U.S. General Services Administration

FAST23

Acquiring Professional Services to Build a Future-Ready Workforce

FAST 2023

Welcome and Intro

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FAST 2023

Today’s Agenda

- Keynote Address
- State of the Marketplace
- Emerging Trends
- 10 Min Break
- Market Research
- User Stories and Case Studies

Audience Poll

Keynote Address

Tiffany Hixson
GSA Assistant Commissioner, Office of Professional Services and Human Capital Categories

State of the Marketplace

Traci DiMartini, GSA Chief Human Capital Officer

Bob Leavitt, HHS Chief Human Capital Officer

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Emerging Trends

Dr. Rebecca Ayers, OPM, HR Strategy Program Manager

Jason Parman, OPM Deputy Associate Director, HR Strategy and Evaluation Solutions

Daniel Trimboli, GSA Senior Contracting Officer for Human Capital and Training Solutions (HCaTS)

For more [illegible] visit
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Emerging Trend 1: Workforce Planning/Redesign

ET1: Workforce Planning/Redesign

- Complexity of work will continue to increase
- The value of human-centered work design will continue to increase
- Decisions on hybrid/remote will be made closer to the work
- Locational and temporal flexibility will differentiate highest-performing agencies regardless of talent supply/demand
- Four futures of front-line work (Gartner 2022)
  - Comprehensive process automation
  - Collaborative human-machine teams
  - Hyper-augmented humans
  - All-knowing robobosses

Solutions

- Comprehensive, direct delivery consulting solutions from OPM's HR Solutions organization (secured via interagency agreement):
  - Workforce and succession planning
  - Organization design
  - Human-centered work design

Emerging Trend 2: Innovative Hiring Practices

ET2: Innovative Hiring Practices

- Early career hiring reform
- Skills-based hiring
- AI enabled candidate assessments
  - AI ethics and guidelines will be critical
- Mobile assessment

Solutions

- OPM offers USA Staffing and USA Hire online assessment (including video interviewing)
- Skills-based assessments
- Mobile assessments

Emerging Trend 3: Closing Skill Gaps

Audience Poll

ET3: Closing Skill Gaps

- Throughout FY21 and FY22, the second highest rate of separation (~9%) behind retirement eligible employees was among employees under the age of 30*
- Age is a component, but retaining and retraining is the focal point
- Have you experienced this?
  - Loss of expertise or skills through attrition? (“knowledge vacuum”/ skills gap)
  - Existing workforce having trouble adapting to new environment and/or technology?
  - Loss of engagement in the virtual space?

*Aug 2022 Partnership for Public Service Report

ET3: Closing Skill Gaps

- The shift to remote work and cloud-based infrastructures, paired with a significant increase in cyber attacks, underscores the importance
- Over half of the federal cybersecurity workforce is at or nearing retirement eligibility
  - Only 23% is under age 40*
- Current classification standards for IT do not fully capture work performed by the federal cyber workforce*
- Huge opportunity for the federal Human Capital space - particularly in HC strategy and organizational performance improvement
  - How can we better develop and retain cybersecurity talent?

*September 2022 report from the the Federal Cyber Workforce Management and Coordination Working Group

ET3: Closing Skill Gaps

- Critical skill gaps in managerial ranks due to new workplace norms:
  - Managers and employees perception of telework are impacted by:
    - Digital experience for teleworkers
    - Digital literacy
    - Managerial trust, support & expectations
    - Adaptation/ Change Management
- Upskilling with AI to close these gaps:
    - Online Application/System training & support
    - Clearly defined and communicated organizational performance standards

ET3: HCaTS Example

US Agency for International Development (USAID) - Human Resources Delivery and Transformation (HRDT) Services

Background: USAID employs ~10,000 development professionals, 2/3 overseas (87 countries; program support in 31 additional countries)

Need: Support in re-designing USAID's full range of human capital management and Human Resources services

Challenge: 1) customer service, 2) process and policy, 3) tools and technology, and 4) talent and culture

ET3: HCaTS Example (cont)

How this Human Capital Project is Closing Skill Gaps:

- Performing a full skills assessment of the entire workforce (current skills, future needs, identifying gaps)
- Reviewing content management processes and providing recommendations on Knowledge Base gaps
- Analyzing USAID services to inform tools/ methods for improving overall HR experience
- Utilizing HR IT tools to provide automation, improved workflow, and increased transparency into HR processes
- Providing an agile talent management system that swiftly recruits, trains, deploys, and retains people

Flexible personnel practices and human capital integrated tools allows an Agency's workforce to focus on the mission, rather than on outdated and burdensome practices.

