



2022 Federal Workforce Priorities Report

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Preface

Agencies are working on a host of federal workforce priorities, which are set by numerous issuances from the Administration, including the President's Management Agenda (PMA), the President's budget, and numerous executive orders and regulatory requirements. The requirements set by these various authorities are numerous, as the attention on rebuilding the Federal workforce is at an all-time high. The energy across the Federal government is palpable, and we have a rare opportunity, as an HR community, to make major headway on the challenges we have faced for years if not decades.

The Federal Workforce Priorities Report comes at an interesting time. With no shortage of attention on the Federal workforce, it is important to remember the reason that we issue a quadrennial Report and what its purpose is. Effective April 11, 2017, Title 5, Code of Federal Regulations, Part 250, Subpart B, Strategic Human Capital Management required the Office of Personnel Management (OPM) to issue the quadrennial Federal Workforce Priorities Report (FWPR or the report). The report communicates key governmentwide human capital priorities intended to inform agency strategic and human capital planning. Agencies, defined as those included in the [Chief Financial Officers Act of 1990](#) and subsequently the [Chief Human Capital Officers Act of 2002](#), are required to align their human capital management strategies to support the Federal Workforce Priorities Report, as demonstrated in Human Capital Operating Plans (HCOPs). The human capital regulation governing this report requires those agencies to support and incorporate the report priorities within their HCOPs.

OPM established the report in regulation in response to the first recommendation in the Government Accountability Office (GAO) report, "Human Capital: Strategies to Help Agencies Meet Their Missions in an Era of Highly Constrained Resources" (GAO-14-168). Therein, GAO recommended that OPM strengthen coordination and leadership of government-wide human capital issues. One of two key supporting actions was the development of a government-wide human capital strategic plan. Building upon this idea, OPM committed to developing a report that establishes governmentwide human capital priorities based upon current and emerging workforce challenges. The report, however, is not intended to serve as a plan that obligates the human capital community to specific actions, time frames, and measures of success. Rather, the President's Management Agenda and Cross-Agency Priority Goals create a process for establishing such governmentwide requirements, and when developing human capital goals, the report may be considered as a source for useful insights and strategies.

Agencies are required to engage in activities to support the priorities, while maintaining flexibility and autonomy in how they do so. HCOPs should document supporting agency efforts, including time frames and performance measures. Evaluation initiatives, such as HRStat, Independent Audits, and Human Capital Reviews, are intended to help monitor progress, assess effectiveness, and refine strategies. The HCOPs, in turn, may be updated annually, as needed and determined

by each agency. Therefore, the priorities should be implemented by agencies within various stages of the human capital management cycle.

We understand that incorporating a new set of Federal workforce priorities would be a challenge for agencies in light of all of the other activity, mentioned above, on which they are already engaged. Accordingly, we worked with agencies to make sure that the work they do under this report aligns with and compliments the other work they are doing on the Federal workforce, including through the PMA. We anticipate it will be seamless for agencies to build in these priorities to strengthen the work they are doing on already existing workforce initiatives.

Executive Summary

Comprised of fifteen different departments and numerous bureaus, agencies, and offices, the Federal Government is responsible for promoting conditions that create prosperity and assure the safety of all Americans. The day-to-day operations are conducted by professional, dedicated, and hard-working civil servants who play a critical role in managing the complex processes required to steward government and execute each unique mission. In a time of unprecedented technological advances and global change, Federal leaders, managers, and front-line employees must not only be aware of the changes to the work, workforce, and workspace, but must also be able to identify weak signals, anticipate trends, and plan for the inevitable changes. The global Coronavirus Disease 2019 (COVID-19) pandemic only amplified the importance of sound human capital planning, as agencies need to be equipped to react to emerging needs and new requirements, sometimes with little to no advance warning at all. Anticipatory workforce management must become the hallmark of leaders at all levels, as well as every civil servant who desires to assist in the vitally important work done by the Federal Government. This report, building on the 2018 Federal Workforce Priorities Report, continues to highlight opportunities and challenges within the human capital space, identify critical priorities for the future Federal workforce, and provide recommendations for strategic decision-makers and employees.

Supporting Research and Analysis

The Office of Personnel Management (OPM) began conducting research in 2019 to identify current and future workforce risks, challenges, and opportunities. Using the STEEP (Social, Technological, Environmental, Economic, and Political) environmental scanning framework, OPM gathered a significant amount of information on both the internal state of the Federal Government and the external environment. When COVID-19 began impacting the workplace, the research team expanded its research on preparedness and resilience as a future priority.

The following is a brief list of document repositories and legislation the research team analyzed when formulating the support for each priority. This is not an all-inclusive list. Additional references supporting the priorities are listed at the conclusion of this report.

- [The President's Annual Budget for Fiscal Year 2021](#)
- [Budget of the U.S. Government - Fiscal year 2022](#)
- [The President's Management Agenda](#)
- [The Biden-Harris Administration Immediate Priorities](#)
- [Office of Management and Budget Launches Biden-Harris Management Agenda Vision](#)
- [The Foundations for Evidence-Based Policymaking Act of 2018](#)
- [Federal Employee Viewpoint Survey](#)
- [IT Spending Dashboard & Major Projects List](#)
- [Agency Strategic Plans](#)
- [Office of E-Government & Information Technology](#)
- [Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#)
- [Inspector General Management Challenges](#)
- [Government Accountability Office Reports and High-Risk Lists](#)
- [Congressional Reports](#)
- [Human Capital Operating Plans](#)
- [Human Capital reviews](#)

To identify priorities, OPM reviewed a myriad of documents using a variety of methods, including the use of text mining programs that identified key words, themes, and phrases. These documents allowed OPM to understand the various challenges faced by agencies since the publication of the previous FWPR and what new challenges lay beyond the horizon.

Priorities

The research led OPM to focus on three areas for the 2021 FWPR: People, Platforms, and Processes. As the COVID-19 pandemic unfolded in 2020, OPM recognized that these were vital focus areas for any post-pandemic government workforce and workplace. In addition, Administration priorities will clearly focus on the elimination of systemic racism, pandemic response and eradication, diversity, equity, inclusion, and accessibility, economic stability, climate change, national security, recruitment of a world class workforce, and the strengthening the civil service so it works for all Americans. Understanding that within any agency, people use platforms to complete processes that facilitate effective management and achieve mission success, we believe these three pillars are critical to running an efficient and effective government enterprise. We also recognize that the world continues to rapidly change and evolve. COVID-19 is still impacting daily life for every American and though the economy continues to rebound it is still recovering from the pandemic. These priorities, grounded in rigorous research, are a foundation for the future and should assist agencies in long-term strategic planning for future success.

