November 30, 2022

Memorandum for the President's Management Council, Chief Human Capital Officers, and Chief Diversity Officers

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SUBJECT: Agency Actions Requested on Success Metrics Related to the Workforce Priority
           of the President's Management Agenda

The first Priority in the President's Management Agenda (PMA), which is to *Strengthen and Empower the Federal Workforce*, marks a unique opportunity to focus attention on "our Government's most important asset." When we invest in and attract, hire, develop, and empower talented public servants who reflect the diversity of our nation, we are better able to deliver on our mission and serve all communities.

This document is a request for agency action on success metrics related to the PMA Workforce Priority.[1] To ensure intended outcomes are achieved, success metrics have been developed to gauge progress, identify needed improvements, and inform prioritization of potential actions. As Priority Area Leaders for the PMA Workforce Priority, we identified and selected these metrics with our implementation team in consultation with senior leaders and subject matter experts across the Office of Personnel Management (OPM), General Services Administration (GSA), and the Office of Management and Budget (OMB), as well as feedback from agency leaders through the President's Management Council (PMC) and the Chief Human Capital Officers (CHCO) Council. The approach in developing these metrics focused on important themes facing the Federal Workforce, while anchoring where possible on existing measures to drive action across Government. The Administration's commitment to track progress against these metrics has been posted publicly on Performance.gov/PMA.

Four priority-level success metrics—as published on Performance.gov and described in greater detail below—will support agencies in tracking progress toward these four target outcomes for the PMA Workforce Priority:

- Create a more equitable employee engagement experience across the Federal workforce, including across employee groups and organizational units within agencies;
- Improve the Federal hiring process to efficiently hire the best talent;
- Attract the right talent to the right roles; and

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[1] Performance.gov features both priority-level metrics and strategy-level metrics related to the PMA Workforce priority at https://www.performance.gov/pma/workforce/. This memo focuses on the priority-level metrics.

- Promote diversity, equity, inclusion, and accessibility (DEIA) strategies and practices across all human capital activities.

PMC Members should ensure their agencies track progress on each of the below success metrics identified for these four target outcomes, as they develop and execute agency actions—and participate in interagency efforts—to advance the strategies and goals of the PMA Workforce Priority (see: Strengthening and Empowering the Federal Workforce | Performance.gov). PMC members, supported by their CHCOs, and in collaboration with broader agency leadership teams, should work to set ambitious yet achievable multi-year goals for their agencies as it relates to these success metrics.

OMB, in its oversight role of the PMA, and in collaboration with the PMC, will work with OPM and agencies to track interagency progress on all PMA metrics and provide opportunities to share and learn across Government as part of the PMA Workforce Priority. Understanding trends across agencies related to these metrics will help advance important PMA Workforce Priority goals and overall outcomes through the PMA. Where feasible, OMB will share aggregate results against these metrics publicly on Performance.gov.

Agency Actions to Implement and Track PMA Workforce Priority Success Metrics

To assist in agency adoption and tracking of these PMA Workforce Priority success metrics in support of agency action to advance PMA Workforce Priority goals and strategies, below we have provided specific information on each metric and steps agencies should take to enhance data collection.

1. **Increase agency OPM Federal Employee Viewpoint Survey (OPM FEVS) Employee Engagement Index (EEI) scores by narrowing agency-identified gaps in EEI by employee group or organizational unit by 20 percent.**

   Target Outcome: Create a more equitable employee engagement experience across the Federal workforce, including across employee groups and organizational units within agencies

   Analyzing OPM FEVS EEI scores across demographics and organizational units provides important data to agencies that can identify workforce needs and inform effective performance management and workforce planning activities.

   To create an enhanced and more equitable employee engagement experience across their workforce, agencies should select: (1) an OPM FEVS EEI subfactor (Supervisor, Leaders Lead, Intrinsic Work Experience) or a minimum of three EEI questions within each subfactor, and (2) identified employee groups as defined by the OPM FEVS demographic questions and/or organizational units for which the agency has identified a gap in the selected EEI subfactor or questions, and has plans to target that gap through improvement actions. The goal is to narrow the gap in EEI scores among identified demographic/work units by 20 percent by the end of 2024.

