



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

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**The Center for Human Resources Management
Consortium e-Newsletter
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Note From the Director of CHRM: Plans for a New Effort to Increase the Services Provided to HRM Consortium Agency Members

The Academy’s Center for Human Resources Management has been looking for new ways to broaden the Center’s support to consortium agencies and, thus, increase the value of membership to your agency. To further this effort, the Center will soon name a specific Center consultant to serve as the designated point of contact for each consortium member agency. The idea is that the designated consultant will establish a relationship with the agency’s primary contact and communicate with that person on a regular and recurring basis to help us learn more about each agency and about the human resources issues and challenges confronting that agency. I will expect the consultants to share information about Academy studies and activities that can help the agency resolve those issues. I will also expect our contact person to share information about best practices, automated tools and practical solutions, to steer agencies to subject matter experts, and to provide information that can become the subject of HR Directors Series luncheons and short ½ -day to full day conferences, seminars or workshops.

Myra Howze Shiplett

HRM Consortium Panel Meeting

The Academy's Human Resources Management Consortium Panel met on October 21, 2002 to review the completed 2002 Human Resources Management Consortium Work Plan and to discuss the upcoming 2003 Human Resources Management Consortium Work Plan. Please refer to the text box below for the complete list of topics being considered by the consortium members for the 2003 plan.

The panel expressed appreciation for the 2002 consortium work. To clarify its role, the panel made a distinction between the two types of work that the Center for Human Resources Management does: 1) consortium work and 2) independent project work for agencies. The consortium work is the work that the HRM Consortium Panel oversees. Other specifically organized and designated panels, composed primarily of Academy fellows, oversee the independent agency-specific project work.

The Center's 2003 Work Plan is being finalized. Topics that are being discussed as Consortium tasks include:

1. 21st Century Manager (a continuation of the FY 2002 Task One)
2. Performance Management Linkage Between Individual and Organizational Performance
3. Executive Leadership and Succession Planning
4. Linking Workforce Planning and Strategic Sourcing
5. Successful Strategies for Managing and Implementing New Agency Initiatives
6. Pay banding Benchmarking Study
7. Series of monthly seminars for HR professionals on topics of current interest and discussion

For a more detailed list please consult your Academy contact, who received a detailed description and link to an on-line survey for feedback.

The Effects of the High Potential Worker (HiPos) Designation on “Leftovers”

Here's an issue you may have encountered or discussed as you developed leadership succession plans for your agency. In a recent Human Capital Strategies newsletter from the [Syndicated Research Group](#), we found a discussion regarding the adverse effects of designated high potential workers (HiPos) on the “leftovers.” The article, in the October 4, 2002 issue, stated that organizations with programs for designating individual HiPos have, in some cases, informed the HiPos that they are HiPos. This has created a situation in which quality workers that are not designated HiPos feel discouraged and de-motivated. *The question at issue here is whether it is wise to inform HiPos that they are HiPos.* In some instances, organizations have programs in place called Action Learning programs that deal with this issue. Such programs create another

avenue in which the individuals not designated as HiPos may find a way to excel without being a HiPo, such as with regular evaluation exercises. The important bottom line is that naming HiPos can demotivate good performers who do not at the time meet the criteria for further development. If the decision is made to notify designated HiPos, an Action Learning Paradigm can enable those employees not designated to get the attention of leaders making HiPo decisions and furnish an opportunity for providing them with further development and maybe even a second chance at HiPo Status (HCS Trend 02-007).

2002 Consortium Task III: Communications

As we have noted earlier, you asked the Center to find new and timelier ways to communicate the progress of consortium tasks to consortium stakeholders. You indicated that you want more information on the design, development, form and utility of consortium products to make implementation of recommendations easier and faster.

Well, the 2002 communications consortium task resulted in this monthly Consortium e-Newsletter and also guidelines for our consortium task leaders that, we think, move us well along the way to making significant improvements in how we do consortium tasks. The guidelines and a two-page summary may be useful to consortium agencies so you can access them at www.napawash.org.

The communications task itself will not be one of the 2003 HRM Consortium Tasks but the center is committed to continuing the improvements begun in 2002. The consortium e-newsletter will be produced monthly. The task leader communication guidelines will be used in developing future consortium work plans. And, the Center leadership will undertake its own strategic communications plan, learning from the research done for Task 3.

2002 Consortium Task IV: The HR Directors Series

The Academy's Center for Human Resources Management conducts quarterly luncheons for the HR Directors of HRM Consortium agencies. The Academy's HRM Consortium Panel has indicated that the Directors Series should play a more prominent role in the Center's activities. The most recent luncheon was on October 24, 2002. Robert Hosenfeld of the United States Geological Survey (USGS) presented USGS's software solution to workforce planning with colleagues Norman Schmidt and Greg Huttman. The model, created by USGS, is an automated integrated program designed to facilitate workforce planning and the identification of employee skills and competencies. Mr. Hosenfeld introduced their model and walked the audience through a live demonstration. To see a full description of the presentation and the next HRD dates, please go to: http://www.napawash.org/pc_human_resources/center_upcoming_members.html.

At the Center for Human Resources Management Fall Conference, Timothy B. Clark the editor and president of Government Executive delivered the closing remarks. His address, "A Celebration of Public Service," can be found in print at the Academy's offices or at:
http://www.napawash.org/about_academy/clark_closing.htm
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