Based upon the research and findings, OPM identified eight priorities in areas that, when addressed, will spur productivity and organizational success, and align with Administration priorities. The eight priorities are listed below:

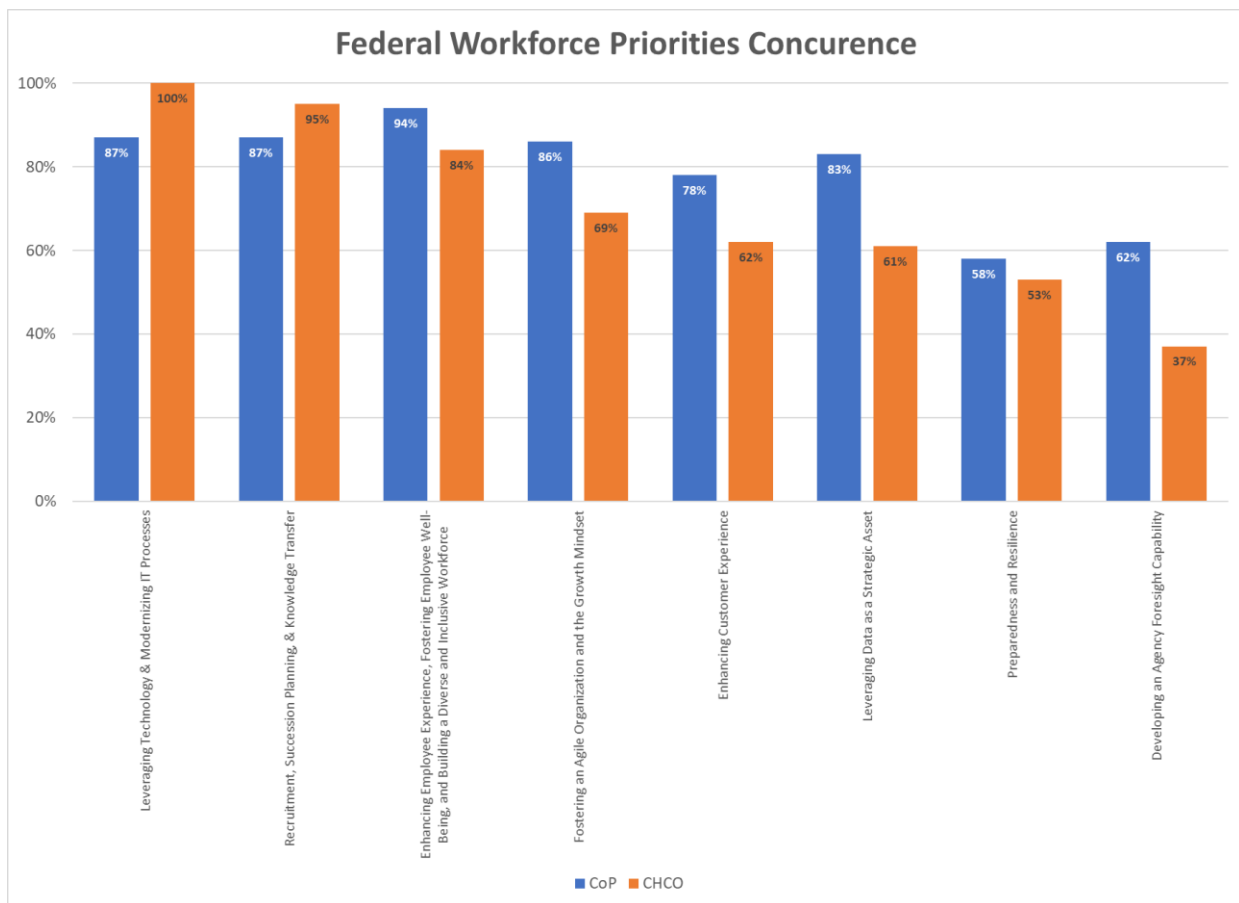
- Recruitment, Succession Planning, & Knowledge Transfer
- Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce
- Fostering an Agile Organization and the Growth Mindset
- Enhancing Customer Experience
- Preparedness & Resilience
- Leveraging Data as a Strategic Asset
- Leveraging Technology and Modernizing IT Processes
- Developing an Agency Foresight Capability

It is also vitally important to recognize the successes and efforts agencies have achieved with the current workforce priorities, celebrate those successes, and pass on the lessons learned so other agencies may achieve similar successes. In order to ensure that agency efforts based on the previous report can continue and expand, the new priorities identified in this report align with the previous priorities from the [2018 Federal Workforce Priorities Report](#).

The priorities are organized under the rubric: *People, Platforms, and Processes*. This organization strategy was initially designed by OPM but in order to gather agency feedback and ensure that the priorities resonated with the HR community and senior leadership within the government, several additional focus groups were convened. In October 2021, the focus groups, comprised of Chief Human Capital Officers, Deputy Chief Human Capital Officers, and Human Capital experts

were convened to discuss the notional priorities. While it was clear that all eight priorities resonated with the assembled participants, four of the priorities rose to the top. Considering these findings, OPM decided to maintain the *People, Platforms, and Processes* rubric but add an additional layer of delineation. Within the overall organization, four of the priorities are also assigned the label of *Primary* and the remaining four priorities are assigned the label of *Enabling*. **Agencies are required to work on two of the primary priorities and leverage the enabling priorities to the maximum extent possible to support their efforts.**

The enabling priorities will have a direct impact on successful implementation of the primary priorities. In addition, the enabling priorities are critical for designing visionary strategies, identifying metrics for success, and measuring progress over the next four years. The enabling priorities are foundational for future success and critical to sound Human Capital Management. **Agencies should focus their efforts on two primary priorities but recognize that they will need to use the concepts espoused by the enabling priorities to maximize their success.**



Federal Workforce Priorities Concurrence

	Community of Practice	Chief Human Capital Officer Focus Group
Leveraging Technology & Modernizing IT Processes	87%	100%
Recruitment, Succession Planning, & Knowledge Transfer	87%	95%
Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce	94%	84%
Fostering an Agile Organization and the Growth Mindset	86%	69%
Enhancing Customer Experience	78%	62%
Leveraging Data as a Strategic Asset	83%	61%
Preparedness and Resilience	58%	53%
Developing an Agency Foresight Capability	62%	37%

Priorities in the Context of People: Building, Maintaining, and Empowering a 21st Century Workforce

Agencies can no longer afford to react to workforce and technological changes when they occur. While agencies continue to systematically identify the required workforce skills, roles, and competencies, they should also anticipate changes and plan early to successfully address future opportunities and challenges. This includes using data as a strategic asset to determine appropriate personnel costs; streamlining policy creation and adoption; recruiting a diverse and highly skilled workforce; and reviewing and revising, when appropriate, organizational design and position structures, especially when technology and external forces impact legacy positions and occupations. It is critical to build a culture throughout government that is sufficiently agile to respond to evolving demands when planning and implementing workforce-reshaping activities.

Agencies understand the workforce is changing, and the Federal Government must change with it. All agencies must recommit to branding their work to ensure that they are doing their best to attract the next generation of government employees and providing them the necessary career-path to retain that talent. In addition, it should be made clear that every Federal job is vital to the success of the American republic and that civil service is critical to maintaining our democracy and ensuring the vulnerable and underserved populations are not neglected. Every Federal job is an important job!

Diversity, equity, inclusion, and accessibility (DEIA) lies at the heart of civil service. Within the Federal workplace, all are welcomed and empowered because, through DEIA, the workforce is stronger, smarter, and more efficient and effective. The new PMA internalizes these vital

concepts and provides pillars that can assist agencies in implementing the priorities in this report. Agencies should: (1) attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government; (2) make every Federal job a good job, where all employees are engaged, empowered, developed, and included throughout their careers; (3) reimagine and build a roadmap to the future of Federal work informed by learnings from the pandemic and nationwide workforce and workplace trends and; (4) build the infrastructure required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions. Weaving these concepts into agency Human Capital Operating Plans and implementation documents is critical to their success.

Finally, workforce decisions must be based on sound and relevant data, and an understanding of the future operating environment, to empower and engage employees to maximize their talents, realize their full potential, and preserve institutional knowledge. The first five priorities were designed to assist agencies in achieving these goals.

