Transforming Government into an "Employer of Choice"



HR Innovations

2004

Recruiting, Retaining, Motivating and Rewarding the Government Workforce

Hosted by:

The Performance Institute

washingtonpostjobs
washingtonpost.com The Washington Post

The George Washington University
Washington, DC
Department of Public Administration

Reason

National Academy of Public Administration

ISPPI Institute for the Study of Public Policy Implementation

Partnership for Public Service

June 28–30, 2004

Kellogg Conference Center at Gallaudet University Washington, D.C.

www.hrinnovations.org

Featuring Three Tracks of Government Human Capital Innovations:

TRACK ONE
Human Capital Planning and Recruitment
Align your strategic human capital plan to agency mission to guide recruitment and retention activities

TRACK TWO
Managing a Performance-Based Workforce
Acquire the skills necessary to highlight employee success and develop the leaders of tomorrow

TRACK THREE
Improving the Management of Government HR Business Processes
Implement innovative approaches to HR business processes to increase cost efficiency and improve performance

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!

Stay on Top of New HR Flexibilities to Win the War for Talent

Drive Change and Develop Your Agency's Workforce

Ten Things OPM Director Kay Coles James Wants You to Do to Improve Federal Hiring:

- Eliminate self-wrapping red tape
- Use plain language in job announcements
- Recruit veterans
- Adopt an accelerated hiring model
- Recruit from college campuses
- Offer incentives for talent
- Utilize on-the-spot hiring authority
- Leverage other new hiring flexibilities
- Go after outstanding scholars
- Fully engage agency HR staff

Plus an Update from Year One of the CHCO Council

Dear Government HR Professional:

Win the War for Talent in Government!

The federal government has a human capital crisis on its hands, and it's not merely an issue of recruitment or retention. It's a crisis of getting the right people, with the right skills, in the right position, at the right time, to perform the right function, with the right compensation and to be reviewed by the right employee performance evaluation.

That's a LOT of rights to get right.

No matter how it's spun, the reality is that over the next five years more than half of all federal employees will be eligible to retire. It's even worse in the Senior Executive Service — 70% of the SES is now or will soon be eligible to retire. With a poor economy giving the federal government a temporary reprieve, agencies must sharpen their human capital tools NOW to get ready for the anticipated exodus of talent—and battle for talent—when the economy fully recovers.

To help your agency align human capital strategies with mission and goals and prepare for the looming federal human capital crisis—the Performance Institute and a coalition of good-government groups has assembled ***HR Innovations 2004***—the most comprehensive human capital management event being offered to government managers this year. We hope you'll join us in Washington, DC from June 28-30, 2004 at Gallaudet University for this one-of-a-kind summit.

Emphasize Performance, Not Across-the-Board Pay Increases

The federal government has a big problem when employees talk about "THE" pay increase rather than "MY" pay increase. By relying too much on GS pay scales rather than setting pay on individual levels based on performance, there is little opportunity to place a value on individual contribution to agency success. By developing a mature pay system and emphasizing employee performance, both of which will be covered at ***HR Innovations 2004***, government agencies are more able to compete for talent and improve mission-aligned results.

Stay Ahead of New HR Flexibilities: Pay-for-Performance

For years, government managers have taken flack for poor leadership and people skills. But now, with laws granting broad new powers to managers at the Department of Homeland Security and the Department of Defense, managers are gaining real control. At the core of the changes is pay-for-performance. ***HR Innovations 2004*** will provide you and your agency the opportunity to hear from the Department of Homeland Security and the US Postal Service, two organizations who are leading the pay-for-performance debate in Congress and the federal government.

HR Innovations 2004 offers you and your team the opportunity to master new approaches to federal, state and local human resources management and to deliver improved and tangible results. Ensure your agency is well represented at this timely event by registering your team today! Call 703-894-0481 or visit us online at www.hrinnovations.org.

