Roadmap

RECRUITMENT · ENGAGEMENT · DIVERSITY · INCLUSION

The U.S. Office of Personnel Management's
Recruitment, Engagement, Diversity, and Inclusion (REDI) Strategy

Each day, all across this country, Americans wake up in a society where they have clean water to drink, safe roads to travel to work and school, the security of affordable and quality health care, flourishing parks, rivers, and streams, dedicated law enforcement officials to protect their security, and access to small business loans and affordable mortgages that help keep our economy strong.

Providing these and countless other services to the American people requires a Federal workforce that is talented, well-trained, and engaged in the workplace, is led by executives who inspire and motivate, and draws from the rich diversity of the people it serves.

That is why the Office of Personnel Management developed the REDI Roadmap. REDI stands for Recruitment, Engagement, Diversity, and Inclusion, and it is a data-driven, forward-looking human capital management strategy that reflects our work on behalf of, and our commitment to, the People and Culture pillar of the President's Management Agenda (PMA).

The People and Culture section of the PMA is focused on modernizing and transforming the way the Federal Government recruits, hires, engages, and develops a skilled and diverse workforce.

Engagement

Leadership

Hiring & Recruitment

Key Objectives

▶ Clear Goals
▶ Progress
▶ Accountability
▶ Data

▶ Process
▶ Development
▶ Performance

▶ Education and Training
▶ Untying the Knots
▶ Outreach and Recruitment

Measures of Success

▶ Increase Employee Viewpoint Survey Engagement Index

▶ Increase hiring manager satisfaction

▶ SES in pilot agencies will complete the one-year onboarding program

Increase:

▶ Hiring manager satisfaction with applicant quality

▶ Percentage of managers involved in workforce planning

▶ Percentage of hiring managers who actively recruited and did outreach for job vacancies

OPM.GOV REDI

The REDI Roadmap provides a comprehensive view of OPM's efforts to further our work for the PMA and help our partner agencies meet their objectives.

REDI is also designed to help agencies drive other key Presidential initiatives in areas such as diversity and inclusion, closing the skills gap, building the Federal leaders of tomorrow, and fulfilling our commitment to our veterans and people with disabilities.

PMA

Diversity and Inclusion

My Brother's Keeper

Pathways

Long Term Unemployed

Veterans   **Hiring Reform**

People with Disabilities

Closing Skills Gaps

Untying Hiring Knots

OPM first and foremost is a customer service agency. We plan to work hand in hand with our customers—including our agency partners across government—to help managers untie hiring knots and to increase employee engagement.

We are enhancing the USAJOBS.gov platform and improving the effectiveness of our Pathways program. We are capitalizing on social media. And, we are helping agencies build a cutting-edge Senior Executive Service (SES) that will both invest in the talented employees of today and develop the next generation of Federal leaders.

