

Headquarters U.S. Air Force

Integrity - Service - Excellence

***Developing Human Capital Performance Metrics
and Accountability Systems***

**The Long, Tedious,
Challenging, and Frustrating
Road to Organizational
Performance-based Management**



U.S. AIR FORCE

**John Park
Chief, Analysis Division
Strategic Plans & Future Systems Directorate
Deputy Chief of Staff for Personnel**



In 20 minutes...

- **Help you understand:**
 - How the Air Force personnel community started its performance management trek
(It's not a journey like you're on vacation—it's more like making your way through a jungle!)
 - Some of the pitfalls and struggles—and maybe some lessons ~~learned~~ we're learning (?)
- **Give you a point-of-reference for your trek**
(It's hard work—don't give up!)



- **Developing the Plan**
 - President's Management Agenda
 - Building the Strategy
- **Moving to Performance-based Management**
 - MR/DP Partnership
 - Institutionalize the Partnership
 - OSD Connection



U.S. AIR FORCE

CAUTION!

The opinions expressed in this presentation are those of John Park and do not reflect the views of the United States Air Force

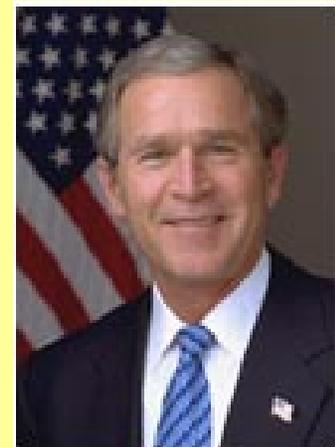


The President's Management Agenda

*"Government likes to begin things - to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. **Performance. Results.** Not just making promises, but making good on promises."*

A stylized, light-colored signature of George W. Bush, appearing to be written in ink or a similar medium.

President George W. Bush





President's Management Agenda

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"Human capital strategies will be linked to organizational mission, vision, core values, goals and objectives"

Strategic Management of Human Capital

Budget & Performance Integration

Expanded E-government

Improved Financial Management

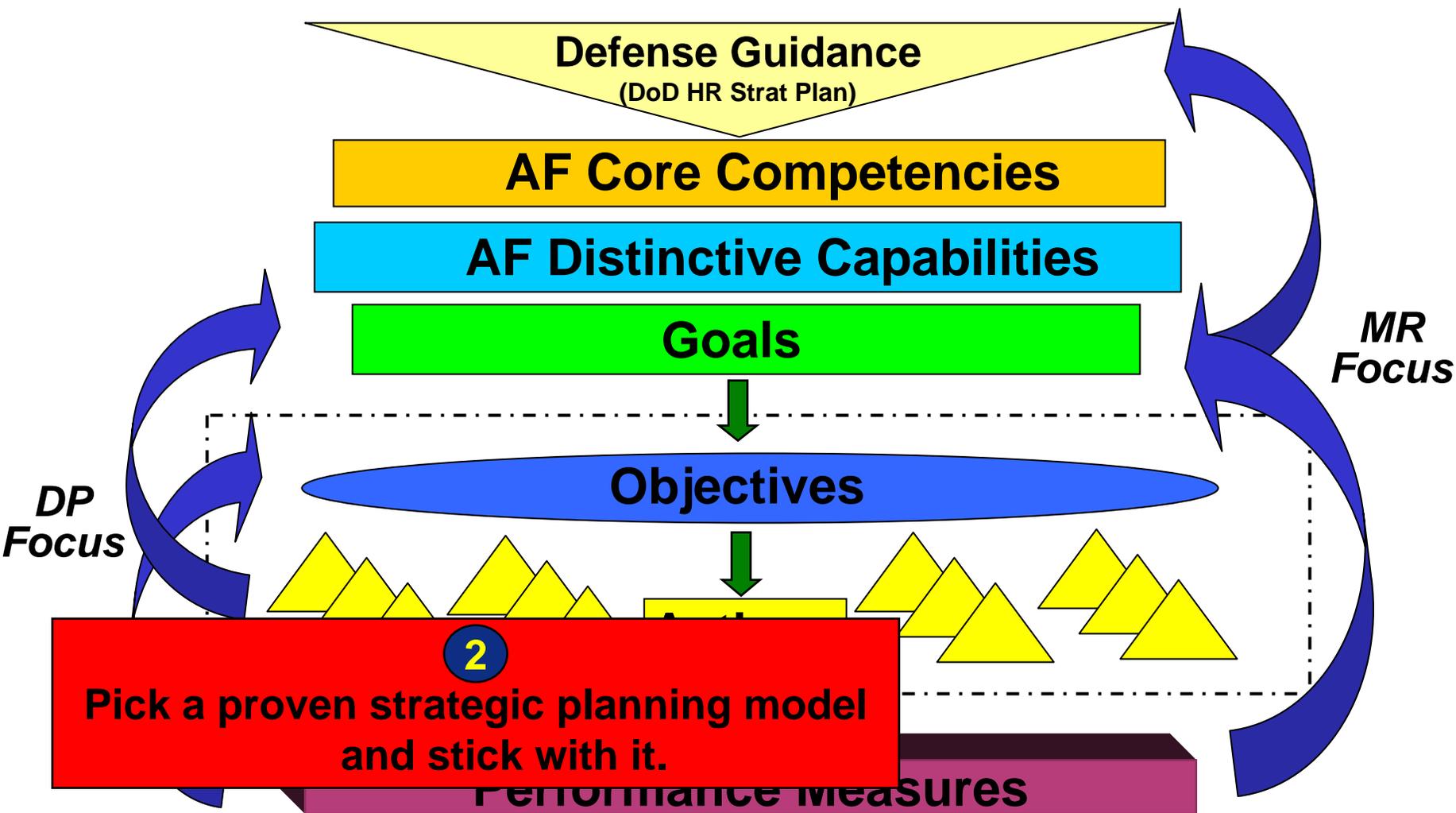
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Best to start with a solid mission, vision, etc., for your organization, not just for your corner of the world.

**Competitive
ing**



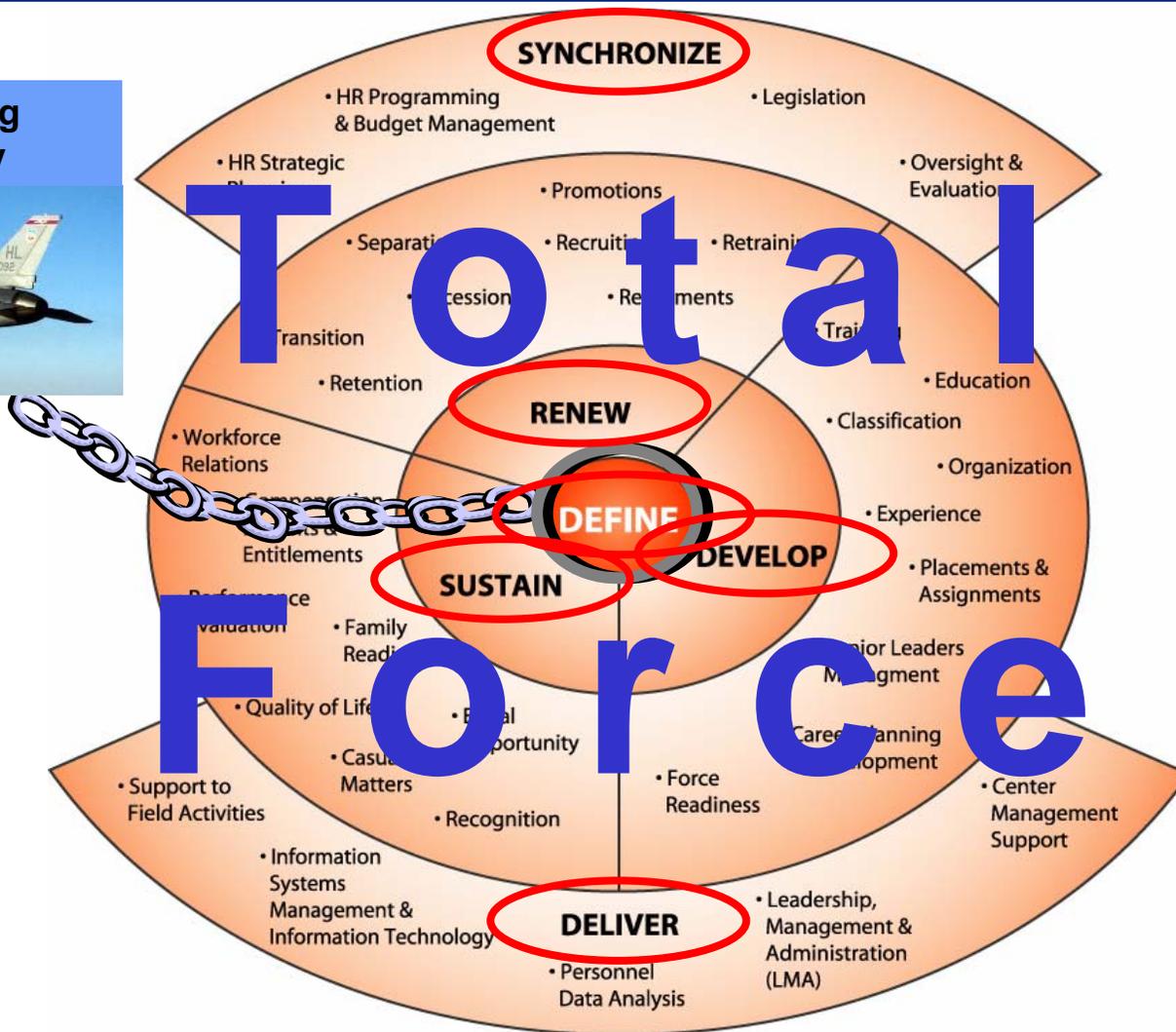
Building the Strategy





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Building the Strategy: Human Capability Framework





U.S. AIR FORCE

Building the Strategy: Key Players and Products





Building the Strategy: Focus on Results

Vision
 Right PEOPLE, Right PLACE, Right TIME —
 America's Airmen Creating the
 World's Best Air Force



Synchronize

OUTCOME: Synchronized governance that maximizes capabilities and optimizes return on investment

Deliver

OUTCOME: Enable Force through optimized processes

Define

OUTCOME: Clearly

Renew

OUTCOME: A flexible

Develop

OUTCOME:

Sustain

OUTCOME: Sustained, stable, and diverse workforce of motivated, capable people

4
 Develop high-level outcomes that are measurable.

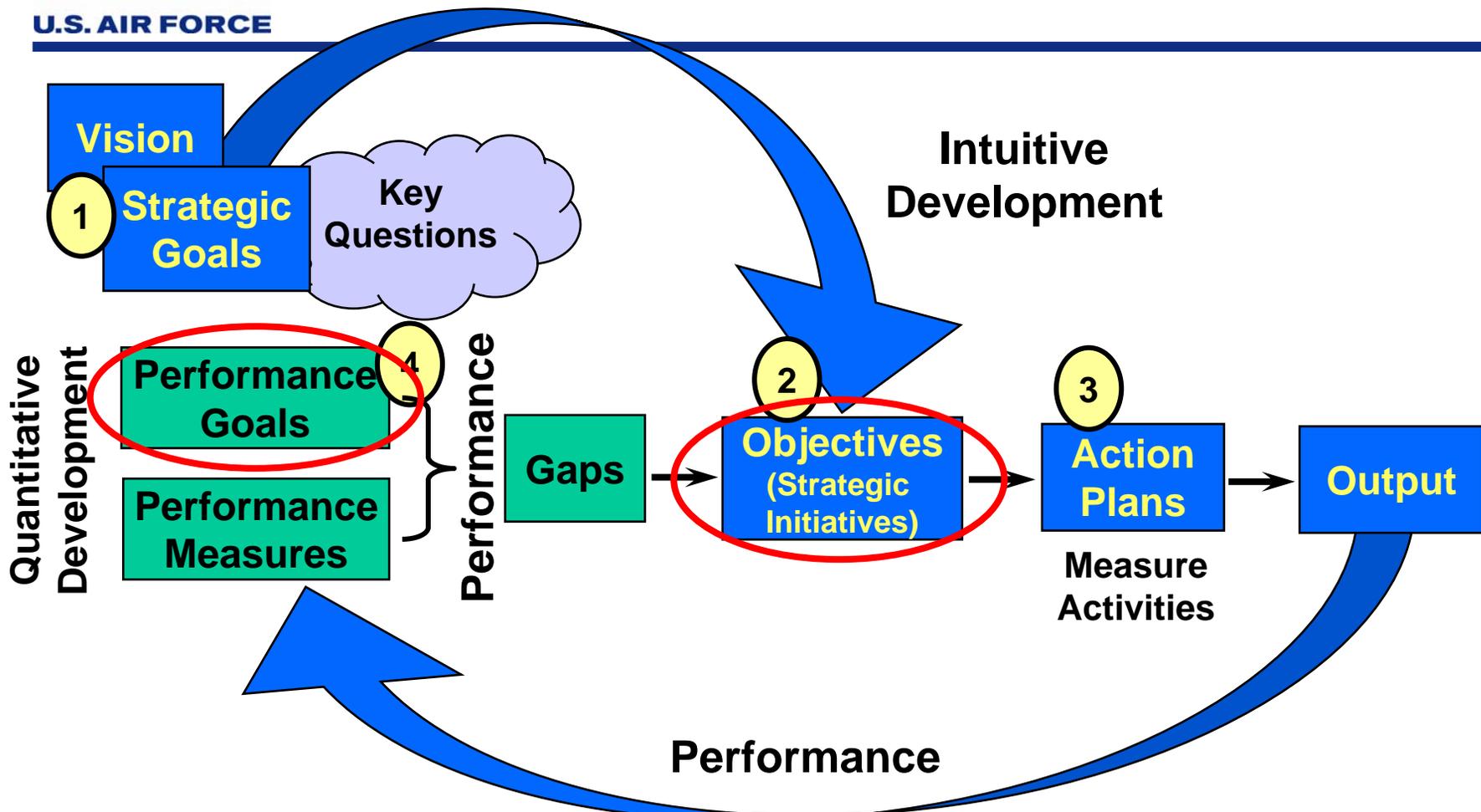
needed to deliver assigned missions

tal leaders ed, eable, and ed workforce AF missions



Performance-Based Continuum

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Inject feedback to validate strategy assumptions...
...and then adjust strategies to get the right outcome.



