



CASE STUDY: Complying with Federal Mandates and Requirements

STRATEGIC HUMAN CAPITAL PLANNING FOR THE DEPARTMENT OF DEFENSE (DOD) CIVILIAN PERSONNEL MANAGEMENT SERVICE (CPMS)

Objective: Department of Defense required assistance in complying with several federal Human Capital and Defense mandates and requirements.

Customer Challenge: DoD needed to comply with the following mandates/requirements:

- DoD FY 2006 Quadrennial Defense Review (QDR) and related Human Capital Strategy (HCS)
- OPM guidance on implementing its Human Capital Assessment and Accountability Framework (HCAAF)
- Section 1106 of the National Defense Authorization Act (Public Law 109-163)
- President's Management Agenda and Proud To Be Initiatives

Solution: COE's solution consisted of performing the following three separate, yet interrelated, phases:

1. Development of the DoD Civilian Human Capital Strategic Plan (CHCSP) and Business Implementation Plan
2. Development of the Human Capital Accountability System, including development of metrics
3. Strategic Human Capital Support for the development of the Annual Human Capital Management Report

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The first phase of the project involved significant revision of a draft CHCSP to fully align with several critical and emerging mandates. This required obtaining buy-in and commitment across a Department of over 740,000 civilian employees, including coordination with OPM to ensure that the CHCSP met OPM requirements and also served the strategic priorities of DoD. In addition, COE worked with DoD to redefine the HR career field to have a more strategic focus. COE analyzed and synthesized existing employee survey data from the Federal Human Capital Survey and DoD's Status of Forces Survey. Additionally, COE conducted a benchmarking exercise to document existing data involving organizations who had assessed employee satisfaction with their respective hiring processes.

In the second phase of the project, COE worked with DoD to develop the Human Capital Accountability System and align it with the actions, timelines, accountabilities, and measures of success defined in the CHCSP. As with the first phase of this project, COE assisted in the significant coordination required across the Department, its components, and agencies to ensure the development of meaningful metrics that were cost effective to capture and track. COE worked directly with CPMS to ensure that metrics aligned with changing DoD mission priorities while meeting all OPM requirements. COE then worked with DoD to develop success metrics for each of four strategic human capital goals. COE also conducted a comprehensive workforce analysis of the core and mission critical civilian occupations within DoD, and an analysis and comparison of the results of DoD and Federal Human Capital Surveys for DoD civilian employees for the years 2002 through 2006.

The third phase of the project involved aiding DoD with the development of the annual Human Capital Management Report. COE facilitated DoD's self-assessment of its Strategic Human Capital efforts over the previous year, evaluated the agency's success in meeting its strategic human capital goals, and developed a plan for improving the effectiveness of its human capital management over the upcoming year.

Results: Full compliance with mandates and DoD alignment with HCAAF, led to the development of the goals and objectives of the CHCSP, development of appropriate metrics and indicators of success to create an effective human capital management report. In addition, OPM recognized CPMS' annual submission for 2007 as the model report for other federal agencies.

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