

HUMAN RESOURCES AS STRATEGIC PARTNER	
KEY ELEMENTS	SUGGESTED PERFORMANCE INDICATORS
<i>The agency's human resources system:</i>	
<ul style="list-style-type: none"> Is proactively involved in the agency strategic and workforce planning efforts 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> The HR staff consults with managers and supervisors across the agency on various management issues. The HR staff provides advice and guidance to managers on human capital strategies tailored to meet organizational needs. The HR staff assesses and anticipates needs of customers (i.e., managers, supervisors, employees, and applicants), develops functions and services to support and fulfill those needs, ensures quality of services, and communicates program requirements to customers. The HR staff involves line functions in program review and/or development and likewise is invited by line functions to organizational meetings and retreats to identify and advise on HR issues. FHCS and/or other surveys or interviews indicate HR staff members are viewed as internal consultants and human capital strategies support the broader agency mission. Policies describe the process and procedures for communicating customer issues, resolving customer dissatisfaction, and handling customer comments. The HR staff measures and communicates the value of products and services it provides through feedback mechanisms. <p><u>Compliance Indicator</u></p> <ul style="list-style-type: none"> As provided by 5 U.S.C. 1103(c), the agency holds managers and human resources officers accountable for efficient and effective human resources management in support of the agency's mission in accordance with merit system principles.

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<p><i>The agency's human resources system:</i></p> <ul style="list-style-type: none"> Includes a staff with the skills and competencies required for partnering with executives and managers in strategic planning 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> The agency conducts HR staff development needs-assessment studies to identify competency gaps. The agency has strategies (e.g., automation, competitive sourcing, recruitment, mentoring, training) in place to close competency gaps in HR staff and to provide managers the advice and tools they need to operate. HR staff conducts program reviews, customer surveys, and regular assessments of information systems and other support functions to identify areas for continuing improvement. Analysis of staffing levels includes considerations such as HR servicing ratio, HR staff distribution by series/grade/pay band, HR staff average grade/pay band, age, length of service, training completed, retirement eligibility, HR supervisory ratio, and ratio of personnel actions to personnel staff.
<ul style="list-style-type: none"> Has a human resource information system with the capacity to provide relevant and reliable data necessary for making fact-based human capital decisions. 	<p><u>Effectiveness Indicator</u></p> <ul style="list-style-type: none"> HR staff partners with managers to: <ul style="list-style-type: none"> Conduct workforce studies and analyze results in collaboration with managers; the data are used for decision making. Use all available functions and features of the agency's current system to facilitate effective agency workforce management (e.g., process and report on personnel transactions, query data) and provide routine reports to managers.

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<i>The agency's human resources system:</i>	
	<ul style="list-style-type: none"> – Participate, as appropriate (i.e., depending on level in organization), in agency and/or OPM initiatives to support the OPM Enterprise Human Resources Integration initiative, which will support HR management across Government. – Participate, as appropriate, in other e-Government initiatives such as e-payroll and Retirement Systems Modernization (RSM). – Use an HR information system that promotes employee self-service and manager access to a broad range of human capital information and indicators.