- **Developing the Plan**
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MR / DP—August 2001

- **MR & DP moving forward, but not always together**
- **Roles and responsibilities not well-defined**
- **Common goals not appreciated**



Regulatory-based Management



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MR / DP Partnership

Performance-based Management

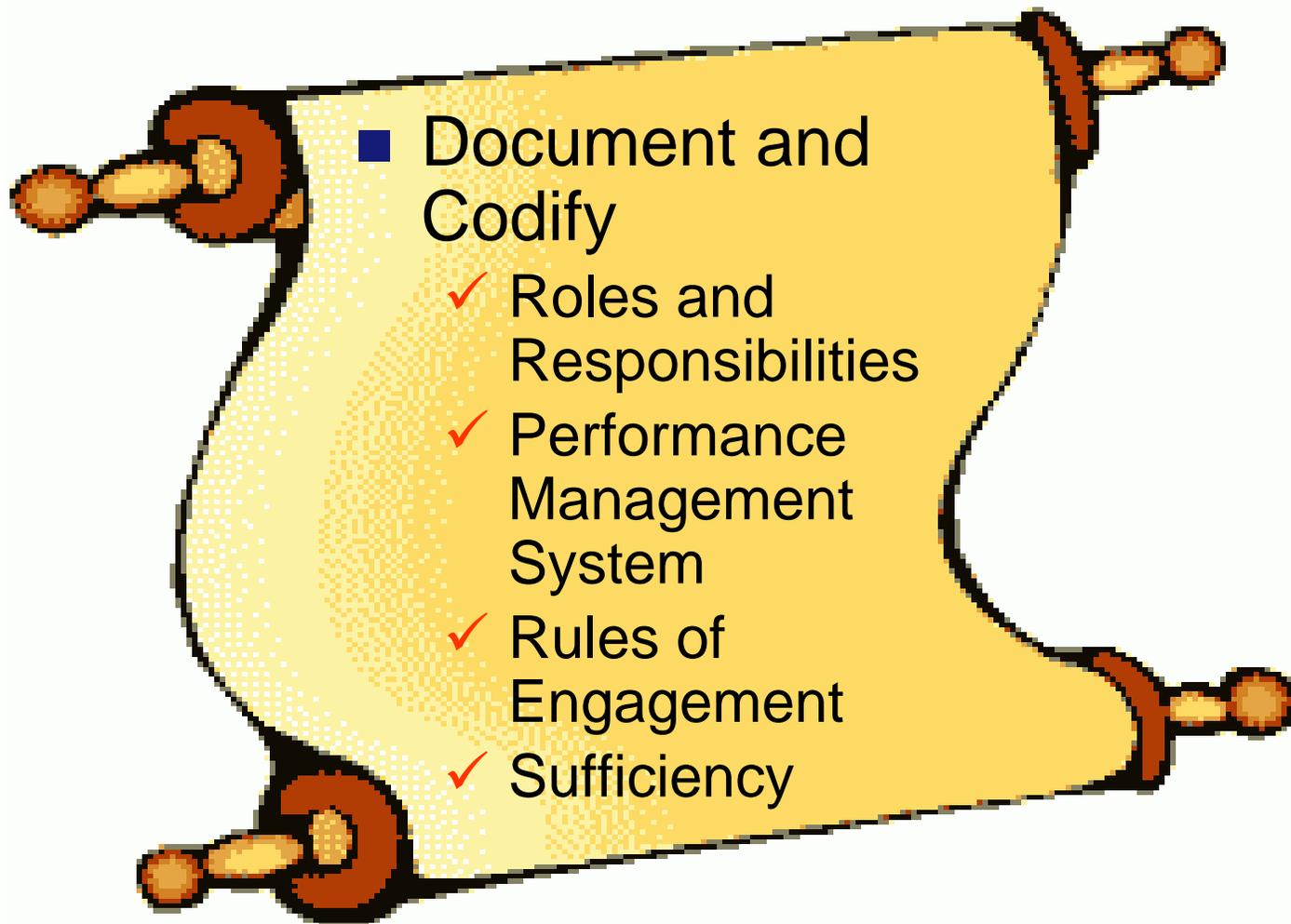
**Strategic
Plan**



- MR & DP recognize need for and benefits of partnership
- Roles and responsibilities clearly defined
- Common strategic goals



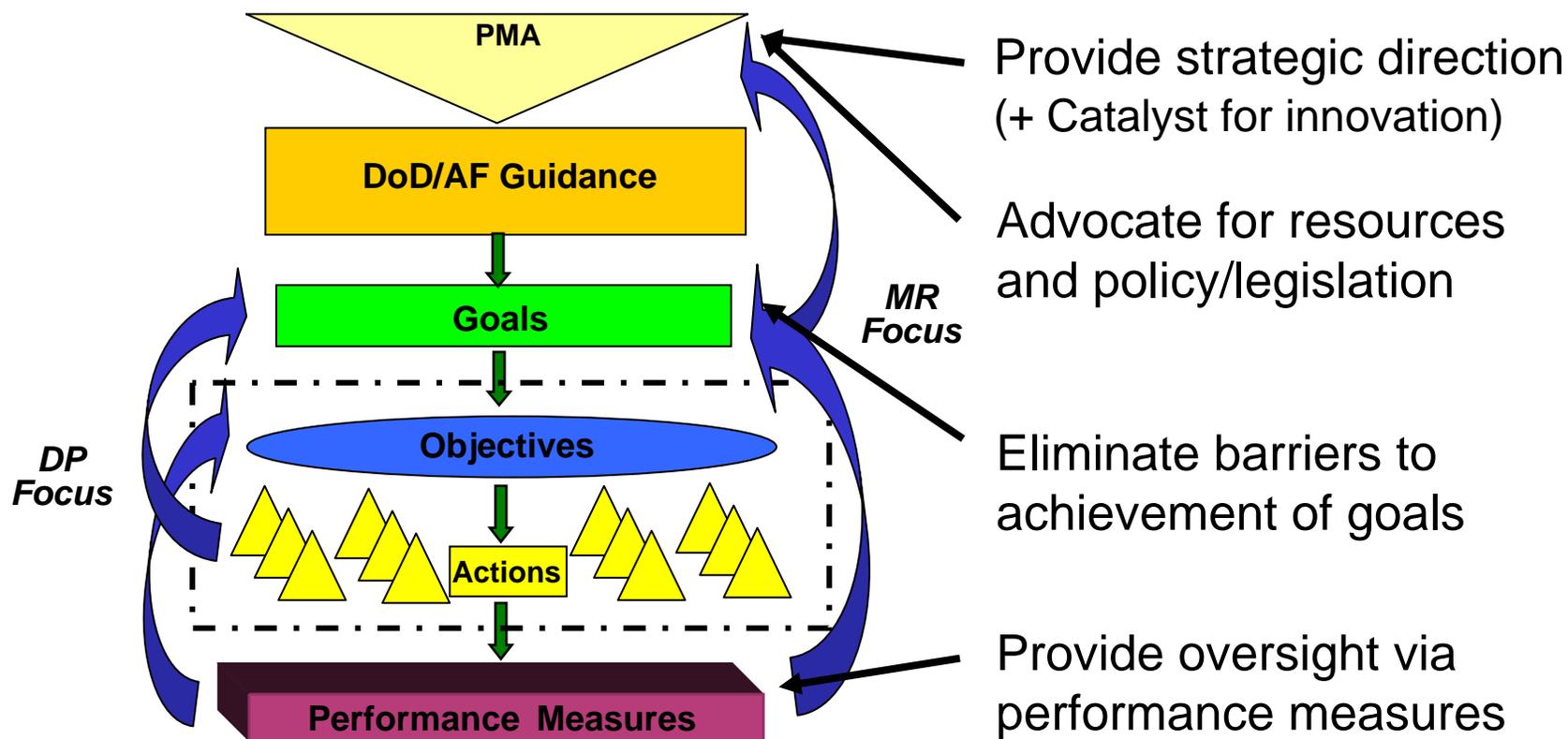
Institutionalize the Partnership





Institutionalize the Partnership: Roles and Responsibilities

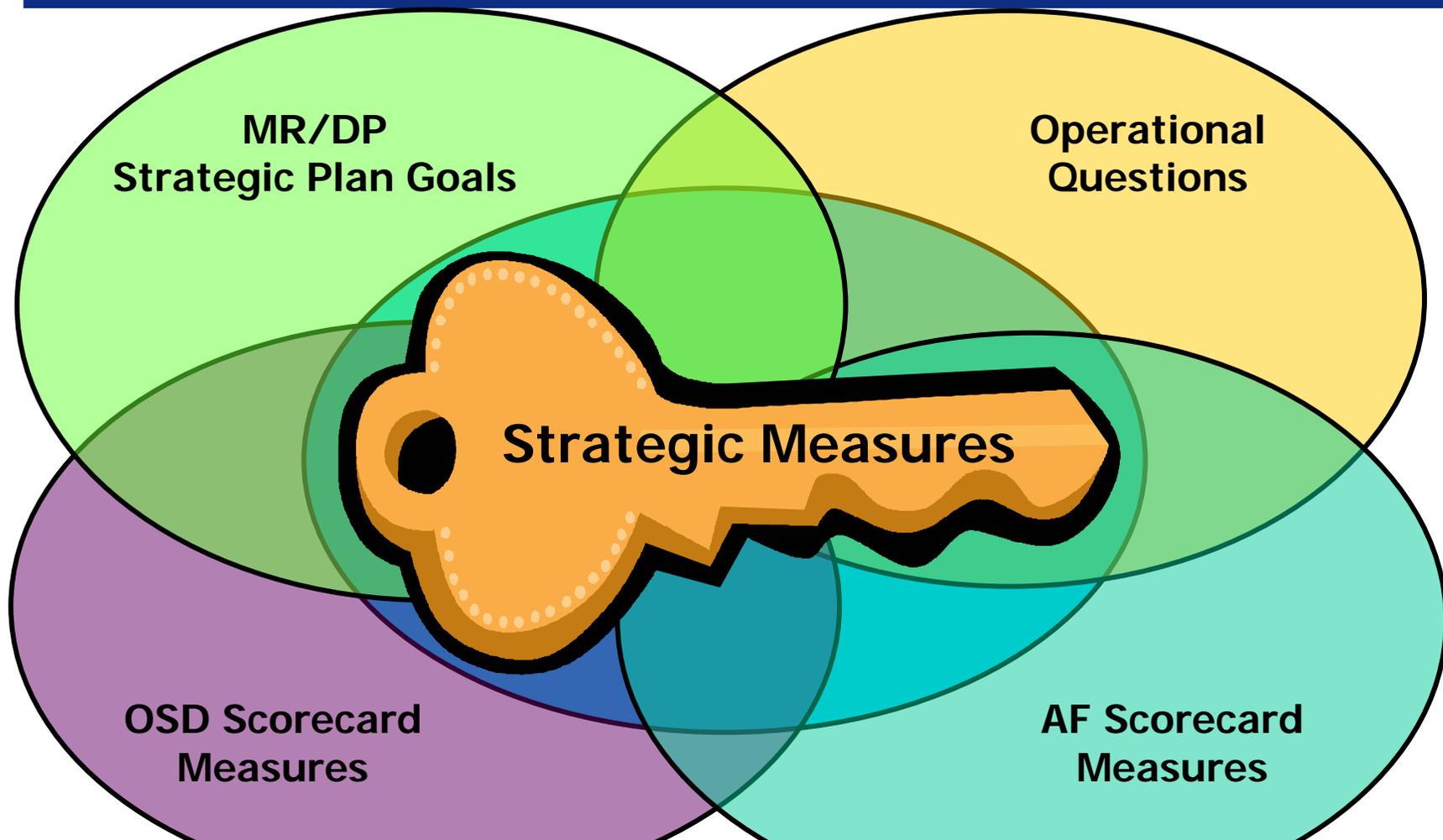
Assistant Secretary's Role





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Institutionalize the Partnership: Performance Management



