

Federal Acquisition Institute



ACQUISITION WORKFORCE STRATEGIC HUMAN CAPITAL PLAN MODEL

July 13, 2007



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**7. FY 2007 ACQUISITION WORKFORCE STRATEGIC HUMAN CAPITAL PLAN
PROGRESS REPORT SUMMARY _____ 31**

AGENCY ACQUISITION WORKFORCE PLANNING TEMPLATES _____ 32

Number of employees by series/function 32
Number of employees by gender 32
Number of employees by ethnicity 32
Number of employees by age distribution 32
Number of employees by years of federal service 33
Number of employees by grade distribution 33
Number of employees by academic degrees 33
Number of employees retirement eligible 33
Number of employees certified 34
Number of employees leaving 34
Turnover percentages 34
Number of contractors performing in series/job functions 34

SAMPLED



1. EXECUTIVE SUMMARY

The Acquisition function strives to ensure that it has the right people with the right skill mix to successfully support the mission and objectives of the Agency. The Acquisition Workforce Human Capital Plan addresses the strategic management of the acquisition workforce in the Agency.

The objective of adopting and implementing a Human Capital Plan is to improve the way an organization manages its human capital to ensure that the challenges of the 21st century are met. In partnership with stakeholders, an organization can implement innovative human capital solutions for today's business needs and tomorrow's demands.

The Acquisition Workforce Human Capital Plan was developed using an integrated human capital framework strategically aligned with the other strategic and workforce plans of the Agency. When fully implemented, the Acquisition Workforce Human Capital Plan will enable, motivate and inspire its workforce to assist in meeting the Agency's mission, vision and goals.

The Acquisition Workforce Human Capital Plan is outlined below.

1.1 Strategic Planning and Alignment

- ❑ Strategic Alignment and Human Capital Planning – Ensure that human capital policies and procedures in the Acquisition function are aligned with the Agency's strategic plans and integrated with budgets.
- ❑ Workforce Planning, Competency Development and Deployment – Institutionalize the practice of strategic workforce planning to facilitate informed human capital planning and decision making, and competency development and deployment.
- ❑ Leadership Development and Succession Planning – Ensure leadership continuity and development through succession planning and optimal use of available tools and resources.

1.2 Talent Management

- ❑ Recruiting/Retention/Engagement – Utilize recruiting/retention/ engagement strategies that align with the Agency's Human Capital Plan and successfully attract, retain and engage qualified candidates.
- ❑ Employee Development – Design, implement and improve programs for employee development that are aligned with the Agency's and employees' needs, and result in a high-performing workforce.
- ❑ Employee Relations – Foster an organizational culture that values all employees and provides a motivating, learning environment that encourages communication, high performance, career development and employee involvement.
- ❑ Diversity Management, Equal Employment Opportunity and Civil Rights – Promote and maintain a diverse acquisition workforce and comply with civil rights and Equal Employment Opportunity (EEO) to include consistent education and outreach, to ensure that civil rights are protected, our laws are enforced and discrimination is prevented, and the talents of all workers are utilized effectively.
- ❑ Communications – Inform, educate and share information and ideas about the Agency and the Acquisition function to elicit employee feedback and involvement so all employees are engaged in the planning and execution of the Agency's mission.



1.3 Accountability

- ❑ Performance Management – Institutionalize a comprehensive, strategically aligned performance management system within the Acquisition function that ensures the achievement of individual, unit and organizational goals, and effectively differentiates and rewards high performance.
- ❑ Results Oriented Culture – Focus the Acquisition function on the performance results to be achieved for Agency success.
- ❑ Data and Information Management – Generate, track, monitor and analyze human capital data and metrics for use in human capital planning and program implementation.
- ❑ Knowledge Management – Develop formal Knowledge Management policies and procedures to facilitate information sharing and prevent knowledge flight.

SAMPLE



2. ACQUISITION MANAGEMENT MESSAGE

TBD (Insert Text)

Management
Title
Organizations

SAMPLE



3. THE CHALLENGE

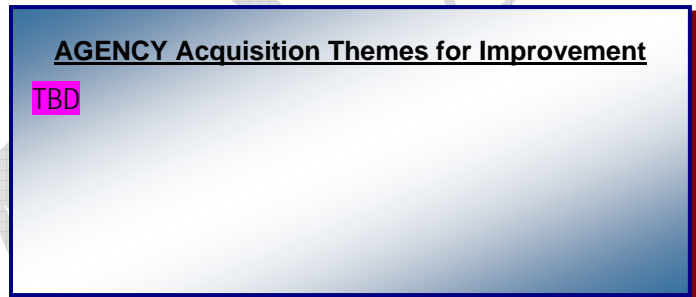
3.1 Strategic Planning Context

3.1.1 Federal Government Performance and Human Capital Requirements

The relatively recent, and increasing, emphasis on maximizing the development and management of human resources grew out of a number of governmentwide mandates, beginning with the Government Performance and Results Act (GPRA) of 1993. GPRA levied the requirement for federal agency strategic plans and annual performance plans. In 2001, the Government Accountability Office (GAO) included management of human capital in its list of “high risk” activities in the federal government. In 2002, the *President’s Management Agenda* further elevated the visibility of human resource stewardship by requiring federal agencies to include a focus on developing and maintaining effective human capital resources in long- and short-term planning.

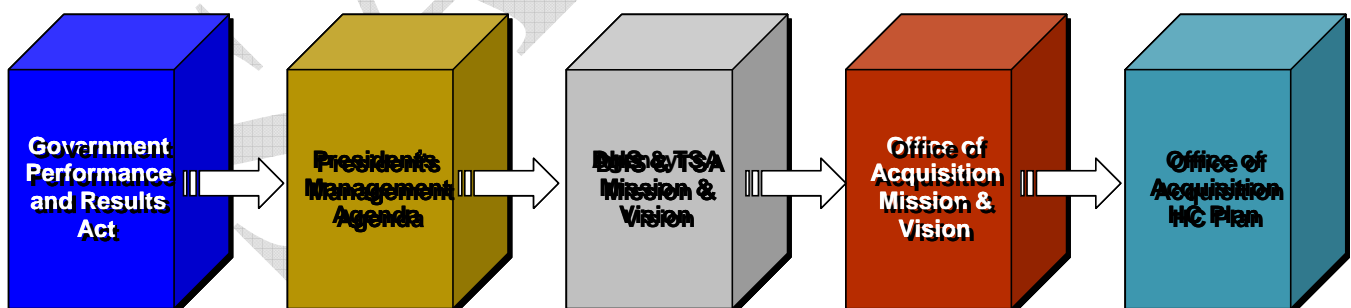
3.1.2 The Agency Mandate

The Agency’s Acquisition Workforce Human Capital Plan provides a broad-based human capital strategy designed to ensure that the Agency’s Acquisition function has the most efficient and effective workforce possible. The Human Capital Plan identifies targeted areas within the Agency’s Acquisition function where Human Capital best practices can be applied so the Agency will have the workforce it needs to meet its mission and goals.



These cascading links of strategic planning and human capital development mandates referenced above are graphically depicted in Figure 3.1.

Figure 3.1 Strategic Planning Linkages

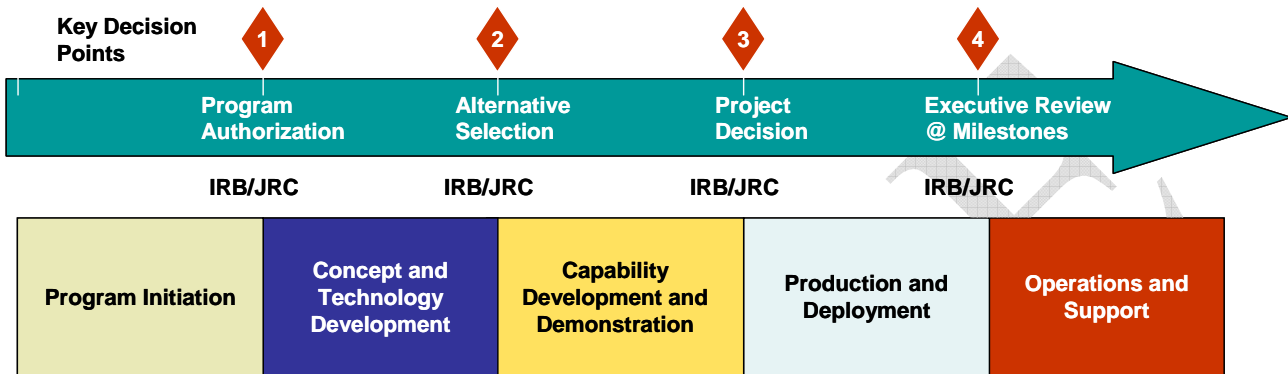


The Agency’s Acquisition Workforce Human Capital Plan was developed with this strategic context in mind. These linkages will reinforce a consistent message regarding the priorities and direction for reforming human capital within the Acquisition function and help the Agency’s Acquisition workforce continue its evolution into a cadre of respected business advisors providing acquisition, contracting and program management expertise in all phases of the acquisition life cycle in support of the Agency mission.



