

## **Employment Service (ES)**

### **Mission Statement**

The Employment Service provides leadership and manages the merit-based employment system for the Federal Government. In partnership with agencies, the Service promotes a high quality, diverse workforce through a mix of policy direction, technical assistance, and reimbursable services in the areas of readily accessible employment information for job seekers; state-of-the-art assessment techniques; efficient Automated examining; veterans' preference; workforce diversity analyses; automated human resources management systems; organizational analysis and improvement services; and innovative restructuring and placement programs.

### **Program Mission by Organization**

#### **Office of Administrative Law Judges (ALJ)**

This Office sets policy for and operates the Governmentwide programs for recruiting, examining and referral of applicants for ALJ positions; employing ALJs on a non-competitive basis by promotion, transfer, reassignment, and reinstatement; establishing and classifying ALJ positions; loaning ALJs to other agencies; and re-employing retired ALJs.

The Office assures ALJ independence in hearing and deciding cases by conducting OPM's most rigorous examination for employment of ALJs, overseeing ALJ personnel actions in the 29 Federal agencies employing 1,450 ALJs, and issuing regulations protecting independence such as permanent tenure.

Federal agencies are required to reimburse OPM for the cost of the ALJ examining program based on the number of ALJs on board on March 31 of each year.

#### **Office of Diversity**

This Office administers the Federal Equal Employment Recruitment Program (FEORP) and the Disabled Veterans Affirmative Action program (DVAAP). The Office gathers, analyzes, and maintains statistical data on the diversity of the Federal workforce. It prepares and provides evaluation reports to Congress and for other uses on individual agency and Governmentwide progress toward full workforce representation for all Americans in the Federal sector.

The Office of Diversity provides on-going education and awareness information tools to break down attitudinal and other employment barriers. It provides expert consultation services for customized technical assistance and related products based upon on-going individual agency needs and employment results.

The Office works cooperatively with veterans groups such as the Disabled American Veterans, The American Legion, Veterans of Foreign Wars, AMVETS and minority groups such as the Hispanic Association of Colleges and Universities, Historically Black Colleges and Universities,

Federal Asian Pacific American Council, Federally Employed Women, Blacks in Government, national IMAGE, Inc., the American Indian Higher Education Consortium, and other relevant groups such as the Equal Employment Opportunity Commission, and the President's Committee on Employment of People with Disabilities to develop strategies for encouraging applications from minority applicants.

## **Office of Employment Policy**

This Office shares in OPM's human resources leadership role by developing, coordinating, communicating, and interpreting Governmentwide policies that are essential to the Federal Government's recruitment and management of a high quality and diverse workforce. The two primary program areas are:

Staffing Policy where the Office oversees Governmentwide policies that cover the recruitment, selection, appointment, reemployment, assignment, tour of duty, tenure, status, transfer, and promotion of Federal employees, the role of qualification and medical standards in the selection of employees, and the appropriate procedures used in examining the qualifications of employment candidates. The Office prepares and communicates regulations and standards to carry out laws and directives provided by the Congress, the President, and the courts; and to ensure that agencies can hire, promote, and retain a high quality workforce suited to an agency's mission, including all delegated examining units.

Workforce Restructuring Policy where the Office oversees Governmentwide policies that cover reductions in force, transfers of function, voluntary early out authorities, voluntary separation incentive programs, transition assistance programs for displaced employees, and planning for downsizing and restructuring agencies. The Office maintains stewardship of the voluntary early retirement program through evaluating and approving agency requests for early retirements when agencies face major downsizing or restructuring. The Office reviews Federal transition and out-placement programs and recommends any needed improvements.

## **Service Delivery Operations and Systems**

The Office is responsible for 17 nationwide service centers, the management of Federal employment information systems, workforce planning and recruitment. There are three major program areas:

The 17 nationwide Employment Service Centers establish OPM's presence in the field and perform a wide spectrum of duties from communicating and interpreting Federal HRM policy to agencies, to delivering reimbursable services. The Service Centers wear many hats. The Center Directors are actively involved in area Federal Executive Boards and Associations and work diligently forging partnerships with the State and local governments in their geographic area. Primary staff are Personnel Staffing Specialists who not only deliver services to customer agencies but help agencies identify best solutions to their unique human resources problems (i.e., organization design, occupational analysis, recruitment, staffing). The support staff is no longer strictly administrative. Each clerk is a specialized program clerk contributing to the contracting and delivery of reimbursable services.

The Service Centers are located in Atlanta, GA; Chicago, IL; Dayton, OH; Denver, CO; Detroit, MI; Honolulu, HI; Huntsville, AL; Kansas City, MO; Norfolk, VA; Philadelphia, PA; Raleigh, NC; San Antonio, TX; San Francisco, CA; San Juan, PR; Seattle, WA; Twin Cities, MN; and Washington, DC.

Our Centers utilize state-of-the-art automation tools and personalized service to provide solutions to meet our customers needs.

Our Service Centers have been assigned coordinator roles to sharply focus our work efforts. The Raleigh Service Center heads a Quality Operations Work Group that works with external customers to identify concerns and develop innovative, pro-active solutions. The Seattle Service Center monitors internal quality through ongoing internal review of processing operations. Career Transition Assistance is coordinated by the San Francisco Service Center. The Washington Service Center is responsible for Organizational Design and Re-engineering. The Presidential Management Program is administered by our Philadelphia Service Center. Training and Development are the responsibility of our Atlanta Service Center. Detroit coordinates Automated Systems Evaluation. Special Recruitment Programs are handled by the San Antonio Service Center. Our Norfolk Service Center is responsible for analyzing and exporting Human Resources Innovations and Initiatives. Merit Systems Technical Assistance is maintained by our Kansas City Service Center. Our Kansas City, Denver, and Raleigh Service Center have been designated as Model Operations Centers. Workload balancing is coordinated by our centers in Huntsville, Denver, Dayton, Twin Cities, and Honolulu.

The Employment Systems Management Division serves ES staff and its customers by applying state-of-the-art project and systems management techniques to managing the processes of effectively acquiring, maintaining, and deploying systems, in order to assure high quality and value, timely availability, optimum usability, competitive marketplace positioning, and outstanding customer satisfaction. The Division serves as coordinator for all systems—existing and planned. This coordination serves to optimize effectiveness by avoiding duplication of effort and by leveraging existing resources to arrive at integrated services. It also assures that resources devoted to feature development are consistent with evolving management objectives and Administrative initiatives. The Division assures that each project has a complete life-cycle plan that will result in effective use of ES resources.

The Workforce Planning and Recruitment Division is charged with implementing an Internet-based Workforce Planning and Analysis System for use throughout the Federal Government. This Division is responsible for providing Federal employment information through Internet-based USAJOBS and its complementary telephone and kiosk systems; providing electronic resumes and automated applications via USAJOBS. The Division also guides agencies in their recruitment initiatives through an Internet-based resources, USA Recruiter.

### **Personnel Resources and Development Center**

This Center supports OPM's human resources policy leadership through innovative research, products, and services that enhance the quality and effectiveness of the Federal workforce. The

Center is staffed by approximately 60 psychologists in three divisions, nationwide, who carry out reimbursable work for Federal, State, and local government agencies. While most of the staff is located in Washington, DC, several psychologists work in the Service Centers. The Center promotes cost-effective partnerships with groups of agencies to fund initiatives that benefit the entire Federal workforce, avoid duplication of effort and resources, and promote a common language across the Federal Government that facilitates benchmarking among agencies. The Center's staff includes many published authors, some with national reputations, whose expertise is sought by representatives of public, private, academia, and international organizations.

### **Office of Qualifications Initiatives**

This Office is responsible for reengineering the Federal Government's qualification standards, conducting occupational studies to support the qualifications reengineering initiatives, and working with key stakeholder groups to effectively implement these competency-based initiatives, as well as other important agency initiatives.

The Competency Profile and Qualifications Development Division has undertaken a major initiative to redesign and pilot test new strategies to the longstanding qualification standards agencies use to hire under the competitive service. This team has taken an active leadership role in providing the tools, advice, and assistance to managers and HR staff to develop new competency-based qualifications that improve recruitment, assessment, and hiring in their agencies. The team has developed and delivered new, highly valid assessment options for agencies to use to recruit a diverse, well-qualified workforce, including cutting edge, web-based interviews, tests, and applications.

The Occupational Studies Division supports OPM's mission to lead Federal agencies in shaping human resources management systems that effectively recruit, manage, and retain a high quality, diverse workforce. A primary bases for this leadership has been the administration of Governmentwide occupational analysis surveys of major Federal occupations to establish a foundation for OPM's competency-based initiatives, including the development of new, competency-based qualification standards. The results of the occupational studies provides a foundation for the Federal merit system by enabling agencies to build HR products (e.g., recruitment and promotion systems, training and development courses, workforce and succession planning models, and performance management systems).

The Consortia Management Division directs the definition of competency-based initiative objectives and development of a comprehensive plan to coordinate with key consortia and stakeholder groups. The role of this Office is to effectively communicate and implement Employment Services' competency-based initiatives for qualifications and staffing, including establishing and maintaining critical network relationships with stakeholders in and outside the Federal Government.

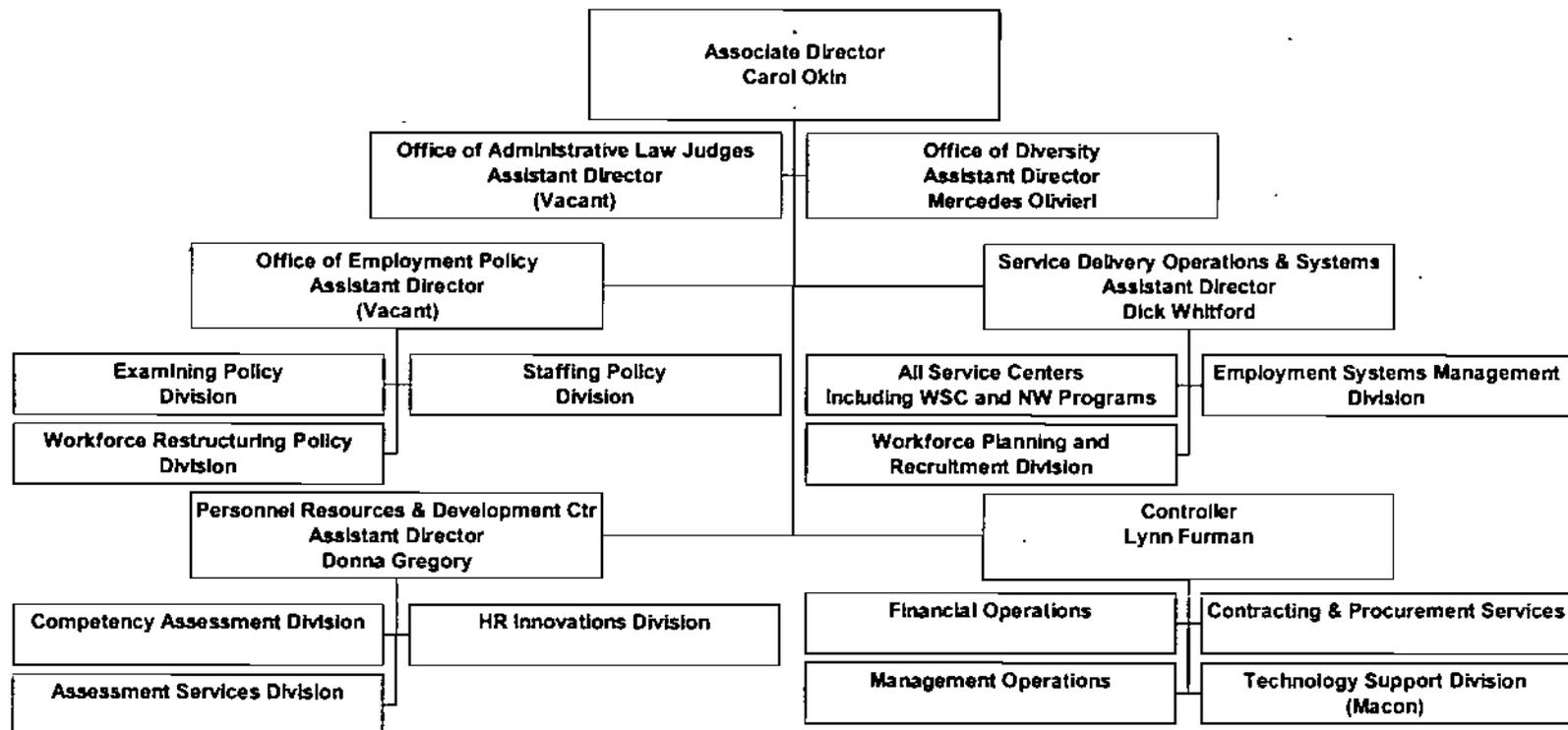
### **Controller**

The Controller's office is the central resource management component of the Employment Service's nationwide programs. It performs the many and varied central resources management

functions critical to the support of its national programs, offices, and locations. It also is the interface and coordinator of these programs with the OPM's Chief Financial Officer, Office of Contracting and Administrative Services, and the Office of Human Resources and EEO. The Office's major functions are: Financial Operations, Management Operations, Contracting and Procurement Services, and the Technology Support Center in Macon, Georgia.