The REDI Roadmap's data-driven initiatives on enhanced recruitment strategies, employee inclusion, and the development of accountable leadership are critical to the government's ability to continue to build and strengthen diversity and inclusion across the Federal workforce.
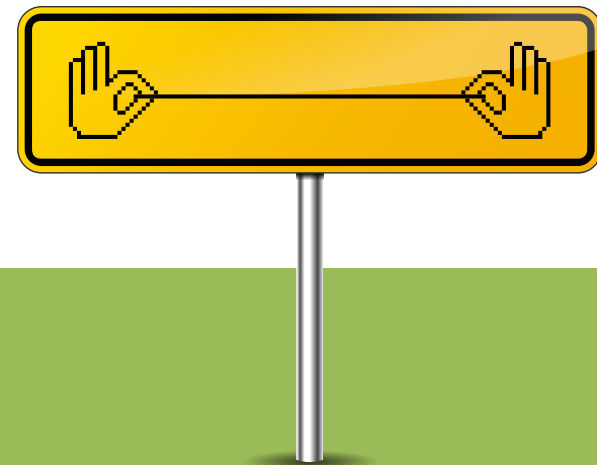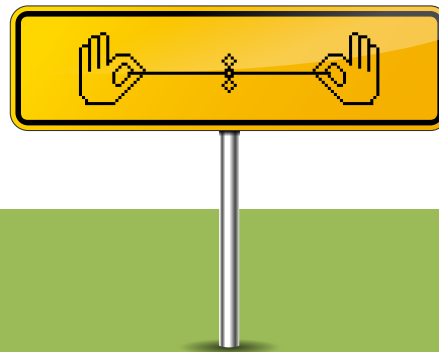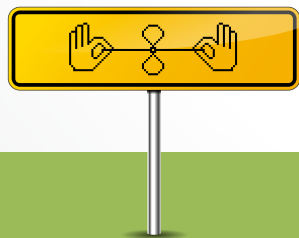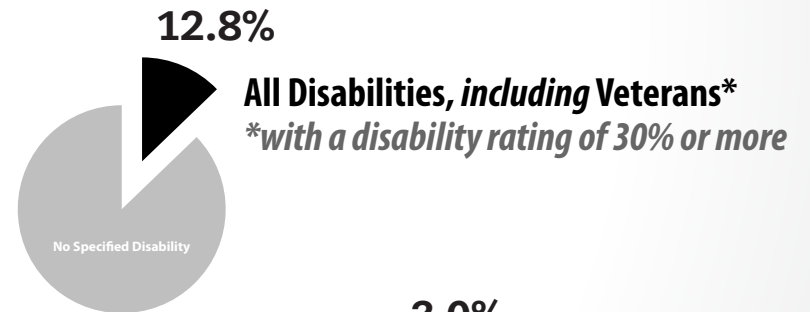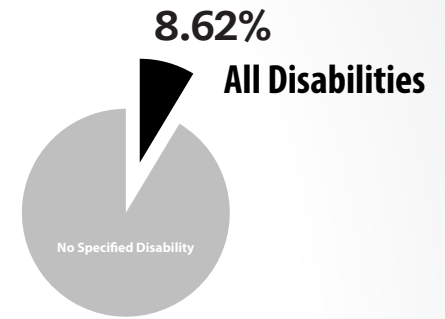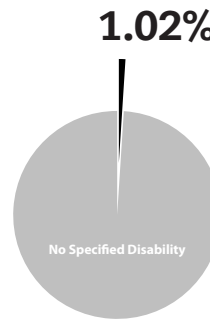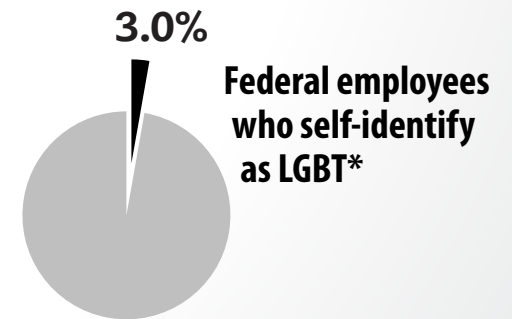
2013 Diversity Data – Federal Workforce

65.0%

8.3%

18.1%

1.1%

1.7%

5.8%
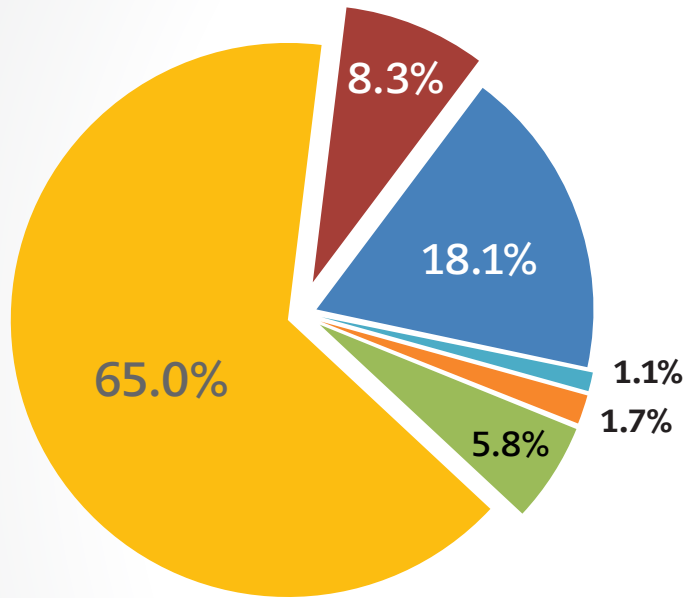
American Indian / Alaska Native (1.7%)