Government mandates provide role definitions, professional responsibilities, guidelines for training and certification requirements for junior, mid-level and senior acquisition professionals. The technical knowledge, skills and abilities required for acquisitions personnel cover the full functionality of the acquisition life cycle (Figure 3.2). Refer to FAI.gov for Competency Models for acquisition professionals.

Figure 3.2 Acquisition Life Cycle



3.2 Acquisition Workforce Overview

The Agency’s Acquisition function serves as a primary source for acquisition expertise within the agency, and is one of xx offices that report to the xx. The Agency’s acquisition workforce employees are responsible for acquisition planning, negotiation, award and management of contracts and agreements worth \$\$\$\$ annually.

The Agency is comprised of different divisions, each with distinct functions:

- Division – Function
- Division – Function
- Division - Function

Within the Agency, the Acquisition Division is organized as follows:

3.2.1 Acquisition Workforce Characteristics

In order to support the activities of the above divisions, and ensure the Agency achieves its mission through strategic acquisition planning, a strong cadre of talented and diverse acquisition employees is required. The following is a statistical snapshot of the Agency’s acquisition workforce:

- The Agency’s acquisition workforce is made up of # staff members; # are federal employees and # are contractor personnel. Currently, there are # additional budgeted vacant positions. Over the past five years, the Agency’s acquisition workforce has these components: (table). More than # percent of the staff across divisions fall into the GS-1102 Contracting Professional series, the program or project management occupations and Contracting Officer’s Technical Representative (COTR).
- The Acquisition staff are composed of these gender and ethnic categories: (five year table by gender and ethnicity)
- The age distribution of the Agency’s acquisition workforce is: (five year table of age categories, mean calculations by year or other factors)



- ❑ The Agency acquisition workforce has an average of # years of federal service. (five year table of service year categories, mean calculations by year or other factors)
- ❑ An estimated # percent of the Agency's acquisition workforce are currently eligible for retirement. (retirement eligibility table with numbers and percentages for 2010, 2015, 2020)
- ❑ More than # percent of the Agency's acquisition workforce fall at or above the # pay band/grade, with the largest proportion of staff (# percent) falling into the # pay band/grade. (five year table of grade distribution)
- ❑ Bachelors' degrees are held by # percent of the Agency's acquisition workforce, with approximately # percent of staff possessing a masters degree or higher. (five year table by degree – AA, BA, MA, PHD)
- ❑ # percent of the Agency's acquisition workforce is certified at one of the Federal Acquisition Certification in Contracting (FAC-C) levels. (table of certifications)
- ❑ Awards were granted to # percent of the Agency's acquisition workforce in FY 2005, with awards ranging from individual days off to \$\$\$ cash awards. Approximately # percent of awardees received \$\$\$ or more. (five year table of award stats)
- ❑ The Agency's acquisition workforce rated itself XXXXX competent in the 2007 Contracting Workforce Competencies Survey. (agency data table of survey results)
- ❑ The Agency's acquisition workforce rated the Agency as a XXXX place to work in the 200X Office of Personnel Management (OPM) Human Capital Survey. (agency data table for acquisition workforce from OPM HC survey)
- ❑ Acquisition Career Management Information System (ACMIS) data indicate that the Agency's acquisition workforce is XXX (table of stats from ACMIS)

For further information on the acquisition workforce in the federal government, refer to Studies and Reports under Guiding Policies and Publications on FAI.gov.

Refer to the Appendix for Workforce Planning Table Samples



4. THE DRIVERS

The Agency's Acquisition Workforce Human Capital Plan must support its most important asset: its people. To do this, it is critical that a regular strategic assessment of the business environment be conducted. A variety of external and internal drivers and challenges have an impact on human capital planning for the acquisition workforce.

4.1 External Drivers and Challenges

- Services Acquisition Reform Act 2003
- Acquisition Advisory Panel recommendations
- Citizen, Congressional and Government Accountability Office interest focused on spending and acquisition practices
- The Chief Human Capital Officers Act of 2002
- The President's Management Agenda
- Office of Personnel Management's Proud to Be workforce goals
- The perception of a limited availability of acquisition professionals in the federal marketplace
- Changes in the acquisition workforce during the 1990s
- Allure of private sector employment and growth of acquisition niche consulting companies and organizations
- Increasing demands for the acquisition workforce to act as business advisors
- Proliferation of regulations and requirements and the increasing complexity of acquisitions
- Exponential growth in acquisitions since 9/11

4.2 Internal Drivers and Challenges

- Develop/maintain an acquisition organization with effective policies and procedures in place
- Increased difficulties in recruiting qualified talent to manage an intense, stressful workload
- Awareness of the need to motivate, recognize and reward high performance
- Recognition of the need to develop employees' general, functional, and leadership competencies through formal career ladders, training, development opportunities, and mentor programs
- Turnover rates
- Retirement eligibility of X% of the workforce in the next decade
- Demographic factors such as smaller contingent entering the workforce
- Other organizational factors such as budget, reorganization, etc.



5. THE SOLUTION

5.1 Human Capital Planning

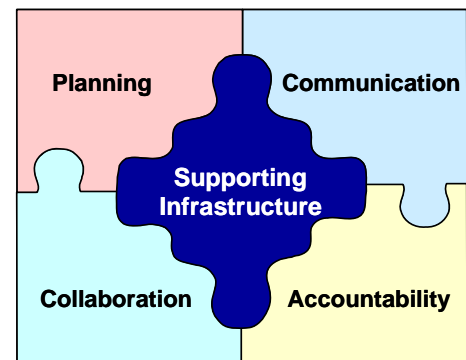
Strategic management of human capital is necessary to ensure that the Agency's human resources are effectively used in support of the Agency's vision and mission. The Agency's Acquisition Workforce Human Capital Plan is intended to be flexible enough to accommodate circumstances not only as they are today, but also as they will unfold in the future. This Human Capital Plan serves as a general roadmap that will enable the Agency to accomplish its human capital goals over the next five years. The Human Capital Plan will be adjusted as progress is made and conditions evolve.

The initial Agency Human Capital Plan was published in 200X. An Acquisition Workforce Human Capital Plan was first established in 200X. It was developed by a team of acquisition and human resource professionals from management to address human capital planning specific to acquisitions. Goals were based on the Office of Personnel Management's Human Capital Assessment and Accountability Framework that defines and operationalizes human capital standards used across the federal government. Human capital best practices were reviewed and incorporated into the plan.

5.2 Supporting Framework

Strategies and policies in four component areas are critical for building and sustaining the human capital effort:

- ❑ *Planning* – The Agency Human Capital Plan is linked to the Agency Strategic Plan and mission. All Agency plans are reviewed on a regular basis and adjusted as needed to ensure continued alignment.
- ❑ *Communication* – The Agency has implemented a communication strategy that ensures all employees understand the Human Capital Plan, and provides regular progress reports on accomplishment of action strategies.
- ❑ *Collaboration* – The Agency fosters an environment of learning, innovation and collaboration regarding human capital efforts. For example, when new human capital programs are designed for the acquisition workforce, employee forums or working groups may be established to build supporting program initiatives.
- ❑ *Accountability* – The Agency measures progress toward achieving human capital goals. Results are used to fine-tune the Human Capital Plan and keep the Agency on track toward goals and results.