# Employment Service

## Organizational Structure



## DIRECTORY OF KEY OFFICIALS

<b>Associate Director</b>	<b>Carol J. Okin</b>	<b>E</b>	<b>606-6500</b>	<b>6566</b>
Secretary	Evelyn Fama		606-6500	6566
<b>Controller</b>	<b>Lynn L. Furman</b>	<b>EC</b>	<b>606-6500</b>	<b>6574</b>
Financial Operations	Ibsen D. Morales	ECF	606-1169	6576
Management Operations	Jonathan T. McMullen	ECM	606-2227	6559
Technology Support Center	Larry P. Miller	ECT	912-744-2072	Macon
<b>Office of Administrative Law Judges</b>	<b>Vacant</b>	<b>EA</b>	<b>606-0810</b>	<b>2469</b>
<b>Office of Diversity</b>	<b>Maria M. Olivieri</b>	<b>ED</b>	<b>606-1059</b>	<b>2445</b>
<b>Office of Employment Policy</b>	<b>Vacant</b>	<b>EE</b>	<b>606-6500</b>	<b>6566</b>
Staffing Policy Division	Suzy M. Barker	EES	606-0830	6547
Workforce Restructuring Policy Division	J. Michael Carmichael	EEW	606-0960	6551
<b>Personnel Resources and Development Center</b>	<b>Donna Gregory</b>	<b>EP</b>	<b>606-0820</b>	<b>6510</b>
Assessment Services Div	Brigitte W. Schay	EPA	606-0827	6537
HR Innovations Div	Leslie J. Pollack	EPH	606-0860	6507
Competency Assessment Div	Brian S. O'Leary	EPC	606-0880	6501
<b>Service Delivery Operations &amp; Systems</b>	<b>Richard A. Whitford</b>	<b>ES</b>	<b>606-1031</b>	<b>6500</b>
Employment Systems Management Div	Deborah C. Grade	ESE	606-5027	1425
Workforce Planning & Recruitment Div	Mary Ellen Beach**	ESW	606-1040	6557
<b>Service Centers:</b>				
Atlanta				
Chicago				
Dayton				
Denver				
Detroit				
Honolulu				
Huntsville				
Kansas City				
Norfolk				
Philadelphia				
Raleigh				
San Antonio				
San Francisco				
San Juan				
Seattle				
Twin Cities				
Washington	Vera Garcia**	EW	606-1029	2469

\*\*Denotes Acting

## Employment Service Accomplishments 1993-2000

1993

**Dimensions of Effective Behavior: Executives, Managers, and Supervisors** – This report provides a collection of work dimensions and their behavioral descriptions, centering on actions and responsibilities of executives, managers, and supervisors. This review formed the foundation for the Occupational Study of Federal Executives, Managers, and Supervisors. *Technical Report attached.*

**Occupational Study of Federal Executives, Managers, and Supervisors** - This study established an empirically-based continuum of executive, managerial, and supervisory behaviors and competencies. These data have been used to guide curriculum design and evaluation, update and revise the Management Excellence Framework (MEF) and establish a single source of occupational information for the development of consistent job-related products to support human resource management programs and policies for executives, managers, and supervisors. *Technical Report attached.*

**Organizational Process Dimensions Underlying Effective Organizations: Dimensions to Include in OPM's Organizational Assessment Survey** – This study reviewed public and private sector organizational surveys to identify dimensions critical to high-performing organizations. The dimensions from OPM's Organizational Assessment Survey (OAS) were linked to those in other surveys to allow comparison of OAS results to those from other public and private sector surveys. *Technical Report attached.*

**Building Partnerships to Promote Diversity in Federal Employment** - Starting with *Project Partnership* in 1990, a joint recruitment initiative between OPM and the Hispanic Association of Colleges and Universities (HACU), OPM pioneered and promoted the use of partnerships among the Federal government, academic associations, and professional and community organizations. OPM has extended the concept of *Project Partnership* to its relationships with the National Association for Equal Opportunity in Higher Education (NAFEO) and individual Historical Black Colleges and Universities (HBCUs), as well as to Federally Employed Women (FEW). Another example of OPM partnerships established during the 90s to promote targeted recruitment for specific groups is Project ABLE, an interagency partnership between OPM, the Social Security Administration (SSA), and state vocational rehabilitation agencies to promote the Federal employment of Social Security beneficiaries with disabilities. Other organizations that have subsequently partnered with Federal agencies to improve employment representation for targeted groups include the Federal Asian Pacific American Council (FAPAC) and the National Association of Hispanic Federal Executives (NAHFE).

**Voluntary Early Retirement** - From January 1993 to February 1994, Workforce Restructuring Policy Division (WRPD) processed over 470 voluntary early retirement authorities that targeted separate components of agencies involved in downsizing. To provide agencies with additional flexibilities in placing surplus employees, in February 1994, WRPD sought and obtained higher-

level approval to provide agencies with agency-wide voluntary early retirement authority. For example, the Department of Defense could now have a single voluntary early retirement authority to use at its various activities carrying out downsizing actions locations rather than requesting OPM to approve a separate authority for each activity. These new expanded authorities could also cover an entire fiscal year rather than the previous maximum limit of three months.

**Career Transition Assistance Programs** - In January 1993, OPM provided displaced Federal employees with selection priority to positions in other agencies through the "Displaced Employee Program" (DEP). A displaced employee would directly apply to an OPM Area Office for interagency selection priority. The DEP provided a displaced former employee with selection priority over other job candidates when an agency was filling a position by appointment from a register of eligible individuals.

**Buyouts** - Since 1993, Workforce Restructuring Policy Division (WRPD) has continually offered expertise and guidance on buyout-related matters. For example, WRPD provided language that was part of the first non-Defense buyout law that Congress approved in March 1994 (P.L. 103-226). Office of Management and Budget called on WRPD to help provide assistance to agencies that were implementing this new law. WRPD responded by issuing guidance both in printed form (including the innovative "Daily Buyout" covering buyout issues of the day), and in electronic form through OPM's electronic bulletin boards. WRPD also published regulations covering the procedures that agencies follow when requesting a waiver of the statutory general reemployment buyout repayment. Since original congressional approval of the first buyout law that Defense first used in January 1993, Congress has approved approximately 27 separate buyout laws, not counting extensions this legislation. Over 200,000 employees have voluntarily separated for buyouts, eliminating the need for the same number of involuntary separations from the service.

1994

**Memorandum of Understanding with Department of Labor** - A provision of law made Labor responsible for monitoring the application of veterans' preference in agencies and the posting of vacancies as required by law. Labor was to report violations to OPM for corrective action. In order to implement this new provision, OPM worked with Labor to develop a comprehensive procedure for handling these cases. The agreement between the two agencies was spelled out in a Memorandum of Understanding (MOU) which is still in effect and has worked very well.

**Voluntary Early Retirement Achievement** - Since February 1994, Workforce Restructuring Policy Division (WRPD) has processed nearly 400 broad-based voluntary early retirement authorities. Vice President Gore recognized WRPD's achievement in 1994 through his personal presentation of a coveted Hammer Award to the office.

**Streamlining the Transition Process** - The Workforce Restructuring Policy Division (WRPD) believed that the application process could be streamlined, and in June 1994, published regulations that replaced the Displaced Employee Program (DEP) with a new "Interagency

Placement Program" (IPP). The new IPP allowed displaced Federal employees to register for placement assistance at any location(s) throughout the country. A displaced employee registered by using new automated forms to register directly with the Macon Technology Center. The IPP provided displaced employees with the same type of interagency selection priority as that formerly provided by the DEP.

**Workforce Restructuring Information Handbook** - For example, following abolishment of the Federal Personnel Manual in 1994, Workforce Restructuring Policy Division (WRPD) developed a new comprehensive Workforce Restructuring Handbook that covers everything from reduction in force avoidance and management, to the actual retention procedures, through employees' reemployment selection priority rights. Besides the Handbook, WRPD has a large amount of material on the OPM website, all of which is equally available to both agencies, employees, and other interested parties.

**Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994 -**

This legislation represented a major overhaul of a patchwork of laws and decisions affecting the job rights of employees performing service with the military that had built up over 50 years. While USERRA continued the protection of civilian job rights and benefits for veterans and members of Reserve components, it also made major improvements in the protection of rights and benefits by clarifying the law and improving enforcement mechanisms. OPM was actively involved in the lengthy development of this legislation and supported its enactment.

**Student Employment Programs** - In an effort to streamline the hiring of students and to eliminate some of the similar student appointment authorities, OPM consolidated over six different hiring authorities under one umbrella, the Student Educational Employment Program. This new program consisted of two components, the student temporary employment program and the student career experience program.

**Elimination of SF-171** – ES worked to eliminate the SF-171 application form, the cumbersome form that was required for all jobs in the Federal government. Now job seekers can use their own resumes, or use a simple model form if they choose to do so. This effort resulted in a Hammer Award.

1995

**Dimensions of Effective Behavior: Clerical and Technical Occupations** – This study involved a review of the work dimensions, work activities, and requirements that define the competencies and tasks of clerical and technical employees from entry through the full-performance level. This review includes material solicited from a variety of sources, including Federal agencies, states, consulting firms, and private and non-profit organizations, as well as, from psychological and job analytic literature. This review formed the foundation for the Occupational Study of Federal Clerical and Technical Occupations. *Technical Report attached.*

**Occupational Study of Federal Clerical and Technical Occupations** - This government-wide job analysis study met four major objectives: (a) development of a comprehensive database of occupational information that can be used by agencies to recruit, hire, develop, and retain quality

employees; (b) development of human resource management products that can be used for selecting, evaluating, training, and enhancing the careers of employees; (c) collection of data on employees' perceptions of organizational policies, practices, and procedures; and (d) collection of the occupational information needed to support the development of a new clerical examination that will be used to select new clerical hires. The technical report provides data on clerical and technical occupations that can be used for a variety of human resource products to support the quality and productivity of the Federal workforce. *Technical Report attached.*

**Career Transition Programs** - As the number of employees who were involuntarily separated increased in 1994 and 1995 to nearly 16,000 (driven in part by mandated Department of Defense closures), the administration decided that a more aggressive program was needed. The Workforce Restructuring Policy Division (WRPD) provided language that was incorporated in a Presidential memorandum of September 1995 that established new career transition programs for Federal employees that would be available during this period of severe Federal downsizing. WRPD worked closely with agency representative through the Interagency Advisory Group to implement two new transition programs: the "Career Transition Assistance Plan" (CTAP), to provide surplus employees with priority for continuing positions in their present agencies, and the "Interagency Career Transition Assistance Plan" (ICTAP), to provide displaced employees with interagency selection priority to positions in other Federal agencies. Both CTAP and ICTAP empowered employees to directly apply for the positions that agencies were filling. The new ICTAP program also for the first time barred an agency from filling most positions from any outside source (including transfers and reinstatements) if a well-qualified displaced employee applied for the position. WRPD has actively worked with agencies to make CTAP and ICTAP viable alternatives to involuntary separations. Among non-Defense agencies, over 17,000 employees have received CTAP priority, resulting in nearly 3,000 employees actually being selected for continuing positions. In addition, over 1,200 displaced employees were selected for positions in other agencies as the result of ICTAP, with an additional 2,200 displaced employees rehired for positions in their own agencies through the "Reemployment Priority List."

