

## Transcript

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00:00:37.080 --> 00:00:45.120

Eric Keller: Good morning, everyone. Thank you for joining our event this morning with Partnership for Public Service and Deloitte on transforming HR and government

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00:00:45.780 --> 00:00:57.450

Eric Keller: We are going to get started right at about nine o'clock, so I'm looking forward to a great discussion panel conversation and telling you a little bit more about our report.

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00:00:58.860 --> 00:01:12.990

Eric Keller: We will get started right at nine o'clock, if you got any technical issues having trouble hearing anything you can send a chat to technical assistance, the hosts that you should see right up at the top.

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00:01:14.100 --> 00:01:28.110

Eric Keller: Of the participants less. You can also send an email to Michaela Heyman who you should have received the invitation for this event from. So we look forward to getting started, right at nine and thanks for joining us this morning.

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00:03:15.780 --> 00:03:26.040

Eric Keller: Good morning everyone. I see more folks continuing to join, thanks so much for being with us this morning for an event on transforming transforming human resources and government

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00:03:26.340 --> 00:03:32.700

Eric Keller: I really excited for a great conversation and panel discussion today. We'll get started right about nine o'clock.

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00:03:33.990 --> 00:03:39.390

Eric Keller: Please be sure to use the chat during this conversation.

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00:03:41.400 --> 00:03:53.910

Eric Keller: 10 where you'll be able to ask the panelists a question and engage with us throughout the conversation. So please use that this morning. If you're having any technical issues you can send a chat to

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00:03:54.390 --> 00:04:10.770

Eric Keller: The technical assistance participant you see right at the top of the panelists stem participant and West and we should be able to help you troubleshoot any technical issues you might have. So we've got more people joining now and we will get started in just a few months.

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00:05:22.290 --> 00:05:28.470

Eric Keller: Good morning, everyone. It's nine o'clock, so I think we're going to go ahead and get started. Thanks so much for joining us.

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00:05:29.040 --> 00:05:35.700

Eric Keller: This morning for a great conversation on transforming human resources in government. If you're having any technical issues.

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00:05:36.210 --> 00:05:43.050

Eric Keller: You can send a chat to the technical assistance icon right in the participants list.

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00:05:43.500 --> 00:05:52.680

Eric Keller: Michaela has also posted her an email in the chat. So please reach out to her. If you're having any issues. I'm very excited to have you with us this morning.

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00:05:52.980 --> 00:06:01.440

Eric Keller: And to start things off. I'm going to turn it over to James Christian Lockwood, our executive vice president at the Partnership for a quick welcome.

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James-Christian Blockwood: Good morning everyone and thank you for joining us.

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James-Christian Blockwood: We're excited to share the Partnership for Public Service and Deloitte issue brief transforming human resources, a guide to delivering the HR services that government needs.

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James-Christian Blockwood: I'm James Christian Blackwood I'm the executive vice president at the partnership.

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James-Christian Blockwood: Prior to come into the partnership. I was a former senior executive, both in the executive branch and the legislative branch. Most recently, I was a managing director at the Government Accountability Office and I want to importantly thank the project team lead this research.

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00:06:37.710 --> 00:06:47.790

James-Christian Blockwood: The Deloitte team were fantastic partners, especially Lou Heiser Marianne tan Dave Mater merit of Smith and Caitlin Quinn also would like to thank

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00:06:48.300 --> 00:06:56.730

James-Christian Blockwood: The partnership team including Michaela Hyman Eric Keller Michelle a Monte Lauren to john Schulman very Goldman and 10 more kato's

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00:06:57.240 --> 00:07:05.670

James-Christian Blockwood: Will start today with a brief presentation of trends and tips for HR transformation, then we'll have a panel discussion, followed by Q AMP a

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00:07:06.390 --> 00:07:09.660

James-Christian Blockwood: But also like to share that I've personally seen in my time in government.

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James-Christian Blockwood: The strong benefit of HR, as I've transferred across agencies. I've moved from the Defense Department Homeland Security to Veteran Affairs to Government Accountability Office and at each turn.

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James-Christian Blockwood: HR was critical to sharing the records and helping with that smooth transition. I've also had the opportunity to see when HR handles search hiring and it enables

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James-Christian Blockwood: Agencies to conduct their core mission is that times when it's been very critical. And we've we've looked to HR to help agencies do that.

