The Performance Institute

Human Capital Management

Consulting and Training Services Available

Recruiting, Retaining and Rewarding Quality Employees in Government

The Strategic Management of Human Capital involves getting the right people, with the right skills, in the right position, at the right time, with the right incentives to perform the right function. That's a lot of "rights" to get right.

Without effective management of human resources, government agencies may face worker shortages, inadequate skills to meet their missions, ineffective employee evaluation programs, and loss of key managerial competencies to pending retirements. To meet these challenges, the Performance Institute's expertise will assist agencies in implementing comprehensive workforce planning and management processes aligned to the agency mission. Among the issues addressed by PI include:

1. Human Capital Planning

Human capital plans link HR processes to the mission requirements of the agency. PI can assist with the development of a human capital plan that is in alignment with the strategic plan and based on workforce analyses integrating data on mission-critical skills and competency gaps. This will ensure that agencies focus their human capital planning on strategies for recruiting, retaining, and training employees contributing to the attainment of agency mission goals.

2. Employee Performance Evaluations and Management Systems

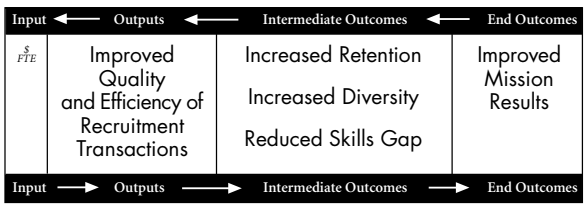
From senior managers to line employees, government agencies must have systems that recognize and reward individuals for outstanding performance, while correcting inadequate performance. Most agencies do not possess adequate or meaningful employee performance management systems. By making performance evaluations measurable and outcome-based, agencies can ensure accountability among employees and make distinctions between high and low performing employees. To accomplish this, PI uses its Logic Model approach to ensure that employee performance evaluations tier down from the agency strategic plan and specific program performance goals—covering SES managers and line employees.

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Through the Strategic Management of Human Capital, government agencies can ensure the recruitment and retention of employees contributing to the attainment of agency mission goals.

Strategic Human Capital Performance "Logic Model"



3. Workforce Assessments

Most government agencies do not possess adequate workforce data to effectively plan for, allocate, and manage their human capital. This process is critical for the development of a human capital plan integrating strategies for recruiting and retaining high-quality employees. PI can assist agencies in conducting a thorough workforce assessment examining workforce size and distribution, underrepresented demographic groups, rates of retirement and turnover, and competency and skills gaps.

4. Hiring Flexibilities, Compensation Reform, and Recruitment Initiative Design

Streamlining hiring and recruitment policies is key to winning the battle for a quality workforce. Using its mastery of civil service flexibilities and the latest hiring techniques, PI will work with agencies to ensure that their strategic recruitment initiatives are based on workforce analyses and human capital plans integrating strategies for filling mission-critical skills gaps. PI promotes the development of recruitment initiatives integrating strategies for using personnel flexibilities and incentives and focusing on enhancing workforce diversity by targeting groups identified as underrepresented within the agency.

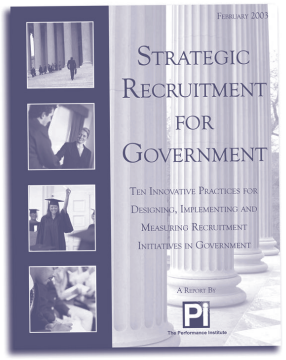
5. HR Performance Measurement

HR processes must be efficiently and effectively managed and evaluated to determine their contribution to the agency's overall mission. PI's Logic Model Methodology promotes ongoing evaluation of human resources processes, such as individual recruitment initiatives, to ensure that agencies adopt the most effective strategies for recruiting and retaining qualified candidates and make informed resource allocation decisions.

6. Internal Change Management

Every agency faces difficulty managing internal change—from program reorganization to redeployment of staff. To ensure successful implementation of changes, PI will build the skills and capacities of human resources professionals to ensure that they play an integral part in internal change management by facilitating communications processes and working with employees to anticipate the agency's changing needs.

Institute Expertise in the Strategic Management of Human Capital



The Performance Institute has been at the center of focusing policymaker attention on the need for strategic management of human capital in government. PI's groundbreaking 2003 report on "Strategic Recruitment for Government" provides detailed case studies of federal agency successes in human capital planning, workforce assessments, recruitment strategies, compensation reform, and employee performance evaluations. PI uses its command of the latest best practices in government to assist individual agencies in crafting tailored human capital strategies meeting their needs.

Meeting the President's Management Agenda and Civil Service Challenges

Rigid civil service systems and pressing HRM mandates complicate government efforts to improve the management of the workforce. The Institute's human resources management assistance is designed to assist government addressing the core HR challenges outlined in the President's Management Agenda as well as various other civil service reform initiatives at all levels of government. Those challenges include:

- Alignment of human capital strategy with agency mission goals
- Implementation of a citizen-centered, de-layered, and mission-oriented organizational structure
- Cultivation of a high-performing workforce; strategic use of existing personnel flexibilities, tools, and technology; and implementation of succession planning strategies
- Elimination of mission-critical competency and skills gaps
- Performance evaluation system differentiating between high and low performing employees
- Increased emphasis on e-government and competitive sourcing in workforce planning

GSA FSS Contractor

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Free One-Hour Consultation

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