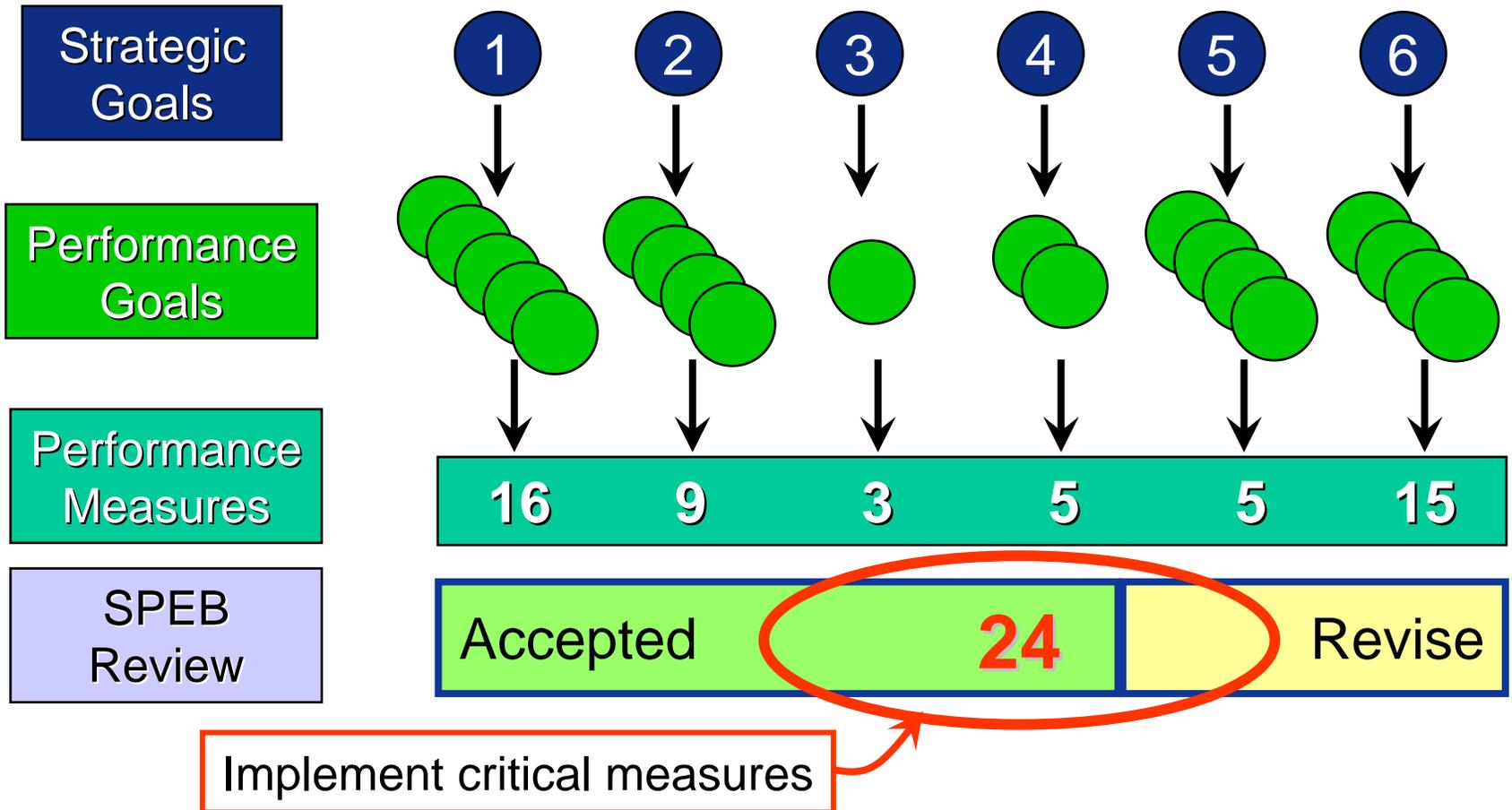
Measures should give insight into operational capability and readiness

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Our Focus on Performance Management...

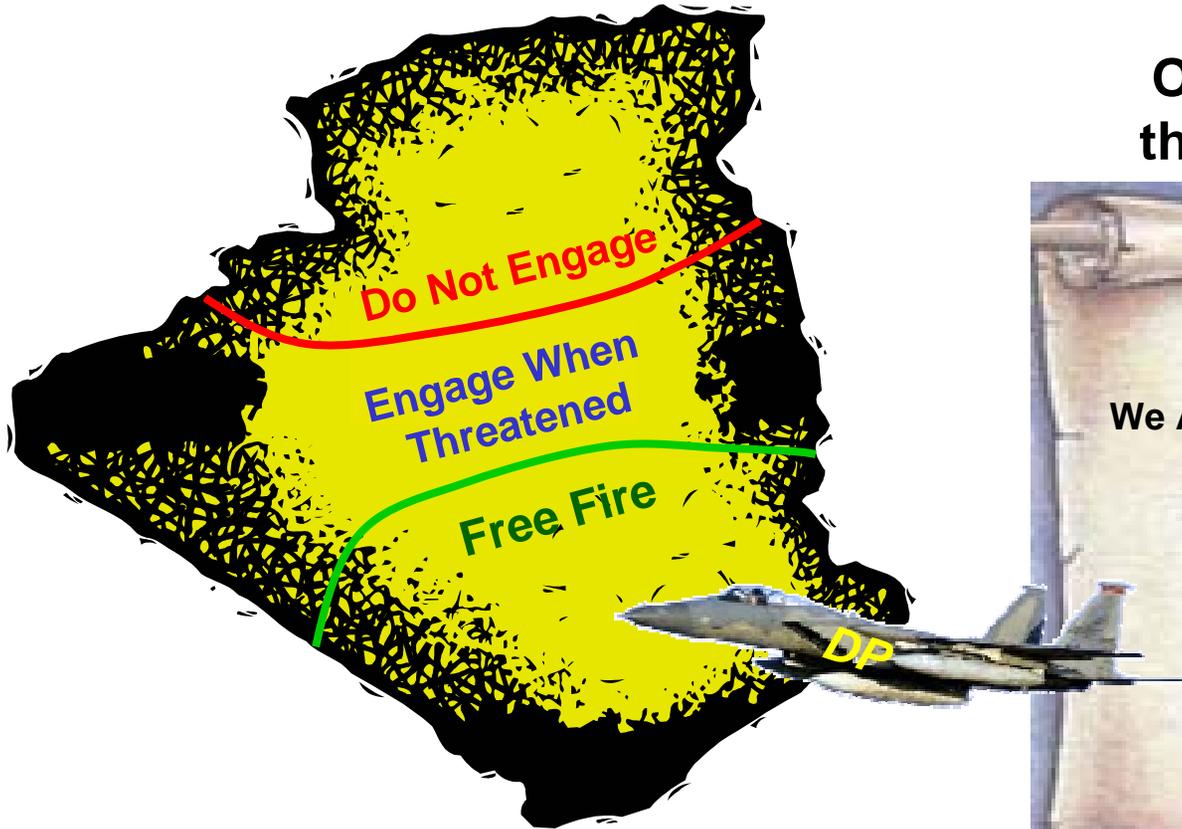
Getting the Right Measures





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...Allows Fundamental Change in the Way We Operate



Operationalize the Partnership

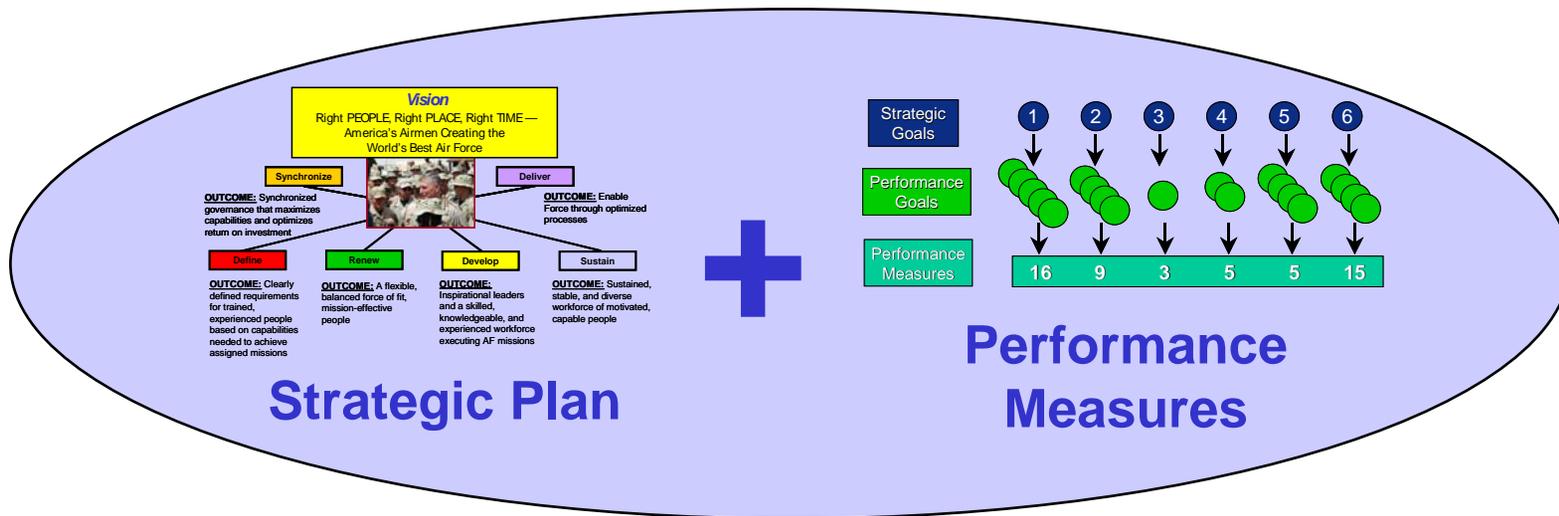


**DP is free to operate, but accountable
through performance measures**

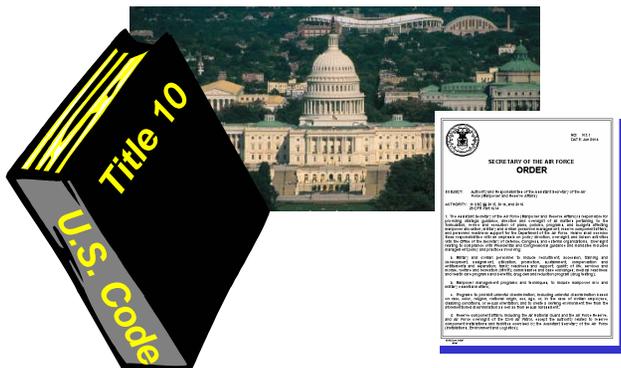


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Institutionalize the Partnership: Legally Sufficient, Auditable



Compliance



Effective Outcomes





- Start with a solid connection to the **organization**
- Pick a **good** strategic planning and performance management **model** and stick with it
- Find the **balance** between ownership and the need for a good, integrated product
- Develop outcomes that are **measurable**
- Push the **ownership** issue consistently

***Good Luck
on the Trek!***



Questions?

LMI

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THE OPPORTUNITY TO MAKE A DIFFERENCE HAS NEVER BEEN GREATER

OPM Federal Workforce Conference 2004

Developing Human Capital Performance Metrics and Accountability Systems

Mr. Phil Lussier

Program Director, Organizational Improvement

(703) 917-7536

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LMI the Organization

- Dedicated to advancing the science of government management
- Not-for-profit business model
- Government consultants in six core mission areas:
 - Acquisition
 - Logistics
 - Financial Management
 - Information & Technology
 - Facilities & Asset Management
 - Organizations & Human Capital



Our Distinguishing Characteristics

- High government IQ – over 40 years of service
- Extensive government network
- Technical and analytical ingenuity
- Research driven – the LMI Research Institute
- Not-for-profit
- Ability to combine highly proficient, and experienced personnel, across a wide range of specialist talents to address unique challenges
- Ability to provide “best-practice” solutions based upon our “big-picture” government wide view



Topics

- **Accountability Defined**
- Accountability System
- Accountability Tools
 - The Balanced Scorecard
 - The Logic Model
- HHS Accountability Project
 - Strategic Management System



Accountability Defined

Responsibility for effective and efficient performance of programs.

Measures of accountability focus on:

- (1) Benefits accruing from the program as valued by customers and supporters;
- (2) How resources are invested and the results attained.