Asian American / Pacific Islander (5.8%)

White (65.0%)

Hispanic (8.3%)

Black (18.1%)

More Than One Race (1.1%)

1.02%
Targeted or Severe Disability
No Specified Disability

8.62%
All Disabilities
No Specified Disability

12.8%
All Disabilities, *including* Veterans*
***with a disability rating of 30% or more**
No Specified Disability

3.0%
Federal employees who self-identify as LGBT*

**Men 57.3%**   **Women 42.7%**

*Source:
2014 Federal Employee
Viewpoint Survey

The REDI project starts with data.

The demographic data tell us that we have made great strides. Nearly 32 percent of Federal employees are veterans, the highest percentage since the mid-1970s. We are hiring people with disabilities at a higher rate than at any time in the past 33 years, and we are more than halfway to the President's goal of hiring 100,000 people with disabilities.

Women in SES
34%
(2,631)

Men in SES
66%
(5,184)
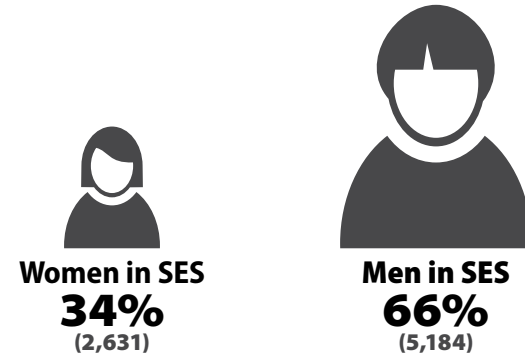
Yet challenges remain. Groups underrepresented in the Federal workforce include women, Hispanics, and people with disabilities. While the pay gap between women and men has significantly closed and has all but disappeared in the executive ranks, women comprise just 34 percent of the Senior Executive Service. Hispanics, Blacks, Asian Americans and Pacific Islanders, and American Indians and Alaska Natives are also underrepresented in the SES, as are people with disabilities.

The data also tell us that four in 10 Federal employees will be eligible to retire in the next four years, and it points to where we need to concentrate our efforts to build the diverse and inclusive workforce of the future.
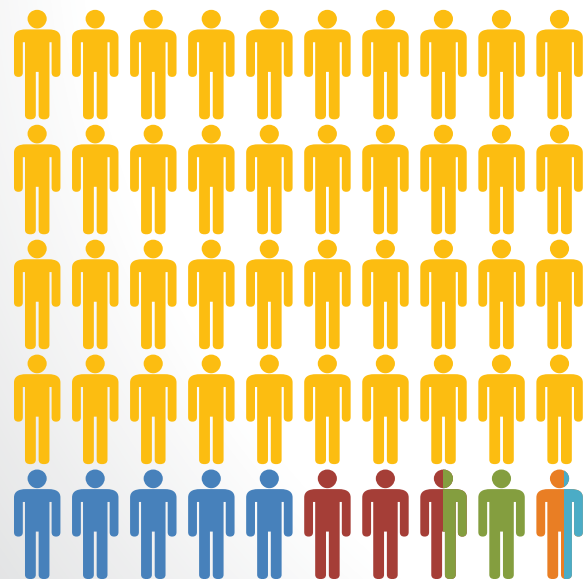
SES

- American Indian / Alaska Native (1.2%)
- Asian American / Pacific Islander (3.2%)
- White (80.1%)
- Hispanic (4.1%)
- Black (10.8%)
- More Than One Race (0.7%)

The Bureau of Labor Statistics predicts that over the next decade, employment in science, technology, engineering, and math (STEM) fields will increase to more than 9 million. That's an increase of about 1 million jobs compared to 2012. Given the growing demand in these technical areas, as well as other mission critical occupations, the Federal Government, like other employers, will have to ensure it can attract and recruit workers with the necessary skills across a wide range of occupations.

Under REDI, we are using that data, along with current and emerging digital tools, to attract job seekers, to help agencies hire applicants with the right skills and talent, and to support and engage the current Federal workforce.