Sincerely,

Tara Shuert

Tara Shuert
Director, Center for Human Capital Strategy
The Performance Institute



Get to Green on the PMA

HR INNOVATIONS 2004

Pre-Summit Workshops: June 28, 2004

7:30	Workshop Registration & Continental Breakfast	
8:30	**Workshop A:** Strategic Human Capital Planning	**Workshop B:** Employee Performance Evaluations
12:00	**Luncheon Keynote:** Using the Internet to Deliver Measurable Hiring Success	
1:00	**Workshop C:** Recruitment and Retention	**Workshop D:** Employee Training and Development
4:30	Workshops Adjourn	

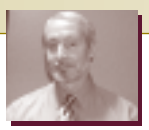
Day One: June 29, 2004

	Track A: Human Capital Planning and Recruitment	*Track B:* Managing a Performance-Based Workforce	*Track C:* Human Resource Business Processes
7:30	Registration, Continental Breakfast & Exhibits		
8:30	**Keynote Address:** Making the Federal Government an Employer of Choice		
9:30	**Leadership Panel:** A Fresh Start for Federal Pay: A System Whose Time Has Come—and Gone		
11:00	Human Capital Planning: Status of the Proud to be Goals	Establishing Employee Performance Plans and Measures	Managing the Training Function in Government
12:00	**Luncheon Keynote:** Legislative View on Performance-Based Recruitment Flexibilities		
1:15	Using Competencies to Assess and Plan the Ideal Workforce	Evaluating Employee Performance	Human Capital Management Done Right: Achieving Best Value
2:30	Workforce Assessment and Analysis	Counseling and Correcting Employee Performance	Performance Measurement for Human Resources Functions
3:30	Human Capital Accountability: Aligning HR Functions with Agency Mission	Enhancing Quality of Life in the Workplace	Effective Collaboration with Employees and Unions
4:30	Adjourn		

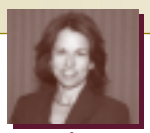
Day Two: June 30, 2004

	Track A: Human Capital Planning and Recruitment	*Track B:* Managing a Performance-Based Workforce	*Track C:* Human Resource Business Processes
7:30	Continental Breakfast & Exhibits		
8:30	**Keynote Address:** Pay for Performance—Where the Action Is: The US Postal Service		
9:15	**NAPA Presents the 21st Century Federal Manager:** A Study of Changing Roles & Competencies		
10:00	Ten Innovative Recruitment Practices	Establishing Effective SES Performance Management Systems	Providing Effective ADR/Mediation Services
11:00	Tailored Strategies to Recruit Specific Skills	Leadership Planning and Implementation	Defining the Role of HR in Competitive Sourcing
12:00	**Luncheon Keynote:** Personnel Reform at the Department of Homeland Security		
1:15	Recruiting and Retaining a Diverse Workforce	Creating a Performance Culture: Linking Individual Performance & Organizational Success	Managing Employee Response to Change
2:15	Update from Year One of the CHCO Council	Identifying and Tracking Employees for Leadership Positions	Case Study: Department of Energy Standards for Success
3:30	**Roundtable Discussion:** The Federal Hiring Process		
4:30	Adjourn		

Featuring an All-Star Roster of Government HR Leaders…



Ron Sanders, Associate Director, Strategic Human Resource Policy, Office of Personnel Management*



Marta Brito Perez, Associate Director, Human Capital Leadership & Merit System Accountability, Office of Personnel Management



Representative Danny Davis, Ranking Member of the Subcommittee on the Civil Service and Agency Organization*



Carl DeMaio, President, The Performance Institute



Steven Cohen, Senior Advisor for Homeland Security, Office of Personnel Management

*Invited

…and 30 other HR Innovators!

HR INNOVATIONS 2004

Pre-Summit Workshops: June 28, 2004

7:30 **Workshop Registration & Continental Breakfast**

8:30 ***Workshop A:* Strategic Human Capital Planning**

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 policy makers and the general public. This workshop will delve into the PMA and the latest civil service requirements to ensure that your agency gets to green on the next management scorecard.

