**Recruit, Retain, Motivate, and Deploy a Quality Government Workforce!**



*Designed to Meet the Latest Civil Service Guidelines*

# Human Capital Management

## Certification Program

2004 COURSE CATALOG

The Performance Institute

*Transferring Knowledge to Transform Government*

***The Most Comprehensive Certificate Program on Government Human Resources Management!***

# Become a Human Capital Manager...

The Performance Institute

Dear Government Human Resources Executive:

## Meet New Mandates for Strategic Management of Human Capital in Government

Strategic human capital planning, program performance measures, succession planning, employee relations, employee performance development, competitive sourcing studies, employee performance evaluations…the list goes on and on! Government agencies at all levels are increasingly under pressure to link their human capital strategies to agency mission and goals and report the results to policymakers and the general public. From the President's Management Agenda and the Government Performance and Results Act, to the creation of the Department of Homeland Security and the redesign of the civil service system governing the Defense Department's 700,000 civilian employees... human capital mandates are on the rise.

To help government agencies align human capital strategies with mission, goals and organizational objectives to improve performance and citizen satisfaction, the Performance Institute provides comprehensive education programs through its *Human Capital Management Certification Program*. All courses in this nationally-recognized program are specifically designed to ensure full compliance and successful implementation of ALL human resources management reforms in government.

## Build Strategic Human Capital Plans in Your Agency

As the nation's largest think tank dedicated exclusively to government performance management, the Performance Institute offers agencies proven and powerful solutions for improving government programs. And now, those innovations, techniques and methodologies can be brought in-house to each agency through the *Human Capital Management Certification Program*.

Agency managers emerge from each course with a full understanding of statutes and standards for human resources management-as well as tools and techniques for achieving full compliance. In addition to the training received during the courses, participants in the certification program are asked to select a "demonstration project" within their agency to apply the concepts learned during the program. Finally, to keep participants up to date on the latest changes in management issues, the Institute provides certification recipients a monthly e-newsletter containing updates on federal, state and local management reform initiatives.

## Advance Your Career as a "Human Capital Manager"

A solid foundation in human capital management is crucial to survive and thrive in today's government workplace. By attending one or more of the courses offered in this series, you will hone your skills in recruiting, retaining and evaluating your federal workforce. You will also learn to assess workforce needs based on your agency's strategic plan and project future workforce gaps.

The publicly offered courses are designed to provide interactive training, so space will be limited. Agencies can send staff to attend the publicly offered courses in this catalogue, or bring a customized program in-house for their managers. To register yourself and your team, or to inquire about customized in-house programs, call us today at 703-894-0481 or visit us online at www.performanceweb.org.

Sincerely,

Carl DeMaio

Carl DeMaio
President

**Stay on Top of New Human Capital Mandates through Staff Certification**

# Human Capital Management Certification Program™

**Whether you select one course, a series of courses, or complete the entire program, acquire the skills to manage for results with the only certificate program in human resources management!**

## Comprehensive Coverage of the Latest Workforce Management Mandates and Challenges…

- *Open-Enrollment Training Courses*
- *Customized In-House Training Programs*
- *Agency "Demonstration Projects"*

## …Guaranteed to Drive Change and Develop Your Agency's Workforce




## Course Offerings in Government Human Capital Management

| | HUMAN CAPITAL STANDARDS FOR SUCCESS | | | | | |
|---|---|---|---|---|---|---|
| | Strategic Alignment | Workforce Planning and Deployment | Leadership and Knowledge Management | Results-Oriented Performance Culture | Talent | Accountability |
| **CORE COURSES (TAKE ALL THREE)** | | | | | | |
| STRATEGIC PLANNING | X | X | X | X | X | X |
| DEVELOPING AND USING PERFORMANCE MEASURES | X | X | X | X | X | X |
| STRATEGIC HUMAN CAPITAL PLANNING | X | X | X | X | X | X |
| **ELECTIVE COURSES (TAKE ANY THREE)** | | | | | | |
| EMPLOYEE PERFORMANCE EVALUATIONS | X | X | | X | X | X |
| EMPLOYEE PERFORMANCE DEVELOPMENT | X | X | X | | X | |
| LEADERSHIP AND CHANGE MANAGEMENT | X | X | X | | X | X |
| PROJECT MANAGEMENT | | X | X | | | X |
| EMPLOYEE RELATIONS/ALTERNATE DISPUTE RESOLUTION | | X | | X | | X |
| INTERNAL COMMUNICATIONS | X | | | X | X | X |
| HR'S ROLE IN COMPETITIVE SOURCING | X | X | | X | | X |
| DIVERSITY MANAGEMENT | X | X | | X | X | X |
| RECRUITMENT AND RETENTION | X | X | | X | X | X |
| KNOWLEDGE MANAGEMENT | | X | X | | | |
| SUCCESSION PLANNING | X | X | X | X | X | X |

# Meet the Latest Human Capital Standards for Success

**The Human Capital Management Certification Program provides a complete solution to all major human resources management improvement challenges facing government.**

## STRATEGIC ALIGNMENT

Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

## WORKFORCE PLANNING & DEPLOYMENT

Agency is citizen-centered, delayered and mission-focused, and leverages e-Government and competitive sourcing.

## LEADERSHIP & KNOWLEDGE MANAGEMENT

Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

## RESULTS-ORIENTED PERFORMANCE CULTURE

Agency has a diverse, results-oriented, high performance workforce, and has a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.

## TALENT DEVELOPMENT & MANAGEMENT

Agency has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all.

## ACCOUNTABILITY FOR RESULTS

Agency human capital decisions are guided by a data-driven results-oriented planning and accountability system.




## HOMELAND SECURITY ACT

The legislation creating the Department of Homeland Security allows its top officials wide latitude to design a flexible compensation and human resources management system.

## DEFENSE REAUTHORIZATION ACT

This legislation allows Defense managers to throw out the half-century old General Schedule classification system and replace it with a new pay-for performance system. The Defense Reauthorization Act also allows Defense officials to rewrite the rule governing collective bargaining with agency unions and hire skilled workers more quickly.

## GOVERNMENT PERFORMANCE RESULTS ACT

This statute requires every federal agency to develop a long-term Strategic Plan and annual Performance Plan to guide management and budgeting of federal programs. GPRA also requires the development and inclusion of outcome-oriented performance measures for agency budget requests.

## PRESIDENT'S MANAGEMENT AGENDA

By far the most pressing of the management initiatives, the President's Management Agenda (PMA) defines five major performance management reforms for federal agencies to implement-complete with accountability report cards and standards for success.

- Budget-Performance Integration
- Competitive Sourcing
- Improved Financial Management
- Expanded e-Government
- Strategic Management of Human Capital

*"The strategic management of human capital calls for a transformation in the employment, deployment, development and evaluation of the federal workforce with results in mind."*



**- U.S. FEDERAL GOVERNMENT**
**OFFICE OF PERSONNEL MANAGEMENT**
**DIRECTOR KAY COLES JAMES**

# Benefits of Human Capital Management Certification

**Graduates of the certification program emerge with a command of the statutes, standards and solutions in each management issue area-poised to achieve their personal and organizational goals.**



## Benefits to Government Agencies

### 1. MEET GOVERNMENT HUMAN CAPITAL MANDATES

Ensure full compliance with the myriad statutes, regulations and standards covering human capital management in government.

### 2. DEFINE AND IMPROVE RECRUITMENT RESULTS

Define outcome-orientated recruitment plans and performance measures to focus recruitment activities and expenditures on results.

### 3. IMPROVE MANAGEMENT CAPACITIES INTERNALLY

Ensure your agency and its programs have access to qualified "human capital managers" that can assist with the planning, measurement, management, and budgeting of program activities.

### 4. MANAGE A PERFORMANCE-BASED GOVERNMENT WORKFORCE

Promote a climate of continuous learning and professional growth to facilitate internal advancement.

### 5. ENHANCE THE QUALITY OF LIFE IN THE GOVERNMENT WORKFORCE

Use the latest management reforms to streamline the hiring process and enhance internal agency flexibilities to better-manage work and personal responsibilities.

**Get the right people...**
**with the right skills...**
**in the right position...**
**performing the right function...**
**with the right incentives...**

**to achieve your agency's mission!**



## Benefits to Government Managers

### 1. ADVANCE YOUR CAREER AS A "HUMAN CAPITAL MANAGER"

Acquire the skills and tools that will make you the lead performance management resource for your agency.

### 2. APPLY CONCEPTS IMMEDIATELY TO YOUR WORK

Select a project to work on throughout the certification program, and apply concepts and receive expert feedback as you meet internal project deadlines.

### 3. IMPROVE INDIVIDUAL AND TEAM PERFORMANCE

Enhance your ability to define and improve individual and team performance using the latest management and leadership skills.

### 4. CRAFT A CUSTOMIZED AND FLEXIBLE PROGRAM

Design a learning program that fits your unique needs-selecting from courses offered in a variety of management topic areas and held throughout the year.

