



# Transforming Human Resource Professionals

*Working for America*

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



# Message from the President

*“When you’re still writing records down by hand and sharing information through files, it’s not exactly a modern system.”*

**- George W. Bush**



# Message from the Director



*“The strategic management of human capital calls for a transformation in the employment, deployment, development and evaluation of the Federal workforce with results in mind.”*

**- Kay Coles James**

# Discussion Points

- Identify and define the new role the HR professional must serve.
- Determine strategies for building HR capability and capacity.
  - Western Area Power Administration (WAPA) example
- Identify measurement techniques to ensure the HR function is value-added.



# Reality

- The number of Federal HR professionals has dropped by over 17 percent over the last 6 years
- Seasoned HR professionals retired and moved on



# New Roles Predicted

- Federal managers will be responsible for managing their human resources.
- HR professionals will be deployed to the front line as responsive consultants and contributors to the organization's mission.
- Automation will play a key role in “freeing up” time with paperwork.



# HR Roles- Past vs. Future

- Past:
  - Focused on process
  - Followed the rules
  - Served as specialists
- Future:
  - Focus on results
  - Serve the customer
  - Serve as generalists



# Background

- Prompting change from technician to strategic role:
  - Shifting focus from process to results
  - Downsizing and restructuring
  - “Getting to Green”
  - Implementing new technology
  - Delegating to managers
  - Outsourcing
- Accomplishing role:
  - Thinking strategically
  - Aligning products and services toward goals



# Strategic Partnership

- Results driven by continuous learning
  - Today’s organizations require a broader level of human resource knowledge and expertise.
- Align HR strategically
  - Become effective strategic partners with managers.
- HR fill a critical role
  - “Getting to Green”



# Value-Added HR

- HR consultants must be leaders in management of human capital.
- HR consultants must be change agents
- HR consultants must have a vision of the future.
- HR consultants must focus on mission results.





From Administration

TO: Consultation  
And Development

***AND***

STRATEGIC  
HR

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# Consultant Competency Model

- External Consultant
- Leader
- Technical Expert
- Internal Partner



# Western Area Power Administration

Practical Examples and Illustrations

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# Contact Information

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For more information,  
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# *Alice the HR Specialist in Wonderland*

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## Through the Looking Glass of Transformation

**Cheryl R. Zimmerman, SPHR  
Western Area Power Administration**



# Shock

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“Who are you,” said the caterpillar.

Alice replied, “I hardly know, Sir, – I know who I was when I got up this morning, but I think I must have changed several times since then.”



# *Denial*

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“How nice it would be if we could get into Looking-Glass House! Let’s pretend...it’ll be easy enough to get through--“



# *Anger & Resolution*

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“Come, there’s no use in crying like that!” said Alice to herself rather sharply. “I advise you to leave off this minute!”

She generally gave herself very good advice.



# *Providing HR Services*

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Here the Red Queen began,  
“Can you answer useful questions?”



# *Providing HR Services*

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“Now here”, said the Queen, “it takes all the running you can do to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!”



# *Human Resources Automation*

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“There’s no use trying”, Alice said.  
“One can’t believe impossible things.”



“I daresay you haven’t had much practice”, said the Queen. “Why, sometimes I’ve believed as many as six impossible things before breakfast.”

# *Automation – Tasks for HR*

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- Make the automated system work
- Shift orientation from process to outcome
- Learn new competencies

# *Keys to HR Automation*

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- Unwavering management support of the concept of automation
- Just-in-time learning
- Permission to learn
- Sense of humor
- Solicit client input and develop creative options



# *Creativity to Meet Customer Needs*

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# *Understand the Business*

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“What do you know about this business?” the King said to Alice.

“Nothing,” said Alice.

“Nothing whatever?” persisted the King.

“Nothing whatever”, said Alice.



# *Understand the Business*

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- Who are our customers and THEIR customers?
- What are the core business lines of our organization?
- How does our budget work?
- How do I learn more?



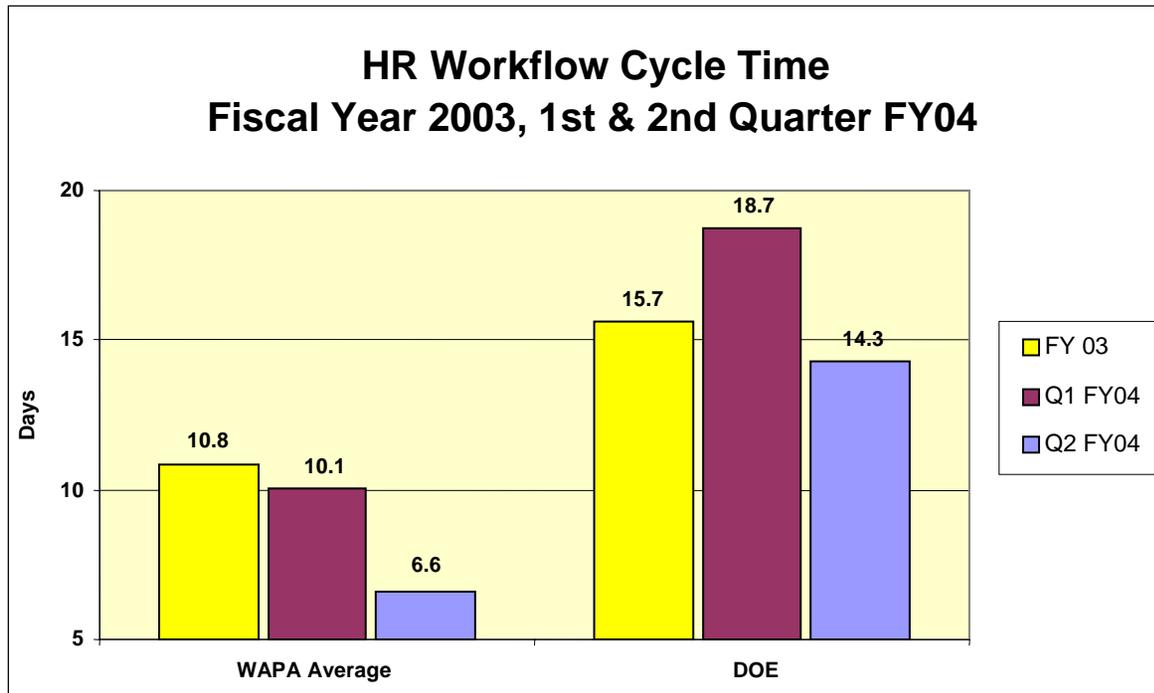
# *Understand the Business*

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- Show HR adds value
- Publicize services and successes
- Use metrics



# HR Workflow Statistics





# *Trust*

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“Always speak the truth – think before you speak - and write it down afterward”.

–Red Queen



# *Keys to Credibility*

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- Get the right mindset
- Get educated
- Get certified
- Get a mentor



# *Strategic Partnerships*

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**“Would you tell me which way I ought to go from here?”**

**“That depends a good deal on where you want to get to,” said the Cat.**

**“I don’t much care where- “ said Alice.**

**“Then it doesn’t matter which way you go,” said the Cat.**



# *Keys to Strategic Partnerships*

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- Read the organization's strategic plan
- Develop strategic partnering groups with management
- Become the expert at HR data
- What strategic value do I add?



# *Skills for Transformation*

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- Providing HR Services
- HR Automation
- Business Acumen
- Trust
- Strategic Partnerships



# *Through the Looking Glass*

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- What do I need to do to manage change?