



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

Employee Services

May 10, 2022

Memorandum for Human Resources Directors

From: Robert H. Shriver, III, Associate Director, Employee Services

Subject: 2022 Federal Workforce Priorities Report

I am pleased to announce the publication of the 2022 Federal Workforce Priorities Report (FWPR), the second report in accordance with the revised Title 5, Code of Federal Regulations, Part 250 subpart B, effective April 2017. The report identifies eight Governmentwide priorities, outlines the supporting research and information considered in their selection, and provides pertinent promising practices from agencies. The priorities, designed to support the Administration's initiatives such as rebuilding the workforce, defining the future of work, and creating a workforce that looks like the country it serves, and organized as primary and enabling priorities are as follows:

Primary Priorities

- *Priority 1: Leveraging Technology and 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.
- *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.
- *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.
- *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.

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.
- *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.

- *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 continuity of Government, safety of the workforce and security of the future workforce.
- *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.

Chief Financial Officers Act agencies are required to select two priorities that they will continue to support until the issuance of the next report in 2026 and will need to outline strategies for the select priorities in their Human Capital Operating Plans.

You may address questions to Eric Popiel (eric.popiel@opm.gov).

Attachment (see below)

CC: Chief Human Capital Officers (CHCOs), and Deputy CHCOs