

Competency Exploration for Development and Readiness (CEDAR) Online Competency Assessment Tool Communications Kit

Program Management Improvement Accountability Act (PMIAA) Launch

A. Introduction

The Communications Kit provides helpful information and materials to support agencies as they prepare to launch and oversee the implementation of CEDAR. The information and templates can be modified to address and meet agency-specific requirements, policies, and processes. Each section includes a description of the email, the purpose of the email, instructions, and suggested timeframes for distribution.

B. What is included in the CEDAR Communications Kit

The following list details the components of this Communications Kit. Each of the components is discussed below in further detail.

1. [Newsletter/Intranet announcement templates](#)
2. [Pre-launch alert e-mail templates](#)
3. [Launch day e-mail templates](#)
4. [Weekly reminder e-mail templates](#)
5. [Assessment pre-closure e-mail templates](#)
6. [Assessment closure email template](#)
7. [Tips for increasing response rates](#)

**Note: All elements that are [highlighted in yellow and in square brackets] should be replaced with agency-specific information, such as agency name, POC/Contact information, agency-specific information, etc. Do not copy, paste, and send the announcements/emails without tailoring them to your agency.*

C. Newsletter/Intranet Announcements

Purpose:	These announcements can be used in newsletters, internal message boards, etc. to let program managers, project managers, and supervisors know about the assessment and/or to remind people to complete their assessment process.
Instructions:	Cut and paste the text into the appropriate communication medium and distribute as needed. The first message can be used prior to launch, and the second can be used during the open assessment period.

	Please tailor the language as necessary for your agency. This communication should not include the URL to the tool. Tailoring the language in the announcements can include information about how these assessments and subsequent training and development opportunities align with your agency’s personnel strategic plan and/or other goals.
When to Distribute:	Before or during the assessment period, depending on which template you are using
Content for E-mail Message:	C.1: Pre-Launch Announcement C.2: Mid-Assessment Announcement

C.1 Pre-Launch Announcement

Attention all Program Managers and Project Managers and their Supervisors!

[Agency Name] is partnering with the Office of Personnel Management (OPM) to participate in a Government-wide competency assessment of all program and project managers. We will be using the Competency Exploration for Development and Readiness (CEDAR) tool, a new online assessment system developed by OPM.

These assessments not only support the requirements of the Program Management Improvement Accountability Act (PMIAA) [Pub. L. No. 114-264](#) and OMB [Memo M-18-19](#), but they also provide individualized results that you can use to explore targeted training and development opportunities. **[Insert info about how this meets agency strategic goals, if applicable.]**

If you are supposed to participate in the assessment process, either as a supervisor or an employee, you should be receiving an email with more information and resources about the launch of this initiative at our agency. Please keep an eye out for that communication.

Feel free to contact **[POC Contact Information]** if you have any questions. We encourage your participation in this important initiative!

C.2 Mid-Assessment Announcement

Hello [Agency Name] Program Managers/Project Managers and Supervisors!

If you are a program manager or project manager who has been identified as a participant in the Government-wide CEDAR competency assessment process in collaboration with OPM, please make sure you complete your part of the assessment by [Insert Closing Date].

Supervisors must initiate the process by registering on the CEDAR site and completing the first part of the assessment. If you are an employee who has received the email indicating that your supervisor has completed their part of the assessment, be sure to log in and complete your self-assessment. You can visit the CEDAR MAX page for more information about registering and completing your part of the assessment by clicking here:

<https://community.max.gov/display/HumanCapital/CEDAR>.

This is a worthwhile valuable tool, and we look forward to having all identified program managers and project managers participate! Please contact [POC Contact Information] if you have any questions.

D. Pre-launch E-mails

Pre-launch emails should be sent to both supervisors and employees who are expected to participate in the competency assessment for the PMIAA. Timing recommendations for sending the emails are included below, but that is ultimately at the discretion of the agency.

Purpose:	This message gives participating employees and supervisors a “heads up” that the CEDAR tool is launching soon and provides information about the PMIAA and the competency assessment process.
Instructions:	Cut and paste the text into an email message and distribute to participating employees and leadership at least one to two (1 -2) weeks prior to the launch of CEDAR. Please tailor the language as necessary for your agency. This communication should not include the URL to the tool. Tailoring the language in the email can include information about how these assessments and subsequent training and development opportunities align with your agency’s personnel strategic plan and/or other goals.