Priorities in the Context of Platforms and Processes: Utilizing Data, Foresight, and Technology to Optimize Performance

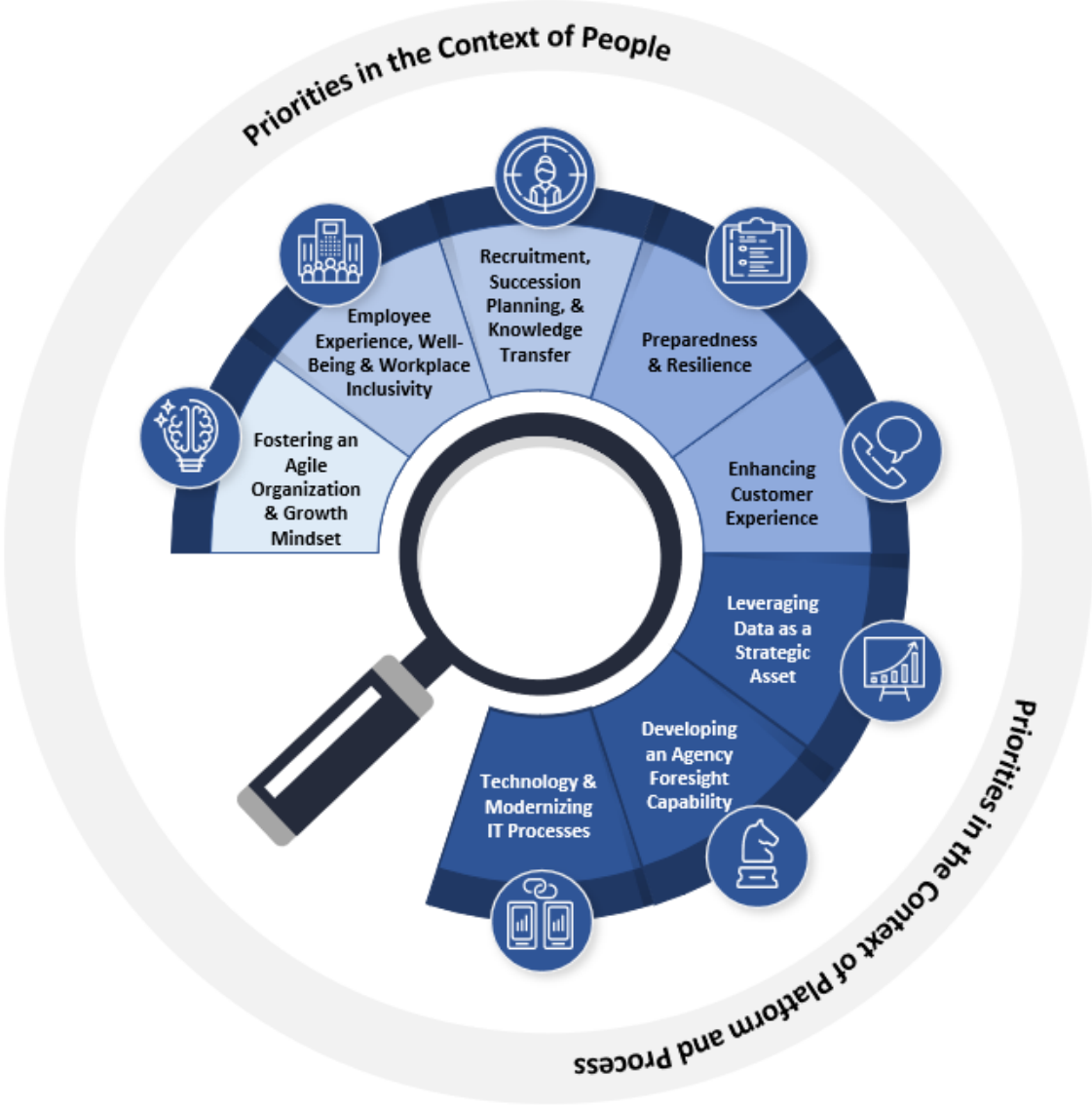
The first five priorities focus on people, the engine that drives the Federal government. The following last three priorities focus on the platforms and processes that these highly skilled civil servants use to deliver services to the American people.

The Federal Government should identify ways to transform agencies' processes and practices to meet modern-day human capital management and human resources operational challenges now and in the future. Agencies must modernize human resources IT infrastructure by upgrading and integrating enterprise IT systems supporting the workforce and increasing the data available to inform management decision-making.

Agency strategic plans should focus on long-term objectives. During formulation of the plan, it is important that agencies consider current risks and how those risks evolve over time. Strategic goals should include initiatives to optimize HR service delivery and explore ways to standardize core HR processes across all business units. They should implement efficient, cost-effective, and customer-focused service delivery models that consider future occupations and different ways of performing Federal work. Agencies should transform the employee performance and engagement culture by identifying, addressing, and remedying any disparities in access or participation, empowering, and encouraging employees to maximize their talent, and enhancing agency performance management programs to motivate, reward, and recognize high performance.

Agencies have made substantial progress to protect user data. As of December 2019, CFO Act agencies reported to the last administration that twenty-two agencies were able to wipe contents of lost or stolen mobile devices remotely, eighteen agencies have central and dynamic control and monitoring of users' access, twenty-three agencies met targets for email and traffic filtering, and 81% of agency inboxes are hosted on secure cloud-based servers. This is a huge improvement in data security, but more work is needed.

Priorities Graphic



The preceding graphic shows the relationship between the eight priorities identified in this report. People were the focus of the first five priorities which are depicted as arcing around a magnifying glass symbolizing the research and study the OPM conducted. The final three priorities focused on platforms and processes. People are the most important part of the government and the focus of this report; therefore, those priorities are depicted on the top of the magnifying glass while the final three are depicted on the bottom since they support the people of the organization.

Priorities Overview

Primary Priorities



Leveraging Technology & Modernizing IT Processes
Research, acquire, and develop enterprise technological solutions to assist the Federal human capital community with human capital analysis; increase data available to inform management decision-making and to support the workforce.



Recruitment, Succession Planning, & Knowledge Transfer
Adopt, continue, or enhance succession planning activities to retain and transfer institutional knowledge as workforce reshaping efforts are undertaken.



Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce
Adopt policies, procedures, and processes that provide an exceptional employee experience and support accessibility, and health-focused activities to enable employees to function at peak performance through a diverse workforce.



Fostering an Agile Organization and the Growth Mindset
Empower employees to adapt to organizational changes, utilize tools to build critical digital and cognitive abilities; affect meaningful change management; and cultivate the growth mindset allowing employees to connect, communicate, and collaborate easily with peers and colleagues.

Enabling Priorities



Enhancing Customer Experience
Leverage new technology, build strong partnerships, and increase transparency to enhance service delivery, improve agency-customer relationships, and promote trust in legacy and new government institutions.



Leveraging Data as a Strategic Asset
Adopt policies, processes, and platforms to ensure the gathering, curation, and analysis of data is effective, secure, and contributes to informed, timely, and data-informed strategic decisions.



Preparedness and Resilience
Adopt policies, procedures, and contingency plans to proactively identify significant future disruptive events and prepare agencies to adapt to whole-of-workforce needs to ensure the safety and security of the future workforce.



Developing an Agency Foresight Capability
Leverage the power of strategic foresight methodologies to minimize surprise and create an anticipatory governance and planning culture at all agency levels; where employees, regardless of their position in the agency, think and act with strategic intent.

The new Federal Workforce Priorities are divided into two categories: primary priorities and enabling priorities. The primary priorities are: Leveraging Technology and Modernizing IT Processes; Recruitment, Succession Planning, and Knowledge Transfer; Enhancing Employee Experience, Fostering Employee Well-Being, and Building and Diverse and Inclusive Workforce; and Fostering an Agile Organization and the Growth Mindset. The enabling priorities are: Enhancing Customer Experience; Leveraging Data as a Strategic Asset; Preparedness and Resilience; and Developing and Agency Foresight Capability.

Primary Priorities



Priority 1: Leveraging Technology & Modernizing IT Processes

Research, acquire, and develop enterprise technological solutions to assist the Federal human capital community with human capital analysis; increase data available to inform management decision-making and to support the workforce.