- Assess workforce needs based on agency strategic plan and project workforce gaps into the future
- Implement OPM "Standards for Success" for strategic management of human capital and get to green on the PMA
- Develop a results-oriented performance culture that recognizes and rewards high employee performance



***Workshop B:* Employee Performance Evaluations**

Your employee's success is often a reflection of your own leadership skills, and it is important to realize the President's Management Agenda further emphasizes employee success as a vital indication of workforce stability. At the end of this comprehensive workshop you will emerge with the tools to:

- Ensure that employees understand how their job performance is critical to that of the "whole" organization
- Develop a framework to ensure that employee developmental needs are evaluated and addressed
- Establish clear and measurable performance goals and objectives against which accountability will be established



12:00 **Luncheon Keynote: Using the Internet to Deliver Measurable Hiring Success**

This luncheon keynote address is designed to demonstrate how the Internet can be used as a hiring tool by federal and state government agencies. This session will look at the process of using the Internet as a hiring tool, provide tips for evaluating the value of different online hiring options and explore different ways your agency can advertise a position on the Internet.

Presented by ***WashingtonPostJobs.com***

1:00 ***Workshop C:* 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 initiatives. In this workshop you will develop a framework to stimulate more effective recruitment planning in your agency.

- Define and implement a strategy for an effective human capital recruitment plan
- Utilize emerging recruitment flexibilities to simplify the hiring process and to cut off the bureaucratic red tape
- Develop a framework for strategic recruitment, that begins with workforce analysis and ends with effective performance measures

***Workshop D:* Employee Training and 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. This comprehensive workshop will emphasize employee success and transform the way your agency operates.

- Build employee development plans that reinforce the requirements of the agency human capital plan to achieve mission results
- Provide an opportunity to enhance job skills, knowledge and abilities to strengthen the services and operations of the entire organization
- Assess organizational needs and implement appropriate employee training to build a better organization

4:30 **Workshops Adjourn**

Want Certification as a Human Capital Manager?

See page ten for more details...

Innovations in STRATEGIC ALIGNMENT

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

al Plan that Focuses on Agency Results

Track A: Human Capital Planning and Recruitment: Align your strategic human capital plan to agency mission to guide recruitment and retention activities

Track B: Managing a Performance-Based Workforce: Acquire the skills necessary to highlight employee success and develop the leaders of tomorrow

Track C: Improving the Management of Government HR Business Processes: Implement innovative approaches to HR business processes to increase cost efficiency and improve performance

Summit Day One: June 29, 2004

7:30 **Registration, Continental Breakfast & Exhibits**

8:30 ***Keynote Address:*** **Making the Federal Government an Employer of Choice**



The federal government is a huge employer and one that offers a wealth of challenging job opportunities. With an aging workforce and concerns about large numbers of current employers retiring, the government is taking new initiatives to recruit employees. In order to attract the best and the brightest of this next generation into public service, the government needs a pay system that reflects the realities of the modern workforce and a streamlined hiring process. Agencies must have the tools needed to win the 'war for talent' and to increase the salaries of their highest-performing employees. In this session, OPM Associate Director Ron Sanders will provide an update on the breakthroughs and the challenges that OPM has faced on making the federal government an employer of choice.

Ron Sanders, *Associate Director, Strategic Human Resource Policy, Office of Personnel Management**

9:30 ***Leadership Panel:*** **A Fresh Start for Federal Pay: A System Whose Time Has Come—and Gone**

The fundamental nature of the GS pay system was established at the end of the 1940s, a time when over 70 percent of federal white-collar jobs consisted of clerical work. In order to now support the achievement of Government's strategic goals the federal government must reform the federal pay system. A separate pay system based on performance and employee results is needed to stop the exodus of government workers from the federal government. The system needs to address the human capital crisis and demonstrate that performance and results are emphasized and rewarded. If the Government is going to compete with non-profit and private organizations, it is going to have to modernize the pay system. This leadership panel will discuss the future of the GS Pay Scales and explore ways to make federal pay more performance orientated.

