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Closing the Gap: Seven Obstacles to a First- Class Federal Workforce

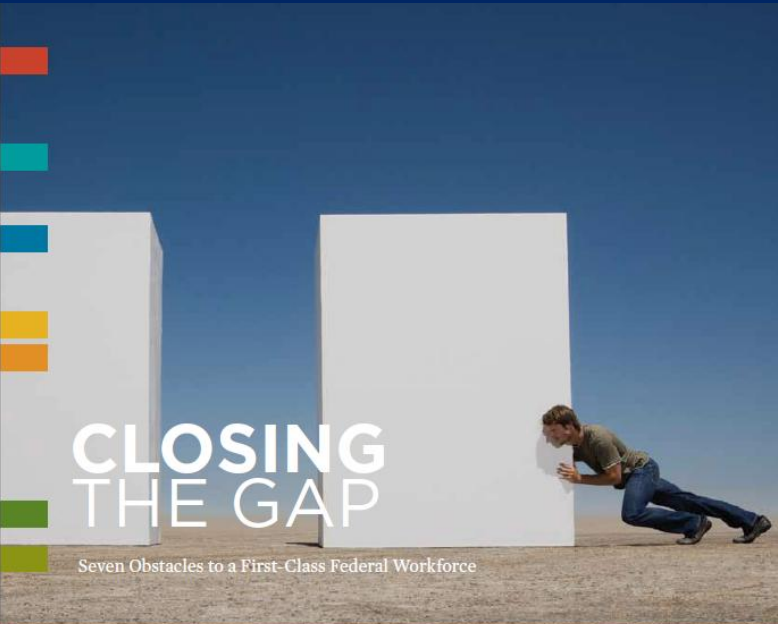
A Presentation to the

**ACT-IAC Human Capital
Shared Interest Group**

by

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Vice President for Policy
Partnership for Public Service**

December 9, 2010



**CLOSING
THE GAP**

Seven Obstacles to a First-Class Federal Workforce

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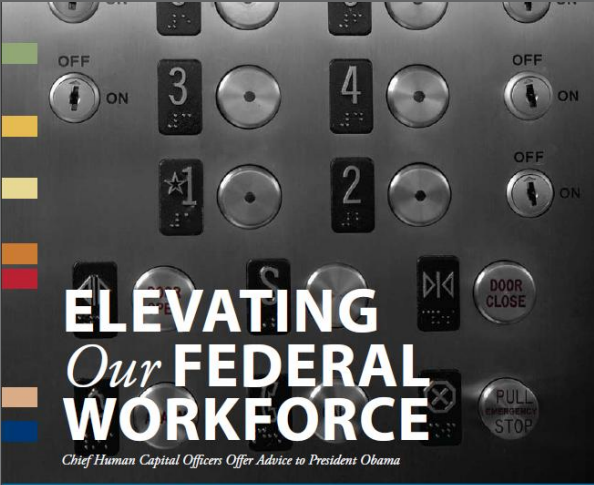
Third in the CHCO Series



FEDERAL HUMAN CAPITAL: THE PERFECT STORM
A SURVEY OF CHIEF HUMAN CAPITAL OFFICERS



JULY 2007

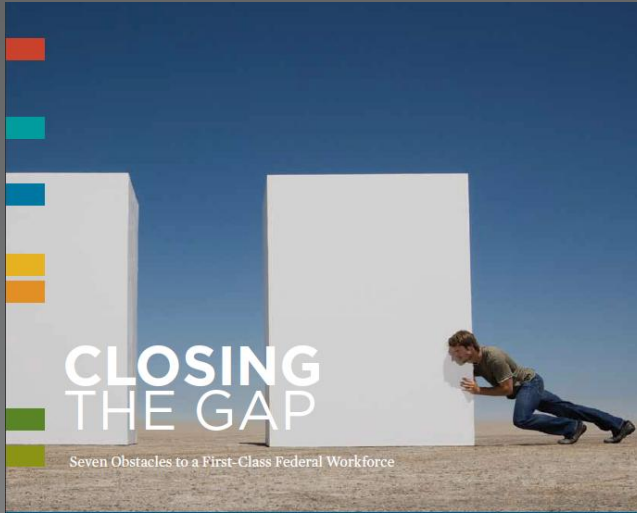
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**ELEVATING
Our FEDERAL
WORKFORCE**
Chief Human Capital Officers Offer Advice to President Obama