1996

**USAJOBS Implementation** - ES designed and implemented the Federal Employment Information Highway (also known as USA JOBS), [www.usajobs.gov](http://www.usajobs.gov) which uses innovative technology to provide better customer service. Employment information is now available anywhere in the nation, 24 hours a day, 7 days a week, by telephone, fax, or personal computer, and touchscreen kiosks, complete with vacancy announcements and application forms. Further, this information is available in varied audio and visual formats to ensure access to users with disabilities. Customer satisfaction with USAJOBS is over 90%. *USAJOBS brochure attached.*

**Clerical Technical Study Report: Psychometric Analysis of the Organizational Assessment Items** - This study was an analysis of 163 organizational climate items that were part of a survey of Federal clerical and technical employees and their supervisors. The items were written to measure 18 dimensions of organizational effectiveness, and this analysis supported the dimension structure. This study also identified those items that best measured the 18 dimensions

and therefore, were retained and serve as the foundation for PRDC's Organizational Assessment Survey. *Technical Report attached.*

**Second Buyout Law** - In 1996, the Office of Management and Budget again called on the Workforce Restructuring Policy Division (WRPD) to implement the second non-Defense buyout law that Congress approved in September 1996 (P.L. 104-208). Again WRPD responded, this time taking advantage of the new OPM website to post buyout-related information for agencies and employees.

**Student Career Experience Program** - Executive Order 12015, on competitive appointments of students who have completed approved career-related work study programs was amended to allow agencies to non-competitively convert students to term appointments and subsequent career-conditional appointments. This was in response to agency requests for the ability to convert students under the career experience program to term appointments because the funding was not available to support permanent hires.

**Examining Authority** - Delegated competitive examining authority, except ALJ, to Federal agencies.

**Fund Transition** - Transitioned from fully appropriated fund activity to a combination of appropriated fund and reimbursable services.

**Kiosks** - Transitioned from staffed job information centers to self-service kiosks.

**DC Summer Jobs Initiative** - The DC Summer Jobs Program, a White House initiative, was established to employ DC youths in a wide array of jobs; including clerical, administrative, health, business, and finance. This initiative provides students with exposure to the workplace. During the program's five-year existence the Federal government employed a total of 4,175 young people. The summer 2000 program proved to be the most successful with 906 hires.

1997

**Presidential Management Intern Program** - ES revitalized the Presidential Management Intern (PMI) Program, which is a primary entry vehicle to the Federal government of the best and brightest master's degree graduates for future leadership. We simultaneously reduced costs for the program, which are covered by agencies based on the number of PMI's hired, from \$5,200 per PMI in FY 96 to \$3,600 in FY 97. *PMI brochure attached.*

**Internal Review Program** - In an effort to ensure that OPM Service Centers engage only in practices and procedures which carry out Employment Service's responsibility for protecting the merit system while delivering quality service to customer agencies, our management team created a program of internal review. The objectives of the program were to identify problems needing resolution, to remedy any system vulnerabilities, inconsistencies and potential weaknesses, and to recognize and share best practices. The program was designed to focus on

work processes, internal controls, accomplishment of work objectives, and technical requirements.

**Hispanic Nine-Point Employment Initiative** - This initiative, launched at the end of FY 1997, provided the framework for OPM to play a leadership role in bringing academic, community, and professional organizations together with the Federal Government to address the under-representation of Hispanics in the Federal workforce. The initiative has served as a model for agencies, such as the Departments of Energy and Defense, to include in their human resource strategies. OPM evaluates progress in implementing the initiative through agencies' annual Federal Equal Opportunity Recruitment Program (FEORP) accomplishment reports. *Hispanic Employment Initiative brochure attached.*

**Expand the Access to Federal Employment Opportunities for Minority** - OPM placed Federal Employment Information (Touch Screen) Computer kiosks in six institutions with high enrollment of Hispanics at the end of 1997. These computers provided up-to-date Federal employment information and are a valuable tool for promoting interest in Federal careers in our future workforce. Other agencies followed suit by sponsoring additional computers. So far through 1999, over 50 Federal Employment Information (Touch Screen) Computers kiosks have been placed in institutions with high enrollment of Hispanics as well as in Historically Black Colleges and Universities. *Touch A Job brochure attached.*

**Restoration of Voluntary Early Retirement Option** - In September 1997, the United States Court of Appeals for the Federal Circuit issued an appellate decision that greatly limited agencies' right to offer voluntary early retirements in downsizing situations. The Workforce Restructuring Policy Division (WRPD) provided draft language to OPM managers that resulted in a temporary statutory solution to the appeals decision in May 1999, and eventually to a permanent solution in September 1999. Following approval of the two corrective statutes, WRPD immediately published implementing regulations to quickly restore the voluntary early retirement option.

**Metro Area Reemployment Center** - From its conception in 1995, until its consolidation in 1997, the Workforce Restructuring Policy Division (WRPD) worked closely with the interagency Metro Area Reemployment Center that provided displaced employees with career transition assistance from its location on H Street, NW.

**Reduction-in-Force Regulatory Package** - The Workforce Restructuring Policy Division (WRPD) published a major reduction in force regulatory package in 1997. WRPD's new regulations allow agencies to better recognize employees' performance ratings as agencies determine the employees' retention standing. WRPD worked with agencies' and employees' representatives for over a year before publishing these revised regulations.

**Welfare to Work** - In March 1997, President Clinton signed a memorandum which reiterated his commitment to providing employment opportunities to welfare recipients to help them get off the welfare rolls. OPM lead a work group that was responsible for disseminating information on the available hiring authorities and programs that would help agencies reach their goal of hiring 10,000 individuals over a 4-year period.

**VetGuide** – Because of the complexity of the many laws affecting veterans' employment and the fact that the Federal Personnel Manual (where many of these laws were discussed in detail) had been abolished, there was a real need for a comprehensive publication, aimed at agencies, that explained the various laws and how they were to be implemented. The result was the much-heralded VetGuide, which for the first time, listed in one place, laws, executive orders, and other requirements that affect the employment of veterans. It was designed to assist agency human resource managers in ensuring that veterans receive the advantages and entitlements they have earned. *VetGuide attached.*

**Employment of Non-Citizens** - OPM created a webpage, [www.opm.gov/employ/html/non\\_cit.htm](http://www.opm.gov/employ/html/non_cit.htm) containing detailed policy guidance pertaining to the employment of non-citizens.

## 1998

**Performance Management Program** – Implementation of new performance management program, a competency-based plan for all of Employment Service. The purpose of the competency-based plan is to improve organizational performance through the continuing development of employee competence and improvement of employee performance.

**Human Resource Champion Award** – Program designed to recognize individuals and group accomplishments that support ES goals and objectives. Given quarterly.

**Goal Sharing** – Designed to equally recognize ES employees whether they do work for the Revolving Fund, S&E, or both.

**Leading Edge Award** – Awarded by the Federal Section of the International Personnel Management Association to ES for its achievements in human resource policy leadership, its excellence in customer service, and its innovations in human resource management.

**Solutions '98** - We held our first conference for agency human resource employment professionals in May 1998, called "Solutions '98". Our theme was "The Challenge is Ours" and addressed the latest developments in employment and other human resources programs and policies, such as merit-based staffing, delegated examining, restructuring, and career transition. There were 550 conference attendees. *Solutions '98 brochure attached.*

**Touchscreen Kiosks** - ES collaborated with the Department of the Interior and the Department of the Treasury to place Federal Employment Information Touchscreen Kiosks at Hispanic

serving institutions and Historically Black Colleges and Universities. There are currently 31 institutions that have received a Federal Employment Information Touchscreen Kiosk.

**Census 2000 Jobs** - ES issued a new Employment Infoline Fact Sheet on Census 2000 job opportunities listed in USAJOBS, to assist the Bureau of the Census with this critical recruitment effort.

**Qualification Standards Manual** - The Operating Manual for Qualification Standards for General Schedule Occupations was added to OPM's website in late 1998. All new standards and revisions are now placed on this website which can be viewed not only by personnelists, but also the general public. The address for the Manual is <http://www.opm.gov/qualifications/>.

**Staffing Flexibilities Initiatives** - ES supported significant human resource policy reform by identifying staffing flexibilities requiring legislative change, and beginning the process of working with agencies to design and implement those changes; by providing agencies with waivers of dual compensation reductions and other flexibilities to deal with staffing for agency Y2K computer positions; and by institutionalizing stakeholder forums for collaborative staffing policy development (e.g., revision of merit promotion policy).

**Recruiting Women in the Federal Government** - ES issued governmentwide strategies for recruiting and retaining women in the Federal Government. Women in the Federal Government are underrepresented when compared to their representation in the civilian labor force.

**USAJOBS Enhancement** - ES enhanced the USAJOBS governmentwide employment information system by introducing an on-line resume builder on the Web site, and implemented electronic delivery of resumes directly to Federal agencies, and by adding a special search for Y2K compliance job opportunities. USAJOBS saves an estimated \$300 million annually through agencies not creating redundant, expensive public job announcement systems internally.

**Searches Added to USAJOBS** - ES added a special job search to identify Y2K job listings to USAJOBS and a new job search for Worker-Trainee jobs to support Welfare-to-Work initiative

**DEU Re-certification** - ES continued re-certification of its agency Delegated Examining Units (DEUs) to ensure that agency DEU staff are fully trained, implemented an automated system to flag and identify problem areas found in oversight reviews, and developed a strategy to emphasize agency accountability and self-assessment of DEU operations.

**HRTC** - The Human Resources Technology Council (HRTC) -- chaired by ES and OIT -- began a number of initiatives to enhance use of automation across Government, including development of a strategy with OPM on electronic data record-keeping and reporting; developed a proposal to conduct an occupational analysis of IT positions; working with the Joint Financial Management Improvement Program (JFMIP) on finalization of payroll requirements; and research on best practices in the public and private sectors in human resource automation.

**Employee Express Expansion** - Participation in the Employee Express system for automated self-selection of benefits increased to include two new agencies and expansion in three other agencies, to cover more than 770,700 employees.

**Presidential Management Internship (PMI)** - ES examined more than 1300 PMI candidates for the FY 99 class; and identified a pool of 540 finalists to refer to agencies. To date agencies have hired 290 PMIs, and project that nearly all 400 positions allowed by Executive Order will be filled. Identified institutions with a high concentration of minorities for PMI target recruitment. Application was also made available electronically through USAJOBS. ES expanded recruitment to increase the number of schools who submitted candidates for consideration.

**Downsizing Assistance** - ES continued to play a critical role to assist agencies in minimizing the negative impact of downsizing, specifically: issued a new CD-ROM "Career Transition -- A Briefing and Resource Guide for Employees"; developed a new regulation-based voluntary early retirement program; finalized regulations on use of annual leave after RIF; finalized regulations on retreat; issued interim regulations on offers of vacant positions in RIF; issued new regulations on Early Retirement Authority to implement legislation correcting a court decision; and issued guidance on use of Early Retirement Authority during FY 1998 and FY 1999.