When to Distribute:	At least one week prior to your Agency launching the assessment, but potentially sooner, depending on your preference.
Content for E-mail Message:	D.1: Supervisor email content D.2: Employee email content

D.1 Pre-Launch Email – Supervisors (sent 1-2 weeks ahead of launch date)

To: Supervisors of Program and Project Managers

[Agency Name] recognizes the importance of the work that program and project managers perform in achieving our mission. No matter the specific work or subject area, Federal employees who perform program management and project management duties are vital to our success. We also acknowledge the value of training and development opportunities that aid Federal employees in enhancing their skills and competencies.

[Agency Name] has partnered with the Office of Personnel Management (OPM) to participate in a Government-wide competency assessment of all program and project managers. This partnership supports our efforts to promote development for this workforce while meeting the talent management and development requirements outlined in the Program Management Improvement Accountability Act (PMIAA) [Pub. L. No. 114-264](#) and in OMB [Memo M-18-19](#). The data collected will help determine where and how to focus training and development resources for the P/PM workforce. To meet this requirement and help supervisors and employees discover competency strengths and gaps more effectively, OPM has developed an online competency assessment tool called Competency Exploration for Development and Readiness (CEDAR).

For more information about CEDAR, including what it is and how it operates, you can visit the MAX site by using this link: <https://community.max.gov/display/HumanCapital/CEDAR>.

As someone who supervises one or more program/project managers, you have an important role in not only completing the first part of the assessment process, but encouraging participation among your employees and ensuring that employees access training and development opportunities that are relevant to them and their position based on the assessment results.

The results generated by the CEDAR competency assessment tool are for **developmental purposes only** and will help ensure that we as an agency are building the training and development programs necessary to meet our workforce needs and our agency objectives. [Consider adding information about how this helps meet specific strategic goals for your agency.] You will receive information later about discussing the results with your employees, using the results to identify training and development opportunities, developing an IDP, and other next steps.

FYI: Some supervisors are also considered program managers or project managers, so you may be asked to complete your own self-assessment and should do so when requested.

In the upcoming weeks you will receive additional communications from us related to the launch of CEDAR at [Agency Name]. Please keep in mind the following dates:

- CEDAR Launch Date
- CEDAR Close Date

If you have questions, please contact [POC Contact Information].

Again, we would like to thank you for the work you do and remind you of the important role you play in meeting our mission.

D.2 Pre-Launch Email – Employees (sent one week ahead of launch date)

To: Program Managers and Project Managers

Program and Project Managers play a critical role in advancing the work of our agency. We value your expertise, and we want to support you in continuing to enhance your skills. That is why we are delighted to be partnering with the Office of Personnel Management (OPM) to participate in a Government-wide competency assessment of all program and project managers.

This partnership supports our efforts to promote development for this workforce while meeting the talent management and development requirements outlined in the Program Management Improvement Accountability Act (PMIAA) [Pub. L. No. 114-264](#) and in OMB [Memo M-18-19](#). The data collected will help determine where and how to focus training and development resources for the P/PM workforce. To meet this requirement and help supervisors and employees discover competency strengths and gaps more effectively, OPM has developed an online competency assessment tool called Competency Exploration for Development and Readiness (CEDAR).

[Consider adding information about how this helps meet specific strategic goals for your agency.]

For more information about CEDAR, including what it is and how it operates, you can visit the MAX site by using this link: <https://community.max.gov/display/HumanCapital/CEDAR>.

What to Expect Next?

The assessment will be initiated by your supervisor. Once your supervisor has provided the required information in the online tool, you will receive an email requesting that you complete a self-assessment of your current proficiency level in [key program/project management competencies](#) that have been identified as key for the program and project manager workforce. You will also have an opportunity to choose up to three competencies that you would like to include as “career growth competencies.” A user manual, short step-by-step process

documents, and key training videos will be available on the MAX site linked in the paragraph above to help you navigate the assessment.

