring Toolkit and training for hiring managers and HR professionals and distribute to President’s Management Council (PMC) and (Chief Human Capital Officers (CHCO) Council. • President’s Management Council (PMC) will ensure hiring managers are active in the implementation of the updated Government-wide and agency Diversity and Inclusion Strategic Plans. • OPM and CHCO Council will launch a Community of Practice of hiring managers and HR professionals to share recruitment and hiring best practices and recruitment initiatives, e.g., National Service, Long-Term Unemployed, Equal Pay, Persons with Disabilities, My Brother’s Keeper, other White House Initiatives, etc. 	<ul style="list-style-type: none"> • 10% increase in hiring manager satisfaction with quality of applicants (CHCO Survey) • 10% increase in % of managers who indicate they are involved in the workforce planning process • 10% increase in hiring managers who indicate they actively and personally participated in recruitment and outreach for their job vacancies (CHCO Survey)
<p>Agencies Expand Use of Existing Flexible Hiring Paths</p>	<ul style="list-style-type: none"> • Office of Science and Technology Policy (OSTP), Office of Management and Budget (OMB), Office of Personnel Management (OPM) will create a working group to review, evaluate and improve existing flexible hiring paths especially Science, Technology, Engineering, and Math (STEM) related hiring flexibilities and other critical skills gaps. • OPM will review the existing Pathways Program (student interns, Recent Graduates, Presidential Management Fellows) to identify enhancements that may support agencies to maximize the use of the program. 	<ul style="list-style-type: none"> • 3% increase (from 52% to 55%) in Federal employees’ perception that the skill level in their work unit has improved in the past year. • [Note indicators above will need to be revised when CHCO survey instrument redesign is complete.]

The above actions were developed prior to the establishment of the Hiring Excellence Campaign (HEC) and have now been integrated into the HEC.

Action Plan Summary – Enable Agencies to Recruit and Hire the Best Talent (cont.)

Sub-Goal	Major Actions to Achieve Impact	Key Indicators
<p>OPM Works to “Untie the Knots” for Specific Agencies as Requested</p>	<ul style="list-style-type: none"> • Agencies will review their strategic workforce plans to determine current and future workforce needs. • PMC will identify significant hiring and personnel management challenges and request “untying the knots” sessions with OPM that include review and assessment of existing hiring rules and regulations • OPM will continue “untying the knots” campaign, with priority given to projects untying common knots or those with significant impact/return. • OPM and agencies will identify opportunities to celebrate and publicize “knots” that have been untied. 	<ul style="list-style-type: none"> • See slide 9
<p>Agencies Expand Strategic Outreach and Recruitment</p>	<ul style="list-style-type: none"> • Office of Personnel Management (OPM), Chief Human Capital Officers (CHCO) Council, and Diversity and Inclusion (D&I) Directors, where they exist, will form a working group to identify enhanced recruitment and outreach strategies for entry-, mid-, and senior-level positions to increase the Government’s ability to recruit and hire the best talent from all segments of society. • OPM will develop tools to help agencies expand use of social media for outreach and recruitment and distribute to President’s Management Council (PMC) and CHCO Council • OPM will identify ways to better use data including hiring needs and applicant flow to drive recruitment strategies and measure success of recruitment programs. 	

Goal Team and Governance Structure

Oversight and Project Management
Beth Cobert (Office of Personnel Management (OPM))/
Meg McLaughlin (Presidential Personnel Office (PPO))

Engagement

Team Lead:

- OPM

Agency partners:

- Treasury
- Energy
- Court Services and Offender Supervision Agency (CSOSA)
- Environmental Protection Agency (EPA)
- Labor
- Department of Agriculture (USDA)
- Housing and Urban Development (HUD)
- General Services Administration (GSA)
- Chief Human Capital Officers-Labor Management Council (CHCO-LMC) Workgroup
- HRStat Community of Practice

Project Team:

- OPM and OMB

SES Leadership

Team Lead:

- OPM

Agency partners:

- CHCO Council
- President’s Leadership Workshop
- Senior Executive Service (SES) White House Advisory Group
- Social Security Administration (SSA), Energy, and Health and Human Services (HHS)
- PHASE I
 - DOD, Energy, HHS, HUD, VA, GSA, SSA, OPM.
- PMC
- PMC Subcommittee

Project Team:

- OPM and OMB

Recruitment & Hiring

Team Lead:

- OPM

Agency partners:

- Chief Human Capital Officers (CHCO) Council

Project Team:

- OPM
- OMB

Overall Contributors

- OPM, PPO, Office of Management and Budget (OMB)

Governance Structure

- Deputy Goal Leader hosts weekly meeting with Team Leads, Overall Contributors and key members of Project Teams
- Team Leads report recent accomplishments, 2-month outlook, key risks and mitigating strategies, and outstanding action items

Work plan – Driving Greater Employee Engagement

Goal Statement: By the issuance of the 2016 EVS results, the Federal government will have increased employee engagement, as measured by the Employee Viewpoint Survey Engagement Index, by 3% from 64% to 67%.

Strategy: To achieve this goal, the Office of Personnel Management (OPM), Presidential Personnel Office (PPO), Office of Management and Budget (OMB), President’s Management Council (PMC), Performance Improvement Council (PIC), and Chief Human Capital Officers (CHCO) Council will increase the amount of leadership time spent to drive the adoption of effective management practices by emphasizing productivity and performance gains through proven inclusive behaviors and engagement strategy.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status
Leaders set clear goals		
Agency heads working with their Senior Accountable Officials (SAOs) to identify targeted strategies for improving employee engagement, such as office level or component level approaches. SAOs provided OPM/OMB an update on EE improvement efforts	Quarterly	On Track
Leaders review progress		
Each Deputy Secretary or equivalent will have reviewed progress on employee engagement, including policies and practices for disseminating the Employee Viewpoint Survey (EVS) data each year, ensuring results are disseminated to the lowest level possible, and identify success stories as well as target areas for improvement.	February 2015 for 2014 EVS Results, October 2015, October 2016	Complete for 2015 Completed for 2016
SES/Managers held accountable for improvement		
Agencies begin or continue phasing into Senior Executive Service (SES) performance plans people leadership elements that include agency workforce goals and metrics, including improvement targets relating to employee engagement. OPM will review samples of performance plans to gain visibility into agency progress and to verify they are holding SES members accountable for employee engagement (as evidenced by people leadership performance elements that incorporate workforce goals and metrics.) OPM collected and reviewed agency examples and posted to UnlockTalent.gov .	September 2015	Completed
The Office of Diversity and Inclusion (ODI) has shared New IQ (Inclusion Quotient) Index scores, derived from the results of the FY2015 Employee Viewpoint Survey, with the 60 plus agency strategic partnership. Efforts are ongoing to engage offices to model inclusive behaviors. ODI leadership regularly provides consultation to agency leaders to help improve teamwork, retention, innovation, and performance. Another initiative is to engage with agencies following review of Federal Equal Opportunity Recruitment Program Reports to share agency best practices for improving employee inclusion.	Quarterly	On track

Work plan – Driving Greater Employee Engagement (cont.)