Emerging Trend 4: Equipping the Workforce

ET4: Equipping the Workforce

- Retaining talent and career mobility
- Re-skilling/ Up-skilling for your current position
- Training in a remote environment
- Updating new HR processes
  - Updating interview process/ train interviewers
  - Build a more comprehensive onboarding experience
- Ergonomic way to set up your space
- Using the right tech and work process infrastructure
  - Eg: DHA to ECMAT

ET4: HCaTS Example

DHA (Defense Health Agency) - End User Engagement, Standards, and Workflow Support (EUESWS) for Health Informatics

Background: Supports and provides medical care for the DOD's 9.4 million eligible beneficiaries through the $52 billion defense health program that includes contracted health care networks and military treatment facilities

Need: Support with workflow transformation and standardization, including implementation and sustainment of the new Electronic Health Record System, including training across their enterprise of treatment facilities.

ET4: HCaTS Example (cont)

How this Human Capital Project is Equipping the Workforce:

- Implementing and supporting learning-based virtual environment to enable a collaborative culture of informatics SMEs via knowledge sharing platform and key knowledge transfer activities
- Packaging the training tools and modules into a “virtual university” concept to enhance learning
- Employing best-practice change management approaches to assess site readiness and adoption to identify and address potential gaps

This project will provide users with the information they need to increase Electronic Health Record System adoption and optimization, to deliver better health outcomes for 9.4 million Americans.

Solutions

- OPM offers its “USA Suite” of management tech, including:
  - USA Staffing
  - USA Performance
  - USALearning
- GSA Human Capital Category solutions include:
  - Multiple Award Schedules HC Category > Pre-negotiated price list for commercial services
    - Background Investigations
    - Compensation & Benefits
    - Human Resources
    - Social Services, Professional Counseling, Veterans Readjustment
  - HCaTS Multi-award IDIQ Program > Customized, comprehensive & flexible solutions
    - Training and Development Services
    - Human Capital Strategy Services
    - Organizational Performance Improvement

Poll & Time for a Break

Market Research

Steve Krauss, OPM Senior Advisor, OPM HR Quality Services Management Office / HR Line of Business

Keith Smiley, OPM Program Manager, Human Capital Category Management

Tiffany Shabanian, GSA Program Manager, MRAS

For more [illegible] visit FAST

Human Capital Market Overview

- Human Capital is one of the ten common spends for federal agencies
- FY22 Total spend: $5.3B (FPDS) and $1B (G2G Shared Services) Total HC FY22 Spend: $6.3B
- One of the smaller market/categories – but, in terms of impact – it is the most critical since it deals with federal workforce
- Federal workforce is the primary resource for how work gets done, and decisions made – therefore maintaining a high performing workforce with the desired skills is key for agencies to achieve their mission