Our goal is to have all assessments completed by **[Insert Date]**.

Again, I would like to thank you for the work you do and remind you of the important role you play in meeting our mission.

Sincerely,

[Insert Name]

E. Launch Day Emails

Launch day emails should be sent to supervisors and employees on the day that the assessment is schedule to launch at your agency. Please attach the appropriate process guide to the emails (one for supervisors and one employees). They are included with this Communications Kit. The emails below can be modified at the discretion of the agency, but please note that they contain links to a MAX site where participants can access the overall user manual for CEDAR, as well as some short videos. Agencies are encouraged to keep the MAX site links in their email communication to assist CEDAR users.

Purpose:	This message announces that the CEDAR tool is now available and provides the link for online access. It also provides basic steps about completing the assessment and links to the MAX site, which contains other helpful resources.
Instructions:	Cut and paste the text into an email message and distribute to participating employees. Feel free to tailor the language, as necessary, for your agency; in particular, you may want to refer to any incentives (which are completely optional) your agency is offering to help bolster participation, if applicable.
When to Distribute:	On the first day that CEDAR is available to your Agency, determined during the consultation process with OPM.
Content for E-mail Message:	E.1: Supervisor email content – include “Supervisor Process Document” PDF attachment E.2: Employee email content – include “Employee Process Document” PDF attachment

E.1 Launch Day Email – Supervisor

[Attach Supervisor Process Document]

To: Supervisors of Program and Project Managers
It's time!

Today we are officially launching the Competency Exploration for Development And Readiness (CEDAR) competency assessment tool for program manager and project manager assessments to meet the requirements of the Program Management Improvement Accountability Act (PMIAA) [Pub. L. 114-264](#) as outlined in OMB [Memo M-18-19](#). As a reminder, this assessment is for training and development purposes only. The data collected will help ensure we are using our training resources effectively and efficiently to meet employee needs, close gaps, and support our agency objectives.

Please complete your program and project manager employee assessments by [\[Assessment Close Date\]](#).

Click on the link below to register as a supervisor and begin the assessment for your program/project manager team member(s). Note that you are required to use your Federal government-issued email address to register.

Click here to access CEDAR: <https://cedar.opm.gov>.

Once you log into CEDAR, you will be taken to your supervisor dashboard page. The attached *Supervisor Process Document* provides a step-by-step guide to completing an employee assessment.

You can also visit the CEDAR MAX page, <https://community.max.gov/display/HumanCapital/CEDAR>, for further guidance and resources (user manual, videos, etc.) to help you with the registration process and supervisory role.

If you have specific questions about the assessment, you should contact our Agency POC: [\[POC Contact Information\]](#).

***Please remember that CEDAR is a supervisor-initiated process! You must start the assessment before your employee(s) can take any action.**

E.2 Launch Day Email - Employee

[Attach Employee Process Document]

To: Program Managers and Project Managers

Today we are officially launching the Competency Exploration for Development And Readiness (CEDAR) competency assessment tool for program manager and project manager assessments

to meet the requirements of the Program Management Improvement Accountability Act (PMIAA) [Pub. L. 114-264](#) as outlined in OMB [Memo M-18-19](#). As a reminder, this assessment is for training and development purposes only. The data collected will help ensure we are using our training resources effectively and efficiently to meet employee needs, close gaps, and support our agency objectives.

Although CEDAR is a dual-rater process – meaning both supervisor and employee input are used – **the assessment is initiated by the supervisor**. Therefore, only a supervisor can register on the registration page. Once your supervisor has completed their part of the assessment, you will receive an email with a login link and further information.

If you would like guidance about the employee self-assessment process, you can look at the attached *Employee Process Document* and/or view a short video or other support materials on the CEDAR MAX site: <https://community.max.gov/display/HumanCapital/CEDAR>.

The assessment closing date is: **[Insert Assessment Close Date]**. We will be sending reminder emails to your supervisor to ensure that they are completing the first part of your assessment so that you can complete your self-assessment.

If you have questions about the assessment, you should contact our Agency POC: **[POC Contact Information]**.

F. Weekly Reminder E-mails

The response rate element of these emails is optional and up to the discretion of the agency.