Modernizing IT processes in government depends on the ability of all agencies to update systems; manage, leverage, and share data; access computing power; and manage a highly competent technical workforce. Agencies must continue to deploy technologies with embedded AI and machine learning as they work on consolidating data centers and standing up cloud services. As agencies respond to the impact of the rapid pace of technological change, it is imperative they have an agile and adaptive workforce ready to meet the challenges of current and future missions. To the maximum extent possible, agencies should look for efficient and accessible training and learning opportunities to ensure their entire workforce keeps pace with technological change. Agencies will need to have processes in place to make sure that they have skills needed to leverage rapidly changing and evolving technology. In addition to having the talent needed for this rapidly changing technology agencies will need to be prepared to address evolving cybersecurity threats and take proactive steps to identifying future cybersecurity skills needed to protect their systems and workforce. Agencies are well-equipped now but they must be anticipatory, agile, and focused on ever-evolving threat.

Traits of this priority include ensuring sufficient cybersecurity talent, providing the latest data analytical software, and removing barriers from implementation, ensuring systems meet all security protocols and data integrity, and maximizing IT infrastructure.

Promising Practice: Resources.Data.Gov

Resources.data.gov is an effort by the Office of Management and Budget, the Office of Government Information Services of the National Archives, and the General Services Administration to provide an online repository of guidance and tools to implement the [OPEN Government Data Act](#) and the Federal Data Strategy.

The [Foundations for Evidence-Based Policymaking Act of 2018 \(“Evidence Act”\)](#) signed into law on January 14, 2019, emphasizes collaboration and coordination to advance data and evidence-building functions in the Federal Government by statutorily mandating Federal evidence-building activities, open government data, and confidential information protection and statistical efficiency. Title II of the Foundations for Evidence Based Policymaking Act, the [OPEN Government Data Act](#), requires the Office of Management and Budget to collaborate with the Office of Government Information Services and the Administrator of General Services to develop and maintain an online repository of tools, best practices, and schema standards to facilitate the adoption of open data practices across the Federal Government.



Priority 2: Recruitment, Succession Planning, & Knowledge Transfer

Adopt, continue, or enhance succession planning activities to retain and transfer institutional knowledge as workforce reshaping efforts are undertaken. (links to 2018 FWPR priority #1).

This report emphasizes a priority that was first outlined in the 2018 FWPR. As the Federal workforce continues to age and employees look to retire, much of the institutional knowledge once available to agencies through long-term and tenured employees has been lost. To address this, it is critical that agencies build and maintain a multi-faceted succession plan designed to capture the valuable knowledge and insights of current employees, convey captured knowledge to new and retained employees, and create and utilize a multi-generational knowledge and leadership pipeline. Agencies must be strategic in determining what information should be retained and leverage new technology and data to maximize efficiency and dissemination of critical information to the appropriate audience.

Second, agencies must work to understand what next generation workforce recruitment looks like and prepare for surge or changing hiring requirements. Agencies must prioritize robust strategies to include communities that have been historically underrepresented, which refers to

populations to include Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; and persons otherwise adversely affected by persistent inequality. It is imperative that these underrepresented groups are considered as part of a comprehensive recruitment program.

Traits of this priority include technology training, implementing phased retirement, next-generation workforce recruitment, competency assessments, skills inventories and leadership skills and capabilities training initiatives.

Finally, to prepare for the future, agencies must identify past practices that could be adapted, augmented, or eliminated as the landscape changes. Agencies should carefully consider what institutional knowledge is essential and tailor plans accordingly.

Promising Practice: Executive Women in Motion Mentoring

The Executive Women in Motion (EWIM) program is a leadership education and recruitment strategy implemented by OPM in 2014. EWIM's purpose supports:

- the [White House Initiative](#), [Equal Futures Partnership](#)
- encourages senior employees, male and female, with leadership potential to pursue a career path in the SES.

EWIM's mission is to promote the advancement of women and men in the Senior Executive Service through interagency mentoring, collaboration, and knowledge-sharing. EWIM is ongoing and designed to help build a pipeline of qualified leaders for the 21st Century Workforce. As of June 2021, OPM EHRI data states a total 8,025 SES members: 63 percent male (5,055) and 37 percent female (2,970).

Promising Practice: U.S. Environmental Protection Agency Mentoring Program

The Environmental Protection Agency recognized that mentoring is a valuable career development opportunity for both mentors and mentees, and a great opportunity to learn from and meet colleagues across the agency. The goal of the program is to match colleagues across organizational boundaries to enable participants to gain insight and enhance their perspective during the mentoring relationship. Benefits and activities include:

- online Application Process
- facilitated Matching Process
- structured and individual support by Program Coordinators and The Training Connection team
- formal Mentoring Training for Mentees, Mentors, and Supervisors
- development of a Mentoring Agreement and Mentoring Action Plan (MAP)
- comprehensive Evaluation Process
- knowledge, Resources, and Best-Practices Sharing
- facilitated Learning on Personal and Professional Development Topics

Promising Practice: U.S. Coast Guard Mentoring Program

The Coast Guard launched an innovative and modernized approach to mentorship on April 20th, 2021, designed to offer expanded leadership opportunities to Coast Guard active duty, reserve, and civilian personnel. The program provides four types of mentoring tracks to support connections that meet individual mentoring needs. Additionally, the mentoring program enhances the ability for the service's geographically distributed workforce to network with others across the service's global footprint. The program is powered by web-based and mobile-enabled software that can automatically match mentors and mentees based on professional interests and backgrounds. During the first month of the program, 1000+ mentors and mentees have already connected from locations around the globe to include members underway on Coast Guard cutters. The service's goal is to connect 20% of its workforce through this unique and innovative program.



Priority 3: Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce

Adopt policies, procedures, and processes that provide an exceptional employee experience and support accessibility, and health-focused activities to enable employees to function at peak performance through a diverse workforce. (links to 2018 FWPR priorities #4, #5, and #6).

Employee engagement is a barometer reflecting a person’s association with the organization. Employees expect a safe environment, competitive pay, fair appraisals, a workforce that is reflective of the diverse nation that we serve, and career growth opportunities. Employee growth is vital for both the organization and employee well-being. Employee well-being refers to an employee’s state of physical and emotional health, which is impacted by factors both internal and external to the workplace. A holistic approach to well-being initiatives internal to the workplace includes efforts such as cultivating a culture of employee praise and recognition, investing in physical wellness programs for employees to take advantage of in the workplace, and providing resources for emotional support, such as professional coaching services and Employee Assistance Program resources. Employee well-being is also likely to improve when employees feel that their values and perspectives are well represented in an inclusive workplace.

An inclusive workplace promotes shared goals, diversity of thought, and values all employees. Processes, places, and workflow must be designed around employees and enhance their workplace experience including eco-friendly policies and procedures. This must include a whole-of-agency pledge to champion workforce fairness and equity, a strong commitment to remove barriers that impede the full development and engagement of ***all*** employees regardless of ethnicity, sex, sexual orientation, gender identity, religion, veteran and disability status, and a comprehensive commitment and approach to provide every employee the opportunity to reach his or her full potential. As outlined in the [June 25, 2021 Presidential Executive Order](#), “the Federal Government must strengthen its ability to recruit, hire, develop, promote, and retain our Nation’s talent and remove barriers to equal opportunity. It must also provide resources and opportunities to strengthen and advance diversity, equity, inclusion, and accessibility across the Federal Government.”

Agencies should identify what each part of their workforce values and work towards delivering the best employee experience possible. This is essential to attracting talented people from all segments of society to the civil service and imperative for maximizing engagement of current staff. In 2015, OPM research identified five drivers of employee engagement: meaningful performance feedback conversations, management styles

Traits of this priority include health and wellness support, diversity and inclusion strategies, fair and equitable treatment of all employees, accessibility, and ensuring strong performance management processes.

that foster communication and collaboration, adherence to merit system principles, employee training and development, work/life balance. These drivers, when applied effectively and consistently, contribute positively to a sense of engagement and well-being for employees.