There are multiple sources to acquire this OPM FEVS EEI data, and all are available through the reporting website accessible via the OPM FEVS point of contact (POC) in each agency. Publicly available data reports can also be reviewed and are retrievable from https://www.opm.gov/fevs/reports/data-reports/. Agencies are encouraged to use available OPM FEVS data to drive decision making and prioritization within their human capital operating plans (HCOP), including DEIA plans.

Agency Actions

- Agencies are encouraged to review their OPM FEVS EEI scores and analyze OPM FEVS results to identify questions with a low combined score of strongly agree and agree, and/or questions with a high combined score of disagree or strongly disagree, across the identified 16 demographic questions (e.g., telework/onsite, HQ/field, GS-scale), to identify employee groups and/or organizational units for which to develop and implement intervention strategies or activities.

- Agencies have the flexibility to customize their analysis and selection by the enterprise or component level. Agencies should use their 2022 OPM FEVS results as a baseline and use the 2023 OPM FEVS results to measure progress.

  For example, in the 2021 Government-wide results, Question 2: "I feel encouraged to come up with new and better ways of doing things" (an EEI question) showed a 10.7 percentage point gap in strongly agree and agree responses between Headquarters (70.1 percent) and Field employees (59.4 percent). With a gap of 10.7 percentage points, 20 percent of that gap would be around 2 percentage points. Thus, the goal of an intervention would be to improve the Field employee score to Question 2 by 2 percentage points (~61.4 percent).

- Following agencies' selection, custom engagement strategies to target those gaps should be developed and implemented to raise engagement across the identified employee group and/or organizational unit.

- Agencies should submit their selected EEI subfactor or questions and their selected employee groups and/or organization units by January 30, 2023 via MAX.gov and their first update in December 2023.

  - If agencies have recently performed a similar analysis, agencies can also elevate existing strategies or areas of focus.

- Agencies and leadership are encouraged to communicate directly, as appropriate, with their workforce about how agencies are responding to employee feedback, reflected in the OPM FEVS EEI scores, to increase equitable employee engagement.

2. Increase the percentage of hiring manager satisfaction with the hiring process.

Target Outcome: Improve the Federal hiring process to efficiently hire the best talent

The existing CHCO Hiring Manager Satisfaction survey provides agencies with important data on satisfaction with the hiring process that can help improve the Federal hiring process. PMC Members and CHCOs should continue to communicate the value of the survey to hiring managers across the agency, and share results to drive change.

The survey is currently administered by the agencies in one of two ways: either by the Human Resources (HR) Specialist sending the survey directly to the hiring manager after every hiring action or through your normal delivery process. OPM is working with talent acquisition systems to automate the process of delivering the survey to every manager following a hiring action. Once automated, HR Specialists will no longer be responsible for providing hiring managers with the survey.

The survey results will be posted quarterly on the existing MAX portal. The survey results will provide valuable data on hiring managers' satisfaction with the quality of applicants, timeliness of the hiring process, experience with HR staff, and familiarity with flexibilities, incentives, and assessments. Agencies will have data to identify challenges and opportunities in the hiring process and inform policy decisions to improve hiring manager experience and satisfaction in key areas.

Agency Actions

- Encourage hiring managers to complete the survey through communications that include an explanation of how the results will be used—a proven technique for improving survey completion.

- Continue analyzing the results to determine challenges and opportunities in the hiring process and implement strategies to improve hiring manager experience and satisfaction.

3. Increase the percentage of agencies meeting projected mission-critical occupation (MCO) hiring and staffing targets.

Target Outcome: Attract the right talent to the right roles

As part of an agency's existing annual human capital planning, agencies should focus on creating robust hiring and staffing targets for agency-specific MCOs, Government-wide MCOs, and cybersecurity occupations. Agencies will be required to provide their hiring projections by January 30, 2023 for FY23 to the MAX portal.

