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A New Consortium Year Begins

October marks the start of the FY04 HRM Consortium year. Over the past decade the HRM Consortium has succeeded in working on issues important to the HR community and its member agencies. In an effort to have a workplan that responds to the needs and desires of our members, we recently asked you to provide feedback on the topics suggested as areas of study for this coming year. We have summarized the feedback from the August meeting of Consortium HR Directors below. In case you have not had an opportunity to respond, please share your reaction to the topics listed. Have we missed a vital topic? Which items do you see as most worthy of Consortium resources? **Please send your top 5 areas for study and any comments to Carol Hayashida, Deputy Director, CHRM at chayashida@napawash.org by October 10.**

1. Metrics and Human Capital—working with OPM to better define the Executive Management Scorecard measures and how they are applied.
2. Providing agencies with practical strategies for accelerating the recruitment and selection process and providing agencies with practical tools for assessing and selecting candidates.
3. Defining the relationship between the legislatively mandated Chief Human Capital Officer and the Human Resources Director and helping agencies strike that balance between strategic initiatives and day-to-day HR operational activities.
4. Embracing competitive sourcing and making better decisions about what work must be performed by federal employees; and building effective 3rd party relationships/ partnerships to accomplish work that can be effectively outsourced so that HR professionals spend more time on intellectual work rather than transactional work.

5. Continuing the broadbanding research work to illustrate how broadbanding can work for specific occupations as well as providing a model for linking pay decisions to effective performance appraisal and recognition systems.
6. Management of the contingency workforce, including military personnel and volunteers as well as the more traditional contractors.
7. Competencies for the 21st Century HR Professional—information regarding how to strategically partner with management; how to use workforce data to make strategic decisions.
8. Establishing transitional employment opportunities or “phased retirement” as a business strategy for avoiding “brain drain” or the loss of institutional knowledge.

New Academy President Named

C. Morgan Kinghorn, former federal government executive and nationally recognized financial consultant, is the new president of the National Academy of Public Administration. Morgan comes to the Academy from IBM's Business Consulting Services, where he led more than 650 consultants and 15 partners in the Public Sector Financial Management Practice. His background includes numerous public service positions, including Controller and Chief Financial Officer of the Internal Revenue Service; Director of the Financial Management Division at the U.S. Office of Management and Budget; and Budget Director, Controller, Acting Assistant and Deputy Assistant Administrator for Administration and Resource Management at the Environmental Protection Agency.

Morgan’s distinguished public service career earned him the Presidential Distinguished and Meritorious Presidential Rank Awards, the Senior Executive Association’s Executive of the Year, and the Donald Scantlebury Award, the highest award for financial management excellence in the federal government.

We look forward to having Morgan Kinghorn as a part of the Academy team and thank outgoing President Howard Messner for his outstanding leadership and steadfast support of the HRM Consortium and its activities.

Performance and HRM Consortium Discussion Forum

Marta Brito Perez, Associate Director for Human Capital Leadership and Merit System Accountability, U.S. Office of Personnel Management, discussed the Human Capital Scorecard ratings with members of the Performance and HRM Consortia. Perez discussed how OPM uses the scorecard to provide a regular and recurring assessment of what is going on in the agency. She stressed that human capital is not just an HR issue, but that all managers must manage human capital well. Human capital management is a necessary element of strategic planning, and all successful managers must own the process. In keeping with the strategic planning focus, OPM is interested in the workforce planning processes being undertaken in each agency, e.g. have the skill gaps been identified, and are the new skills sets needed being acquired and developed? If not, what strategies and plans are being worked to deal with these challenges?

Ms. Perez stressed that performance and accountability are vital to successful organizations. Measures are needed to assess the value added by all initiatives. Agency scores are developed after gauging the agency’s progress on a certain defined deliverable. These deliverables need to be articulated early on and progress needs to be examined quarterly. A red rating means improvement still need to be made, yellow rating means that the agency is implementing steps to reach the goals set for itself, and a green rating means organizations are implementing steps as well as actually achieving results. After examining the criteria for yellow, agencies should note that yellow is not

necessarily a negative rating—it means they are on the right path toward green. The whole scorecard process is still relatively new and is still a “work in progress.” The introduction of the “proud to be” statements show that by July 2004, eleven agencies predict they will score a green rating, fourteen predict a yellow rating, and one agency predicts a red rating. OPM is interested in helping agencies reach the goals they have set. OPM is working to create a data system, similar to Civilian Personnel Data File (CPDF), to collect and track agency metrics. As an example, it would be helpful to find out how long agencies take to fill a vacancy in certain occupations and locations. However, each agency tracks this information using different measures—some start counting once the job vacancy is posted, others begin counting when the individual announces his/her intention to leave. This database, along with standard definitions, would help agencies use the information they gather in a way that can be compared across agencies. OPM plans to issue guidance on metrics in the coming months.

Task 1—Leadership for Leaders Published

The third report in the 21st Century Federal Manager series, *Leadership for Leaders: Senior Executives and Middle Managers*, has just arrived back from the printer. Copies will be mailed to HRM Consortium agency members next week. The fourth report, *Developing the Leadership Team: An Agency Guide*, is in final draft form and will be circulated to the HRM Consortium Panel members soon for review and comment. The team is also researching and drafting the fifth and final report with recommendations. This report will combine and update information from the previous four studies in the series. In the meantime, Frank Cipolla has been busy providing presentations to members of the federal community on the study research to date.

Task 3—Reports on Public and Private Broadbanding Experience Mailed

By now consortium agency members should have received their copies of the first two paper reports of the work done in Task 3: Report 1, *Broadband Pay Experience in the Private Sector* and Report 2, Volume I, *Broadband Pay Experience in the Public Sector*. Report 2, Volume II, contains the case studies of the public organizations reviewed. This volume, *Broadband Pay Experiences in the Public Sector: 15 Organizational Case Studies*, will be accessible only through the Academy web site at

http://www.napawash.org/pc_human_resources/Login.asp?LoginPage=RecentComplete. As you know, this latter report contains all the data collected on each specific state and federal agency whose broadband experience was reviewed. Thus Volume II of Report 2 is loaded with detail that should interest the researcher in you.

Report 3, with an emphasis on recommendations for the federal government, has been restarted and will be out in November.

Call for National Public Service Awards Nominations

The American Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA) established the National Public Service Awards (NPSA) to honor individuals who make outstanding contributions to public service within and outside the work environment. Nominations from agencies are due by October 17th. The nomination guidelines have been redesigned this year and the changes are available in the web site link below for the 2004 program.

http://www.napawash.org/about_academy/about_npsa.html