To accomplish these goals, OPM is working with its partners across government, including the CHCO Council and small agency leaders. We are reaching out to stakeholders outside of government as well,

Top STEM Occupational Groups in the Federal Government (as of August 2014):

Sciences Occupations **67,442**
Technology Occupations........................... **81,533**
Engineering Occupations.......................... **101,933**
Mathematics Occupations **17,418**

Source: OPM's Fedscope

seeking expertise and advice from colleges and universities, affinity and community organizations, and private sector leaders. And, we're providing accessible digital portals for Federal employees, managers and leaders to share and promote best practices across government.

More than 336,000 people under the age of 33 currently work in the Federal Government.

Four in ten Federal employees are **eligible to retire in the next five years.**
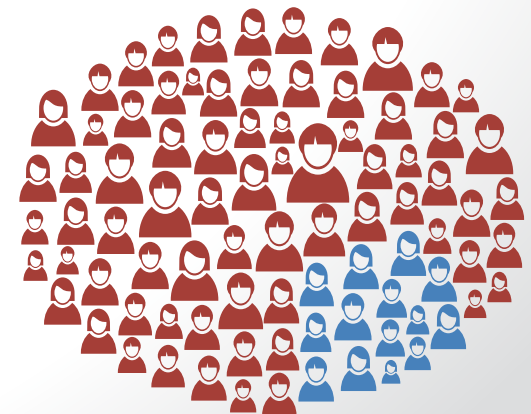
Millennials represent **16%** of the total Federal workforce

GOAL

1

Recruitment

and Hiring

Consistent with the PMA, OPM is partnering with agencies and key stakeholders to continue to improve the way that the Federal Government attracts, recruits, and hires new talent. This effort offers some of the greatest potential to ensure that the Federal workforce better reflects the people it serves, attracts top talent, and closes critical skills gaps in areas such as information technology and other STEM fields.

Strategic Recruitment

Utilize new and existing data sets to drive recruitment

Social media tools

Through REDI, OPM is focused on helping agencies strengthen their strategic recruitment initiatives. It will develop an improved USAJOBS.gov that meets the needs of job seekers and agencies, and it will partner with agencies across government to help them identify and eliminate barriers to recruiting and hiring the diverse talent they need. OPM will:

► Analyze data from sources including USAJOBS, USAStaffing, and the Enterprise Human Resources Integration database to help agencies with their strategic recruitment efforts. These efforts include:

▷ Providing agencies with applicant flow data to help them better target and measure the success of their recruitment efforts.

▷ Creating interactive maps that show where applicants for particular jobs are located and the demographics of the current Federal workforce.

▷ Developing a USAJOBS data system that will allow better analyses of job seekers' resumes, application activity, and customer satisfaction.

► Expand the use of social media in strategic recruiting and outreach efforts, both within OPM and across government, including:

▷ Using social media to highlight job postings, writing job notices in plain language, making the notices more creative and livelier, and incorporating graphics, video, and photos.

▷ Developing a new social media recruitment toolkit for hiring managers and training them to better use social media platforms; emphasizing the use of crisp, engaging language in writing job descriptions.

▷ Launching a government-wide working group to bring social media leaders and hiring managers together to build tools to help agencies take their recruitment strategies online.

▷ Videos highlighting the opportunities in Federal service through the stories of actual employees on the job.

Central hub for innovative tools and support

Strategic partnerships

▶ Enhance OPM's role as a premier source for innovative tools and services related to the recruitment and hiring of a world-class workforce that draws from all segments of society and advances the Federal Government as an employer of choice.

▶ Expand partnerships with stakeholders in order to broaden recruitment efforts and attract applicants in mission critical occupations. These efforts include:

▷ Partnerships with colleges and universities, and professional, technical, vocational, and trade schools—particularly institutions with diverse student bodies.

▷ Agreements with colleges and universities to increase educational opportunities for Federal employees.

▷ Outreach to stakeholders in the public, private, nonprofit, and academic sectors to help address critical workforce challenges and opportunities such as diversity, critical skills gaps, helping the long-term unemployed, and veterans' hiring.

Pathways Program

SES recruitment/ hiring process improvement

▶ Improve the effectiveness of the Pathways program by further developing the necessary resources to educate hiring managers, human resource professionals, academic partners, and potential applicants about the program. This effort includes:

▷ A Pathways toolkit for hiring managers and HR professionals.

