

Marvel at the Possibilities:

Preparing for the Future of Federal HR!

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Some HR Lessons from Captain America



1. Even when you are saving the world – not everyone will be happy.

More HR Lessons from Captain America

2. You have to do what your boss wants but you also have to do the right thing.
3. Shifting from control to customer service can help.
4. To modernize the process you also have to modernize the workforce.
5. We should marvel at the possibilities that arise when addressing challenges!

Some challenges that will shape the future of Federal HR

Challenges

- ★ The 2016 presidential election process is scary in its misinformation and ignorance about government.
- ★ Strongly divided views over size & role of government.
- ★ The federal budget process discourages planning, innovation, and investment in the future.
- ★ Millennials now outnumber Baby Boomers but are significantly underrepresented in government workforce.
- ★ Federal employee engagement not where it should be.
- ★ Civil service system outdated and dysfunctional!

Opportunities

- ★ The next Administration will quickly learn that to make government work they need great government workers.
- ★ Debate about the size & role of government can lead to improved understanding of what government does.
- ★ A potential shake-up in Congress could help alleviate gridlock.
- ★ Increased turnover among Boomers will create new opportunities for Millennials.
- ★ Civil service reform more likely in a new Administration.

What civil service reforms are needed and what's possible?

Matching the market: Setting pay

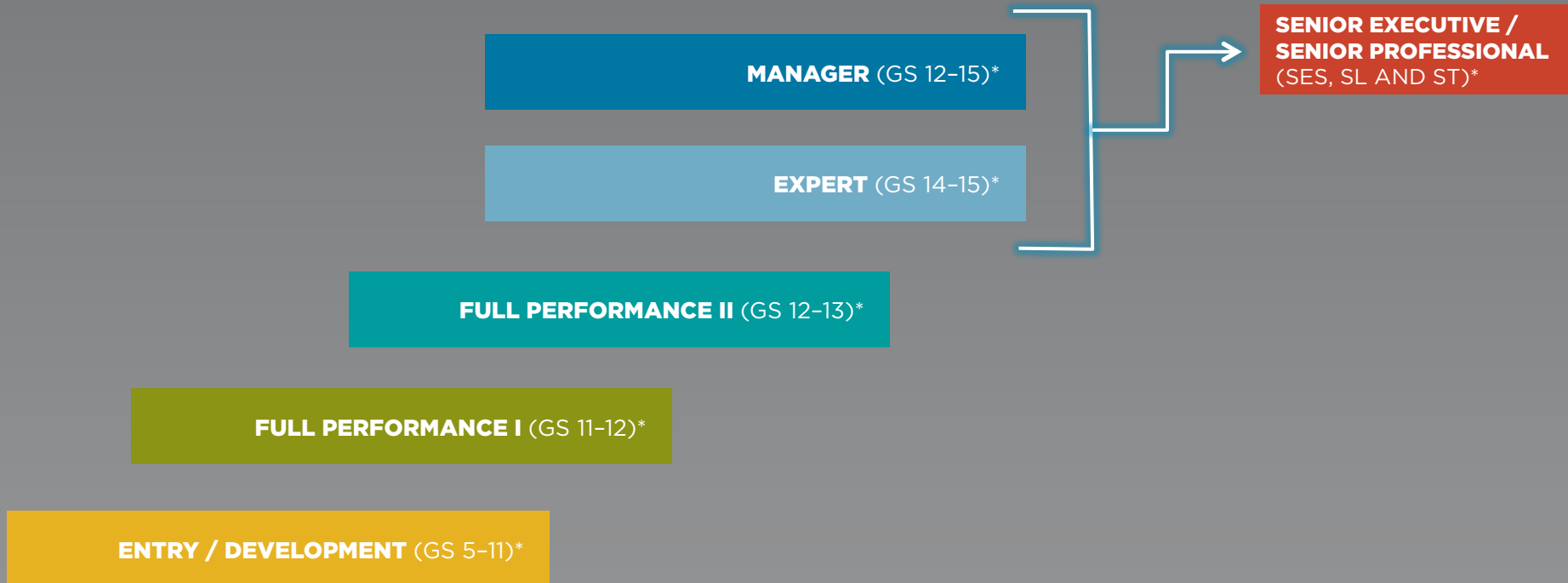
Federal pay-setting process is not credible, suffers from 'one size fits all' imprecision, does not reflect realities of labor market(s).

SOLUTIONS

Establish a clear pay-setting process based on occupation-specific market comparisons of federal and non-federal salaries and benefits

- Compare federal salaries for benchmark professional and administrative occupations
- Set salary ranges (minimum, maximum, median) by occupation
- Give the executive branch discretion to set and adjust salary ranges for each benchmark occupation within the total annual 'total compensation' budget

Matching the market: Classifying jobs



*GS grades are for reference only and may not align with final design or salaries

Adjusting pay

Periodic base pay increases are based primarily on tenure, not performance.

SOLUTION

Require above average performance for base pay above market, with annual increases based on a transparent, clear formula.

Accountability and workplace justice

Complex, time-consuming complaint/appeal system delays workplace justice, confuses managers and employees, inhibits accountability.

SOLUTION

Establish 'one stop shop' for most employee complaints and appeals to simplify, expedite resolution.

Hiring the best and brightest

Hiring is too slow, complex and opaque to applicants, imprecise in identifying best-qualified talent.

SOLUTION

Mount a sustained, government-wide and multi-faceted approach to improve the hiring process.

- ★ **Leverage technology and state of the art assessment tools**
- ★ **Increase cross-agency collaboration**
- ★ **Hold managements accountable for how well they bring in talent**

Note: Warm bodies are not enough!

Investing in leadership

Senior leadership corps balkanized, relatively immobile, agency-centric, and often ill-prepared to lead the 'enterprise.'

SOLUTION

Build a single, four-tier Senior Executive Service, with increased responsibility and pay for a top tier reserved for "enterprise" executives.

Investing in HR Professionals

Human Capital remains on GAO's government-wide high risk and HR considered a mission-critical occupation with significant skills gaps.

SOLUTION

Issue is not numbers (approximately 28,000 HR professionals) but skill level and tools. Invest in developing true HR professionals who are part of the solution and not part of the problem. Provide them with modern, flexible, and effective HR systems and tools.

QUESTIONS

