Today’s Agenda

Introduction (1:00-1:05 p.m.)
• Akinyemi Banjo, Senior Policy Advisor, Office of Disability Employment Policy (ODEP), U.S. Department of Labor (DOL)

Welcoming Remarks (1:05-1:10 p.m.)
• Taryn Mackenzie Williams, Assistant Secretary, ODEP, DOL

Promising Practices for Using Schedule A to Recruit, Hire, Advance, and Retain Persons with Disabilities (1:10-1:30 p.m.)

Promising Practices From MD-715 Affirmative Action Plans for Individuals with Disabilities (1:30-2:10 p.m.)
• Marqui Willoughby, Attorney Advisor, Federal Sector Programs, Office of Federal Operations, Agency Oversight Division, EEOC

OPM Workforce of the Future Playbook (2:10-2:40 p.m.)
• Eric Popiel, Strategic Foresight Analyst, Strategic Workforce Foresight Team Manager, Office of Personnel Management (OPM)

Opportunities for People with Disabilities to Level Up to Public Service (2:40-2:50 p.m.)
• Jennifer Croft, Diversity Program Manager, Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA), OPM

FEED Community Peer Exchange: Disability-Inclusive Workplace Practices (2:50-2:55 p.m.)
• Akinyemi Banjo, Senior Policy Advisor, ODEP, DOL

Closing Remarks (2:55-3:00 p.m.)
• Lou Orsline, Director, Employer and Workplace Policy Team, ODEP, DOL
Introduction

Akinyemi Banjo, Senior Policy Advisor
Office of Disability Employment Policy (ODEP), U.S. Department of Labor (DOL)
Welcoming Remarks

Taryn Mackenzie Williams, Assistant Secretary
Office of Disability Employment Policy (ODEP), U.S. Department of Labor (DOL)
Promising Practices for Using Schedule A to Recruit, Hire, Advance, and Retain Persons with Disabilities

Wendy Doernberg, Attorney Advisor
What Is Schedule A?

• Schedule A allows for “appointment of persons with intellectual disabilities, severe physical disabilities, or psychiatric disabilities” outside the competitive hiring process.

• Schedule A requires a two-year trial period.

• Upon successful completion of the trial period, employees are converted to a competitive appointment.

5 C.F.R. § 213.3102(u)

• EEOC surveyed equal employment opportunity (EEO) directors at federal agencies.

• 55 agencies responded.
  ▪ 18 large (15,000 or more employees), 29 medium (1,000 to 14,999 employees) and eight small (fewer than 1,000 employees) agencies.
Agency Satisfaction with Schedule A

- 37 of 46 responding agencies were satisfied with Schedule A.
  - Speed of hiring and ease of use
  - Quality hires
Agency Dissatisfaction or Confusion with Schedule A

• Lack of knowledge regarding Schedule A by persons with disabilities, HR staff, and others.
• Difficulty reviewing medical documentation for sufficiency.
• Confusion surrounding which disabilities qualify.
• Dissatisfaction with Schedule A’s two-year trial period.
• Confusion regarding issues such as whether there must be a simultaneous competitive process and how Schedule A relates to veterans’ preference.
Agency Promising Practices: Coordination Within Agency

• Monthly meetings between all Bureau-level EEO and Human Resources (HR) directors to identify candidates eligible under special hiring authorities for consideration for open vacancies.

• Biweekly meetings among EEO; HR; and diversity, equity, inclusion, and accessibility (DEIA) offices to coordinate outreach to and recruitment of underserved communities, including the use of the Schedule A hiring authority.

• Quarterly meetings among EEO, HR, and DEIA offices to review the number of people with disabilities (PWD)/people with targeted disabilities (PWTD) in each regional and program office and to look for areas to provide strategic support.
Agency Promising Practices: Collecting and Disseminating Information About Schedule A Candidates and Increasing Representation

• General announcement on USAJOBS to collect a list of candidates eligible for Excepted Veteran and Schedule A appointments and maintaining a repository of candidates.

• Database of Schedule A candidates that can be provided upon request with appropriate guidance.

• Paid internships for PWD and eligibility for conversion through Schedule A or another hiring authority.