▷ A handbook for Pathways program officers.

▷ Easy-to-digest Pathways videos for hiring managers, academia, and prospective applicants on select Pathways topics.

▶ In the Senior Executive Service, eliminate any barriers to attracting diverse executive talent, and pilot new approaches, including:

▷ Streamlining the application process by piloting and potentially implementing new recruitment and assessment approaches, such as resume-based applications.

▷ Partnering with agencies on SES candidate development programs to attract and develop candidates for the SES across government.

USAJOBS

OPM is developing an improved USAJOBS.gov that will better meet the needs of job seekers and agencies. The website will be easier to use and provide feedback and information to increase transparency in the application process. These improvements will promote equity in access and reflect how today's diverse applicants look for and apply for jobs.

Most people first turn to USAJOBS as the primary gateway to learn about Federal employment opportunities. Over the past year, more than 187 million people conducted about 1 billion searches on USAJOBS and submitted approximately 21 million applications.

Research tells us that a job seeker's experience during the application process can have a direct impact on the government's ability to recruit top talent. That makes it imperative that job candidates have a positive experience on USAJOBS.

To improve user experience, OPM will:

▶ Conduct extensive research based on feedback from current users of USAJOBS, including focus groups and one-on-one interviews.

▶ Based on user feedback, roll out enhancements and continue to test possible changes with users.

▶ Work with agencies to develop Job Opportunity Announcements in plain, easy-to-read language.

Over the past year, more than **187 million people** conducted about **1 billion searches** and submitted approximately **21 million applications.**

▶ Expand outreach efforts for vendors to utilize a real-time Job Opportunity Announcements data feed in order to publish the job postings on third party websites.

▶ Make the website more social media friendly by embedding rich media tutorials, information guides, and digital Q&A's with job seekers.

▶ Develop social media enhancements, including succinct, eye-catching content.

Hiring

Federal agencies face many challenges when it comes to the hiring process. Hiring managers may not always find the right candidate, and they sometimes lack modern recruiting strategies to attract top talent from all sectors of society. The Federal hiring process can be perceived as slow, complex, and imprecise in its ability to identify the best candidates.

In line with the President's Management Agenda, OPM is helping agencies address barriers to recruiting and hiring the talent they need, with a focus on improving the quality of hires. Addressing these barriers will help agencies reach the PMA goal of increasing hiring manager satisfaction with the quality of candidates by 10 percent.

To improve the quality of the hiring process, OPM will:

▶ Work with agencies to make sure they have the necessary tools—including information, resources, and support—to develop more effective applicant assessments and Job Opportunity Announcements.

▶ Coordinate with agencies to help them untie the knots that may be impeding their ability to recruit and hire the right talent.

▶ Offer HR professionals and hiring managers the tools and resources to support effective recruiting and hiring, including more online tools and a recruiting boot camp for HR specialists and hiring managers.

▶ Provide direct consultation and technical assistance to agencies as they address specific challenges.

▶ Work to ensure HR professionals and hiring managers understand current recruitment and pay and hiring flexibilities by offering them guidance and resources, including a new hiring toolkit, and a government-wide skills-building conference.

▶ Leverage HR University (HRU) to offer high quality training to the Federal HR community, as well as to supervisors, managers, and executives to ensure they have the technical knowledge they need to hire top talent.

▶ Design learning curricula, requirements, and standards for the various roles and disciplines of the Federal HR profession.

GOAL 2

Engagement

Research in the public and private sectors tells us that the more engaged an employee is the more productive and effective the employee will be. Research also shows that engagement is tied to service, quality, safety, and retention.

Overall FEVS results show that
90% of respondents said
# the work they do is important.

The Employee Engagement Index in the Federal Employee Viewpoint Survey (FEVS) provides insights into how the work environment can impact employee engagement. Ninety percent of FEVS respondents said the work they do is important. But the survey indicated some improvements are in order. For example, employee views of the work environment, as reflected in the engagement index, declined government-wide.