ES also assisted the District of Columbia in its efforts to minimize the impact of downsizing, by establishing a special program to place in Federal positions displaced D.C. corrections workers, and approved an early retirement authority request for all D.C. government.

**Reimbursable Services** - ES continued to support significant governmentwide cost-savings by providing a broad range of reimbursable services to 52 executive branch departments and agencies; 4 legislative branch agencies, 1 judicial branch agency, 2 non-appropriated fund (NAFI) agencies, 8 states and 6 municipalities. This work represents state-of-the-art applications and practices to streamline and provide value-added improved human resource services to agencies. *Marketing brochure attached.*

**Improve Human Resources Management** - In partnership with other policy offices in OPM, we continue to streamline regulations and delegate direct responsibilities to agencies to improve their human resources management and to enhance accountability. We are carefully balancing our interest in strong merit-based policies with our interest in providing agencies with the flexibilities they need to operate successful human resources management programs in today's environment.

**Automated Examining Procedures** - ES introduced automated examining procedures that reduced the costs of processing a typical job vacancy (from announcement of the job through referral of the names of the top qualified applicants) by half, e.g., \$1700 to \$850 per case. We were able to make this dramatic reduction because of our investments in technology over the past 10 years.

**Electronic Hiring System for Bureau of the Census** - ES implemented electronic hiring system for the Bureau of the Census - the system combines automated tools that allow job

applicants to apply on-line with electronic application processing and system that transmits images of job applications directly to managers' desktops – streamlining the process to reduce the time required to process and refer candidates from 22 weeks to 4 days

**Organizational Design Projects Delivered** - Secured and delivered organizational design and re-engineering projects with the Departments of Agriculture, Army, Justice and State; Architect of the Capitol; National Archives and Records Administration; Consumer Product Safety Commission; and Environmental Protection Agency.

**Assistance to IRS** - Provided nationwide assistance to the Internal Revenue Service in their restructuring planning through on-site Reduction-in-Force briefings, and Official Personnel File (OPF) review and validation.

**HRManager** - Implemented the use of HRManager in State governments; for example, the State of New Jersey utilized the system to perform an occupational series consolidation to streamline human resource services across the State. *HRManager brochure attached.*

**Tests Conducted** - Conducted ongoing employment testing for Clerical and Administrative Support positions, Border Patrol Agent, Treasury Enforcement Agent, Immigration Inspector, Department of Defense, etc.

**On-line Resume** - Implemented on-line resume process on the USAJOBS web site to allow job seekers to create Federal-style resumes and transmit resumes electronically for specially marked positions in the jobs database.

**New USACareers Users** - Added numerous new agencies to USACareers user base, including Department of the Air Force, Securities and Exchange Commission, Office of Personnel Management, Environmental Protection Agency, Department of Interior, and District of Columbia; serving tens of thousands of additional users. *USACareers brochure attached.*

**USACareers Enhancements** - Implemented USACareers enhancements including a site index, web tips function, more Senior Executive Service (SES) information, and a quick navigation feature.

**Earn While You Learn** – Informational brochure about the Student Educational Employment Program. This brochure was part of a nationwide marketing campaign, aimed at students, agencies, and academic institutions promoting student employment with the Federal Government. *Brochure attached.*

**VetsInfo Guide** – A companion to the more comprehensive VetGuide, VetsInfo Guide was aimed at veterans themselves. It explains the laws and regulations governing veterans' preference and other employment issues affecting veterans in Federal employment. The Guide was designed to help veterans understand how the Federal employment system works and how veterans' preference and the special appointing authorities operate. *VetsInfo Guide attached.*

**Schedule C Guide** - Developed a Schedule C guide to help agencies with hiring and managing Schedule hiring and placements. The guide covers laws, regulations, and other information that affect Schedule C positions and hiring.

**Welfare-to-Work Initiative** - Drafted regulations in support of the Vice President's Welfare to Work initiative, to provide flexibilities for agencies. This included permitting Worker-trainees to progress beyond GS-3 and WG-4 in the Welfare-to-Work Program.

**Workgroups** - Established the Federal Equal Opportunity Recruitment Program (FEORP) Interagency Work Group and the Disabled Veterans Affirmative Action Program (DVAAP) Interagency Work Group. Convened an Interagency working group in response to Executive Order 12900, Educational Excellence for Hispanic Americans.

**Hosted Summit** - Co-hosted a national summit of Hispanic Senior Executive Service members to develop strategies for increasing the number of Hispanics in the Senior Executive Service.

**Disability Employment** - Served as OPM's program manager, including representing the agency on the Federal Personnel Review Group and coordinating agency response and support to the Presidential Task Force on Employment of Adults With Disabilities (established by the 3/13/98 Exec Order) and published an updated Statistical Profile: Persons with Disabilities in the Federal Government.

**Updated Directory** - Updated, produced, and disseminated the Selective Placement Program Directory.

**Workforce Analysis Tool** - ES provided leadership to the Federal Human Resources community on workforce planning. We developed a workforce analysis tool that compares representation of minorities and women in Federal occupations to similar occupations in the civilian labor force. This tool performs statistical tests to determine significant under-representation and computes numbers needed to reach parity. This tool will serve as a prototype for other Federal agencies in meeting the requirements of the Supreme Court's decision in the case of Adarand v. Peña.

**Training and Seminars Conducted** - Provided training to Federal managers in the recruitment and employment of minorities and women. Provided support and encouraged agencies to participate at national conferences of minorities and women throughout the year. Also conducted seminars at several national conferences of minority and women constituents including: American GI Forum, Blacks In Government, League of United Latin American Citizens, Federal Asian/Pacific American Council, Federally Employed Women, National Association of Hispanic Federal Executives, International Training Conference of Public Personnel Administration, Executive Council of Equal Employment Opportunity and Civil Rights, and the National Association of Professional Asian American Women. Finally, OPM helped sponsor the International Leadership Forum for Women with Disabilities in Washington, DC.

**Delegated Examining Units (DEU)** – Issued a revised DEU Handbook to assist DEU staff, and established “Examiner Notes” to clarify examining policy for our Service Center Directors. Also, developed and implemented an automated system to flag and identify systemic problem areas. A summary report is distributed to Service Center Directors to assist them in their DEU training and certification visits.

**NSE Program** – ES implemented the National Security Education Program.

**Promoted The Development and Dissemination of Federal Student Internship Information** - In close cooperation with the Department of the Treasury, OPM's Employment Service developed a new directory of government-wide student internship programs during FY 1998 to promote Federal careers and employment for targeted student populations including minorities, women, and students with disabilities. This valuable information has been incorporated into OPM's USAJOBS employment information system for access to both prospective student applicants and Federal employers seeking to expand the sources, numbers, and diversity of their student intern “pipelines.”

**Heightened Agency Awareness Regarding The Use of Special Appointing Authorities, Training, and Other Personnel Programs** - OPM asked agencies to incorporate information on minorities and women hired under special appointing authorities, their participation in formal agency career development programs, and the participation of minorities and women in formal Governmentwide career development programs into their FEORP reports. OPM published two guides to help Federal agencies in these endeavors. One of them is the *Guide to Recruiting and Retaining Women in the Federal Government* in April of 1998 to help inform Federal employers of the employment flexibilities and tools available to them in attracting and retaining qualified women to meet the demand of a changing workplace. The other one is *Building and Maintaining a Diverse, High-Quality Workforce: A Guide for Federal Agencies* in June of 2000, a tool to help Federal agencies develop an effective program to build and maintain a diverse, high-quality workforce.

**Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans Affirmative Action Program (DVAAP).** These products have increased the awareness of Federal employment trends affecting veterans, women, minorities, and people with disabilities. They have generated considerable media and public attention and have provided objective criteria upon which Federal agency management can measure the effectiveness of various Federal human resources policies. The products are widely acknowledged to provide not only the best and most comprehensive statistical information on minorities, women, veterans, and people with disabilities in the Federal service, but also the easiest to understand.

**Assistance to DC Department of Corrections** - In August 1998, WRPD published regulations that implemented a new statutory selection program that is available to displaced employees of the District of Columbia Department of Corrections. As part of implementing this new program, WRPD staffers traveled to local prisons work sites and counseled eligible DC Corrections Officers. WRPD is now publishing final regulations covering the nationwide interagency selection priority that is available to these displaced employees.

**Veterans' Employment Opportunities Act (VEOA) of 1998** - In an effort to respond to continuing complaints from veterans' service organizations, Congress enacted this legislation. It was aimed primarily at doing two things: 1) giving veterans increased access to Federal jobs that might otherwise be closed to them; and 2) giving veterans broad new redress rights on veterans' preference issues. OPM worked with Congress in getting this legislation enacted. When the language in the initial law proved defective (in that it did not do what Congress intended), OPM worked with veterans' service organizations and provided Congress with language to correct the deficiencies. Those amendments were subsequently enacted. This legislation is already having a very significant impact on expanding the scope of jobs for which veterans can be considered, and providing broad new appeal rights to outside third parties.

**Student Career Experience Program** – 5 CFR 213.3202 (b)(2), definition of Student, was amended to include individuals who were not in actual physical classroom attendance, as long as they met the other requirements of the career experience program. This change was made in response to the changing nature of academic programs which were featuring non-traditional classroom participation.

**Veterans' Preference Eligibility For Gulf War Veterans** - The Defense Authorization Act of Fiscal Year 1998 (Public Law 105-85) of November 18, 1997, contains a provision (section 1102 of Title XI) which accords veterans' preference to everyone who served on active duty during the Gulf War period. OPM responded by providing guidance on the eligibility criteria for veterans' preference under this statute.

**Veterans' Preference For Service in Bosnia** - Section 572 of Subtitle G of the Defense Authorization Act of Fiscal Year 1998, (Public Law 105-85), signed into law by President Clinton on November 18, 1997, allows the Secretary of the military department concerned to determine whether individual members who participated in Operation Joint Endeavor or Operation Joint Guard in the Republic of Bosnia and Herzegovina and in such other areas in the region as the Secretary of Defense considers appropriate, meet the individual service requirements for award of the Armed Forces Expeditionary Medal (AFEM). OPM responded by providing guidance on who would be eligible for veterans' preference under this statute.

## 1999

**Career Intern Program** – ES participated in creating the Career Intern Program to assist agencies in recruiting and attracting exceptional men and women for careers in public service. Throughout their internship, the Intern will participate in a formal program of training and job assignments designed to develop competencies the employing agency requires to meet their specific mission and goals. This effort was recognized with the Director's Award for Excellence in the fall of 1999. *Intern Program brochure attached.*

**Career Intern Examining Team** – This team provided a highly efficient method of applicant intake, evaluation and certification for OPM's Intern Program. The recruitment efforts resulted in over 1800 applications being received for 38 positions in six different occupations in four geographic locations. Due to the team's diligence, hard work, and commitment to providing

exceptional customer service, over 70 certificate of eligibles were generated in a short period of time. All competitive, outstanding scholar, and bilingual/bicultural certificate were issued in less than three weeks of the closing date. As a result of this team's efforts, OPM was able to select approximately 25 highly qualified, diverse individuals for its first OPM Intern Class. The teams' ability to deliver excellent candidates quickly has directly contributed to establishing OPM as a leader. This team also received a Director's Award for Excellence in the fall on 1999.

**1999 SES Survey Team** – This team developed and conducted a Senior Executive Service (SES) survey to provide benchmarking data about attitudes, experiences, and qualifications of SES members and their ideas for improving the SES. Survey results impacted the draft revisions to the SES performance regulations and the revisions of the SES staffing regulations. The teams' efforts resulted in a Director's Award for Excellence in the fall of 2000.

**HRManager** – Expanded the purchase and use of multi-purpose, competency-based occupational information through HRManager by Federal, state, and local government agencies to support merit-based examining procedures. Began development of Internet HRManager system.