Carl DeMaio, *President, The Performance Institute*
Ventris Gibson, *Assistant Administrator for Human Resources Management, Federal Aviation Administration*
Steve Nelson, *Director, Merit Systems Protection Board*
Colleen Kelley, *President, National Treasury Employees Union**

10:45 **Break & Refreshments**

11:00 Track A: Human Capital Planning and Recruitment

Human Capital Planning: Status of the Proud to be Goals



- Align and link human capital strategies to agency mission and goals to improve performance and citizen satisfaction
- Identify current and future workforce gaps to ensure that no skill deficiencies exists in mission-critical occupations
- Develop a diverse workforce that consistently measures and works to sustain agency diversity

Marta Brito Perez, *Associate Director, Human Capital Leadership & Merit System Accountability*

Track B: Managing a Performance-Based Workforce

Establishing Employee Performance Plans and Measures

- Identify the steps of the performance planning process and the common managerial pitfalls
- Improve employee performance by implementing an effective system of accountability
- Reward and recognize employees for their performance and acknowledge their contributions to the agency mission

Richard Whitford, *Assistant Administrator, Transportation Security Administration, Department of Homeland Security*

Track C: Improving the Management of Government HR Business Processes

Managing the Training Function in Government

- Develop strategies for effectively administering training and development programs
- Align training initiatives with the goals set forth in the President's Management Agenda
- Examine best practices and lessons learned from leading federal agencies

Susan Ragland, *Assistant Director, Strategic Issues, General Accounting Office*

Innovations in WORKFORCE PLANNING & DEPLOYMENT

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

12:00 ***Luncheon Keynote:*** **Legislative View on Performance-Based Recruitment Flexibilities**



Those who say the "Human Capital Crisis" has already been averted are overlooking one crucial detail: half of the civilian workforce will soon be able to retire. The fact is still a reality unaffected by the nation's economic state. The challenges facing the federal government, the nation's largest employer, are steep. Approximately 53% of the 1.8 million workers in the federal government may be eligible to retire by 2007. Now more than ever every federal agency must be able to inspire a new generation to serve and transform the way government works. In this keynote session, hear from a congressional leader on the role Congress is playing in the area of human capital management.
Representative Danny Davis, *Ranking Member of the Subcommittee on the Civil Service and Agency Organization**

1:15 Track A: Human Capital Planning and Recruitment

Using Competencies to Assess and Plan the Ideal Workforce

- Identify the skills currently available and the skill sets needed to meet future organizational requirements
- Determine core competencies and workforce profiles needed for optimum agency performance
- Focus the hiring process on mission-critical skills that will result in superior performance

Jim Trinka, *Director, Leadership and Organizational Effectiveness, Internal Revenue Service*

Track B: Managing a Performance-Based Workforce

Evaluating Employee Performance

- Establish rules, regulations and processes for employee evaluation and feedback
- Provide frequent feedback on employee performance and what must be demonstrated as successful performance
- Communicate final performance elements and standards to each employee

Lou O'Boyle, *Senior Fellow, The Performance Institute*

Track C: Improving the Management of Government HR Business Processes

Human Capital Management Done Right: Achieving Best Value

- Make noteworthy progress on the OMB human capital management scorecard without significant dollar investments
- Demonstrate measurable progress toward becoming a results-oriented organization
- Promote a higher level of human capital thinking and planning through effective performance management

Linda Moody, *Associate Director, Workforce Environment and Pay, Department of Transportation*
Maria Johnson, *Associate Director, Employment and Executive Resources, Department of Transportation*

2:15 **Break & Refreshments**

2:30 Track A: Human Capital Planning and Recruitment

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
- Identify skill gaps caused by retirement, inter-agency transfers and predictable employee turnover

Cyntoria Carter, *Director, Office of Human Capital Management, General Services Administration*

Track B: Managing a Performance-Based Workforce

Counseling and Correcting Employee Performance

- Provide an opportunity for you and your staff members to have an open dialogue regarding expectations, priorities and goals
- Develop a plan to improve and encourage communication among employees and their supervisors
- Assist employees and supervisors in identifying future performance goals and objectives

LeAndrea Alsobrook, *National Program Manager, Alternative Dispute Resolution, Farm Service Agency, United States Department of Agriculture*