### 5. RECEIVE CERTIFICATION AND ACADEMIC CREDIT

Gain recognition as a "Human Capital Manager" through receipt of a formal certification through the Performance Institute, which will actively support your application for academic credit through the institution of your choice.



# How the Program Works

**The Human Capital Management Certification Program allows candidates to customize their learning and extend it beyond the classroom.**

## STEP 1: ENROLL IN THE PROGRAM

Contact the Performance Institute to enroll in one or more classes. (See Registration Page) Please indicate if you intend to pursue full certification.

## STEP 2: TAILOR PROGRAM TO YOUR DESIRED JOB FUNCTION

Review the course catalogue to construct your customized training program. Contact the Performance Institute with questions or to seek advice from our curriculum managers.

## STEP 3: COMPLETE THE CORE COURSES

Schedule and attend the core courses. While it is ideal to take the core courses first, you can attend courses based on your schedule.

## STEP 4: COMPLETE THE ELECTIVE COURSES

Schedule and attend the elective courses in your customized program.

## STEP 5: COMPLETE A "DEMONSTRATION PROJECT"

For full certification, you should select a "demonstration project" that would apply the skills acquired from the courses and would benefit your agency. Participants have the freedom to select any project of their choosing, but have to submit a tangible product that demonstrates their mastery of performance concepts. Submissions are reviewed by expert faculty members from the Institute-with feedback on projects given to each participant.

## STEP 6: RECEIVE YOUR CERTIFICATION

## STEP 7: KEEP UP TO DATE ON MANDATES AND INNOVATIONS

The training process doesn't end with certification. Stay up to date on performance mandates and the latest innovations with the Performance Institute's free research e-newsletters: *Update on the President's Management Agenda*, *State Management Innovations*, and *City and County Management Innovations*.

## TWO SAMPLE PROGRAMS

**Participant 1: HR Manager**



*Elective Courses Completed:*
- Leadership and Change Management
- Succession Planning
- Employee Performance Development

*Demonstration Project:*
Drafted and finalized a succession plan that begins with workforce analysis and ends with performance measurement for agency human capital plan

**Participant 2: Recruiter**



*Elective Courses Completed:*
- Recruitment and Retention
- Diversity Management
- HR's Role in Competitive Sourcing

*Demonstration Project:*
Drafted and finalized a competitive, cost effective and efficient process to acquire and retain a highly creative, productive, educated, and trained workforce

**CORE COURSES**

- Strategic Planning
- Human Capital Planning
- Performance Measurement

**ELECTIVES**
**(Select Any Three Based on Your Career Needs)**

- Course 1
- Course 2
- Course 3

**DEMONSTRATION PROJECT**
**(Selected by You, Reviewed by an Expert)**

**CERTIFICATION COMPLETE**

**KEEP UPDATED**

The Human Capital Management Certification Program contributes to fulfilling the Executive Core Qualifications issued by the Office of Personnel Management:

*Leading Change*
*Leading People*
*Driving Results*
*Acquiring Business Acumen*
*Building Coalitions/Communications*

# In-House and Customized Programs

**Create a customized human capital management training program to meet your agency's specific goals and jump start major management initiatives within your programs.**

Many government agencies have chosen to bring portions of the Human Capital Management Certification Program in house to help drive implementation of specific agency management initiatives.

## ✔ TAILOR TO YOUR UNIQUE NEEDS

The Performance Institute will customize training courses to fit your agency's specific needs. Single courses can be offered, or an entire package of specialized courses.

## ✔ DRAW FROM YOUR OWN PROGRAM CHALLENGES

Instructors will examine agency programs for specific examples to use during each training course. Interactive exercises can employ an actual project or scenario from within the agency.

## ✔ INTEGRATE WITH OTHER INITIATIVES

Training can be the perfect complement to other initiatives being managed by the agency. By aligning training with management policies, change management is bolstered.

## ✔ IMPROVE THE IMPACT OF TRAINING

By customizing your training and aligning the curriculum of each session to the specific needs of the agency, the learning outcomes are dramatically enhanced.

## ✔ MAXIMIZE YOUR TRAINING DOLLARS

In-house training is far more economical than per-person training courses. Moreover, by bringing training to your location, travel expenses are virtually eliminated.



**EXAMPLE ONE**

### AGENCY RECRUITMENT AND RETENTION

Recruitment and Retention
Diversity Management
Performance Measurement
Strategic Human Capital Planning
HR's Role in Competitive Sourcing
Succession Planning

**EXAMPLE TWO**

### AGENCY LAUNCHING HR QUALITY INITIATIVE

Strategic Human Capital Planning
Succession Planning
Recruitment and Retention
Performance Measurement
Employee Performance Evaluations
Leadership and Change Management

**EXAMPLE THREE**

### AGENCY IN MAJOR RESTRUCTURING

Leadership and Change Management
Strategic Planning
Strategic Human Capital Planning
Performance Measurement
Auditing and Improving Performance Information Systems
Employee Performance Development

**EXAMPLE FOUR**

### AGENCY WITH WORKFORCE CHALLENGES

Strategic Human Capital Planning
Employee Performance Development
Employee Performance Evaluations
Leadership and Change Management
Competitive Sourcing (if applicable)

**EXAMPLE FIVE**

### AGENCY WITH LABOR MANAGEMENT CHALLENGES

Strategic Human Capital Planning
Employee Relations/ADR
Diversity Management
Employee Performance Development
Employee Performance Evaluations

**Call Blake Zach at The Performance Institute today at 703-894-0481 to discuss your customized in-house training program.**

# Strategic Planning

Federal, state and local government agencies are increasingly under pressure to develop long-range strategic plans that chart out agency goals on a multi-year year basis. From the Government Performance and Results Act to state and local mandates, agencies are asked to use strategic planning at all levels of the organization to develop goals, refine policies, and manage initiatives. Strategic planning in a governmental context requires a modified approach to traditional strategic planning that mixes statutory requirements with the evolving dynamics of public policy issues faced by government agencies. Acquiring strategic planning skills will aid in your program's ability to define results, manage for results, and communicate with program stakeholders.

## KEY METHODOLOGIES COVERED

This training will focus on developing a performance-based strategic plan by applying the Strategic Management Framework methodology as a template for developing a results-oriented strategic plan for your government programs. This framework is derived from best practices at all levels of government and is compliant with the GPRA strategic planning criteria and OMB guidance.




## MEETS CORE COMPETENCIES FOR

Directors of Strategic Planning, Program Managers, Program Analysts, Budget Officers, Performance Analysts

## HOW YOU WILL BENEFIT

- Align your strategic plan to performance to better meet guidelines established in the PMA and PART
- Assess the readiness and response to change in your organization to meet performance goals
- Implement your performance-based strategic plan in your daily operations to meet desired results

## DATES AND LOCATIONS

*April 1-2, 2004 in Arlington, Virginia (Code: P218)*
*July 8-9, 2004 in Arlington, Virginia (Code: P219)*
*October 14-15, 2004 in Arlington, Virginia (Code: P221)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Strategic Planning Mandates and Trends**
- Government Performance and Results Act (GPRA)
- President's Management Agenda (PMA)
- Strategic planning lessons from the federal, state and local levels

**10:00** **Strategic Planning Framework**
- Instruction on a strategic management framework
- Instruction on Logic Model methodology
- Designing a strategic planning process to solicit internal and external feedback

**1:00** **Defining Mission and Outcome Goals**
- Developing an effective, statute-based mission statement
- Including a vision statement with organizational values and principles
- Establishing outcome goals to drive mission-aligned organizational results

**3:00** **Strategic Issue Analysis**
- Conduct a comprehensive landscape assessment that analyzes issues faced by a government program
- Lead a SWOT analysis and center-of-gravity analysis
- Examine issue research, program evaluations, policy studies and stakeholder input

**4:00** **Adjourn**

*Day Two Agenda*

**9:00** **Defining Strategies for Achieving Results**
- Examine the costs and benefits of strategic alternatives
- Define intermediate outcome impacts on attitudes, behaviors and conditions
- Justify program strategies with policy analysis and organizational assessments

**10:30** **Aligning Program Outputs and Activities to Strategic Plan**
- Cascade outcome goals and strategies to the program level
- Define activities to achieve desired results

**1:00** **CASE STUDY: Strategic Planning Best Practice**
- Examine the strategic planning process and results from an agency example

**2:00** **APPLICATION SESSION: Scenario and Planning Exercise**
- Analyze an issue scenario by applying the SWOT and center-of-gravity assessment models
- Define mission, outcome goals, strategies, outputs and activities
- Decide roll-out of strategic plan to achieve organizational change

**4:00** **Adjourn**



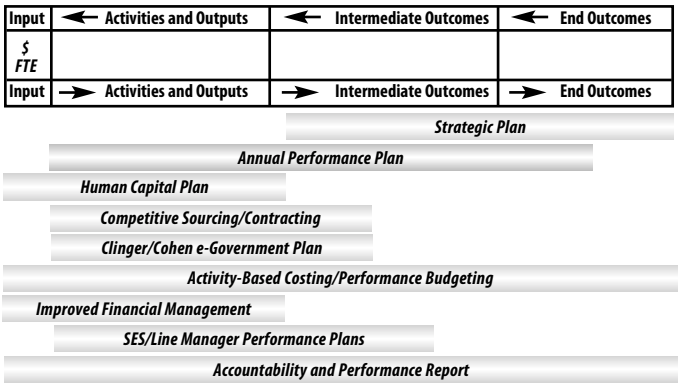
# Developing and Using Performance Measures

As we move closer and closer to a performance-based government, agencies are focusing on establishing measures and performance plans for the myriad programs under their supervision. The increased focus on performance moves hand-in-hand with an important increase in government transparency. One hurdle in this process has been the creation of efficient measures that track and communicate program success and accountability. Through the creation of results-oriented measures, managers can track program success by adhering to a set of measures to drive the outcomes, strategies and outputs of their program.

