

# A Message from the Director

## Strategic Management of Human Capital Third Quarter FY 2006 Update

### Advancing the Strategic Management of Human Capital

#### *Getting to Green*

Momentum in the Government human capital programs continues as the Departments of Agriculture and Veterans Affairs achieved “Green” status on the human capital scorecard this quarter. This increases the total number of “Green” human capital agencies to 15.

The Department of Agriculture demonstrated excellent results by eliminating all staffing gaps in 18 of 19 mission critical occupations, reducing the time it takes to hire applicants from over 50 days to 21 days, and analyzing key operations for greater efficiency and service to the public.

The Department of Veterans Affairs rolled out a comprehensive accountability system that will ensure their human capital program is producing results. The Department also closed competency gaps in the nursing and leadership occupations. The Department of Veterans Affairs has also eliminated vacancy gaps in over 50% of its mission critical occupations which enables the furtherance of its mission of providing quality care and service to our Nation's veterans.

There was also progress across the board in key performance areas. For example, 81 percent of agencies have performance appraisal systems which link to agency mission and strategic priorities, while 73 percent of agencies have closed critical talent gaps. Additionally, the governmentwide average time to hire is down to just 34 days.

#### *A 21<sup>st</sup> Century Approach to Attracting Talent*

To support agencies in meeting the challenges of attracting a 21st century workforce, the U.S. Office of Personnel Management (OPM) launched the Career Patterns initiative this past quarter. The initiative is a new way of looking at bringing the next generation of employees into Federal Government positions.

To support the initiative, OPM developed the Career Patterns Guide which introduces employment scenarios and presents techniques for analyzing needs and crafting action plans to ensure hiring efforts are successful.

The guide also includes an analytic tool to help managers determine how their specific hiring requirements can be addressed using the Career Patterns approach. The guide focuses agencies on building work environments that will attract the greatest applicant pool.

To access the Career Patterns Guide, select:

[http://www.opm.gov/hcaaf\\_resource\\_center/career\\_patterns/index.asp](http://www.opm.gov/hcaaf_resource_center/career_patterns/index.asp)

#### *Management and Applicant Satisfaction Surveys*

Our efforts to improve Federal hiring processes continued with the release of two hiring surveys designed by the Chief Human Capital Officers Council – the *Management Satisfaction Survey* and the *Applicant Satisfaction Survey*. As a result, agencies are better able to collect, analyze and improve their hiring practices, and ultimately hire top talent in a timely manner.

#### *Closing Competency Gaps*

In May, OPM conducted two Competency Gap Analysis forums to showcase “best practices” at the Departments of Energy, State, and Transportation. The Departments presented the methods they use to ensure their organizations have the right talent with the right skills. In addition, OPM provided information on guidelines for developing gap analyses and strategies for closing competency gaps.

#### *More Information*

For more information on how OPM is supporting agencies with their human capital efforts, visit [www.opm.gov](http://www.opm.gov) and click on “Strategic Management of Human Capital.” You will find excellent information resources and reports, including the Human Capital Assessment and Accountability Framework (HCAAF) Resource Center. The Resource Center offers practical tools and solutions for improving human capital programs.

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