

A Message from the Director

Strategic Management of Human Capital Fourth Quarter FY 2006 Update

Advancing the Strategic Management of Human Capital

Accelerating Agency Progress

Agencies fulfilled an ambitious schedule of milestones toward the government wide goal of establishing robust systems for strategic human capital management. Achievements include:

- 25 agencies have leadership succession plans in place to assure a pipeline of qualified leaders to fill projected vacancies.
- 25 agencies have developed and operated beta sites for effective performance management systems that link to agency mission and make distinctions in performance.
- 64% of hires are now made within the 45-day hiring model for non-SES positions.
- 25 agencies have identified the competency gaps in their mission critical occupations, and have set targets to close those gaps.

These accomplishments reflect agency and OPM commitment to making the Federal Government the employer of choice, and to ensuring an effective Federal workforce.

Establishing Agency Accountability Systems

A critical component of producing positive human capital (HC) results is a strong HC accountability system to track and measure progress. During FY 2006, agencies strengthened their accountability systems through development of agency policies and HC accountability plans consistent with OPM standards. This includes conducting audits to assess compliance with the merit system principles, laws, and regulations. Through September 30, 2006, OPM reviewed and approved 23 agency systems. In addition, 20 agencies completed audits in FY 2006. The next phase of the process will be for Green Status agencies to prepare and submit reports on their HC results for FY 2006. The first

annual reports will be due no later than December 31, 2006.

Developing Competencies in Human Capital Management

Human Resource Management (HRM) professionals in the Federal Government are vital to helping agencies accomplish their mission. They provide advice, information and support to managers and employees on the range of human capital issues that are key to agency effectiveness. In addition, HRM professionals are a vital part of the recruitment process, a role that is becoming increasingly crucial as the Government faces a large wave of retirements over the next few years.

During the spring and summer of 2006, OPM conducted a competency assessment of HRM professionals in the Government. Fifty (50) percent of HR specialists in the Government completed this assessment. The assessment provided the first comprehensive look at the skills in the Federal HRM workforce. Agencies analyzed the resulting data and, in September, submitted improvement plans to overcome any identified gaps. Over the coming year, OPM and CHCO Council will work with agencies to help close competency gaps in the HRM workforce.

Improving Federal Hiring

Working in partnership with the Chief Human Capital Officers Council, OPM implemented the CHCO Council surveys designed to measure applicant and management satisfaction with the Federal hiring process. Survey respondents reported their level of satisfaction with key aspects of the hiring process, including job vacancy announcements, timely feedback on applicant status, and the quality of certified applicants. Based on survey results, human capital leaders are outlining strategies to address deficiencies in the hiring processes of their agencies.

To assist agencies in this effort, OPM launched the Hiring Makeover Toolkit, an online resource that agencies can use to analyze and modernize their hiring process – from preparation to recruitment through selection and measuring the results. Key features of the toolkit include a soup-to-nuts guide for leading and managing the hiring modernization process, interactive assessment tools that agencies can use to identify chokepoints in their current processes, and case study examples of successful hiring makeovers that agencies have implemented. To experience the unique service the Hiring Makeover Toolkit offers, please visit <http://www.opm.gov/hiringtoolkit/>.

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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November 8, 2006