## KEY METHODOLOGIES COVERED

This training will focus on developing performance goals and measures by applying the Government Performance Logic Model framework as a template for program management. Through the establishment of outcome-oriented performance measures, program managers will be able to communicate and monitor the success of annual and long-term performance goals.

### The Government Performance Logic Model




## MEETS CORE COMPETENCIES FOR

Performance Measurement Staff, GPRA Personnel, Budget Officers, Strategic Plan Directors, Performance and Evaluation Analysis Director

## HOW YOU WILL BENEFIT

- Craft effective performance measures for your mission and cross-cutting functions
- Balance performance measures across all five PMA initiatives
- Implement the Logic Model Framework to manage performance
- Integrate new measures into strategic plan and budget requests for your program

## DATES AND LOCATIONS

*April 15-16, 2004 in Arlington, Virginia (Code: P213)*
*July 19-20, 2004 in Arlington, Virginia (Code: P191)*
*October 6-7, 2004 in Arlington, Virginia (Code: P222)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Performance Measures for Program Success and Efficiency**
- OMB criteria for effective outcome performance measures
- Align output performance measures to program outcome measures
- Use performance measures to monitor and communicate programmatic success

**10:00** **Implementing the Government Performance Logic Model to Develop and Manage Common Performance Measures**
- Establish clearly defined end and intermediate outcomes
- Develop measures to communicate internal and external priorities
- Promote good management by monitoring program performance

**1:00** **SHOW ME THE MEASURES: "Best-in-Class" Outcome Performance Measures using the Logic Model**
- Use the Logic Model and discuss best practice outcome measures
- Discuss end outcomes for specific missions
- Illustrate the links among outcomes, strategies, outputs and inputs

**2:30** **Application Session: Developing Outcome Performance Measures**
- Develop outcome performance measures utilizing Logic Model methodology
- Create clearly defined succinct measures that are the best integrated to the outcome goals established by your program.
- Communicate measures to ensure they cover the program's full life cycle

**3:30** **Developing "Intermediate Outcome" Performance Measures Linked to Program Strategy**
- Assess changes in your organization in order to revise intermediate outcome goals
- Integrate strategies with outcomes to eliminate barriers to improving program performance
- Utilize application assignment to examine particular strategies and objectives for your program

**4:30** **Adjourn**

*Day Two Agenda*

**9:00** **Applying Performance Measures to Intermediate and End Outcomes**
- Manage program goals through the application of performance measures for results and strategies
- Assess the success of your goals and strategies by examining the role your measures play in achieving desired results
- Communicate the effectiveness of model measures for your goals and strategies to ensure repeated success

**11:00** **SHOW ME THE MEASURES: Model Performance Measures for Business Processes and Cost-Efficiencies**
- Examine the efficiency and effectiveness of your organization's business processes
- Develop ideal measures for your organization that can be managed and applied.
- Utilize ratio analysis to study measures to ensure they are providing you with a sound return on investment.

**1:00** **SHOW ME THE MEASURES: Model Performance Measures for Customer Service**
- Streamline your customer service measures
- Ensure all your measures are useful
- Implement methodology

**4:30** **Adjourn**

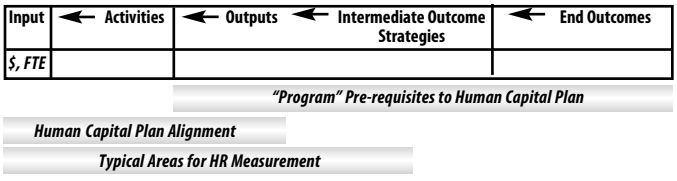
# Strategic Human Capital Planning

Those that say the "Human Capital Crisis" has already been averted are overlooking one crucial detail: half of the civilian workforce will still be eligible to retire in a few months. That fact is still a reality unaffected by the nation's economic state. Developing and implementing a strategic approach to human capital management ensures that agencies human capital policies and systems are aligned with strategic goals and that you will be able to motivate the best and brightest to join public service. The plan will provide a framework for assessing current activities, designing and implementing new programs where needed and monitoring and evaluating activities and outcomes.

## KEY METHODOLOGIES COVERED

This training will focus on developing a performance-based human capital plan by applying the seven-step methodology as a template for developing a results-oriented human capital plan for your government programs. This framework is derived from best practices at all levels of government and is compliant with the OPM standards for success and GAO guidance.

**Building Human Capital Plans**
***Seven Steps Using the Logic Model***




Step 1: Gain Leadership and Stakeholder Involvement
Step 2: Align to Mission, Outcomes, and Intermediate Outcomes
Step 3: Conduct Workforce and Skills Assessment (For Each Program)
Step 4: Define Restructuring and Redeployment Strategies
Step 5: Define Workforce Development Strategies
Step 6: Define Performance Management Strategies
Step 7: Set HR Measures and Targets

## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Staffing Directors, Workforce Analysts, Recruiting Directors, Human Resources Specialists

## HOW YOU WILL BENEFIT

- Develop a framework for strategic recruitment that begins with workforce analysis and ends with effective performance measures
- Assess workforce needs based on your agency's strategic plan and project workforce gaps
- Establish performance goals that ensure successful recruitment and retention

## DATES AND LOCATIONS

*May 17-18, 2004 in Arlington, Virginia (Code: P236)*
*August 23-24 2004 in Arlington, Virginia (Code: P292)*
*November 8-9, 2004 in Arlington, Virginia (Code: P269)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Step One: Project Launch: Managing Senior Leadership and Stakeholder Involvement**
- Solidify senior leadership and stakeholder support for an integrated human capital strategic management process
- Create a team for Human Capital Assessment and Accountability

**9:30** **Step Two: Mission Alignment: Clarifying Mission, Goals and Strategies of the Organization**
- Build a human capital plan using the GPRA Strategic Plan as a base
- Use a Logic Model approach to clarify mission, goals and strategies

**10:30** **Step Three: HR Alignment: Identifying the Role HR can play to Achieve Program Goals**
- Focus on HR contributions to agency performance goals
- Align HR functions to deliver desired performance

**12:45** **Step Four: Workforce Assessment: Building Your Skills Inventory**
- Determine core competencies and workforce profiles needed for optimum agency performance
- Conduct a gap analysis between current and desired state

**1:45** **Step Five: Workforce Development Strategies: Training, Development, Recruitment, and Succession Planning**
- Set recruitment and retention goals for skill areas and management
- Overcome skill gaps with professional development, talent management and knowledge management systems

**2:45** **Step Six: Performance Management Strategies: Creating and Employee Performance Management System**
- Devise employee performance evaluation and reward systems
- Cultivating a performance-based culture in your workforce

**3:30** **Step Seven: HR Performance Measures: Establishing Performance Measures for HR Functions**
- Develop performance measures for HR processes and systems
- Implement performance reporting and accountability systems

**4:15** **Adjourn**

*Day Two Agenda*

**9:00** **Workforce Assessment and Analysis**
- Anticipate how the nature of your agency's work will change and identify future HR requirements
- Assess workforce needs based on your agency's strategic plan and project workforce gaps

**10:45** **Succession Planning and SES Development**
- Create SES development plans that are in alignment with your agency's workforce assessment
- Identify skill gaps caused by retirement, inter agency transfers and predictable employee turnover

**1:00** **Managing and Creating HR Data Systems**
- Reduce the resources, staff time and costs associated with payroll and benefits processing

**2:00** **CASE STUDY: Aligning HR Activities to Agency Mission**
- Set performance expectations for individuals to channel their efforts toward organizational objectives
- Reward employee performance and acknowledge their contribution to the agency's mission

**3:30** **APPLICATION SESSION: Scenario and Planning Exercise**
- Determine how to roll out strategic human capital plans in order to achieve organizational change

**4:15** **Adjourn**

# Employee Performance Evaluations

Your employees' success is often a reflection of your own leadership skills, and it is important to realize that the President's Management Agenda further emphasizes employee success as a vital indication of workforce stability. As a human resource manager, it is of the utmost importance to recognize employee potential and transform those employees into the leaders of tomorrow. As a manger you must provide quality service to internal customers (employees), before you can expect quality service to be delivered to external customers. Learn techniques that will make preparing performance evaluations fast and easy, and will result in an evaluation that is a true reflection of the employee's job performance.

