



Agency Priority Goal Action Plan

Improve the Hiring Process

Goal Leader:

Kim Holden, Deputy Associate Director, Employee Services

Deputy Goal Leaders:

Ana Mazzi, Deputy Associate Director, Merit System Accountability & Compliance

Dianna Saxman, Deputy Associate Director, Human Resources Solutions

Overview

Goal Statement

- Strengthen the capabilities of Federal HR professionals by relaunching a delegated examining (DE) certification program that creates a level standard for all HR delegated examiners. By September 30, 2019, at least 43 percent of delegated examiners will complete the updated certification program.

Challenge

- The Human Resources Specialist (0201) occupation was identified as a Government-wide mission critical occupation (MCO) in 2011 and re-validated in 2015 as one of six high-risk MCOs. Although various strategies have been implemented to address skills gaps for Federal HR specialists, the gaps continue to exist. (<https://www.gao.gov/assets/670/668202.pdf>)
- The identified root causes leading to HR's designation as a High Risk include:
 1. Training/Development: HR Specialists (GS-11 to GS-14) have inconsistent access to the appropriate training/education they need to meet customer expectations and drive customer satisfaction.
 2. Grade Structure: Opportunity for accelerated promotion/career progression leads to high transfer rates and journey specialists with limited technical depth.
 3. Workload: Demanding workload and ineffective customer relationships and expectations leads to dissatisfaction and higher transfer rates.
 4. Engagement: HR specialists transfer to other agencies or retire from Federal service at a higher rate when they do not feel valued in their current work environment.
- An effective hiring process must be supported by expert Human Resources (HR) professionals who are knowledgeable about all aspects of talent acquisition, from recruiting, to job posting, to developing effective assessment tools, and use of special hiring and compensation flexibilities.

Overview

Opportunity

- The Human Resources (HR) Capabilities Program will cultivate continuous development of Federal HR professionals to acquire expertise and collaborate with managers and employees to recruit and retain individuals with the knowledge, skills, and abilities to achieve Federal agency missions.
 1. As OPM pursues improvements and modernization of the hiring process, the agency's policy, service delivery, and oversight functions will coordinate efforts to strengthen the knowledge and consultative ability of agency HR professionals to ensure they are skilled and equipped to support an efficient and effective hiring process.
 2. The HR Fellows Policy Rotation Program enables HR Professionals to develop highly needed policy skills, broaden organizational experience, and build Government-wide networks to improve participants' abilities to assume Human Capital leadership roles.

Goal Structure & Strategies

Federal HR Capabilities Program:

OPM will employ a holistic approach to build HR professionals' core knowledge and capability for each HR technical area Government-wide, while addressing the priority root causes identified by the Federal Action Skills Team (FAST) team in October 2016.

OPM will pursue the following strategies for each HR technical area*:

- Develop curriculum
 1. Develop and validate technical competency models.
 2. Develop, implement, and maintain a HR “core” curriculum.
 3. Develop certification programs, as applicable (starting with DE certification).
- Develop and implement the OPM HR Policy Center of Excellence.

**HR technical areas: Staffing, Classification, Employee Relations, Labor Relations, Performance Management, Benefits, Compensation, HR Development, and HR Systems*

Summary of Progress – FY18 Q4

Strategies	Progress (FY 18, Q4)
<p>1) Curriculum Development</p> <ul style="list-style-type: none"> • Certification, as applicable (starting with Delegated Examining (DE) Certification) 	<ul style="list-style-type: none"> • Developed 70 percent of the tracking system, which is on track for opening Q1 FY 19. • Completed DE certification assessment questions. • Procuring assessment delivery/testing platform (in progress). • Incorporated feedback from OGC to DE Operations Handbook. Final approval and publication of the Handbook expected in Q1 FY 19.
<p>2) OPM HR Policy Center of Excellence</p>	<ul style="list-style-type: none"> • Restructured “HR Policy Fellows Program” to become “HR Policy Center of Excellence,” due to implementation challenges. OPM is using this opportunity as a test of concept. • Developed HR Policy Center of Excellence framework to include: <ul style="list-style-type: none"> • an informative and interactive orientation; • a robust educational component to broaden participants’ understanding of Government-wide policy and law; and • an effective assessment process to examine the extent to which program goals are met, participants’ professional development, program administration, and host and home supervisor’s experiences. • Made selections and notified participants following the nomination and interview process.

Key Milestones

Strategy: Develop curriculum.

- Develop and validate technical competency models
- Develop, implement, and maintain a HR “core” curriculum
- Develop certification programs, as applicable (starting with DE certification)

Milestone Summary

Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Develop assessment for new DE certification program.	Q3 FY 18	Complete		Human Resources Solutions	Assessment piloted in Q4 FY 18.
Develop tracking system for new DE certification program.	Q4 FY 18	Behind Schedule	Q1 FY 19	Human Resources Solutions	70 percent completed. Overcame funding and procurement challenges. System availability is planned for Q1 FY 19, in time for targeted program launch.
Deploy communications strategy (to include CHCO Memorandum and Program Administration Guide)	Q3 FY 18	Behind Schedule	Q1 FY 19	Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	Due to delay in development of program components, the communications strategy will be deployed in Q1 FY 19 when the program is ready to launch.
Write guidance on how to use DE certification as a condition of employment.	Q1 FY 19	On Track		Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	Requirements are under review.
Launch new DE certification program.	Q4 FY 18	Behind Schedule	Q1 FY19	Employee Services, Human Resources Solutions and Merit Systems Accountability & Compliance	Due to implementation challenges (approval of handbook, funding and contractual delays), the anticipated launch date of the DE Certification Program is set for Q1 FY 19.
Add annual knowledge checks for any new regulations and legislation that pertains to the work of Federal HR specialists.	Q4 FY 19	On Track		Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	All components of the new DE Certification program will reflect current law, regulations, and policy. Knowledge checks will be added in Q4 FY 19 and beyond (as needed).
Evaluate the DE certification program to determine if legislation should exist to mandate certification for all Federal HR professionals, within all HR technical areas would be appropriate.	Q3 FY 19	On Track		Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	