**High-Performance Leaders – A Competency Model** – PRDC conducted extensive research to update its previous leadership competency model. The resulting 1998 Leadership Competency Model comprises 27 defined competencies grouped under five meta-competencies: Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communication. These competencies describe the attributes needed by high performing leaders to produce results. The five meta-competencies in the 1998 Leadership Competency Model have been adopted as the five Executive Core Qualifications for the Federal Senior Executive Service. *Technical Report attached.*

**Occupational Studies** – Initiated governmentwide occupational studies for Information Technology and Science and Engineering occupations.

**NPR** – Assisted National Partnership for Reinventing (NPR) Government in design, administration, analysis, and presentation of results of the NPR Reinvention Survey.

**Standard Occupational Classification System** - Participated on the Advisory Committee established by OMB to create a common language for describing and reporting occupational information. The new Standard Occupational Classification (SOC) System will cover all jobs in the national economy. All future occupational analyses will collect data using OPM and SOC titles.

**Performance America** - Established Performance America, an interagency consortium established by the National Partnership for Reinventing Government, to use the Organizational Assessment Survey (OAS) to gather governmentwide data on organizational performance, in order to do internal benchmarking and external benchmarking with high performing private sector organizations.

**Performance America Assessor** - Launched Performance America Assessor, an Internet-based system for administering, analyzing, reporting, and storing OAS data. The system provides Internet access to data from all previous administrations of the OAS.

**Customer Satisfaction Survey** - Developed a core Customer Satisfaction Survey for use governmentwide which covers nine dimensions identified through research as leading to superior customer service. Four agency customers have used this survey to date, including OPM.

**Census Interactive Voice Response Team** - This team developed an automated call answering system for the Bureau of the Census to handle job inquiry calls for Census 2000 positions. While taking as many as 18,000 calls per day, the system has provided general information on temporary employment with the Bureau; the opportunity for the callers to register to take the written examination; an option for callers to leave their name, address, and phone number for a callback by Census; and a call transfer option to allow callers to speak with a live Census Bureau employee. The team received the Director's Award for Excellence in the fall 1999.

**USA Assessment** - Initiated the development of USA Assessment, a nationwide competency assessment battery, and began development of an Internet-based system for high stakes (e.g., selection, promotion) assessment.

**Federal Cyber Service** - Worked with the Critical Infrastructure Assurance Office (national security body) and appropriate agencies to create Federal Cyber Service, a program that will address the shortage of highly skilled computer science expertise in the government.

**Solutions '99** - ES held its annual Conference for Human Resources Employment Professionals, Solutions '99. This year's theme was "Achieving Results Together". The conference covered a wide-range of employment issue such as changing roles of HR professionals, streamlined approaches in staffing, understanding merit-based staffing, model delegated examining operations, effective restructuring and career transition, diversity planning, and staffing automation tools and initiatives. Leading Federal agencies and innovative private companies demonstrated their newest staffing technology and services. The audience was composed of those individuals who work on staffing and other employment issues such as equal employment opportunity and workforce restructuring. Almost 550 attendees participated in Solutions '99. *Solutions '99 brochure attached.*

**Employee Express** - We designed and implemented the Employee Express system with a multi-agency consortium. This system is a self-service, paperless, automated system which allows customers (employees in Federal agencies) to access their individual demographic information directly through a telephone link or touchscreen link in order to make changes to certain information specific to them, such as name, address, and beneficiaries. The team that worked on this effort received a Hammer Award in June of 2000.

**Job Profiles** - Pilot conducting of the accountant job profile using competency-based qualifications.

**USAJOBS** – ES introduced a revised on-line job entry program on the USAJOBS web site. The revised entry program was developed through an interagency work group. The new program lets agencies quickly post jobs and build announcements through a simple point and click process. Other enhancements included system revisions to implement the Veterans Employment Opportunities Act of 1998; revised job listing displays to facilitate job seeker ease of use; introduction of a family-friendly part-time job search; and increased linkages between the USAJOBS web site and other agency and public service organization sites. We also eliminated the USAJOBS bulletin board.

**PMI Improvements** – Introduction of a dedicated PMI web site, [www.pmi.opm.gov](http://www.pmi.opm.gov) in April.

**Administrative Law Judges (ALJ) Program** – Job analysis conducted resulting in appropriate changes in the ALJ examination.

**Selective Service Regulation** – Published proposed regulations delegating the authority to determine whether a man's failure to register with the Selective Service System was knowing and willful. Delegating this to executive agencies will speed up the determination process and reduce paperwork.

**Implemented Veterans' Employment Opportunity Act** – Published interim regulations implementing the Veterans' Employment Opportunity Act of 1998, that allows certain veterans to apply for positions announced under agency promotion and internal placement programs (merit promotion).

**Implemented the Uniformed Services Employment and Reemployment Rights Acts** – Published final regulations implementing the Uniformed Services Employment and Reemployment Rights Act of 1994, which safeguards the job rights of Federal employees who leave their employment to perform duty with the uniformed services.

**NPR Government Survey Team** – This team designed, implemented, analyzed, reported and disseminated the results of the highly important NPR Survey with exceptional results. The team provided customized survey results and briefings to stakeholders, such as the Vice President, President's Management Council, National Partnership Council and assistant secretaries in the 32 high impact agencies. They worked in partnership with the NPR to ensure use of the survey results in agencies' strategic planning initiatives and to help agencies become high performance organizations. The Director's Award for Excellence was given to this team in the fall of 1999.

**DOD Self-Service Pay/Benefits System Team** – The Director's Award for Excellence was received by this team in the fall of 1999. The high skilled professionals on this team worked diligently for a year with the Department of Defense (DOD), Defense Finance and Accounting Service (DFAS), to develop a new DOD-wide self-service pay/benefits system. This system is the first self-service system that can be accessed by phone or personal computer by all of DOD's 5.5 million civilian, military, annuitant and retiree members. This system provides easy access for users to make changes to Federal tax withholdings, direct deposit, financial allotments and home mailing address. This program also includes a unique and challenging requirement for

real-time access with five different DFAS pay systems with complicated telecommunications and stringent security requirements.

**Standard Form 15 Extension** – Submitted request to OMB to extend the use of the Standard Form 15, Application for 10-Point Veterans' Preference. OMB approval extends through July 2002.

**Employment of Peoples with Psychiatric Disabilities** – Drafted an executive order that would make it easier for the Federal government to hire people with psychiatric disabilities into permanent jobs. The president signed the executive order in June 1999.

**Student Grants Program** – Draft an executive order to allow students to participate in grant programs administered by agencies and universities to be noncompetitively converted into permanent jobs in the competitive service after completing their work assignments and academic studies.

**IES** – Focus established to make ES employees the most highly effective people and organization possible. It is our commitment to continually improve our processes, our systems, and most importantly, our ability to work together as a world class team of human resource professionals providing integrated solutions to our customers. This focus entails broadening staff competencies and providing training for dealing with customers in a more holistic way; and improving internal communications.

**7 Habits of Highly Effective People** – In line with IES, all employees will attend a week-long training, "The 7 Habits of Highly Effective People" by Stephen Covey.

**Employment of Persons With Disabilities - *Accessing Opportunity: The Plan for Employment of People with Disabilities in the Federal Government*** serves as a framework for Federal departments and agencies to use as they create strategies and initiatives to recruit, hire, develop, and retain more persons with disabilities. In addition, OPM issued *People with Disabilities in the Federal Government: An Employment Guide*. This companion piece to the Plan provides guidance, information, and references to help Federal employers hire and advance employees with disabilities.

**BLS Project** – The Bureau of Labor Statistics (BLS) project team created an accelerated recruitment, applicant evaluation and hiring systems for the BLS that significantly reduces the time and resources needed to identify and select highly qualified candidates from diverse backgrounds for critical vacancies. Resumes and transcripts are available for managers to view on their desktop computers. From their desktop computers managers can also request and receive lists of candidates from OPM. Within 48 hours of the initial request, all managers can review applicant information, including the job seekers' applications material, interviews held, offers made, and managers can select candidates from certificates...all from their desktop computer. The system provides a fast, efficient and technically advanced tool that helps the Federal Government compete in today's highly competitive job market. In the fall of 1999, the team received the Director's Award for Excellence.

**Panama Canal Employment System** - In 1999, the Workforce Restructuring Policy Division (WRPD) published regulations that provided displaced employees of the closing Panama Canal Employment System with nationwide interagency selection priority rights. Also in 1999, OPM published regulations that provided additional placement assistance to preference employee employees who are involuntarily separated as the result of an agency's contracting out decision.

**Implementation of New Delegated Examining Training Course** - During FY 1999, we conducted a major effort involving headquarters staff, agencies, Service Centers and OMSOE to develop a new training and certification program for agency DEU staff. The new program requires that DEU staff be trained and certified by OPM every three years. The new course has been very well received by agencies since it was first offered in the fall of 1999.

**Website Development** - In 1999, we placed our Delegated Examining Handbook, our basic guidance material to agencies on the web at [www.opm.gov/deu](http://www.opm.gov/deu). We are now developing enhancements to this site to include a broad range of assistance material for agency DEUs.

**VEOA of 1998 Amendment** - On November 30, 1999, President Clinton signed into law the Veterans Millennium Health Care and Benefits Act (Public Law 106-117). Section 511 of this new law amends the Veterans Employment Opportunities Act of 1998 (VEOA) by: making eligible candidates compete must compete under an agency's Merit Promotion procedures; converting Schedule B appointments made under the VEOA must be converted to career conditional or career without further competition provided the veteran actually competed under a Merit Promotion announcement; authorizing OPM to regulate the circumstances under which veterans who have substantially completed an initial tour of military service, but who are released short of the 3 years minimum service required in the original VEOA, may be appointed under this authority. OPM responded to these statutory changes by issuing interim regulations.

**Cooperative Education** - Informational brochure about Cooperative Education under the Student Educational Employment Program. This brochure was the second part of a nationwide marketing campaign, aimed at students, agencies, and academic institutions promoting student employment with the Federal Government. *Brochure attached.*

**Veterans' Preference for Service in Kosovo** - President Clinton issued Executive Order 13154 on May 3, 2000, establishing the Kosovo Campaign Medal. The Campaign Medal was awarded to Members of the Armed Forces for service in Kosovo or its contiguous waters or airspace after March 24, 1999, and before a terminal date yet to be set by the Secretary of Defense. The Secretaries of each of the military departments will decide who is eligible to receive the medal. Recipients of a campaign medal are eligible for veterans' preference if they meet certain specific criteria. OPM issued guidance explaining the conditions under which an individual may receive preference under this Executive order.

**Automation of the Operating Manual for Qualification Standards for General Schedule Positions (Qualification Standards Handbook)** - In March 1999, Federal qualification standards became accessible to state, local, and Federal Government agencies; employment referral services; private institutions; colleges and schools; and the general public through OPM's web site. This automated version included mandatory medical, testing, licensure or

certification requirements as well as guidance on educational accomplishments and job-related work experience. Before this time, the standards were available only in CD-ROM or paper format sold by the Government Printing Office. By putting qualification requirements on the internet, OPM increased public access to employment information and sped up the revision process for updating the standards.

## 2000

**DEU Award** – The Delegated Examining Agreement Team received the Director’s Award for Excellence in the fall of 2000. The Team revised the national delegated examining agreement and handbook to use to recruit and select a diverse and well-qualified workforce within the law and in the intent of the Merit System Principles.

**NPR Web Site Survey** – This team was established to develop and implement the web site to process the NPR Employee Survey and the Organizational Assessment Survey. The team made it possible to take survey results and link them to agency strategic plans and make the results available to the public. The team also developed the Internet version of the Organizational Assessment Survey. The team received the Director’s Award for Excellence in the fall of 2000.

**Diversity Guide Award** – A Director’s Award for Excellence was also given in the fall of 2000, to the Diversity Guide Team. The team developed “Building and Maintaining a Diverse and High-Quality Workforce: A Guide for Federal Agencies”. This guide will help Federal agencies obtain and retain a diverse workforce.