Promising Practice: Department of Veterans Affairs Employee Experience Efforts

In addition to building a lasting customer service (CX) capability, the Department of Veterans Affairs (VA) is also establishing its first-ever employee experience (EX) capability. This initiative comes with the recognition that an organization cannot provide a world-class customer experience without a world-class employee experience.

The mission of EX is to ensure an inclusive, responsive, seamless, and employee-centric experience through which all team members feel valued and supported. EX is holistic and cross-functional in nature with six core relational attributes: work, people, places, well-being, organization, and technology, all of which impact the way employees experience VA.

Beginning in 2019, VA created the federal government's first-ever **EX Journey Map**. Modeled after VA's transformational Journey of Veterans Map, the EX-Journey Map captured over 11,000 insights from a diverse set of VA employees in 33 geographic areas. This effort identified five phases, 23 employment stages, and 30 moments that matter (bright spots and pain points) that VA team members may encounter, from interest in employment with VA through separation.

Building on one of Veterans Experience Office's (VEO) core CX capabilities of near real-time survey data, VEO is now building an employee listening survey platform (ESignals), modeling after the Veteran Signals (VSignals) CX survey platform, which will serve as a unified hub for capturing the "voice of the employee." A complement to the annual All Employee Survey, ESignals will collect and analyze EX data in near real-time to drive a deeper understanding of the transactional and relational experience between VA and employees.

VEO is also partnering with offices across VA to develop and deliver tangible tools in response to pain points identified in the employee experience. Current efforts include:

- **Identity Insights:** In partnership with VA's Office of Resolution Management, Diversity & Inclusion, the Inclusion – Diversity, Equity, and Accessibility (I-DEA) initiative takes an intersectional approach to examining EX across eight identity groups – LGBTQ+, Women, Black/African American, Individuals with Disabilities, Hispanic, Native American & Pacific Islanders, Native American, Age – through an intersectional lens to understand challenges, needs, pain points and opportunities for VA to improve EX.
- **Deep Dives to Address Moments that Matter:** Using insights from the EX-Journey Map, VEO is further researching and redesigning critical areas of the employee journey to generate additional insights and prototype tangible solutions to resolve identified pain points. Beginning with the "Starting Up" and "Developing My Career" stages, VEO is piloting concepts to improve employee satisfaction amongst new and transfer employees through ActiVAte – an official VA Welcome Kit for employees and a New Employee Buddy Program.

Employee Whole Health: Working with the Veterans Health Administration Employee Whole Health team to integrate the EX-Journey Map with Whole Health resources that are relevant to an employee's well-being.

Promising Practice: Cybersecurity & Infrastructure Security Agency Project Reach

As part of the Cybersecurity Education and Training Assistance Program (CETAP), CYBER.ORG received funding from the Cybersecurity and Infrastructure Security Agency (CISA) to develop a K-12 academic feeder program into cybersecurity (or related) departments at historically black colleges and universities (HBCUs) across the nation. This program, Project REACH, was created to meet a workforce need of hiring more diverse professionals that are ready to enter the cybersecurity profession by jumpstarting their training in high school and receiving further preparation at an HBCU. The goals of Project REACH are to expand 1) foundational cybersecurity awareness, 2) cybersecurity career opportunity awareness, and 3) technical cybersecurity skills for underrepresented populations. CYBER.ORG will be partnering with 10 HBCUs to execute the initiatives of Project REACH. For each HBCU, three local high schools and/or 2-year institutions that are located within a 200-mile radius will serve as feeder schools into the university's cyber-based program.

Project REACH will draw upon the existing strengths and historic impacts of the CETAP grant. Since 2015, CYBER.ORG has developed a library of rigorous, cyber-integrated K-12 curriculum, which is being utilized in schools in all 50 states and 4 US territories. Project REACH's intensive programming will serve an estimated 4,500 additional students, resulting in an increase in underrepresented students choosing cybersecurity as a career, an increased number of students enrolling in HBCU cybersecurity degree programs, and an increased number of qualified cybersecurity professionals coming from HBCUs. This in turn will cause companies to elect to pull top cybersecurity talent from HBCUs.

Promising Practice: Cybersecurity & Infrastructure Security Agency Non-Traditional Training Grant Provider (NTTP)

Through the Non-Traditional Technical Training Program's (NTTP) cooperative agreement, the Cybersecurity and Infrastructure Security Agency (CISA) is helping to achieve many of the goals of the current administrations Diversity, Equity, Inclusion, Accessibility (DEIA) E.O. The focus of the NTTP is the unemployed and underemployed; underserved communities; as well as traditionally underserved populations, to include veterans, military spouses, women, people of color. In tandem with addressing diversity and inclusion, the NTTP addresses the cyber workforce shortage, by recruiting and providing training for individuals from not traditional places.

CISA has reimagined how to leverage government funds towards meeting critical in-demand cyber skills while address equity gaps with the cyber workforce shortage. CISA awarded funding and entered into two cooperative agreements with non-profit organizations (CyberWarrior and NPower). These organizations will collaborate with CISA to develop a scalable and replicable proof of concept to successfully identify and train talented individuals (CISA's \$2M will cover, roughly, 170 participants, over a 3-year period). This is only a fraction of the projected projects' \$32M+ budget and 4k+ participants, over the same 3-year period.) Around the country, helping to address the staggering cybersecurity workforce shortage facing our nation and playing a vital role in meeting the dynamic, innovative needs of the cybersecurity workplace. Tapping into their innovative, non-traditional job training and apprenticeships programs will assist the federal government, state, local, tribal, and territorial entities, as well as private sector employers address current and future cyber workforce needs.



Priority 4: Fostering an Agile Organization and the Growth Mindset

Empower employees to adapt to organizational changes, utilize tools to build critical digital and cognitive abilities, affect meaningful change management, and cultivate the growth mindset allowing employees to connect, communicate, and collaborate easily with peers and colleagues.

(links to 2018 FWPR priority #2)

In 2020, The National Academy of Public Administration published a report that explored the challenges and opportunities associated with agile government, and recommended ways for the government to become nimbler. The study proposed the following recommendations: 1) To the maximum extent feasible, agile government should be the preferred operating model across the Federal government, 2) Agile methods of management and operations should be championed inside Federal departments and agencies and incorporated into as many of their activities as possible, 3) Key barriers to agile functioning within the Federal government should be identified and appropriately addressed within the nation's checks-and-balances political system and legal framework, 4) Agile approaches, successes, and challenges should be highlighted across the Federal government, and 5) Department and agency leaders should ensure that readily-accessible training opportunities and approaches, especially including management skills, are available.¹ These recommendations helped form the foundation of this priority and should be taken into account by all agencies in the future.

For an agile workforce to grow and succeed, communication and collaboration should be enabled by technology, fostered by leadership, and championed by the workforce. Agencies must move from process rigidity to employee empowerment. Adopting a high-impact operating model would allow agencies to adapt and anticipate a dynamic environment while still achieving maximum success with minimal disruption. The future demands the creation of a robust system of trusted, collaborative partners to rapidly build and enable internal capabilities, while creating new channels for talent and innovation. Coaching and mentoring support these efforts by encouraging the growth mindset, an approach to life in which an individual believes that their talents, intelligence, and abilities can be developed further², and support leaders through challenges to create stronger professional and interdepartmental relationships, increased organizational performance, and improved creativity and learning. With the workplace becoming increasingly virtual, agencies should identify ways to leverage virtual tools and resources to support the development of their employees. Virtual training should build on the 70-

Traits of this priority include retraining, reimagining work, skills assessment, competency assessments, career path tools, and other mechanisms to promote an agile organization.