Agencies will report annually to OPM on their progress with closing hiring and staffing targets through the MAX portal as outlined below. In FY23, OPM will work with the talent acquisition systems (TAS) to receive hiring data directly from the TAS with the goal of eliminating agency data calls. OPM will be able to monitor agencies' progress to meet their

hiring targets by receiving hiring data from talent acquisition systems on a quarterly basis, thus eliminating burden on agencies to manually pull and submit data.

In FY23, OPM will work with agencies to validate the hiring data to ensure accuracy. If this pilot is successful, then going forward agencies will be asked to validate the hiring data pulled by OPM and will only be responsible for setting targets. OPM will analyze agency and Government-wide gaps and successes and, where feasible and appropriate, share aggregate, synthesized data at CHCO Council meetings. OPM can provide support to agencies that need help in meeting hiring targets.

Focusing on progress toward hiring and staffing projections will support agencies in attracting the right talent for the right roles and conducting workforce planning initiatives to ensure they can meet their hiring and staffing targets. Agencies should also review other hiring factors such as applicant flow data, outreach and recruitment efforts, and use of hiring authorities. It is critical that agencies identify workforce staffing targets based on a data-driven, needs-based strategic assessment to enable mission-delivery and then align resources and activities to meet those targets.

Tracking hiring actions to target projections satisfies additional Government-wide data requests on hiring and target needs, including: Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, 5 CFR 250 (B), and the Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships.

Agency Actions

- Agency responsibilities:
  - Submit an annual resource chart on MAX.gov at the beginning of each fiscal year starting with FY23 (see Appendix A);
  - Ensure all data entries in the chart are complete and accurate, and the targets and projections are as realistic as possible; and
  - Validate the quarterly data entries from talent acquisition systems when applicable.
  - Provide an agency point of contact to OPM at HumanCapital@opm.gov.

- Review other hiring factors such as applicant flow data, outreach and recruitment efforts, and use of hiring authorities.

CHCOs should coordinate across their Agency leadership team—including department heads, the agency Chief Diversity Officer, Performance Improvement Officer, and Chief Financial Officer—to develop accurate hiring and staffing targets that align with budget and strategic planning. Once targets are submitted, CHCOs will be responsible for reporting on progress towards the hiring targets.

Additional guidance is provided in *Appendix A: Instructions for Annual Reporting of Hiring and Staffing Targets and Quarterly Validation of Progress in Meeting Targets.*

4. OPM FEVS DEIA Measures

Target Outcome: Promote DEIA strategies and practices across all human capital activities

The 2022 OPM FEVS features new DEIA questions.[2] The new index includes items to individually measure diversity, equity, inclusion, and accessibility as defined in Executive Order 14035—as well as an updated sexual orientation demographic question. Employees should continue to respond to the OPM FEVS according to standard processes, and agencies should encourage uptake of the survey. With these new additions, agencies will be better positioned to focus on continuous improvement by using DEIA measures to identify an opportunity and develop a plan for change, analyze the results of the change, and determine its impact.

Further, agencies should consider integrating the tracking of OPM FEVS DEIA results into agency organizational planning including an agency's DEIA strategic plan, budget, Learning Agenda, annual evaluation plan, regulatory agenda, performance planning, Human Capital Operating Plan, and overall agency strategic plan.

Turning OPM FEVS DEIA survey results into actionable goals requires that agencies:

- Analyze OPM FEVS DEIA results: Agencies should assess: (1) areas of strength, opportunities, or challenges within the OPM FEVS DEIA results, and (2) gaps in positive, neutral, or negative responses to items within employee groups as identified through analysis of DEIA data by OPM FEVS demographic data.

- Understand qualitative employee input: Agencies can use focus groups or small group discussions to better understand and gain insights into the "employee experience," using OPM FEVS results to guide areas of particular agency importance, as appropriate. Some examples can include: the perception a demographic group or intersection of employees have regarding interactions with their colleagues, supervisors, and leaders within their work environments, what employees need to do their jobs effectively, and the different challenges these employees manage outside of the workplace.