Track C: Improving the Management of Government HR Business Processes

Performance Measurement for Human Resources Functions

- Utilize best practices and innovative methodologies to build a comprehensive, end-result-driven recruitment process
- Establish appropriate performance goals and measures that ensure successful recruitment and retention of qualified candidates
- Achieve agency goals and stay aligned to your agency's overall mission

Jeffrey E. Bergin, *Director, Center for Government Performance, The Performance Institute*

3:30 Track A: Human Capital Planning and Recruitment

Human Capital Accountability: Aligning HR Functions with Agency Mission

- Track the progression of key agencies in their strategic management of human capital
- Anticipate how the nature of your agency's work will change and identify future HR requirements
- Questions and answers on performance compliance and best practices in the strategic management of human capital

Jeri Bucholz, *Director, Office of Personnel, US International Trade Commission*

Who Should Attend?

- Human Resource Directors
- Personnel Managers
- Recruiters
- Staffing Directors
- Workforce Analysts
- Outsourcing Specialists
- Benefits Managers
- Diversity Managers
- Personnel/Employee Services
- Human Resources Information Systems
- EEO Specialists

Track B: Managing a Performance-Based Workforce

Enhancing Quality of Life in the Government Workplace

- Design a hiring process that shortens the timeframe between application and agency offer
- Establish agency incentives to attract employees motivated by the desire to balance the demands of work and family
- Provide employees with the flexibility to better-manage their work and personal responsibilities

Cynthia Butler, *Retention Program Manager, Office of Workforce Management, Department of Homeland Security*

Track C: Improving the Management of Government HR Business Processes

Effective Collaboration with Employees and Unions

- Improve labor-management relations to deliver the best possible citizen services
- Ensure that labor-management relational policies and practices help your agency achieve its mission
- Develop labor-management relations to increase employee morale and bring employees and management closer together

Robert Gilson, *Gene Rouleau & Associates*

4:30 **Adjourn**

"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."

Kay Coles James,
Director, Office of Personnel Management

Summit Day Two: June 30, 2004

7:30 **Continental Breakfast & Exhibits**

8:30 ***Keynote Address:*** **Pay for Performance—Where the Action Is: The US Postal Service**

The United States Postal Service has launched an innovative pay system for 70,000 management employees that uses goals and performance indicators to determine the size of their annual raises. Under the plan, raises for supervisors and managers will be based on three levels of criteria—corporate performance goals, facility goals and individual goals. Listen to the Vice President for Employee Resource Management, DeWitt O Harris, as he discusses how the new pay-for performance plan will help the Postal Service become a leaner and more efficient workplace.

DeWitt O Harris, *Vice President, Employee Resource Management, United States Postal Service*

9:15 **NAPA Presents the 21st Century Federal Manager: A Study of Changing Roles & Competencies**

How well federal agencies fulfill their missions directly determines their impact on the American people. The size and scope of those missions may vary greatly, but they share a common trait—their success depends on individual civil servants doing their jobs well. For that to happen, good leadership is essential. First-line supervisors are at the center of the federal government's leadership issues. They are responsible for day-to-day leadership, coaching, and mentoring of non-supervisory employees. They also serve as an advocate for agency policies and programs and represent employees' interests to senior management. In an era of rapid change, their success requires a deft touch. Listen as an expert from the National Academy of Public Administration discuss the changing roles of federal managers in the 21st century and the strategies and actions needed to enhance managerial effectiveness.

Allan Heuerman, *National Academy of Public Administration*

10:00 Track A: Human Capital Planning and Recruitment

Ten Innovative Recruitment Practices

- Develop a framework for strategic recruitment that begins with workforce analysis and ends with effective performance measures
- Utilize best practices and innovative methodologies to build a comprehensive and results-driven recruitment process
- Assemble a hiring plan that ensures your agency will be well-staffed in an improved economy

Tara Shuert, *Director, Center for Human Capital Strategy, The Performance Institute*

Track B: Managing a Performance-Based Workforce

Establishing Effective SES Performance Management Systems

- Assess agency positions to determine whether they meet SES placement criteria
- Create SES development plans that are in alignment with your agency's workforce assessment
- Ensure that senior managers are evaluated in accordance to OPM guidelines and agency strategic plan