Purpose:	This message reminds individuals to complete the assessment. As you will see in the email template, we suggest that these reminders include your agency’s current response rate compared to your target response rate. This is not mandatory but publicizing the gap between a goal and the current state will often motivate increased participation (you, as a POC, will be able to track your agency’s response rate).
Instructions:	Cut and paste the text into an e-mail message and distribute to participating employees in your agency. Feel free to tailor the language as necessary for your agency; in particular, be sure to update the response rate information (current vs. target) each time you send these communications.
When to Distribute:	Monday (or other identified day, per determination of agency) of each week that your agency is conducting the assessment.
Content for E-mail Message:	F.1: Supervisor email content F.2: Employee email content (consider having supervisors send to employees as a “nudge”)

F.1 Weekly Reminder E-mail – Supervisor

Have you heard the news?

We launched the CEDAR tool to assess program manager and project manager competencies. If you have not already started or completed your employees' assessments, we ask that you take some time to register or log back into the CEDAR tool by selecting this link:

<https://cedar.opm.gov>.

If your employees need to complete their assessments, please nudge them to do so by the closing date listed below. They will also be receiving a reminder email. [NOTE to Agency POC: You can remove this sentence and encourage supervisors to send their employees the reminders directly – you can provide the email language (see below) in an attachment. This should be at the discretion of the agency, depending on internal bet practice.]

Remember, these assessments are part of the statutory requirements of the Program Management Improvement Accountability Act (PMIAA) [Pub. L. 114-264](#). The results of these assessments are valuable to supervisors, employees, and the agency to assist with identifying critical areas for training and development to continue building the skills of our workforce.

[Insert information about meeting agency-specific personnel strategic goals, etc. if relevant.]

The CEDAR tool is available online until the closing date, [Closing Date].

Currently, our response rate is [#]% and our target response rate is [#]%. Please take the time to complete your assessments today!

F.2 Weekly Reminder E-mail – Employee

[NOTE: Consider having the supervisors send this email or just encourage them to “nudge” their employees to complete the assessment. This is at the discretion of the agency, per internal best practice.]

Have you heard the news?

We have launched the CEDAR tool to assess program manager and project manager competencies. If you have not already started or completed your self-assessment (meaning you received an email providing login instructions), we ask that you take some time to log into the CEDAR tool to complete it. If your supervisor has completed the first part of your assessment, please use the email that was generated by the system. If you need to log back into the system to complete a self-assessment you started, use this link: <https://cedar.opm.gov>.

User manuals, step-by-step process documents, and videos to help you complete the assessment can be found here: <https://community.max.gov/display/HumanCapital/CEDAR>.

Remember, these assessments are part of the statutory requirements of the Program Management Improvement Accountability Act (PMIAA) [Pub. L. 114-264](#). The results of these assessments are valuable to supervisors, employees, and the agency to assist with identifying critical areas for training and development to continue building the skills of our workforce. **[Insert information about meeting agency-specific personnel strategic goals, etc. if relevant.]**

The CEDAR tool is available until the closing date, **[Date]**.

Currently, our response rate is **[#]**% and our target response rate is **[#]**%. Please take the time to complete your assessment(s) today!

G. Assessment Pre-Closure Emails

The response rate element of these emails is optional and up to the discretion of the agency.

Purpose:	This message informs individuals in your agency that the time period for administering the CEDAR assessment is coming to a close, and it may serve as another reminder for participants to complete their assessment.
Instructions:	Cut and paste the text below into an e-mail message and distribute to participating employees in your agency. Feel free to tailor the language as necessary for your agency; in particular, be sure to update the response rate information (current vs. target) if you are using that as a motivation factor.
When to Distribute:	The Monday prior to the close of the assessment; this may be sent out a week earlier, if preferred, instead of a typical reminder email.
Content for E-mail Message:	G.1: Supervisor email content G.2: Employee email content (consider having supervisors send to employees as a “nudge”)

G.1 Assessment Pre-Closure Email – Supervisor

Thanks to those of you who have completed your program manager and project manager assessment(s) using the CEDAR tool. The assessment is a great resource to help you identify your employee’s/team’s strengths, as well as areas for improvement. This will help inform IDP creation and help you and your employees, as well as the agency, take advantage of targeted training and development opportunities based on the results.

