



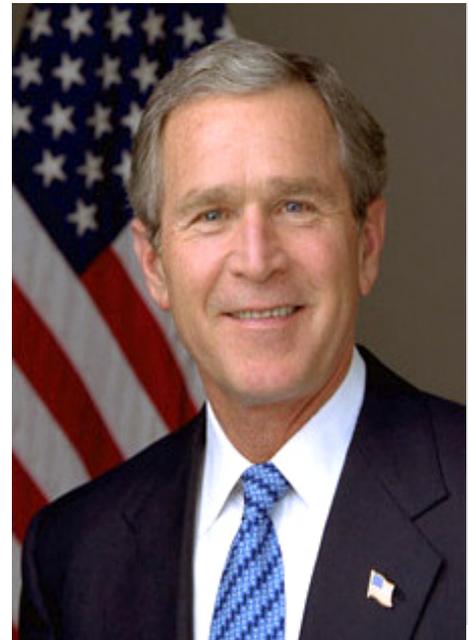
Strategic Alignment Nuts and Bolts

Working for America

Message from the President

“You shouldn't be leading an organization if you don't see the world as a better place.”

**President George W. Bush
Constitution Hall
Washington, DC
January 9, 2004**



Message from the Director



“We will do our jobs for the people when agencies connect their strategic performance plans with their Human Capital Programs.”

- Kay Coles James



Why Strategic Alignment?

- ◆ **Legal Requirements**
 - GPRA of 1993
 - Homeland Security Act of 2002
 - Title 13

- ◆ **President's Management Agenda (PMA)**
 - Assist agencies in getting to green

- ◆ **Improve Performance**



***Legal Requirements:
Government Performance and Results Act***

1. Each Agency shall submit a strategic plan for program activities, including:

- A comprehensive mission statement covering the major functions and operations of the Agency
- General goals and objectives, including outcome-related goals and objectives, for the major functions and operations of the Agency
- The human, capital, information and other resources required to meet those goals and objectives



***Legal Requirements:
Government Performance and Results Act***

2. **Each Agency shall submit a performance plan:**
 - Performance goals
 - Measurable objectives
 - Description of resources, including human capital
 - Comparison of results with goals

3. **Each Agency shall submit a report on program performance for the previous fiscal year comparing actual performance to goals outlined in the performance plan**



Legal Requirements: Homeland Security Act of 2002

Governmentwide Chief Human Capital Officer Functions:

- **Aligning the Agency's human resources policies and programs with organization mission, strategic goals, and performance outcomes**
- Setting the workforce development strategy of the Agency
- Assessing workforce characteristics and future needs based on the Agency's mission and strategic plan
- Developing and advocating a culture of continuous learning to attract and retain employees with superior abilities
- Identifying best practices and benchmarking studies
- Applying methods for measuring intellectual capital and identifying links of that capital to organizational performance and growth