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James-Christian Blockwood: I've also seen when customer service has been high an HR is seen as a partner within agencies and I've certainly seen that, personally, and I'm grateful for that relationship that I've had with my HR leaders.

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James-Christian Blockwood: The issue brief that we're releasing today will highlight how strong HR capabilities are critical to government success.

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James-Christian Blockwood: Agencies can build a mission ready workforce by investing in HR strong HR capabilities also help agencies manage their workforce effectively and create a good employee experience.

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James-Christian Blockwood: Strong HR functions can also help agencies stay resilient and maintain operations during times of crisis, which obviously resonates with us at this time.

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James-Christian Blockwood: The issue brief makes the case that government needs to invest in transforming and strengthening human resource capabilities.

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James-Christian Blockwood: So I want to thank you all for your time and investment in this important effort, all of you will hear from phenomenal and very talented and smart and knowledgeable folks that I think will help move the needle in HR, so I'll now hand it over to Mr Hytner from Deloitte. Thank you.

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00:08:47.130 --> 00:08:54.840

Louis Heinzer: Everyone I'm lines are with Deloitte Consulting a principal and our human capital practice and really focus on helping civilian agencies.

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Louis Heinzer: Focus on making HR transformation or what is the mission of the organization. So that HR can be a partner.

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Louis Heinzer: When it comes to actually helping organizations meet those mission goals that they have, whatever it might be.

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Louis Heinzer: So I've done that for the past 20 years and it's great to see that this is still a focus not only

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Louis Heinzer: With a partnership and the weight in terms of what we're looking at the different federal agent organizations doing

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Louis Heinzer: But also that in 2016 we did a similar study and you're seeing some of the same trends, but a lot of maturity happening in the HR

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Louis Heinzer: World. I'll be technology and developing people and delivering different service delivery models. So you're seeing a continuing a continuation of kind of maturity that's happening with a long way to go, as all of us know

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00:09:44.310 --> 00:09:48.990

Louis Heinzer: Is still a long way to go in terms of making HR very mature enabling area function and federal

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Louis Heinzer: But very excited to see that there has been a lot of momentum in the last few years and that there's a lot of momentum moving into the next administration as well.

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Louis Heinzer: So with that, I will hand it over to Eric and to Marianne are going to take us through the presentation and share what we found in those surveys and and the things that we did during this program.

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Eric Keller: It think. Thanks so much. LOU And Eric Keller, I'm the Senior Manager for research and analysis here at the partnership Marianne. Do you want to say I quickly.

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00:10:18.690 --> 00:10:23.850

Maryann Tan: Hi, my name is Marianne, and I'm the managing director in our human capital consulting

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Eric Keller: Great.

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Eric Keller: Thank you. So, Marianne, and I are going to quickly talk through some of

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Eric Keller: The key findings of the issue brief that we released today. And then we'll get right into the the panel discussion again I want to encourage you all to engage with us in the chat.

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Eric Keller: And in the Q AMP a function right here and zoom out. We've got almost 100 folks on the line and really want to hear from you. So you can ask a question.

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Eric Keller: Make a comment, share something that you're excited about and we will have an opportunity during the panel discussion to

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Eric Keller: Potentially post some of your questions to the panelists and answer some of the questions that you have.

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Eric Keller: So, Marianne, and I are going to tell you a little bit about our issues we when we started out this work. We had a few key goals.

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Eric Keller: We wanted to use this as an opportunity to communicate why human resources is critical to government success.

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Eric Keller: We wanted to look at some of the HR transformation going on as well across the federal government really dig into what are the drivers behind these transformations

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Eric Keller: And what are the lessons learned that are coming from the leaders who are doing this difficult work.

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Eric Keller: So we interviewed about 20 different leaders across a diverse group of seven different federal agencies who are undergoing or planning some sort of HR transformation.

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Eric Keller: We had some great conversations with them really digging into what service delivery models were they using what was the business case for investing in changes, how are they measuring success. And what were the things that they were learning along the way.

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Eric Keller: And our issue brief captures the results of these it is posted in the chat. You can find it on the partnerships website as well. So check it out after the event today.

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Eric Keller: So one of the things that we're really excited about. If you go to the first slide.