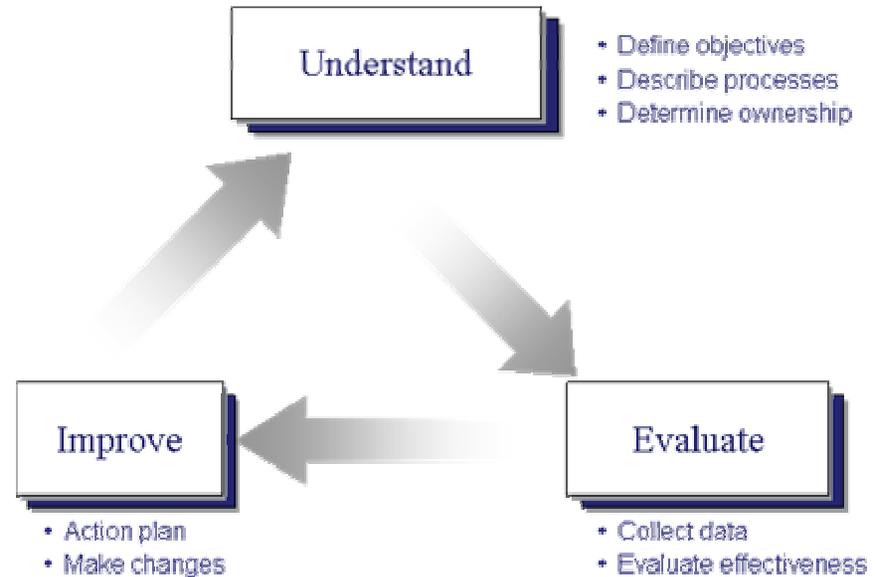
Simply stated: *What performance results can we expect, at what cost, and who is accountable?*



What Is Human Capital Accountability?



Accountability is a **system** that enables an **agency** to **understand, evaluate, and improve** its Human Capital



Topics

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Features of an HRM Accountability System

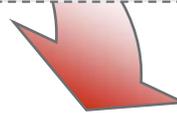
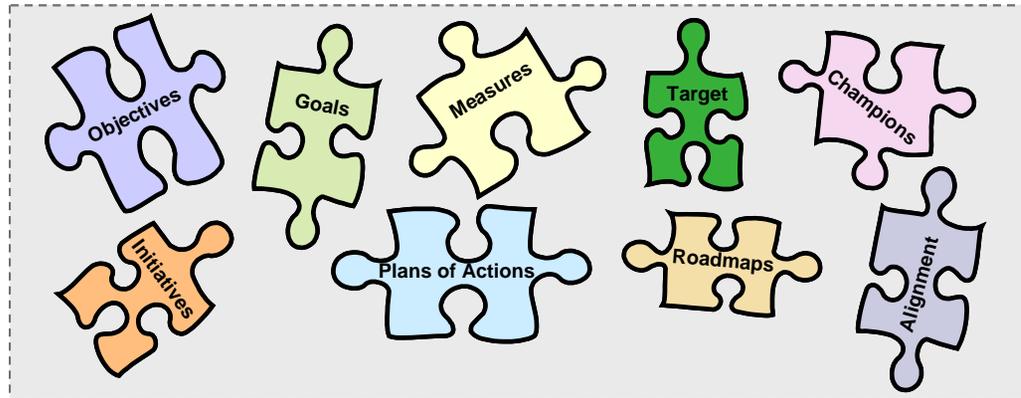
- HRM goals linked to Agency goals
- Performance Measures
 - Methods, sources, systems identified
- Collaborative process w/customers & stakeholders to validate goals and measures
- Communicate throughout agency
- Accountability established
 - Measures, reporting, analysis, communicating
- Collaborative process for evaluating data
 - Findings, conclusions, feedback, improvements
- Periodic assessment
 - HR Program performance
 - Collaborative method for deciding improvement actions





Accountability System

A “Systems” Approach Works for Organizational Accountability and Performance Management



A Strategic Accountability System:



** person assigned ownership to ensure accountability for progress*



Topics

- Accountability Defined
- Accountability System
- **Accountability Tools**
 - **The Balanced Scorecard**
 - **The Logic Model**
- HHS Accountability Project
 - Strategic Management System



Accountability Tools

We have found the principles embedded in two tools to be useful:

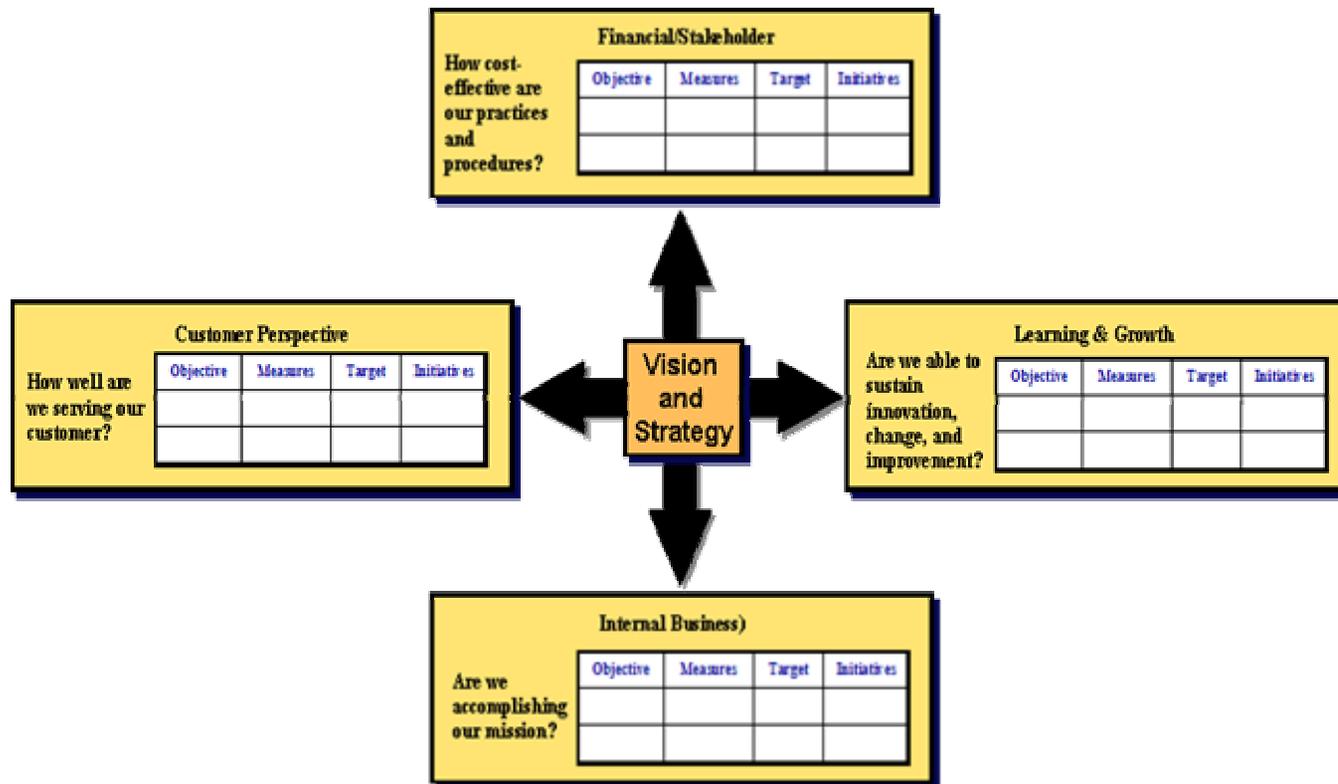
- **Balanced Scorecard (BSC)**
- **Logic Model**



Organizational Improvement Practice

How BSC fits...

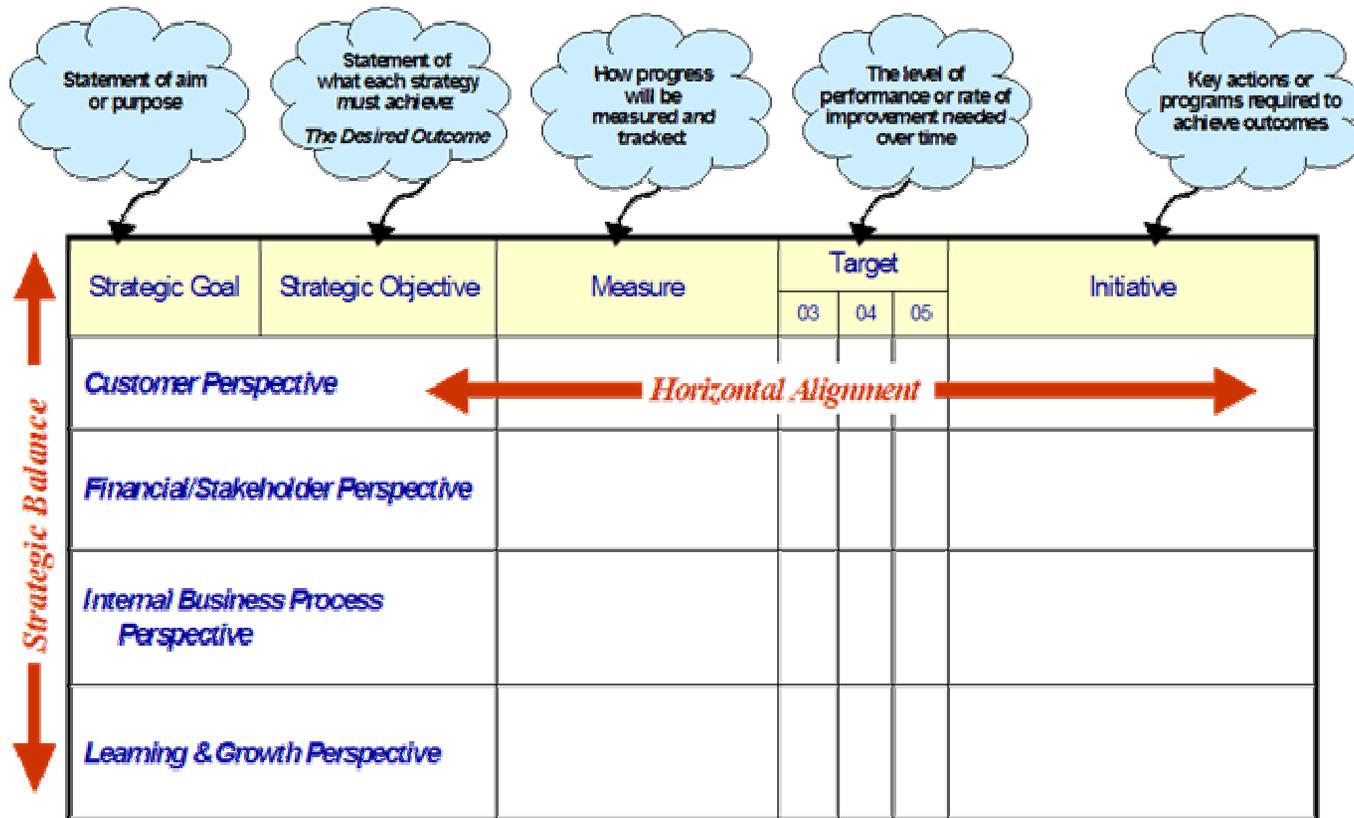
The Balanced Scorecard *translates strategy* into *operational objectives* to drive both behavior and performance



The BSC Framework

Metrics and Initiatives Are Aligned to Outcome Goals and Objectives

Balanced Scorecard Components



Concepts of a Program Logic Model

INPUTS

Staff

Money

Partners

OUTPUTS

Design parented curriculum

Provide 6 training session

Targeted parents attend

OUTCOMES

Parents increase knowledge of child dev

Parents learn new way to discipline

Parents use improved parenting skills

Reduced rate of child abuse & neglect

HR Performance Goals

HR.01 Recruit and hire talented, diverse employees

HR.02 Prepared and highly motivated workforce capable of performing their jobs and ready to assume roles with greater responsibility

HR.03 Provide work life and family programs to meet employee and family member needs

HR.04 Provide the management tools and policy guidance to hire talented locally employed staff

HR.05 Provide infrastructure to facilitate Bureau decision making and achieving management focus



Logic Model HR Sample

Inputs	Activity	Outputs	Outcomes	
			Intermediate	End
FTEs allocated to position classification staff	Classification	Number of unique position encumbered	% of jobs filled (compared to vacancy announcements)	% of mission critical positions filled
		Number of new positions established		
		Average number of days necessary to classify positions		
FTEs allocated to staffing	Recruitment, Hiring, and Staffing	Number of merit promotion vacancy annc. opened		
		Number of in-service staffing actions processed		
		Number of career appointments/hires made		
		Number of reassignments and transfers processed		
		Avg. number of days nec. for HR to post merit promotion vacancy ancmts.		
		Avg. number of days nec. for HR to issue merit promotion certs.		
		Avg. number of days nec. for selecting officials to act on merit promo.		
		Avg. number of days to fill positions via merit promotion		
	Leadership	# enrolled in Leadership & Management Training (mid-grades)	% of employees completing L&M training	RNOC Supervisory and Non-Supervisory
		# of participants enrolled in external leadership or development programs		Supervisor Ratio
				Pay Band Supervisory
				Supervisor broken out by Gender
	Career Development	% of departments with identified systems supporting and tracking IDPs	% of IDP developmental opportunities accomplished, based on survey data	% of employee survey reflecting career development opportunities
		# of individuals counseled by Certified Career Counselors		
		% of employees with IDPs		