Key Milestones

Strategy: Develop and implement the OPM HR Policy Center of Excellence.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Decide which program format to pilot.	Q2 FY 18	Complete		Employee Services	
Develop pilot implementation plan (for example, select pilot agencies and participants, and develop capstone exercise and manager assessment).	Q4 FY 19	On Track		Employee Services	In Q4 FY18, OPM selected five individuals to participate.
Pilot HR Policy Center of Excellence.	Q1 FY 19	On Track		Employee Services	Pilot is on track to launch Q1 FY 19, with an orientation to follow within 60 days of the launch. Conducting research on potential demonstration project.
Monitor and evaluate pilot program.	Q4 FY 19	Not Started		Employee Services	

Ongoing Risks and Challenges

Resources (Human/Financial)

- For curriculum development and utilization:
 1. Identifying and/or hiring instructional system designers
 2. Identifying resources related to subject matter experts for HR curriculum development review
 3. Finding/reimbursing knowledgeable instructors/trainers
 4. Agencies ability to pay for new curriculum, as a result of workforce reshaping and budget constraints
- Funding for hiring assessment tool
- Efficacy of the OPM HR Policy Center of Excellence

Key Indicators

	FY 18 Result	FY 18 Year End Target	FY 19 Year End Target
Percent of Federal HR professionals who perform delegated examining (DE) work completing DE certification	-	-	43%
Percent of staffing specialist course participants who demonstrate knowledge improvement	89.0%	85%	90%
Percent of managers of participants in the HR Policy Center of Excellence who report an increase in the participants' knowledge/expertise	-	-	85%
Number of participants in the HR Policy Center of Excellence	0*	15*	18

Note: Historical data for these measures is unavailable.

* OPM was unable to meet the FY 2018 year-end target because of challenges identified with the size of the cohort.

Data Accuracy and Reliability

Percent of Federal HR professionals who perform delegated examining (DE) work completing DE certification

Definition of Measure The number of Federal HR professionals who perform DE work that completed DE certification divided by the number of HR professionals who perform DE work.
Data Source Federal HR Institute (FHRI) database information exported to a spreadsheet for verification and validation. (Note: Data for FY 18 Q1 & Q2 is from the USALearning Portal, which is automatically updated once an employees has successfully completed the training. This is the most reliable source for FY 18 Q1 and Q2. Data for FY 18 Q3 and beyond will come from a new tracking system.
Data Verification and Validation FHRI program lead and DE program manager will review and verify and review DE data for accuracy.
Data Limitations The data will be limited to the HR professionals who are enrolled in the DE certification program. There can be inconsistencies in the number of HR professionals who conduct DE work due to attrition and agency consolidations of DE Units (which could change the number of operating DEUs).

Percent of staffing specialist course participants who demonstrate knowledge improvement

Definition of Measure The number of staffing specialist course participants who demonstrate knowledge improvement, based on pre and post course knowledge checks, divided by the number of staffing specialists enrolled in the courses.
Data Source Federal HR Institute (FHRI) Learning Management System database.
Data Verification and Validation The Learning Management System (LMS) generates an automated report with the results of pre- and post-knowledge checks. The program lead manually reviews the results from the LMS report to verify the data.
Data Limitations The data will be limited to enrollments in the FHRI Staffing Specialist curriculum. FHRI sets target grades for each course, but does not limit participation to this target group, and higher or lower graded employees may enroll.

Data Accuracy and Reliability

Percent of managers of participants HR Policy Center of Excellence who report an increase in the participants' knowledge/expertise

Definition of Measure The number of managers of participants who report an increase in their knowledge/expertise divided by the overall number of managers of HR Policy Center of Excellence participants.
Data Source Survey to managers of participants. Data will be compiled using a spreadsheet for verification and validation.
Data Verification and Validation The project manager for the HR Policy Center of Excellence will review survey data for accuracy and completeness, and validate any survey data collected and utilized.
Data Limitations There are no significant data limitations.

Number of participants in the HR Policy Center of Excellence

Definition of Measure The number of HR professionals in the HR Policy Center of Excellence.
Data Source Registration data for the HR Policy Center of Excellence
Data Verification and Validation The project manager for the HR Policy Center of Excellence will review and verify data collected and utilized for accuracy and completeness.
Data Limitations There are no significant data limitations.

Additional Information

Contributing Programs

Organizations:

- DE Certification Program: OPM Employee Services (Policy); OPM Merit Systems Accountability & Compliance (Program Management); OPM Human Resources Solutions (Training and Delivery)
- OPM HR Policy Center of Excellence: OPM Employee Services
- Federal HR Institute's Staffing Specialist Curriculum: HRS Center for Leadership Development

Policies:

- OPM Employee Services and OPM Merit Systems Accountability and Compliance

Other Federal Activities:

- Federal HR Professionals to participate in the DE Certification Program and the HR Policy Center of Excellence

Stakeholder / Congressional Consultations

OPM engaged its internal and external stakeholders in the development of its 2018-2022 Strategic Plan, to which this APG is aligned. The agency interviewed more than 50 external stakeholders, which included customers of OPM, Federal agencies, executive councils, advisory groups, affinity groups, and consultants, and solicited their feedback on the prior strategic plan as well as OPM's strengths and challenges. The agency also conducted 16 interviews with executives within OPM.