## KEY METHODOLOGIES COVERED

This training will focus on developing employee performance evaluations that are in alignment with the Office of Personnel Management's Civil Service Regulations. It will look at best practices from all levels of government focusing on the Department of Defense and the Department of Homeland Security.

**Four Quadrants for Balancing Employee Evaluations**

| | |
|---|---|
| Innovations and Efficiencies | Workplace Excellence |
| Program Results | Customer Service |

## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Employee Development Directors, Employee Development Specialists, Training Managers, Staffing Directors

## HOW YOU WILL BENEFIT

- Improve employee performance by implementing an effective system of accountability
- Channel employee strengths into office success through employee performance plans
- Compensate for the forthcoming wave of federal retirees

## DATES AND LOCATIONS

*July 26-27, 2004 in Arlington, Virginia (Code: P225)*
*September 15-16, 2004 in Arlington, Virginia (Code: P226)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00 Employee Performance Evaluation Mandates and Trends**
- Overview of OPM regulations on conducting employee performance evaluations
- Update on legislation and administration initiatives on performance evaluations
- Briefing on rules and regulations for assessing and correcting employee performance deficiencies

**10:00 Employee Performance Evaluation Framework**
- Performance evaluation best practices and lessons from federal, state and local levels
- Introduction on Logic Model methodology
- Strategies for aligning individual employees to program performance

**1:00 Establishing Effective Employee Evaluations Policies and Procedures**
- Create a working group and internal capacity for employee performance plans
- Develop polices and procedures for an executive resource board

**3:00 Creating Goals and Measures for Individual Employees**
- Develop your employees measures of success: common and individual performance standards
- Facilitate manager and employee involvement in determining goals and measures for employee performance plans

**4:00 Adjourn**

*Day Two Agenda*

**9:00 Aligning Employee Evaluations to Management Initiatives**
- Link employee performance goals to professional development
- Manage and correct employee performance to deliver desired performance

**10:00 Implementing Employee Performance Plans**
- Develop strategies for effectively administering training and development programs
- Align training initiatives with goals set forth in your strategic plan

**1:00 Rating Employees, Recognizing Achievement and Providing Feedback**
- Establish rules, regulations and processes for employee evaluation and feedback
- Facilitate manager/employee participation and dialogue
- Develop a methodology for individual employee performance evaluations

**3:00 Addressing Poor Performance**
- Assist employee and supervisor in identifying future performance goals and objectives
- Communicate expectations and correct performance problems
- Collect and analyze performance information

**4:00 Adjourn**



# Employee Performance Development

Government agencies have long sought to recognize, reward and retain outstanding employees, but the civil service system has made that extremely difficult to accomplish. New mandates currently exist that allow government managers more flexibility to reward employees, but agencies may not use the higher pay caps unless OPM and the Office of Management and Budget certify that their executive performance plans make "meaningful distinctions based on relative performance." Acquire the skills necessary to further emphasize employee success and transform those employees into the leaders of tomorrow.

## KEY METHODOLOGIES COVERED

This training will focus on developing performance-based employee performance plans by applying OPM core competencies as a template for developing results-oriented employee performance development plans. This framework is derived from best practices at all levels of government and is compliant with Merit Systems Protection Board.

### Human Capital Standards from the Office of Personnel Management

1. Strategic Alignment
2. Workforce Planning and Deployment
3. Leadership and Knowledge Management
4. Results-Oriented Performance Culture
5. Talent
6. Accountability

## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Outsourcing Specialists, Labor Relations, ADR Specialists, Personnel/Employee Services

## HOW YOU WILL BENEFIT

- Align employee development plans with agency human capital and strategic plans
- Ensure that meaningful distinctions are made between outstanding and adequate employees
- Set effective goals and allocate their human capital and other resources to meet their goals

## DATES AND LOCATIONS

*July 28-29, 2004 in Arlington, Virginia (Code: P242)*

**COURSE LEVEL:** Advanced
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00 Performance Development Mandates and Trends**
- Progress on the Presidents Management Agenda (PMA)
- Updates on the Homeland Security Act
- Performance evaluation best practices and lessons learned from federal, state and local levels

**10:00 Adopt a "Performance-based" Approach to Employee Development**
- Align your employee development plan with agency strategic plans
- Build employee development plans that reinforce the requirements of the human capital plan to achieve mission results
- Use workforce analysis results to keep plans aligned and targeted

**1:00 Developing the Plan**
- Develop a performance measurement system using the Logic Model as a framework
- Align individual plans to the organization's performance measurement system
- Focus on the performance results of the organization to build a better product

**3:00 Federal Case Study: Competency Model**
- How to maintain a highly skilled, energized, and empowered workforce that is focused on results
- Identify approaches to change workforce behavior

**4:00 Adjourn**

*Day Two Agenda*

**9:00 Monitoring, Counseling and Coaching Employees**
- Serve as a basis for professional development opportunities
- Encourage and improve communication between employee and supervisor
- Assist employee and supervisor in identifying future performance goals and objectives

**1:00 Discussing Performance Improvement**
- Establish what improvements are needed and the timeframe for achievement
- Identify potential solutions to performance problems
- Develop a performance improvement plan
- Obtain employee's commitment to the plan

**2:00 Communicating Your Plan: Explaining the Value of Employee Development Programs**
- Create an infrastructure that facilitates open communication among all employee ranks
- Communicate the plan frequently and consistently throughout the organization
- Perform six-month and year-end evaluations
- Promote continuous improvement of communication systems and processes

**4:00 Adjourn**



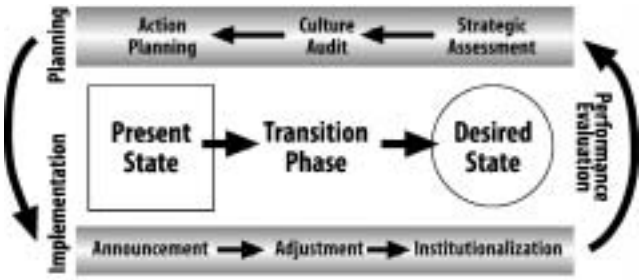
# Leadership and Change Management

In a changing world, government agencies know that it takes more than good management and technology to succeed. The key to success today is to mobilize your people, to have a shared vision and responsibility, and to act quickly and vigorously to gain and sustain a competitive edge. Capabilities in leadership and change management are the essential skills that a successful manager must possess. The primary goal of this program is to provide concepts, understanding and tools to lead and engage your entire organization in planning and implementing change. Explore factors contributing to your leadership effectiveness and understand your leadership style and characteristics.

## KEY METHODOLOGIES COVERED

This training will focus on developing leadership strategies and measures by applying OPM's Executive Core Leadership qualification as a template for leading change in government. Through the establishment of a six-step framework, government managers will be able to drive performance and accountability through their organization.

### Planning & Managing Change




## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Training Managers, Staffing Directors, Diversity Managers, Human Resources Specialists, Program Managers

## HOW YOU WILL BENEFIT

- Understand how to cultivate and build upon leadership
- Assess organizational culture to ensure readiness for adoption of new performance plans
- Manage the process of change in your organization

## DATES AND LOCATIONS

*April 13-14, 2004 in Arlington, Virginia (Code: P232)*
*June 30-July 1, 2004 in Arlington, Virginia (Code: P233)*

**COURSE LEVEL:** Beginner
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095



## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Step One: Leading Change**
- Identify and integrate key issues affecting the organization
- Exercise leadership and motivate managers to incorporate vision
- Be open to change and new information

**10:00** **Step Two: Leading People**
- Inspire, motivate and guide others in goal attainment
- Develop an effective performance management system
- Implement a cultural diversity program

**11:00** **Step Three: Results-Driven**
- Understand linkage between administrative competencies and mission needs
- Formulate strategic program plans that assess program feasibility
- Set program standards

**1:00** **Step Four: Business Acumen**
- Assess staffing needs based on organizational goals
- Establish the use of internal controls for financial systems
- Integrate and coordinate logistical operations

**2:00** **Step Five: Building Coalitions**
- Develop and enhance alliances with external groups
- Establish and maintain working relationships with internal organizational units

**3:00** **Step Six: Communication**
- Facilitate an open exchange of ideas
- Develop a plan to reflect the position and work of the organization in a clear, convincing and organized manner

**4:00** **Adjourn**

*Day Two Agenda*

**9:00** **Managing Change in Government**
- Frameworks required to manage change in your organization
- Understand organizational culture and acceptance for change

