



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

Making government work, and work for all

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IN THIS ISSUE

- ✓ [Development of the FY 2004 HRM Consortium Work Plan](#)
- ✓ [Howard Messner, new Academy President](#)
- ✓ [Task 3: Broadband Pay Experience: Private Sector Report Out](#)
- ✓ [Task 1: 21st Century Manager Focuses on Executives and Managers—Lessons Learned](#)
- ✓ [“Six Ways to Grab Your Audience Right from the Start”—Harvard Communication Letter](#)
- ✓ [Higher Employee Engagement = A Quantifiable Difference](#)
- ✓ [Mind over Matter—So What?](#)

Development of the FY 2004 HRM Consortium Work Plan

As we move past the mid-point of this fiscal year and see the FY 03 work products approaching completion, we are turning our attention toward planning next year's work. We intend to use various means to determine the work plan and all will involve engaging our core constituencies: Consortium members, the Consortium's Executive Advisory Committee, our experienced cadre of CHRM consultants, the HRM Panel, and other human resources management experts. We are making personal calls to each member of the Executive Advisory Committee, to solicit work plan ideas. Additionally, each upcoming meeting of the HRM Panel and CHRM Consultants will include an agenda item aimed at identifying potential topics. At this point, we are discussing the advisability of assembling Consortium members to explore your thoughts—increasingly, we are reminded of how short-staffed HR offices have become and how difficult it is for your representatives to attend such meetings. We remain open to ideas at any time and encourage our Consortium members to use e-mail to share concerns and issues that you believe warrant attention in the FY 04 work plan.

Our preliminary discussions regarding the proposed work plan for the coming year have identified the following areas of interest:

- Competitive sourcing of HR activities; use of third party providers for some HR work (linked to the core capability)
- Best practices in labor management relations
- Sustainability of training in organizations
- Identification of positive hiring and advertising practices
- Ways to deploy and leverage prior Consortium work products
- Management of the shadow workforce
- Implementation of change
- Successful recruitment strategies

We will be communicating with you further as we move toward identifying a final 2004 work plan. In the meantime, however, do not hesitate to e-mail Al Ressler or Carol Hayashida with any of your ideas (aresler@napawash.org and chayashida@napawash.org).

Howard Messner, New Academy President

Howard Messner has been named president of the Academy, effective May 5, 2003. Messner is a distinguished public servant who previously served as assistant administrator at the U.S. Environmental Protection Agency, comptroller at the U.S. Department of Energy, and executive vice president and chief operating officer of the American Consulting Engineers Council. Messner will serve until the Academy completes a search for a new President.

Messner replaces Philip M. Burgess, who recently left the Academy, effective April 30. Burgess, who has served as the president of the Academy since late 2002, will return to his position as president of the Annapolis Institute for Leadership and Technology, located in Annapolis, Maryland.

Carl W. Stenberg, Chair of the Academy's Board of Directors, said, "As a former senior federal official and association executive, Howard Messner brings a wealth of high level practitioner experience to advance the Academy's mission of 'making government work, and work for all.' As a Fellow since 1979, former member of the Board of Directors, and Treasurer, he has a solid grasp on the dynamics of the Academy and has demonstrated a commitment to our Fellows, staff, and clients."

Task 3: Broadband Pay Experience: Private Sector Report Out

A paper copy of the report on private sector experience will be published around June 4, the date of the workshop. The report on the public sector experience will be delivered in two volumes about July 15. Each report will be approximately 45 pages in length and available to consortium members in both paper and electronic copy. A second volume of report two will be about 100 pages that provide extensive and detailed coverage of most of the federal and state organizations that have had experience with broadband pay. It will be available only in electronic copy at www.napawash.org

The third report in the broadband series will be available in October or November subject to available Consortium funding. It will analyze the first two reports and make recommendations for federal consideration of broadbanding to substitute for, or to complement, the current General Schedule (GS) system.

Task 1: 21st Century Manager Focuses on Executives and Managers—Lessons Learned

The third deliverable for the Task 1 - 21st Century Manager series focusing on executives and managers has been submitted for final editing and should be published in June. It contains a number of significant findings and conclusions related to: (1) the impact of political appointee tenure on effective succession planning and leadership development particularly in relation to top leader involvement and commitment; (2) a recognition and detailing of new and emerging competency requirements for managers and executives; (3) the availability of competency-based assessment tools to rank potential leaders and identify and select leaders; (4) agency practices in tracking development and career paths of those employees involved formally or informally in succession planning initiatives; (5) the inadequacy of performance appraisal systems to identify high performers; (6) the impact of pay compression in attracting and retaining high performing executives and managers; (7) the importance of, and barriers to, measured risk taking particularly in a risk-averse, rule-bound bureaucracy; (8) the labor management dynamic in change transformation initiatives; and (9) the lingering negative effect of the NPR government reform initiative on the slowly disappearing middle management cadre.