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
Data is disseminated and organized for action		
Agencies disseminate Employee Viewpoint Survey (EVS) results with managers, supervisors, and labor management partners, encouraging data-driven reviews of engagement and performance.	November 2015, November 2016	Completed for 2015 On Track
Access to UnlockTalent.gov is provided to new members of the Senior Executive Service (SES).	Quarterly	On Track
Integrate Phase 3 updates to UnlockTalent.gov dashboard on a rolling basis.	September 2015	Completed
Phase 4—Unlocktalent.gov ability functions such as a link to the EVS online tool.	September 2016 November 2016	Missed On Track
Phase 4—Including features such as incorporating additional data elements and core metrics, and content updates.	October 2016	On Track and Ongoing
UnlockTalent.gov incorporates a capability for agencies to incorporate their own data	FY 2017	Not Started
Agencies increasingly adopt evidence-based practices		
Office of Management and Budget (OMB), Presidential Personnel Office (PPO), and Office of Personnel Management (OPM) support communities of practice (COP) in which top performers in engagement can share best practices for evidence-based practices around improving employee engagement and develop ways to communicate these out to agencies for uptake. Communities include the HRStat COP and the Chief Human Capital Officers-Labor Management Council (CHCO-LMC) employee engagement work group, which will assist in building out the COP page on UnlockTalent.gov. Monthly updates made to Unlocktalent COP, including SAO working group reports	Quarterly	On Track
OPM provides New IQ (Inclusion Quotient) training resources, strategies, and products to help agencies create inclusive work environments and highly engaged employees.	March 2016	Completed and Ongoing

Work plan – Driving Greater Employee Engagement (cont.)

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
Agencies increasingly adopt evidence-based practices		
<p>Test, scale, and adopt new workforce approaches, promising practices and technologies for flexible assembling and deploying talent within and across agencies (GovConnect). (GovConnect Phase II cross-agency pilots)</p> <ul style="list-style-type: none"> GovConnect is a talent development program. The work of DOL,SSA, State, GSA are single agency talent sharing programs that will continue within those agencies. We will leverage the best practices and lessons learned of those agencies to assist in the development of a cross-agency talent development program. <p>Phase II: Design and Launch GovConnect Cross-Agency Pilots</p> <p>FY17Q3:Develop at least three low-resolution prototypes</p> <ul style="list-style-type: none"> Develop at least three low-resolution (non-digitalized) prototypes for GovConnect cross-agency pilots (including user journey maps, etc.) based upon user research and interviews. <p>FY17Q4:Develop an action plan to launch of cross-agency pilots</p> <ul style="list-style-type: none"> Develop legislative framework and policy proposals to support cross-agency micro-detail employee development programs in anticipation of a government-wide launch. 	FY2017	<p>On Track</p> <p>Not Started</p> <p>Not Started</p>
FY2018:Finalize GovConnect policy and develop government wide roll-out strategy	FY2018	Not Started

Work plan – Build a World-Class Federal Management Team, Starting with the Senior Executive Service

Goal Statement: By 2017, the Federal government will enhance its ability and success in attracting and maintaining world-class talent in the Senior Executive Service (SES) from all segments of society, positioning SES members to provide the highest-level of leadership within and across Departments and agencies (“agencies”).

Strategy: To achieve this goal, the Federal government (led by the President’s Management Council (PMC), Office of Personnel Management (OPM), Presidential Personnel Office (PPO), Office of Management and Budget (OMB), and the Chief Human Capital Officers (CHCO) Council) will implement best practices for the recruitment, hiring, development, performance management, retention, and succession management of senior executives.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status
OPM will lead discussions to stimulate thinking on 21st century leadership		
Plan and deliver up to three additional Thought Leader Discussions for 2015.	December 2015	Completed
Agencies will improve and streamline their processes for recruiting and hiring SES		
Work with pilot agencies to implement work plans related to improving SES recruitment, assessment, and selection processes.	July 2016*	On Track
OMB, OPM and PPO will manage and support the White House SES Reform Advisory Group to improve core reform areas, such as recruitment, hiring, retention and development, and restoring the value of public service and SES		
The White House SES Reform Advisory Group will identify replicable reform best practices on each of the Subcommittee areas: Recruitment, Hiring, Retention & Development, and Restoring the Value of Public Service	July 2015	Completed
OPM will work with agencies to improve the Qualifications Review Board (QRB) process		
Support agency pilots to identify ways to streamline the SES hiring and QRB process.		
• In August, OPM concluded a QRB pilot with GSA to use alternative less-burdensome submission materials.	August 2016	Completed
• GSA to start submitting new QRB cases using the new materials, based on new hires conducted.	Ongoing	On Track
• DOI to conduct a another pilot with existing CDP candidates in Winter 2016.	February 2017	On Track

*July 2016 is the milestone for initiating the pilots and OPM has already started the effort. July 2017 is when OPM expects useful information to inform streamlined recruitment and hiring of SES.