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Eric Keller: To do in this work is to tell the story about why HR matters. We've got a lot of new leaders coming into government right now.

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Eric Keller: For many of them, you know, strengthening the HR function, maybe isn't the first thing on their minds. But we really think it should be on their radar because

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Eric Keller: We believe that better HR capabilities across government would lead to a more

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Eric Keller: effective and successful federal government. Overall, and there are a few key ways we see that playing out obviously building a mission ready workforce.

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Eric Keller: Whether it's hiring mission critical staff building a more diverse and inclusive Federal Workforce anticipating future hiring needs agencies really need strong HR capabilities to be able to do these things.

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Eric Keller: Also becoming an employer of choice government is in a fierce competition for talent right now.

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Eric Keller: And HR services are critical to creating that employee experience which will help government compete right from the first moment when someone's thinking about

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Eric Keller: Pursuing a federal job opportunity, all the way through their end of their career.

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Eric Keller: mitigating risks is not always the first thing that that comes to people's minds. But the Federal workforce is governed by some really complex laws and policies.

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Eric Keller: And agencies face some legal and financial risks if they make mistakes around things like hiring managing relationships processing benefits correctly.

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Eric Keller: So another great reason to build that HR capacity and keep agencies out of trouble in that, in that regard, building resiliency and James Christian mentioned this.

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Eric Keller: The organizations often turn to HR to help get them through and keep their organization functioning well during difficult and unexpected events and unfortunately we have had a lot of those. So whether it's dealing with the effects of Kelvin.

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Eric Keller: Or other natural disasters or prolonged government shutdowns, the staff really the employees overall really turned HR to help get them through and stay resilient during those times.

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Eric Keller: And finally, saving money for the mission we can deliver HR services more effectively and efficiently.

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Eric Keller: That's money that can be reinvested in the mission, potentially, and you see that in lots of examples. For example, if you can get

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Eric Keller: A higher right the first time you can really save it in terms of not having to re hire or deal with performance issues in the future.

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Eric Keller: So, next slide please. We make the case that better HR can lead to better government, but we also wanted to dig into the way now question. Is there a an urgent need, or a call for action at this moment, which would really get people excited

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Eric Keller: Because clearly, the challenges that human resources facing government. Some of them are pretty long term.

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Eric Keller: GAO is high risk less human capital management has been on that list for two decades.

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Eric Keller: So it's not a, not a new problem, and in many of our conversations we heard about a chronic under investment in hrs capacity. So whether it's money or whether it's attention from senior agency leaders.

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Eric Keller: HR has been in many places under invested in, and this has led to, you know, a very fragmented approach to service delivery at times. And it's also led to, in some cases, low levels of customer satisfaction. We looked at the survey GSA does a federal employees and in

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Eric Keller: On average, HR services were rated a 4.6 out of seven HR was that the lowest scoring of the for administrative services measured certainly indicating a lot of room to improve from the customers perspective so

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Eric Keller: These are long term challenges, but on the next slide. Our report discusses on that the current moment bring some new urgency and some new opportunities for strengthening capacity of federal HR

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Eric Keller: One clearly helping government navigate some of these long term changes to that the nature of work that will be driven by the pandemic.

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Eric Keller: HR has a great opportunity to step up and do that and also connecting with one of the key priorities of the new vinyl administration.

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Eric Keller: I'm investing in and strengthening and taking care of the Federal workforce.

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Eric Keller: You know, especially in agencies that have been experiencing an exodus of talent over the last few years are declining employee engagement.

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Eric Keller: HR functions are going to be critical to helping the vitamin administration need that priority of turning things around.

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Eric Keller: And fortunately, while we are making the case to invest in federal HR. There's also some new funding that might be available in order to do just that. So we highlight the technology modernization fund.

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Eric Keller: Congress just allocated a billion dollars to this fun through the new Recovery Act and this fund can agencies can apply to it.

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Eric Keller: To support technology modernization efforts, including efforts to modernize some of the HR systems and processes.

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Eric Keller: So that's a great new opportunity that agencies might be able to take advantage of there so I am going to turn it over to Marianne. Now it's going to tell you a little bit more about the report before we get into our panelists.

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Maryann Tan: If we can move on to the next slide.