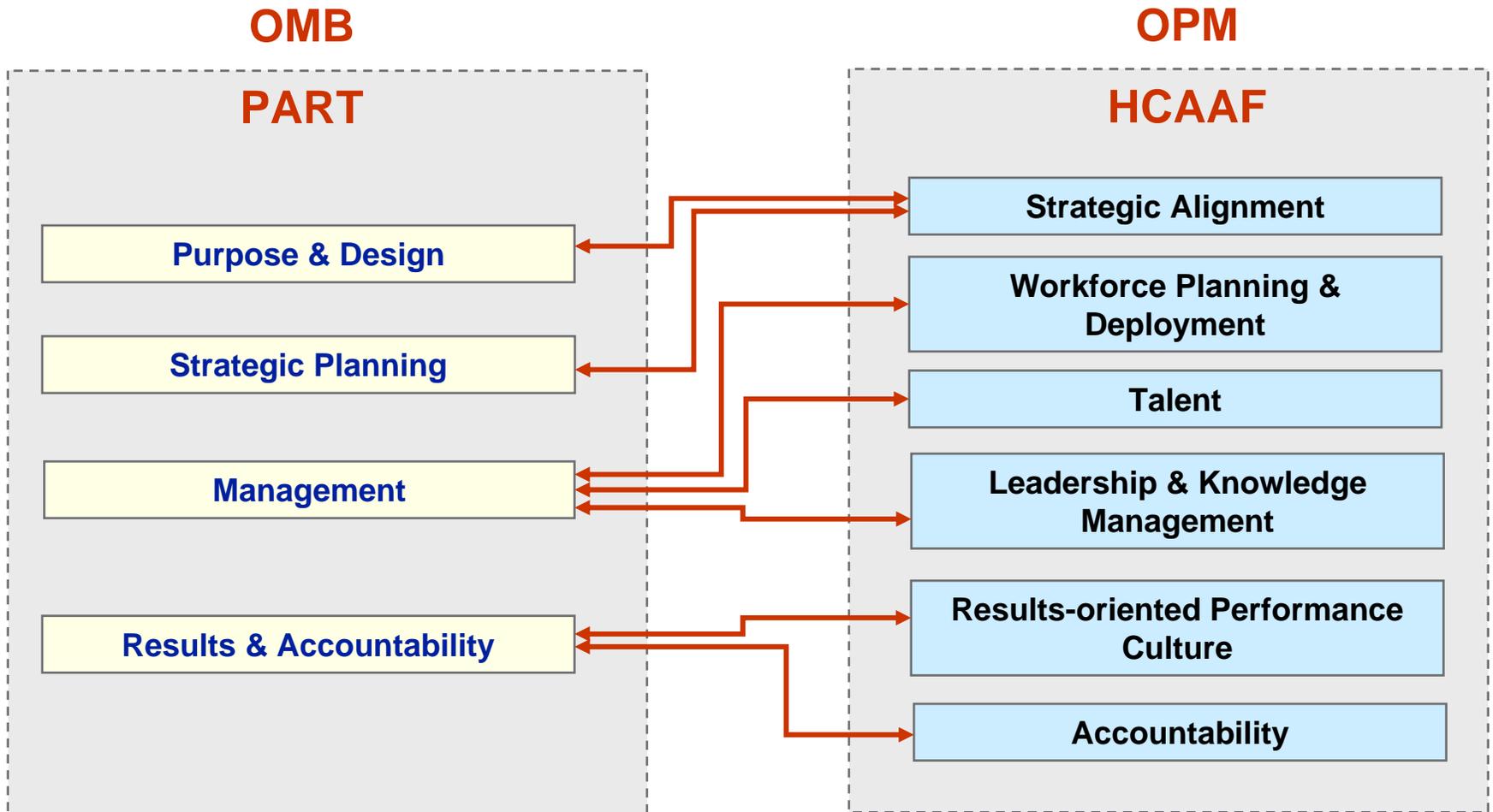
Incorporate Into Existing Resource Management Process

Automated Bureau Performance Plan (BPP) Process

- Accountability System produces Draft Report for Each HR Goal
- DOS used for budget justification

FY 2005 BUREAU PERFORMANCE PLAN GOAL TABLE	
BUREAU OF HUMAN RESOURCES	
STRATEGIC GOAL	Strategic Goal 1B: Human Resource An optimum number, distribution and configuration of the Department's workforce both domestic and overseas, under the highest quality leadership employed in response to the foreign policy priorities identified in the strategic plan.
PERFORMANCE GOAL (FUND)	HR01: Recruit and hire selected foreign employees <ul style="list-style-type: none">• Recruitment and Outreach<ul style="list-style-type: none">• FTE Hiring• Organizational Analysis and Workforce Planning• Compensation Hiring and Staffing• FTE Recruitment Outreach<ul style="list-style-type: none">> Applications/initials/direct> Outreach to colleges> Outreach to noncollegiate pool> Outreach to professional associations> IIR (Deployment in Excess)> Allocation of FTE> Pay program for contract> Volunteer recruiting> Targeted recruitment programs (include: monetary recruitment)• FTE Hiring<ul style="list-style-type: none">> Workforce and selection> Agency and method of business> Process the new hire> Classification> Availability> Minimize hiring• Organizational Analysis and Workforce Planning<ul style="list-style-type: none">> Initial planning> Future workforce planning> Request for FTE> Allocation of FTE• Compensation Hiring and Staffing<ul style="list-style-type: none">> Classification> Vacancies> Pay program/contract> Voluntary management> Hiring> Security clearance/availability> IIR (Deployment in Excess)> Contract only programs (non-employee third parties)> Contract programs> PMU (Contractual/Management Interns)> PACU (Contractual/Management)> Professional PACU> Contract programs (range of salaries)> Special recruiting
KEY INITIATIVE/PROGRAMS (DESCRIPTION AND STRATEGIC)	

Accountability Crosswalk

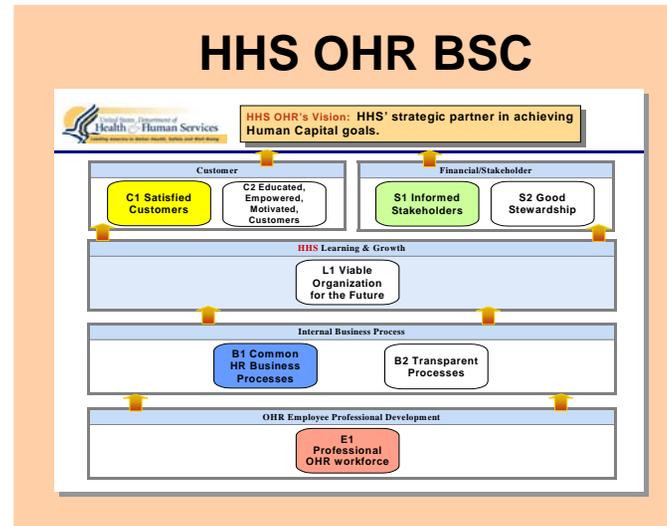


Topics

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- Accountability System
- Accountability Tools
 - The Balanced Scorecard
 - The Logic Model
- **HHS Accountability Project**
 - **Strategic Management System**



HHS Strategic Management System

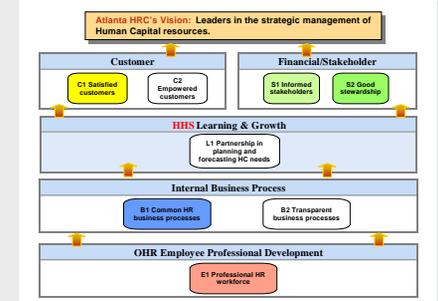
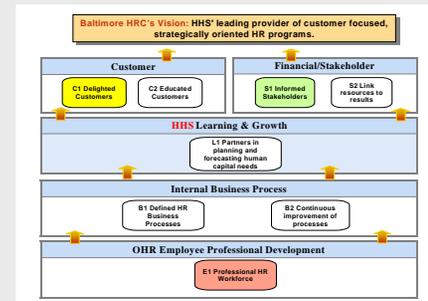
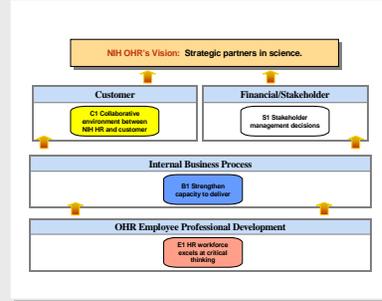
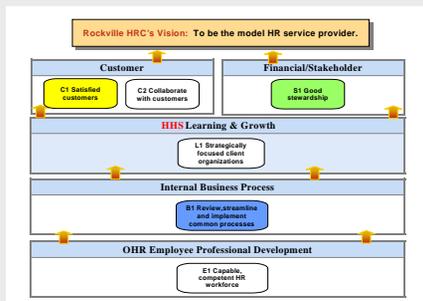


HR-Baltimore BSC

HR-Bethesda BSC

HR-Atlanta BSC

HR-Rockville BSC



Result: Strategic Alignment Goals, Measures, and Initiatives

Metrics Alignment

	HHS OHR Metric	AHRC	BHRC	NIH OHR	RHRC
Customer	Annual Customer Survey <i>(Satisfied Customer)</i>	S	S	S	S
	Favorable Customer Inputs on SES Evaluations	<i>HHS Level Metric</i>			
	SLA Index	S	S	C	S
	Self-service System Usage Rate	C	C	S	S
	Annual Customer Survey <i>(Self-service tools & systems)</i>	S	C	C	C
Stakeholder	Stakeholder contacts accomplished	<i>HHS Level Metric</i>			
	Revenue-Expense Ratio	C	C	C	S
Internal Business Processes	% of processes reviewed	S	S	C	S
	% of processes meeting definitions	S	C	S	C
OHR Employee Professional Development	% of staff trained on identified business processes	S	C	C	C
	% of staff provided continuation or cross training	C	S	S	C
	HR Employee Development	C	C	C	S
HHS Learning & Growth	% of workforce covered by HC Plan	S	S	S	S
	% of critical occupations filled	S	S	C	C



Result: HHS HR Scorecard

Strategic Objectives Per Perspective

Metrics for that Objective

Initiatives that will drive towards the Objective

Customer Perspective Logic Model		
Outcome Measures	Output Measures	Initiatives
Strategic Objective: C1 Satisfied customers - We understand and meet our customers expectations. Our information and are able to communicate with us in an open manner.		
C1.N1 Annual customer survey C1.N2 Favorable customer inputs on SES evaluations	C1.N3 SLA Index C1.N4 # of SLA metrics identified, defined, and measured	C1.I1 Determine SLA working group membership C1.I2 Improve customer awareness C1.I3 Educate employees and managers C1.I4 Develop new self service tools C1.I5 Educate customers to use self-service tools C1.I6 BHRM.C1.I1 Develop a service delivery model for outside DC C1.I7 BHRM.C1.I3 Provide HR solutions C1.I8 BHRM.C2.I1 Customer outreach C1.I9 BHRM.C2.I3 Central repository
Strategic Objective: C2 Educated, empowered, motivated customers - We provide a variety of self-service tools and systems. Our customers are comfortable using them and understand the benefits.		
C2.N1 Self-service system usage rate C2.N2 % of favorable responses from customers on survey	C2.N3 # of website hits C2.N4 # of management/performance information products	C2.I1 Improve customer awareness C2.I2 Educate employees and managers C2.I3 Develop new self service tools C2.I4 Educate customers to use self-service tools C2.I5 Provide information to customers (proactive) C2.I6 Provide status on actions C2.I7 Deploy automated tools and provide training C2.I8 Customers and Managers
Stakeholder/Financial Perspective Logic Model		
Outcome Measures	Output Measures	Initiatives
Strategic Objective: S1 Informed stakeholders - We provide our stakeholders with appropriate information to make decisions affecting human capital.		
S1.N1 Accuracy and reliability of data in systems S1.N2 Cost recovery (NOR)	S1.N3 Stakeholder contacts accomplished S1.N4 # of management/performance information products	S1.I1 Develop stakeholder contact plan
Strategic Objective: S2 Good stewardship - We manage resources efficiently and effectively to create economies of scale. We link resources to results.		
S2.N1 Revenue-Expense Ratio S2.N2 HR servicing ratio met S2.N3 HR PFE accounting within ceiling	S2.N4 HR servicing ratio	S2.I1 Develop system for tracking changes in fees S2.I2 Improvement plan S2.I3 HR service costs S2.I4 Identify and adjust resources S2.I5 Identify/recognize efficiencies S2.I6 Manage internal BHRM human resources effectively
Learning and Growth Perspective Logic Model		
Outcome Measures	Output Measures	Initiatives
Strategic Objective: L1 Viable organization for the future - We plan our future addressing human capital, technology, organizational culture, and continuous learning opportunities.		
L1.N1 HCAM Index L1.N2 Readiness Index	L1.N3 % workforce covered by HC Plan L1.N4 % of critical occupations filled	None
Internal Business Processes Perspective Logic Model		
Outcome Measures	Output Measures	Initiatives
Strategic Objective: B1 Common HR business processes - We have shared consistent business practices		
B1.N1 % of processes reviewed B1.N2 % of identified processes reviewed	B1.N3 Decrease # of helpdesk inquiries	B1.I1 Assess current processes, benchmark B1.I2 Identify and improve common HR business processes B1.I3 Identify major processes B1.I4 Obtain employee and customer feedback
Strategic Objective: B2 Transparent processes - Our processes are efficient, effective and accountable. We can track actions and know where they are in the process.		
B2.N1 % of processes meeting definitions B2.N2 % satisfied or higher customer survey responses	None	B2.I1 Workflow Tracking B2.I2 Develop transparency standards B2.I3 Review current processes for transparency
HR Employee Professional Development Perspective Logic Model		
Outcome Measures	Output Measures	Initiatives
Strategic Objective: E1 Professional HR workforce - Our employees have the competencies, information, professional development, training resources, to enable our customers to achieve their goals.		
E1.N1 HR Employee Development E1.N2 % of customers rating HR staff as competent	E1.N3 staff trained on identified business processes E1.N4 % of staff provided continuation or cross training E1.N5 % of training identified by workforce skills E1.N6 rates, programs, assignments, etc.	E1.I1 Develop system to track training E1.I2 Skills assessment E1.I3 Customer-oriented competencies E1.I4 SOP Process E1.I5 HR Career Enhancement E1.I6 Ensure employees have tools and CMA E1.I7 Provide opportunities for professional development E1.I8 Develop employee communication plan E1.I9 Recognize employees.
Legend Achieves Green Target Achieves Yellow Target Does Not Achieve Yellow Target No Data Not Ready		