Work plan – Build a World-Class Federal Management Team, Starting with the Senior Executive Service (cont.)

Milestone Summary		
Key Milestones	Milestone Due Date	Milestone status
Agencies will implement an improved cross-Government Senior Executive Service (SES) onboarding model		
Final SES onboarding model available for agencies	September 2015	Completed
Onboarding Pilot evaluation report and final model will be rolled out through Chief Human Capital Officers (CHCO) and the President’s Management Council (PMC)	March 2016	Completed
Quarterly SES Onboarding Roundtables will highlight agency promising practices and the continued learning of executives.	January 2015 and beyond	Completed for 2015; roundtable conducted Jul 2016
Agencies will commit to and prioritize continual SES development		
Cross-Government, continuing leadership development curricula available to agencies	December 2016*	On Track
Interagency Rotation Program expanded to all PMC agencies and interested regional areas, expanded both the District of Columbia (DC) and Federal Executive Board (FEB) Programs for FY16.	April 2016	Completed
SES Interagency Rotations Program Pilot with agencies implementing from the Executive Order in Phase 1.	October 2016 April 2017	Missed Initiated
Launch a pilot White House Leadership Development program that provides executives at a broad diversity of agencies leadership experience at White House offices.	November 2015	Completed
Host Forum on Executive Rotations highlighting OPM guidance and agency promising practices	February 2016	Completed

*Due to unanticipated work mandated in December 2015 Executive Order on Strengthening the SES, the milestone due date is shifting and may shift further to December 2016.

Work plan – Enable Agencies to Recruit and Hire the Best Talent

Goal Statement: By 2017, the Federal government will increase the ability of agencies to recruit and hire the best talent from all segments of society, as measured by a 10% increase (from 61% to 71%) in hiring manager satisfaction with the quality of applicants referred; a 10% increase in hiring managers who indicate they actively and personally participated in recruitment and outreach for their job vacancies; and a 3% increase (from 52% to 55%) in Federal employees’ perception that the skill level in their work unit has improved in the past year.

Strategy: To achieve this goal, the Federal government (led by the President’s Management Council (PMC), Office of Personnel Management (OPM), Presidential Personnel Office (PPO), Office of Management and Budget (OMB), and the Chief Human Capital Officers (CHCO) Council) will increase awareness and effective utilization of recruiting and hiring authorities by hiring managers and Human Resources professionals; address administrative and practical barriers or other “myths” that may be impeding the Government’s ability to effectively recruit and hire the best talent; effectively plan for the workforce of the future; ensure hiring managers are actively engaged in recruitment and outreach to attract talent from all segments of society; and address critical skills gaps.

Milestone Summary

Key Milestones*	Milestone Due Date	Milestone status
Launch Hiring Excellence Campaign		
<ul style="list-style-type: none"> Phase 1 – Develop Content <ul style="list-style-type: none"> Develop and launch suite of Pathways Tools, including a Government-wide Pathways Handbook and Matrix, Training Course for HR Professionals, and Pathways Toolkit for Managers. Develop comprehensive workshop materials that focus on collaboration with HR and Hiring managers; bolstering skills of HR; awareness of full range of hiring authorities; leveraging and understanding the full range of assessment tools; improving the applicant experience through USAJOBS talent portal enhancements and leveraging applicant flow data to inform recruitment and outreach. 	April 2016	Completed
	February 2016	Completed
<ul style="list-style-type: none"> Phase 2 – Engage Key Stakeholders <ul style="list-style-type: none"> Conduct outreach to key stakeholders to refine materials, and communicate key messages Conduct pilot sessions to test materials and format –SSA and Baltimore, Philadelphia , and LA FEBs. Hold workshops with DOD and civilian HR policy and employment counsel to discuss campaign content and alignment with current agency practice. 	November/ December 2015	Completed
	November/December 2015	Completed
	January/February 2016	Completed
<ul style="list-style-type: none"> Phase 3 – Rollout/Training <ul style="list-style-type: none"> Launch Hiring Excellence campaign workshops for HR professionals and hiring managers (e.g., Myth Busters, Untying the Knots, assessments, strategic diversity/applicant flow, etc.) and deliver in person and virtually to nationwide audience. 	March 2016	Completed