The survey will only be open for [X] more days. If you have not completed your employee program manager or project manager assessment(s), please do so by [Date]. You can access the CEDAR tool via this link: <https://cedar.opm.gov>.

Currently, our response rate is [#]% and our target response rate is [#]%. Please be sure to complete all assessments soon!

G.2 Assessment Pre-Closure Email - Employee

[NOTE: Consider having the supervisors send this email or just encourage them to “nudge” their employees to complete the assessment. This is at the discretion of the agency, per internal best practice.]

Thanks to those of you who have completed your employee program manager and project manager self-assessment using the CEDAR tool. The assessment is a great resource to help you identify your strengths as well as areas for improvement. This will help inform IDP creation and help you and your employees, as well as the agency, take advantage of targeted training and development opportunities based on the results.

The survey will only be open for [X] more days. If you have not completed your self-assessment for the PMIAA Program/Project Management competency assessment process, please do so by [Date]. You may access the CEDAR tool by clicking on <https://cedar.opm.gov> and using the login information you set up previously.

Currently, our response rate is [#]% and our target response rate is [#]%. Please be sure to complete all assessments soon!

H. Assessment Closure Email – Supervisors and Employees (one email for both)

Purpose:	This message informs those in your agency who should be completing assessments that the CEDAR assessment process has ended and thanks them for their participation.
Instructions:	Cut and paste the text into an e-mail message and distribute to participating employees in your Agency. Please tailor the language as necessary for your Agency. You may or may not wish to update participants with the final response rate information (current vs. target) if you are using that as a motivation factor.
When to Distribute:	The day the assessment period closes, which will be determined during the consultation process with OPM.
Content for E-mail Message:	One email template can be sent to all supervisors and employees who were identified to participate.

To: Supervisors and Program/Project Managers:

Our program manager and project manager competency assessment period has concluded. We appreciate supervisor and employee efforts to complete assessments. This will help us, not only meet statutory requirements, but most importantly, it will provide information that will be valuable for your professional career growth as well as to the agency as we move forward with training and development initiatives.

We will be in touch with further information about discussing the results with your supervisor/employee and identifying targeted training and development opportunities based on the assessment results.

Our final response rate was [#]%. Thank you for participating!

If you have questions about the assessment, you should contact: [POC Contact Information].

I. Tips for Increasing Response Rates

Purpose: This section provides tips and ideas for increasing assessment response rates for the CEDAR competency assessment tool.

Instructions: These tips are provided for informational purposes only and should not be sent out to your workforce. They are found in Section I.

Purpose:	This section provides tips and ideas for increasing assessment response rates for the CEDAR competency assessment tool.
Instructions:	These tips are provided for informational purposes only and should not be sent out to your workforce.
When to Distribute:	Do not distribute. For POC use only.

- Collaborate with your agency's PMIAA working group/task force/steering committee to determine how they can help spread the word to program/project managers and supervisors about the value and importance of completing the assessments.
- Show leadership endorsement – arrange for leaders to speak with the workforce and/or author an email to staff about the importance of completing the survey.
- Ensure supervisors and employees understand how this connects to the strategic goals of the agency, as well as how the results of the assessment can assist them in identifying key training and development opportunities that can be added to their IDP.

- Personal contact with participants – Agency POC can make calls, send personal emails, make announcements in meetings, add information to agency/division/bureau newsletters, etc.
- Post informational announcements on internal communication sites, message boards, intranet, etc.
- Send all reminder messages in Communications Kit. In addition to or in lieu of the reminder emails contained in this Communications Kit, consider getting supervisors to “nudge” their employees to complete their self-assessments.
- Find other opportunities to stress the benefits (e.g., demonstrations, brown bags, team meetings).
- Remind employees that this tool is only being used for developmental purposes, not for performance management (employees may see that there are performance management competencies in the tool and infer that there is a performance management component to the tool; however, this is false). Reinforce that this helps them individually as well as the agency as a whole.
- Set aside a time and day for participants, including supervisors, to complete the assessment.