• Standard operating procedures that require hiring officials to consider noncompetitive options, including Schedule A, when filling vacancies.

• Pre-recruitment consultation during hiring process to recommend that hiring managers review candidates prequalified under excepted hiring authorities prior to posting an announcement.
Agency Promising Practices: Internal and External Outreach

• Training for hiring managers on using Schedule A and OPM’s Agency Talent Portal.
• Coordination with disability employee resource groups (ERGs).
• Sufficiently-resourced email box where staff answer questions about Schedule A and other issues.
• Engaging with PWD through social media and at career fairs.
• Developing agency relationships with college and university centers for PWD.
Please see the report’s appendix for additional questions and answers on Schedule A!
Questions?
Promising Practices From MD-715
Affirmative Action Plans for Individuals with Disabilities

Marqui Willoughby, Attorney Advisor
Agenda

• The Regulations and Affirmative Action Plans for Individuals with Disabilities
• Promising Practices in Recruitment
• Promising Practices in Hiring
• Promising Practices in Retention
• Promising Practices in Advancement
Affirmative Employment Programs

• Federal agencies are required to establish effective affirmative programs of equal employment opportunity under Section 717 of Title VII and effective affirmative action programs under Section 501 of the Rehabilitation Act.

• Affirmative employment under Title VII does not involve the use of numerical goals or preferences based on protected status.
Affirmative Action Plans

• Section 501 of the **Rehabilitation Act of 1973** (Rehab Act) requires federal agencies to engage in affirmative action for people with disabilities, but it does not explain what "affirmative action" means.

• In January 2017, the EEOC issued a final rule in the federal workforce regarding federal agencies’ affirmative action obligations. The final rule is found at **29 CFR § 1614.203**.
Affirmative Action Plans, Continued

Section I – Efforts to Reach Regulatory Goals
Section II – Model Disability Program
Section III – Program Deficiencies in the Disability Program
Section IV – Plan to Recruit and Hire Individuals with Disabilities
Section V – Plan to Ensure Advancement Opportunities for Employees with Disabilities
Section VI – Plan to Improve Retention of Persons with Disabilities
Section VII – EEO Complaint and Findings Data
Section VIII – Identification and Removal of Barriers
• Pursuant to the Rehab Act, each agency must implement an Affirmative Action Plan (AAP) that provides sufficient assurances, procedures, and commitments to ensure adequate hiring, placement, and advancement opportunities for individuals with disabilities at all levels of federal employment.

• Pursuant to 29 CFR 1614.203, each agency’s AAP must commit to numerical goals for PWDs (12%) and PWTDs (2%).
• We have selected a variety of promising practices using agencies’ AAPs and information we learned during technical assistance visits.

• We will address the following topics:
  ▪ Recruitment
  ▪ Hiring
  ▪ Retention
  ▪ Advancement
Promising Practices: Recruitment

• USDA-Food Safety and Inspection Service (FSIS):

FSIS has a veterans and disability recruitment program coordinator who assists candidates with disabilities and disabled veterans in the recruitment process by providing resume guidance and guidance regarding veterans' preference, non-competitive hiring, and the application process. FSIS also created a resume repository of individuals with disabilities.

• USDA-Rural Development:

In FY 2019, Rural Development attended 27 events designed to introduce USDA to potential applicants with disabilities, including Scott Air Force Base Transition Assistance Programs, CSUN Assistive Technology Conference, and National Federation for the Blind Conference. Through these events, the agency raised awareness about potential job opportunities for qualified candidates. Over 1,300 participants attended.
• Treasury-Bureau of Engraving & Printing (BEP):
As part of BEP’s efforts to recruit PWD, the agency has developed a tool to assist veterans, including those with disabilities, gain federal employment. The agency partnered with Treasury and Monster Government Services to create a customized job search tool that provides veterans services, including a federal resume tutorial, a military skills translator, and a resume-to-job match capability.

• Treasury-Internal Revenue Service (IRS):
IRS created a Standard Operating Procedure containing established contacts with state vocational organizations as well as other information to assist in the recruitment of PWD/PWTD.
• Central Intelligence Agency (CIA):
CIA hired a recruiter dedicated to recruiting PWD.