5.3 Roles and Responsibilities

To successfully implement the Agency's Acquisition Workforce Human Capital Plan, everyone, from the Assistant Administrator to front-line employees, must be committed to the plan and its goals. Senior leadership will need to communicate its commitment to developing human capital in general and to achieving the specific human capital goals outlined in the Acquisition Workforce Human Capital Plan. In addition, they must provide support by incorporating human capital into their performance plans and ensuring that resources are allocated to the efforts. The Agency's Chief of Staff will take the lead in updating the Agency's Human Capital Plan, facilitating coordination and collaboration among divisions,



developing and implementing the communication strategy, and managing the accountability system. The Agency's Chief Acquisition Officer will work in collaboration with the Agency's Chief of Staff to update the Human Capital Plan. Through communication efforts, acquisition employees should be able to identify their roles in the Human Capital Plan and provide feedback. The following outlines roles and responsibilities in more detail.

5.3.1 Agency Chief of Staff/Senior Management

- Lead human capital implementation efforts; in conjunction with Human Resources, implement human capital strategies and actions
- Lead the effort to develop mechanisms for coordination and collaboration, communication and accountability
- Lead the effort to maintain and update the Agency Human Capital Plan
- Coordinate training and certification for all Agency Acquisition employees

5.3.2 Agency Chief Acquisition Officer

- Maintain commitment to the Acquisition Workforce Human Capital Plan and communicate that commitment
- Ensure that initiatives are linked to the Agency's strategic planning and budget processes
- Communicate acquisition human capital strategy to all acquisition professionals and ensure that it is understood by the Agency
- Provide leadership attention to accountability among Agency management and staff for implementation of the Acquisition Workforce Human Capital Plan
- Ensure resource prioritization and allocation in support of acquisition human capital efforts

5.3.3 Agency Acquisition Career Manager

- Advocate for the acquisition workforce at the department level
- Provide guidance and expertise on complex training and skills requirements
- Serve as liaison and advocate for federal government acquisition programs and initiatives

5.3.4 Human Resource Management

- Provide human resource policy advice and assistance
- Partner with the Agency and the Acquisition function to implement Human Capital Plans

5.3.5 Acquisition Employees

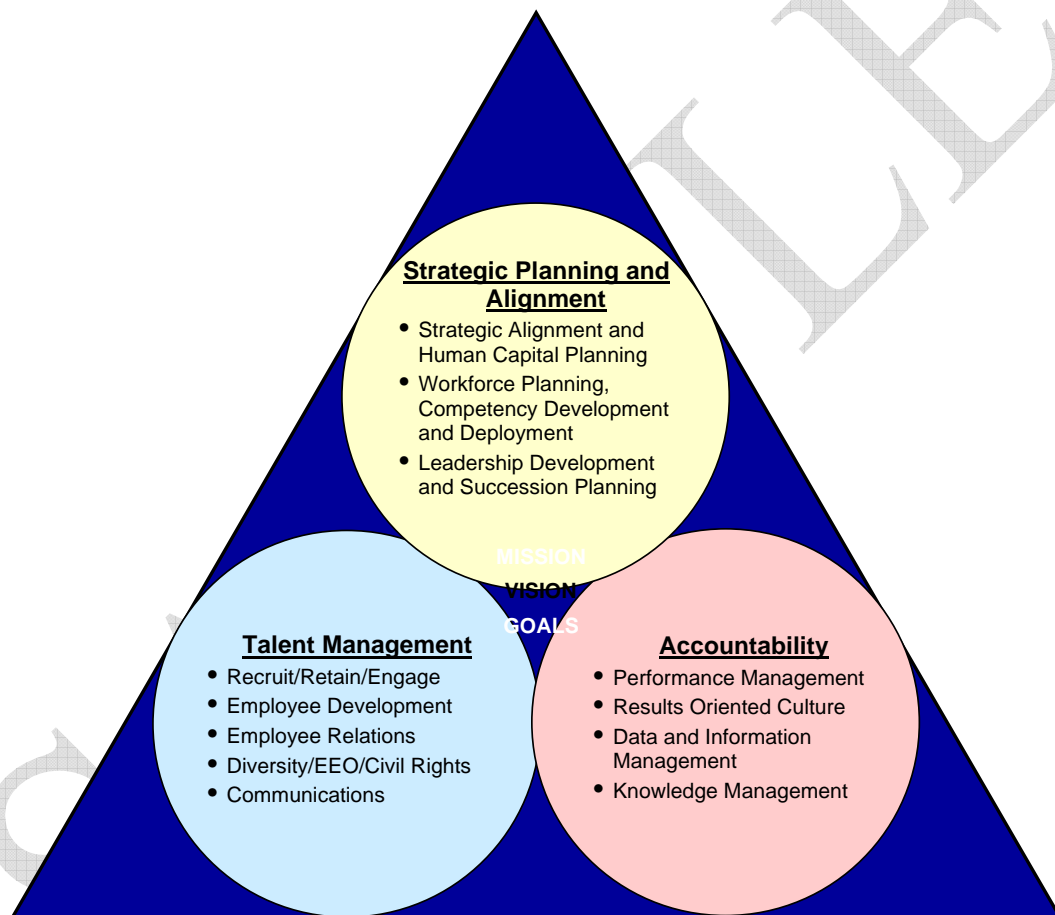
- Initiate and take responsibility for proactively managing personal career and development opportunities
- Provide feedback and share information and knowledge
- Participate in efforts to design human capital programs for the acquisition workforce
- Serve as leaders within the organization to aid the Agency in meeting its mission

6. ACQUISITION WORKFORCE HUMAN CAPITAL PLAN

6.1 Human Capital Framework

The Agency's Acquisition function has created an integrated human capital framework that is strategically aligned with the mission, vision and goals. This framework has three key components: 1) Strategic Planning and Alignment, 2) Talent Management, and 3) Accountability. The framework is set out in Figure 6-1.

Figure 6-1: Acquisition Human Capital Framework



The Acquisition Human Capital Framework is depicted before each element discussion, serving as a legend that references the human capital framework component being addressed. For each element in the Acquisition Workforce Human Capital Plan, the following are presented and discussed:

- Definition of the element and why it is important
- Current initiatives supporting the human capital element
- Improvement goals
- Supporting action strategies



STRATEGIC PLANNING AND ALIGNMENT

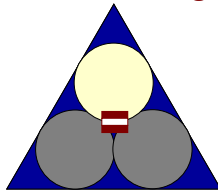
6.2 Strategic Planning and Alignment

A clear and compelling vision of desired outcomes must be communicated throughout the organization, and successful planning is only accomplished in the context of higher-level goals. A vision and plan without strategic alignment results in fragmented unit efforts and erosion of critical resources. The most effective planning efforts are those that align performance activities at all levels

Strategic Planning and Alignment is the first component of the Agency's Acquisition Workforce Human Capital Framework, and is comprised of three key areas:

- Strategic Alignment and Human Capital Planning
- Workforce Planning and Competency Development/Deployment
- Leadership Development and Succession Planning

6.2.1 Strategic Alignment and Human Capital Planning



Strategic Alignment refers to the alignment of the Acquisition Workforce Human Capital Plan with government and the Agency's mission, goals and organizational objectives.

In organizations that successfully align human capital strategy with organizational strategy, members of top management are champions for human capital management, helping to ensure that human capital strategy not only clearly reflects the priorities and needs of the business, but that the human capital strategy is communicated to and understood by the organization.

FY2007 Progress Report

FY2007 Strategic Alignment and Human Capital Planning Goal

Institute, monitor and evaluate human capital policies and procedures so they are aligned with the Agency's strategic plans and integrated with budgets.

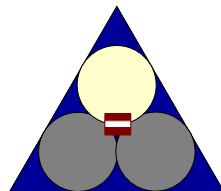
Strategic Alignment and Human Capital Planning Action Strategies

1. Ensure that the Acquisition Workforce Human Capital Plan is used to set priorities for resource allocation, workload distribution and funding requests, within the context of the Agency's strategic plan.
2. Develop and implement a Human Capital Communication Strategy, including a variety of means for information sharing, to ensure stakeholder participation in and understanding of their responsibilities related to the Acquisition Workforce Human Capital Plan.
3. Promote an environment of collaboration across acquisition divisions by holding regular forums for continuous human capital learning, sharing best practices among the divisions, and hosting skill-building workshops in order to build a capacity in all human capital framework areas.
4. Work with key stakeholders to review and update the Acquisition Workforce Human Capital Plan annually.
5. Define the human capital roles, responsibilities, functions and processes specific to the Acquisition function.
6. Complete a formal evaluation of Acquisition human capital strategies on an annual basis.