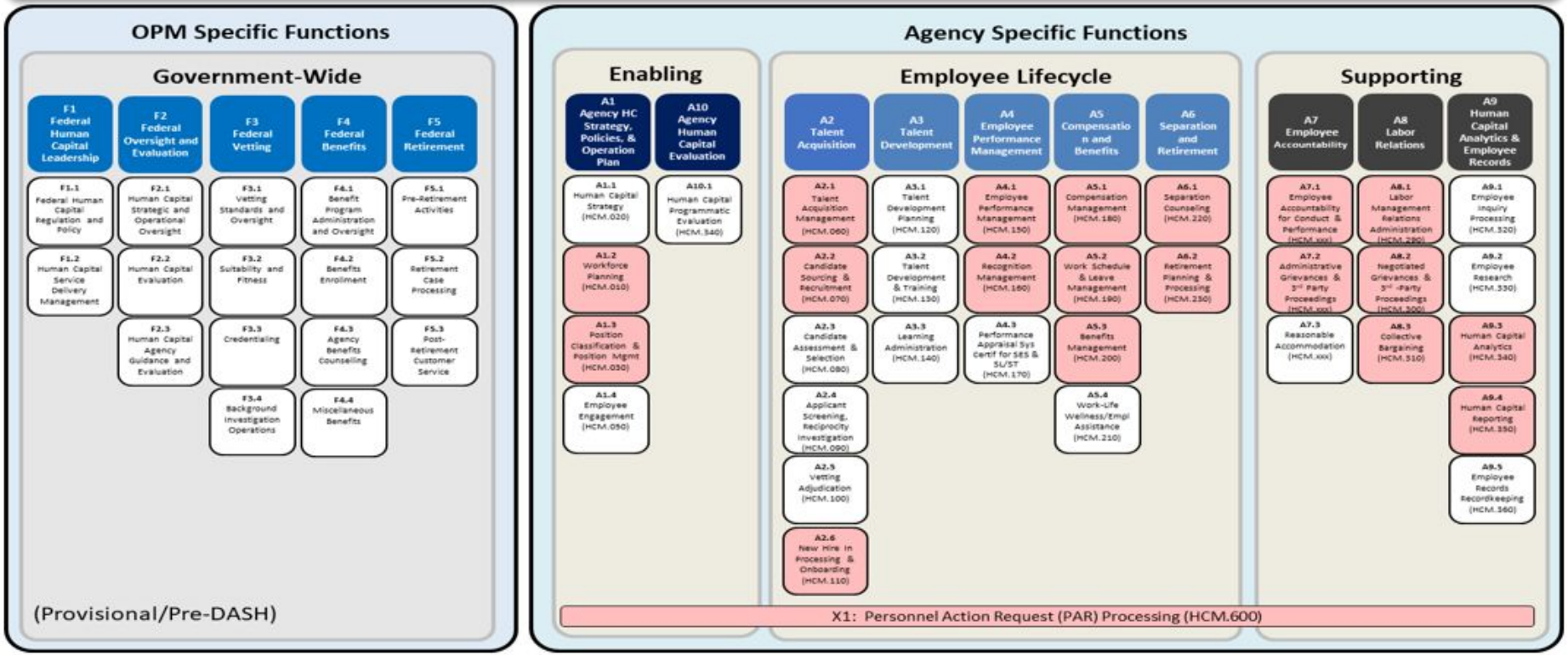
OPM Welcomes HR QSMO

- OPM is the lead agency for Human Capital Management
- OPM's Human Resource Service (HRS) houses three very instrumental departments:
  - Human Capital Category Management (HCCM) - defines procurement strategies
  - Human Resources Line of Business (HRLOB) - defines data standards
  - HR Quality Services Management Office (HR-QSMO) - manages HC marketplace
- This gives the federal customer a streamlined approach developing their respective HC requirements

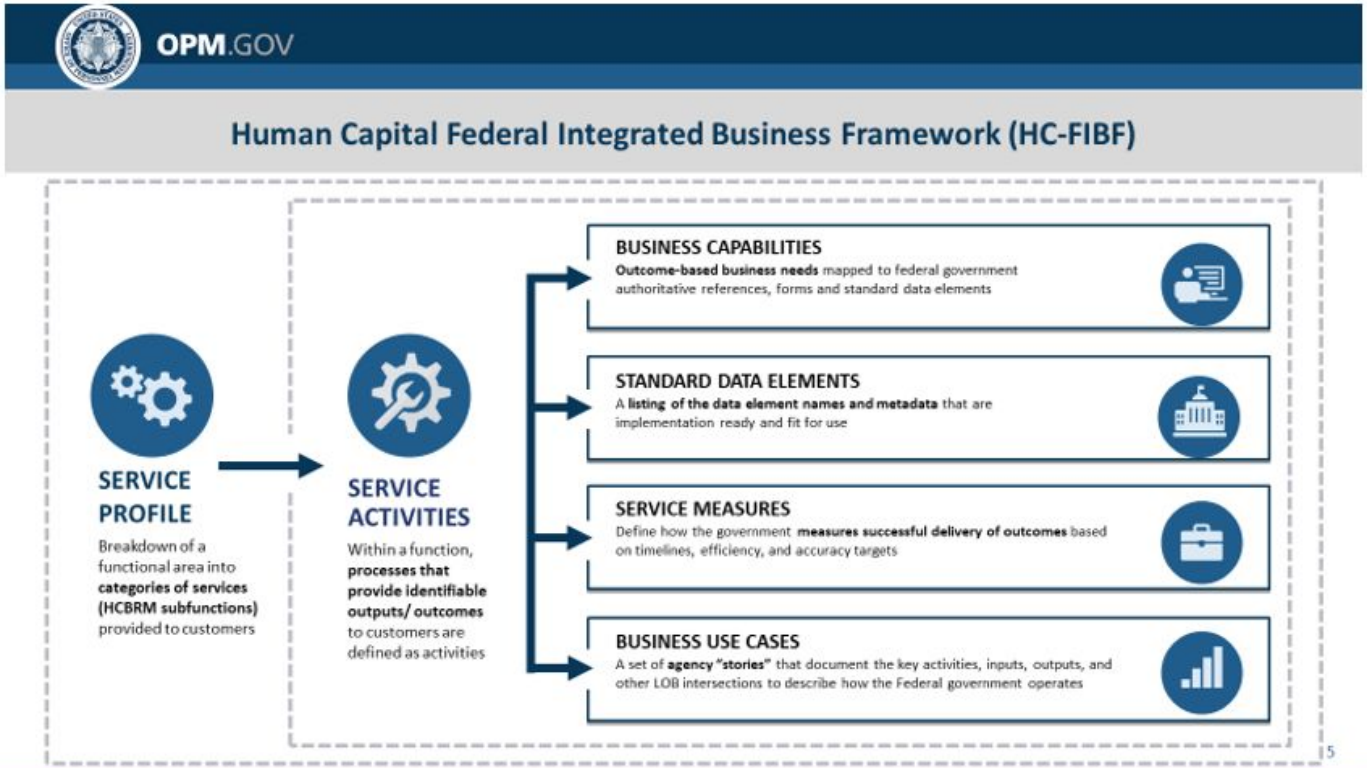
Takeaway: The HR QSMO will serve as the Ethos of government-wide human capital. Specifically, all things HC shall come through the HR QSMO. That includes policy guidance, scope, data, supply chain and HC requirement formation.