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Maryann Tan: Now Eric had a quick conversation with us about the light. Now that call to action that urgency for HR transformation.

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Maryann Tan: Wanted to kind of highlight a couple of moments. So when can an agency, consider a transformation. What are those key signs that are indicators that in a transformation is really on the onset.

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Maryann Tan: Onset of something that happened for agency to improve those HR services.

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Maryann Tan: So it's really that concept of how are you, highlighting the components of the business case to be able to determine what makes sense to move forward, whether it's across your service delivery model process people and technology.

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Maryann Tan: And so some of those key signs that we had wanted to highlight in the report from things that we'd heard from other drivers of transformation from the leaders that we had interviewed

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Maryann Tan: Were obviously some things associated to little customer satisfaction how our hiring managers or managers viewing those HR services. Our employees view in HR services.

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Maryann Tan: And what are those relative staffing ratios and high HR costs that are not necessarily lead to leading practices are against benchmarks.

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Maryann Tan: So how does your business case tell a financial story to be able to determine what is that right ratio between the workforce for your HR versus your actual employee workforce.

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Maryann Tan: And the idea that there is a presence of shadow HR are their HR teams that are spread across different offices or subcomponents to augment that traditional to a one path.

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Maryann Tan: Right, so that does increase, right, the number of people that are involved in HR services that are not necessarily, you know, direct lines to organizationally to your HR staff.

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Maryann Tan: So thinking about how that presence of those. Why do shadow HR staffs exist is a potential driver for what that transformation might look like.

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Maryann Tan: You know, speaking of the technology component. Now that we've talked a little bit about how that organizationally, and from the process side that shadow HR can be a signal for transformation.

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Maryann Tan: You know there is a driver of technology for modern a trying to cost federal employees for usable interfaces direct reporting capability right customer experience focus technology.

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Maryann Tan: That could be a signal to how people are viewing technology and how HR can be enablers for that technology to underpin HR actions right so that type of reliance on

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Maryann Tan: Disparate manual paper based processes with an improvement to automation. It could be a signal or a trigger to what a transformation might look like for your organization or agency. If we go to the next slide.

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Maryann Tan: A few other things to highlight right. I think it could be said across the board that strategic hiring and recruiting

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Maryann Tan: Is something critical to the fact that if your employee workforce is is not the right workforce and doesn't have the right people in seats. It's impossible to

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Maryann Tan: Commit to any type of mission agency. So where are you, where are your middle shrink critical occupations where those end CEOs and where are you against fulfillment of those vacant positions.

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Maryann Tan: We've heard a couple of different stories of disappoint across the surveys have a real call for action came from the fact that

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Maryann Tan: Ships could not be sailed buildings, could not be filled right work could not actually be achieved because of the fact that recruiting and hiring was something that just could not be processed faster and efficiently enough

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Maryann Tan: Which really lends itself to having that concept of no overarching human capital strategy to support the recruitment and the workforce planning associated to the agency.

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Maryann Tan: And when we talk about frequent mistakes and processing routine, you know, we always kind of think about the fact of the equation is operations first

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Maryann Tan: Right. If a processing and transactions which aren't the most sexy things have been done effectively and efficiently and their routine mistakes for him.

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Maryann Tan: Nothing else really matters at the end of the day, we can't move on to strategic HR or to modernize technology if that base level service is not committed to first

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Maryann Tan: Which would then, you know, if you, if we think about it, how does that impact the actual engagements for us for HR staff. How do we move our HR staff to a strategic function.

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Maryann Tan: If we're not able to support them with enabling technologies to commit and things like the processing of routine transactions right how do service delivery models and technology support that to create an HR staff that is able to move toward that strategic function.

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Maryann Tan: So let's talk a little bit about some of the lessons learned and tips that we talked about with some of our with our great leaders that we had conversations with

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Maryann Tan: Point blank. One of the biggest things that we had talked about across the board is how do you ensure that your transformation embeds customer experience within this within this transformation.

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Maryann Tan: Along the lines of focusing on data driven exchanges SLA measurement and having true understanding of what our customers need is

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Maryann Tan: Before anything else happens right so we had heard some a couple of examples of agencies who actually embedded customer experience teams within their HR organizations to be able to make sure that the transformation had stickiness.