Action Strategies	Description of Progress	Status
1. Use the Acquisition Workforce Human Capital Plan to set priorities for resource allocation, workload distribution and funding requests within the context of the Agency's Strategic Plan.		
2. Develop a Human Capital Communication Strategy, including a variety of means for information sharing, to ensure stakeholder participation in and understanding of their responsibilities related to the Acquisition Workforce Human Capital Plan.		
3. Promote an environment of collaboration across Acquisition divisions by holding regular forums for continuous human capital learning, sharing best practices among the divisions, and hosting skill-building workshops in order to build a capacity in all human capital framework areas.		
4. Work with key stake-holders to review and update the Acquisition Workforce Human Capital Plan annually.		
5. Define the human capital roles, responsibilities, functions and processes specific to the Acquisition function.		
6. Complete a formal evaluation of Acquisition human capital strategies annually.		

6.2.2 Workforce Planning and Competency Development/Deployment



Long-term organizational success requires the ability to maintain a continuum of competence and a predictable level of skills across the organization over time. Knowing what the right skills are today and predicting what the right skills will be tomorrow, then strategizing to fill skill and competency gaps when and where they exist, is the challenge of workforce planning.

Regular engagement in workforce planning activities enables an organization to successfully address existing and emerging mission requirements. By projecting workforce imbalances and potential skill gaps, organizations can identify employee development and succession planning challenges before they endanger mission accomplishment. Organizations can develop and implement the necessary strategies for hiring, developing and maintaining an effective workforce of federal employees and contractors to ensure success of the mission and achievement of organizational and programmatic goals.

Competency development is a key element of workforce planning. Competencies can best be defined as measurable patterns of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully. Once competencies and target proficiency levels are identified, the organization can determine the status of its current complement of competencies against required ones, identify gaps, and begin to develop strategies to fill gaps and meet existing and emerging requirements.

As customer and mission needs change, as technology enablers grow more sophisticated, and as business process reengineering succeeds in streamlining work processes, required skills and competencies evolve. With changes in competency requirements come changes in the optimal “blend” of the workforce. Workforce planning and competency systems allow organizations to pinpoint development and succession needs, and build capacity to deliver results and sustain performance over time.



FY 2007 Progress Report

FY2007 Workforce Planning and Competency Development/Deployment Goal

Institutionalize the practice of strategic workforce planning to facilitate informed human capital planning and decision making, competency development/deployment.

Workforce Planning and Competency Development/Deployment Action Strategies

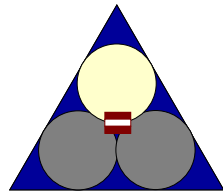
1. Establish a comprehensive model and overall process for acquisition workforce planning that addresses:
 - a. Organization strategic direction
 - b. Best practices and benchmarking analyses
 - c. Competency identification/definition/management
 - d. Projected workforce imbalances and skills gaps
 - e. Workload analysis
 - f. Mission-critical areas
 - g. Competitive sourcing opportunities
 - h. Guidance to managers on how to incorporate forecasted workforce information into their planning
 - i. Evaluation of the role played by contractor personnel in mission delivery
2. Utilize existing Acquisition competency models.
3. Ensure that policies, processes and procedures connected to the acquisition workforce planning and competency models are communicated, understood and implemented as required.
4. Ensure collaboration with and participation by the Agency Acquisition function with Agency Leadership, Human Resources staff and other key stakeholders.
5. Develop an acquisition workforce planning system that enables information retrieval by those inside and outside the Agency.
6. Conduct acquisition workforce planning, update annually, and refine as necessary.
7. Participate in annual acquisition workforce and competency survey; analyze and utilize Agency results in acquisition workforce human capital planning.

Action Strategies	Description of Progress	Status
1. Establish a comprehensive model and overall process for acquisition workforce planning that addresses: <ol style="list-style-type: none"> 1.1. Organization strategic direction 1.2. Best practices and benchmarking analyses 1.3. Competency identification/ definition/management 1.4. Projected workforce imbalances and skills gaps 1.5. Workload analysis 1.6. Mission-critical areas 1.7. Competitive sourcing opportunities 1.8. Guidance to managers on how to incorporate forecasted workforce information into their planning 1.9. Evaluation of the role played by contractor personnel in mission delivery 		
2. Utilize existing Acquisition competency models.		
3. Ensure that policies, processes and procedures connected to the acquisition workforce planning and competency models are communicated, understood and implemented as required.		
4. Ensure collaboration with and participation by the Agency Acquisition function with Agency Leadership, Human Resources staff and other key stakeholders.		



Action Strategies	Description of Progress	Status
5. Develop an acquisition workforce planning system that enables information retrieval by those inside and outside the Agency.		
6. Conduct acquisition workforce planning, update annually, and refine as necessary.		
7. Participate in annual acquisition workforce and competency surveys; analyze and utilize Agency results in acquisition workforce human capital planning.		

6.2.3 Leadership Development and Succession Planning



Leadership development consists of the formal and informal training and professional development programs designed for all management and executive-level employees to assist them in developing the leadership skills and styles required to deal with a variety of situations. Having strong leaders within an organization is an important aspect that can affect organizational performance. Strong leaders motivate others to move the organization in the intended direction.

However, not all leaders must be in managerial positions. Employees can lead their peers and associates, as well as influence those above or below them in an organization’s hierarchy. The implementation of leadership development programs can improve communication and collaboration through the enhancement of a capable cadre of employees who can lead the organization. This cadre of employees will be better positioned to motivate employees and manage information resources and organizational knowledge, thereby improving the performance of individuals and organizations.

In close conjunction with leadership development, succession planning is a dynamic, ongoing process of systematically identifying, assessing and developing leadership talent to contribute to the achievement of future strategic goals. Succession plans are created to anticipate managerial staffing requirements and to develop high-quality employees as professional, managerial and technical personnel to satisfy Agency needs.

FY 2007 Progress Report

FY2007 Leadership Development and Succession Planning Goal

Ensure leadership continuity and talent management through succession planning and optimal use of available tools and resources

Leadership Development and Succession Planning Action Strategies

1. Develop a model to identify within the acquisition workforce: key leadership positions, high potential employees, high performing employees, key knowledge employees and potential coaches and mentors.
2. Identify leadership gaps and leadership competency gaps within the acquisition workforce using acquisition workforce planning data.
3. Develop leadership development programs based on Acquisition-specific leadership competencies and identified gaps.
4. Institute a formal mentoring/executive coaching program within the Acquisition function to develop high potential employees and encourage knowledge transfer from mentors to protégés.
5. Develop an Acquisition policy statement that defines the roles of management, supervisors and employees in succession planning activities.



- 6. Develop methods, within the scope of merit system principles, to identify and develop high potential employees in the acquisition workforce through online learning, classroom instruction, rotational assignments, developmental assignments, mentoring/coaching, etc.
- 7. Develop an Acquisition-wide leadership development and succession planning framework and toolkit, based on best practices that are tied to workforce planning and recruitment strategies.
- 8. Establish a community of practice, internal network groups, and other mechanisms within the Acquisition function to foster knowledge exchange.

Action Strategies	Description of Progress	Status
1. Develop a model to identify within the acquisition workforce: key leadership positions, high potential employees, high performing employees, key knowledge employees and potential coaches and mentors.	Nov. 06 – Developed definitions of categories and put together a spreadsheet for tracking employees in each category. Feb. 07 – Identified employees in each category with help from managers and filled in spreadsheet.	Follow up in Nov. 07 after EPAPs and IDPs are finalized to update spreadsheet and distribute to management for input.
2. Using acquisition workforce planning data, identify leadership gaps and leadership competency gaps within the acquisition workforce.	April 07 – Met with management team to review spreadsheet and discuss gaps and trends. August 07 – Used Competencies Survey data to supplement spreadsheet information in revealing leadership and competency development areas.	Follow up in Nov. 07 with management group to discuss mitigation strategies.
3. Develop leadership development programs based on acquisition specific leadership competencies and identified gaps.		
4. Institute a formal mentoring/ executive coaching program within the Acquisition function to develop high potential employees and encourage knowledge transfer from mentors to protégés.		
5. Develop an Acquisition policy statement that defines the roles of management, supervisors, and employees in succession planning activities.		
6. Develop methods, within the scope of merit system principles, to identify and develop high potential employees in the acquisition workforce through on-line learning, classroom instruction, rotational assignments, developmental assignments, mentoring/coaching, etc.		
7. Develop an Acquisition-wide leadership development and succession planning framework and toolkit, based on best practices that are tied to acquisition workforce planning and recruitment strategies.		



