



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

February 22, 2024

Memorandum for Chief Human Capital Officers

From: Kiran A. Ahuja
Director

Subject: Release of OPM's Workforce of the Future Playbook

The U.S. Office of Personnel Management (OPM) is the leader of the nation's largest workforce with 2.2 million civilian federal employees. OPM, in partnership with stakeholders, has identified areas that, if strengthened, will provide the foundation for the workforce of the future, enhance agency mission delivery, and position the federal government as a model employer for current and future employees.

OPM previously shared its [vision](#) – a workforce of the future that is inclusive, agile and engaged, with the right skills to enable mission delivery. OPM's strategy involves commitment in five areas – policy and resources, research and evaluation, training and technical assistance, data analytics, and stakeholder engagement.

OPM is excited to announce the release of the attached [Workforce of the Future Playbook](#) to support agencies as they recruit, hire, and build a diverse workforce reflective of the people we serve. OPM has enunciated the specific actions or plays agencies can take, organized based on the three pillars of the vision. Some of the plays are new and some rely on existing authorities and practices that have not been fully utilized but, if implemented, will serve as the foundation for a future that sees improved effectiveness and efficiencies in the Federal Government. Each play in the Playbook includes promising practices from other agencies as well as tools and resources. The Playbook is aligned with OPM's Strategic Plan and advances the Workforce Priority of the President's Management Agenda.

Over the coming months, OPM will host several webinars that will dive deeper into the plays in the Playbook that you can now [register for here](#). I encourage all of your managers and supervisors to attend to learn more from OPM's subject matter experts and hear from agencies who have successfully implemented these efforts. Your feedback, participation, and partnership is critical to the success of this initiative.

In the future, OPM will update the Playbook with new plays and strategies as they are developed on an ongoing basis. Leaders and hiring managers can use appropriate

plays to embrace change and thereby ensure that their organizations are ready, willing, and able to leverage the opportunities change provides. Aligning the recommended initiatives to broader organizational goals and priorities will contribute to a workforce that is well-equipped to meet the needs of the Federal Government and the American public in the years to come.

I look forward to hearing how you use this resource to build and equip the workforce of the future. Please address any questions to workforce@opm.gov.

Attachment: [Workforce of the Future Playbook](#)

CC: Deputy Chief Human Capital Officers, and Human Resources Directors