



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

Making government work, and work for all

**The Center for Human Resources Management
HRM Consortium e-Newsletter
January 2003**

IN THIS ISSUE

- ✓ [Philip Burgess –The Academy’s New President](#)
- ✓ [First 2003 HRM Consortium Agency Member Meeting – A Recap](#)
- ✓ [Dealing with Sensitive Issues – Summary from the Harvard Management Communication Letter](#)
- ✓ [Paybanding Benchmarking Study –HRM Consortium Task Three](#)
- ✓ [Automated Human Capital Readiness Assessment Tool – HR Directors Series Luncheon January 21, 2003](#)

Philip Burgess-- The Academy’s New President

The National Academy of Public Administration has named Philip Burgess as its new president. Mr. Burgess, an Academy Fellow since 1978, is a distinguished academic, former business executive, media commentator, and public policy architect who shaped the Western Governors’ Policy Office, Center for the New West, and other Western regional leadership organizations. Mortimer Downey, chair of the Academy’s Board of Directors, said “His energy, vision, and broad range of experience and skills will help lead the Academy in its next level of development, which includes rapidly growing programs of assessment, research and institutional problem-solving.” Come meet the new Academy president on January 21, 2003 at the next HR Directors Series Luncheon! To get more detailed information about Mr. Burgess please visit: http://www.napawash.org/resources/news/news_10_23_02.html.

First 2003 HRM Consortium Agency Member Meeting -- A Recap

The Academy’s Center for Human Resources Management (CHRM) held the first 2003 Consortium member meeting on December 3 at the Academy offices. Center Director Myra Howze Shiplett briefly discussed the past year’s events and introduced the coming year’s activities. In an effort to have a greater influence on the HR community, she stated CHRM has chosen to forgo an annual conference and in its place, will host hold ½ to full day seminars. She has established an executive advisory group that helped the Center narrow down the 2003

Consortium topics. The group will assist in identifying research issues, outreach efforts, and topics for the Professional HR seminars.

In an effort to communicate more efficiently with the Consortium, CHRM instituted an on-line survey in hopes of getting more input. Ms. Shiplett believes the survey is a very effective tool for determining the research topics most desired by the consortium members. The HR Directors Series has also been a great tool and has garnered excellent turnout. The Center will continue that effort.

Ms. Shiplett then led a brief discussion of the 2003 Work Plan. As stated in the Work Plan, Task One is a continuation of the 2002 study of the 21st Century Federal Manager. The second report will be published in early 2003. It continues to be managed by Frank Cipolla. Task Two is entitled "Linking Workforce Planning and Strategic Sourcing" and is being managed by Mary Lou Lindholm. Task Three is a study on Paybanding and Benchmarking, which will be managed by Ray Sumser, and is discussed later in this newsletter.

There followed a discussion of the new Homeland Security Agency and the HR needs that are apparent. The Homeland Security Bill and HR reforms will create categorical rankings and raise such questions as: how to achieve the new rankings, how to transition into them, and what is the impact on minorities, women and veterans? There was also a general question about the merit system and which aspects of it need to be continued in a new personnel system.

Participating Consortium members generally thought most managers are not trained to be managers. The members challenged the Center to create a guide, handbook or kit for new managers, not just focused on the HR sector. The tool should have such answers as where to go for certain things, perhaps modeled after the OPM guide: How to Get to Green. A question was raised regarding the new Human Capital Officer and how the position will differ from the current HR Director position. There was also some discussion regarding whether the Human Capital Officer will be a political or career position. There was also a discussion regarding whether the Chief Human Capital Officer would be based on the CFO or CIO model. The Consortium members again challenged the Center to create competencies for the Human Capital Officer.

Dealing with Sensitive Issues -- From the Harvard Management Communication Letter

To give Consortium members up-to-date and cutting edge information, the Center will periodically provide brief summaries from the Harvard Management Communication Letter to which the Center subscribes.