Action Strategies	Description of Progress	Status
8. Establish a community of practice, internal network groups, and other mechanisms within the Acquisition function to foster knowledge exchange.		

Talent Management

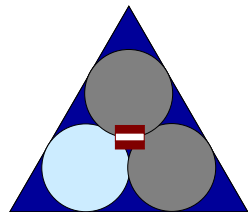
6.3 Talent Management

Talent management is the integration of traditional human resource programs into a systematic process. By integrating and aligning various disparate programs, a comprehensive and coherent system takes shape that manages an Agency’s talent throughout employees’ tenure with the organization.

The elements comprising talent management in the second section of the Acquisition Workforce Human Capital Plan are:

- Recruiting/Retention/Engagement
- Employee Development
- Employee Relations
- Diversity Management, Equal Employment Opportunity, and Civil Rights
- Communications

6.3.1 Recruiting/Retention/Engagement



Recruiting is the way in which an Agency identifies, attracts and hires a workforce with the competencies needed to accomplish the organization’s goals. In what many term as “the war on talent,” organizations need to be aggressive in recruiting and have well-defined recruiting plans and selection systems. The labor market has become increasingly competitive. Agencies must use every available source of candidates to ensure they have a high-quality workforce to deliver their mission. As such, agencies must recruit from the full spectrum of the labor market to be successful. Agencies must also develop compelling brands to differentiate themselves in the candidate marketplace.

The strategic recruiting life cycle comprises the following steps:

1. Develop a Brand – Develop a compelling brand that attracts the appropriate types of candidates and differentiates the Agency from other federal agencies and private sector employers.
2. Determine and Communicate Hiring Needs – Use workforce planning data to identify gaps in the current workforce and communicate those needs to the appropriate stakeholders (e.g., HR, Senior Management, etc.)
3. Develop Marketing Campaign/Search for Candidates – Develop a tailored strategic marketing campaign to search for and recruit candidates. This includes determining appropriate recruiting sources to fill current workforce gaps, competency deficiencies and coming retirements.
4. Market/Recruit/Promote – Market the opportunity to candidates, recruit them to apply, and promote the Agency on an ongoing basis.



5. Evaluation and Selection – Evaluate and screen potential candidates, narrowing the field to those who most closely match the Agency’s needs. Work with candidates to solidify compensation and incentive packages and ensure job offer acceptance.
6. Hire and Orient Employees – Develop and monitor an effective on-boarding process to orient and acclimate new hires.
7. Engagement and Retention – Use a portfolio of alternative strategies to engage new hires and retain employees for the long term.
8. Evaluate Strategy/Program Effectiveness – Monitor and adjust strategies based on results of recruiting efforts

In determining and communicating hiring needs, the Acquisition function has identified a number of gaps in its current workforce, most notably in the 1102 job family. Currently, there are ## staff vacancies are for 1102 positions. Staff indicates that mid-level employees are currently the highest need for the Agency.

FAI is working with the Office of Personnel Management to identify and develop recruiting avenues and tools for contracting professionals. The Agency has identified the need for more 1102s at xx level and is taking xx action to meet these needs.

In FY 2007, the Agency implemented a recruiting strategy and plan that XXXX.

Input from staff indicates that the current hiring and on-boarding process is varied across the Acquisition function, with many new staff members reporting for duty without assigned telephones, computers or workspaces. The Acquisition function does not have a tailored new hire orientation, and also does not assign mentors for new hires. Although steps have been taken to evaluate gaps in the current workforce, the Acquisition function has not formally evaluated the effectiveness of its recruitment strategies and processes.

FY 2007 Progress Report

FY2007 Recruiting/Retention/Engagement Goal

Develop and implement recruiting/retention/engagement strategies that align with the Agency's Human Capital Plan and successfully attract, retain and engage qualified candidates.

Recruiting/Retention/Engagement Action Strategies

1. Develop an Acquisition brand for workforce recruiting.
2. Integrate acquisition workforce planning efforts with recruiting strategies (e.g., identification of staff numbers, competencies, etc.).
3. Implement an Acquisition-specific, targeted marketing campaign to attract qualified and appropriate candidates, differentiating the Acquisition function at the Agency from its competitors in the marketplace.
4. Develop an interviewing/marketing/evaluation plan to ensure that candidates are thoroughly evaluated by Acquisition management, human resources, and staff to verify proper qualification and competency alignment.
5. Train all interviewers in competency and behavior-based interviewing methods.
6. Explore and utilize available recruitment, relocation and retention incentives and special hiring authorities to aid in



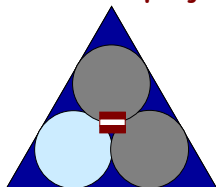
- attracting and retaining acquisition employees.
7. Institute a formal new hire orientation/integration/engagement program for the Acquisition function that provides specific guidance to new employees and ensures a smooth on-boarding process.
 8. Develop a formal mentoring process for new acquisition employees to provide initial guidance upon arrival and to ensure a successful integration into the Agency acquisition workforce.
 9. Develop retention and engagement strategies for each phase of Acquisition employment. Train managers in the use of retention and engagement strategies and measure managers' effectiveness through performance management standards.
 10. Develop a formal recruiting evaluation process to assess the effectiveness of program strategies and elements and adjust recruiting efforts for future years.
 11. Measure Acquisition managers' hiring effectiveness through performance appraisal standards.
 12. Develop a process to link Acquisition recruiting to workforce planning and human capital planning so all plans and processes are updated annually and are in alignment.

Action Strategies	Description of Progress	Status
1. Develop an Acquisition brand for workforce recruiting.	Nov. 06 – Reviewed job sites, other agencies sites, and USAjobs for branding information. Jan. through July 07 – Survey new hires and interns for what drew them to the job. June 07 – Surveyed sample of current employees on what factors drew them to the job and keep them with the Agency. August 07 – Held focus group with select group of employees to develop branding recommendations.	Oct. 07 – Present branding recommendations to management. If approved, work with HR, IT, and managers to incorporate our Acquisition brand into recruiting and communication efforts.
2. Integrate acquisition workforce planning efforts with recruiting strategies (e.g., identification of staff numbers, competencies, etc.).	August 07 – Used Competency Survey data to pinpoint competency needs and discussed with management whether to hire in, train up, or a combination of the two strategies.	Oct. 07 – Present strategies to management for recruiting certain critically needed competencies.
3. Develop an Acquisition-specific, targeting marketing campaign to attract qualified and appropriate candidates, differentiating the Acquisition function from its competitors in the marketplace.		
4. Develop an interviewing/ marketing/evaluation plan to ensure that candidates are thoroughly evaluated by Acquisition management, HR, and staff to verify proper qualification and competency alignment.		
5. Train all interviewers in competency and behavior-based interviewing methods.	July 07 – Identified possible training strategies and resources. August 07 – Presented recommendations for management approval.	Nov. 07 – Hold training sessions.



Action Strategies	Description of Progress	Status
6. Explore and utilize available recruitment, relocation and retention incentives and special hiring authorities to aid in attracting and retaining acquisition employees.	Jan. 07 – Met with HR to review hiring authorities that are available. March 07 – HR met with hiring managers to explain the authorities and their usage.	Follow up with managers and HR each quarter to determine usage and results.
7. Institute a formal new hire orientation/integration/ engagement program within the Acquisition function that provides specific guidance to new employees and ensures a smooth on-boarding process.		
8. Develop a formal mentoring process for new Acquisition employees to provide initial guidance upon arrival and to ensure a successful integration into the Agency acquisition workforce.		
9. Develop retention and engagement strategies for each phase of Acquisition employment. Train managers in the use of retention and engagement strategies and measure managers' effectiveness through performance management standards.		
10. Develop a formal recruiting evaluation process to assess the effectiveness of program strategies and elements and adjust recruiting efforts for future years.		
11. Measure managers' hiring effectiveness through performance appraisal standards.		
12. Develop a process to link recruiting to workforce planning and human capital planning so all plans and processes are updated annually and are in alignment.		

6.3.2 Employee Development



Employee development involves defining the knowledge, skills and behaviors that optimally support Agency goal achievement and mission accomplishment. It encompasses the systems, processes and procedures for ensuring that the organization's workforce has the necessary knowledge, skills, abilities and attitudes to serve the mission of the organization now and into the future.