**10:00** **Assessing Internal and External Resistance to Change**
- Assess need for change by examining stages of transformation
- Evaluate risk and assess the critical elements of change
- Ensure your organization can sustain change by building individual resilience

**11:00** **Developing Change Management Strategies: Gauging Initiatives for Individuals, Teams and the Organization**
- Establish a strategy for overall investment in change initiatives
- Determine the potential and the speed of change
- Ensure a positive change process to allow future change initiatives

**1:00** **Role of Effective Internal and External Communication in Leading Change**
- Examine how to best communicate change management initiatives to your internal workforce, to external stakeholders and to taxpayers

**2:00** **Assessing Organizational Response and Performance: Ongoing Assessment of Decision-Making and the Change Initiatives**
- Establish quarterly reviews to re-assess performance measures and the execution of the strategic plan
- Continue constant internal and external communication to deliver key messages concerning project implementation

**3:00** **CASE STUDY: Developing Change Leaders**
- Learn how to use leadership development programs to counter the loss of institutional knowledge and identify future leaders

**4:00** **Adjourn**

# Project Management

Government programs of all types, both at the federal and state levels, are being held accountable for their performance and streamlined allocation of funds and resources in these fiscally tight times, all the way down to the project management level. Within even well-managed organizations, there is often a lack of coordination between the work that has to be done and the resources needed to do it, and there are almost always critical time constraints on the results as well. At this event, you will walk through a performance framework for project management and learn how to turn those metrics into a roadmap for effective performance-based management.

## KEY METHODOLOGIES COVERED

This training will give managers the tools necessary to assess and develop effective plans and blueprints for managing multiple projects. One of the most essential aspects of any project management is having the time, the technical performance, and the allocated resource information planned out to mitigate risk and track overall project performance.




## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Government Project and Program Managers, Performance Management Staff, Program Analysts

## HOW YOU WILL BENEFIT

- Explore project management methodologies that can increase your project's performance
- Develop performance measures and strategies for project management
- Establish indicators and evaluation techniques for your project

## DATES AND LOCATIONS

*May 6-7, 2004 in Arlington, Virginia (Code: P238)*
*August 30-31, 2004 in Arlington, Virginia (Code: P241)*

**COURSE LEVEL:** Beginner
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Overview of Project Management Mandates and Methodologies**
- Overview of federal, state and local trends
- Update on the Budget and Enforcement Act of 1990
- News about OMB Circulars

**10:00** **Step 1: Define Project Goals**
- Select the level of staffing, resources, and management support required
- Assemble a project team and gain commitment on project objectives

**11:00** **Step 2: Assess Implementation Obstacles**
- Estimate time and costs and present a project plan to team members and stakeholders
- Conduct a thorough risk assessment

**1:00** **Step 2 Continued: Overcome Implementation Obstacles**
- Diagnose employee resistance and create a successful action plan
- Discover critical techniques for anticipating and managing reaction

**2:30** **Step 3: Determine Project Activities**
- Develop project objectives, clarify the scope and develop the project requirements

**4:00** **Adjourn**

*Day Two Agenda*

**9:00** **Step 4: Define Schedules and Milestones**
- Build a network of achievements
- Assign tasks to individuals within the work breakdown structure

**10:00** **Step 5: Determine Resources for Projects**
- Lay out clear assignments for your team and a foundation for tracking actual results
- Win management support and obtain necessary resources

**11:00** **Step 6: Execute and Manage Projects**
- Develop an effective schedule for the project within the availability constraints of your team members
- Monitor, document, and report project progress and problems

**1:00** **Step 7: Measure and Evaluate Project Performance**
- Develop performance measures aligned to program results
- Deal with project uncertainties and handle the risk of performance management

**2:00** **Case Study: Project Management Techniques**
- Learn tips from the trenches for completing a project effectively, on time, and within budget

**3:00** **Effective Communications throughout the Project Life Cycle**
- Develop meaningful relationships with stakeholders and management
- Develop practical strategies for integrating technology into your project management plan

**4:00** **Adjourn**

*"The Office of Management and Budget promises to pull the plug on projects that lack good project management strategies….projects submitted in September for funding in the 2005 budget will be scrapped unless they stay within 10 percent of budget, schedule and performance, and are assigned a qualified project manager."*

**- FEDERAL TIMES (12/1/03)**

# Employee Relations/Alternate Dispute Resolution

In an ever-changing environment of organizational conflicts, budget limitations and an increased need for mediation in the workplace, the need for you to effectively measure the performance of your alternative dispute resolution program is crucial to current and continued success within your agency. Evaluating and measuring the performance of your agency's initiative can be challenging; but it is a must in order to get to green on the PMA. Establishing these performance measures for your agency's ADR program is crucial to stay aligned with the PMA.

## KEY METHODOLOGIES COVERED

This training will focus on developing a results-orientated alternative dispute program in your agency by applying both the Administrative Dispute Resolution Act of 1996 and the Administrative Dispute Resolution Act of 1998 to your agency's human capital plans. It will explain how to comply with Merit Systems Protection Board requirements and how to target organizational challenges that pose a constant need for improvement within your agency.

**Employee Relations**

| | |
|---|---|
| Employee Moral Programs | Resolution of Manager-Employee Disputes |
| Employee Union Contract Negotiations | Internal Communication |

## MEETS CORE COMPETENCIES FOR

Human Resource Personnel, ADR Specialists, Personnel/Employee Services, EEO Specialists and Mediators

## HOW YOU WILL BENEFIT

- Prevent conflict from escalating into costly legal disputes
- Identify internal and external factors affecting your program goals and objectives
- Develop a conflict management system

## DATES AND LOCATIONS

*July 6-7, 2004 in Arlington, Virginia (Code: P267)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00 Alternative Dispute Resolution Mandates and Trends**
- Administrative Dispute Resolution Act of 1996
- Administrative Dispute Resolution Act of 1998
- Presidents Management Agenda (PMA)

**10:00 Labor Relations Responsibilities**
- Improve labor/management relations
- Develop relational policies that help your agency achieve its mission
- Increase employee moral: reward and recognize employee performance

**12:45 Employee Involvement and Empowerment**
- Gain employee "buy-in" by building a culture based on employee involvement and participation
- Create changes in roles and responsibilities to increase moral
- Increase retention, commitment, productivity, and profitability of your agency

**1:00 Building a Communications Network with Your Employees**
- Develop a structured plan for communicating key messages; implementing a plan and measuring results
- Utilize strategic communications to address employee concerns
- Measure and track employee "buy in" of key messages

**3:00 CASE STUDY: ADR Best Practices**
- Examine ADR best practices and results from a federal agency
- Target your agency's organizational challenges and development

**4:00 Adjourn**

*Day Two Agenda*

**9:00 Alternative Dispute Resolution Approaches and Techniques**
- Identify workforce and regulatory trends resulting in formal employee complaints
- Prevent conflict from escalating into costly legal disputes
- Identify internal and external factors affecting your programs goals and objectives

**11:00 Resolve Manager-Employee Disputes Effectively**
- Effectively use mediation as a vehicle to improve relations
- Reduce time lost to unnecessarily conflicts

**1:00 Redeploying, Counseling and Assisting Displaced Employees**
- Consider the effects of a reduction in force
- Know the legal rights of employees during a workforce reduction
- Implement strategies to compensate or redeploy displaced employees

**3:00 APPLICATION SESSION: Assess Your Agency's ADR Program**
- Ensure your program is having a positive effect on your organization and your agency culture
- Align your agency's goals and organizational objectives with agency budget

**4:00 Adjourn**

*"I believe that cooperation between labor and management can enhance effectiveness and efficiency, cut down the number of employment-related disputes, and improve working conditions, all of which contribute to the kind of performance and results sought by the President."*

**- OPM DIRECTOR KAY COLES JAMES**

# Internal Communications

Human resource professionals are often called upon to participate in the development of a communications process for conveying information to agency employees. Struggling to get the right messages across, dealing with employees' concerns and finding ways to empower line managers are just some of the communication issues that face organizations during major change. This training will address internal communications and change management strategies within your agency. Learn how to effectively link departments within your agency and to incorporate change management into your internal communications plans. You will be equipped with the knowledge and the tools to develop a strategic internal communications plan that guarantees employee support and understanding of your organizations goals and missions.

## KEY METHODOLOGIES COVERED

This training will focus on linking the outcomes of your integrated internal communications plan into your agencies human capital plan using a six-step results-oriented methodology targeted to guarantee employee support and to get your message heard. This methodology is a template for defining program goals and establishing performance measures for communication functions.

