

Goal 6. U.S. Department of Education Capacity:

Improve the organizational capacities of the Department to implement the *Strategic Plan*.

Goal Leader:

Andrew Jackson, Assistant Secretary, Office of Management (OM)

Public Benefit

To ensure the achievement of the Department's mission critical objectives, grants and contract management remain a strategic focus for improvement in long- and short-term initiatives. Additionally, fortifying human capital strategies, competencies and resources, along with the continuous improvement of IT security and technologically enhanced work environments, continue to be priorities. These activities support grantees, schools, students, families, and communities in achieving their educational and economic goals, while also continuing to hold recipients of the Department's funding accountable to clear financial requirements and legal obligations.

The Department continues to focus on human capital management to acquire and develop its workforce; increase diversity and inclusion and improve employee engagement; rethink how it monitors and intervenes with high-risk grantees and contractors; enhance workforce productivity through information technology; safeguard its assets and stakeholders from cybersecurity threats; continue to improve and integrate effective performance management; and transform the way the Department interacts with states, districts, IHEs, and other grantees and stakeholders. These efforts will improve performance results, increase stakeholder collaboration, and lead to greater employee engagement.

In FY 2015, the Department was a leader in the broader grant community to implement successfully the new [Uniform Guidance](#) regulations prescribed and updated by the President's Office of Management and Budget. The Department created an online repository of resources and conducted frequent outreach to help grantees follow the new rules, which reduce burden while strengthening controls against waste, fraud, and abuse.

Using a strategic approach in FY 2015, the Department strengthened Human Resources (HR) operations by reducing hiring lead times, improving executive recruitment strategies, revising outdated HR policies, expanding training opportunities, and improving management practices.

Analysis and Next Steps

Objective 6.1: Effective Workforce. Continue to build a skilled, diverse, and engaged workforce within the Department.

Objective Leader:

Cassandra Cuffee-Graves, Chief Human Capital Officer, Human Capital and Client Services (HCCS), Office of Management (OM)

Explanation and Analysis of Progress:

The Department's staffing gaps have been successfully reduced and continue to maintain a stable, minimum level of 4–5 percent, which is well below the FY 2015 target level of 15 percent. The Department also continues to reduce hiring lead times and completed

approximately 68 percent of hiring actions within 90 days from the date the action was received to the tentative job offer. In FY 2015, the Department opened a new career center to assist employees in reaching their career development goals and successfully developed, marketed and deployed a boot-camp style supervisory training course for supervisors and managers. This mandatory three-day *Supervisor Essentials* course is facilitated by Department subject matter experts and provides new and existing supervisors with the essential tools in a participatory environment that encourages students to develop cross-component networks to share best practices. Additionally, the Department received full OPM certification for its Senior Executive Service performance management program for the first time in eight years.

The Department's strategic goals are vast: supporting postsecondary education, CTE, adult education, elementary and secondary education, early learning, equity, and continuous improvement of the education system. To achieve its objectives, the Department's workforce must have the right skills and be led by skilled and engaging supervisors and managers. The Department is enhancing employee productivity by aligning priorities and goals at every level in the organization with the Department's strategic objectives. The Department has achieved consistent, incremental progress in Federal Employee Viewpoint Survey (FEVS) results. Since 2010, the Department has improved scores in the Employee Engagement Index of the FEVS from 62.6 percent to 68 percent in 2015. In FY 2015, the Department implemented a successful engagement strategy that resulted in 50 percent of subcomponents increasing their employee engagement scores between 1 and 12 percent, and 72 percent of subcomponents achieving employee engagement scores above the governmentwide average.

The Office of Human Resources (OHR) worked with all Departmental offices to prioritize the revision and updating of key human capital policies, conducted extensive outreach efforts to hiring managers, and expanded supervisory and managerial training and development opportunities.

Human capital management plays a critical role in the Department's ability to fulfill its mission. By effectively planning for workforce changes, addressing skill gaps, and providing timely guidance and hands-on options for recruitment, staffing, and retention, the Department can provide consistent oversight, execution, and support for its programs.

Challenges and Next Steps:

The Department has improved managers' awareness of key hiring activities and timelines. Classification and hiring activities have been automated for real-time tracking, which allows HR staff to focus on more complex questions. In FY 2016, the Department will continue outreach efforts to hiring managers on personnel flexibilities and improve HR tracking tools to support managers in hiring the best employees for their positions.

Goal 6 – Strategic Objective 6.1

U.S. Department of Education Indicators of Success	Baseline	2013 Actuals	2014 Actuals	2015 Actuals	2015 Current Year Target	Current Year Results	2016 Out-Year Targets	2017 Out-Year Targets
6.1.A. Staffing gaps percentage ¹	FY: 2013 15%	15%	4%	4.3%	15%	MET	NA	NA
New Metric Percent of selections made per job opportunity announcement (JOA)	FY: 2015 46.4%	NA	NA	46.4%	NA	NA	48.7%	51.2%
6.1.B. EVS Employee Engagement Index	FY: 2012 64.7%	66%	67%	68%	69%	NOT MET	71%	72%
6.1.C. Time to hire	FY: 2013 65%	65%	85%	67.6%	68%	NOT MET	69%	70%
6.1.D. Effective Communication Index	FY: 2012 48%	49.6%	50%	51%	50%	MET	51%	52%

NA = Not applicable.

TBD = To be determined.

Academic Year (AY) is a collegiate year spanning August–May; School Year (SY) spans August–July and is aligned with a P–12 school year; Fiscal Year (FY) corresponds to a federal fiscal year; Calendar Year (CY) spans January–December.

Data Sources and Frequency of Collection:

- 6.1.A.** Mission Critical Occupation (MCO) Staffing Gap Report; quarterly
- 6.1.B.** Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS); annually
- 6.1.C.** Federal Personnel/Payroll System (FPPS) Datamart; quarterly
- 6.1.D.** OPM FEVS; annually

¹ Metric being removed at the end of the FY 2015 reporting period and being replaced with the metric identified as “New Metric” directly below it. If there is no corresponding “New Metric” identified, new metric TBD. Please refer to appendix B for details pertaining to the removal and addition of metrics. The proposed FY 2016 and 2017 targets for the metric being removed were NA and NA, respectively.