• Department of Energy (DOE):
DOE hosted a disability mentoring day for students with disabilities from 10 colleges to provide information on internships and career opportunities.

• National Credit Union Administration (NCUA):
NCUA placed a full-page ad in DIVERSEability magazine.
Promising Practices: Recruitment, Continued 3

• **DHS-Federal Law Enforcement Training Center (FLETC):**
  FLETC maintains an open and continuous voluntary applicant file for specific series and grades for candidates who are appointable using Schedule A and 30% or more disabled veteran hiring authorities. These files are reviewed for all position openings and forwarded to the hiring official prior to the announcements being released.

• **DOD-Defense Health Agency (DHA):**
  DHA’s Human Resources office, Learning and Development Team, and Equal Opportunity and Diversity Management program created a Diversity and Strategic Plan to recruit PWTD. The agency also participated in the Workforce Recruitment Program, Wounded Warriors Programs, and career fairs to recruit applicants with disabilities.
• DOD-Defense Media Agency (DMA):
In 2018, DMA hosted an “Open House for Individuals with Disabilities,” in which agency officials provided feedback to PWD regarding their resumes and informed them about current vacancies within the agency. During the event, attendees also received briefings about the Schedule A hiring authority and how to apply for positions on USAJOBS.

• DOD-Washington Headquarters Services (WHS):
WHS offered resume-writing workshops, federal hiring authority sessions, one-on-one assistance, and preliminary interviews at targeted disabled veteran recruiting events such as the Wounded Warrior Education and Hiring Expo.
• **Office of the Director of National Intelligence (ODNI):**

ODNI’s barrier analysis revealed: 1) a lack of an existing comprehensive plan; and 2) a lack of complete applicant flow data. ODNI’s Recruitment Strategy addresses these issues by including specific direction for the recruitment of PWD and capturing and analyzing complete applicant flow data of PWD.

• **Department of Homeland Security (DHS):**

CIA created an Ability Talent Broker (ATB) position to facilitate the processing of PWD from application to onboarding. ATBs also ensure CIA applicants with disabilities are given reasonable accommodations during their hiring process.
• Federal Mediation and Conciliation Service (FMCS):
The Office of Human Resources is working with the digital media strategist to develop a social media outreach program to promote opportunities for individuals with disabilities on the agency's Facebook page and website.

• Department of the Interior (DOI):
“My DOI Careers” used X to send vacancy announcements to disability advocacy groups, such as the National Disability Rights Network, the National Alliance on Mental Illness, and the American Association of People with Disabilities, to alert these organizations of available agency positions.
Promising Practices: Hiring

• **Small Business Administration (SBA):**
  SBA created an internal database, containing resumes for persons with disabilities and veterans who are 30% or more disabled. The resumes are shared with supervisors and managers upon request.

• **Nuclear Regulatory Commission (NRC):**
  During FY 2019, NRC provided training to 104 hiring managers on the use of hiring authorities for PWD and how to use and access resumes of PWD as part of mandatory annual training.
• DOD Defense Technical Information Center (DTIC):
DTIC reported that its managers are now required to review the Schedule A eligible database for positions before any hiring action occurs. The agency has increased its hiring of PWD as a result.

• DOD National Geospatial-Intelligence Agency (NGA):
NGA’s Human Development Directorate (HD) hosted various symposiums and hiring events in FY 2017. In particular, the Persons with Disabilities Recruitment Showcase promoted awareness of the Geospatial Intelligence to attendees from seven universities. As a result, NGA made 26 on-the-spot offers of employment (direct hires) to persons with disabilities.
• **Consumer Financial Protection Bureau (CFPB):**

The agency head referenced the PWD/PWTD hiring goals in an all-managers communication to leverage Schedule A and other non-competitive hiring authorities that promote disability hiring and advancement.