Human Capital Scope

The HC Business Reference Model (HCBRM) framework defined Federal Human Capital Management by representing the 15 Functions and 50 Sub-functions in the HC lifecycle.



Human Capital Data



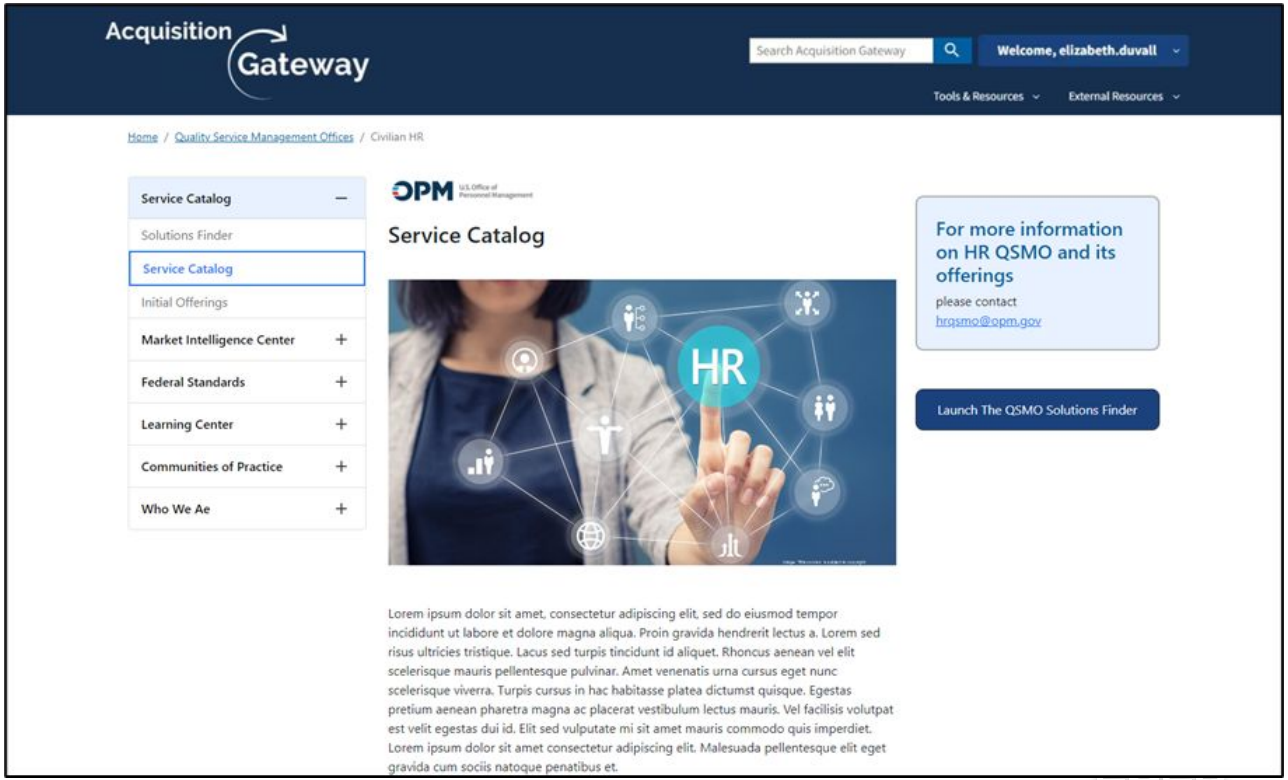
To promote the publishing of the OPM-approved Human Capital Federal Integrated Business Framework (HC-FIBF) Service Profiles to regulations.gov for the purpose of collecting industry and government feedback by the Human Resources Line of Business (HRLOB)