Summary: Overarching Principles of Accountability

- **Goals Aligned** to Agency goals/plans
- **Performance Measures**—both output and outcome, methods, sources, systems identified
- **Improvement Actions**—aligned strategies to achieve goals
- **Accountability Established**—who and at what levels
- **Collaborative processes**—among managers; with customers & stakeholders
- **Communicate**—throughout agency; with customer & stakeholder
- **Periodic assessment**
 - Evaluating data (findings, conclusions, feedback, improvements)
 - Program performance





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Information Briefing on Human Capital Readiness

Mr. Colin Waitt

Program Manager, Organizational Improvement

(571) 633-7752

cwaitt@lmi.org

Our Leadership's Guidance



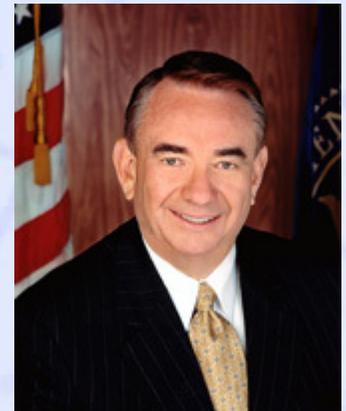
"Government likes to begin things - to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises."

A stylized, handwritten signature of President George W. Bush in black ink.

President George W. Bush

"HHS is committed to improving management within the Department and has established its own vision of a unified HHS --The Department will improve program performance and service delivery to our citizens by more strategically managing its human capital and ensuring that resources are directed to national priorities. "

--Secretary Tommy Thompson





Readiness Linked to OHR BSC

Learning and Growth Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: L1 Viable organization for the future - We plan our future addressing human capital, technology, organizational culture, and continuous learning opportunities.		
1.M3 HCAAF Index 1.M4 Readiness Index	<input type="checkbox"/> L1.M1 % workforce covered by HC Plan <input type="checkbox"/> L1.M2 % of critical occupations filled	None



Customer Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: C1 Satisfied customers - We understand and meet our customers' expectations. Our customers receive timely, accurate, information and are able to communicate with us in an open manner.		
<input type="checkbox"/> C1.N1 Annual customer survey <input type="checkbox"/> C1.N2 Favorable customer inputs on SES evaluations	<input type="checkbox"/> C1.N3 SLA Index <input type="checkbox"/> C1.N4 NHR OHR.L1.N4 # of SLA metrics identified, defined, and measured	<input type="checkbox"/> C1.I1 Determine SLA working group membership <input type="checkbox"/> C1.I2 Improve customer awareness <input type="checkbox"/> C1.I3 Educate employees and managers <input type="checkbox"/> C1.I4 Develop new self-service tools <input type="checkbox"/> C1.I5 Educate customers to use self-service tools <input type="checkbox"/> C1.I6 Develop a service delivery model for outside DC <input type="checkbox"/> C1.I7 Provide HR solutions <input type="checkbox"/> C1.I8 Customer outreach <input type="checkbox"/> C1.I9 Central repository
Strategic Objective: C2 Educated, empowered, motivated customers - We provide a variety of self-service tools and systems. Our customers are comfortable using them and understand the benefits.		
<input type="checkbox"/> C2.N1 Self-service system usage rate <input type="checkbox"/> C2.N2 % of favorable responses from customers on survey	<input type="checkbox"/> C2.N3 # of website hits <input type="checkbox"/> C2.N4 # of favorable responses from customers on survey	<input type="checkbox"/> C2.I1 Improve customer awareness <input type="checkbox"/> C2.I2 Educate employees and managers <input type="checkbox"/> C2.I3 Develop new self-service tools <input type="checkbox"/> C2.I4 Educate customers to use self-service tools <input type="checkbox"/> C2.I5 Provide information to customers (proactive) <input type="checkbox"/> C2.I6 Provide status on actions <input type="checkbox"/> C2.I7 Deploy automated tools and provide training <input type="checkbox"/> C2.I8 Customers and Managers

Stakeholder/Financial Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
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<input type="checkbox"/> S1.N1 OHR.S1.N2 Accuracy and reliability of data on systems <input type="checkbox"/> S1.N2 Cost recovery (NCR)	<input type="checkbox"/> S1.N3 Stakeholder contacts accomplished <input type="checkbox"/> S1.N4 NHR OHR.S1.N4 # of management/performance information available	<input type="checkbox"/> S1.I1 Develop stakeholder contact plan <input type="checkbox"/> S1.I2 Develop information available
Strategic Objective: S2 Good stewardship - We manage resources efficiently and effectively to create economies of scale. We link resources to results.		
<input type="checkbox"/> S2.N1 Revenue-Expense Ratio <input type="checkbox"/> S2.N2 HR servicing ratio met <input type="checkbox"/> S2.N3 HR FTE accounting within ceiling	<input type="checkbox"/> S2.N4 HR servicing ratio <input type="checkbox"/> S2.N5 HR servicing ratio	<input type="checkbox"/> S2.I1 Develop system for tracking changes in fees <input type="checkbox"/> S2.I2 Improvement plan <input type="checkbox"/> S2.I3 HR service costs <input type="checkbox"/> S2.I4 Identify and adjust resources <input type="checkbox"/> S2.I5 Identify/recognize efficiencies <input type="checkbox"/> S2.I6 Manage internal BHRC human resources

Learning and Growth Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: L1 Viable organization for the future - We plan our future addressing human capital, technology, organizational culture, and continuous learning opportunities.		
<input checked="" type="checkbox"/> L1.N3 HCAAF Index <input checked="" type="checkbox"/> L1.N4 Readiness Index	<input type="checkbox"/> L1.N1 % workforce covered by HC Plan <input type="checkbox"/> L1.N2 % of critical occupations filled	None

Internal Business Processes Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: B1 Common HR business processes - We ensure consistent business processes across all HR business units.		
<input checked="" type="checkbox"/> B1.N1 % of processes reviewed <input checked="" type="checkbox"/> B1.N2 % of identified processes reviewed	<input type="checkbox"/> B1.N3 Decrease # of helpdesk requests <input type="checkbox"/> B1.N4 % of helpdesk requests resolved	<input type="checkbox"/> B1.I1 Assess current processes, benchmark <input type="checkbox"/> B1.I2 Identify and improve common HR business processes <input type="checkbox"/> B1.I3 Identify major processes <input type="checkbox"/> B1.I4 Obtain employee and customer feedback
Strategic Objective: B2 Transparent processes - Our processes are efficient, effective and accountable. We can track actions and know where they are in the process.		
<input type="checkbox"/> B2.N1 % of processes meeting definitions <input type="checkbox"/> B2.N2 NHR OHR.B1.N2 satisfied or higher customer survey responses	None	<input type="checkbox"/> B2.I1 Workflow Tracking <input type="checkbox"/> B2.I2 Develop transparency standards <input type="checkbox"/> B2.I3 Review current processes for transparency

HR Employee Professional Development Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: E1 Professional HR workforce - Our employees have the competencies, information, professional development, training resources to enable our customers to achieve their goals.		
<input type="checkbox"/> E1.N1 HR Employee Development <input type="checkbox"/> E1.N2 % of customers rating HR staff as competent	<input type="checkbox"/> E1.N3 % staff trained on identified business processes <input type="checkbox"/> E1.N4 % of staff provided certification or other training <input type="checkbox"/> E1.N5 % of training identified by workforce skills <input type="checkbox"/> E1.N6 # of HR programs, assignments etc.	<input type="checkbox"/> E1.I1 Assess current processes, benchmark <input type="checkbox"/> E1.I2 Identify and improve common HR business processes <input type="checkbox"/> E1.I3 Identify major processes <input type="checkbox"/> E1.I4 Obtain employee and customer feedback <input type="checkbox"/> E1.I5 HR Career Enhancement <input type="checkbox"/> E1.I6 Ensure employees have tools <input type="checkbox"/> E1.I7 Provide opportunities for professional development <input type="checkbox"/> E1.I8 Develop employee development plan <input type="checkbox"/> E1.I9 Recognize employees

Legend: Achieves Green Target Achieves Yellow Target Does Not Achieve Yellow Target No Data Not Ready

Strategic Readiness Report					
Job Family: MEDICAL					
Core Occupation: NURSE, 0610					
Availability Index					
Y					
G					
Strategic Jobs	Measures	Target	Actual	Score	
Clinical Nurse	• FY04 supply as % of current need (actual)	90%	95%	<input checked="" type="checkbox"/>	
Psychiatric Nurse	• FY04 supply as % of FY05 projected need (target)	73%	75%	<input checked="" type="checkbox"/>	
Occupational Health Nurse		82%	88%	<input checked="" type="checkbox"/>	
Competencies Index					
Y					
Strategic Jobs	Required Competencies	Measures	Target	Actual	Score
Clinical Nurse	-Assess patient needs -Recognize complications and when therapeutic intervention is required -Provide individual and family counseling		90%	75%	<input type="checkbox"/>
Psychiatric Nurse	-Evaluate, treat, motivate, and redirect behavior of psychiatric and alcohol and drug abuse patients -Observe and record changes in patients behavior	• % Employees Required to Have (target)	90%	90%	<input checked="" type="checkbox"/>
Occupational Health Nurse	-Administer medications and treatments authorized by a physician -Establish and maintain adequate medical records sys. -Counsel employees on healthcare concerns	• % Employees Who Have (actual)	85%	90%	<input checked="" type="checkbox"/>



The readiness concept within HSS

HSS's mission and goals

GOALS

The Department has established eight "One HHS" Outcome goals to fulfill its mission:

- Goal 1** Reduce the major threats to the health and well-being of Americans
- Goal 2** Enhance the ability of the Nation's health care system to effectively respond to bioterrorism and other public health challenges
- Goal 3** Increase the percentage of the Nation's children and adults who have access to health care services, and expand consumer choices
- Goal 4** Enhance the capacity and productivity of the Nation's health science research enterprise
- Goal 5** Improve the quality of health care services
- Goal 6** Improve the economic and social well-being of individuals, families, and communities, especially those most in need
- Goal 7** Improve the stability and healthy development of our Nation's children and youth
- Goal 8** Advance excellence in management practices

The job families that effect the HSS goals and mission



OHR BSC with readiness index.