The latest issue, January 2003 Vol. 6 No. 1, contains an excellent article about employee assessments and the associated employee-supervisor communication. The article focuses on the current working environment and the best approach to dealing with sensitive issues. In the current workplace, there are more and more layoffs with less compensation for increased workload. With this happening, communication is key to avoiding any misunderstandings and high levels of stress. The article highlights performance appraisals and the importance of being honest and conveying true situations. To avoid any surprise about lack of bonuses and raises, the manager should inform the employees when he/she first determines that these benefits will not be forthcoming. Although the employee will not be pleased, this will decrease the shock and feeling of unappreciated work. Communication is the key to establishing a good working relationship. Good performers often have a difficult time asserting themselves to managers when the managers do not communicate well. To avoid this, it is imperative for the manager to hold regular meetings and assure the good performers, as well as the entire staff, that although times may be difficult and reserves are there, the work is appreciated. On the flip side of that, bad performers cannot improve if they are not told what they are doing wrong. Often open, clear communication can solve these problems.

Paybanding Benchmarking Study -- HRM Consortium Task Three

Phase 1 is research focusing on documenting paybanding experience in the public and private sectors to date. This research will provide a framework for discussion the future of paybanding legislation, and implementation in the federal sector. Ray Sumser, who participated in both of the earlier paybanding studies, heads the project team. The team will gather information in the following categories: Size, occupations and mission; system coverage and characteristics; criteria for measuring success; lessons learned. What worked? What changes are needed? What are cultural considerations that must be addressed? The deliverable will be a report in the Summer 2003 that will be tailored to different audiences.

Phase II is an analytical report designed to answer such questions as: where could the federal government go with its compensation and classification system? Is paybanding the end-goal or a stepping-stone to other systems? Should there be a government-wide system? What other systems are available? Phase II may be completed in 2003 if sufficient consortium funding is available. If not, it will be delivered in mid to late spring, 2004.

Consortium member communications and involvement is the byword for the 2003 tasks. Prior to beginning the Task 3 work in January 2003, consortium members will be invited to attend a kickoff meeting to get consortium member input in the paybanding work plan.

Automated Human Capital Readiness Assessment Tool – HR Directors Series Luncheon January 21, 2003

The Center for Human Resources Management is hosting its next HR Directors Series Luncheon at the Academy offices on Tuesday **January 21, 2003 from 11 AM to 1PM**. The new Academy President, Philip Burgess, will speak briefly to the Consortium HR Directors about his vision and goals for the future. After Mr. Burgess's presentation, CHRHM is delighted to present to the Consortium an Automated Human Capital Readiness Assessment Tool developed by the CHRHM for the HRM Consortium. The tool aligns, in a simple to use automated application, all of the various scorecard dimensions and goals required by OMB and OPM and incorporates aspects of the General Accounting Office's Model of Strategic Human Capital Management. The Academy's tool permits agencies to assess their performance in each element and identify best practices and metrics for improvement. Recently, OPM published its draft Human Capital Assessment and Accountability Framework, and CHRHM hopes to have a discussion about the tool, its validity and how to incorporate this new framework into it. Please plan to join us!

The Center for Human Resources Management will be hosting a series of Professional Seminars at the Academy offices from 11:00 AM to 1: 00 PM on: February 13, 2003, April 3, 2003, June 6, 2003 and July 17, 2003

Topics will include: Strategic Human Capital Plans – a presentation by several agencies of those awarded winning plans; Automated Human Capital Readiness Assessment Tool – instructions regarding how to use the tool; A Study of the Changing Roles and Competencies of the 21st Century Federal Manager – a presentation of the 2nd report: First Line Supervisors in the Federal Service: A Report on Their Selection, Development and Management; Tools for Assessing Supervisory and Managerial Competencies - presentations by Vendors of Automated Assessment Tools; and Performance Management - a discussion of GAO's Principles and Guidelines for the new Homeland Security Agency and its applicability to other agencies.