govloop workday

GROWING EDGES FOR THE FEDERAL WORKFORCE



Strengthening and empowering the federal workforce is the top priority in the President's Management Agenda (PMA). But government hiring managers face multiple hurdles in meeting those challenges, including outdated systems, a lack of internal career paths and training opportunities, and a limited capacity to manage future workforce needs.

By identifying jobs through their required skills and competencies, rather than by credentials alone, agencies are better able to fill positions, prepare for future needs, and give employees the training and pathways to build successful careers.

The PMA calls on agencies to:

- BUILD DIVERSE, QUALIFIED TEAMS
- ENGAGE AND SUPPORT EMPLOYEES
- SHAPE THE FUTURE OF WORK
- BE A MODEL EMPLOYER

> *"Federal agencies must attract, hire, develop, and empower talented individuals who are well suited and well prepared to face the challenges the government faces, both in the near and long term."*
>
> —President's Management Agenda, Workforce Priority

HURDLE 1: FILLING CRITICAL TALENT SHORTAGES

Agencies are struggling most to attract employees with technical skills, an area where competition with the private sector is most acute. The fastest growing federal job categories are nearly all in science, technology, engineering and mathematics (STEM) fields.

STEM jobs projected to grow the fastest:



IT skill areas with the greatest demand:



IT managers also seek candidates with collaborative interpersonal skills and a broader interdisciplinary background.

THE CYBER WORKER SHORTAGE

In particular, the need for cyber professionals is urgent. Yet according to ISC2's Cybersecurity Workforce Study, there aren't enough qualified professionals to go around.

3,999,964
GLOBAL CYBERSECURITY WORKFORCE GAP
12.6% INCREASE OVER 2022

482,985
U.S. CYBERSECURITY WORKFORCE GAP
17.6% INCREASE OVER 2022

The Biden administration's National Cyber Workforce and Education Strategy offers recommendations:

- ☑ **Promote skills-based hiring & workforce development**
- ☑ **Leverage the diversity of America to strengthen the cyber workforce**
- ☑ **Improve career pathways in the federal cyber workforce**
- ☑ **Invest in HR capabilities and personnel**

THE AI WORKER SHORTAGE

Government adoption of AI, including development of new applications, is an existential challenge.

The October 2023 Executive Order on the Safe, Secure, and Trustworthy Development and Use of AI directed agencies to accelerate efforts to build and mature AI talent. Agency programs that actively recruit and develop AI and other tech workers include:

- Presidential Innovation Fellows
- U.S. Digital Corps
- U.S. Digital Service
- Department of Agriculture Digital Services
- Department of Homeland Security AI Corps
- Department of Defense Cyber Workforce Initiatives

HURDLE 2: MODERNIZING HR SERVICES

There's no question that updating HR functions can help agencies meet their challenges, and hiring managers say there's room for improvement. And despite multiple efforts to shorten the hiring process, the average time to hire for federal positions is getting longer.

Government Time to Hire, Weighted Average Trends for All Occupations, 2021–2023*

2021: **97 DAYS** → 2023: **101 DAYS**

*Number of calendar days between hiring manager's request to hire and candidate's start date, weighted on the total number of hires per agency.



ACCORDING TO A GOVLOOP SURVEY, GOVERNMENT EMPLOYEES SAY THAT MODERN DIGITAL HR SERVICES REMAIN SCARCE:

Q: Is your agency able to recruit and hire people in a timely fashion?

OVER 1/3 of respondents said their agency was **not able** to recruit + hire in a timely fashion



Q: Does your agency have a consistent approach to providing employees with training and development opportunities?

68% of respondents were **unsatisfied** with their agency's approach to training



Q: On a scale of 1 to 5, to what extent is your agency's HR department providing you with modern digital services?

1 = Not at all, 5 = Gives me all the tools I need

1	2	3	4	5
16%	20%	32%	24%	8%

FINDING SOLUTIONS

The Biden Administration has issued guidance to improve hiring:

- *OPM's Workforce of the Future Playbook*
- *OPM's Talent Surge Playbook*
- *Chief Information Officers Council's Future for the Federal IT Workforce Update*

Among the most common recommendations:

- Skills-based hiring
- More active and strategic recruiting, such as job fairs and better use of social media
- Strategic workforce planning
- Flexible pathways into government, including internships and apprenticeships
- Modernization of labor market data to identify in-demand roles & skills
- Special programs that provide incentives and make federal positions more competitive

HOW A UNIFIED WORKFORCE MANAGEMENT PLATFORM HELPS

Siloed data and disconnected systems make HR processes inefficient and inflexible. A unified workforce management platform such as Workday's helps agencies analyze and act on employee data. Workday, a leader in enterprise resource planning, offers a suite of HR solutions that enable data-driven personnel management.

To make the most of AI, agencies need to define skillsets consistently. People often use different words to describe the same skill, and vice-versa. That creates confusion.

AI can process the large amount of data associated with occupational roles, extract the skills for each one and develop consistent language to describe them. For example, Workday Skills Cloud aligns skills to a common vocabulary by using machine learning to map how different skills relate to one another and evolve over time.

A common skills vocabulary lets HR systems integrate functions and break down silos among hiring, employee career pathways and training. Agencies can better see capability gaps in their existing workforce and decide when to upskill and when to add personnel. They can more easily forecast needs and make better plans to meet them. Because everyone is speaking the same language, they can share candidate pools across the organization. And they can help employees reach career goals by gaining the right new expertise.



LEARN MORE ABOUT WORKDAY'S SOLUTIONS

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