Employee engagement is inherently local. By supporting the development of transformational leaders across government, providing opportunities for career enrichment, and helping agencies measure and act on key drivers of engagement, OPM can contribute to organizational climates within agencies that support high levels of engagement.

Transformational Leadership
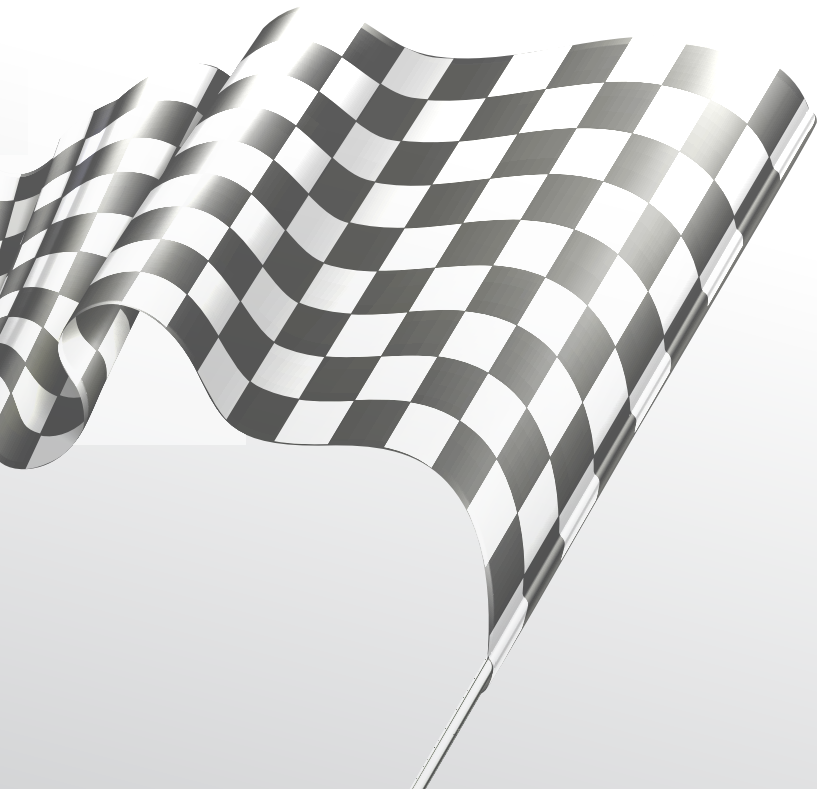
Transformational leaders create a vision, develop a plan, and inspire their employees to execute both daily and large-scale efforts to improve the operations of the Federal Government.

Employees are more likely to have a higher level of engagement in organizations where senior leaders effectively communicate goals and priorities, generate high levels of motivation, and garner trust and respect.

Under REDI, OPM will support the development of transformational leaders who can engage, motivate, and inspire a multi-generational Federal workforce.

To help leaders lead, OPM will:

▶ Develop a government-wide framework with a focus on the skills related to employee engagement. Some examples: A Supervisory Training Framework and Guidance that outlines training for aspiring leaders; a Managerial Development Framework and Curriculum for managers; and a partnership with academia to draft an OPM Leader Development Matrix, based on the most up-to-date research in leadership and executive development.

▶ Support a world-class Senior Executive Service capable of leading and engaging a world-class workforce. Examples: Encourage the use of the SES Situational Mentoring Program, increase the use of the Federal Coaching Network, and partner with agencies and stakeholders to pilot an enhanced SES Onboarding Program.

▶ Offer leadership development programs and training that help equip current and aspiring Federal leaders with the skills they need to engage the workforce. This includes:

▷ A no-cost online portal of leadership development resources and courses on the Manager's Corner of OPM's HR University.

▷ Develop GovU, which is modeled after the successful HRU, to offer training and development courses across government.

Employee Engagement Through Career Enrichment

OPM is furthering the engagement plank of the PMA by charting a course for Federal employees to build and cultivate key skills that lead to greater individual and organizational performance and job satisfaction.

Employees want a job that makes full use of their skills, gives them opportunities for continuous learning, and enables them to make an impact on the people they serve. In the 2014 FEVS, more than 90 percent of respondents said they are more than willing to put in the extra effort necessary to get the job done and that they are constantly looking for ways to do better.