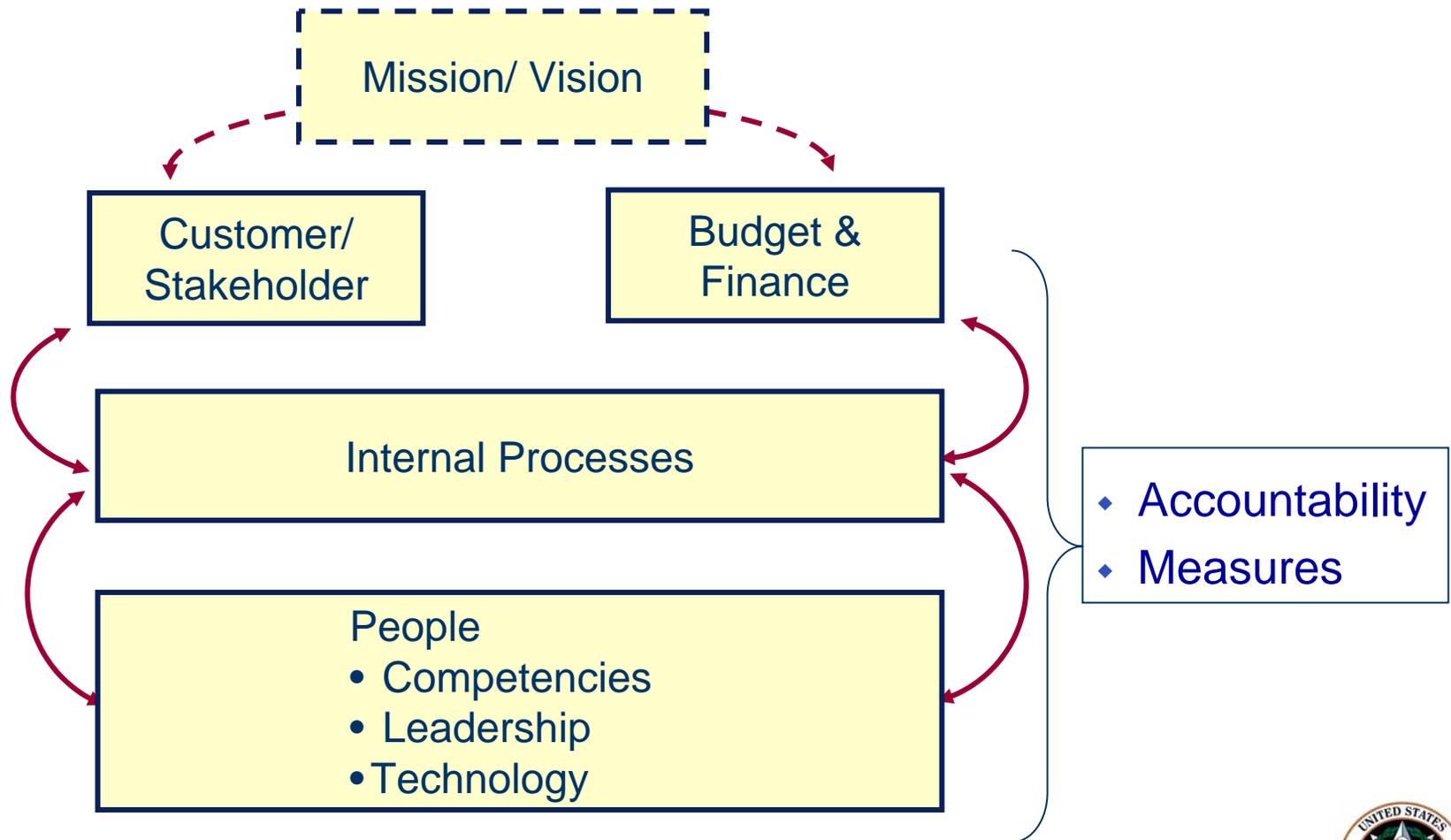


Benefits of Strategic Alignment

- ◆ Effectively partner with customers and stakeholders
- ◆ Develop a clear understanding of the strategy and improve alignment of leadership with new strategic direction
- ◆ Identify clear outcomes for the management team.
- ◆ Prioritize initiatives and understand resource allocation
- ◆ Establish measures and accountability
- ◆ Refine organizational structure
- ◆ Improve effectiveness and efficiency of internal processes



The Elements of the Strategic Plan Are Linked To Drive Alignment



OPM Strategic Alignment Tool Illustrates How to Execute the President's Management Agenda

Mission: *Build a high quality and diverse Federal workforce, based on merit system principles, that America needs to guarantee freedom, promote prosperity, and ensure the security of this great Nation.*

Customers/ Stakeholders

Meet the human capital needs of the Agencies, employees, President, Congress, NGOs, Labor, and Special Interest groups.

Financial Management

Strategically and effectively manage fiscal resources.