*Note –All milestones have been updated to reflect revised strategy /priorities for FY 16/17. Milestones which were previously listed as incomplete have been included above under Hiring Excellence Campaign Launch in Phase 1 (Hiring Toolkit, Pathways Tools).

Work plan – Enable Agencies to Recruit and Hire the Best Talent

Milestone Summary

Key Milestones*	Milestone Due Date	Milestone status
Improve and Expand Assessments		
<ul style="list-style-type: none"> Phase 1 – Develop and refine key policies <ul style="list-style-type: none"> Clarify and improve policies to enhance effectiveness of assessments: Assessment Storyboard and Designing an Assessment Strategy. For the Hiring Excellence Campaign (HEC), we will help clarify policies to enhance effectiveness of assessments. During the HEC we plan to provide clarity on using a 1-100 range for applicant ratings and provide guidance on using multiple hurdles and cut scores. 	<p>October-December 2015</p> <p>March 2016 March 2017</p>	<p>Completed</p> <p>Missed On Track</p>
<ul style="list-style-type: none"> Phase 2 – Expand quality tools <ul style="list-style-type: none"> Develop assessment tools, guidance, and education to ensure the quality of candidates. OPM will lead the development of HR curriculum for the HR occupation to ensure HR professionals have requisite training and skills. 	<p>March 2016</p> <p>March 2017</p>	<p>Completed</p> <p>On Track</p>
<ul style="list-style-type: none"> Phase 3 – Integrate Phases 1 and 2 into Hiring Excellence Campaign <ul style="list-style-type: none"> Jointly issue the Institutionalizing Hiring Excellence to Achieve Mission Outcomes memorandum, which sets forth a framework of key objectives and associated proven practices and requires continuous improvement actions. 	<p>January 2016 March 2016</p>	<p>Missed Completed</p>
Enhance Applicant Experience		
<ul style="list-style-type: none"> Improve user experience <ul style="list-style-type: none"> USAJOBS functionality (e.g., career discovery tools, visual geographic map search, friendlier user interface, etc.) USAJOBS Next Gen: Applicant Release 5.3: Application Guide USAJOBS Next Gen: Agency Talent Portal Release 5.3: Resume Mining Enhancements USAJOBS Next Gen: Applicant Release 5.4: Global UI Changes; Map Search Enhancements USAJOBS Next Gen: Agency Talent Portal Release 5.4: Resume Mining Enhancements USAJOBS Next Gen: Applicant Release 5.5: My Account USAJOBS Next Gen: Agency Talent Portal Release 5.5: Resume Mining Enhancements; Dashboard Enhancements USAJOBS NextGen: Applicant Release 5.6/5.7/5.8: Profile and Landing Page 	<p>October 2015 & ongoing</p> <p>January 2016</p> <p>January 2016</p> <p>March 2016</p> <p>March 2016</p> <p>May 2016</p> <p>May 2016</p> <p>September 2016</p>	<p>On Track</p> <p>Completed 2/20</p> <p>Completed 2/20</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed 9/9</p>

