

Designing Integrated Talent Management Tools

Engagement Profile: Career Management



Background

The mission of the US Office of Personnel Management (OPM) is to recruit, retain, and honor a world-class federal workforce to serve the American people. The Chief Human Capital Officers (CHCO) Council supports the OPM in helping federal agencies strategically manage human capital, in providing a forum for senior management officials to exchange human resources best practices, and in informing the dialogue on civil service reform in order to build and maintain an outstanding federal workforce.

Catalyst

OPM designated human resources (HR) as a government-wide mission-critical occupation. Critically short of qualified HR staff, agencies risked mission failure due to lack of a clear career map to serve as the foundation for a strategic focus on HR talent management.

Without a cohesive and meaningful approach to recruiting, selecting, and developing HR Specialists, individual agencies were forced to grapple with issues that were systemic across the federal HR community.

Challenge

To address this pressing need, OPM and the CHCO Council's Subcommittee for the HR Workforce requested support from PDRI, a CEB Company, to develop integrated, competency-based recruitment, selection, and career pathing tools for HR Specialists across the federal government to ensure that the federal HR workforce has the competencies needed for success both today and in the future. These tools were designed to support agencies in implementing a new OPM qualification standard for the HR occupation and in hiring, developing, and advancing a highly skilled HR workforce.

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Solution

We worked with OPM and the CHCO Council's Subcommittee for the HR Workforce to develop an integrated set of competency-based tools to support the recruitment, selection, and career development of highly qualified HR Specialists who possess the competencies needed to serve the increasingly complex HR needs of the federal workforce. The tools designed by PDRI included the following:

- **A Structured Oral Interview Tool** for use in making HR Specialist selection decisions; the tool was composed of a bank of structured interview questions to assess technical and nontechnical competencies required at each grade level, behaviorally anchored rating criteria for use in evaluating applicant responses to structured oral interview questions, and training materials to ensure the consistent and fair administration of the structured oral interview.
- **Career Paths** for the HR Specialist occupation and for specific positions within the occupation; the career paths include a graphic portrayal of potential paths within the occupation, a description of the competencies required in the occupation, and a description of suggested training and career development at every step along each of the paths.
- **A Training Resource** identifying learning areas and development experiences mapped to the competencies required at each career level.

Outcomes

The integrated, competency-based tools developed by PDRI are used to select and develop highly capable HR professionals who are able to meet the increasingly complex demands of the federal workforce. These tools support the transition of the HR community from a transactional workforce to a strategic, consultative, and customer-focused workforce that is able and ready to meet HR challenges today and in the future.

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