• **Department of Homeland Security (DHS):**

DHS developed training for all hiring managers and human resources officials professionals that includes information on Schedule A hiring authority and veterans hiring authorities with disability-related criteria. The training is mandatory and must be taken within 60 days from onboarding and every two years thereafter.
• **Federal Bureau of Investigation (FBI):**

FBI does not use Schedule A. However, hiring managers are informed they may identify a qualified candidate for a position who is a PWD/PWTD and hire them directly into a position.

• **Central Intelligence Agency (CIA):**

CIA created an Ability Talent Broker (ATB) position to facilitate the processing of PWDs from application to onboarding. ATBs also ensure CIA applicants with disabilities are given reasonable accommodations during their hiring process.
Promising Practices: Retention

• **Agency for Global Media (USAGM):**

AGM purchased a secure tracking system for the RA program, allowing the agency to quickly identify expired accommodations or those that may need updated medical documentation. The system records the requests, defines the process, tracks implementation, and generates statistical reports for future analysis.

• **Consumer Financial Protection Bureau (CFPB):**

CFPB created a captioning budget within the Technology and Innovation Division to ensure that agency-wide meetings and events have funding outside of the Reasonable Accommodation budget.
• Department of Agriculture (USDA):

USDA’s dynamic Reasonable Accommodation (RA) website features captioned video segments on the basics of RA and indexed discussions of topics about the RA process, types of RAs, RA roles and responsibilities, the interactive process, supervisors and managers do’s and don’ts for RA, medical documentation, timeframes, confidentiality requirements, undue hardship, and animals in the workplace as an RA.

[USDA.gov/RA]
• **Department of Justice (DOJ):**

DOJ hosts a Disability Roundtable series to educate employees on various issues related to disability employment such as developments in assistive technology. DOJ also features speakers with disability who have experienced success in their careers.

• **Department of Education (ED):**

ED has two lift-equipment vans (separate and apart from shuttle services) in its motor pool for use by headquarters employees. ED is seeking to secure accessible vans in regional office motor pools and will provide an accessible vehicle through rental or contract if necessary.
Promising Practices: Retention, Continued

• Federal Trade Commission (FTC):
In FY 2023, 100% of 46 reasonable accommodation requests were processed within the 20 business-day timeframe set forth in its reasonable accommodation procedures. The average time to process a request was 20 business days.

• HHS-Centers for Disease Control and Prevention (CDC):
The CDC’s disability program manager, HR Office, and disABILITY LINK conducted a disability awareness seminar on disability etiquette and language, hiring and retaining people with disabilities, and Schedule A hiring.
• Department of Commerce (DOC):

In FY 19, DOC conducted a department-wide retention survey to investigate why certain demographic groups, including PWD, were separating at disproportionately higher rates. Over 10,841 employees were surveyed with a 41.6% response rate.

In FY 18, DOC established a system to monitor the status of Schedule A employees to maximize conversion opportunities. All eligible Schedule A employees with disabilities were converted after two years.
Promising Practices: Advancement

• Department of Labor (DOL):

DOL utilizes all available methods to provide internal advancement opportunities for PWD, including:

- Increase awareness of managers to reach affirmative action goals;
- Encourage managers to restructure jobs, design bridge positions, and implement individual development plans for PWD;
- Encourage use of skills-building survey to address PWD’s potential gaps in skills; and
- Encourage PWD to participate in training opportunities offered by the agency’s Disability Action Group.
Promising Practices: Advancement, Continued

• **DOD-Washington Headquarters Services (WHS):**
  The Special Emphasis Program endeavors to place PWD in a billet that has promotion potential, when possible. In addition to providing accessible technology, the agency encourages PWD to participate in training and development opportunities.

• **DOD-Defense Intelligence Agency (DIA):**
  DIA created a Disability Council that has improved accessibility within the agency by: (1) installing motion-sensor water stations; (2) relocating badge-swipe activation pads to be more accessible for PWD; (3) installing additional push plates; and (4) improving push plate functionality/reliability. The agency also established a sign language group.
• **HHS-Health Resources and Services Administration (HRSA):**

HRSA communicates advancement opportunities to the agency’s Council on Employees with Disabilities to ensure broad dissemination.

• **National Oceanic and Atmospheric Administration (NOAA):**

In FY 22, NOAA set aside 1% of career development opportunities in its development program for PWD and encouraged managers to set aside career development opportunities for PWD.