- ④ Improve Financial Performance
- ⑤ Budget and Performance Integration

Internal Processes

Promote Public Trust in the Federal Workforce

Strengthen Customer Relationships to Be a Strategic Partner

Achieve Operational Excellence

- ③ Competitive Sourcing

Technology

- ② Expand e-Gov Leverage technology

Human Capital

And have the right people with the right skills and a rewarding culture which will enable us to execute our strategy.

- ① Strategic Management of Human Capital

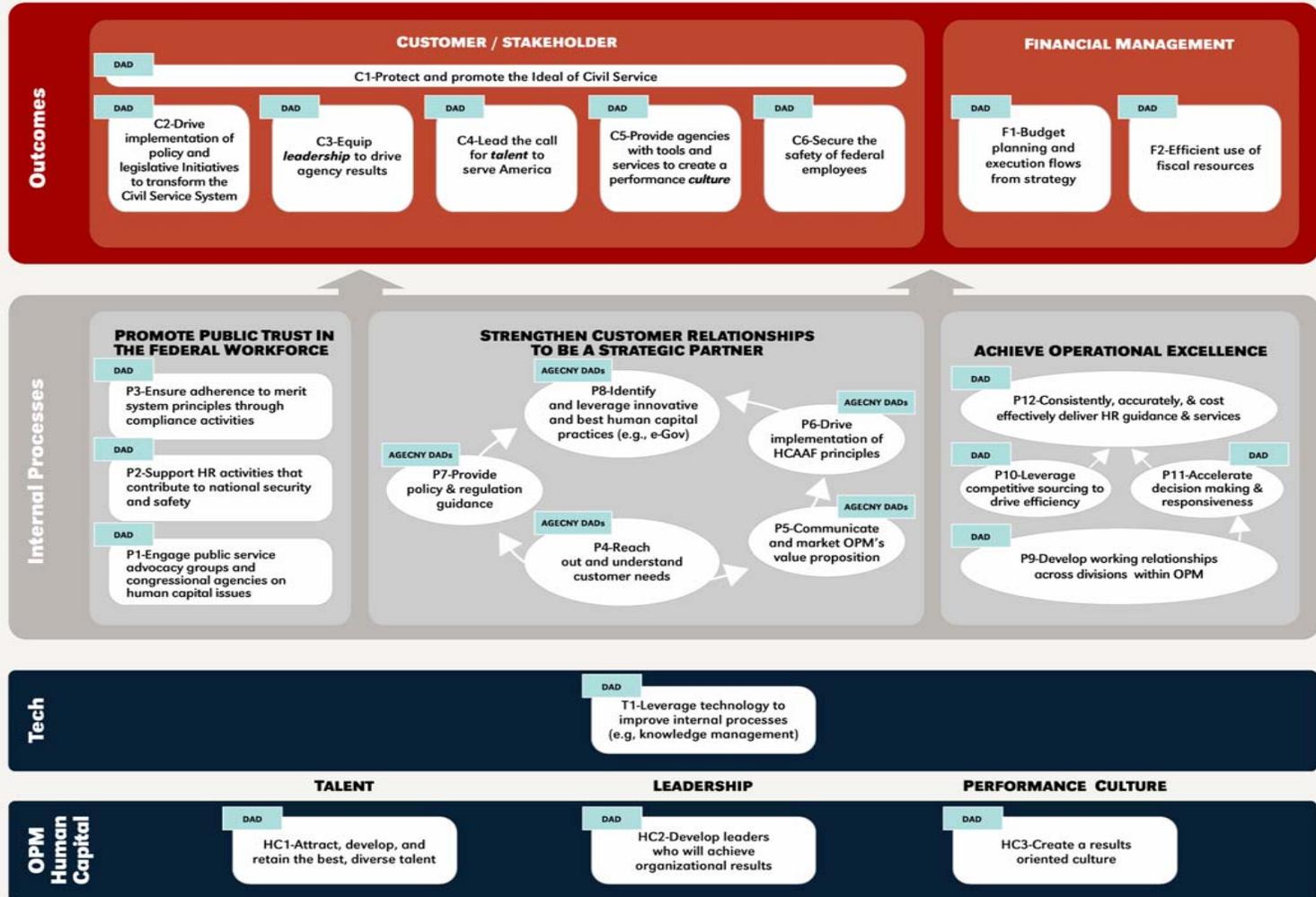
• Numbers refer to PMA Elements



HCLMSA STRATEGIC ALIGNMENT TOOL

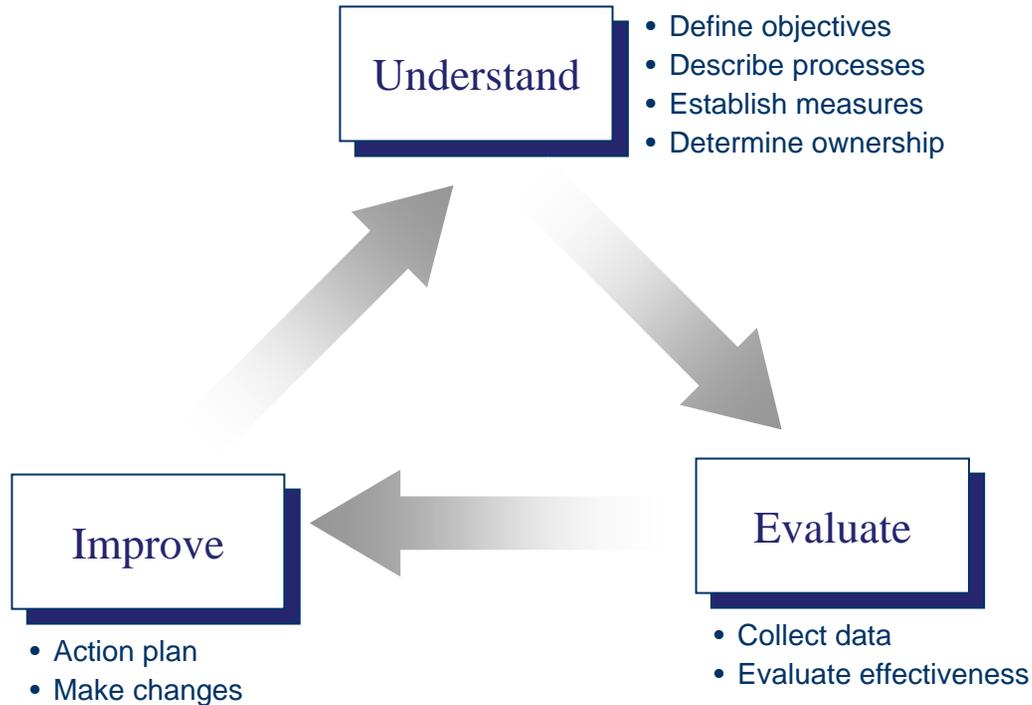
Mission: Build a high quality and diverse Federal workforce, based on merit system principles, that America needs to guarantee freedom, promote prosperity, and ensure the security of this great Nation.

Deliver Government wide outcomes of talent, leadership and performance culture to achieve agency results.



What is the HC Accountability System?

A system that enables an agency to understand, evaluate, and improve its Strategic Human Capital Management.





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Technology and Strategic Alignment.



OPM E-Gov Program Mission and Vision Statements

MISSION

- OPM's E-Gov Program is dedicated to carrying out the mandate of the President's Management Agenda, the Federal Enterprise Architecture, and the E-Government Act of 2002. The mission of OPM's E-Gov Program is to develop world class secure, modern, cross-agency, human resource solutions that transform the management of Federal human capital.