**Disabilities Team** – ES was part of the team for the Employment of People with Disabilities which received the Director’s Award for Excellence in the fall of 2000. This team developed employment opportunities for person with disabilities, helping to make the Federal Government a model employer.

**Career Intern Program** – The Career Intern Program Team, which ES was a part of, received the Director’s Award for Excellence in the fall of 2000. The Career Intern Program was created to serve as a key tool to assist agencies in recruiting and attracting exceptional men and women for careers in the public service. In the Administration’s effort to recruit the highest caliber people to the Federal Government, develop their professional abilities, and retain them in Federal departments and agencies, Executive Order 13162 was developed to authorize agencies to develop programs is to attract exceptional men and women to the Federal workforce who have diverse professional experiences, academic training, and competencies, and to prepare them for careers in analyzing and implementing public programs.

**INS Compressed Testing** – Working with the Immigration & Naturalization Service, ES developed a compressed testing approach that has reduced the INS’ Border Patrol Agent hiring process lead time by 50%. Individuals are given the written exam, participate in a briefing with local Border Patrol representatives, and received their test scores all at one time. INS indicated that they have surpassed their goal for hires for the fiscal year, having made up a shortfall of 596

from last fiscal year. The teams' efforts were recognized with the Director's Award for Excellence in the fall of 2000.

**NARA Project** – ES participated in the OPM National Archives and Records Administration (NARA) Team which worked to help NARA Military Personnel Records facility implement reengineered work processes. OPM designed, developed, delivered and assisted in implementing a holistic HR system. This team received the Director's Award for Excellence in the fall of 2000.

**Solutions 2000** - ES sponsored its third annual Conference for Human Resources Employment Professionals, Solutions 2000. The conference audience consists primarily of Federal human resources employment professionals. The team for this year's conference was "The Future is Now". Some of the topics addressed were HR tools for today; visions for tomorrow and blending work and home. Several concurrent sessions were conducted covering competencies, recruiting, strategic planning, quality of life, everyone's a leader, and showcases. *Solutions 2000 brochure attached.*

**Job Profile** – Issuance of the clerical/technical job family profile and the development and pilot of the job family profile for information technology occupations. These pilots will be evaluated to ensure the effectiveness of the new competency-based approach prior to continuing the development of competency-based job profiles for occupational families in subsequent fiscal year.

**Downsizing Effort** - As a result of our downsizing programs, the available data shows a net reduction of over 386,000 actual positions from January 1993 to the present. However, the number of involuntary separations during this same period was approximately 45,000, or 12%. For those employees who were actually separated, the Workforce Restructuring Policy Division (WRPD) has provided the individuals with maximum priority for rehiring both in their former agencies as well as in other agencies. WRPD continually strives to provide expert assistance to all clients who have questions or a problem. Above all, WRPD recognizes the human aspects of downsizing, which is the driving force behind all of WRPD's efforts to avoid involuntary separations. By actively seeking alternatives to involuntary reduction in force actions such as career transition programs, voluntary early retirement, and buyouts, WRPD has assisted Federal agencies in minimizing the trauma of the massive downsizing that has taken place from January 1993 to the present.

**Voluntary Early Retirement** - Over 70,000 employees have retired under the voluntary early retirement option from 1993 to the present. Many agencies report that each early retirement avoids at least one involuntary separation as senior employees retire before their normal retirement date, which facilitates the retention of the junior employees who are needed to continue the agency's mission.

**Buyouts** - WRPD continues to provide expertise and technical information on buyouts to higher managers, other agencies, and employees.

**Reduction-in-Force Procedures** - Although WRPD's goal is to minimize reduction in force actions, agencies have still used reduction in force procedures to separate approximately 45,000 employees from January 1993 to the present. WRPD has consistently worked to provide agencies and their employees with complete information about the retention regulations. When appropriate, WRPD has published reduction in force regulations from January 1993 to the present. Most of these regulations clarify OPM's retention policies, and recognize that an employee may appeal or grieve a reduction in force action through appropriate administrative and judicial remedies.

**Continuing Transition Assistance Programs** - WRPD's role in transition assistance programs is continuing. For example, in 1999 WRPD published regulations that extended the original September 30, 1999, ending date of the CTAP and ICTAP programs until September 30, 2001. WRPD is now developing regulations to make CTAP and ICTAP permanent, or as an alternative to extend the ending date until September 30, 2003.

**Appointment of People with Psychiatric Disabilities** - The Presidential Task Force on Employment of Adults with Disabilities was created in 1998 to address the underemployment of people with disabilities. Its first report, "Recharting the Course," recommended that OPM look into paralleling the excepted service hiring standards of adults with psychiatric disabilities with the excepted service hiring standards of individuals with mental retardation and severe physical disabilities. After careful review of the standards, we agreed they all should be the same. As a result, we issued proposed regulations on March 17, 2000, to amend the Civil Service Rules to reflect Executive Order 13124, June 4, 1999, permitting persons with psychiatric disabilities to be converted to the competitive service after 2 years of satisfactory service. In order to ensure that as many people with psychiatric disabilities are covered as possible, we proposed creating a new excepted service appointing authority for persons with psychiatric disabilities.

**The Student Loan Repayment Program** - OPM issued final regulations implementing 5 U.S.C. 5379 on the repayment of certain student loans to authorize agencies to establish programs for paying all or part of outstanding federally insured student loans to help in the recruitment and retention of highly qualified employees.

**USASTaffing Developed** - USASTaffing offers a complete automated package for the staffing process, including feedback to applicants. USASTaffing keeps applicants posted about the status of their application. It also enhances your ability to quickly respond to inquiries from applicants and selecting officials by providing status reports. *USASTaffing brochure attached.*

**Workforce Planning** - The Workforce Planning project is designed to fulfill OPM's human resource leadership role by providing agencies with the guidance and tools to conduct strategic workforce planning. Activities undertaken in FY 2000 address OPM's commitment (FY 2000-2001) Priority Management Objective to align Federal human resources to support agency goals. The FY-2000 Action Plan identified specific actions to:

- Build a workforce planning model and accompanying automated system for Governmentwide agency use to analyze their workforce needs, and address those needs through the development of a workforce and succession planning strategy.

The Workforce Planning Model is based on five modules. The five modules are:

1. Set Strategic Direction
2. Supply, Demand and Discrepancies
3. Develop Action Plan
4. Implement Action Plan
5. Monitor, Evaluate and Revise

Modules 1, 3, 4 and 5 are text based and are designed to provide agencies with a "How To" guide on the workforce planning process. Module 2 is the data analysis portion of the Workforce Planning Model. The entire model has received sponsorship from the Interagency Advisory Group of Federal Personnel Directors (recently renamed the Human Resources Management Council). During FY-2000 we designed and developed a prototype Workforce Planning and Analysis system based on the five-stepped model. We also demonstrated the system to a number of Federal agencies across the government. During FY-2000, OPM partnered with the Social Security Administration so that they could serve as the test agency for this system. The feedback that we have received from SSA, and the various agencies that have viewed the prototype, will be used by an interagency team to write the requirements for the final version of the Workforce Planning and Analysis system. The Workforce Planning website was created, [www.opm.gov/workforceplanning](http://www.opm.gov/workforceplanning). *Workforce Planning PowerPoint presentation attached.*

#### **Other FY-2000 accomplishments**

- completed prototype testing of the workforce planning model and accompanying automated system,
- completed the process of gathering feedback from stakeholders,
- held a one-day conference on Workforce Planning on September 7<sup>th</sup>,
- developed a Workforce Planning Website with conference information and a list of "Who's Doing What" in the Federal Government. This site will also house the model and data analysis tool once they are available.

Inclusion of Service



## OPM

- *History of Employment Service*
- *Where Employment Service is Today*
- *What Employment Service Does*
- *How Employment Service is Organized*

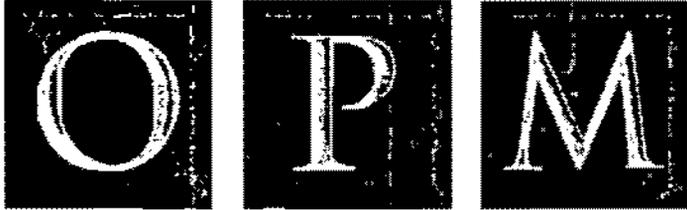
Hello, I'm Lynn Furman and I'll be speaking to you today about the Employment Service:

- Our History
- Where We Are Today
- What We Do, and
- How We Do It

Investment



- *Policy Direction and Leadership*
- *Technical Assistance*
- *Reimbursable Services*



#### History of Employment Service (cont.)

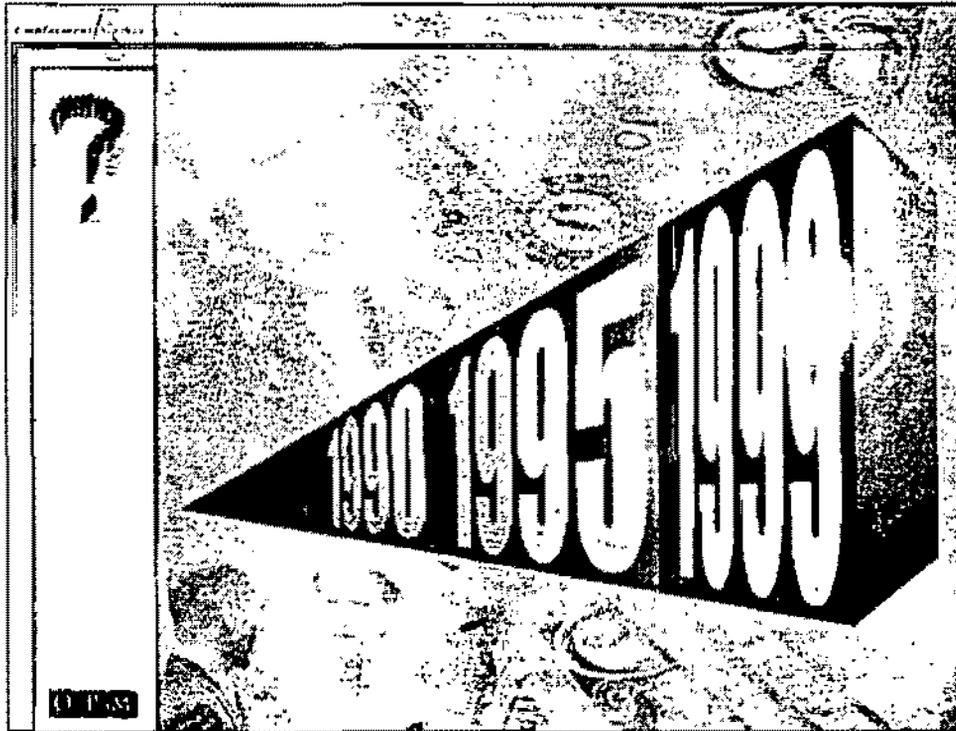
- Employment Service (ES) is a major organization within OPM
- The goal of ES is to provide a high-quality, diverse workforce for the federal government
- We do this through a mixture of:
  - policy direction and leadership
  - technical assistance, and
  - reimbursable products and services