In our report we provide detail on General Electric (GE) as a best practice organization. Having 13 distinctively different major business entities, they are somewhat similar to a federal government cabinet level Department. Yet unlike some of our major Departments, the same performance management, succession planning and leader development programs are used GE-wide. These programs are driven by top management involving themselves in in-depth annual reviews of the performance of over 100,000 professionals which GE considers the first rung of its leadership. These reviews provide feedback on promotability, and the related performance ratings are used to force rank individuals in the top 20%; the middle 70% or the bottom 10% who must improve or get moved. These ratings are also used in GE's "Session C" talent review of divisional leadership by the

“Six Ways to Grab Your Audience Right from the Start” From the Harvard Communication Letter (Vol. 6, No.6)

Here are a few rules and helpful suggestions to make articles and speeches more dynamic. As a writer, think of particularly energetic presentations or articles that have captured your attention throughout and use these techniques in your own work. Below are a few suggested ways to accomplish this:

1. Add a personal vignette or anecdote to draw your audience in. The earlier the audience can identify personally with you, the better.
2. Include an offbeat fact related to the subject. This is especially helpful when addressing difficult topics or one with which your audience may not be as familiar.
3. Pique the audience's curiosity early on. Use suspense to keep your audience engaged.
4. Add a hypothetical situation to explain your point. This is especially helpful to explain why certain action is needed or what could happen by refusing to act.
5. Link together three separate scenarios related to the topic. This technique works well when you are trying to illustrate the big picture.
6. Use a pertinent quote—especially effective are quotations that convey irony or humor.

[To give Consortium members up-to-date and cutting edge information, the Center periodically provides brief summaries from various sources of interest.]

highest levels of GE leadership including its Chief Executive Officer. We look at GE's succession planning successes and relate their experiences to the federal environment.

Upon publication of the report, we hope to schedule stakeholder briefings on its contents similar to our efforts on earlier Task 1 deliverables.

Higher Employee Engagement = A Quantifiable Difference

We know that HRM 2003 Consortium member agencies are focused a great deal these days on the metrics of human resource management. If you are, then we have identified an article that should be a useful addition to your kitbag.

The Gallup Management Journal of May 08, 2003 contains an exciting article about an employer who has proof that finding ways to improve employee engagement results in specific evidence of performance improvement. Mr. Block and Mr. Quayle founded B&Q, Europe's largest home improvement retailer. B&Q believes it has proved by quantifiable fact how important its human capital is to business success – specifically the degree to which its employees are emotionally committed to their jobs (ENGAGED) and how that makes a difference. B&Q, using a 12-question survey designed by The Gallup Organization, has measured employee engagement on seven occasions over the years. Using analysis and correlation with customer feedback and such metrics as turnover, absenteeism, shrinkage, and sales, B&Q has produced “statistically valid proof that engaged employees are key to greater productivity and customer engagement, and, by extension, higher profits.” To find out more about the B&Q experience, journey to <http://gmj.gallup.com/op/article.asp?I=334>

Mind Over Matter – So What?

How often have you heard the joke that “age is just a case of mind over matter—if you don't mind, it does not matter.” And while the thrust of the punch line is to remind us that “age” is just a number, we all confront different opportunities and challenges as we move through the different phases of our lives. Regardless of how you feel personally about your own age, or aging in general, this topic really does matter to you as a human resources management professional. How so, you ask? Consider just a few facts:

- In 2000, there were 18.4 million workers over age 55, out of a total workforce of nearly 141 million in the U.S. That number is predicted to grow by nearly one-half in 12 years. Meanwhile, the total labor force, which grew at an annual rate of 1.1 percent from 1990-2000, is projected to decrease by 0.7 percent through 2025.
- The Bureau of Labor Statistics projects an increase of only five percent over the next decade in the numbers of workers in the traditional core age group (ages 25 through 54).

The two bullets lead you to an obvious conclusion: there will be worker shortages in the not too distant future. So as you are working through your agencies' workforce restructuring plans and designing your strategic human capital management approaches, you'll have to answer the “so what?” question. Will you be able to recruit and retain the talented workforce you need without paying appropriate attention to the cadre of older workers? Moreover, will you be able to successfully facilitate longer work lives without also addressing such issues as flexibility in work schedules and compensation programs, investment in work-related life long continuing education, and elimination of financial disincentives to continuing work?

Over the next year, the Center for Human Resources Management here at the Academy intends to initiate a dialogue about this critical topic. We will be engaging experts from the government, private, and non-profit sectors to define issues and approaches that are beneficial to you as human resources management specialists. We'll keep Consortium members updated as we move ahead with this effort.

June 4th 2003 from 1-4pm Broadband Pay Workshop for HRM Consortium Members. Task 3 team members have completed their review of private and public sector experience with broadband pay. Project Team members Howard Risher and Dotty Meletzke, will present key findings from their research in these two sectors and solicit input from workshop participants for the final report. Two free slots are available per agency for current consortium members. Please contact Christine Sterling to register for the event at csterling@napawash.org .