



**OPM** HR SOLUTIONS *by government, for government*

# *The Future of Human Resources Management*

Dr. Sydney Heimbrock

Deputy Director, Center for Leadership Development



*As part of its mission, OPM provides technical assistance to federal agencies to meet their most critical human capital challenges. OPM's HR Solutions is dedicated to providing exceptional human resources products and services to meet the dynamic human capital and training needs of the federal government.*

*OPM's HR Solutions is operated by federal employees for federal employees. We are uniquely positioned to assist your agency in meeting its mission goals through customer-focused, optimal human capital management solutions.*

**STRATEGIZE**

**ACQUIRE**

**ENGAGE**

**TRANSFORM**



# *The Future is Now*

- Volatility – requires Agility
- Uncertainty – requires Foresight
- Complexity – requires Network Intelligence
- Ambiguity – requires Design Thinking

. . . In our systems . . . And in our people . . .

*OPM is designing the future of HR. . . Now!*



# ***Federal Human Capital Management Today***

- \$ 4 Billion+ annual spend
- Redundancies and inconsistencies across agencies
  - Requirements
  - Vendor selection
  - Systems and tools
- Siloed management of people and data
- Disconnect between Human Capital Strategy and Human Resources Operations



# *Integrating the Human Capital Framework and the Business Reference Model*



OPM.GOV

## New Federal HC Business Reference Model Version 3.0





## *Managing Human Capital as a Common Category of Federal Spending (HCaTS)*



- Innovative MOU partnership signed between OPM/HRS Training and Management Assistance Program (TMA) and GSA on HCaTS
- HCaTS is:
  - The first implementation of Category Management in the market
  - Will be largest government-wide, category management solution for the next generation of human capital and training services
  - Will allow Federal agencies to access complex and tailored human capital, workforce support, and other training solutions
  - Aligned with the Human Capital Assessment and Accountability Framework (HCAAF)



## *HCaTS Brings Shared Expertise to Human Capital Management*



### **OPM: HC Technical Lead**

- Project management by HC experts
- Deliverables library to maximize value for spend by sharing products
- Ensure key HR policies and HC principles are baked into the development of solutions

### **GSA: Acquisition Technical Lead**

- Issue Task Order awards and manage contracting support, funding, and invoicing
- Provide ordering, financial and reporting systems



## *Federal Human Capital today:*

- Skill gaps across leadership, employees, and HR – nearly 33% of the Federal workforce eligible to retire by 2017
- Government-wide shortage of classification capacity and expertise
- Hiring process opaque to applicants
- Virtual work environment requires new approaches to performance management and employee engagement
- Millennials want “work-life fit”, purpose and autonomy
- Digital natives expect network-based worklife
- Certifications and “badges” are the new credentialing norm



# HR Strategy and Evaluation Services USA Hire<sup>SM</sup>



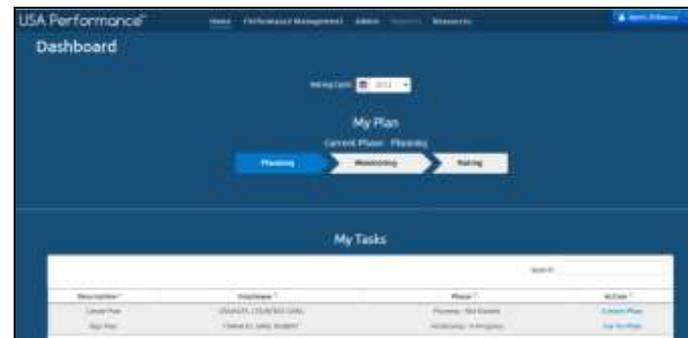
*“The types of assessments included in USA Hire have been shown to be better predictors of job performance than point-method ratings of training and experience. Therefore, USA Hire has the potential to improve the quality of hires across the Government while providing economies of scale for all agencies” – MSPB FY2013 Annual Report*

## USA Hire delivers

- Standard assessment for 76 commonly-filled Federal jobs
- Custom assessments (OPM- or agency-developed) can be delivered via the USA Hire platform
- Over 40 agencies/components have used USA Hire to date



# HR Strategy and Evaluation Services USA Performance<sup>SM</sup>



*USA Performance is OPM's HRS software solution to implement SES and Non-SES performance management programs and systems that save time and money*

- Launched SES version July 2014
- FY16: Developing non-SES features (e.g. GS, WG, Alternative pay plans)
- Won NextGov Bold Award, People's Choice Award, HCMG Award for Innovative Enterprise HRIT System in FY14 & 15



# *Now: Our HR IT Products Future: Integrated Capabilities*



**USA Learning**  
*Developing Visionary Leaders to Transform Government*



**USA Staffing®**  
*Great Government Starts Here®*



**USA Performance<sup>SM</sup>**  
*Manage Performance, Ensure Success*



**USA Hire<sup>SM</sup>**  
*Transforming Government One Hire At A Time*



## *Future State: Integrated IT functions across HR lifecycle*

- Provides a foundation and framework for interoperable workforce management solutions
- Opportunities for prioritization and interagency collaboration
- Creates shareable employee transactional information across agencies
- Supports on-boarding and enables seamless movement of personnel
- Enables workforce information sharing to enhance workforce analytics and strategic workforce development learning, training, competencies, and skills assessments
- Tightly aligns with CIO and leverages that team's deep knowledge of federal HR
- More than just a 'data integration' effort: offers best of breed "apps"
- Provides common user experience + shared data
- Supported by integrated account management and support across all apps in the lifecycle
- Developed via a "scaled agile" approach to reduce cost and timeline to launch