¹ <https://napawash.org/academy-studies/increasing-the-agility-of-the-federal-government>

² <https://www.intelligentchange.com/blogs/read/what-is-growth-mindset-and-how-to-achieve-it>

20-10 model of learning and development to not only utilize virtual classroom training, but also identify ways to incorporate virtual on-the-job learning and virtual learning through meaningful relationships and coaching. Finally, employees must be encouraged to be lifelong learners and provided the opportunities to continuously grow and develop their skill sets.

Promising Practice: Transportation Security Agency Sensitive Security Information Program App

TSA's Sensitive Security Information (SSI) Program successfully launched the SSI App in April 2019. The App is a cloud-based platform for the secure submission, review, and processing of sensitive records. This cooperative, agile programming effort was completed in under seven months, accelerating the schedule by eight months. As of December 1st, 2019, the team has accepted, reviewed, and provided SSI responses to 859 review requests submitted by customers throughout TSA and on behalf of DHS representatives and TSA stakeholders.

Enabling Priorities



Priority 5: Enhancing Customer Experience

Leverage new technology, build strong partnerships, and increase transparency to enhance service delivery, improve agency-customer relationships, and promote trust in legacy and new government institutions.

Outstanding customer service is the focus of the Federal Government. Human-centered design (HCD) is an approach to defining and solving problems from the perspective of those dependent on the solution. User experience (UX) requires understanding the context in which the system will be used; the broader needs of the agency and those of the users. Customer experience (CX) requires government agencies to treat the public as customers. HCD, UX, and CX all involve researching the needs of users and working with users to design and test solutions. They each offer an alternative to the traditional system-centric development that has proven, over time, to be mostly ineffective. Most importantly, service-centered design methodologies all define and solve problems from the perspective of the people who receive services and use products, putting those people's needs at the center of development. To the maximum extent possible, agencies must look to build strong relationships with their customers, comprehensively understand customer needs, leverage this knowledge to identify solutions to agency and customer challenges, and implement

Traits of this priority include academic alliances, user and customer service surveys, user-friendly, transparent websites with critical information, and timely guidance and response to inquiries.

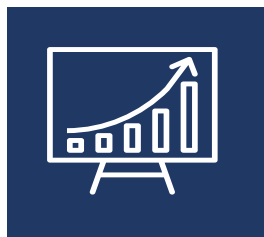
strategies that enhance service delivery and accountability. They must also assess whether, and to what extent, agency programs and policies perpetuate systemic barriers to opportunities and benefits for underrepresented and underserved groups.

Promising Practice: Department of Veterans Affairs Customer Experience Efforts

The Department of Veterans Affairs (VA) is entrusted with the responsibility of honoring and caring for those who have served our Nation in uniform and those who support them. Foundational to this noble responsibility is the Department's commitment to providing world class customer experiences in the delivery of care, benefits and memorial services to Veterans, Service members, their families, caregivers, and survivors throughout their life journeys.

To institutionalize this commitment, VA has established Customer Experience (CX) as a top organizational priority and a lasting, core capability in the Department through the Veterans Experience Office (VEO). To drive the Department's commitment to CX now and in the future, VA has codified CX Principles as part of VA's Core Values and Characteristics in [38 C.F.R. §§ 0.600-0.603](#) as well as in [VA Directive 0010](#), embedding these principles in VA culture and making it clear that CX is the duty and responsibility of every VA employee.

VEO leads and supports VA's CX mission through an established framework that leverages industry best practices and human centered design to enable easy, effective and emotionally resonant experiences for Veterans, their families, caregivers, and survivors. Following this framework, VEO accomplishes its goal through four core CX capabilities: real-time CX data, tangible CX tools, modern, integrated CX technology and targeted CX engagement. The strategic deployment of these capabilities across the Department has enabled VA to not only listen to, and learn from, Veterans, their families, caregivers, and survivors in real-time, but also make strategic decisions based on the "voice of the Veteran" to launch responsive, results-driven service recovery and program improvements.



Priority 6: Leveraging Data as a Strategic Asset

Adopt policies, processes, and platforms to ensure the gathering, curation, and analysis of data is effective, secure, and contributes to informed, timely, and data-informed strategic decisions. (links to 2018 FWPR priority #3).

Robust research and data make policy stronger and more transparent, allowing agencies to make better, more data-driven decisions. By leveraging data as a strategic asset, agencies will strengthen the analytic workforce and improve data security and protection. In addition, this action will establish, maintain, and grow data, research, and human capital management policy partnerships across program offices, Federal agencies, academia, and industry. Agencies

should identify strategic challenges, compile relevant data disaggregated by race, ethnicity, sex, sexual orientation, gender identity, veteran status, and disability, use rigorous research methodology to conduct unbiased analysis and make strategic recommendations based on results. Building a centralized location to curate and analyze data will improve decision-making, enhance collaboration, and harden data security.

Traits of the priority include using dashboards to drive agency human capital efforts, sustain HRStat data-driven reviews that are aligned with independent program audits, ensure that teams have the necessary data analytics skills, and implement data sharing and data governance policies.

It is imperative that agencies have a process in place to ensure data accuracy through data gathering and data transmitting. Without processes in place to gather reliable data from agency components and the ability to validate data before it is transmitted to Enterprise Human Resources Integration (EHRI) or payroll providers there is no way to ensure data validity. This is important data that is not only used to make agency-wide decisions but also impacts governmentwide decisions and programs.

Promising Practice: U.S. State Department Overseas Staffing Model

The Department of State utilizes an Overseas Staffing Model (OSM) and Domestic Staffing Model (DSM) to forecast demand for future Human Capital resources. These models provide analytical tools to make informed decisions about the size and composition of the workforce needed to meet the Department's mission. The OSM enables the Department to rationally allocate resources worldwide in line with foreign policy objectives, legislated mandates, and post workload. This includes identifying the staffing requirements at overseas posts based on specific components and criteria and provides a comparative assessment of posts using key workload and host country environmental factors. The DSM enables the Department to establish Human Capital demands for its domestic workforce by quantifying current demand, estimating future demand based on workforce trends, and documenting current and projected workforce requirements for use in resource planning over a 5-year planning period. The DSM projects staffing requirements for the Civil Service and Foreign Service workforce Department-wide and links HC decisions to strategic priorities. Results of the OSM and DSM provide the strategic direction for the Department's Human Capital Program. The Bureau of HR uses a Human Capital Planning Process to translate the Department's strategic goals into future functional requirements of the workforce.



Priority 7: Preparedness and Resilience

Adopt policies, procedures, and contingency plans to proactively identify significant future disruptive events and prepare agencies to adapt to whole-of-workforce needs to ensure the safety and security of the future workforce.

In many agencies, the outbreak of the COVID-19 pandemic highlighted the incredible preparedness and resilience of the United States Government and the Federal workforce. The collective shift in focus to the Federal COVID-19 response, while performing all other essential governmental services, afforded opportunities to demonstrate the flexibility and adaptability of agency management processes to meet a rapidly changing operating environment. In the wake of global recessions, pandemics, and other crises of the modern age, a Federal workforce that is flexible, adaptable, and able to quickly change will be the key.³ A more agile workforce working within a resilient system will greatly enhance preparedness in future crises. Thus, it is imperative that agencies identify lessons learned and promising practices, build the capacity to anticipate future challenges, and identify mitigation strategies that will help them weather any future storm. Rigorous evaluation and analysis are required to understand these requirements. These mitigation strategies should cover not only agency management processes, but also processes that are in place to support employees with dependent and other care related needs.

