



IN THIS ISSUE

- ✓ [Carol Hayashida Joins CHRM as Deputy Director](#)
- ✓ [April HR Professional Seminar: Talent Services Available to You](#)
- ✓ [April 24 HR Directors Luncheon – A Focus on First Line Supervisors](#)
- ✓ [When Employees Leave the Company, Can You Make Sure That Their Expertise Doesn't?--From the Harvard Communication Letter](#)
- ✓ [Celebrating Excellence in Public Service: New York Times of April 28 features HRM 2001 Consortium and its Recruiting and Retention Study Reports](#)

Carol Hayashida Joins CHRM

Carol Hayashida recently joined the Center for Human Resources Management as Deputy Director to Al Ressler. She is an IPA from the Department of Commerce. Carol has enjoyed an illustrious and diverse federal career working as a personnel management specialist, a senior research analyst, a senior management analyst, and a senior program analyst. Her experience in an unusual variety of federal agencies is a welcome addition to the CHRM Staff. Carol has managed Commerce's Post Secondary Intern Programs and Army's Family Member Employment Assistance Program. She served as Deputy Director of the NPR Diversity Task Force and has held responsible positions with the Navy evaluating demonstration projects, and the Merit Systems Protection Board, researching Federal HR topics. In addition, Carol is very active in several professional organizations, among them the Asian Pacific American Women's Leadership Institute, American Society for Public Administration (ASPA) National Capital Area Chapter (NCAC), and the Asian American Government Executives Network (AAGEN). We are delighted to have Carol on-board. The variety of her experiences has already facilitated many positive contributions to consortium work in her first month here at the Center. She expects to help continue the Center's efforts to improve the quality, timeliness and usefulness of Consortium products. Welcome Carol on 202-347-3190 Ext 3238 or at chayashida@napawash.org

April HR Professional Seminar: Talent Services Available to You

Brigitte Schay, Joe Hillery and Bernard Nickels from OPM's Center for Talent Services shared information about the years of research OPM has conducted on managerial competencies, which has resulted in the establishment of its 27 managerial competencies. These have been grouped into 5 meta-competencies which are now known as the SES Executive Core Qualifications. The OPM representatives also shared the various leadership competency models they have developed as well as their efforts to identify which competencies have the greatest impact or relevance at the various levels of leadership: first-line supervisor, mid-level manager, and executive.

The OPM representatives further discussed the emerging research on Emotional Intelligence and the attendant interpersonal competencies that are becoming increasingly important to leaders managing teams and projects. OPM has developed a crosswalk between the EI competencies and the current managerial competencies.

Finally, the OPM representatives shared the various assessment and feedback tools they have developed specifically to assist agencies in selecting high quality leaders and to ensure that leader development programs are competency-based. Those tools include interactive exercises and simulations in the life of a manager of a fictitious Federal agency, 360-degree feedback, the structured interview, accomplishment records and a leadership assessment center.

For more detailed information, the accompanying Power Point presentation will soon be posted at http://www.napawash.org/pc_human_resources/seminar.html

More on the HR Professional Seminars – A Consortium Membership Benefit

As part of HRM Consortium membership, the HR Professional Seminars are open to the human resources professionals of member agencies who have a particular interest in the topic being presented. Please watch the monthly e-newsletter for announcements of upcoming seminars. Formal invitations to the HR Professional Seminars are sent to Consortium primary contacts, who are urged to share the information with other HR professional staff members.

“When Employees Leave the Company, Can You Make Sure That Their Expertise Doesn't?” From the Harvard Communication Letter (Vol. 6, No.4)

When employees leave or are promoted, they depart taking vital knowledge with them. The key is to keep knowledge continuity relatively stable from year to year and from employee to employee. Here are some suggestions for doing that when an employee leaves or changes positions.

- **Create a knowledge profile.** Develop a description of critical operational know-how for each job profile.
- **Foster mentoring relationships.** Align successful employees near retirement with younger employees to share information and insights.
- **Encourage communities of practice.** Establish working groups within occupations, so if an employee has questions during a specific project, help can be obtained from a working group of his/her peers.
- **Ensure that passing knowledge on is rewarded.** While this may seem intuitive, an agency's culture should encourage knowledge transfer. If senior employees will be taking time to share their knowledge, they should be rewarded for their efforts.
- **Protect people's privacy.** Make sure that the honest information exchanged won't be shared with just anyone—allowing employees to react honestly to questions asked.
- **Decide whether you're interested in recorded knowledge as well.** It may be helpful to have written material as well as relying on internalized know-how.
- **Start small.** Begin with a pilot program and expand from there.

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

April 24 HR Directors Luncheon -- A Focus on First Line Supervisors

By now HRM Consortium members have received a hard copy of the Task 1 consortium report, entitled *First-Line Supervisors in the Federal Service: Their Selection, Development and Management*. The report was the focus of Frank Cipolla's presentation at the Human Resources Directors Luncheon on April 24th. Electronic copies of the presentation can be found on-line at http://www.napawash.org/pc_human_resources/proceedings/PP42303_files/frame.htm. The discussion centered around the amount of attention paid to training first-line supervisors, methods agencies could use to prepare employees for these positions, the aging workforce and the retirement wave—specifically how having an older more experienced workforce affects the first-line supervisor, and recommendations for OPM and OMB.

The second half of the presentation focused on the next deliverable on mid-level managers and senior executives which is currently being drafted. Stewart Remer discussed the outline of the next report and asked for feedback from participants to gauge whether the team was on the right track. Among the topics discussed were the diversity barriers, pressures on managers surrounding the human capital scorecard and “getting to green”, development of a candidate pool, and the selection of manager and executive candidates. A copy of this presentation can be found on line at http://www.napawash.org/pc_human_resources/proceedings/PP42103_files/frame.htm.

The next HR Directors luncheon is scheduled for July 23, 2003 from 11-2pm and is open to all Consortium member HR Directors or their designee. The topic of the luncheon discussion will be highlighted in a coming edition of this newsletter

CELEBRATING EXCELLENCE IN PUBLIC SERVICE: New York Times of April 28 Features HRM 2001 Consortium and Its Recruiting and Retention Study Reports

The April 28 feature article of the Times' new emphasis on excellence in public service discusses the Consortium and two of its 2001 products, *The Quest for Talent: Recruitment Strategies for Federal Agencies* and *A Work Experience Second to None: Impelling the Best to Serve*. You might want to dust off your copies or read an electronic copy on our website at http://www.napawash.org/pc_human_resources/recent_complete.asp. The how-to-do-it recruitment and retention advice in those two publications is still very current.

Upcoming ASPA—NCAC Conference

The HRM Consortium's 21st Century Manager study will be one of the topics of discussion at an upcoming American Society for Public Administration National Capital Area Chapter conference on May 14th. The conference will focus on government reform and explore the recommendations of the recent National Commission on the Public Service (Volcker Commission). More information about this conference can be obtained at <http://www.ncacaspa.org/2003conference.asp>

Just a reminder that Public Service Recognition Week 2003 will be held May 5-11.

For more details see <http://www.theroundtable.org/psrw.html>

You are encouraged to forward this newsletter on to others on your staff who may be interested in our Consortium initiatives.