Employee development should be closely tied to workforce planning and performance management. Workforce planning efforts include the identification of the competencies requisite for specific jobs, specific functions, and specific levels of performance.

In response to the demands involved in the expanded role of acquisition and procurement professionals as business advisors to Agency Program Managers, developmental goals for Acquisition staff should include business knowledge and acumen, quantitative and analytic skills, and customer service orientation.

FY 2007 Progress Report

FY2007 Employee Development Goal

Design, implement and evaluate programs for employee development that are aligned with the Agency's and employees' needs, and result in a future-oriented and high-performing workforce.

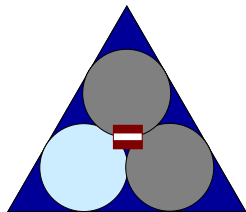
- Employee Development Action Strategies**
1. Using workforce planning data, design a formal training program that focuses on the critical competencies and skills needed by the acquisition workforce.
 2. Utilize various learning tools and methods so that training is available to meet flexible schedules and work arrangements as well as different learning styles and preferences.
 3. Develop and implement a performance support strategy to provide policy guidelines, toolkits and oversight for training and employee development initiatives, ensure linkages to workforce planning and deployment efforts, and provide a central resource for best practices.
 4. Ensure the use of Individual Development Plans (IDPs) for all Acquisition employees. Train managers and employees in the use and administration of IDPs. Evaluate the effectiveness of the IDP program and update as necessary.
 5. Develop formal career ladders for Acquisition staff at all levels.
 6. Utilize the Government Acquisition Management (GAM) Intern Program. Develop Agency intern programs to supplement and complement the GAM Intern Program.
 7. Develop a formal Acquisition Career Management Program.

Action Strategies	Description of Progress	Status
1. Using workforce planning data, design a formal training program that focuses on the critical competencies and skills needed by the acquisition workforce.		
2. Utilize various learning tools and methods so that training is available to meet flexible schedules and work arrangements as well as different learning styles and preferences.		
3. Develop a performance support strategy to provide policy guidelines, toolkits and oversight for training and employee development initiatives, ensure linkages to workforce planning and deployment efforts, and provide a central resource for best practices.		



Action Strategies	Description of Progress	Status
4. Ensure the use of Individual Development Plans for all Acquisition employees. Train managers and employees in the use and administration of IDPs. Evaluate the effectiveness of the IDP program and update as necessary.		
5. Develop formal career ladders for Acquisition staff at all levels.		
6. Utilize the Government Acquisition Management Intern Program. Develop Agency intern programs to supplement and complement the GAM Intern Program.		
7. Develop a formal Acquisition Career Management Program.		

6.3.3 Employee Relations



Employee relations involve the various processes required to develop, implement, administer and perform ongoing evaluation of workplace relations between employer and employee. Employee relations strives to maintain effective relationships and working conditions that balance the employer’s needs with the employees’ rights while supporting the organization’s strategic objectives. Organizational initiatives of past decades, such the family-friendly workplace and employee empowerment and the Agency’s concept of the model workplace, reflect the reality that employers must reduce the schism between employees’ personal lives and work lives, and strive to make jobs and time spent in the workplace meaningful and motivating.

FY 2007 Progress Report

FY2007 Employee Relations Goal

Foster an Agency culture that values all employees and provides a supportive, motivating, learning environment that encourages communication, high performance, career development and employee involvement

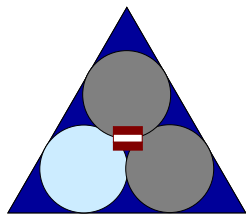
Employee Relations Action Strategies

1. Establish vehicles and venues to foster communication across divisions, and designate an internal communication resource (Ombudsman) to hear and resolve employee issues within the Acquisition function.
2. Regularly conduct employee satisfaction surveys to identify needs/issues and locate pockets of dissatisfaction.
3. Research, develop and evaluate solutions in areas identified in employee satisfaction surveys, including current Agency and federal offerings and human capital best practices.
4. Use OPM Human Capital survey results and FAI best practices to develop and implement programs and tools to motivate Acquisition staff and improve employee morale. Evaluate their effectiveness and make periodic adjustments.
5. Train managers in effective communication techniques, retention strategies and engagement methods.
6. Evaluate managers on their effectiveness in recruiting, mentoring, retaining and engaging their employees.



Action Strategies	Description of Progress	Status
1. Explore vehicles and venues to foster communication across divisions, and designate an internal communication resource (Ombudsman) to hear and resolve employee issues within the Acquisition function.		
2. Regularly conduct employee satisfaction surveys to identify needs/issues (e.g., communication, work/life balance, etc.) and locate pockets of dissatisfaction.		
3. Research, develop and evaluate solutions in areas identified in employee satisfaction surveys, including current Agency and federal offerings and human capital best practices.		
4. Use OPM Human Capital survey results and FAI best practices to develop and implement programs and tools to motivate staff and improve employee morale. Evaluate their effectiveness and make periodic adjustments.		
5. Train managers in effective communication techniques, retention strategies, and engagement methods.		
6. Evaluate managers on their effectiveness in recruiting, mentoring, retaining and engaging their employees.		

6.3.4 Diversity Management, Equal Employment Opportunity, and Civil Rights



Developing and maintaining a diverse workforce is an important goal of any Agency’s Human Capital Plan. Federal regulations promote diversity through civil rights and Equal Employment Opportunity statutes that prohibit the use of race, gender, national origin, religion, age, color, military/veteran status, sexual orientation, marital/family status, political beliefs, parental status, disability status, or protected genetic information in employment decisions. The Agency must comply with every aspect of the nation’s civil rights laws. To do otherwise is simply not acceptable and will not be tolerated. However, mere compliance is not the goal. Organizations that want to be successful in today’s world must recognize and use diversity to their advantage, leveraging the talents of all employees effectively.

Building a diverse workforce allows the Agency to maintain an inclusive work environment and promote the interaction of staff with a broad range of backgrounds and work experience to improve overall organizational performance.

FY 2007 Progress Report

<p align="center"><u>FY2007 Diversity Management, Equal Employment Opportunity, and Civil Rights Goal</u></p> <p>Promote and maintain a diverse acquisition workforce and comply with civil rights and Equal Employment Opportunity, to include consistent education and outreach, to ensure civil rights are protected, laws are enforced, discrimination is prevented, and the talents of all employees are utilized effectively.</p>
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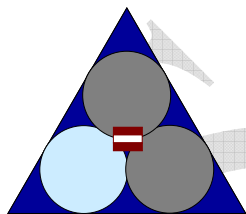


Diversity Management, Equal Employment Opportunity, and Civil Rights Action Strategies

1. Align the acquisition workforce diversity and recruiting strategies with the Agency's overall diversity programs and goals.
2. Using workforce planning data and general metro area population data, target specific groups for Agency and Acquisition diversity outreach efforts.
3. Use OPM Human Capital survey data to identify current diversity groups in the Acquisition function that may be at risk.
4. Actively monitor and evaluate the effectiveness of established diversity policies, goals and strategies within the Acquisition divisions.
5. Train managers and employee to identify, appreciate and utilize employee talents.
6. Develop, implement and evaluate a diversity communications plan.

Action Strategies	Description of Progress	Status
1. Align the Acquisition workforce diversity and recruiting strategies with the Agency's overall diversity programs and goals.		
2. Using workforce planning data and general metro area population data, target specific groups for Agency and Acquisition diversity outreach efforts.		
3. Use OPM Human Capital survey data to identify current diversity groups within the Acquisition function that may be at risk.		
4. Actively monitor and evaluate the effectiveness of established diversity policies, goals and strategies.		
5. Train managers and employees to identify, appreciate, and utilize employee talents.		
6. Develop, implement and evaluate a diversity communications plan.		

6.3.5 Communications



Strategic communication is the cornerstone of effective human capital management. In any work environment, the need to inform others, share information, educate employees, brief management, brainstorm ideas with colleagues, and serve customers is the linchpin in one's toolkit to accomplishing work.

Attitude and climate surveys throughout organizations consistently show that employees want and need an abundance of communication. Keeping the Agency's acquisition workforce up-to-date on emerging issues, changes in regulations, and new policies, processes and procedures is critical.

Ensuring that employees are meeting goals and understanding expectations is a primary communications job of a manager. Gaining employee feedback helps the Agency and Acquisition management stay abreast of the pulse of the organization.