Work plan – Enable Agencies to Recruit and Hire the Best Talent

Milestone Summary

Key Milestones*	Milestone Due Date	Milestone status
<ul style="list-style-type: none"> • Improve Recruitment Approaches <ul style="list-style-type: none"> • Develop improved Job Opportunity Announcement (JOA) template • Enhance functionality to support recruitment/talent sourcing for hiring managers (resume mining, recruitment sourcing tool) • Improve tools to share applicant and hiring data with talent partners and stakeholders to include colleges and universities 	October 2015 & ongoing December 2016 December 2016 December 2016	Completed On Track On Track

*Note –All milestones have been updated to reflect revised strategy /priorities for FY 16/17. Milestones which were previously listed as incomplete have been included above under Improve Recruitment Approaches (Applicant and Hiring Data Tools).

Key indicators: Driving Greater Employee Engagement

Key Implementation Data							
Indicator	Source	Public/ Internal	Baseline	Target?	Frequency	Latest data	Trend
Increased employee engagement, as measured by the Employee Viewpoint Survey Engagement Index	Federal Employee Viewpoint Survey	Public	64% (2013 FEVS)	3% Increase	Annually	65% (2016 FEVS) 64% (2015 FEVS) 63% (2014 FEVS)	▲

Key indicators: Build a World-Class Federal Management Team, starting with the Senior Executive Service

Key Implementation Data

Indicator	Source	Public/Internal	Baseline	Target?	Frequency	Latest data	Trend
Increase positive response percentage in hiring manager satisfaction with Senior Executive Service (SES) applicants referred having the skills to perform the job.	CHCO Management Satisfaction Survey	Public	60%	70%	Annually	59% (Q4 FY16) 69% (Q3 FY 16) 64% (Q2 FY 16) 54% (Q1 FY 16) 51% (Q4 FY 15) 47% (Q3 FY 15)	▼
Satisfaction of newly-appointed SES with their onboarding experience (Baseline and Targets to be established in Q4 2015)	Government wide Survey	Public	TBD: Through onboarding survey	Increase by 5% over next three years	Annually	Baseline in June 2016* March 2017*	
Percent of agencies with onboarding programs lasting 7 months or more	Survey	Public	25%	30% (100% of agencies indicated in Dec. 15 EO by October 2018)	Annually	25%	
Percent of new SES (in pilot agencies: Health and Human Services (HHS), Peace Corps, Housing and Urban Development (HUD), Office of Personnel Management (OPM), Department of Homeland Security (DHS), Commerce) that have completed the first 30-day component of the one-year Onboarding program (Baseline to be determined in October 2015)	Survey	Public	25%	10% (the pilot is over so we are not sure if we want to continue to monitor or not)	Annually	25%	
Percent of new SES (in pilot agencies: HHS, Peace Corps, HUD, OPM, DHS, Commerce) that have completed the full one-year Onboarding program (Baseline to be determined in September 2016)	Survey	Public	0%	5% (see above)	Annually	0%	

*Due to the phased provision outlined in the Executive Order to Strengthen SES, section 3.b.iv, OPM is developing a baseline of indicators.

Key indicators: Build a World-Class Federal Management Team, starting with the Senior Executive Service

SES Hiring Data in CHCO Management Satisfaction Survey

With respect to indicator 1 on slide 22, increase positive response percentage in hiring manager satisfaction with Senior Executive Service (SES) applicants referred having the skills to perform the job, the following analysis explains the data point:

- We have sorted the manager responses by grade level and have identified that 120 surveys were completed in Q1, FY16 that were linked to an SES position.
- The survey question is on a 10 point scale, asking how strongly the hiring manager agrees or disagrees with the stated question.
- In the Q1, FY16 SES responses, 54% of hiring managers submitted a positive response (*i.e.*, a response of 8, 9, or 10). This is not a satisfaction score; it is a percentage of positive responses.
- In Q2, FY16, there were 64 SES responses, with 64% submitting a positive response.