2008 SURVEY OF FEDERAL HUMAN CAPITAL OFFICERS

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Interview results

- ★ Supportive of the goals of the President's workforce initiatives
- ★ Anxious about their ability to close the gap between where they are now and where they need to be in the time allotted and with the resources they have
- ★ Identified 7 major obstacles to building a first-class federal workforce



Obstacle #1: Hiring Practices

What We Have

A cumbersome, complex hiring process

What We Need

A nimble, modern system to recruit and hire a diverse and productive 21st century workforce



Obstacle #2: Pay, Classification and Performance Management Systems

What We Have

Antiquated pay and classification system and ineffective performance management

What We Need

The ability to attract, fairly compensate, reward, motivate and retain the right people with the right skills



Obstacle #3: Uneven Relationship between Federal Agencies and OPM

What We Have

Uneven relationships
between CHCOs and OPM

What We Need

OPM as a trusted advisor and
resource



Obstacle #4: Competency of HR Workers

What We Have

An HR workforce that too often lacks the competencies needed going forward

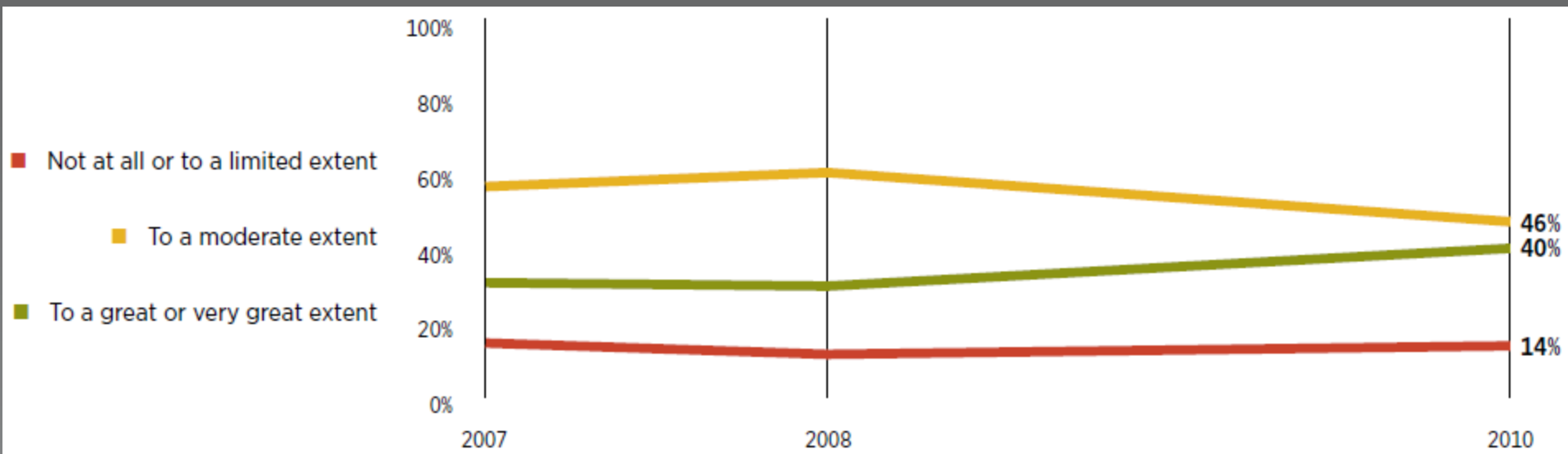
What We Need

HR professionals with the ability to think and manage strategically and to be true business partners