Acquisition employees need well-honed communications skills to serve customers, interpret their requirements, negotiate with vendors, and administer contract terms and conditions.



FY 2007 Progress Report

FY2007 Communications Goal

Inform, educate and share information and ideas about the Agency and elicit employee feedback and involvement so all employees are engaged in the planning and execution of the Agency's mission.

Communication Action Strategies

1. Develop an Acquisition mission statement in concert with the Agency mission statement to be the basis of communications with the acquisition workforce.
2. Coordinate all communications and messages, such as the Acquisition recruitment branding, through a central communications editor/specialist to ensure consistency.
3. Implement a comprehensive communication plan, incorporating a variety of methods and tools - such as newsletters, forums, all hands meetings, wikis, portals, etc. – to keep the Acquisition function well informed and create an open and sharing culture.
4. Conduct an employee attitude/climate survey annually or biannually and supplement the data with focus group participation in order to give Acquisition employees an opportunity to express their views on the management of the Acquisition function within the Agency.

Action Strategies	Description of Progress	Status
1. Develop an Acquisition mission statement in concert with the Agency mission statement to be the basis of communications with the acquisition workforce.		
2. Coordinate all communications and messages, such as the Acquisition recruitment branding, through a central communications editor/specialist to ensure consistency.		
3. Implement a comprehensive communication plan, incorporating a variety of methods and tools to keep the Acquisition function well informed and create an open and sharing culture.		
4. Conduct an employee attitude/climate survey annually or biannually and supplement the data with focus group participation in order to give Acquisition employees an opportunity to express their views on the management of the Acquisition function.		

Accountability

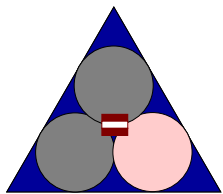
6.4 Accountability

In recent years, the human capital movement has become instrumental in the tracking of hard data and metrics that prove the worth of human capital programs. Formerly considered a cost center and a back office/staff function, human capital has become a top priority of senior management with subsequent emphasis on the performance and productivity gains resulting from the institution of human capital programs.

The elements comprising Accountability in the third and final section of the Acquisition Workforce Human Capital Plan are:

- Performance Management
- Results Oriented Culture
- Data and Information Management
- Knowledge Management

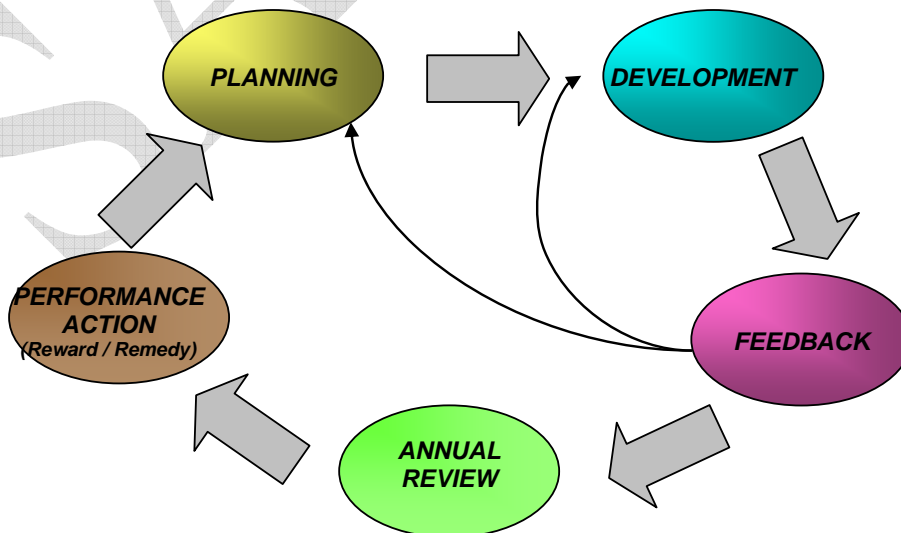
6.4.1 Performance Management



Performance management focuses on how to optimize the contribution that individuals make toward the achievement of their work unit operations, divisional goals, and the Agency’s mission and vision.

Performance management includes several phases, or steps, each dependent upon input from the previous phase to shape its direction. A five-step model for performance management is presented in the following graphic.

Figure 6.4.1 Performance Management Life Cycle





- ❑ **Planning** – Determine requisite knowledge, skills and abilities for high-quality job execution, identify performance elements, set performance standards and measures, and ensure alignment with higher-level organizational goals.
- ❑ **Development** – Describe developmental opportunities (e.g., training, new responsibilities, rotational assignment, etc.) to ensure the employee has the necessary competence to achieve the expected standards.
- ❑ **Feedback** – Provide ongoing performance feedback through formal face-to-face review sessions between the employee and supervisor, and through informal, real-time communication of performance data.
- ❑ **Annual Review** – Summarize the outputs and results of the employee’s work performance over the past year, providing input from customers, suppliers, peers and others as appropriate, and compare results against the elements and standards set during the planning phase.
- ❑ **Performance Action** – Execute appropriate performance actions in light of the employee’s achievements, such as salary increases, bonuses, promotions, etc., to reward high-quality performance, or remedial training, probation status, etc., where performance is not up to standards.

Performance management efforts must be directed at achieving a diverse, results-oriented, high-performing workforce with a performance management system that effectively differentiates between high and low performers and links individual, team and unit performance to Agency goals and objectives.

FY 2007 Progress Report

FY2007 Performance Management Goal

Institutionalize a comprehensive, strategically aligned performance management system within the Acquisition function that ensures the achievement of individual, unit, and Agency goals, and effectively differentiates and rewards high performance.

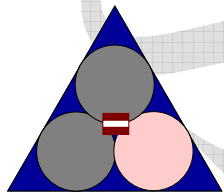
Performance Management Action Strategies

1. Assess the effectiveness of existing performance management practices as they are used in the Acquisition function.
2. Develop and implement a comprehensive performance management system, policies, processes and procedures for the Acquisition function, within the Agency’s framework, that address:
 - a. Organizational vision, strategic direction and goals
 - b. Acquisition function mission and goals
 - c. Performance elements and standards
 - d. A reward system tied to measurable results
3. Ensure that policies, processes and procedures connected to the Agency’s performance management model are communicated, understood and implemented as required.
4. Ensure that Agency and Acquisition leadership and staff, and human resources staff contribute to the design and development of the performance management system.
5. Establish an evaluation process to gauge the effectiveness of the Acquisition function performance management system, program and tools and update them as necessary.
6. Train managers and employees in the effective use of the performance management system, program and tools.
7. Establish measurement tools and processes to measure employee outcomes in line with Acquisition and Agency goals.
8. Measure Acquisition managers’ timeliness and effectiveness in the performance management process.



Action Strategies	Description of Progress	Status
1. Assess the effectiveness of existing performance management practices as they are used within the Acquisition function.		
2. Develop and implement a comprehensive performance management system, policies, processes and procedures for the Acquisition function, within Agency's framework, that address: 2.1 Organizational vision, strategic direction and goals 2.2. Acquisition function mission and goals 2.3. Performance elements and standards 2.4. A reward system tied to measurable results		
3. Ensure that policies, processes and procedures connected to Agency's performance management model are communicated, understood and implemented as required.		
4. Ensure that Agency and Acquisition leadership and staff, and human resources staff contribute to the design and development of the performance management system.		
5. Establish an evaluation process to gauge the effectiveness of the Acquisition function performance management system, program, and tools and update them as necessary.		
6. Train managers and employees in the effective use of the performance management system, program and tools.		
7. Establish measurement tools and processes to measure employee outcomes in line with Agency and Acquisition goals.		
8. Measure Acquisition managers' timeliness and effectiveness in the performance management process.		

6.4.2 Results Oriented Culture



The Agency seeks to operate as a competency-based, performance-driven organization that continually executes its unique and strategically critical mission. This demands a workforce dedicated to the highest levels of professionalism and accomplishment working in a results oriented culture. This means that all employees in the Acquisition function must focus on the outcomes that are to be achieved. These outcomes are outlined in their performance standards which integrate with the goals and objectives of the Agency and the Acquisition division.

FY 2007 Progress Report

FY 2007 Results Oriented Culture Goal

Focus the Acquisition function on the performance results to be achieved for Agency success.