Coming Soon: HR QSMO Marketplace

A “Community Center” where one can:

- Perform market research
- Gain market intelligence
- Learn about best practices
- Find useful reference information

Coming soon to the Acquisition Gateway!



Human Capital Supply Chain: Commercial Contracts

Solutions	Description of Services	Primary NAICS
HCaTS (GSA) Unrestricted,SB, 8(a)	Customized Training and Development Services; Customized Human Capital Strategy Services; Customized Organizational Performance Improvement	61143, 6116996 24310, 541611,521612, 541613, 541618, 611710
MAS- HC (GSA)	EEO Training; Vocational and Psychosocial Rehab; Background Investigations; Benefit Planning; Internships	611430, 624310, 541611, 541612, 611710
FSA Feds (OPM)	Healthcare Flexible Spending Account (FSA) Program Administration; Limited Expense Healthcare (LEXHC) Flexible Spending Account (FSA) Program Administration	522110 (PSC R711)
USA Learning (OPM) IDIQ SB, WOSB	Learning Management System (LMS): Course Development; Competency Management; Resource Scheduling; Reporting /Tracking	541519

Human Capital Supply Chain: G2G Shared Services

Shared Service Provider	Description of Services
Defense Finance and Accounting Service (DFAS)	Provide payment Leave and Earning Statement services for the U.S. Department of Defense
Interior Business Center (IBC)	Provide personnel systems and services, including integrated payroll and human resources systems and services, drug and alcohol testing, and personnel security
OPM Human Resource Services (HRS)	Provide services aligned with the human capital life cycle, helping us strategize with agencies to implement human capital programs that set the stage for an effective and efficient organization to operate at peak performance. Program functions include, but not limited to Strategic Planning, Talent Acquisition (USA Jobs, USA Staffing), Talent Management (USA Performance) and Leadership Development.
Treasury Administrative Resource Center (ARC)	Provide personnel action processing/recordkeeping, Managing employee benefit programs, Hiring Administering pay/eave programs and Overseeing workers' compensation programs.
USDA National Finance Center (NFC)	Provide standardized, interoperable suite of solutions to provide the core functionality required to strategically manage human capital. Solutions offered include NFC's traditional payroll/personnel offerings along with EmpowHR (our Human Capital Management System); webTA and Paycheck 8 (our time and labor solutions); and Insight (Enterprise Reporting). Optional services available within EmpowHR also include ePerformance and Employee/Manager Self Services capabilities.

Market Research - Category Management Resources

Category Management Benefits	Market Research Tools for Buyers
Centralized government-wide procurement resources	Acquisition Gateway
Improved visibility of spend data	Government-wide Category Management Dashboards, Prices Paid Portal
Easier market research	Solutions Finder, BIC Research Tool, Discovery Tool, CALC Tool, IGCE Tool, Prices Paid Portal, BIC Resource Page
Government-wide knowledge sharing	Category Hallways, Community Discussions, Connections Finder, Document Library, Project Center

Market Research Resources

RESOURCES:

- Acquisition Gateway
- Best-in-class (BIC) Resource Page

TOOLS:

- Solutions Finder
- Forecast of Contracting Opportunities
- The Document Library
- Independent Government Cost Estimate (IGCE) creation tool
- Acquisition Planning Packages (APPs - designed for novice users)
- BUY.gsa.gov “samples, templates, and tips” (designed for experienced users)
- Market Research as a Service (MRAS)

What is MRAS?