# *Federal Learning Today*

- Siloed and duplicative
- Under-resourced (or unevenly resourced at best)
- Decentralized with uneven support for managerial decision making
- Unclear link between learning investments and career development (eg, certifications)
- Progression of learning for managers and leaders unstructured and inconsistent



# *The HR University*



- One-stop career resource for the Federal HR occupation
- Integrates career maps, competency models, individual assessment and development plans, curriculum and completion records
- In the works:
  - New HR curriculum
  - Course catalogue mapped to competencies
  - Certification of mastery
  - GovConnect rotational programs
- Model for occupations across government



## ***HRS Center for Leadership Development: The Federal Executive Institute (FEI)***



New curricula to meet emerging learning needs

- International Leadership Development Program
- LDS-Graduates Program
- LDS Blended Program
- SES Onboarding



# *Presidential Fellowship Programs*



**PMF** PRESIDENTIAL  
MANAGEMENT  
FELLOWS PROGRAM

Presidential Executive Fellows  
Presidential Cross Sector Fellows  
Presidential Management Fellows

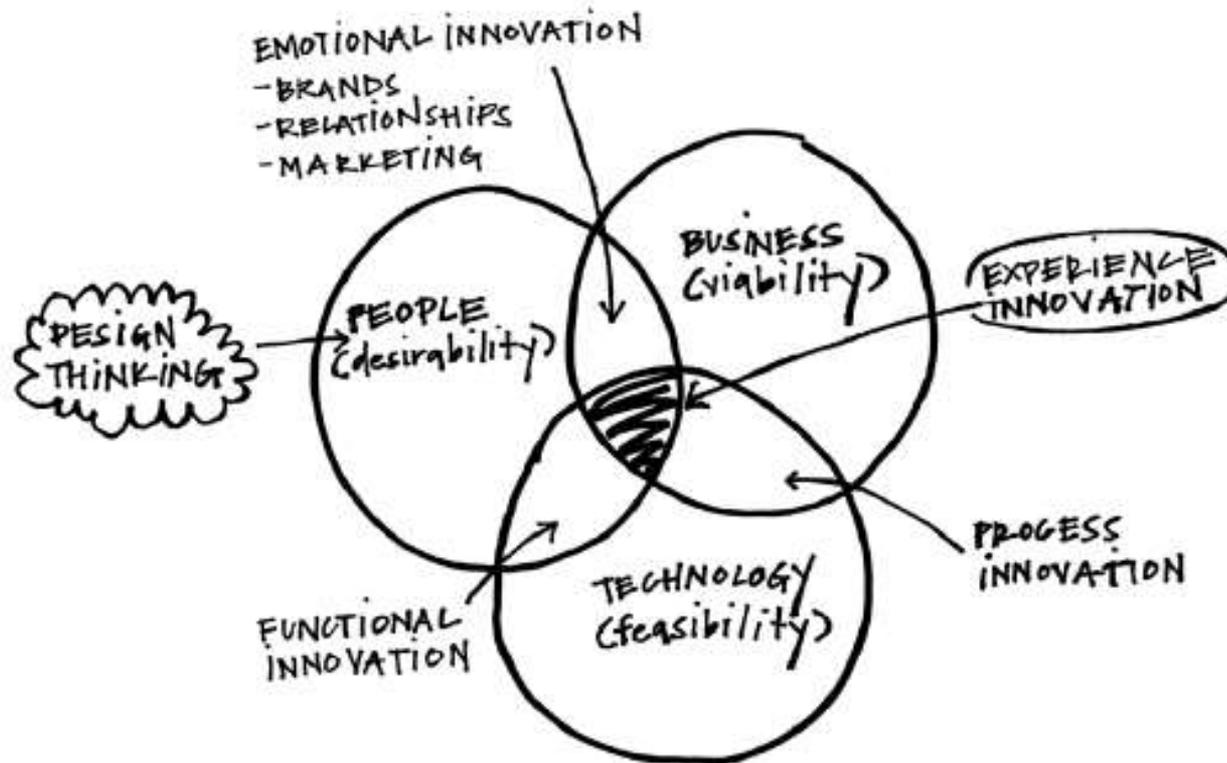
PMF Redesign starting with Class of 2016

- Close the supply-demand gap
- Streamline assessment and selection
- Hiring Fair (April 4)
- Reinvigorate development
  - Manage rotations centrally
  - Introduce mentorships, coaching
- Build a strong alumni network
- Tell the story of success!



# The Innovation LAB@OPM

## Building Human Centered Design Capabilities Across Government





## *The Innovation LAB@OPM*

- **Lead**
- **Teach**
- **Do**

*First Place Design Value Award Winner*



LAB·OPM



# Contacts

**Sydney Heimbrock**

**[Sydney.smith-heimbrock@opm.gov](mailto:Sydney.smith-heimbrock@opm.gov)**

**Phone 202-606-2762**

**On the web at:**

**[www.opm.gov/HRS](http://www.opm.gov/HRS)**

**Or email at:**

**[AskHRS@opm.gov](mailto:AskHRS@opm.gov)**