VISION

- Federal agencies use OPM E-Gov human resource solutions to improve their ability to build successful, high performance organizations.



e-Gov Initiatives

- ✓ **Recruitment One-Stop** provides a single point of access for Federal jobseekers
- ✓ **e-Training** provides one-stop access to high quality training products and services
- ✓ **e-Clearance** provides improved and faster processing of security clearances
- ✓ **EHRI** will expand electronic exchange of standard human resources data within and across agencies and systems
- ✓ **e-Payroll** will provide consolidated and simplified Federal payroll processing
- ✓ **HR-LOB** will set the standard for HR policies, processes, and core functional requirements for integrating and migrating agencies to modern, cost-effective HR information systems across the Federal government.



OPM E-Gov Initiatives Support and Align with the HCAAF

| | Strategic Alignment | | | Workforce Planning & Deployment | | Leadership and Knowledge Management | | | | | Results-Oriented Culture | | | Talent | | Accountability |
|--|---------------------|---|-------------------------------|---------------------------------|-----------------------|--------------------------------------|-------------------|---|--------------------------------|-------------------------------------|--------------------------|-----------|---------------------------------------|--------------------|--------------------|--|
| Human Capital Assessment and Accountability Framework Critical Success Factors | Human Capital Focus | Government-wide Human Capital Collaboration | Human Resources Collaboration | Workforce Planning | Workforce Development | Leadership Planning & Implementation | Change Management | Integrity and Inspiring Employee Commitment | Strategic Knowledge Management | Continuous Learning and Improvement | Performance Management | Diversity | Employee / Labor Management Relations | Workforce Analysis | Compete for Talent | Agency-wide System for Ensuring Accountability in HC |
| E-Gov Initiatives | | | | | | | | | | | | | | | | |
| EHRI | P | P | P | P | S | P | P | | P | | P | P | P | P | P | P |
| e-Payroll | | S | | P | | | | | | | P | P | P | P | | |
| ROS | P | | | P | P | | | | | | | P | P | S | S | P |
| e-Training | P | | P | | P | S | | P | P | P | S | | | P | P | |
| e-Clearance | | | P | | | | | | | | | P | | | | P |
| CSF Alignment Support | 3 | 2 | 3 | 3 | 3 | 2 | 1 | 1 | 2 | 1 | 3 | 3 | 4 | 4 | 3 | 3 |

| | |
|--------------------------------|---|
| Legend: | |
| Primary Support Relationship | P |
| Secondary Support Relationship | S |



