2005 Learning Analytics Symposium

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
The Importance of Human Capital Development

March 2, 2005

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Presentation Agenda

- The Need for Human Capital Development
- Transformation of the Human Resources Workforce
- e-Training Initiative: Solutions for Improved Federal Learning
- Human Resources Line of Business (HR LOB): Pulling It All Together
The Need for Human Capital Development
Transformation of the Human Resources Workforce
e-Training Initiative: Solutions for Improved Federal Learning
Human Resources Line of Business (HR LOB): Pulling It All Together
The Issue

- Regardless of industry, the Workforce must align with the mission and the goals of the organization.
- Budgets are continually tightening for activities considered outside the “core mission” of the organization.
- There is a need for Clarity of Vision in developing the Workforce:
  - What’s Important?
  - What are we doing about it?
  - How do we measure our progress?
The Aging Federal Workforce

• The Federal Government is the largest single employer in the United States (Approximately 1.8M employees)

• Agencies have been tasked with aligning their Workforce to their mission
  • Federal Councils have also been tasked with developing strategies for increasing the capabilities of the Federal Workforce

• As of 2001, it was estimated that 31% of the Federal Workforce would be eligible for retirement by FY2006 and approximately 50% would retire\(^1\)
  • It is estimated that by FY2008 45% of the Federal IT Workforce will be 50 years of age or older\(^2\)

• As of 2002, the average age for a Federal employee was 46 years\(^3\)

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(1) GAO: FEDERAL EMPLOYEE RETIREMENTS - Expected Increase Over the Next 5 Years Illustrates Need for Workforce Planning – April 2001
(3) OPM: Central Personnel Data File
New and Changing Demands are Altering the Way We Work and Learn

• More is being done with less and in less time
  • Productivity continues to increase
  • Less time is available for “going to training”
  • Difficulty managing the amount of information out there
  • The manner in which we learn, and the tools to support learning, are increasingly relying on technology to get the right information at the right time

• There is a higher level of uncertainty
  • Security
  • Economic
  • World Developments

• Higher demands from customers and constituents
  • Expectations are increasing for quality service delivery at “Internet Speed”

Alignment of organizational goals with Human Capital strategies, including training, are critical.
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The Challenge to Human Resources

- HR budgets will continue to tighten and HR will be expected to continue to trim costs.
- HR operations will need to strike a balance between providing high value business solutions while maintaining and decreasing operating costs.
HR Needs vs. Utilization

Despite a host of strategic imperatives, Federal HR functions continue to be overwhelmingly administrative in nature. This fundamental mismatch between needs and utilization is only intensifying the existing human capital challenge.

Federal Agency Needs
As established in the President’s Management Agenda

<table>
<thead>
<tr>
<th>Strategic Management of Human Capital</th>
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<tbody>
<tr>
<td>- Restructure agencies to be more citizen-centered</td>
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<td>- Adopt innovative uses of IT to capture employees’ knowledge and skills</td>
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<td>- Acquire and develop talent and leadership</td>
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<thead>
<tr>
<th>Competitive Sourcing</th>
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<tr>
<td>- Simplify and improve procedures to evaluate public and private sources</td>
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<td>- Better publicize activities subject to competition</td>
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<td>- Ensure senior-level agency attention to competition</td>
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<tr>
<th>Improved Financial Performance</th>
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<td>- Baseline erroneous payments and establish goals for their reduction</td>
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<td>- Ensure federal financial systems produce accurate and timely information</td>
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<thead>
<tr>
<th>Expanded Electronic Government</th>
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<tr>
<td>- Simplify and unify</td>
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<tr>
<td>- Support projects that offer performance gains that transcend tradition agency boundaries</td>
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<tr>
<td>- Maximize interoperability of systems</td>
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<tr>
<td>- Minimize redundancies across the federal government</td>
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<tr>
<th>Budget and Performance Integration</th>
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<tr>
<td>- Use performance information to make informed budget decisions</td>
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<td>- Link performance and cost in a performance budget</td>
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Federal Human Resources Utilization
Source: GAO estimate

- 75% Administrative
- 25% Strategic
The Push for Transformation

A major transformation is needed to enable HR staff to focus on strategic management of Human Capital and move away from the tasks that are administrative in nature.