- Create accountability: Integrate OPM FEVS DEIA results into agency DEIA strategic plans to: (1) support progress towards improving DEIA maturity in alignment with Executive Order 14035, and (2) increase transparency and underline the importance of DEIA-related efforts. These efforts can be further supported through communication about agency DEIA goals, e.g., publication on agency websites, periodic written reports, and policy statements, including a focus on employee communication and engagement.

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[2] The new OPM FEVS DEIA questions replace the "New Inclusion Quotient" (New IQ) questions.

OPM's Office of DEIA (ODEIA) will continue providing opportunities for agencies to share leading and promising practices and surface challenges. Opportunities include:

- Supporting the Chief Diversity Officers (CDO) Council, CHCO Council, and agency DEIA councils, which are internal agency bodies driving accountability for the agency DEIA plan;

- Convening learning webinars, government-wide Strategic Partners meetings, and communities of practice to connect the broader DEIA community;

- Creating a professional community of CDOs; and

- Maintaining the DEIA Learning Community and an online toolkit of resources.

Agency Actions

- Collaborate with agency Chief Diversity Officers and other diversity leaders to review ways employees report barriers to implementing DEIA practices to identify areas of possible inequity.

- Connect outcomes from new DEIA OPM FEVS measures to the Agency's DEIA strategic planning.

- Follow up with OPM's ODEIA for any further technical assistance.

Appendix A: Instructions for Annual Reporting of Hiring and Staffing Targets and Quarterly Validation of Progress in Meeting Targets

Instructions for Reporting Hiring and Staffing Targets

Purpose

The first President's Management Agenda (PMA) Priority, S*trengthening and Empowering the Federal Workforce,* has defined four priority-level success metrics to measure agencies' progress in meeting the intended outcomes and strengthening the Federal workforce. The priority-level target outcome of "attract the right talent for the right roles" will be tracked through the success metric of "increase the percentage of agencies meeting projected mission-critical occupation (MCO) hiring and staffing targets."

To enable tracking of progress toward this success metric, agencies must set annual staffing and hiring targets for mission-critical occupation (MCOs) to ensure that they have the workforce with the skills and competencies to meet their mission. This document provides instructions on how to submit annual MCO staffing targets and validate data on progress made in meeting and reporting on those targets.

Below are definitions and instructions for submitting annual staffing and hiring targets.

Using MAX to Submit Quarterly Data

For FY23, agencies will submit their annual hiring and staffing projections on MAX (link below) by January 30, 2023. They will then submit their results for FY23 by October 31, 2023 and set hiring and staffing targets for FY24.

In FY23, OPM is piloting with the talent acquisition system (TAS) providers the ability to pull hiring data directly from the TAS. If the FY23 pilot is successful, going forward in FY24, OPM will provide quarterly updates to agencies on the number of hires for validation.

[Hiring Targets Data Collection - Human Capital Community - MAX Federal Community](#)

The MAX site contains a pre-populated chart for each agency along with the specific instructions for how to download, complete and submit the chart with staffing and hiring projections. Each agency chart has been pre-populated with the Government-wide Mission Critical Occupations (MCOs) (HR Specialists, Acquisition, Information Technology, and Cybersecurity), and agency-specific MCOs.

Agencies are free to add additional occupations that are considered mission critical to their agency, beyond those pre-populated in the chart. To add any agency-specific MCOs not already pre-populated, insert additional rows as appropriate. National security agencies have specific occupations identified through National Security Memorandum-3 (NSM-3) implementation.

The chart has three tabs to be completed by the agency. The first tab will be the hiring and staffing projections for each MCO. The second tab is to identify any best practices or innovative human capital strategies that have helped achieve results. The third tab is an

acknowledgement that the CHCO has seen and approved the data in the submission.

Any questions can be sent to HumanCapital@opm.gov.

Leading Practices

With their quarterly data submissions, agencies also are encouraged to submit brief summaries of leading and promising human capital practices, innovative approaches to strategic human capital management, and other noteworthy accomplishments that could be shared among other agencies to improve overall efforts.