Joe Migyanka, *Human Resources Consultant, Farm Service Agency, United States Department of Agriculture*

Track C: Improving the Management of Government HR Business Processes

Providing Effective ADR/Mediation Services

- Identify workforce and regulatory trends resulting in formal employee complaints
- Increase your awareness of current issues that pose organizational and human resource challenges in your agency
- Integrate best practices and performance-based measures from private- and public-sector models

Deborah Laufer, *Director, Federal ADR Network*

10:45 **Break & Refreshments**

11:00 Track A: Human Capital Planning and Recruitment

Tailored Strategies to Recruit Specific Skills

- Integrate the identification of mission-critical occupations with competency-based analysis of "profiles for positive hires"
- Devise segmented and profile-specific marketing strategies to target the skills needed by your agency
- Maximize partnerships with professional associations and key academic institutions

Mary Ellen Beach, *Chief, Workforce Planning and Information Management, Nuclear Regulatory Commission*

Track B: Managing a Performance-Based Workforce

Leadership Planning and Implementation

- Establish a process that recruits employees, develops their skills and prepares them for advancement while ensuring a return on investment
- Identify and track high-potential employees for leadership positions
- Design strategies to aggressively recruit, evaluate and retain quality senior managers

Jason Barke, *HR Specialist, Department of Health and Human Services*

Dianne Thomas, *Senior HR Specialist, Department of Health and Human Services*

Track C: Improving the Management of Government HR Business Processes

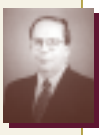
Defining the Role of Human Resources in Competitive Sourcing

- Meet new requirements for competitive sourcing called for by the revised OMB Circular A-76
- Identify the benefits and drawbacks of outsourcing HR functions and decide whether it is appropriate for your agency
- Communicate effectively with employees and unions about the potential repercussions for human resources management

Tom Kaplan, *Director of Competitive Sourcing, Department of Labor*

Ann Benson, *Business Consultant, BAE Systems*

12:00 ***Luncheon Keynote:*** **Personnel Reform at the Department of Homeland Security**



The Department of Homeland Security has said that by fiscal year 2005 they want to transfer as many as 8,000 employees to a performance-based pay system. The change to the department's personnel system is set to be the first small step in a dramatic overhaul, which will eventually affect 110,000 DHS employees if it is approved in its present form. The agency wants an HR system that rewards high performers with better pay and that provides the flexibility needed to meet the needs of an organization responsible for maintaining our security. In this keynote session, hear from Steven Cohen, Senior Advisor for Homeland Security at OPM as he discusses what is next for the personnel plan at the Department of Homeland Security and how DHS is leading the HR reform debate.

Steven Cohen, *Senior Advisor for Homeland Security, Office of Personnel Management*

1:15 Track A: Human Capital Planning and Recruitment

Recruiting and Retaining a Diverse Workforce

- Determine long-term and short-term diversity recruitment goals
- Use OPM criteria to target under-represented groups and to build and maintain a diverse workforce
- Cultivate partnerships with organizations yielding qualified and diverse candidates

Napoleon Avery, *Chief Human Capital Officer, Department of the Treasury*

Track B: Managing a Performance Based Workforce

Creating a Performance Culture: Linking Individual Performance and Organizational Success

- Improve the contribution which individuals, teams and managers can make to the agency's overall performance and the job satisfaction of employees
- Transition toward a performance-based culture to recognize and reward leadership and outstanding performance
- Create a culture of merit that ensures your agency's performance management system links to your strategic plan

Chris Mihm, *Director, Strategic Issues, General Accounting Office*

Track C: Improving the Management of Government HR Business Processes

Managing Employee Response to Change

- Understand organizational culture and employee acceptance for change
- Establish a strategy for overall investment in change initiatives and determine the speed for change
- Examine how to best communicate change management programs to your workforce, stakeholders and to taxpayers

Marcia Marsh, *Vice President, Strategic Human Capital Planning, Partnership for Public Service*