Current

- Strategy: 5%
- Performance Enhancement: 25%
- Transactions: 30%
- Administration: 40%

Future

- Strategy: 25%
- Performance Enhancement: 45%
- Transactions: 15%
- Admin: 10%

HR Transformation

- Less of the workforce involved in administrative functions.
- More of the workforce to concentrate on strategic Human Capital priorities.
The Results of Transformation

Transformation encompasses two interdependent outcomes: lower cost of HR services and greater contribution to strategic business results.

Future

- Strategy: 25%
- Performance Enhancement: 45%
- Transactions: 15%
- Admin: 15%

Effectiveness

Developing, delivering, and using HR products and services that have a productive impact on the workforce and the organization.

Efficiency

Reducing the resource demands and time required to develop, deliver, and use key HR products, services, and processes.
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What is e-Government?

• There are 24 e-Government Initiatives that are advancing the President’s Management Agenda (PMA)

• The PMA calls for an active, but limited Government that:
  • Empowers states, cities, and citizens
  • Ensures results through accountability
  • Is citizen-centered, results-oriented, and market-based

• The Office of Personnel Management manages 5 e-Government Initiatives that focus on Human Capital:
  • Recruitment One Stop
  • e-Payroll
  • e-Training
  • e-Clearance
  • EHRI

  ❖ Retirement Systems Modernization
OPM e-Gov Program
Mission and Vision Statements

MISSION

(OPM’s e-Gov Program is dedicated to carrying out the mandate of the President’s Management Agenda, the e-Government Act of 2002, and the Federal Enterprise Architecture. The mission of OPM’s e-Gov Program is to develop world class secure, modern, cross-agency, human resource solutions that transform the management of Federal human capital.

VISION

(Federal agencies use OPM e-Gov human resource solutions to improve their ability to build successful, high performance organizations.)
Background on the e-Training Initiative

Vision

To create a premier e-Training environment that supports development of the Federal Workforce and advances the accomplishment of agency missions through simplified and one-stop access to high quality e-Training products and services.

Government-wide e-Learning Portal

A Government-wide resource managed by OPM that, once transformed, will be a central access portal connecting the Federal Workforce and appropriate non-Federal workers to identified formal and informal learning opportunities across the span of e-Learning systems, content, and/or performance support tools available in the Federal Government.

e-Training Service Provider Consortium

The Service Provider Consortium works closely with agencies to identify and support their e-Learning needs for the strategic development of Human Capital across the Federal Government. eTSPC and the e-Training Initiative are working to transform the GoLearn.gov site into a portal connecting the Federal Workforce to available learning opportunities throughout the Government.
Activities of the e-Training Initiative

Goals*

- Reduce redundancies and achieve economies of scale in the purchase and/or development of e-Learning content and infrastructure (Efficiency)
- Consolidation, and/or sharing of hardware/software wherever possible (Efficiency)
- Leverage components of existing e-Learning systems (e.g., LMS, LCMS, or IT hardware) where clear value propositions exist (Efficiency)
- Offer user-friendly, one-stop access to a robust and high-quality e-Learning environment (Efficiency)
- Encourage e-Learning investments as part of a strategic, systematic, and continuous development of Federal Government Human Capital (Effectiveness)

Next Steps

- Enhance governmentwide competency development in coordination with Federal Councils
- Boost data capture and reporting functionality
- Present searchable training and development opportunities in the Federal Government through a portal
- Augment features of the Workforce Development Roadmap
- Establish Communities of Practice /knowledge domains

* Note: In coordination with the e-Training Service Provider Consortium.
### Federal Service Providers of the e-Training Initiative

#### Service Provider
- **GoLearn**
- **NTIS**
- **FasTrac**

#### Targeted Demographic
- **GoLearn**: General use – Federal employees
- **NTIS**: State and Local government, First Responders, etc.
- **FasTrac**: Highly secured government personnel