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Maryann Tan: And then along that lines of customer experience is the frequent and direct communication to build that trust.

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Maryann Tan: Even if there is a clear HR transformation strategy from bureaus and HR leadership.

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Maryann Tan: Staff at all levels need to ultimately understand what the business case and vision transformation was supposed to be for

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Maryann Tan: And recognize why is occurring and how it's going to impact across the organization. So the trickle down effect of making sure that there's leadership at the top. Who's, who's, who's pushing down those messages is critical.

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Maryann Tan: And and along that line of communications is really kind of making sure that your accounting for the culture and history on multiple transformations. I feel like transformation.

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Maryann Tan: Is such a used term across the board and there could be a history of multiple transformations that an organization.

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Maryann Tan: So how are you taking into consideration the culture and history of transformations are across the board to be able to indicate what is going to be different about that to build that trust.

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Maryann Tan: And to to really recognize any knowledge those lessons learned from the previous transformations that are heard.

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Maryann Tan: And then from taking into account that culture and history is purposely challenging the status quo of what your model for transformation should be

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Maryann Tan: Not one size fits all for every transformation if there could be some that are based on operating models technology. And there are different points at the transformation journey.

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Maryann Tan: So as you're thinking about the journey of transformation. Where are those places to start as as a just as a tip of the spear to kind of figure out

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Maryann Tan: Is critical to figure out, then you know what is the model going to be in the future isn't shared services, is it outsourcing is it coast sourcing, is it a combination of multiple different ways of looking at a service delivery model which challenges is satisfied with how work is done.

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Maryann Tan: And let's move on to the last slide for some final thoughts on those tips for transforming

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Maryann Tan: It can't say enough about the fact that it all starts with leadership at the top.

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Maryann Tan: That governance model the effectiveness of making sure that there is a clear lines of delineation for how transformation decisions are made at every level across the board or there is a lack of success in that capacity.

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Maryann Tan: And then while all of this transformation is happening, how are we considering the rescaling retooling and empowerment of HR staff across the board.

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Maryann Tan: Right, and those types of examples. You know, we're going to hear in our panel. Um, some great examples of how some of that re skilling and retooling encouraged to kind of empower the HR staff.

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Maryann Tan: And and one of their really important tip that we had heard about was be clear about what your HR service catalog is actually going to do

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Maryann Tan: Because the transformation is so built on quick wins and short term priorities that build momentum. So as momentum is being built across the board. Being cognizant and careful about that mission creep so that you can build the momentum is something that you know is critical.

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Maryann Tan: So I think at this point you know now that definitely hoping that you, you get a sense from the paper or the other points of view of the why and the how and some of those tips.

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Maryann Tan: I definitely would like to turn it over to Michelle a Monte now who's going to run our panel to walk through a couple of key stories and love to share with you.

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Michelle Amante: Oh, thank you. Marianne and

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Michelle Amante: Good morning. I'm Michele Montana. I'm the VP of Federal Workforce Programs at the partnership and I'm very excited to be moderating a star studded panel for you this morning.

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Michelle Amante: We have with us. Don Bauer, who is the Chief Technology Officer within global talent management at the State Department.

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Michelle Amante: Jennifer Ackerman, who is the deputy Chico at the Department of Interior and Christy daftness who is the government wide lead of personnel policy at OMB.

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Michelle Amante: So let's get started. And I want to encourage participants to please feel free to put questions in the chat. I will be monitoring them during the panel. So we want to encourage engagement. So we all know that HR transformation starts with a business case.

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00:28:33.360 --> 00:28:43.800

Michelle Amante: So what advice, what each of you have for agencies when they're thinking about how to build their business case for their own leadership and people like Christie lamb.

148

00:28:46.200 --> 00:28:47.370

Michelle Amante: So let's start with you, Jennifer.

149

00:28:49.080 --> 00:28:55.740

Jennifer Ackerman (DOI): Hi, good morning everybody, and thank you, Michelle, for inviting me and I was listening to Marianne and

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00:28:57.120 --> 00:29:01.890

Jennifer Ackerman (DOI): So at Department of the Interior, I'd be remiss to not to mention that we have

151

00:29:02.670 --> 00:29:09.660

Jennifer Ackerman (DOI): A lot of bureaus. They're very independent. I think most people when they think of Department of the Interior, they think the Park Service.