• **Securities and Exchange Commission (SEC):**

In FY 22, the SEC reserved five slots in its mentoring program for PWD. In total, six PWD participated in the FY 22 mentoring program.
• Overall, the federal sector has identified few promising practices in AAPs that are specifically focused on and dedicated to advancing PWD.

• We need more ideas!

• We need more boldness that maximizes the law!
Promising Practices: Other

• **Agency for International Development (USAID):**
  USAID sponsors a PWD Employee Resource Group (ERG) that partners with its leadership to exchange information on best practices for PWD through brown bag sessions, panel sessions, and other events.

• **DOD-Army & Air Force Exchange Service (AAFES):**
  AAFES conducts an annual self-identification campaign to encourage staff to update their disability status.
• **Central Intelligence Agency (CIA)**

CIA established an Accessibility Tiger Team in FY 18, including senior leaders from each Directorate and key stakeholder offices. The purpose of the team is to review accessibility issues, identify a corporate approach to address accessibility concerns, streamline the reasonable accommodation process, and improve the office culture for people with disabilities. As a result of the team’s efforts, CIA has updated and enhanced its facilities and application tools to ensure they are accessible.

CIA created a specialized webpage for personal care assistance requests. The agency has dedicated personal care assistants and on-call assistants available to respond to requests from staff.
Questions and Closing

Thanks for participating!
The Workforce of the Future Playbook: Informational Briefing

Eric Popiel, Strategic Foresight Analyst
Strategic Workforce Foresight Team Manager, Office of Personnel Management (OPM)
Eric Popiel

Group Manager, Future of Work (WPI/SWP)

• Responsible for the long-term futures program that informs federal workforce policy for OPM.

• Assists all federal agencies in Strategic Human Capital Management.

• Project manager for the President’s Management Agenda Strategy 3 – Future of the Federal Workforce.

• Professional Certificate in Foresight, University of Houston.

• Master’s degree, National Security and Strategic Studies, U.S. Naval War College.
Webinar Sign Up!

• Additional webinars are planned!

• **Sign up for upcoming webinars.**

• New Gov2Gov training should be posted to the page shortly!

• Designed for federal employees but anyone can [view webinar recordings](#).
A Workforce of the Future That Is...

“...inclusive, agile and engaged, with the right skills to enable mission delivery.”

“OPM is excited to announce the release of the ... Workforce of the Future Playbook to support agencies as they recruit, hire, and build a diverse workforce reflective of the people we serve.”

Director Kiran A. Ahuja
Memorandum for Chief Human Capital Officers
Subject: Release of OPM’s Workforce of the Future Playbook
February 22, 2024
Purpose

• OPM’s strategy for addressing the workforce of the future involves commitments in five areas: policy and resources, research and evaluation, training and technical assistance, data analytics, and stakeholder engagement.

• OPM, in partnership with our stakeholders, identified areas, that if strengthened, will provide the foundation for the workforce of the future, and shape the transformation to promote policies and practices that will be most effective in helping to achieve agency mission delivery, as well as position the Federal Government as a model employer for current and future employees.
Structure

- The “Play”
- Framing/Why it Matters
- Current/Future State
- Promising Practices/Agency Examples
- Tools/Resources
- Call to Action
- Metrics to Consider
The Office of Personnel Management developed 12 plays to help chief human capital officers, hiring managers and others effectively adapt to the rapidly evolving nature of work and to keep pace with other industries to bring in people with the right skill sets in a timely manner.

STRATEGIC WORKFORCE PLANNING:
Make informed, forward-thinking decisions that consider both current trends and future scenarios.

STRATEGIC RECRUITMENT:
Enhanced use of strategic recruitment methods to attract applicants.

SKILLS-BASED HIRING:
Improve the applicant quality and begin phasing out self-assessments.

POOLED HIRING:
Maximizes efficiency and enables agencies to quickly hire applicants who are highly qualified.

INTEGRATION OF AI TECHNOLOGY:
Consider how to apply artificial intelligence to the full lifecycle of human capital management.