MRAS uses the **latest research techniques** to help agencies visualize the **competition and socioeconomic** responses that they can expect if they use GSA's acquisition vehicles.

BUY.GSA.GOV/MRAS

The MRAS Process

We take the time to understand you and the requirements

We organize your data and mission needs

We develop a market target and Request for Information (RFI)

We engage Industry partners and collect data

We deliver results through market reports, data and knowledge

BUY.GSA.GOV/MRAS

Available Service Options

Rapid Review

Identifies if your requirement fits the scope of existing GSA acquisition solutions in 24-48 hours.

Request for Information/Market Research Report

Streamlines the RFI process and consolidates the results into one report with visuals.

GSA Advantage Product Market Research

Search up to 20,000 items on GSA Advantage at once

Industry Engagement

Targeted industry engagement regarding Agency specific requirements during MRAS Industry sessions.

BUY.GSA.GOV/MRAS

Objectives of MRAS

- To make market research easier for all stakeholders.
- Creating Government-wide efficiencies in Acquisition Planning resulting in Taxpayer savings.
- To give industry a voice.
- To provide accurate data that summarizes the marketplace.
- Listening to stakeholder feedback to continuously improve our services.

BUY.GSA.GOV/MRAS

MRAS Value Added Benefits

01 Streamlines market research and Reduces acquisition time

02 Continuous support from your local GSA Customer Service Director

03 FAR Part 10 Compliant

04 Identifies the business size appropriate for the requirement

05 Aligns Agency needs with GSA contracts and solutions

06 Promotes category management

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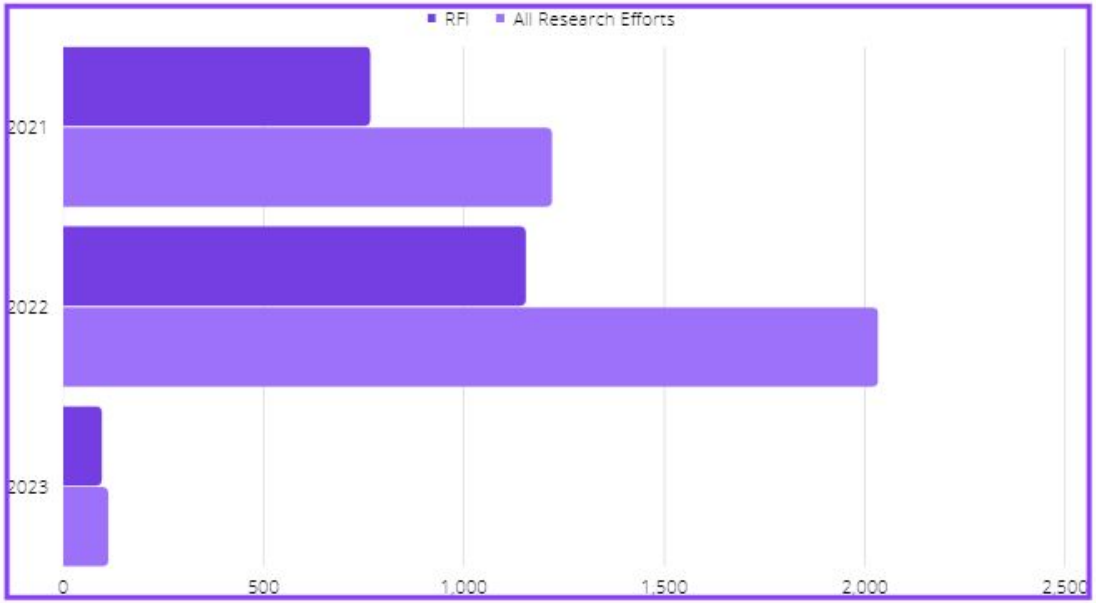

MRAS Program Successes

Awards

Over **$34 Billion** market research opportunities awarded to GSA Contract Holders.

Top Customers

- DOD
- Air Force
- Army
- Navy

Top Categories Researched

- Facilities
- Furniture and Furnishings
- Human Capital
- Industrial Products and Services
- Information Technology

buy.gsa.gov/mras

What Our Customers are Saying.....

"**MRAS helped me avoid doing it the way it's always been done before.**"

"...I used MRAS and in 10 days, had 40 people respond. GSA then went over the report and did a deep dive to identify specific socioeconomic factors. It was very helpful!"