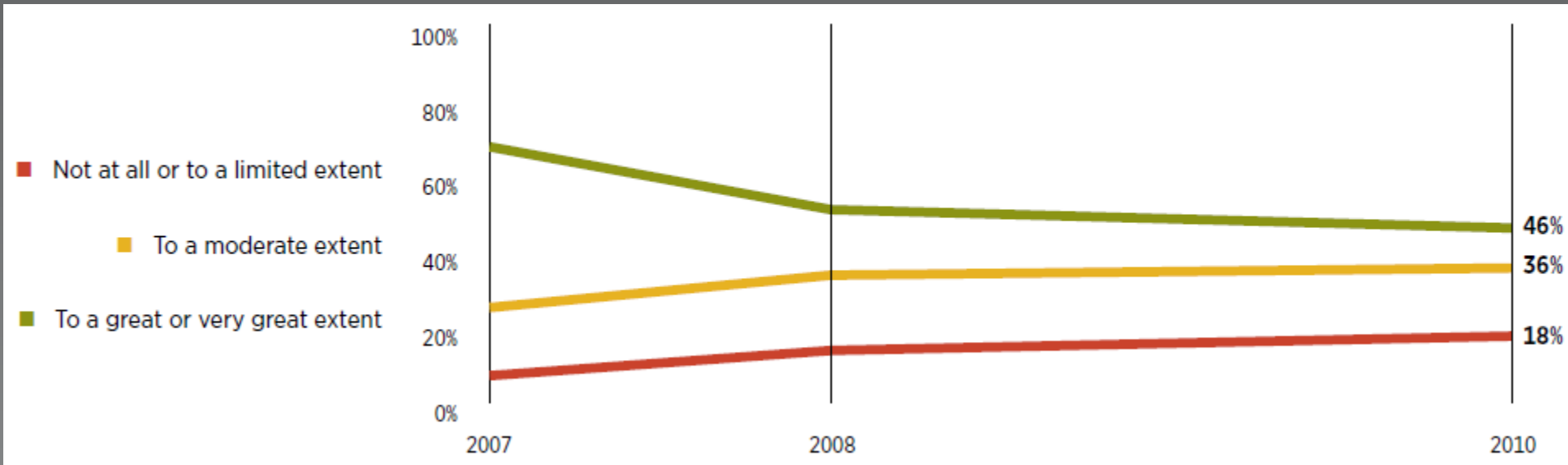
Obstacle #4: Competency of HR (cont.)

To what extent does your HR staff have the competencies it needs to succeed in the future?



Obstacle #4: Competency of HR (cont.)

To what extent is HR viewed by your agency leadership as a trusted business advisor rather than a transaction manager?



Obstacle #5: Substandard HR IT Systems

What We Have

Too many manual processes and a lack of robust HR IT solutions

What We Need

Technology and processes that streamline operations and produce the data and results needed to manage effectively



Obstacle #6: Workforce Management Capabilities of Federal Managers Insufficient

What We Have

Insufficient leadership and workforce management skills among too many federal managers

What We Need

Trained and capable leaders who inspire and bring out the best in the workforce



Obstacle #7: Labor Relations

What We Have

Adversarial relationships between high-level management and employee unions

What We Need

A shared vision and collaboration between managers and unions



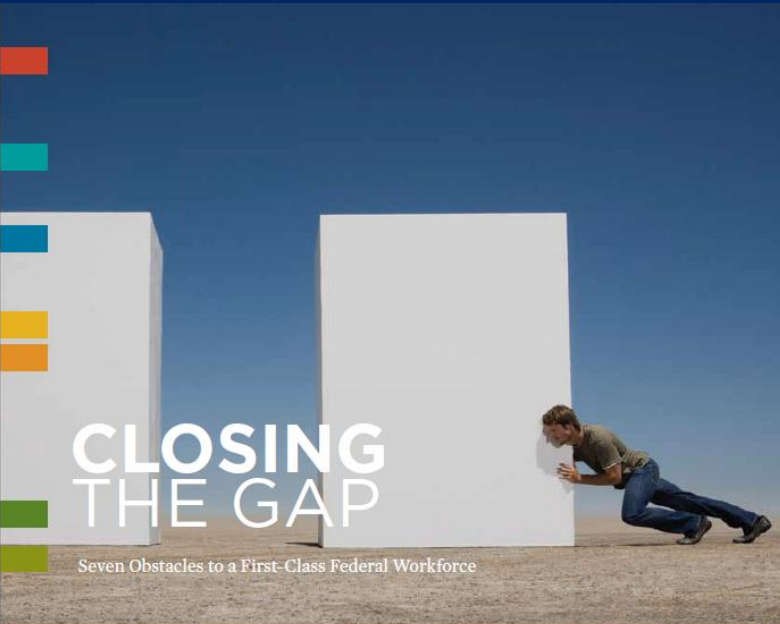
Recommendations

- ★ Focus hiring reforms on end results
- ★ When “faster and better” are potentially competing goals, priority should be on “better”
- ★ Greater investment needed in improving HR
- ★ Federal pay and classification system needs to change
- ★ “More assisting and less insisting” from OPM
- ★ More cross-agency and cross-leader collaboration





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