ORGANIZATIONAL HEALTH:
Data and evidence indicate a strong predictive relationship between work environments and organizational health and organizational performance.

EMPLOYEE HEALTH AND WELL-BEING:
Data shows that improved levels of employee health and well-being can significantly reduce instances of absenteeism, low productivity, employee burnout and other negative mental and physical complications.

DATA-DRIVEN WORKFORCE DECISIONS:
Better use of workforce data can enhance agencies’ ability to recruit, hire, engage, train and retain talent.

CAREER PATHING AND EMPLOYEE DEVELOPMENT:
Making every Federal job a good job, where all employees have an opportunity to learn and grow, could start with career pathing.

EARLY CAREER TALENT:
By increasing opportunities and removing barriers to hiring interns, fellows and apprentices, agencies can boost their talent pipelines and better serve the American people.

FOSTERING AN INCLUSIVE WORK ENVIRONMENT:
A robust diversity, equity, inclusion and accessibility (DEIA) initiatives build trust between employers and their workforces, improve decision-making and communication and foster creativity.

INCLUSIVE OUTREACH STRATEGY:
Having talent pipelines that reflect the diversity of the American people believing that qualified people from every background and walk of life should have equal opportunity to serve our nation.
Pillars & Plays - Right Skills

• **Strategic Workforce Planning:** Prioritize and apply longer-term strategic workforce planning and foresight.

• **Strategic Recruitment:** Enhanced use of strategic recruitment methods to attract applicants.

• **Skills-Based Hiring:** Implement skills-based hiring and multi-hurdle assessments to improve the applicant quality. Agencies should begin phasing out self-assessments during this transition.

• **Pooled Hiring:** Scale pooled hiring/shared certificates to improve hiring efficiencies.

• **Integration of AI Technology:** Integrate technology such as artificial intelligence (AI), and explore the use of generative AI, into HR processes to become more efficient.
Strategic Workforce Planning

Prioritize and apply longer-term strategic workforce planning and foresight.

• **Why:** Workforce planning is decentralized, and there is often a lack of workforce planning expertise in agencies, as well as misalignment of resources, which creates an inability to forecast gaps.

• **Vision:**
  - Agencies possess enhanced capacity and capability in workforce planning and an enterprise understanding of workforce data to drive decisions.
  - Agencies utilize sophisticated predictive analytics to identify future skill requirements based on various strategic foresight methods.
  - Strategic foresight is routinely used in decision-making, policy development, and planning processes and agencies have dedicated futurists.
Strategic Recruitment

*Enhanced use of strategic recruitment methods to attract applicants.*

**Why:** Agencies typically post vacancies on USAJOBS without conducting strategic recruitment activities and routinely only use official job titles, hoping applicants with the right skills will find them and apply.

**Vision:**

- Agencies use ongoing, proactive, and strategic recruitment tactics to increase interest in their positions so that applicants with the right skills are ready to apply when the announcement opens.
- Plain language and descriptive job titles are used to improve applicant’s ability to find jobs that meet their skill set resulting in more qualified applicants and a reduced number of unqualified applications.
Implement skills-based hiring and multi-hurdle assessments to improve the applicant quality. Agencies should begin phasing out self-assessments during this transition.

• Why: Job postings rely on applicant self-assessments to determine whether candidates are qualified for a job. Applicants often inaccurately rate themselves as experts leading to unwieldy applicant pools with large numbers of unqualified applicants.

• Vision:
  ▪ Agencies make strategic use of skills-based and multi-hurdle assessments and eliminate self-assessments.
  ▪ Higher quality candidates are identified by HR for consideration by the hiring manager, enabling greater HR staff capacity, and, ultimately, leading to higher-quality hires.
Pooled Hiring

Scale pooled hiring/shared certificates to improve hiring efficiencies.

• **Why:** Each agency posts a unique vacancy announcement multiple times for a core occupation, such as acquisition or human resources. Hundreds of applicants apply and only one or two are selected leaving qualified applicants still available on the certificate.