"**I am very satisfied with this process,...I am extremely happy with the results and plan to utilize the services again....I will share this positive experience with other supervisors in my organization and encourage them to utilize these services as well. Great Job!**"

"...the customer utilized the MRAS RFI process to determine their overall acquisition strategy. **The MRAS program has proven to be a value added program!**

BUY.GSA.GOV/MRAS

Contact Us

rfi@research.gsa.gov

www.buy.gsa.gov/MRAS

www.gsa.gov/CSD

User Stories and Case Studies

Dr. Stuart Gittelman, OPM and Stacy Swann, GSA

Ana Eckles, GSA and Chelsey Hayes, GSA

Brandon Boyd, GSA

For more [illegible] visit
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Type of User Stories

1. External User Stories
2. Internal User Stories
3. Innovative Hiring Practices (a mixture of both)

OPM Assisted Acquisition Services for the CDC

- Challenges
  - Identified critical need to improve services to the public suffering from non-infectious diseases which have increased due to the pandemic (e.g., spousal abuse, drug/alcohol abuse, child abuse)
  - Identify acquisition support and human capital expertise
- Actions
  - Analyzed highly complex requirements from multiple components within the non-infectious disease directorate
  - Drafted PWS and assembled acquisition package, including working with all stakeholders including the OSDBU and SBA to allow use of the HCaTS unrestricted IDIQ
- Results
  - Awarded base + 4 option year task order under HCaTS Unrestricted
  - Saved 29% on the cost of services

GSA Helps TSA Outsource their HR Services

Transportation Security Administration used HCaTS to award a $350M contract to outsource their HR services.

- Challenges
  - TSA is the 2nd largest component in DHS with 67k employees
  - Annually, TSA must recruit, hire and manage thousands of new employees
  - TSA needed a turnkey HR solution for seven major service areas
- Actions
  - Utilized MRAS to confirm capacity & capabilities of GSA HCaTS vendors
  - Evaluated using GSA Assisted Acquisition Service
  - Conducted an industry day and released draft RFPs to get vendor feedback
- Results
  - Able to award this large task order in only 6 months from RFP
  - Awarded to a full service HR firm AND received Best in Class credit by using HCaTS

Audience Poll

Organization Hires Experts to Improve Virtual Meetings

- Challenges
  - Remote Workforce
  - COVID causes sudden shift in work routines and environments
  - Lack of experience in fully virtual environment
- Actions
  - MAS used to find and hire experts to teach effective virtual practices
  - Focused on Training, Project teams, Strategic Initiatives, and Problem Solving
- Results:
  - Employee engagement, job satisfaction, great collaboration and team effectiveness
  - Successful and impactful collaboration on all focus areas

Your workforce, regardless of job, requires the right tools to be successful

Winning Workforce in a Hybrid Work Environment

- Challenge
  - Agencies are experiencing longer-term “hybrid” work environments with employees in the office, teleworking and/or permanently remote
- Actions
  - Identify barriers preventing agencies from thriving hybridly
- Results
  - Creating a culture of continuous learning and feedback
  - Leveraging employee experience platforms to improve communication
  - Onboarding new hires to set them up for success
  - Developing a “culture of learning” by offering digital learning tools that blend physical and remote work
  - Offers options for work-life balance which leads to increased productivity
  - The Winning Workforce in a Hybrid Work Environment

Audience Poll

FAS Deploys Innovative Hiring Practices

- Challenge
  - Rapid depletion of GS-1102 staff in our MAS Branch in a matter of months
- Actions
  - Used Direct Hiring Authority (available for GS-1102-11 and above)
  - Coordinated with other GSA Program Offices and Regions to Recruit at various events
  - Real Time Recruiting and Hiring: National Contract Management Association (NCMA) conference in Chicago, IL
- Results
  - Hired 4 GS-1102-11/12 staff members in a matter of weeks from NCMA
  - Hired 11 GS-1102-11/12/13 staff members in a matter of weeks using DHA to target recruitment
  - Decreased standing contracting actions by 35.8% in 6 month period
- What about entry level?
  - Pathways Internship Program (GS-1102-5/7/9)
  - Conversion after:
    - 640 work hours and completion of academic program
    - 320 work hours and completion of academic program with 3.0 GPA or higher with waiver

Audience Poll

For more information, visit:
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End Slide

Thank you for your participation!