

Human Capital Management for Federal Agencies

Strengthening your team

Agencies have a clear mandate to improve performance by selecting, developing, training and managing a high-quality federal workforce. But complying with this direction will be a tremendous challenge because the definition of success is so complex.

To help agencies comply with the CHCO Act of 2002 and the Federal Workforce Flexibility Act of 2004, the Office of Personnel Management included almost 100 suggested performance indicators under five standards for success in its Human Capital Assessment and Accountability Framework (HCAAF). To meet these standards, agencies must comply with merit system principles as they:

- Integrate their human capital strategies with their goals, plans and budgets
- Build a workforce that is citizen-centered and mission-focused
- Use leadership and training to drive continuous improvement
- Manage toward diversity, high performance and results
- Close deficiencies in mission-critical skills
- Develop a data-driven system for decision-making and accountability.

Neither paper-based processes nor legacy systems can provide the timeliness or visibility required by HCAAF. If agencies are to address any of these standards, they will need an enterprise platform that enables them to:

- Document their objectives, methods, measures and processes
- Analyze human capital data to assess results, risks and controls
- Periodically evaluate overall success and make adjustments.

Human capital management solutions from Cognos provide government agencies with timely, complete and consistent workforce visibility. Most agencies have volumes of personnel data. Cognos helps them capture the inherent information within that data and use it as knowledge to manage their human capital.

Insight for human capital management

Imagine an HR department that reliably knows how many of its workers may retire over the next five years. One that knows the training and clearance level of every agency employee. Or one that can anticipate and fill empty billets with an aggressive college recruitment campaign.

These aren't just theoretical examples. They're things HR departments will really have to do as strategic partners to their agencies. They're also things that require a very high level of understanding about the real-time status, composition, and competency of a workforce, together with all the issues and challenges that affect it.

Cognos provides key measures and analytics that enable agencies to make informed and timely decisions throughout the workforce management lifecycle. It gives them complete visibility into more than 100 indicators and 1,000 workforce-related attributes, including:

- Headcount, staffing levels, and open billets
- Actual and needed competencies
- Retirement eligibility and status
- Turnover, hiring and separation trends
- Recruiting effectiveness and cycle times
- Training, clearance and certifications
- Employee satisfaction
- Leave and vacation status.

Cognos makes these indicators immediately accessible through both standard and on-demand reports—guiding executives, HR practitioners, and line managers through a rich pool of employee data to the answers they need.

By drilling down through information and interactively navigating the detail beneath, agencies can quickly gain powerful insights into four key areas:

- Recruitment
- Workforce optimization
- Continuity of leadership
- Performance management.

With regular, accurate, and consistent information, agencies can see beyond simple lists or snapshots to detect subtle but crucial workforce patterns and trends. They can make more timely decisions, proactively head off problems and aggressively pursue opportunities for improvement.

Recruiting the right people

Civil service requirements—such as all the steps and paperwork involved in filling positions—put agencies at a disadvantage when they're competing against the private sector for top talent. As a result, agencies must make their recruiting efforts as effective and as efficient as possible. Cognos helps agencies do this by:

- Developing profiles based on reviews and career histories
- Identifying and narrowing a pool of qualified applicants
- Streamlining the process of interviewing and checking candidates
- Ensuring consistent, fair and equal treatment
- Accelerating a collaborative approval process
- Ensuring compliance with procedures and regulations.

Optimizing the workforce

Matching employee skills to roles and requirements is an ongoing challenge, especially when there is a shortage of qualified personnel across an organization. Cognos enables agencies to close competency gaps by:

- Aligning required competencies with strategic objectives
- Assessing the current level and distribution of skills
- Identifying and filling mission-critical competencies
- Measuring employee perspective and satisfaction
- Evaluating the results of transformation efforts.

Preparing for retirements

More than 50 percent of the federal workforce will be eligible for retirement within the next five years. Many of these will be senior supervisory and managerial personnel. To prepare for the upcoming transition, agencies are already using Cognos to address requirements for continuity of leadership by:

- Determining who will be eligible to retire and when
- Forecasting who will actually retire, based on leading indicators

- Determining what institutional knowledge will be lost
- Assessing impacts on different missions and capabilities
- Developing retention programs, pipeline strategies and succession plans.

Managing for performance

The HCAFF requires each agency to develop a diverse, results-oriented workforce with an effective system for planning, monitoring, developing, evaluating and rewarding employee performance. Agencies can meet this standard by using Cognos to:

- Define and differentiate high and low levels of performance
- Objectively identify top performers
- Detect patterns and causes of underperformance
- Align appraisal plans with agency missions and goals
- Ensure compliance with merit system principles
- Determine the impact of rewards on further improvement.

Customer success: U.S. Navy

The Office of Civilian Human Resources (OCHR) develops and implements personnel and EEO programs for the U.S. Department of the Navy (DON).

The U.S. Department of the Navy (DON) has 185,000 civilian employees supporting operations in over 700 worldwide locations. Providing human resources services to such a large, geographically dispersed workforce is an enormously complex task.

To manage its human capital through seven regional service centers and 40-50 individual offices, the Office of Civilian Human Resources (OCHR) is using Cognos tools to create a web-based, enterprise dashboard for human capital management. The system includes:

- A scorecard tool for tracking human capital goals and objectives
- Metrics and measures for assessing HR programs
- Reports for workforce analysis and planning
- Status tracking for personnel issues.

Data supporting each metric is consolidated into a single scorecard view. Users can immediately see performance against targets with stoplight graphics displaying green, yellow or red conditions.

The dashboard also tracks the workforce profiles of each DON region in both graphical and data formats. These include a range of demographics, such as on-board counts, average salaries, serviced population levels, and years of service. All of these reports can be easily be exported to Excel files or displayed in Powerpoint presentations.

OCHR's dashboard gives executives and other stakeholders continuous access to data for human capital decision-making. It lets OCHR balance workloads across the seven DON regions. It has also generated substantial savings by eliminating thousands of man-hours spent on research, data mining multiple systems and manually creating charts and reports. It has fully justified full implementation of the system, which will take place over the next three to four years.

Armed forces across the globe have implemented Cognos solutions to enhance their logistics, readiness and operations. These include the U.S. Air Force, U.S. Marine Corp,

TRANSCOM and the U.S. Coast Guard as well as the Dutch Ministry of Defense (Equipment Division) and the German Bundeswehr Logistics Office (Logistikamt der Bundeswehr).

About Cognos, an IBM company

Cognos, an IBM company, is the world leader in business intelligence and performance management solutions. It provides world-class enterprise planning and BI software and services to help companies plan, understand and manage financial and operational performance. Cognos was acquired by IBM in January 2008. For more information, visit www.cognos.com.



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