• **Vision:**
  - Agencies leverage pooled hiring/shared certifications efforts as the default course of business, working together within an agency and across Departments on shared certificates and government-wide pooled hiring actions.
  - Hiring managers have more incentive to work collaboratively with their HR partners.
  - More strategic and innovative recruiting and efficient use of appropriate hiring authorities, assessments, and technologies available to reach top candidates.
Integrate technology such as Artificial Intelligence (AI), and explore the use of Generative AI, into HR processes to become more efficient.

• **Why:** Employees perform work either without using AI or without any system or guidance on the use of AI for processes or tasks.

• **Vision:**
  - Employees regularly use AI for tasks where it can increase efficiency, and/or improve work product, while ensuring that use complies with relevant statutory, regulatory, and administration requirements and guidance.
  - Agencies regularly evaluate and increase AI skill sets and capabilities and understand how to upskill their workforce to utilize AI, including generative AI technology.
Pillars & Plays - Agile and Engaged

- **Organizational Health**: Create work environments that drive organizational health and performance.

- **Employee Health & Well-being**: Elevate employee mental health and well-being.

- **Data-driven Workforce Decisions**: Use data to make informed workforce decisions.

- **Career Pathing and Employee Development**: Clearly articulate career paths and prioritize professional growth and development.
Organizational Health

Create work environments that drive organizational health and performance.

• **Why:** Defining and measuring organizational health and performance is a key practice for an agency to meet its mission and understand impediments to achieving its goals. Data and evidence indicate a strong predictive relationship between work environments and organizational health and organizational performance.

• **Vision:**
  - Policy is driven by performance and results.
  - Agencies using tools and identifying metrics to measure organizational health and make work environment policy decisions based on effectiveness and the agency’s ability to deliver on mission.
Employee Health & Well-being

Elevate employee mental health and well-being.

• Why:
  ▪ Agencies vary substantially on the extent and quality of well-being resources.
  ▪ Many such programs are categorized under the Employee Assistance Program (EAP), which has a stigma attached to their use.
  ▪ Agencies may lack or infrequently use measurement tools to identify where resources are most needed to measure program effectiveness or to monitor progress or areas of challenge regarding employee well-being.

• Vision:
  ▪ Agencies offer robust resources to employees under the umbrella of employee well-being, which are widely utilized.
  ▪ Programs have ample capacity and providers have cultural competency to target their services for relevant individuals and occupations.
Data-driven Workforce Decisions

*Use data to make informed workforce decisions.*

- **Why:** Agencies do not have sufficient access to data and insights because data are often incomplete, delayed, or siloed. In addition, many staff lack data literacy to interpret the data.

- **Vision:**
  - Data are accurate, timely, and readily available to agencies and agency leaders through dashboards, reports, and research studies and are consistently used to inform policy decisions.
  - Employees at all levels are properly trained and able to use their skills to interpret, visualize, and present data to decision-makers.
Career Pathing and Employee Development

*Clearly articulate career paths and prioritize professional growth and development.*

- **Why:** Current federal employees need greater clarity on how to advance and may lack a clear understanding of a possible career path. Non-federal employees are challenged to see where their skills might fit into a federal career path.

- **Vision:**
  - The Federal Government uses modernized strategies to build career paths and updates them to reflect shifting workforce expectations and career dynamics.
  - Federal employees understand and are empowered to take advantage of their opportunities for career growth.
  - Agencies provide opportunities such as rotations within and across agencies and chances to participate in reskilling and upskilling programs.
Pillars & Plays - Inclusive

• **Early Career Talent**: Reinvigorate federal early career talent programs as a pipeline for diverse talent into federal jobs by investing resources in these programs, increasing public visibility of federal careers, and establishing and maintaining effective partnerships with sources of early career talent (e.g., colleges and universities, Registered Apprenticeship Programs).

• **Fostering an Inclusive Work Environment**: Expand the understanding of how diversity, equity, inclusion, and accessibility (DEIA) contributes to an inclusive work environment that provides the space, tools, and opportunities for individuals to perform their best work.