Due Dates and Required Data

Agencies are required to submit annual hiring and staffing targets for:

- All agency-specific Mission Critical Occupations (MCO) – this will align with the agency-specific MCOs identified in the closing skills gaps effort.

- All Government-wide MCOs: HR, IT, Acquisition, and Cybersecurity.

- Certain National Security occupations as defined by National Security Council's work on National Security Memo-3.

- Any additional MCOs not on the list of agency-specific MCOs, but nonetheless identified by the agency as Mission Critical Occupations (Insert additional rows as needed).

- Support the automation pilot on the number of hires by working with OPM to validate the hiring data throughout the fiscal year.

Data Validation

Agencies are responsible for ensuring that the data they submit are complete and accurate, and that their targets and projections are realistic. On an ongoing basis, agencies should indicate any reasons that may have impacted your agency meeting your hiring and staffing targets using the bottom row provided in each table. Each submission must be reviewed and approved by the agency's Chief Human Capital Officer (CHCO) before submitting. Agencies will be responsible for reviewing the data and validating the number of hires when providing any updates to OPM via the MAX portal.

In FY23, OPM is piloting with the talent acquisition system (TAS) providers the ability to pull hiring data directly from the TAS. If the FY23 pilot is successful, going forward in FY24, OPM will provide quarterly updates to agencies on the number of hires for validation.

Submission Requirements

Agencies are required to validate and submit the hiring and staffing targets chart to OPM annually. These are the due dates for fiscal year 2023 and the required data to be submitted:

FY 2023 Due Dates	Data to Be Submitted
January 30, 2023 – Baseline Data	• BASELINE - Number of Employees On-Board as of 9/30/22 • Projected Annual Number of Hires During FY23 (10/1/22-9/30/23) • Target for Number of Employees to Have on Board by the End of FY23 (9/30/23)
October 31, 2023 – Quarter 4 and Targets for Next Fiscal Year	• Agencies submit actual Number of Employees on Board for each MCO at the End of Q4 FY23 by October 31, 2023 • Agencies submit Projected Annual Number of Hires and the target for Number of Employees to Have on Board for each MCO at the End of FY24 (10/1/23-9/30/24) by October 31, 2023

Definitions

Agency-Specific Commonly Filled Occupations: Agency-defined occupations with the greatest number or highest volume of filled positions. Commonly Filled Occupations are those which, historically, have a high volume of positions filled. Agencies may define as they wish, but they should not change from quarter to quarter based on immediate hiring needs; instead, agencies may select those occupations that generally have high vacancy rates and report on those over time.

Cybersecurity: The National Initiative for Cybersecurity Education (NICE) National Cybersecurity Workforce Framework defines cybersecurity work as: "Strategy, policy, and standards regarding the security of and operations in cyberspace, and encompass[ing] the full range of threat reduction, vulnerability reduction, deterrence, international engagement, incident response, resiliency, and recovery policies and activities, including computer network operations, information assurance, law enforcement, diplomacy, military, and intelligence missions as they relate to the security and stability of the global information and communications infrastructure." (See Interpretive Guidance for Cybersecurity Positions for more information)

Government-wide Mission Critical Occupation (MCO): The following occupations are considered Government-wide MCOs: Human Resources (Job Series 0201), Acquisition Positions (Job Series 1102), Information Technology (Job Series 2210), and Cybersecurity (Job Series 0391, 0855, 0854, and 1550).

Mission Critical Occupations (MCOs): These are occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed.

Projected Number of Hires: This target is a projection of the number of employees that agencies plan to hire including Delegated Examining (DE) hires, all internal hires such as merit promotion and external hires, all hires where a Job Opportunity Announcement was posted on USAJOBS, all hires from shared certificates, all Direct Hires, all non-Title 5 hires, and all hires using any other hiring flexibilities or authority.

Staffing Target: This target is the number of employees that the agency is projecting to have on board for each occupation at the end of the fiscal year. This number is different than the projected number of hires as this metric will take into account attrition and other anomalies.

Target: A target is a future metric or number that the agency would like to achieve. The target is typically an improvement over the baseline or past result.