152

00:29:10.530 --> 00:29:28.050

Jennifer Ackerman (DOI): And before I came to Department of the Interior. I was like, oh, what all this Department of the Interior include but it's Bureau of Indian Affairs Bureau of Indian Education us a geological survey a services. And then, of course, fish and wildlife and

153

00:29:29.340 --> 00:29:42.840

Jennifer Ackerman (DOI): If you don't know about interior business center, of course, which does pay payroll IT services 30 customers. So we have 11 very independent Bureau, so we

154

00:29:43.590 --> 00:29:57.480

Jennifer Ackerman (DOI): Worked with Deloitte, who did a phenomenal job and also partnership, who came in and looked at our executive resources and we we looked at how we could transform and maximize

155

00:29:58.200 --> 00:30:15.600

Jennifer Ackerman (DOI): Our funding in HR across our 11 bureaus and reduce risk related to audit our HR handoffs servicing ratios and increase customer service across our 11 Euros. We are not ever going to get to one.

156

00:30:17.070 --> 00:30:24.780

Jennifer Ackerman (DOI): HR shared service that's just not going to be the appetite for us. And I think some, some of you can appreciate that at some other agencies.

157

00:30:26.340 --> 00:30:33.900

Jennifer Ackerman (DOI): We need to honor the independence of our bureaus, we have at one point we had over 50 delegated examining

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00:30:35.040 --> 00:30:53.700

Jennifer Ackerman (DOI): That's that we have reduced them thanks to the great work that we have. So what we came out with IS FROM THIS WONDERFUL STUDY THAT Deloitte did. And I'm going to go through some of our lessons learned when we had a Deloitte on board is some of the recommendations were

159

00:30:55.980 --> 00:31:06.090

Jennifer Ackerman (DOI): One staffing system. We had monster and USA staffing. Can you believe that. And so one recommendation is going to USA staffing. That was a year long effort during coven

160

00:31:07.170 --> 00:31:23.970

Jennifer Ackerman (DOI): So we have some lessons learned from that we're also implementing us a higher as well. Reducing our delegated examining even within our bureaus pull, even within Park services. We have one park service may have a delegated examining

161

00:31:25.440 --> 00:31:32.340

Jennifer Ackerman (DOI): We we do recruitment events, how can we do shared certificates. I know that there's a government wide, how can we do shared certificates.

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00:31:32.790 --> 00:31:42.900

Jennifer Ackerman (DOI): government wide we're automating our audits to reduce the time before it was six months to get an audit from DUI. Now we're, we're looking at an automated

163

00:31:43.500 --> 00:31:56.790

Jennifer Ackerman (DOI): Virtual audit. And then we also have a paperless performance link to our talents system and it's linked together and we also are linking that to my DIY career, which is something that we can use as a recruitment tool.

164

00:31:57.840 --> 00:32:07.620

Jennifer Ackerman (DOI): So while it's not a massive transformation as a shared service center that those are some major recommendations that that we did.

165

00:32:08.910 --> 00:32:12.480

Jennifer Ackerman (DOI): And the contractor what what Deloitte did and

166

00:32:13.110 --> 00:32:22.080

Jennifer Ackerman (DOI): And also partnership for executive resources is they had one on one meetings with HR leadership with assistant secretaries with Bureau leadership's

167

00:32:22.380 --> 00:32:33.150

Jennifer Ackerman (DOI): And they dug into data they dug into they dug into why are some servicing ratios one to 10 and one 280

168

00:32:33.510 --> 00:32:43.830

Jennifer Ackerman (DOI): And assert, you know, time to hire wise. Time to hire so different and they looked into benefits classification workers comp. They looked into all of that.

169

00:32:44.280 --> 00:32:53.730

Jennifer Ackerman (DOI): And and then they showed those that information and multiple big meetings we brought people in this was obviously before coven

170

00:32:54.120 --> 00:33:09.930

Jennifer Ackerman (DOI): And and it was a little bit controversial and and then they rectify that there was some we had, we had principles there from Deloitte, we had. We had a great team to really dig into that we also invited customers HR managers there.

171

00:33:11.460 --> 00:33:20.580

Jennifer Ackerman (DOI): I can't say enough about communication. Communication. Communication. I'll tell you some of the communication that we had his newsletter town halls.