• **Inclusive Outreach Strategy**: Build a long-term outreach strategy with Minority Serving Institutions (MSI), community organizations, institutions serving people with disabilities, and community colleges to build a sense of community and continuity for employees.
Early Career Talent

Reinvigorate Federal early career talent programs as a pipeline for diverse talent into Federal jobs by investing resources in these programs, increasing public visibility of Federal careers, and establishing and maintaining effective partnerships with sources of early career talent (e.g., colleges and universities, Registered Apprenticeship Programs).

• **Why:** Agencies typically view early career talent as short-term hires and do not incorporate them into their workforce planning strategies or set aside positions for early career talent.

• **Vision:**
  - Agencies align early career talent hiring with mission-critical occupation skills gaps.
  - Agencies use Pathways and other avenues to bring in new hires, and ensure funding is set aside for paid internships and full-time equivalent (FTE) employment for interns to convert into permanent positions.
Fostering an Inclusive Work Environment

Expand the understanding of how diversity, equity, inclusion, and accessibility (DEIA) contributes to an inclusive work environment that provides the space, tools, and opportunities for individuals to perform their best work.

• **Why:** Agencies are at various levels of maturity with respect to how they are able to incorporate DEIA into supporting their workforce and their customers.

• **Vision:**
  - Agencies have a shared understanding of DEIA principles, competencies, and standards and offer training programs and other resources that are evidence-informed and prioritized.
  - Agencies track DEIA investments, share promising practices, and collaborate for enterprise-wide approaches.
Inclusive Outreach Strategy

**Build a long-term outreach strategy with Minority Serving Institutions (MSI), community organizations, institutions serving people with disabilities, and community colleges to build a sense of community and continuity for employees.**

- **Why:** Outreach efforts to colleges and universities, MSIs, community colleges, community organizations, and institutions serving people with disabilities vary across government depending on resources.

- **Vision:**
  - Agencies engage in coordinated efforts to reach out to MSI’s, community organizations, institutions serving people with disabilities, and community colleges.
  - Agencies use resources such as social media messaging and evaluation techniques to provide evidence about the extent to which this programming connects individuals to resources that make them feel welcome and supported in the hiring process.
Next Steps

- OPM will update the Playbook with emerging plays and strategies as they are developed.
- OPM will provide additional and on-going guidance through webinars, training, and technical assistance from subject matter experts to support agencies in their implementation of the plays.
- **Free webinars** for all government employees!
- Collect feedback from webinars—apply to future plays and trainings.
- Living document will be continuously updated.
Potential Future Plays

- Customer Experience (CX)
- Direct Hire Authority
- Framework Foresight
- Skills Gaps Research

- Total Worker Health
  - Burnout
  - Loneliness
  - Mindfulness
  - Suicide Prevention
Press Coverage

- OPM Press Release
- Global Government Forum
- GovExec
- FedManager
- ExecutiveGov

- Federal News Network
- FedScoop
- MeriTalk
- FEDweek
- Association for Talent Development
Question, Dialogue, & Survey

Eric Popiel
eric.popiel@opm.gov

Surveys.OPM.gov/se/5B5534D408B696EB

WPI Agency:
Strategic Workforce Planning (SWP), Future of Work (FoW)
Thank You!!!

Address any questions to workforce@opm.gov
Opportunities for People with Disabilities to Level Up to Public Service

Jennifer Croft, Diversity Program Manager
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FEED Community Peer Exchange: Disability-Inclusive Workplace Practices

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Closing Remarks

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Mark Your Calendars

EARN Webinars
Pathways for Hiring People with Disabilities into Clean Energy Jobs
  o July 24, 2024, 2:00-3:30 p.m. ET

September FEED Meeting
  o September 11, 2024, 1:00-3:00 p.m. ET
EARN Resources

Resource Guide:
Schedule A Excepted Service Hiring Authority for People with Disabilities
AskEARN.org/publication/schedule-a-resource-guide

Frequently Asked Questions:
FAQs About the Schedule A Excepted Service Hiring Authority for People with Disabilities
AskEARN.org/publication/schedule-a-faqs

Policy Brief:
Federal Hiring Authorities from a Disability Perspective
AskEARN.org/publication/federal-hiring-authorities-from-a-disability-perspective

Federal Framework:
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