



EXECUTIVE SUMMARY

HUMAN CAPITAL STANDARDS AND CRITICAL SUCCESS FACTORS

Human Capital Standard for Success

Strategic Alignment

Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

Critical Success Factors

Human Capital Focus

Agency designs a coherent framework of human capital policies, programs, and practices to achieve a shared vision integrated with the agency's strategic plan.

Government-wide Human Capital Collaboration

To leverage its efforts, the agency works with others to share best practices and learn about new developments.

Human Resources Collaboration

Senior leaders, managers, human resource (HR) professionals, and key stakeholders contribute to the human capital vision and the agency's broader strategic planning process. HR professionals act as consultants with managers to develop, implement, and assess human capital policies and practices to achieve the organization's shared vision.



EXECUTIVE SUMMARY

HUMAN CAPITAL STANDARDS AND CRITICAL SUCCESS FACTORS

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Workforce Planning and Deployment

Agency is citizen-centered, delayed and mission-focused, and leverages e-Government and competitive sourcing.

Critical Success Factors

Workforce Planning

The agency has an explicit workforce planning strategy, linked to the agency's strategic and program planning efforts, to identify its current and future human capital needs, including the size of the workforce, its deployment across the organization, and the competencies needed for the agency to fulfill its mission. The efforts are geared to creating a citizen-centered, results-oriented, market-based organization.

Workforce Deployment

The workforce is ideally positioned, both geographically and organizationally, to serve citizens and accommodate the unique nature of the agency in meeting its mission and goals.



EXECUTIVE SUMMARY HUMAN CAPITAL STANDARDS AND CRITICAL SUCCESS FACTORS

Human Capital Standard for Success

Leadership and Knowledge Management

Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

Critical Success Factors

Leadership Planning and Implementation (SES, managers, and supervisors)

The organization identifies leadership competencies and establishes objectives and strategies to address them.

Change Management

The agency has in place leaders who understand what it takes to effectively bring about changes that achieve significant and sustained improvements in performance.

Integrity and Inspiring Employee Commitment

Leaders maintain high standards of honesty and ethics that serve as a model for the whole workforce. Leaders promote teamwork and communicate the organization's shared vision to all levels of the organization and seek feedback from employees. Employees respond by maintaining high standards of honesty and ethics.

Strategic Knowledge Management

The organization systematically provides resources, programs, and tools for knowledge-sharing across the organization in support of its mission accomplishment.

Continuous Learning and Improvement

Leaders foster a learning culture that provides opportunities for continuous development and encourages employees to participate. Leaders invest in education, training, and other developmental opportunities to help themselves and their employees build mission-critical competencies.



EXECUTIVE SUMMARY

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Results-Oriented Performance Culture

Agency has a diverse, results-oriented, high performance workforce, and has a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.

Critical Success Factors

Performance Management

Performance management establishes managerial and individual performance expectations, evaluates results, holds people accountable, and gives performance recognition, all of which is linked to key organizational goals, desired results and mission.

Diversity

The agency maintains an environment characterized by inclusiveness of individual differences and is responsive to the needs of diverse groups of employees.

Employee/Labor Management Relations

Cooperation between employees, unions, and managers enhances effectiveness and efficiency, cuts down the number of employment-related disputes, and improves working conditions, all of which contribute to improved performance and results.



EXECUTIVE SUMMARY

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Talent

Agency has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all.

Critical Success Factors

Workforce Analysis

The agency identifies, through a systematic process, mission critical occupations and competencies needed in the current and future workforce, and develops strategies to close the gaps.

Compete for Talent

The agency develops short and long term strategies and targeted investments in people to create a quality workplace designed to attract, acquire, and retain quality talent.



EXECUTIVE SUMMARY

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Accountability

Agency human capital decisions are guided by a data-driven results-oriented planning and accountability system

Critical Success Factors

Agency-wide System for Ensuring Accountability in Human Capital

The processes and activities outlined under this Standard are used throughout the critical success factors described in this framework. This ensures that over time people are managed efficiently and effectively and in accordance with the merit system principles, veterans' preference, and related public policies to support the agency shared vision.