172

00:33:21.000 --> 00:33:38.190

Jennifer Ackerman (DOI): We have bi weekly roundups to make sure that we communicated with our because there are so many HR offices, we communicated at their level out to the field. So we made sure that we communicated and we also communicate at this monthly meeting to the Bureau leadership, so

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00:33:39.300 --> 00:33:50.280

Jennifer Ackerman (DOI): We just wanted to make sure that we communicated. And then we also communicated to our regional leadership. So I think that goes to that engagement engage engage communicate

174

00:33:52.050 --> 00:34:07.410

Jennifer Ackerman (DOI): That and so also what we did is because the Bureau's will have their own money when we launched into USA staffing is we seated. The front money now long term, of course, we have to do the working capital fund and they're going to have to, you know,

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00:34:07.830 --> 00:34:16.380

Jennifer Ackerman (DOI): You know transition over from monster to USA staffing, but because there was that overlap and you all can appreciate that that overlap between the two staffing

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00:34:17.490 --> 00:34:22.080

Jennifer Ackerman (DOI): We fronted that and we did the business case. So thank you, Deloitte.

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00:34:23.280 --> 00:34:34.860

Jennifer Ackerman (DOI): We did the business case to have that overlap and then for one year we funded that money and then also for us a higher always helps to for the headquarters to front any type of

178

00:34:36.570 --> 00:34:45.720

Jennifer Ackerman (DOI): Business Case and have the money at headquarters. Um, the other thing that I would say this is more for the softer skill and it's great to have that is

179

00:34:46.320 --> 00:34:56.340

Jennifer Ackerman (DOI): Don't be afraid to be flexible because you might envision, you know, you're going to do this and what we had wanted to do and I can get to this with later is

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00:34:56.610 --> 00:35:06.090

Jennifer Ackerman (DOI): We wanted to have a classification Center of Excellence and we wanted to consolidate executive resources. Well, we the timing wasn't right with the change of administration and

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00:35:06.510 --> 00:35:16.860

Jennifer Ackerman (DOI): But, but that doesn't mean that you can't be flexible, but that doesn't mean you can't be persistent and you know my political at the time said, You know, you're a little too persistent

182

00:35:18.330 --> 00:35:28.260

Jennifer Ackerman (DOI): But that doesn't mean you can't be flexible and what you think you're going to envision might have to change. And I think some of the slides that Eric

183

00:35:28.590 --> 00:35:39.090

Jennifer Ackerman (DOI): And Marianne were showing is is those should be shared, because you might have your vision that you're going to go to a shared service center. It's going to look exactly like that.

184

00:35:39.300 --> 00:35:49.260

Jennifer Ackerman (DOI): You may not get the funding for that. So you're going to have to morph and adapt and or your leadership may not buy into that. So we did have to morph and adapt to that.

185

00:35:50.040 --> 00:36:04.050

Jennifer Ackerman (DOI): So those were some of the things we have a great team, but I would say, communicate, communicate, engage and you have to engage your customer. And that's what made us successful with a with this because our bureaus.

186

00:36:04.650 --> 00:36:16.080

Jennifer Ackerman (DOI): If you've ever been to fish, wildlife and park service they own their identity. Their fabulous and they have great things going on. And we had to adopt and get their buy in before we did anything

187

00:36:16.800 --> 00:36:25.020

Jennifer Ackerman (DOI): So that's what I can say about our I would say we have many transformations going on within the Department of the Interior. Thank you, Jennifer.

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00:36:25.260 --> 00:36:31.320

Michelle Amante: There's a little bit of a twist to that question. I'm going to direct this one to you, Don. So think still thinking about business case.

189

00:36:31.890 --> 00:36:41.430

Michelle Amante: I'm Julie asked, what is your advice to HR staff about how to drive this transformation as new leadership comes in and Jennifer alluded to this and it's dealing with so many pressing priorities.

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00:36:44.130 --> 00:36:51.570

Don Bauer (DOS): Well, you know, I think the presentation really kind of codified what we're all facing right this idea that

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00:36:52.140 --> 00:36:58.080

Don Bauer (DOS): The underinvestment. The, the, you know, the idea that, you know, so many people are frustrated

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00:36:58.440 --> 00:37:08.400

Don Bauer (DOS): And what happens during an administration change. There's an influx of people, which means HR gets hammered day one, or actually prior to day one, with all the additional work.