### Perception and Judgment Styles

| Thinker | Intuitor |
|---|---|
| • Logic and Reason<br>• The "Right" Answer<br>• Methodological<br>• How?<br>• Realities | • Theory, Concepts and Ideas<br>• Vision and Big Picture<br>• Experimental/Creative<br>• Why?<br>• Possibilities |
| **Sensor** | **Feeler** |
| • Action NOW!<br>• Results & Outcomes!<br>• Practical<br>• What and When?<br>• Urgencies | • Emotion<br>• Human Impact<br>• Sympathetic<br>• Who?<br>• Individual Needs |

= Perception Plane  = Judgment Plane

## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Human Resource Specialists, Employee Relations, Training Directors, Personnel/Employee Services, Public Information Officers, Public Affairs, Public Relations

## HOW YOU WILL BENEFIT

- Develop a systematic plan that carefully addresses internal project needs
- Create awareness, understanding, and acceptance by internal audiences
- Implement best practices to provide a basis for positive change, improved understanding and heightened creditability

## DATES AND LOCATIONS

*August 2-3, 2004 in Arlington, Virginia (Code: P265)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Step One: Defining Program Goals: Linking the Outcomes of Your Integrated Communications Plan to Your Agency's Overall Strategic Plan**
- Implement an internal communications plan that contributes in measurable ways to the organizational mission and goals
- Promote employee morale and enhance organizational performance

**10:30** **Step Two: Aligning Communications to Program Goals: Evaluate the Relationship between Communications Strategies and the Desired End Outcomes**
- Create awareness understanding and acceptance by internal audiences
- Develop a systematic plan that carefully addresses internal project needs
- Diagnose employee resistance and create a successful change management plan

**12:45** **Step Three: Culture Assessment: Identifying the Common Culture of Your Agency's Workforce**
- Identify the values, principals, procedures and behaviors needed to achieve your agency's mission
- Brand your organization in order to guarantee employee support and understanding of your organizations goals and missions

**2:15** **Step Four: Communication Performance Measures: Establish Performance Measures for Communication Functions**
- Ensure that all communications support the strategic direction of the agency
- Identify and measure precisely what communications is adding to the bottom line
- Track the effectiveness of your internal communication strategies

**3:00** **Step Five: Communication Development: Analyze the Values of Your Employees and Develop Value-Based Messages**
- Take into account the "Seven Stages of Coming to Public Judgment" to resonate with your employees
- Develop a message that stands out in an over-saturated workplace environment

**4:00** **Adjourn**

*Day Two Agenda*

**9:00** **Step Six: Message Deployment: Integrating Technology into Agency Internal Communication Plans**
- Compose and craft effective emails and memos to reach your internal audience and advance your agency's agenda
- Develop an intranet system that is effective, easily managed and accessible to all audiences

**10:30** **CASE STUDY: Launching an Internal Plan that Resonates with Employees**
- Examine an internal branding campaign and the results from a federal agency

**12:45** **CASE STUDY: Internal Communication Planning Best Practice**
- Examine internal communication planning and results from a federal agency

**2:00** **Change Management: Developing the Plan**
- Understand change and its effect on people and the organization
- Discover techniques for anticipating and managing employee reactions to change
- Identify communication tools to overcome change barriers

**4:00** **Adjourn**

# Diversity Management

Across government agencies, HR departments are realizing that a diverse workforce is not merely a plus-it is absolutely mandatory in order for an agency to be successful. As a human resource specialist in the federal government, you are responsible for complying with stringent new federal mandates while simultaneously preparing your agency to cope with the looming wave of federal retirees. Most employers know that they should focus on developing a more diverse workforce, what they don't know is how to develop a diversity strategy that works. At this training you will develop practical strategies to building and maintaining a diverse workforce.

## KEY METHODOLOGIES COVERED

This training will focus on developing a diversity recruitment strategy that begins with workforce analysis and ends with recruitment measurement. It will use OPM criteria to target under-represented groups and to build and maintain a diverse workforce.

**Diversity Management**

| | |
|---|---|
| Hiring and Recruitment | Compliance Reporting |
| Retention and Development | Dispute Resolution |

## MEETS CORE COMPETENCIES FOR

Recruiters, Staffing Directors, Diversity Managers, EEO Specialists, Human Resource Personnel

## HOW YOU WILL BENEFIT

- Comply with federal legislation for safe and fair recruitment
- Sustain an EEO compliant workforce that focuses on performance and behavior to achieve agency mission
- Promote workforce diversity and implement a recruitment strategy to recruit and retain minorities

## DATES AND LOCATIONS

*October 26-27, 2004 in Arlington, Virginia (Code: P304)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Diversity Management Mandates and Trends**
- Civil Rights Act of 1964
- President's Management Agenda (PMA)
- Strategic Planning Lessons from Federal, State and Local Levels

**10:00** **Building and Maintaining a Diverse Workforce**
- Develop a human capital plan that includes diversity recruitment initiatives
- Determine long term and short term diversity recruitment goals
- Develop linkages with local communities and organizations, universities and national organizations

**1:00** **Recruitment of a Diverse Workforce**
- Implement a recruitment strategy to recruit, retain women, disabled and minorities

**2:00** **Comply with Federal Legislation for Safe and Fair Recruitment**
- Ensure your agency knows the latest civil right laws and affirmative employment programs

**3:00** **Sustain an EEO Complaint Workforce**
- Create a work environment that focuses on performance and behavior to achieve the agency mission

**4:00** **Adjourn**

*Day Two Agenda*

**9:00** **Retaining Diverse Workforce**
- Develop a retention strategy that attracts individuals with many different skill sets

**10:00** **Measuring Your Diversity Initiatives**
- Build a comprehensive and results-driven recruitment process

**11:00** **Federal Case Study: Recruiting African-Americans**
- Implement outreach efforts and recruitment programs that attract and inform African Americans

**1:00** **Federal Case Study: Recruiting People with Disabilities**
- Develop strategies on making a career with the federal government more attractive to disabled persons

**2:00** **Writing and Targeting Effective Vacancy Announcements for Diversity Success**
- Hire the best and brightest candidates for the position
- Attract a more diverse and talented applicant base

**4:00** **Adjourn**

*"By 2050, the U.S. population is expected to increase by 50 percent and minority groups will make up nearly half of the population. Immigration will account for almost two-thirds of the nation's population growth. The population of older Americans is expected to more than double. One-quarter of all Americans will be of Hispanic origin. Almost one in ten Americans will be of Asian or Pacific Islander descent. And more women and people with disabilities will be on the job."*

**- U.S. OFFICE OF PERSONNEL MANAGEMENT**

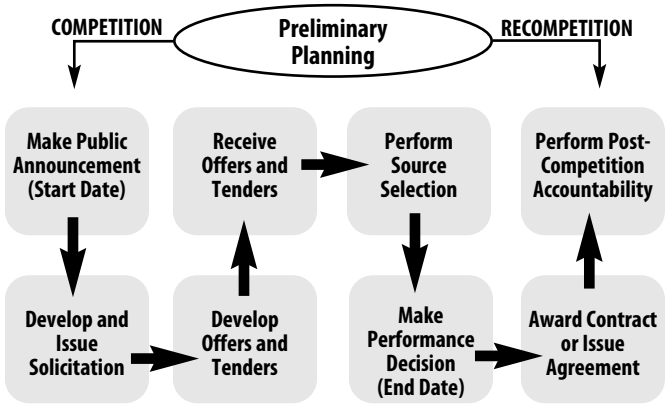
# HR's Role in Competitive Sourcing

The federal government's rules for competitive sourcing changed drastically this year. The new rules defined under OMB Circular A-76 are thoroughly changing the role human resources managers will play in future public-private competitions and direct conversion outsourcing. The changes - combined with the competition targets and outsourcing initiatives defined in the President's Management Agenda - will require all federal agencies to more actively implement a comprehensive program for regularly competing their commercial activities. Learn how to solve the human capital crisis by utilizing competitive sourcing.

## KEY METHODOLOGIES COVERED

This training will focus on meeting new requirements for competitive sourcing called for by the revised OMB Circular A-76, including the role of the agency Human Resource Advisor. It will explain how to meet MEO requirements and the roles and responsibilities of the HRA.