2:15 Track A: Human Capital Planning and Recruitment

Update from Year One of the CHCO Council

- Hear how the CHCO council is driving implementation of federal personnel flexibilities within the agencies
- Understand the power of the flexibilities that you already have to transform the federal government
- Questions and answers on what the council has done and where they are going in the future

Mike Dovilla, *Executive Director, CHCO Council, Office of Personnel Management*

Track B: Managing a Performance-Based Workforce

Identifying and Tracking Employees for Leadership Positions

- Establish leadership planning boards to provide oversight to the planning process
- Identify key positions that exert critical influence on organizational activities, operationally and strategically
- Develop a leadership development program that promotes and develops succession candidates

Sara Redding Wilson, *Director, Human Resources Management Division, State of Virginia*

Track C: Improving the Management of Government HR Business Processes

CASE STUDY: Department of Energy Standards for Success

- Lessons learned in implementing OPM's standards for human capital success
- Obtain proven workforce development strategies to transform federal agencies by establishing management competency systems
- Develop knowledge management tools to prepare the workforce for future leadership opportunities and requirements

Dorothy Van Steinburg, *Training Officer, Department of Energy*

3:15 **Break & Refreshments**

3:30 ***Roundtable Discussion:*** **The Federal Hiring Process**

While government offers more job opportunities than most employers, its hiring practices are much stricter. In order to comply with laws stating that hiring must be strictly merit-based, the government's hiring process is a very formal one. The need to improve the federal hiring process is obvious; the current course is too cumbersome and hampers agencies ability to hire the people that they need in order to achieve agency goals and missions. New flexibilities, coupled with those that have existed for some time, have the potential for dramatically improving our ability to get the right people in the right jobs at the right time. This session is your opportunity to voice concerns, raise questions, suggest solutions, and exchange ideas with your colleagues from across the federal government on how to streamline the hiring process.

4:30 **Adjourn**

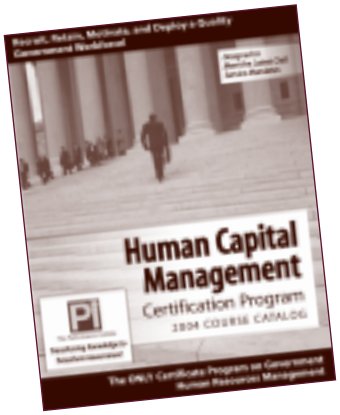
Get the right people...
With the right skills...
In the right position...
Performing the right function...
With the right incentives...
To achieve your agency's mission!

Innovations in ACCOUNTABILITY

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

Want to Meet New Human Capital Performance Mandates?

Get Certified!



The Performance Institute

The Human Capital Management Certification Program

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 capital management reforms in government.

With a diverse and customizable curriculum, the Certification Program allows candidates to tailor their education to best fit their current — and future — professional responsibilities. Moreover, to put ideas into action, the certification program requires each participant to develop a "Demonstration Project" that applies the concepts learned during the certification program using a real project that will benefit the agency.

See the catalog at
www.performanceweb.org
or call Blake Zach at 703-894-0481

How the Program Works:

Start with **3 Core Courses**

- Strategic Planning **(April 1-2 or July 8-9)**
- Developing and Using Performance Measures **(April 15-16 or July 19-20)**
- Strategic Human Capital Planning **(May 17-18 or August 23-24)**

+ 3 Elective Courses

Choose any three:

- Employee Performance Evaluations
- Employee Performance Development
- Leadership and Change Management
- Project Management
- Employee Relations/Alternate Dispute Resolution
- Internal Communications
- HR's Role in Competitive Sourcing
- Diversity Management
- Recruitment and Retention
- Knowledge Management
- Succession Planning

+ Your Own Demonstration Project

= CERTIFICATION!

Coalition

The Performance Institute is a private think tank seeking to improve government performance through the principles of competition, accountability, performance and transparency. PI actively analyzes the best management practices for dealing with emerging public policy issues, bringing government leaders and managers together to jointly explore common management challenges. We use four vehicles to do that: conferences like HR Innovations, training seminars, research projects and consulting.