GovConnect

Government-wide Mentoring Hub

Federal Affinity and Employee Resource Groups

Social Media

New Inclusion Quotient (New IQ)

PMC Interagency Rotations Program

Customized Training Solutions

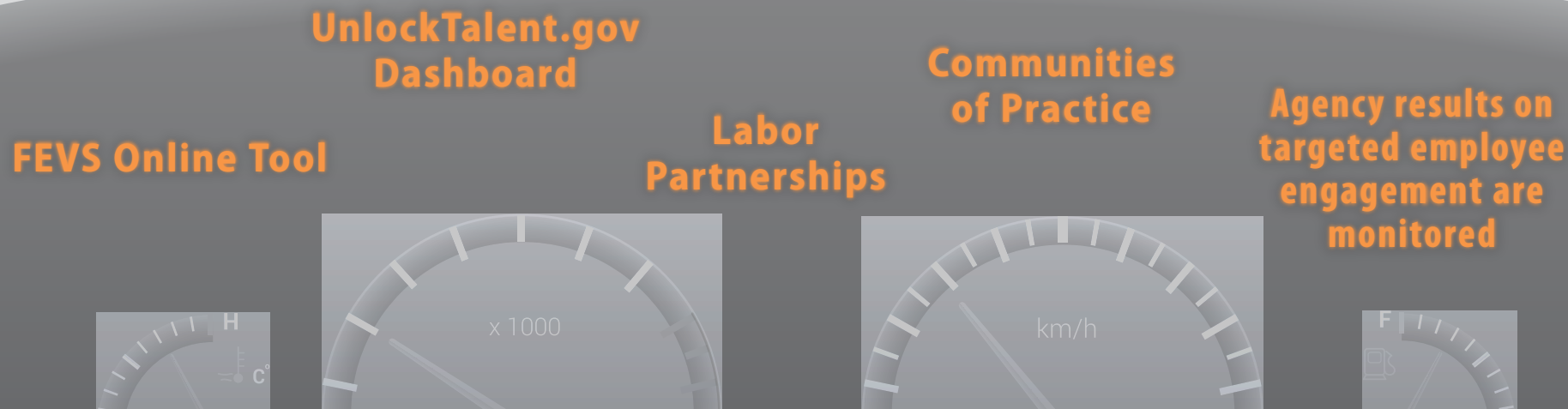## To help employees build and cultivate key skills, OPM will:

▶ Design and launch GovConnect, which supports talent exchanges and allows employees to share knowledge and collaborate, and apply their skill sets to solve agency problems.

▶ Offer customized training solutions and foundational skills training programs that help agencies meet the critical skills needs of the workforce and that help employees develop skills they can use across government in support of their career growth.

▶ Build a Government-wide Mentoring Hub in collaboration with the Chief Learning Officers Council.

▶ Offer the PMC Interagency Rotation Program, a six-month interagency program that promotes interagency mobility and supports emerging leaders in expanding their management skills, broadening their organizational experience, and fostering networks.

▶ Provide New Inclusion Quotient (New IQ) training to cultivate a greater understanding of how employee engagement and inclusion enrich organizational culture and drive organizational performance.

▶ Support and collaborate with Federal affinity and employee resource groups, as well as non-profit organizations, to provide unique development experiences for employees and to ensure a potential pipeline of talent for leadership opportunities.

▶ Develop ongoing social media campaigns to recognize Federal employees across government in coordination with the government-wide social media recognition work group.

▶ Create a new customer service-focused Twitter account called @AskOPM, a new way in which customers—current, former and future Federal employees—can connect directly with OPM to get their questions answered in an efficient and timely way.

Focusing on Key Drivers of Employee Engagement

OPM is providing agencies with the results of the FEVS and other human resources information that will enable them to identify potential issues with employee engagement and performance and develop strategies to address them.

Data from surveys like the FEVS can provide insights into employee perspectives and form the basis for action plans to boost engagement. Agencies can also benefit from reviewing their progress in implementing action plans and achieving improvement goals, as well as from having access to information about leading practices across government.

