

Advancing the Strategic Management of Human Capital

The U.S. Environmental Protection Agency (EPA) is now Green in more ways than one. As of the first Quarter of Fiscal Year 2008, EPA has advanced to Green status on the Human Capital scorecard. EPA's demonstrated results in human capital management were further recognized by President Bush when he awarded EPA the President's Quality Award for Overall Management. By linking its Strategic Human Capital Plan ("Investing in Our People II") with agency strategic goals, EPA integrates its human capital strategy and operations with overarching strategic management decisions. EPA uses assessment and accountability tools to identify workforce trends and emerging challenges. Its strategic use of timely workforce data has enabled EPA to meet its talent management targets, including low vacancy rates and attrition.

One key to EPA's success has been the close attention paid by senior leadership and management to its strategic human capital management initiative. EPA's leadership integrates communications and decision making about human capital within the Human Capital Assessment and Accountability Framework (HCAAF). This use of the HCAAF's standards and metrics has given senior leaders a common language and shared strategic goals to work toward in assuring an effective agency workforce.

EPA's success brings the total number of Green agencies to 17.

President's Quality Award Program

When President George W. Bush took office, he promised a Government that would be citizen-centered, results-oriented, and market-based. In December, President Bush recognized five agencies that truly embody this vision by awarding them the Presidential Awards for Management Excellence. The 2007 President's Quality Award Ceremony was held at the National Museum of Women in the Arts.

The award is the highest given to Executive Branch agencies for management excellence and for achieving results based on the President's Management Agenda. The 2007 recipients and their areas of excellence are:

- U.S. Environmental Protection Agency in the area of Overall Management;
- U.S. Department of Health and Human Services in the areas of Competitive Sourcing (two awards);
- U.S. Department of Agriculture in the area of Strategic Management of Human Capital;

- U.S. General Services Administration in the area of Expanded Electronic Government; and
- U.S. Department of Housing and Urban Development in the area of Improved Financial Performance.

Improving Federal Hiring

On November 6, 2007, the Office of Personnel Management, in conjunction with the Partnership for Public Service (PPS), conducted its fifth and final 2007 Call to Serve Federal Agency workshop on Effective Hiring. The workshop, entitled "Fixing the Hiring Process," featured presenters from the Department of Defense (DoD) and the Social Security Administration (SSA) who outlined several innovative strategies for improving their internal hiring processes.

Fred Gluekstein, Director of Human Capital Planning, shared insights on SSA's best practices for attracting and recruiting the best candidates for mission critical positions. DOD co-presenters, Jean Mercer, Department of the Navy, and Anna Miller, Department of the Army, spoke about DOD's success with an automated HR system using Lean Sigma Six.

OPM also unveiled the latest version of its Hiring Toolkit (Version 2.0), which now includes a series of video vignettes of key hiring flexibilities that can be used to bring on top talent quickly. The Hiring Toolkit can be accessed at: <http://www.opm.gov/hiringtoolkit>.

The workshop drew participants from 19 Federal agencies. Currently, OPM is developing a full schedule of 2008 Call to Service Effective Hiring Workshops with input from the PPS and seven other Federal agencies.

Human Capital Management Reports

In December 2007, Federal agencies submitted their 2007 Human Capital Management Reports (HCMR). These reports offer a comprehensive examination of how well human capital programs and accountability systems are functioning within Federal agencies. The reports also offer strategies for correcting/enhancing areas needing improvements.

OPM will review the reports and arrange meetings with agency representatives in March to present its conclusions and recommendations. OPM will also use the agency reports as the basis for a Governmentwide Human Capital Report in spring 2008.

Building Capacity in our Acquisition Workforce

The United States Federal Government is the largest procurer of products and services in the world. Our acquisition workforce is critical in ensuring these

products and services are of high quality and provide excellent value to Federal agencies and taxpayers. The Office of Management and Budget (OMB), the Federal Acquisition Institute (FAI), and OPM have embarked on an aggressive strategy for closing competency gaps and building capacity in the acquisition workforce.

Recently, the acquisition community undertook the 2007 Federal Contracting Competency Survey. The survey assessed the strategic competencies needed in the acquisition field. Using the results of the survey, Federal agencies developed Gap Analysis Reports, outlining key skill areas where gaps exist, and Improvement Plans, outlining strategies for closing those gaps.

Over the next several months, OMB, FAI, and OPM will support agencies in implementing their strategies and will monitor agency progress on closing gaps. Governmentwide training programs will also be developed to further this initiative.

More Information

For more information on how OPM is supporting agencies with their human capital efforts, visit www.opm.gov and click on "Strategic Management of Human Capital." You will find excellent information resources and reports, including the Human Capital Assessment and Accountability Framework (HCAAF) Resource Center. The Resource Center offers practical tools and solutions for improving human capital programs.

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