**The Standard Competition Process**




## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Outsourcing Specialists, Labor Relations, Alternate Dispute Resolution/Mediation Specialists, Personnel/Employee Services

## HOW YOU WILL BENEFIT

- Understand the latest revisions to OMB Circular A-76 and how they will affect human resource management
- Establish guidelines for evaluating staff requirements for Most Efficient Organizations (MEO's)
- Develop strategies for managing the effects of competitive sourcing, including the potential for displaced employees

## DATES AND LOCATIONS

*November 30-31, 2004 in Arlington, Virginia (Code: P275)*

**COURSE LEVEL:** Advanced
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00 Understanding the New Provisions of OMB Circular A-76 and How they Relate to HR**
- Presidents Management Agenda (PMA)
- Linking together two core PMA goals: the Strategic Management of Human Capital and Competitive Sourcing
- Discover the A-76 process and its profound effect on HR

**10:00 Role of the Human Resource Advisor**
- HRA responsibilities
- HRA's role in employee and labor relations requirements
- HRA's role in meeting MEO team requirements

**1:00 Assessing MEO Staff Requirements**
- Understand the role of the MEO in preserving government employee jobs
- Identify mission-critical skills and competencies for the MEO
- Understand standards and regulations for writing position descriptions for MEO's
- Follow the seven-step framework for human capital planning

**4:00 Adjourn**

*Day Two Agenda*

**9:00 Crafting Your MEO**
- Organize a team to meet requirements of the Performance Work Statement
- Identify organizational structures and operational procedures
- Assess staff requirements and write position descriptions

**10:00 Building a Communications Network with Your Employees**
- Develop a leadership plan for communicating with the workforce
- Utilize strategic communications to address employee concerns
- Measure and track employee "buy-in" of key messages

**1:00 CASE STUDY: Competitive Sourcing Best Practice**
- Examine a best practices in successfully developing and implementing a most efficient organization in government

**2:00 Reduction in Force**
- RIF planning
- Learn the legal rights of employees when reduction occurs
- Learn how to assist displaced employees
- Implement strategies to compensate or redeploy displaced employees

**4:00 Adjourn**

### Human Resources Planning Components in Competitive Sourcing:

*• Agency activities need to be identified as either core or non-core.*
*• Once managers identify core competencies, they should build up in-house capacity and talent.*
*• Managers also have to know the current status of the workforce.*
*• The next logical step is to understand what the workforce will need to look like in the future.*
*• Managers also need to understand where talent is located geographically.*

# Recruitment and Retention

Federal agencies have traditionally engaged in a "spray and pray" approach to recruiting staff, wherein the age-old practice of filling empty seats has been the focus of recruitment and hiring initiatives. As a human resources specialist in the federal government, it is your responsibility to comply with stringent new federal mandates while simultaneously preparing your agency to cope with the looming wave of federal retirees. Indeed, successful recruitment in government boils down to a complex formula: get the right people…in the right position…at the right time…with the right skills…to perform the right role…to achieve the agency's mission. That's a lot of "rights" to get right. In this training you will develop a framework for strategic recruitment that begins with workforce analysis and ends with effective performance measures.

## KEY METHODOLOGIES COVERED

This training will focus on getting the right people, in the right position, at the right time, with the right skills, to perform the right role, to achieve the agency's mission. From the catalog of agency success these proven 10 innovative practices will equip you with the tools necessary to stimulate more effective recruitment planning and measurement in your agency.

### Ten Innovative Practices for Designing, Implementing, and Measuring Recruitment Initiatives in Government

1. Adopt a Truly " Performance-based" Approach to Human Capital Planning
2. Promote Government Service through Effective Branding and Marketing of Agency "Mission"
3. Streamline Hiring Processes and Create "Quality of Life" Flexibilities
4. Design Tailored Strategies to Recruit Specific Skill Sets
5. Provide for Market-based and Performance-based Pay in Government
6. Use Internships, Fellowship and Alternative Staffing Solutions
7. Cultivate Leadership through Candidate Development and Executive Evaluations
8. Promote Workforce Diversity
9. Outsource some Recruitment Activities
10. Measure Recruitment Success

## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Recruiters, Staffing Directors, Workforce Analysts, EEO Specialists

## HOW YOU WILL BENEFIT

- Implement a performance-based human capital plan by identifying workforce requirements and skill gaps
- Develop strategies for effective branding, outreach and marketing of agency mission
- Simplify the hiring process and cut out bureaucratic red tape

## DATES AND LOCATIONS

*August 5-6, 2004 in Arlington, Virginia (Code: P287)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Adopting a Truly "Performance-Based" Approach to Human Capital Planning**
- Develop a recruitment strategy that is in alignment with agency mission and goals
- Integrate outcome goals and strategies into human capital plans
- Use a Logic Model approach to clarify mission, goals and strategies

**11:00** **Promoting Government Service through Effective Branding and Marketing of Agency "Mission"**
- Design a comprehensive brand that represents the image that the agency wants to project
- Appeal to employees need for an exciting and fulfilling work experience

**1:00** **Streamlining Hiring Processes and Creating "Quality of Life Flexibilities"**
- Streamline the recruitment and hiring process to meet workforce-planning goals
- Utilize office technologies and develop an automated recruitment and hiring process

**2:00** **Designing Tailored Strategies to Recruit Specific Skills Sets**
- Integrate the identification of mission-critical occupations with competency-based analyses
- Create profiles of "positive hires"
- Implement an outreach program to target candidates with specific skills sets

**3:00** **Proving for Market-Based and Performance-Based Pay in Government**
- Streamline pay scales to reflect the elasticity of labor markets
- Recognize and reward outstanding performance

**4:00** **Adjourn**

*Day Two Agenda*

**9:00** **Using Internships, Fellowships and Alternative Staffing Solutions**
- Develop alternative staffing options
- Provide students exposure to the work environment of the federal government

**10:00** **Cultivating Leadership through Candidate Development Programs and Strong Senior Executive Evaluation Systems**
- Integrate succession planning in agency human capital plans to cultivate leadership
- Make meaningful distinctions between high- and low-performing employees

**11:00** **Promoting Workforce Diversity**
- Integrate a focus on the recruitment of women, Hispanics, and the disabled
- Promote workforce diversity
- Cultivate partnerships and long-term relationships with organizations yielding high-quality and diverse candidates

**1:00** **Outsourcing Some Recruitment Activities**
- Comply with the President's Management Agenda (PMA)
- Build strategic, value-added capabilities

**2:00** **Measuring Recruitment Success**
- Strategize to achieve mission results
- Communicate agency priorities
- Motivate managers and their staff

**3:00** **CASE STUDY: Linking Strategic Recruitment to Agency Mission**

**4:00** **Adjourn**

# Knowledge Management

As federal agencies prepare for the potential mass departure of valuable staff, they must look toward preserving the knowledge that these seasoned employees have amassed. Agencies have been downsizing through hiring freezes, retirements, and other turnover. The employees left behind, meanwhile, are bombarded with more information, as well as rapid changes in processes and technology, compounded by having fewer people to handle the load. Another effect of a reduced workforce is a smaller pool of knowledge and expertise. Thus, managing and exploiting that knowledge becomes paramount. The challenge is to create an atmosphere that fosters knowledge sharing, while simultaneously underscoring that transforming knowledge is a way for employees to leave a legacy that will ultimately help the agency achieve its mission.

## KEY METHODOLOGIES COVERED

This training will give managers the tools necessary to asses and develop effective plans and blueprints for managing employee information. One of the most essential aspects of knowledge management is having the time, the technical performance, and the allocated resource information planned out to mitigate risk and implement a knowledge management plan.

**Knowledge Management**

| | |
|---|---|
| Mission Alignment | Technology Solutions |
| Succession Planning | Knowledge Deployment |

## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Recruiters, Staffing Directors, Workforce Analysts

## HOW YOU WILL BENEFIT

- Create a culture that encourages the sharing of knowledge
- Develop an atmosphere that fosters the sharing of knowledge
- Utilize knowledge management to achieve organizational objectives

## DATES AND LOCATIONS

*September 13-14, 2004 in Arlington, Virginia (Code: P276)*

**COURSE LEVEL:** Intermediate
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095

## TRAINING CURRICULUM

*Day One Agenda*

**9:00** **Step One: Fundamentals of Knowledge Management**
- Increase employee productivity rates
- Reduce cost of operations
- Improve operational customer service

**10:00** **Step Two: Link Knowledge Management to Organizational Effectiveness**
- Instruction on knowledge management framework
- Instruction on Logic Model methodology
- Designing a knowledge management framework to achieve agency mission

**1:00** **Step Three: What is to be Shared**
- Develop a systematic approach to finding and understanding knowledge management information
- Assess employees competencies

**2:00** **Step Four: With Whom is it to be Shared**
- Perform knowledge audits to determine and locate the knowledge that is needed
- Create communities of practice to share knowledge

**3:00** **Step Five: How is it to be Shared**
- Create knowledge maps to allow quick access to knowledge
- Develop practical strategies that do not require sophisticated technology

**4:00** **Adjourn**

*Day Two Agenda*

**9:00** **Knowledge Management Content**
- Keep knowledge current and ensure that the knowledge being retained is relevant
- Tell stories to convey knowledge

**10:00** **Knowledge Management Technologies**
- Streamline operations and reduce costs by eliminating redundant or unnecessary technologies

**1:00** **CASE STUDY: How Knowledge Management Increased Productivity**
- Examine how one federal agency utilized knowledge management initiatives to better achieve its mission

**2:00** **APPLICATION SESSION: Knowledge Management Scenario and Planning Exercise**
- Determine how to roll out knowledge management plan to achieve organizational objective
- Define mission, outcome goals, strategies, outputs and activities

**4:00** **Adjourn**



# Succession Planning

Succession planning is an ongoing process of systematically identifying, assessing and developing talent to ensure the leadership continuity for all key positions in your agency. It must reflect and be interwoven with the agencies strategic objectives and it must be aligned with your strategic plan. Succession planning should echo the way the organization needs to change in order to achieve its strategic goals. This means that the kind of behaviors you want to develop and promote may be different than those in the existing culture. This course will begin with an assessment of your current culture and end with the identification of the culture that is required to support your strategic goals.

