



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

Making government work, and work for all

**The Center for Human Resources Management
HRM Consortium e-Newsletter
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Note from the Director

Dear Friends and Colleagues,

I wanted to let you know that I have decided to step down as the Center Director as soon as a replacement can be found. Our additional family obligations since the death of Jerry's mother as well as the care of my own mother do not allow sufficient time to do the Center Director job as it needs to be done. I will continue working for the Academy as a part-time consultant.

Working at the Academy for the last four years has been one of the great pleasures of my professional career. I look forward to continuing that experience as a consultant.

Working with each of you as partners in the Center's Human Resources Management Consortium is a particular pleasure. Together we have identified issues and advanced the research and the knowledge of how to use the government's most important resources - its employees - more effectively and more efficiently.

We are advertising for the Center Director position. If you are interested, or know a top-notch candidate for the position please send me the name or the resume. I will continue as Center Director until we find a suitable replacement.

Myra Howze Shiplett

2003 HRM Consortium Work Program

Working with the Consortium member agencies, the HRM Consortium Panel and the HR Executive Advisory Group, the Center has finalized the plan for the 2003 Consortium Work Program. In 2003 there will be three tasks and two additional activities not designated as tasks, but part of the Work Program.

Task One continues the 2002 Consortium Work Program's Task One: The 21st Century Federal Manager: A Study of Changing Roles and Competencies. The objectives of this two year project are to: examine the changing roles of Federal managers in the 21st Century, assess the viability, relevance, and capability of managers to achieve their agency's strategic objectives and the level of assistance needed from the HR staff, determine whether manager roles and expectations need redefinition to focus on human capital and meeting the needs of the workforce, and identify strategies and actions to assist agencies in enhancing supervisor and manager effectiveness. The manager functions will be examined by four dimensions: intramanagement roles, intermanagement roles, workforce management and line manager capabilities. A preliminary report with research findings was published in July 2002 and members can get that report by contacting Catherine Garcia at (202) 347-3190 or cgarcia@napawash.org. The second report, "First Line Supervisors in the Federal Service," will be available around the first of the year (January 2003).

Task Two is entitled: Linking Workforce Planning and Strategic Sourcing. This task will branch off the work done by the Social Security Administration and its efforts in using an automated Workforce Planning and Assessment tool that was started in FY02. This task is a part of the President's Management Agenda and coupled with common sense will dictate the workforce planning process and how it is directly linked with all methods of acquiring human resources. CHRM team members are refining a human capital readiness assessment tool developed during fiscal year 2002. When completed, the tool will illustrate how well the agency is meeting the goals set forth in the various OPM, OMB, and GAO scorecards, and will also highlight those areas that need improvement, etc. This tool will be ready for release for agency use by the end of the fiscal year.

Task Three is a Paybanding Benchmarking Study. The project will be set up in two phases. Phase I will involve a research effort discussing public and private paybanding initiatives to date. Phase II will answer the question—where do we go from here? It will include information on pay systems being used in addition to paybanding and the current federal systems. The results of the research will be provided in one or more research report(s) tailored to different audiences (e.g. executive, practitioner), and an estimated two workshops.

Noting the success of the past HR Director's Series luncheons, the HRM panel and advisory group both felt that **half-day** and **full-day seminars will be included** in the activities offered by the Center. These seminars will cover a variety of hot issues affecting federal HR. The Center **will also continue its** efforts with the **HR Director's Series** and the luncheons will take place on:

- Tuesday January 21, 2003
- Wednesday April 23, 2003
- Wednesday July 23, 2003

2002 Task Five: ASTD Features The Consortium HR-IT Competency Model

The 2002 Consortium HR-IT Competency Model is being showcased on the American Society for Training and Development (ASTD) website. To view the model and summary there click [here](#). The ASTD web page also includes other information about competencies including a list of e-learning competencies. The model on the NAPA website has been hit over 3000 times and can be viewed by clicking [here](#).

The Dilemma of Managers not Promoting “Superstars”

Most of you are scrambling to train, develop and select replacements for retirement losses in this decade. In a recent article from the [Syndicated Research Group](#), the issue of supervisors' not promoting “superstars” was broached. We think this reference will trigger approaches that may be useful to federal agencies. There are some instances where a manager will withhold a promotion to an excellent performer in hopes of keeping the individual doing work for him/her. This is an age-old problem in HR and there are a plethora of solutions. A few examples would be: limiting tenure under a supervisor or limiting time doing the same job. With the workforce getting younger and younger, and those younger workers being far more impatient when doing static activities, it is of great importance for managers to realize this and act accordingly. A couple strategies for this are to stop promotions of managers whose track record does not reflect having promoted anyone and alternatively enact bonuses and other compensation in lieu of promotions. Organizations that have very stable work environments will have far more difficulty with this issue than those organizations that are more flexible. It is imperative for organizations to evolve with the changing work environments. According to SRG, “Given the impatience of younger workers who get restless when not learning new skills, the old ‘blocking’ problem now can cause even greater damage to the careers of individuals as well as to a firm’s ability to retain and develop its best people. Companies with relatively stable work environments are most at risk.” (HCS Trend HCS02-007)

The Center for Human Resources Management is holding the first of its 2003 HRM Consortium Member Meetings to get your agency involved in discussing and refining the 2003 work plan. Please join us at the NAPA offices on
December 3, 2002 from 10:00 AM to 11:30 AM.

Lunch will be provided!