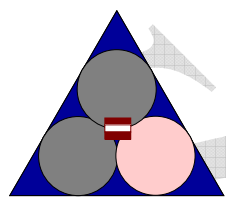


Results-Oriented Culture Action Strategies

1. Educate all Acquisition employees about the performance goals/metrics of the Agency and the Acquisition division.
2. Incorporate objective performance goals/metrics into each employee's performance management plan that are tied back to the performance goals/metrics of the Agency and the Acquisition division.
3. Share progress reports toward achievement of Agency and Acquisition performance goals/metrics on a quarterly basis.
4. Conduct update meetings between managers and Acquisition employees on a quarterly basis to discuss the employee's progress toward his/her achievement of performance goals/metrics and discuss how his/her progress contributed to goals/metrics progress of the Agency and Acquisition division.

Action Strategies	Description of Progress	Status
1. Educate all Acquisition employees about the performance goals/metrics of the Agency and the Acquisition division.		
2. Incorporate objective performance goals/metrics into each employee's performance management plan that are tied back to the performance goals/metrics of the Agency and the Acquisition division.		
3. Share progress reports toward achievement of Agency and Acquisition performance goals/metrics on a quarterly basis.		
4. Conduct update meetings between managers and Acquisition employees on a quarterly basis to discuss the employee's progress toward his/her achievement of performance goals/metrics and discuss how his/her progress contributed to goals/metrics progress of the Agency and Acquisition division.		

6.4.3 Data and Information Management



In order to be a results oriented organization, data and information must be managed in an effective manner so they can be accessed as necessary and used in the strategic planning and operation of the organization.

The Acquisition function may be in a better position to operate as a results oriented organization because of its inherent mission to track expenditures and deliverables and achieve best value for the customer.

FY 2007 Progress Report

FY 2007 Data and Information Management Goal

Generate, track, monitor and analyze human capital data and metrics for use in human capital planning and program implementation.

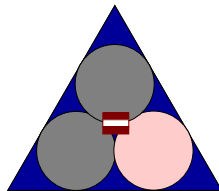


Data and Information Management Action Strategies

1. Determine the human capital metrics that should be tracked for the Acquisition function.
2. Set up a method to generate and track these metrics on at least a quarterly basis.
3. Prepare quarterly reports to Acquisition and Agency management on the human capital metrics being tracked for the Acquisition function.
4. Analyze the human capital metrics for trends at the end of the year and use these analyses in the preparation of the next year's Agency and Acquisition strategic and human capital plans.

Action Strategies	Description of Progress	Status
1. Determine the human capital metrics that should be tracked for the Acquisition function.		
2. Set up a method to generate and track these metrics on at least a quarterly basis.		
3. Prepare quarterly reports to Acquisition and Agency management on the human capital metrics being tracked for the Acquisition function.		
4. Analyze the human capital metrics for trends at the end of the year and use these analyses in the preparation of the next year's Agency and Acquisition strategic and human capital plans.		

6.4.4 Knowledge Management



Knowledge is the composite of skills and know-how that an organization's staff uses to offer products and services and to solve problems. Knowledge Management (KM) is a collaborative and integrated approach to the creation, capture, organization and use of this knowledge or intellectual capital to achieve an Agency's business goals.

An organization's intellectual capital can be defined as either explicit information or tacit knowledge. Explicit information is relatively easy to capture and can be documented in policies, procedures, etc. Tacit knowledge is the undocumented, experiential knowledge generally stored only in an individual's mind that is at greatest risk of "walking out the door" when an employee leaves.

Through the application of Knowledge Management processes, tools and techniques, organizations can better understand and leverage their knowledge and information assets. Effective Knowledge Management prevents staff from having to "recreate the wheel" whenever a task needs to be completed or a new challenge arises. By properly capturing and documenting an organization's explicit and tacit knowledge, new employees can quickly acclimate and become productive members of the workforce.

The Agency and Acquisition function do not currently have any formal Knowledge Management policies or procedures, and are currently facing a number of Knowledge Management related challenges. As almost **XX** percent of the Acquisition employees have less than three years of federal service, there is a pronounced need for documentation and information to assist Acquisition employees in day-to-day operations.



FY 2007 Progress Report

FY2007 Knowledge Management Goal

Implement formal Knowledge Management policies and procedures to facilitate information sharing and prevent knowledge flight.

- Knowledge Management Action Strategies**
1. Document both explicit and tacit knowledge for those positions and those employees or groups of employees in the Acquisition function considered to be most "at risk."
 2. Identify ways to more effectively transfer knowledge that is currently acquired through on-the-job training and through experience from mid/senior level employees to junior employees.
 3. Coordinate knowledge transfer with employee development and succession planning efforts.
 4. Develop methods of knowledge transfer that utilize both personal and technological means.
 5. Incorporate knowledge management goals into performance management standards and Individual Development Plans.

Action Strategies	Description of Progress	Status
1. Document both explicit and tacit knowledge for those positions and those employees or groups of employees in the Acquisition function considered to be most "at risk."	Feb. 07 – Used succession planning spreadsheet to identify "at risk" employees in consultation with managers. April 07 – Encouraged all 1102s to participate in competencies survey. August 07 – Studied data from competencies survey to identify competencies and skills that were "at risk".	Follow up in FY 08 to track employees and skills "at risk".
2. Identify ways to more effectively transfer knowledge that is currently acquired through on-the-job training and through experience from mid/senior level employees to junior employees.	May 07 – Met with group of "at risk" employees to discuss ideas for knowledge transfer. July 07 – Presented recommendations for knowledge transfer to management.	Oct. 07 – Incorporate methods of knowledge transfer into performance management plans and IDPs.
3. Coordinate knowledge transfer with employee development and succession planning efforts.	June 07 – Targeted senior employees as experts/mentors in content areas, processes, or procedures.	FY 08 – Formalize by adding an "Ask the Expert" section to Intranet.
4. Develop methods of knowledge transfer that utilize both personal and technological means.	Nov. 06 – Began including a 15 minute best practice idea session in each all-hands meeting.	FY 08 – Continue at each all-hands meeting and add a "Best Practices" section to Intranet.
5. Incorporate Knowledge Management goals into performance management standards and Individual Development Plans.		Oct. 07 – Incorporate methods of knowledge transfer into performance management plans and IDPs.



**7. FY 2007 ACQUISITION WORKFORCE STRATEGIC
HUMAN CAPITAL PLAN PROGRESS REPORT SUMMARY**

SAMPLE



AGENCY ACQUISITION WORKFORCE PLANNING TEMPLATES

Number of employees by series/function

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
1101						
1102						
1103						
1104						
1105						
1106						
1150						
PPM						
COR/COTR						
Totals						

Number of employees by gender

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
# Male						
% Male						
# Female						
%Female						
Totals						

Number of employees by ethnicity

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
American Indian/Alaska Native						
Asian						
Black						
Latino						
Hawaiian/Pacific Islander						
White						
Unspecified						
Totals						

Number of employees by age distribution

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
< 25						
25-29						
30-34						
35-39						
40-44						
45-49						
50-54						
55+						
Totals						



Number of employees by years of federal service

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
<1						
1-4						
5-9						
10-14						
15-19						
20-24						
25-29						
30+						
Totals						

Number of employees by grade distribution

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
1-3						
4						
5						
6						
7						
8						
9						
11						
12						
13						
14						
15						
Totals						

Number of employees by academic degrees

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
None						
AA						
BA/BS						
MA/MS						
JD/PHD						
Totals						

Number of employees retirement eligible

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
FY 2008						
FY 2009						
FY 2010						
FY 2011						
FY 2012						
FY 2013						
FY 2014						
FY 2015						
Totals						



Number of employees certified

	FY 06	FY 07	FY 08	FY 09	FY 10	Average
FAC-C 1						
FAC-C 2						
FAC-C 3						
DAWIA 1						
DAWIA 2						
DAWIA 3						
PPM						
COR/COTR						
Totals						

Number of employees leaving

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
1101						
1102						
1103						
1104						
1105						
1106						
1150						
PPM						
COR/COTR						
Totals						

Turnover percentages

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
1101						
1102						
1103						
1104						
1105						
1106						
1150						
PPM						
COR/COTR						
Average						

Number of contractors performing in series/job functions

	FY 03	FY 04	FY 05	FY 06	FY 07	Average
1101						
1102						
1103						
1104						
1105						
1106						
1150						
PPM						
COR/COTR						
Totals						