Agencies must consider what a return to the office comprises to include the “new normal.” For example, considerations should be given to how work is conducted and what employee expectations will be when a pandemic or like event is nearing conclusion. Agencies should also evaluate the preparations it has made to ensure continuity of work and provide safe and satisfactory work experiences for their employees.

Finally, agencies should begin to think about the long-term impacts of climate change on mission, workforce, and operating environment. The existential threat of climate change is real, is a national security threat, and there is a small window in which to act to avoid catastrophic and irreversible damage to the country. In one of his first [executive orders](#), President Biden stated that “domestic action must go hand in hand with United States international leadership, aimed at significantly enhancing global action.”⁴

³ Jonathan Michie. (2020). The COVID19 Crises and the future of the economy and economics. https://www.researchgate.net/publication/340872665_The_covid-19_crisis_-_and_the_future_of_the_economy_and_economics

⁴ <https://www.federalregister.gov/documents/2021/02/01/2021-02177/tackling-the-climate-crisis-at-home-and-abroad>

Many agencies operate solely in the domestic environment but given the global nature of this crisis, all agencies should begin to look at their techniques, policies, and procedures through the lens of climate change and their impact on the environment. Agencies must continue to look to the future and anticipate the implications of their actions in this area and to the maximum

extent possible, look to update and adjust current policies, and reimagine new ones that will ensure long-term environmental stewardship and sustainability.

Traits of this priority include a continuation of work plan, an infrastructure to support pandemic-like conditions, understanding environmental impact and technology infrastructure to ensure continuity of operations, and periodic agency-wide emergency drills/simulation events to test and refine agency plans and infrastructure.

Promising Practice: Department of Homeland Security Resilience Baseline Assessment Scoring Tool

The Resilience Baseline Assessment Scoring Tool is an Excel-based tool, designed to assist Department of Homeland Security (DHS) Component Agencies developing their internal resilience plans. This tool is to be used alongside the DHS Resilience Framework and the DHS Component Plan for Resilience Template. The output of this tool is a summary report that identifies a Component's highest priority Mission Essential Assets (MEA) based on a Resilience Factor Score. Additionally, the summary report shows the Component's resilience stakeholder's contact information and compares hazards and vulnerabilities at each evaluate site.

Tool Highlights

- Excel-based
- Linear progression
- Self-contained
- Compares multiple assets and sites
- Component agnostic
- Simple inputs and outputs
- Resilience Factor metric



Priority 8: Developing an Agency Foresight Capability

Leverage the power of strategic foresight methodologies to minimize surprise and create an anticipatory governance and planning culture at all agency levels; where employees, regardless of their position in the agency, think and act with strategic intent.

Agency strategic plans should focus on long-term objectives and ways they can thrive in an uncertain future. It is vitally important for agencies to consider risks and how those risks change over time during formulation of those plans. Incorporating strategic foresight into the strategic planning and review process is a proven method for facilitating the achievement of long-term goals. Strategic foresight is a process for systematically considering a longer time horizon and broader scope of issues. Integrating strategic foresight in the planning process

Traits of this priority include conducting future scenario planning, identifying emerging skills, and implementing proven methodologies to identify future challenges.

also facilitates a human-centered systems approach to problem solving and helps agencies better prepare for future threats and take early advantage of emerging opportunities. In addition, considering enterprise risk management in the early stages of the strategic planning process will ensure the agency's management of risk is appropriately aligned with the organization's overall mission, objectives, and priorities. A robust and mature foresight program assists agencies in building scenarios and developing methodologies to better understand emerging skills and workforce needs. Building an organic foresight capability or using professional assistance will help agencies look beyond the horizon, identify emerging challenges and opportunities early, and foster a culture and workforce that thinks strategically.

Foresight is not intended to replace traditional strategic planning activities or change any requirements outlined in the [GPRM Modernization Act of 2010](#). Instead, it is a way for organizations to think differently about the future, reframe their perspective, and augment and assist the established agency strategic planning process. Foresight relies heavily on diverse perspectives, the elimination of groupthink, and the inclusion of all points of view when envisioning, designing, and building a preferred future for all.

Promising Practice: USAID Foresight Cell

In response to the impact of COVID-19 on the programs and operations of the United States Agency for International Development (USAID), and building off 5 years of scenario planning and futures analysis support for the Agency's field missions, USAID is in the midst of an effort to scale up its global foresight capacity.

Beginning in 2016, USAID's Global Development Lab's Futures Team was created to provide scenario planning and futures analysis in support of USAID field missions. In particular, the futures team was deployed to help USAID missions develop their five-year Country Development Cooperation Strategies.

In 2020, USAID undertook a comprehensive policy planning review considering the significant impacts that that pandemic was having on USAID's operations, but also on the global development and humanitarian landscape. As part of that review, it was determined that USAID lacked the systems and capacity to utilize foresight tools and approach to directly inform the development and implementation of Agency-wide policies and strategies. In response, USAID created a new Analytics Team within its Office of Policy to deploy global data, analysis, and foresight tools, merging with the Lab's Futures Team in the process. This team has begun to develop foresight analysis designed to inform key policy priorities, beginning with the Agency's upcoming climate change policy.

Promising Practice: CDC Strategic Foresight Learning & Action Network (SF-LAN)

The Office of the Associate Director for Policy and Strategy (OADPS) located within the Centers for Disease Control and Prevention's (CDC) Office of the Director began building strategic foresight capacity across the agency in 2018. The effort started working with the Association for State and Territorial Health Officials (ASTHO) on developing a horizon scanning system that could detect early signals of change in the impact of transportation on public health. In 2019, OADPS began learning from other colleagues and academics including CDC's National Institute for Occupational Safety and Health (NIOSH) and the University of Houston.

In 2020, OADPS, in conjunction with the University of Houston, trained over 80 staff across CDC in strategic foresight. Ten teams focused on diverse projects, including the future of chronic disease prevention, climate change, data collection for intellectual disability, federal grant making, infectious diseases, and injury prevention.