#### History of Employment Service (cont.)

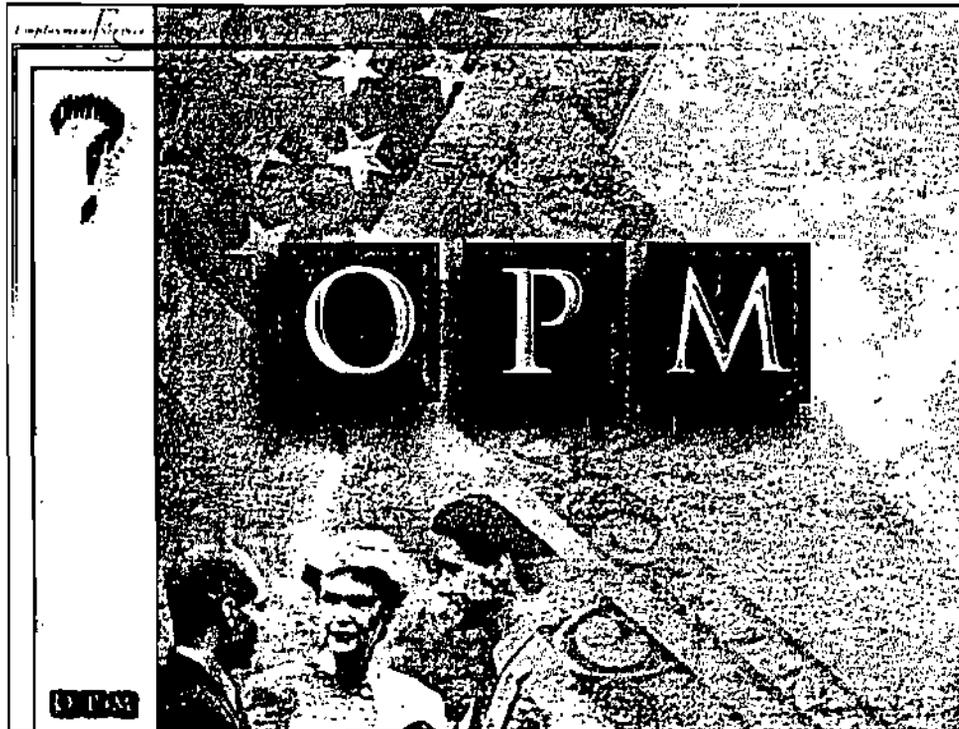
Specifically, ES is responsible for activities such as:

- Encouraging the selection of a diverse Federal workforce that is representative of all segments of society
- Protecting the rights of veterans in Federal employment
- Providing an automated system that provides information on jobs available throughout the U.S. government
- Providing integrated staffing systems and services to the Federal government
- Supplying organizational analysis and improvement services to Federal agencies, and
- Providing innovative restructuring and placement programs for Federal employees



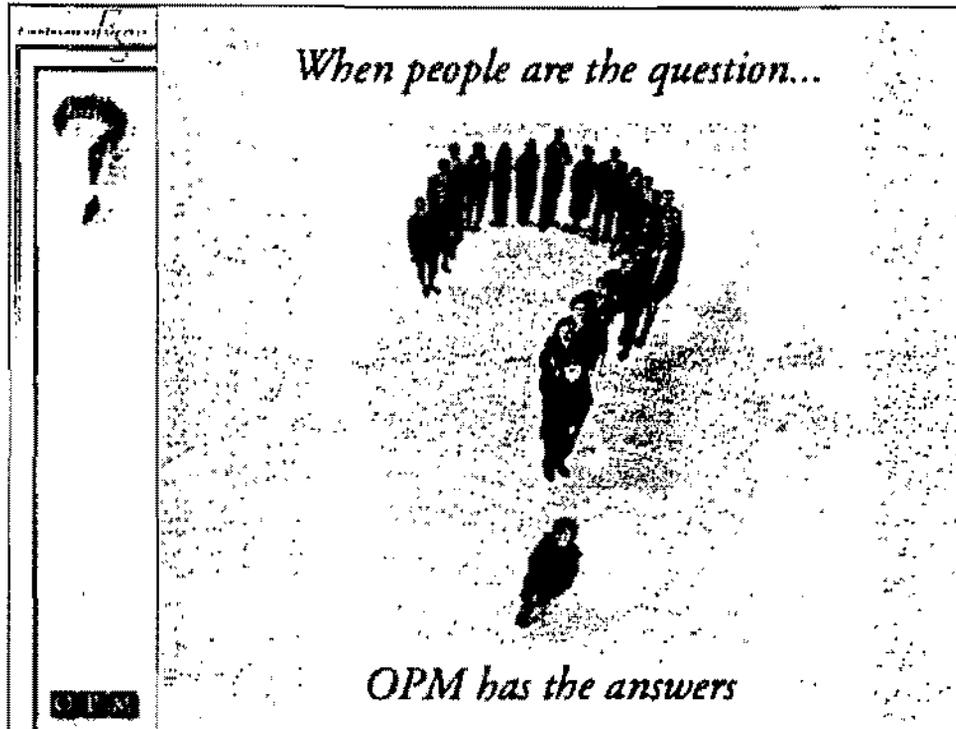
#### History of Employment Service (cont.)

- Prior to 1995, our operating expenses were primarily covered by Federal government appropriations
- In 1995, laws were enacted requiring ES to transition to a substantially self-supporting, fee-for-service organization
- The majority of ES' operating costs are now derived from providing reimbursable products and services to other government agencies



#### **Where Employment Service is Today**

- A lot of attention has been paid recently to making government more responsive to the public
- This in turn has led to a new way of thinking about government, which can be called “entrepreneurial government”
- People want government to function more like a business than a bureaucracy



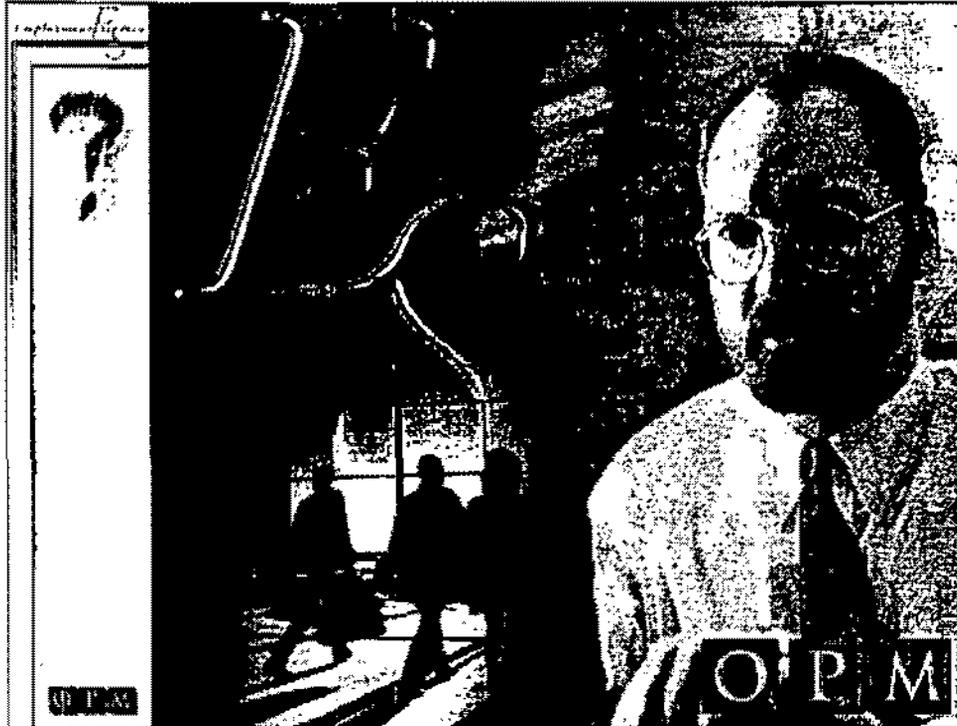
**Where Employment Service is Today (cont.)**

- This thinking led us to develop a theme for Employment Service –  
“When people are the question... OPM has the answers”
- We are positioning ES as a consulting service that can handle any type of government HR situation, based on our expertise
- Although our customers are primarily Federal executive branch agencies, we are expanding our market to provide services to:
  - non-executive branch Federal agencies
  - state and local governments
  - publicly funded colleges and universities, and
  - public libraries



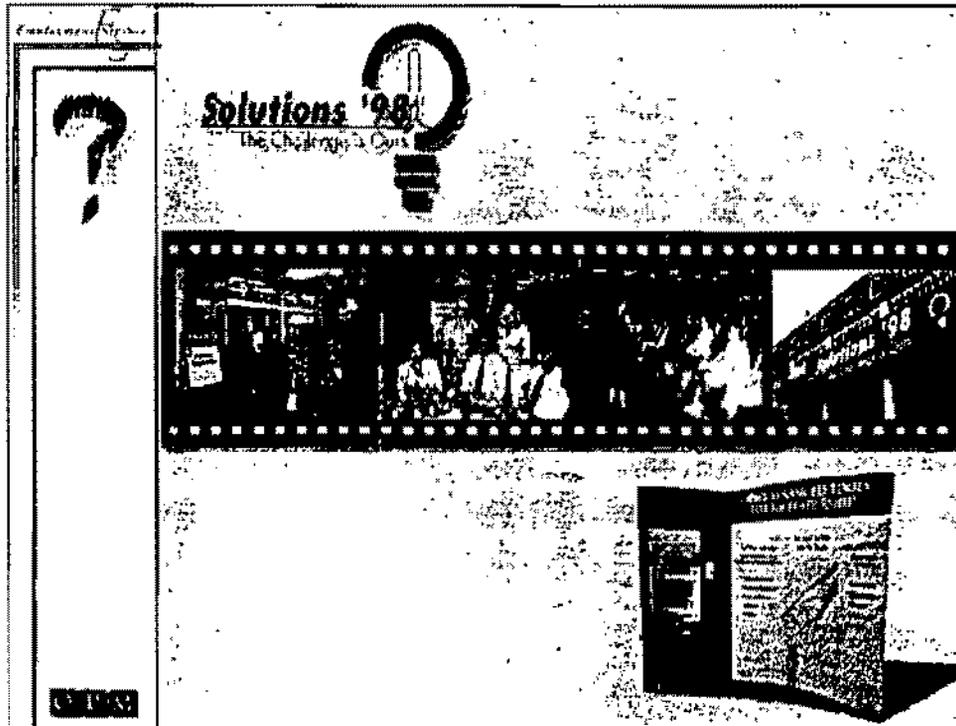
#### Where Employment Service is Today (cont.)

- This shift in thinking has caused Employment Service to take a look at the products and services we are providing, and what benefit they have to our government customers
- Over the years, ES has developed solutions to just about every human resource problem imaginable
- We have identified our niche as providing customized solutions to human resource problems



#### Where Employment Service is Today (cont.)

- ES has been also been evolving into a more customer-focused organization
- We increasingly see ourselves as a business-like organization, rather than simply a government activity
- We are in competition for business, and we have to make sure our customers are satisfied



### What Employment Service Does

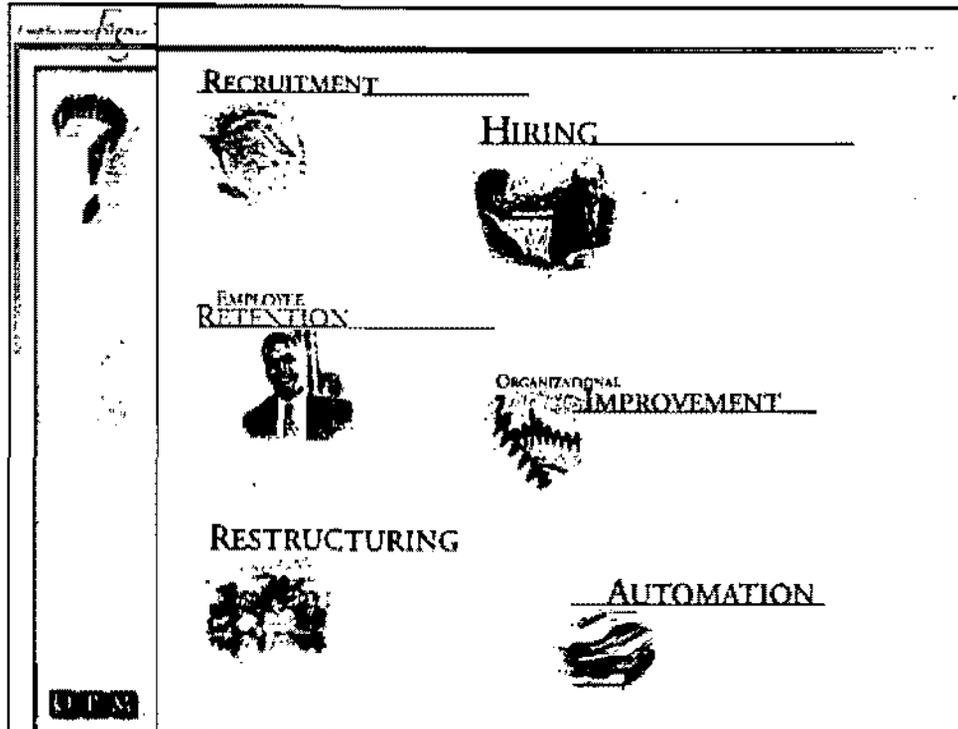
So, what are some of the ways we are succeeding during this transition?