#### Background
- **GoLearn**:
  - Operated out of the Office of Personnel Management
  - Formerly DOT’s TVU program
  - Leverage COTS Products
  - Primarily focused on civilian agencies

- **NTIS**:
  - National Technical Information Service
  - Self-supporting agency of the U.S. Dept of Commerce
  - Primarily focused on the secure delivery over the open internet of sensitive training content to specialized civilian and defense student populations for training requiring certification and/or accreditation

- **FasTrac**:
  - Operated out of the National Security Agency and U.S. Dept of Treasury
  - Originally developed for the Intelligence community
  - Primarily focused on global organizations requiring heightened security precautions
Sampling of Solutions Offered to the Federal Government

Gov Online Learning Center (e-Training Initiative)

Learning Management System
View course libraries or other e-Learning services, register for courses and complete opportunities (ILT or CBT). Collection point for training data

Courseware
Course libraries covering high interest areas such as IT, Project Management, Human Resources, and Leadership, including legislatively mandated courses

Online Books
Electronic books to complement e-courseware offered

Search and Select
Receive an answer by entering a "natural language" question related to an available topic. Results are presented like an Internet search

Competency - Workforce Development Roadmaps
Based on Government occupational series, competencies are used to conduct skills assessments (gap analyses) and to view available, appropriate learning opportunities

E-Mentoring
Enable users to ask specific questions to subject matter experts in a “chat room” atmosphere in conjunction with courses in the catalog or by topic

Communities Of Practice
Collaborative community portals directed towards Government-wide interest groups (Threaded discussions, tacit knowledge sharing, document sharing, portal)

Management  Content  Performance Support  Collaboration
1. Identify organizational needs
2. Assess and identify learning needs/goals
3. Identify LMS, performance tools, features and functions
4. Select LMS and performance tools to deploy
5. Identify Change Management needs
6. Develop implementation strategy
7. Develop and deploy solution
8. Track performance and report (ROI, Evaluation)

Typical e-Learning Solution Implementation Lifecycle

Service Provider-Implemented Solutions Align to the Organization
## Models for Evaluation

### Kirkpatrick


<table>
<thead>
<tr>
<th>Level of evaluation</th>
<th>What it measures</th>
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<tbody>
<tr>
<td>4</td>
<td>Results</td>
</tr>
<tr>
<td></td>
<td>How well did the organization meet its business goals?</td>
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<tr>
<td>3</td>
<td>Performance</td>
</tr>
<tr>
<td></td>
<td>How much is job performance improved? What can learners apply to their jobs?</td>
</tr>
<tr>
<td>2</td>
<td>Learning</td>
</tr>
<tr>
<td></td>
<td>What skills and knowledge did the learner acquire?</td>
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<tr>
<td>1</td>
<td>Reaction</td>
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<tr>
<td></td>
<td>Did learners like the training? Did they complete it?</td>
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### Phillips


<table>
<thead>
<tr>
<th>Level of evaluation</th>
<th>What it measures</th>
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<tr>
<td>5</td>
<td>ROI</td>
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<tr>
<td></td>
<td>What are participants’ reactions to the program, and what do they plan to do with the material?</td>
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<tr>
<td>4</td>
<td>Business Results</td>
</tr>
<tr>
<td></td>
<td>What skills, knowledge, or attitudes have changed and by how much?</td>
</tr>
<tr>
<td>3</td>
<td>Job Applications</td>
</tr>
<tr>
<td></td>
<td>Did the participants apply what they learned on the job?</td>
</tr>
<tr>
<td>2</td>
<td>Learning</td>
</tr>
<tr>
<td></td>
<td>What skills, knowledge, or attitudes have changed and by how much?</td>
</tr>
<tr>
<td>1</td>
<td>Reaction/Planned Action</td>
</tr>
<tr>
<td></td>
<td>What are participants’ reactions to the program, and what do they plan to do with the material?</td>
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Tying it All Together

The challenge of the e-Training Initiative and HR LOB is not just to reduce redundancies, consolidate HR and training resources, and encourage investment, but to shape the HR workforce to utilize and leverage the tools and technologies HR IT brings to the growing practice of Human Capital Management.
The following LOBs share core business requirements and similar business processes.