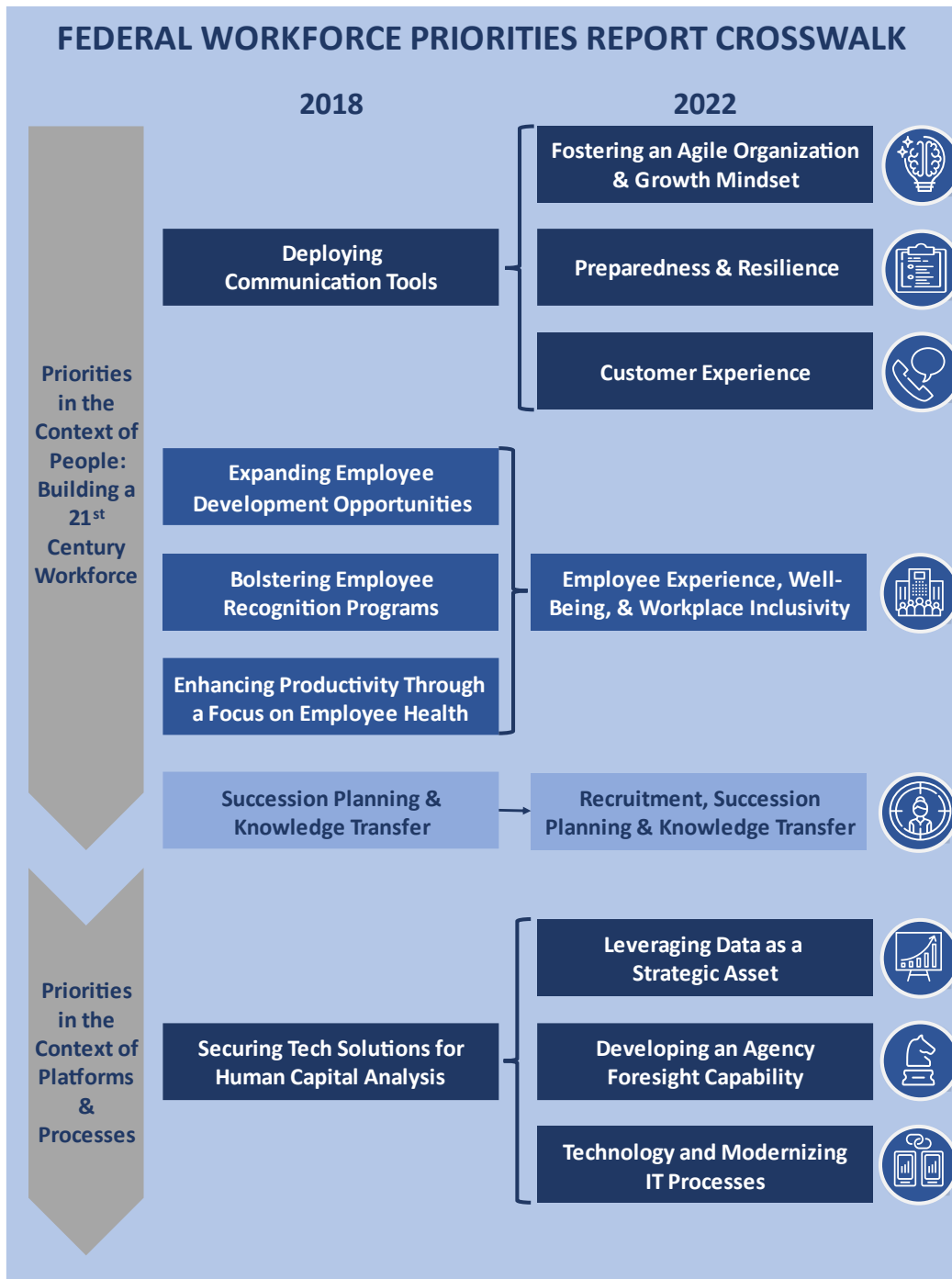
To institutionalize the foresight skills, OADPS created a design team and launched the CDC Strategic Foresight Learning & Action Network (SF-LAN), an active network of CDC staff engaged to support and broaden the understanding and use of strategic foresight at CDC. Of note, SF-LAN serves to enhance scanning, sense-making, and preparation for future solutions; ensure best practice use of strategic foresight techniques and tools; and facilitate collaboration among CDC staff and with external experts.

Given the interest in strategic foresight techniques across the agency and as part of the SF-LAN capacity building efforts, OADPS coordinated two high impact projects that emerged from the initial certification projects. These projects were chosen due to CDC senior leadership interest, project team availability, and their potential impact for informing the Agency's strategic direction. The projects include: (1) Future of Laboratory Preparedness and (2) Future of Evidence. Team members involved in these projects participated in the complete strategic foresight life cycle and are now working on integrating insights into current work and approaches. The projects culminated in reports published in collaboration between OADPS and the University of Houston and submitted to CDC senior leadership, as well as presentations to the SF-LAN.

Finally, OADPS engaged other expertise in CDC's Office of the Chief Information Officers (OCIO), and developed a horizon scanning tool. The tool, *Horizon*, applies natural language processing and machine learning technologies to rapidly sift through thousands of Reddit posts and comments every day to assist in identifying patterns of use of specific health-related words and phrases, which may suggest an emerging public health concern. This tool supports those involved in scanning activities and contains both a seek and scan function to aid in identifying emerging public health events before they become disruptors. This tool has been used for the two high-impact projects, as well as current, active projects to facilitate and inform foresight scanning efforts, by identifying project-relevant topics and emerging issues, not readily possible without the technology.

Priorities Crosswalk

The work agencies are doing to address the previous priorities should continue within the context of the new priorities. The crosswalk below illustrates how the priorities from the FWPR 2018 link to the priorities in the FWPR 2022. Agencies should continue their efforts on the 2018 initiatives under an improved rubric.



The priorities from 2018 were foundational in agency effort. 2018 Priority “Deploying Communication Tools” maps to 2022 Priorities “Fostering and Agile Organization & Growth Mindset”, “Preparedness & Resilience”, and “Customer Experience”. 2018 Priorities “Expanding Employee Development Opportunities”, “Bolstering Employee Recognition Programs”, and “Enhancing Productivity Through a Focus on Employee Health” map to 2022 Priority “Employee Experience, Well-Being, & Workplace Inclusivity”. 2018 Priority “Succession Planning & Knowledge Transfer” maps to 2022 Priority “Recruitment, Succession Planning, and Knowledge Transfer”. Finally, 2018 Priority “Securing Tech Solutions for Human Capital Analysis” maps to 2022 Priorities “Leveraging Data as a Strategic Asset”, Developing and Agency Foresight Capability”, and “Technology and Modernizing IT Processes”.

With the release of the [President’s Management Agenda](#) (PMA), each of the priorities in this report was mapped to each priority and strategy within the report. The table below identifies how each priority maps to the PMA.

2022 Federal Workforce Priorities	PMA Strategies and Priorities
Leveraging Technology & Modernizing IT Process	Priority 2, Strategy 1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by Reducing customer burden, addressing inequities, and streamlining processes.
Recruitment, Succession Planning, & Knowledge Transfer	Priority 1, Strategy 1: Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government. Priority 1, Strategy 4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.
Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce	Priority 1, Strategy 1: Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government.
Fostering an Agile Organization and the Growth Mindset	Priority 1, Strategy 2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.
Enhancing Customer Experience	Priority 2, Strategy 2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies. Priority 2, Strategy 3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.
Leveraging Data as a Strategic Asset	Priority 3, Strategy 2: Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.
Preparedness and Resilience	Priority 1, Strategy 3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends. Priority 1, Strategy 4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.
Developing and Agency Foresight Capability	Priority 1, Strategy 3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends.

Open Opportunities

Federal leaders face a variety of challenges, from supporting important agency-wide initiatives and programs, to focusing on employee engagement and retention. [Open Opportunities](#) can provide the tools to support your office needs, engage your employees, and provide meaningful development opportunities.

Open Opportunities is a skills-based, government-wide collaboration, professional development, and networking platform. The goal of Open Opportunities is to create a culture of excellence by implementing a new model of a mobile, agile, innovative, and skilled federal workforce that is based on team collaboration and responsiveness to mission demands, rather than being unnecessarily limited by organizational silos.

With a mission to strengthen, engage, and connect the federal workforce through employee development, Open Opportunities wants to ensure the needs of the current and future federal workforce are met. Novel and innovative approaches are part of this process. The platform has introduced cutting edge technology that automatically matches users to opportunities based on skills data in opportunity postings and user profiles. The innovative mindset of Open Opportunities is not only revolutionizing the way we develop our nation's largest workforce, but it is also building the future of job searching for a 21st century government.

OPM believes that Open Opportunities will be a force multiplier for agencies as they look for ways to address these priorities. Agencies are encouraged to explore and use the platform to meet their needs, address their challenges, and leverage opportunities.

Conclusion

OPM believes these eight priorities are critical to improving the Federal workforce both now and in the future. OPM is confident actions taken now to address these priorities will yield positive results in the future in addition to highlighting near-term progress. Agencies are encouraged to continue to work closely with OPM as they design plans to address these priorities. In this time of unprecedented change, it is essential that the agencies continue to collaborate and share promising practices in all aspects of human capital management. The eight priorities outlined in this report will continue to be evaluated and refined as the future unfolds. Subsequent reports will build on this foundation in a continual effort to enhance, improve, and reimagine government.

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