- One significant initiative has been the development of an annual “Solutions” conference
- These conferences give human resource professionals in government agencies an opportunity to network with their peers, and to be briefed on the latest developments in policy and technology
- These conferences also provide an opportunity for ES to demonstrate its leadership in the human resources field, so agencies will think of ES when they have human resources problems or questions



#### What Employment Service Does (cont.)

- The primary function of ES is to provide products and services to help agencies with human resource management
  - Our products include automated systems and software, delivered via CD-ROM or over the Internet
  - Our services involve on-site consulting by OPM experts on an agency's unique situation
- Both our products and services are tailored to meet the customer's needs



### What Employment Service Does (cont.)

•ES provides products and services in six primary areas:

- recruitment
- hiring
- employee retention
- organizational improvement
- restructuring, and
- automation

•While we offer leading edge products and services, we also realize that we are in competition with others who offer similar products and services

•This requires us to take an entrepreneurial approach, including looking at how to best market each product and service to our various target audiences



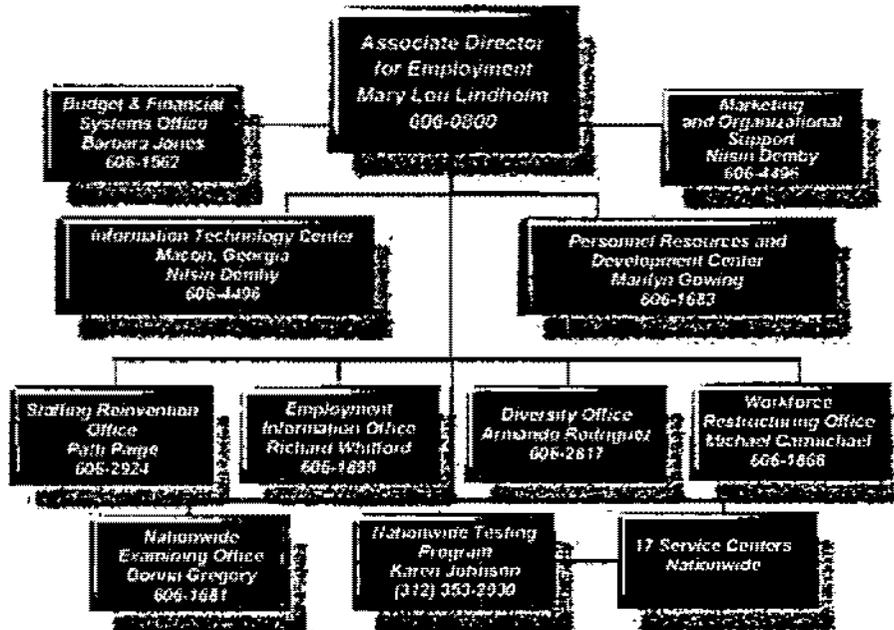
### What Employment Service Does (cont.)

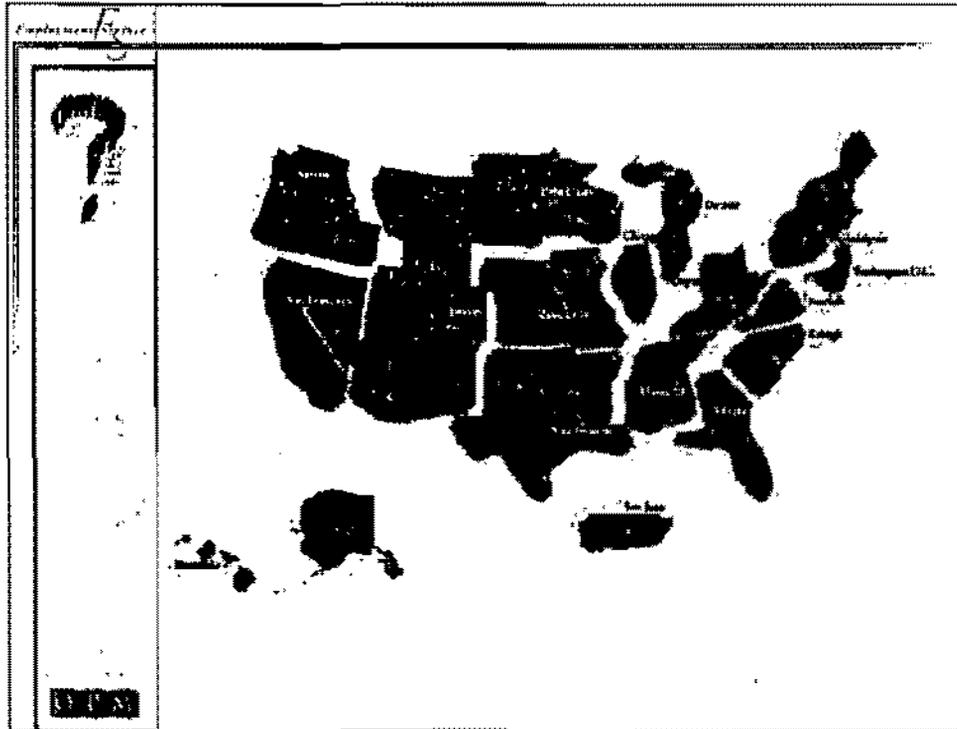
There is also another side to ES that involves our policy and program work

- ES sets employment policies for federal government agencies, and develops programs that impact all government employees
- These programs affect all areas of employment, including
  - recruitment
  - selection
  - promotion
  - retention, and
  - career transition
- The policies set by ES are then enforced by other offices within OPM



## Organizational Chart with Heads of Office





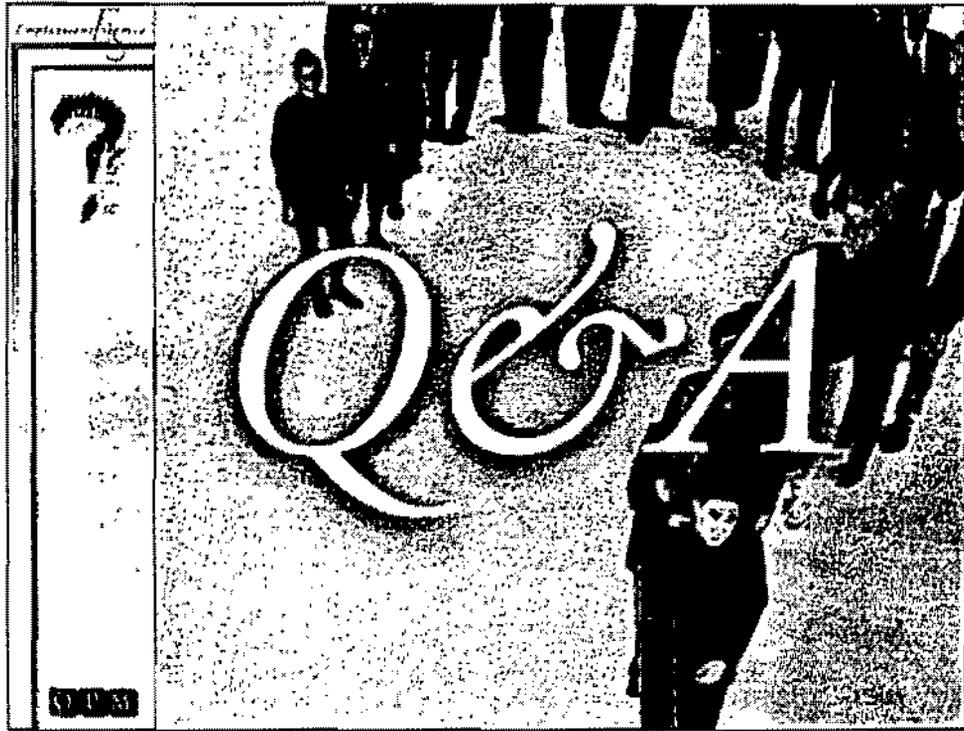
#### How We Do It (cont.)

- Both the reimbursable products and services and the policy and technical assistance aspects of our work are decentralized in 17 service centers nationwide
- These centers provide a local presence for OPM to federal agencies as well as state and local governments, colleges and universities, and public libraries who need our assistance



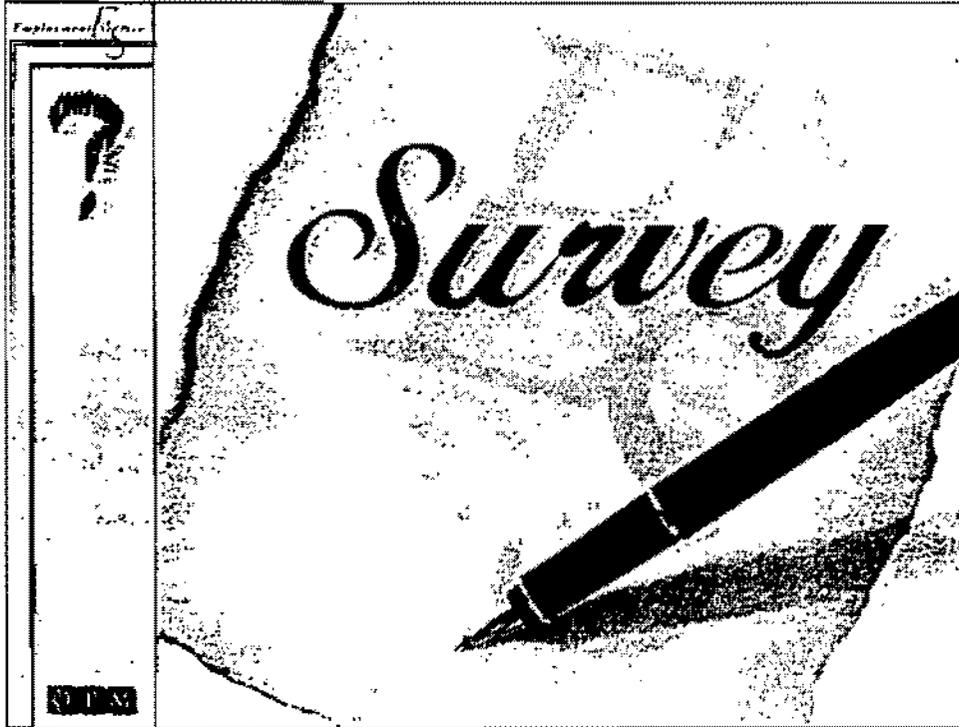
#### Internship program in Employment Service

- Participants in the Career Intern program in ES will have a number of challenging and exciting assignments
- ES career interns will rotate between a number of the departments within ES, giving them a broad range of experience
- Because the work of ES has an impact on all federal government employees, interns may have an opportunity to work with other Federal agencies and other branches of government
- Whatever their assignment, career interns in ES will be participating in an exciting time of transition and growth, helping to provide the U.S. government with a high-quality, diverse workforce



### Questions and Answers

That concludes my presentation on Employment Service. Are there any questions?



If there are no further questions, I would like to ask all of you for a few minutes of your time to fill out a brief survey on the application and selection process.

The goal of this survey is to help us improve the Career Intern program for future applicants, and your feedback would be greatly appreciated.

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**OPM**

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