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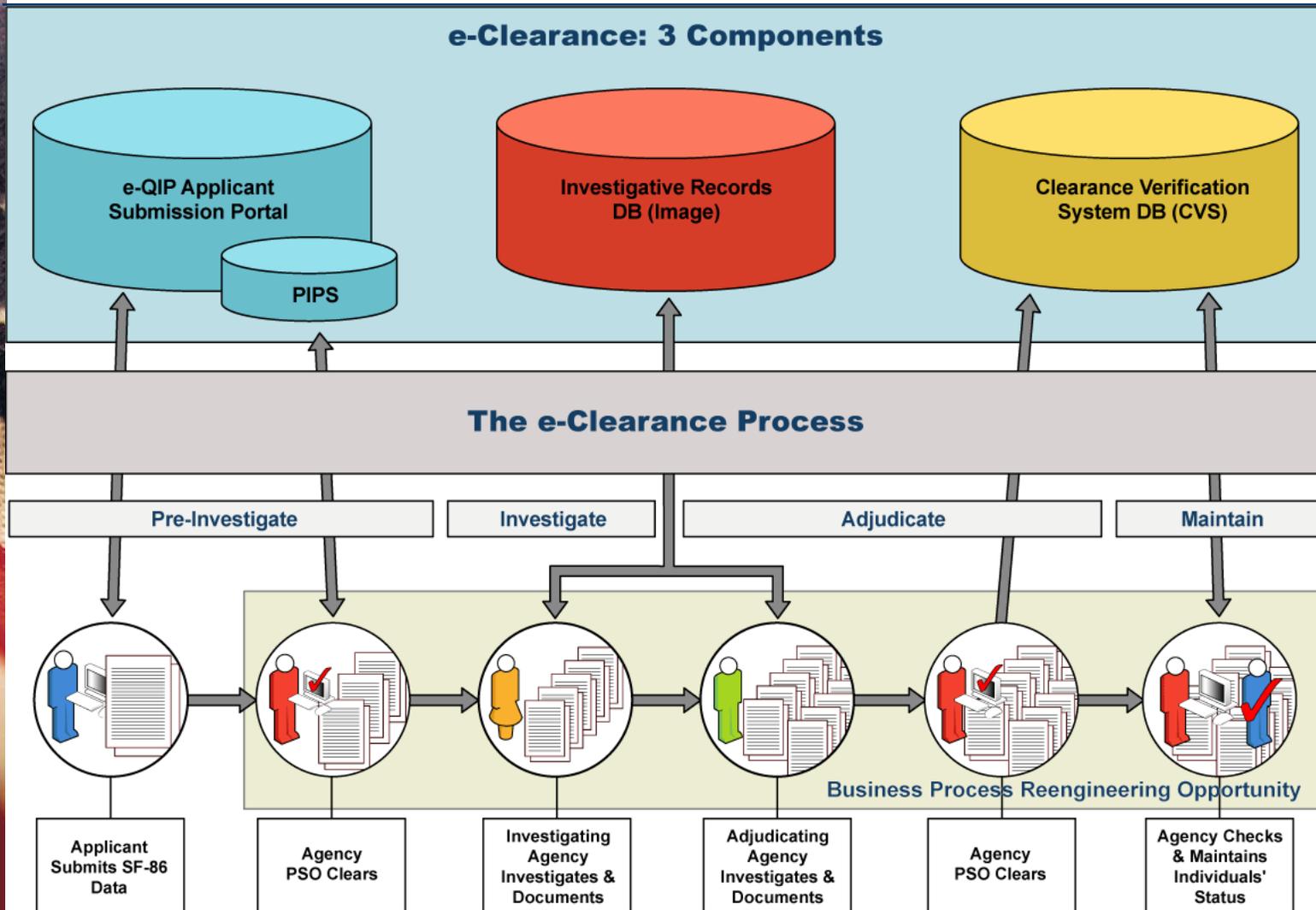
Entering the Government Online Learning Center



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



e-Clearance



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e-Gov Summary

- ◆ The five integrated OPM e-government initiatives, and the newly created HR-LOB Line of Business initiative frame the Federal employee life cycle from recruitment to retirement.
- Support Expanded Electronic Government in the President's Management Agenda.
- Support Strategic Management of Human Capital in the President's Management Agenda.
- Support the establishment and operation of the new Department of Homeland Security.





United States of America

Lessons Learned from Human Resources Consulting Projects



Strategic Alignment

- ◆ Overview
 - Factors for success
 - Leadership
 - Infrastructure
 - Common problems



Factors for Success-- Leadership

- ◆ Communicates strategic intent
- ◆ Has clear roles and expectations for strategy
- ◆ Aligns expectations with mission
- ◆ Models an uncompromising commitment
- ◆ Serves as champion to bridge across organization boundaries



Factors for Success-- Infrastructure

- ◆ Strategic workforce planning as foundation
- ◆ Competencies as integrating mechanism in all human resource functions
- ◆ Performance systems as reinforcement
 - Incentives, rewards, and accountability
- ◆ Horizontal and vertical integration across programs, systems and functions



Common Problems

- ◆ Vague or non-existent organizational strategy
- ◆ Competing priorities
- ◆ Lack of resources and/or expertise
- ◆ Lack of planning and tendency towards reacting
- ◆ Ineffective implementation strategies



Common Problems

- ◆ Not involving all the key players
- ◆ Inefficient systems to support process
- ◆ Moving too quickly or without commitment of executive leadership
- ◆ Role transfer of best practices



Contact Information

For more information,
visit OPM on the web at
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