- Financial Management (FM)
- Human Resources Management (HR)
- Grants Management (GM)
- Federal Health Architecture (FHA)
- Case Management (CM)

Common Solution: A business process and/or technology based shared service made available to government agencies.

Business Driven (vs. Technology Driven): Solutions address distinct business improvements that directly impact LoB performance goals.

Developed Through Architectural Processes: Solutions are developed through a set of common and repeatable processes and tools.
The HR Common Solution:

- Evolutionary model, transitioning selected activities from agency to shared service centers
- Leverages existing OPM e-Government Initiatives as Point Solutions
  - Recruitment One Stop
  - e-Payroll
  - **e-Training**
  - e-Clearance
  - EHRI
- Centers established through competitive procurement among public and private sectors
- Governance structure in the form of a multi-agency executive strategy committee and a Joint Human Resources Management Improvement Program (J-HRMIP)
HR LOB Primary Goals

**Improved Management**
- Improve the governmentwide strategic management of Human Capital (*faster decision making, more informed policy making, more effective workforce management, improved resource alignment with agency missions*)

**Operational Efficiencies**
- Achieve or increase operational efficiencies in the acquisition, development, implementation and operation of human resources management and supporting systems (*improved servicing ratio / response times, reduced cycle times, improved automated reporting*)

**Cost Savings/Avoidance**
- Achieve or increase cost savings/avoidance from HR solution activities (*reduced duplicative software / hardware / operations / labor resources, increased competitive environment*)

**Improved Customer Service**
- Improve customer service (*increased accessibility to client and value, improved communication and responsiveness, enhanced quality, timeliness, accuracy and consistency*)
HR LOB at a Glance

Status:
• Initial Governance structure established
• Baseline target architecture developed
• HR LOB White Paper and Transition Approach documents developed
• Developed and submitted FY06 Business Case

Next Steps:
• Design and establish permanent Governance structure
• Continue planning activities for implementation

Participating Agencies:
• OPM, DHS, DoC, DoD, DoE, DoI, DoJ, DoL, ED, EPA, GSA, HHS, Intel, NSF, USDA, VA, Treasury, USAID, SSA, Small Agency Council, Intelligence, NASA, NSF

Ex-officio Agencies:
• OMB; OPM-Divisions for: Strategic Human Resources Policy; Human Capital Leadership and Merit System Accountability; Human Resources Products and Services
Critical Questions:
- Do you know the critical occupations that you need to develop in the next 1 – 3 years?
- Can you name the people in those occupations right now?
- When was the last time you forecasted what your talent pool looks like?
- What are your plans to close that gap?
- How will you measure your progress/success?

Trends to Watch:

<table>
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<tr>
<th>HR Today</th>
<th>Future</th>
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<tr>
<td>Siloed</td>
<td>Innovative</td>
</tr>
<tr>
<td>Distributed</td>
<td>Standardized</td>
</tr>
<tr>
<td>HR systems are complex and transactional based</td>
<td>Interoperable</td>
</tr>
<tr>
<td>Agencies have different taxonomies when talking about talent</td>
<td>Web-enabled</td>
</tr>
<tr>
<td>Little or no succession planning</td>
<td>Secure</td>
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<td></td>
<td>Monitoring, modeling, and forecasting in real time</td>
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Strategies for Improved HR Alignment and Federal Workforce Education

• The Human Resources Workforce should:
  • Offset the amount of transactional activity conducted to increase its focus on strategic initiatives
  • Use learning data to assess employees against competencies, identifying skill gaps and what learning interventions are needed
  • Make resources available in a multi-method approach (i.e., blended learning, mentors, etc.) to close skill gaps

• Learning aligns Human Capital performance
  • Highly available e-Learning systems can promote “just in time” learning of all types
  • Competency-based training ensures learning interventions align with the strategic direction of the occupation, as it applies to the Agency mission

The Federal HR Line of Business effort will assist in accomplishing these strategies
Contact Information

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