Customer Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: C.1 Satisfied customers - We understand and meet our customers' expectations. Our customers receive timely, accurate, information and are able to communicate with us in an open manner.		
<ul style="list-style-type: none"> C.1.M1 Annual customer survey C.1.M2 Favorable customer inputs on SES evaluations 	<ul style="list-style-type: none"> C.1.M3 SLA Index C.1.M4 # of SLA metrics identified, defined, and measured 	<ul style="list-style-type: none"> C.1.I1 Determine SLA working group membership C.1.I2 Improve customer awareness C.1.I3 Educate employees and managers C.1.I4 Develop new self-service tools C.1.I5 Educate customers to use self-service tools C.1.I6 Develop a service delivery model for website DC C.1.I7 Provide HR solutions C.1.I8 Customer outreach C.1.I9 Central repository
Strategic Objective: C.2 Educated, empowered, motivated customers - We provide a variety of self-service tools and systems. Our customers are comfortable using them and understand the benefits.		
<ul style="list-style-type: none"> C.2.M1 Self-service system usage rate C.2.M2 % of favorable responses from customers on survey 	<ul style="list-style-type: none"> C.2.M3 # of website hits 	<ul style="list-style-type: none"> C.2.I1 Improve customer awareness C.2.I2 Educate employees and managers C.2.I3 Develop new self-service tools C.2.I4 Educate customers to use self-service tools C.2.I5 Provide information to customers (proactive) C.2.I6 Provide status via actions and email tracking C.2.I7 Deploy automated tools and provide training C.2.I8 Customers and Managers

Stakeholder/Financial Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: S.1 Informed stakeholders - We provide our stakeholders with appropriate information to make decisions affecting human capital.		
<ul style="list-style-type: none"> S.1.M1 Accuracy and reliability of data in systems S.1.M2 Cost recovery (OCR) 	<ul style="list-style-type: none"> S.1.M3 Stakeholder contacts accumulated S.1.M4 # of management/performance information products 	<ul style="list-style-type: none"> S.1.I1 Develop stakeholder contact plan
Strategic Objective: S.2 Good stewardship - We manage resources efficiently and effectively to create economies of scale. We link resources to results.		
<ul style="list-style-type: none"> S.2.M1 Revenue Expense Ratio S.2.M2 HR servicing ratio met S.2.M3 HR FTE accounting within budget 	<ul style="list-style-type: none"> S.2.M4 HR servicing ratio 	<ul style="list-style-type: none"> S.2.I1 Develop system for tracking changes in fees S.2.I2 Improvement plan S.2.I3 HR service costs S.2.I4 Identify and adjust resources S.2.I5 Identify process efficiencies S.2.I6 Manage internal BHC human resources effectively

Learning and Growth Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: L.1 Viable organization for the future - We plan our future addressing human capital, technology, organizational culture, and continuous learning opportunities.		
<ul style="list-style-type: none"> L.1.M1 % workforce covered by HC Plan L.1.M2 Readiness Index 	<ul style="list-style-type: none"> L.1.M3 % of critical occupations filled 	None

Internal Business Processes Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: B.1 Streamlined business processes - We have changed our business processes.		
<ul style="list-style-type: none"> B.1.M1 % of processes reviewed B.1.M2 % of identified processes reviewed 	<ul style="list-style-type: none"> B.1.M3 Decrease # of helpdesk tickets 	<ul style="list-style-type: none"> B.1.I1 Assess current processes, benchmarks B.1.I2 Identify and improve common HR business processes B.1.I3 Identify legacy processes B.1.I4 Obtain employee and customer feedback
Strategic Objective: B.2 Transparent processes - Our processes are efficient, effective and accountable. We can track actions and know where they are in the process.		
<ul style="list-style-type: none"> B.2.M1 % of processes meeting deadlines B.2.M2 % of satisfied or higher customer service responses 	None	<ul style="list-style-type: none"> B.2.I1 Workflow Tracking B.2.I2 Create transparent standards B.2.I3 Review current processes for transparency

HR Employee Professional Development Perspective | Logic Model

Outcome Measures	Output Measures	Initiatives
Strategic Objective: E.1 Professional HR workforce - Our employees have the competencies, information, professional development, training resources to enable our customers to achieve their goals.		
<ul style="list-style-type: none"> E.1.M1 HR Employee Development E.1.M2 % of customers rating HR staff as competent 	<ul style="list-style-type: none"> E.1.M3 Staff trained on identified business processes E.1.M4 % of staff provided contribution or cross training E.1.M5 % of training identified by workforce skills E.1.M6 HR programs, assignments, etc. 	<ul style="list-style-type: none"> E.1.I1 Develop system to track training progress E.1.I2 Skills assessment E.1.I3 Customer-empowered competencies E.1.I4 SOP Process E.1.I5 HR Career Development E.1.I6 Ensure employees have tools and resources E.1.I7 Provide opportunities for professional development E.1.I8 Develop employee appreciation E.1.I9 Recognize employees

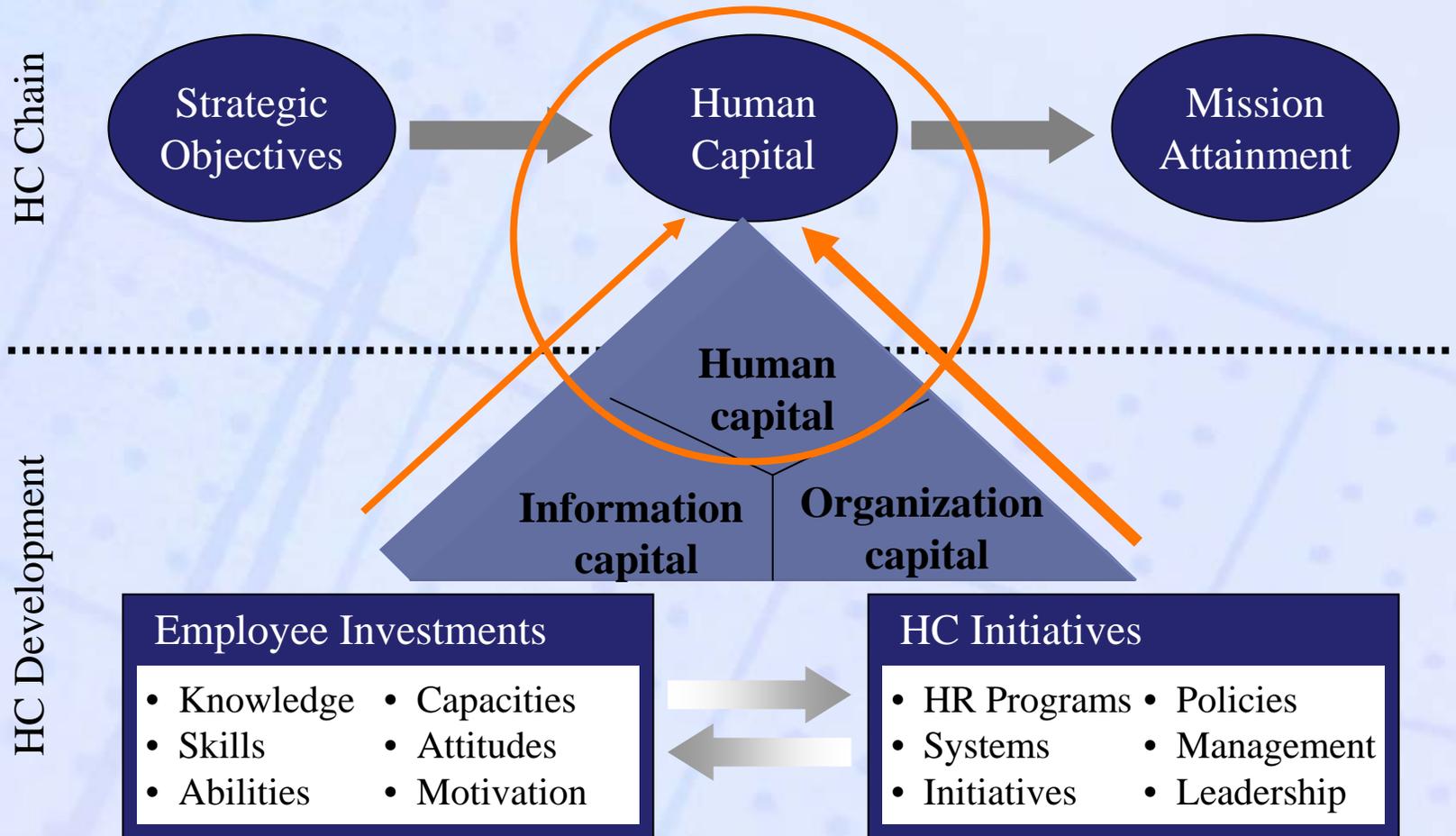
Legend

- Achieves Green Target
- Achieves Yellow Target
- Does Not Achieve Yellow Target
- No Data
- Not Ready



Strategic Readiness Report					
Job Family: MEDICAL					
Core Occupation: NURSE, 0610					
Availability Index					Y
Strategic Jobs					
	Measures	Target	Actual	Score	
Clinical Nurse	• FY04 supply as % of current need (actual) • FY04 supply as % of FY05 projected need (target)	90%	95%	Y	
Psychiatric Nurse		73%	75%	Y	
Occupational Health Nurse		82%	88%	Y	
Competencies Index					Y
	Required Competencies	Measures	Target	Actual	Score
Clinical Nurse	-Assess patient needs -Recognize complications and when therapeutic intervention is required -Provide individual and family counseling	• % Employees Required to Have (target) • % Employees Who Have (actual)	90%	75%	Y
Psychiatric Nurse			90%	90%	Y
Occupational Health Nurse	-Administer medications and treatments authorized by a physician -Establish and maintain adequate medical records sys. -Counsel employees on healthcare concerns		85%	90%	Y

What do we mean by Readiness



Readiness concept is based upon two ideas



- First: Background of military readiness. Availability of resources (people) to undertake a job (job family) and ensure success of the mission:
 - Requires workforce planning
 - Succession planning
 - Agreement on job families and requirement within product/service and capability lines within goals.
- Second: the Human capital aspect of skills, knowledge of individuals within the job families to successfully undertake their job.
 - Requires agreement on competency and skills
 - Requires measurement of gaps now and forecasted
- **Metric will therefore answer two questions:**
 - **Does the current staff have the skills needed**
 - **Do we have sufficient numbers of nurses to meet current and projected needs**

Purpose: Provide HHS leadership an assessment of the organization's strategic readiness in human capital by job family within HSS's goals.

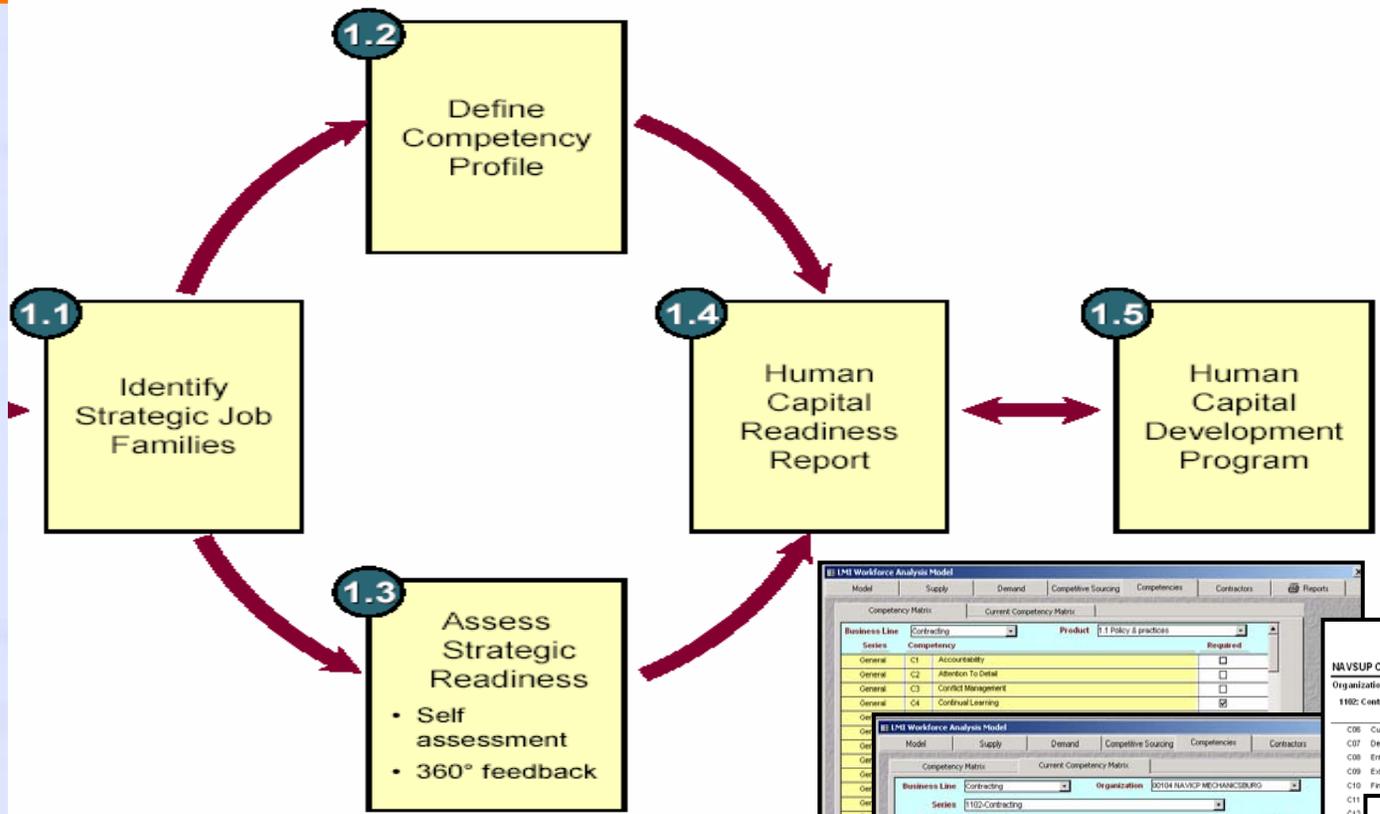


Human Capital Readiness Example

Notional Data

Strategic Readiness Report					Y
Job Family: MEDICAL					
Core Occupation: NURSE, 0610					
Availability Index					G
Strategic Jobs	Measures		Target	Actual	Score
Clinical Nurse	<ul style="list-style-type: none"> FY04 supply as % of current need (actual) FY04 supply as % of FY05 projected need (target) 		90%	95%	G
Psychiatric Nurse			73%	75%	G
Occupational Health Nurse			82%	88%	G
Competencies Index					Y
Strategic Jobs	Required Competencies	Measures	Target	Actual	Score
Clinical Nurse	<ul style="list-style-type: none"> --Assess patient needs --Recognize complications and when therapeutic intervention is required --Provide individual and family counseling 	<ul style="list-style-type: none"> % Employees Required to Have (target) % Employees Who Have (actual) 	90%	75%	R
Psychiatric Nurse	<ul style="list-style-type: none"> --Evaluate, treat, motivate, and redirect behavior of psychiatric and alcohol and drug abuse patients --Observe and record changes in patients behavior 		90%	90%	G
Occupational Health Nurse	<ul style="list-style-type: none"> --Administer medications and treatments authorized by a physician --Establish and maintain adequate medical records sys. --Counsel employees on healthcare concerns 		85%	90%	G