Key indicators: Enable Agencies to Recruit and Hire the Best Talent

Key Implementation Data

Indicator	Source	Public/ Internal	Baseline Set FY2015	Target?	Frequency	Latest data	Trend
Increase positive response percentage in hiring manager satisfaction with applicants referred having the skills to perform the job.	Chief Human Capital Officers (CHCO) Management Satisfaction Survey	Public	60%	70%	Quarterly	61% (Q4 FY 2016) 61% (Q3 FY 2016) 61% (Q2 FY 2016) 61% (Q1 FY 2016) 59% (Q4 FY 2015) 61% (Q3 FY 2015)	--
Increase in percent of managers who indicate they are involved in the workforce planning process	CHCO Management Satisfaction Survey	Public	66%	76%	Quarterly	65% (Q4 FY 2016) 65% (Q3 FY 2016) 65% (Q2 FY 2016) 65% (Q1 FY 2016) 64% (Q4 FY 2015) 64% (Q3 FY 2015)	--
Increase in hiring managers who indicate they actively and personally participated in recruitment and outreach for their job vacancies	CHCO Management Satisfaction Survey	Public	44%	10% increase	Quarterly	41% (Q4 FY 2016) 42% (Q3 FY 2016) 41% (Q2 FY 2016) 40% (Q1 FY 2016) 40% (Q4 FY 2015) 43% (Q3 FY 2015)	▼
Increase in % of employees who perceive that the skill level in their organization has improved	Federal Employee Viewpoint Survey	Public	52%	3% increase	Annually	54% (2016 FEVS) 53% (2015 FEVS) 51% (2014 FEVS)	▲

Contributing Programs

Subgoal 1: Driving Greater Employee Engagement

- Office of Personnel Management (OPM)/Office of Management and Budget (OMB)/Presidential Personnel Office (PPO)
- Deputy Secretaries, Chief Human Capital Officers (CHCOs), and Chief Operating Officers at the President's Management Council (PMC) agencies, as well as leadership at bureau/component organizational levels
- HR staff
- National Council on Federal Labor-Management Relations

Subgoal 2: Build a World-Class Federal Management Team, starting with the Senior Executive Service

- OPM/OMB/PPO
- SES reform pilot agencies, including CHCOs, Assistant Secretaries for Administration and Management, CHCO and HR staff
- Senior Executive Service (SES) onboarding pilot agencies
- Phase 1 partner agencies DOD, Energy, HHS, HUD, VA, GSA, SSA, OPM, and PMC Subcommittee.

Subgoal 3: Enable Agencies to Recruit and Hire the Best Talent

- OPM/OMB/PPO
- Hiring Excellence Campaign
- CHCO's and HR staff at agencies participating in "untying knots" efforts
- Student Pathways Program Coordinators at various agencies

Acronyms

- **CHCO – Chief Human Capital Officers**
- **CIO – Chief Information Officers**
- **COP – Community of Practice**
- **CSOSA – Court Services and Offenders Supervision Agency**
- **D&I – Diversity and Inclusion**
- **DHS – Department of Homeland Security**
- **ECQ – Executive Core Qualifications**
- **EPA – Environmental Protection Agency**
- **EVS – Employee Viewpoint Survey**
- **FEI – Federal Executive Institute**
- **FEVS – Federal Employee Viewpoint Survey**
- **GSA – General Services Administration**
- **HHS – Department of Health and Human Services**
- **HQ – Headquarters**
- **HUD – Department of Housing and Urban Development**
- **N/A – Not Available**
- **OMB – Office of Management and Budget**
- **OPM – Office of Personnel Management**
- **OSTP – Office of Science and Technology Policy**
- **PMC – President’s Management Council**
- **PPO – Presidential Personnel Office**
- **QRB – Qualifications Review Board**
- **SAO – Senior Accountable Official**
- **SES – Senior Executive Service**
- **STEM – Science, Technology, Engineering, Mathematics**
- **TBD – To be determined**
- **Treasury – Department of the Treasury**