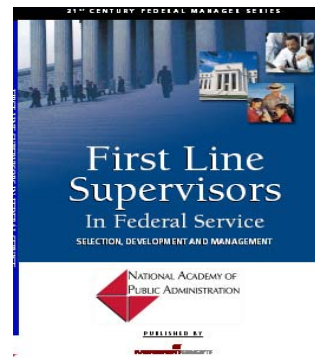
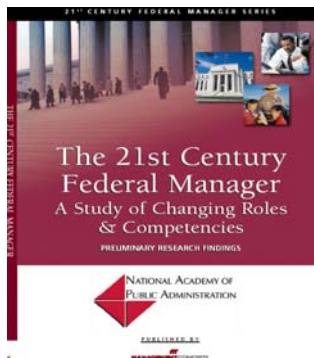


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Task 1: 21st Century Manager and Excellence in Government Conference

As the project team works to get the 3rd deliverable on executives and managers to press, they are also preparing for the upcoming Excellence in Government Conference (June 30 - June 2). Management Concepts is sponsoring a track at this conference, which will highlight the Consortium's 21st Century Manager study including the preliminary research on first-line supervisors, senior executives, and middle managers. As project director Frank Cipolla states, *"In federal agencies, as in the private sector, managers are being asked to focus on changing circumstances, technology, and workload requirements and to invest in their employees' growth and competence. This project takes on the key questions about whether managers and leaders are up to the task. Are they sufficiently resilient and entrepreneurial? Can they effectively lead a contingent or blended workforce, and are they able to use sophisticated databases?"* The presentation at the conference hopes to shed some light on the research collected to date.



In addition, we are pleased to announce that the final versions of Reports 1: *A Study of Changing Roles & Competencies: Preliminary Research Findings* and 2: *First Line Supervisors in Federal*

Service have arrived. Paid consortium members can expect to see copies arriving in their mailbox in the next few weeks.

A one-page summary of the 21st Century Manager study used at the Excellence in Government Conference is reproduced at page 3 of this newsletter for your information, as the sponsors of the work.

Task 3: Consortium Sessions Focus on Private and Public Sector Experience with Broadband Pay and the Associated Culture Change

Two group sessions in June moved the broadband pay task just a little closer to completion. The first of these sessions, **the June 4 consortium member workshop** used final drafts of the reports on private and public sector experience with broadbanding to identify the critical design issues for coverage in the final report. While still being worked by the task team, the consortium members agency group identified the following issues for primary attention by the Task 3 work team: balance between government wide and agency responsibility; employee coverage; future role for the general schedule, if any; market linkage; management of systems budget; cost control; funding adequacy; defining the performance management – pay system relationship; union involvement; supervisory tracks; manager role and training; tools and technology to simplify the process(es); and, the leadership champion for a new system.

The June 19 Professional Development Seminar for HR Professionals also focused on pay for performance issues. Dr. Howard Risher, primary author of the Academy report, *Broadband Pay Experience in the Private Sector*, presented “Using Pay to Drive Culture Change and to Build a Performance Culture.” Peggy Higgins, Manager of Performance Management at OPM, discussed the proposed Human Capital Performance Fund, a move toward pay-for-performance.

Dr. Risher emphasized the essentiality of communications with employees and managers through a variety of media from the design beginnings through implementation. He advised attendees that several public sector organizations using broadband pay are reporting that their organizational cultures are changing from entitlement orientation to pay based upon performance.

Minutes of the June 19 presentations can be found on the Academy web site at http://www.napawash.org/pc_human_resources/seminar.html. The minutes of the June 4 workshop will be used in developing the structure of the Task 3 Report and its recommendations for change in the federal government wide pay system(s).

Upcoming Events

Check out the workforce innovation track at the Excellence in Government Conference at the Marriott Wardman Park Hotel (**June 30th - July 2nd**). Several of the breakout sessions will focus on the work taking place in the Consortium’s 21st Century Manager task, sponsored by Management Concepts. For more information go to <http://www.govexec.com/excelgov/index.htm>

Our next **HR Directors Luncheon** will take place July 23rd from 11am-1pm. Topics will include planning the Consortium work plan for FY04, as well as a strategic sourcing discussion, and possible new training opportunities. To reserve your space for this event, please contact Catherine Garcia [cgarcia@napawash.org]

The 21st Century Federal Manager:
A Study of Changing Roles and Competencies

In public service, good management is important, but good leadership is essential.

--Dr. James C. Colvard, Academy Fellow

Advances in technology and changes in the workforce shape and diversity are challenging the governance of federal organizations. The National Academy of Public Administration's Center for Human Resources Management identifies major areas of concern, focuses new research on the issues, and proposes recommendations in its five-study series, *The 21st Century Federal Manager: A Study of Changing Roles and Competencies*. This study, supported by the Center's Consortium membership is all encompassing and targets first-line supervisors, middle managers, and executives.

Frank Cipolla, Director of the *21st Century Federal Manager* project, observes: "In federal agencies, as in the private sector, managers are being asked to focus on changing circumstances, technology, and workload requirements and to invest in their employees' growth and competence. This project takes on the key questions of whether managers and leaders are up to the task. Are they sufficiently resilient and entrepreneurial? Can they effectively lead a contingent or blended workforce? Are they able to use sophisticated databases?"

Report 1: *The 21st Century Federal Manager: A Study of Changing Roles and Competencies*

The first report documents and analyzes demographic data; discusses government-wide initiatives on federal management, development, and performance; summarizes the analyses and recommendations made by leadership and management experts; and offers a literature review and annotated bibliography.

Report 2: *First-Line Supervisors in the Federal Service: Their Selection, Development and Management*

The second report summarizes the challenges involved in identifying, selecting, and developing supervisors; examines their preparation and training; and evaluates their management of the workforce.

Report 3: *Leadership for Leaders: Senior Executives and Middle Managers*

The third report discusses current environmental issues driving "leadership of leaders" programs; reviews the trends in identifying and selecting senior executives and middle managers; and analyzes agency initiatives in succession planning designed to meet human capital goals.

Coming soon, the final two reports of the 21st Century Federal Manager series:

Report 4: *Developing the Leadership Team: An Agency's Leader Guide*

The fourth report defines the challenges of identifying and developing leaders and leadership teams; reviews existing successful leadership programs within the government; and serves as a hands-on manual for federal managers to build leadership development programs and strong leadership teams in the workforce.

Report 5: *The Final Report*

The final report provides a summary of the previous reports; details the latest developments within the federal system; provides a synthesis of recommendations drawn from the first four report discussions and current research; and outlines the Academy's follow-up activities.

Information on the first three reports is available online at www.napawash.org & www.managementconcepts.com