Sum of the Readiness Metric



LMI Workforce Analysis Model

Model: Supply Demand Competitive Sourcing Competencies Contractors Reports

Competency Matrix: Current Competency Matrix

Business Line	Contracting	Product	1.1 Policy & practices	Required
General	C1	Accountability	<input type="checkbox"/>	
General	C2	Attention To Detail	<input type="checkbox"/>	
General	C3	Conflict Management	<input type="checkbox"/>	
General	C4	Continual Learning	<input checked="" type="checkbox"/>	

LMI Workforce Analysis Model

Model: Supply Demand Competitive Sourcing Competencies Contractors Reports

Competency Matrix: Current Competency Matrix

Business Line	Contracting	Organization	2014 NAVSUP MECHANICSBURG	Actual
1102	K1	Knowledge of contracting principles and procedures.		90%
1102	K2	Knowledge of contracting methods and contract types.		50%
1102	K3	Knowledge of the organization's programs and technical requirements.		90%
1102	K4	Knowledge of market conditions.		55%
1102	K5	Knowledge of cost and price procedures and techniques.		65%
1102	K6	Knowledge of goods, services, and systems being acquired.		55%
1102	K7	Knowledge of commercial and industrial business practices.		80%
1102	K8	Knowledge of Federal and agency contracting laws.		90%
1102	K9	Knowledge of negotiation techniques and skills.		50%

Instructions:
For the selected organization and series, enter the percentage of the Government employees, who have the Competency. Only general competencies and series specific competencies are listed for the selected series. Entries can only be made to those series where work has been allocated for at least one product within the selected organization.

Record: 11/1/11 11/1/11 of 48

Competency Report (Percent) 12 May 2013

NAVSUP Contracting
Organization: 00023 Headquarters

1102: Contracting

	Current Workforce	FY03	FY04	FY05	FY06	FY07	FY08
C08 Customer Service	75%	77%	79%	73%	69%	69%	69%
C07 Decision Making	90%	88%	86%	94%	92%	92%	91%
C08 Entrepreneurship	0%	61%	64%	72%	71%	71%	70%
C09 External Awareness	45%	100%	100%	100%	100%	100%	100%
C10 Financial Management	100%	43%	39%	40%	47%	47%	45%

Competency Demand Report (FTE) 12 May 2013

NAVSUP Contracting
Organization: 00023 Headquarters

1102: Contracting

		FY03	FY04	FY05	FY06	FY07	FY08
C07 Decision Making	Op	-15	-34	11	32	32	31
	Supply/FTEs	63.0	69.9	53.8	45.9	46.2	46.5
C08 Entrepreneurship	Op	3.0	2.9	3.2	1.1	0.8	0.5
	Supply/FTEs	0.0	0.0	0.0	0.0	0.0	0.0
C09 External Awareness	Op	43.0	49.8	43.0	36.3	36.3	36.3
	Supply/FTEs	31.5	34.9	26.9	23.0	23.1	23.3
C10 Financial Management	Op	-38.5	-42.7	-32.9	-38.1	-38.2	-38.4
	Supply/FTEs	70.0	77.6	69.7	51.0	51.4	51.7
Total	Op	40.0	47.0	36.0	27.0	27.0	27.0
	Supply/FTEs	30.0	30.6	23.7	24.0	24.4	24.7

Human Capital Readiness Metric Development



- **HHS employees cover over 300 occupational groups**
 - 13 are considered Core
- **Core occupations have more than 1,000 employees, include higher graded employees, and require specialized experience.**

Job Family	Core Occupations
Medical	--Nurse, 0610 --Medical Officer 0602 --Health Scientist, 0601
Scientific	--Biologist, 0401 --Microbiologist, 0403 --Chemist, 1320 --Consumer Safety Officer, 0696 --Public Health Analyst, 0685
Program Management	--Health Insurance Analyst, 0107 --Social Science Analyst, 0101
Administration/ Analysis	--Computer Specialist, 0334 --General Administration, 0301 --Program/Management Analyst, 0343

Example of Human Capital Readiness Metric



- **Occupational Group: Nurses, GS 0610**
- **Characteristics**
 - Largest of HHS's core occupations
 - About 4,000 total; mainly in NIH and IHS
 - 38% are age 50 or over
 - 35% eligible for retirement by FY06
 - High rate of non-retirement separations: 86% in FY01
- **Metric will answer two questions:**
 - Does the current staff have the skills needed
 - Do we have sufficient numbers of nurses to meet current and projected needs

Strategic Readiness Metric



- **Purpose: Provide HHS leadership an assessment of the organization 's strategic readiness in 3 key areas**
 - Human capital
 - Organization capital
 - Information capital
- **Phased Development:**
 - Phase One: Prototype metrics for Human Capital readiness for a core HHS occupational group, Nurses
 - Phase Two: Extend to all core occupations
 - Phases Three: Develop Organization Capital metrics
 - Phase Four: Develop Information Capital metrics

Human Capital Readiness Metric Development



- **HHS employees cover over 300 occupational groups**
 - 13 are considered Core
- **Core occupations have more than 1,000 employees, include higher graded employees, and require specialized experience.**

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Program Management	--Health Insurance Analyst, 0107 --Social Science Analyst, 0101
Administration/ Analysis	--Computer Specialist, 0334 --General Administration, 0301 --Program/Management Analyst, 0343

Examples of Human Capital Readiness Metric



- **Occupational Group: Nurses, GS 0610**
- **Characteristics**
 - Largest of HHS's core occupations
 - About 4,000 total; almost 25% of NIH staff
 - 38% are age 50 or over
 - 35% eligible for retirement by FY06
 - High rate of non-retirement separations; 86% in FY01
- **Metric will answer two questions:**
 - Does the current staff have the skills needed
 - Do we have sufficient numbers of nurses to meet current and projected needs

Human Capital Metric 1 — Job Readiness *(illustrative data)*



Strategic Jobs	Clinical Nurse	Psychiatric Nurse	Occupational Health Nurse
Required Competencies	<ul style="list-style-type: none"> --Assess patient needs --Recognize complications and when therapeutic intervention is required --Provide individual and family counseling 	<ul style="list-style-type: none"> --Evaluate, treat, motivate, and redirect behavior of psychiatric and alcohol and drug abuse patients --Observe and record changes in patients behavior 	<ul style="list-style-type: none"> --Administer medications and treatments authorized by a physician --Establish and maintain adequate medical records sys. --Counsel employees on healthcare concerns
% Employees Required to Have	90	90	85
% Employees with	75	90	90

Human Capital Metric 2 — Workforce Supply

(illustrative data)



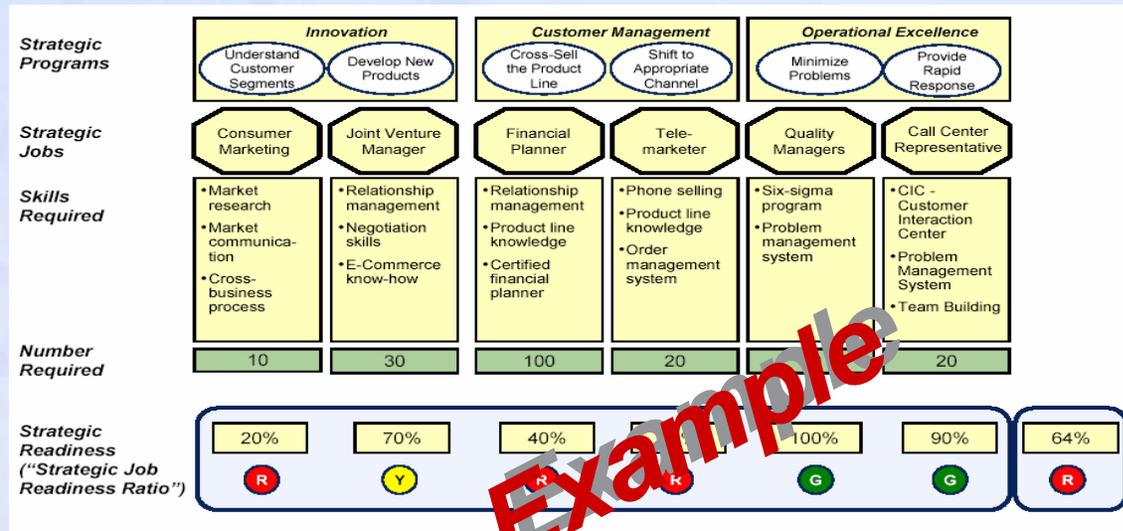
Strategic Jobs	Clinical Nurse	Psychiatric Nurse	Occupational Health Nurse
FY04 supply as % of current need	95	75	88
FY04 supply as % of FY05 projected need	90	73	82
FY04 supply as % of FY06 projected need	88	71	79
FY04 supply as % of FY07 projected need	85	70	75

Additional Potential Human Capital Readiness Metrics



Dimension of Human Capital Readiness	Measures of Readiness
Staffing and Retention	<ul style="list-style-type: none">• Average time to fill a vacancy• Turnover due to resignations and transfers
Leadership	<ul style="list-style-type: none">• Bench strength (size of feeder groups to fill projected future leadership positions)• Quality of leadership based on employee satisfaction surveys
Organizational integration	<ul style="list-style-type: none">• Use of knowledge sharing channels• Cross-functional teams• Shared rewards• Staff rotations

Readiness related to Intangible Assets.



An aspect of readiness is based upon measuring intangible assets as proposed by the Balanced Scorecard which has three areas:

- Human capital which is what we have addressed and included within a more detailed “readiness” perspective
- Organizational Capital: The ability to mobilize and sustain the process of change required to execute the strategy.
- Information Capital The availability of information systems and knowledge applications required to support the strategy.



Summary: The Strategic Readiness report shows the capacity of the intangible assets to support the strategy.

Human Capital	Organizational Capital				Information Capital
Human Capital	Leadership	Culture	Alignment	Teamwork	Information Capital Portfolio
Strategic Readiness report					
Asset	Objective	Measure	Target		Actual
Organization Capital	Alignment: Insure the alignment of goals and incentives with the strategy at all organization levels	<ul style="list-style-type: none"> Strategic Awareness (% staff who can identify strategic priorities) 	80%	75%	R
			100%	60%	R
Information Capital	Teamwork: Insure the sharing of knowledge and staff assets with strategic potential	<ul style="list-style-type: none"> Strategic Alignment Best Practice Sharing (% staff with objectives linked to BSC) (use of Knowledge Channel) 	75%	80%	G
	Information Capital & Portfolio: Provide the full portfolio of IT applications required of the strategy	<ul style="list-style-type: none"> Information portfolio Readiness 	95%	65%	R

Implementation of Strategic Readiness Metrics



- **Phase One--Demo of human capital metrics for HHS nurses, FY05, Q1 and Q2**
 - Identify demo site in NIH
 - Collect data for proof of concept
 - Get stakeholder feedback, evaluate, and finalize for HHS-wide rollout
- **Phase Two—Develop human capital metrics for remaining 12 core HHS occupations, FY05, Q3**
- **Phase Three—Demo of strategic readiness metrics for organization capital and information capital, FY05, Q4**
- **Phase Four—Develop organization and information capital metrics for all of HHS, FY06, Q1 and Q2**