National Academy of Public Administration is the preeminent organization dedicated to improving the performance of governance systems-the network of public institutions, nonprofit organizations, and private companies that share in the implementation of public policy. As an independent, nonprofit organization chartered by Congress, the Academy responds to specific requests from public agencies and non-government organizations.

The ***Partnership for Public Service*** works to make the government an employer of choice for talented, dedicated Americans through educational outreach, research, legislative advocacy, and hands-on partnerships with agencies on workforce management issues.

Reason Foundation is a public policy think tank promoting choice, competition, and a dynamic market economy as the foundation for human dignity and progress.

The ***Institute for the Study of Public Policy Implementation at American University*** creates a non-partisan forum for stakeholders in the public policy implementation system.

Coalition for Effective Change (CEC) was formed in 1993 as a non-partisan alliance of associations representing current and retired federal managers, executives, and professionals.

The George Washington University School of Public Policy and Public Administration is a focal point for public affairs education, research, and public service at The George Washington University.

Sponsor

WashingtonPostJobs is a powerful database to find great candidates using any of nine different search criteria, including industry, job function, security clearance or keywords.

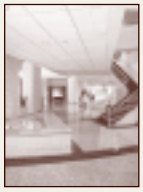
Venue and Hotel:

HR Innovations 2004 will be hosted at the Kellogg Conference Center on the Washington D.C. campus of Gallaudet University. This full-service hotel and conferencing facility offers state of the art multimedia support for guests who must stay in contact with their offices.



A limited number of rooms have been reserved at the Kellogg Conference Center for a discounted rate of $139 (you must make reservations by June 4, 2004 to receive the discount rate). Please contact the Center at the number below to make your reservation, and be sure to ask for the Performance Institute conference rate.

Kellogg Conference Center
Gallaudet University
800 Florida Ave., N.E.
Washington, D.C. 20002
Reservations: 202-651-6000
www.gukcc.com



Exhibiting and Sponsorship:

To learn more about exhibit and sponsorship opportunities at this year's Summit, please contact Dana DeMilio at 703-894-0481 or email her at DeMilio@PerformanceWeb.org.

Tuition:

The tuition rates for attending ***HR Innovations 2004*** are:

	Private Sector	*Public Sector*	*Group Rate**
Summit Only	$1195	$995	CALL
Workshop (each)	$500 each	$300 each	CALL

Group Discounts:

The Performance Institute offers reduced tuition to groups of three or more. If you think your colleagues would benefit from attending this year's Summit or to find out whether your agency has already negotiated a discounted rate, please contact Shawn Keeley at 703-894-0481 or Keeley@PerformanceWeb.org.

Administrative Notes: A 10 percent cancellation fee on the total tuition will be charged for cancellations received less than three weeks from the date of the Summit. As speakers are confirmed several months before the event, some session and speaker changes may occur.

www.hrinnovations.org

- **Stay current on HR flexibilities**
- **Receive Summit updates**
- **Access Certification Program information**
- **Register online!**



The Performance Institute
1515 North Courthouse Road, Suite 600
Arlington, VA 22201

Meet the Latest Civil Service Guidelines

Registration Form for *HR Innovations 2004*

Call (703) 894-0481; fax this form to: (703) 894-0482;
or visit www.hrinnovations.org

- ☐ Yes! Register me for *HR Innovations 2004*.
- ☐ Yes! Also, register me for one pre-summit workshop. Circle A B C or D
- ☐ Yes! Also, register me for two pre-summit workshops.
  Circle A or B and C or D
- ☐ Yes! Sign me up for free e-mail updates on PI research on the President's Management Agenda. My e-mail address is below.
- ☐ Please call me. I am interested in a special group discount for my team.

Name _____ Title _____

Organization _____

Dept. _____

Address _____

Address _____

City _____ State _____ Zip _____

Telephone _____ Fax _____

Email _____

Method of Payment:

☐ Check ☐ Purchase Order/Training Form ☐ Credit Card

Card Number _____ Exp. Date _____-_____

Name on Card _____

Priority Code: P220-web