## KEY METHODOLOGIES COVERED

This training will give managers the critical tools to develop and implement successful succession planning efforts. It is critical not only for short-term success of the agency, but also for the long-term success in achieving agency mission.

### The Five-Step Workforce Planning Cycle




1. Set Strategic Direction
2. Analyze Workforce, Identify Skill Gaps and Conduct Workforce Analysis
3. Develop Action Plan
4. Implement Action Plan
5. Monitor, Evaluate and Revise

## MEETS CORE COMPETENCIES FOR

Human Resource Directors, Recruiters, Staffing Directors, Workforce Analysts

## HOW YOU WILL BENEFIT

- Ensure that leadership growth keeps pace with organizational growth
- Retain key talent and makes your organization more attractive to job seekers
- Develop your people and prepare them for future achievement

## DATES AND LOCATIONS

*December 6-7, 2004 in Arlington, Virginia (Code: P268)*

**COURSE LEVEL:** Advanced
**FORMAT:** Lecture, group discussion, class exercises and simulation
**TUITION:** $1095



## TRAINING CURRICULUM

*Day One Agenda*

**9:00 Succession Planning Trends**
- President's Management Agenda (PMA)
- Government Performance and Results Act (GPRA)
- OPM criteria for effective succession plans
- Succession planning lessons from federal, state and local levels

**10:00 Succession Planning Framework**
- Introduction on succession planning framework
- Instruction on logic model methodology
- Designing a succession plan to develop your workforce and to set vision, mission, values and objectives

**1:00 Achieving Organizational Mission**
- Understand the organization's long-term goals and objectives
- Identify the workforce developmental needs and how they tie to into agency's strategic plan
- Determine workforce trends and predictions

**2:30 Identify "Profiles of Positive Hires" for Leadership Positions**
- Ensures that your agency has the leadership to deliver promised services to its customers in a timely and quality manner and develop potential successors in ways that best fit their strengths
- Yield a greater return on investment and attain a highly competent and skilled workforce

**4:00 Adjourn**

*Day Two Agenda*

**9:00 Ensure Leadership Continuity**
- Design and implement successful employee leadership programs as well as effective methods for internal leadership development
- Develop a means of providing incentives and/or working conditions designed to retain valued employees

**10:30 Building Talent from Within**
- Develop and implement coaching and mentoring programs that retain quality employees
- Determine what competencies are required for leadership positions
- Identify development opportunities for employees to strengthen selected competencies

**1:00 CASE STUDY**

**2:00 APPLICATION SESSION: Planning Exercise**
- Determine how to roll out succession plans to achieve organizational objective
- Identify most critical gaps or future requirements for your workforce
- Identify key drivers of change and assess requirements for culture change

**4:00 Adjourn**

*"With good succession planning, employees are ready for new leadership roles as the need arises, and when someone leaves, a current employee is ready to step up to the plate. In addition, succession planning can help an agency develop a diverse workforce, by enabling decision makers to look at the future make-up of the organization as a whole."*

**- OFFICE OF PERSONNEL MANAGEMENT**

# About The Performance Institute



## *Transferring Knowledge to Transform Government*

The Performance Institute is a private think tank seeking to improve government performance through the principles of competition, accountability, performance and transparency. The Institute serves as the nation's leading authority and repository on performance-based management practices for government. Our mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" organizations.

Through its national conferences on pressing issues, interactive training programs for government managers, best practice research and strategic consulting services, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance organizational performance.

The Performance Institute

**Online at:**
**www.performanceweb.org**

## The Nation's Leader in Government Performance Management

The Performance Institute is the nation's largest and most influential government reform think tank.

More than 10,000 government managers participate in the Institute's forums and research projects each year. With offices on both coasts, the Institute is staffed by experts passionate about reforming government, and maintains an impressive array of expert advisory boards in many policy areas.

The Institute has testified on a wide range of government reform issues before Congress and state legislatures. With its emphasis on performance-based management reforms, the Institute has evaluated numerous government programs and initiatives and has offered recommendations for improving cost efficiencies and performance results. Its white papers and analyses are routinely used by government officials to reform programs, shape policy and drive change.

## Stay Current on Government Human Capital Mandates

PerformanceWeb.org is fully loaded with the latest news and research on government performance initiatives, including some of the best presentations from Performance Institute conferences and forums. You can also sign up to receive the Institute's free government management reform e-newsletters!

## Extensive Research on Government Performance Management

The Performance Institute identifies, studies and disseminates the leading management innovations pioneered by "best-in-class" organizations. A strictly non-partisan organization, the Performance Institute serves as the nation's leading repository of thoroughly researched, documented, catalogued and peer-reviewed "best practices" in a multitude of issue areas.

The Institute's recent research portfolio includes published reports on the federal government's implementation of reforms in the areas of competitive sourcing, electronic government, and strategic recruitment of human capital. The Institute also publishes TransparentGovernment.org, a comprehensive web site analyzing the federal government's performance-based budgeting initiatives, including the Program Assessment Rating Tool. The Institute is also immersed in management reform on the state level, publishing the *Citizens' Budget*, a comprehensive line-by-line analysis of the FY04 budget of the State of California.



# Registration

## How Can I Register?

1. ONLINE at www.performanceweb.org
2. VIA FAX to 703-894-0482
3. VIA PHONE to 703-894-0481
4. VIA MAIL to 1515 N. Courthouse Road, Suite 600, Arlington, VA 22201

### DELEGATE INFORMATION

NAME

TITLE

OFFICE

ORGANIZATION

ADDRESS

CITY | STATE | ZIP

TELEPHONE | FAX NUMBER

E-MAIL

### PAYMENT INFORMATION

- ☐ TRAINING FORM
- ☐ PURCHASE ORDER
- ☐ CHECK (Accepted by mail only)
- ☐ CREDIT CARD

CREDIT CARD NUMBER

EXPIRATION DATE

NAME ON CARD

### COURSE SELECTIONS

- ☐ PLEASE ENROLL ME IN THE HUMAN RESOURCES MANAGEMENT CERTIFICATION PROGRAM
- ☐ DO NOT ENROLL ME IN THE HUMAN RESOURCES MANAGEMENT CERTIFICATION PROGRAM

PLEASE REGISTER ME FOR THE FOLLOWING COURSE(S):

| PROGRAM CODE | PROGRAM NAME | TUITION |
|---|---|---|
| | | $1095 |
| | | $ 895* |
| | | $ 795* |
| | | $ 695* |
| | | $ 495* |
| | | $ Free* |

* To qualify for these discounted tuition rates, you must register and submit payment for all of the programs at the same time. If you choose to register for courses individually, you will be charged the full amount each time.

### Need help customizing your training program?

Call one of our curriculum managers at 703-894-0481.

### CANCELLATION AND QUALITY ASSURANCE POLICY

A 10 percent cancellation fee on the total tuition will be charged for cancellations received less than three weeks from the date of the course.

The Performance Institute strives to provide participants with the most valuable learning experience possible. If after attending a training course you are dissatisfied with your learning experience, we encourage you to please contact the Director of Education Services at 703-894-0481.

### TRAINING LOCATION

All of the training courses listed in this catalog will be hosted at The Performance Institute in Arlington, Virginia, just minutes from downtown Washington, D.C. The Institute is located conveniently at the Courthouse stop on the Metro's Orange Line, and parking is available in the building's garage. Continental breakfast, lunch, and snacks are provided. For more information or for detailed directions, please call 703-894-0481.

GSA Schedule

**Easy Access to Institute Consulting Services through MOBIS**

**(PI MOBIS Contract Number: GS-10F-0261M)**

### SUBMITTING THIS REGISTRATION FORM



Fax this form to The Performance Institute at 703-894-0482. A confirmation of your registration will be faxed back to you at the number you provide above within two (2) business days. If after 48 hours you have not received a confirmation, please call Customer Service at 703-894-0481.



or mail this form (and check, if applicable) to:

The Performance Institute
attn: Customer Service
1515 N. Courthouse Road, Suite 600
Arlington, VA 22201

A confirmation of your registration will be faxed back to you at the number you provide above within two (2) business days of receipt. If after 48 hours you have not received a confirmation, please call Customer Service at 703-894-0481.

Get the right **people**...

with the right **skills**...

in the right **position**...

performing the right **function**...

with the right **incentives**...

**to achieve your agency's mission!**




# Human Capital Management

## Certification Program

2004 COURSE CATALOG

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