UnlockTalent.gov
Dashboard

Communities
of Practice

FEVS Online Tool

Labor
Partnerships

Agency results on
targeted employee
engagement are
monitored

x 1000

km/h

To support a data-driven approach to engagement, OPM will:

▶ Work with agencies to evaluate employee engagement based on FEVS results and other human capital metrics so that agencies make data-driven decisions and build and execute effective strategies. Example: FEVS Online Tool, which provides customized reports at component and office levels.

▶ Promote and expand the use of the UnlockTalent.gov dashboard, an interactive data visualization tool.

▶ Through their HRStat processes, agencies will define success in terms of specific human capital metrics that demonstrate the links between engagement, organizational health, and agency performance.

▶ Monitor agency results on targeted employee engagement using the expanded component, subcomponent, and office-level FEVS reports that OPM produces.

▶ Build an employee engagement community of practice among agencies to promote successful practices across government.

▶ Encourage agencies to partner with their labor unions at the national and local level to promote engagement. The CHCO Council and the National Council on Federal Labor-Management Relations have begun a joint initiative to identify and catalogue effective employee engagement practices.

Conclusion

REDI is a roadmap to a skilled Federal workforce that is engaged, inclusive, and drawn from all segments of society. REDI also supports the development of leaders who inspire, motivate, and are fully-equipped for the challenges of tomorrow.

REDI calls for a recruitment plan that is data-driven and that reflects the way today's job seekers look for jobs. The recruitment strategy also strengthens strategic partnerships with stakeholders to help the Federal Government widen its talent pipeline.

REDI's vision for improving the hiring process gives agencies the right tools to get the talent they need. From a hiring toolkit to training and development for HR professionals and hiring managers, OPM will untie the knots that get in the way of efforts to build a workforce with the right skills and talent for the jobs of today and tomorrow.

REDI will help agencies create a culture of engagement that research shows boosts employees' dedication, effort, and sense of purpose. By supporting agencies in measuring engagement through the Federal Employee Viewpoint Survey and by focusing on such drivers as leadership, inclusion, and supervision, OPM will contribute to an enhanced level of employee engagement government-wide.

REDI will guide agencies toward building transformational leadership through mentoring and stronger onboarding and leadership training—tools that are essential to a well-engaged, inclusive, and talented workforce.

DATA-DRIVEN DECISIONS | DIGITAL TOOLS | PARTNERSHIPS & CUSTOMER SERVICE
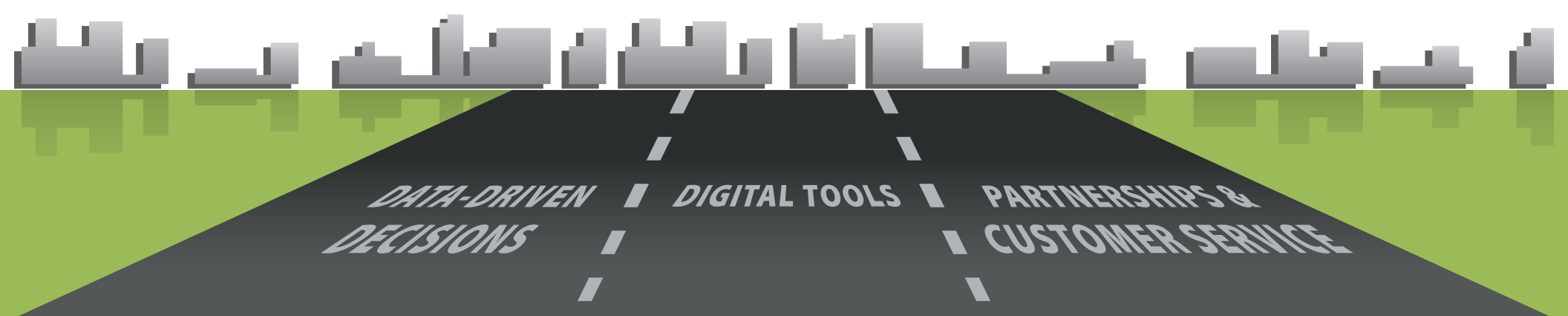
OPM is committed to working with our customers, partners, and stakeholders—both within and outside of government—to ensure REDI's success. Working together, we will develop the right tools, practices, and partnerships to deliver the results envisioned in the President's Management Agenda.