193

00:37:08.730 --> 00:37:17.730

Don Bauer (DOS): So, you know, we've we're focused. I think we're, we're at that point organizationally, where we were focusing on the core, the core capability, which is kind of what Marianne was was mentioning

194

00:37:18.150 --> 00:37:32.160

Don Bauer (DOS): Where can you add value where it makes sense to support. It's almost like the foundation right the infrastructure and building it out. So, you know, from our standpoint, I would say only speak to the to the transformation. The argument for transformation is

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00:37:33.900 --> 00:37:43.380

Don Bauer (DOS): You know, make a great case for what your core needs are and I think Marianne you laid it out very clearly how you know what's expected there.

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00:37:44.460 --> 00:37:52.080

Don Bauer (DOS): So from our from our perspective we we pointed out the underinvestment over time. And then just went to leadership and said look

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00:37:53.070 --> 00:37:59.220

Don Bauer (DOS): We're running out of time, you know, and the one thing that most folks, I didn't hear anything mentioned here, which is just as important

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00:37:59.670 --> 00:38:10.500

Don Bauer (DOS): We have a huge cyber threat out there. We have systems that are very old and if you don't keep them current you're running the risk of, you know, ending up on the front page of the post with thousands of

199

00:38:10.890 --> 00:38:24.750

Don Bauer (DOS): Compromised information. So, you know, those are areas that we have to invest in just just just to keep up. And I think that's, those are areas where you can really make a compelling argument, say, look, we need to stay current because if we don't, we were vulnerable.

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00:38:25.800 --> 00:38:36.180

Michelle Amante: Thank you. Christy, I'd love to hear from your perspective, because you're doing, you're, you're getting business cases for agencies like what are you looking for and OMB, like how can agencies make their case to you.

201

00:38:37.470 --> 00:38:47.100

Kristy Daphnis (OMB): Yeah, thanks for that question. Thanks for having me here this morning. Um, I think the slide that Marianne went through on some of the considerations was really spot on.

202

00:38:47.760 --> 00:38:56.280

Kristy Daphnis (OMB): I would I would note that when something comes over to OMB our OMB examiners and leadership are really taking into account a whole

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00:38:56.730 --> 00:39:11.610

Kristy Daphnis (OMB): variety of factors when considering either policy proposals or funding proposals and if you're in a position where you're coming to OMB to ask for additional funds or to ask for a change in policy or or some other

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00:39:12.840 --> 00:39:16.980

Kristy Daphnis (OMB): Project as part of your transformation. There are really a few things that

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00:39:18.570 --> 00:39:25.500

Kristy Daphnis (OMB): I think you're going to want to consider. First of all, you're going to want to take a step back and really think about the mission.

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00:39:25.950 --> 00:39:38.370

Kristy Daphnis (OMB): I think that is really core to justifying any of these projects. I think it's easy to get into the day to day and and all of the specifics and all the details, but but you have to remember that at the end of the day.

207

00:39:38.850 --> 00:39:46.950

Kristy Daphnis (OMB): Need to think about how will this project help your agency better deliver its mission. What will the impact be and how can you quantify it.

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00:39:47.550 --> 00:39:56.670

Kristy Daphnis (OMB): I know that sometimes it's really difficult to quantify some of these things, but you should really be thinking about how can you must efficiently and effectively.

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00:39:57.120 --> 00:40:10.170

Kristy Daphnis (OMB): Deliver on various aspects of the of the project. Second, you really need to be thinking about strategy and and whether there are certain strategic aspects of the project that you should be highlighting

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00:40:11.520 --> 00:40:20.370

Kristy Daphnis (OMB): Is this a project that will help you move towards a future state or vision, either in terms of HR or the way that your agency is functioning.

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00:40:20.850 --> 00:40:28.830

Kristy Daphnis (OMB): Well, this project enable enhanced customer experience to stakeholders, or will it kind of shore up a gap and services.

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00:40:29.670 --> 00:40:37.890

Kristy Daphnis (OMB): Will it create more collaboration and and break down barriers and silos across different organizations within your within your department, Jennifer.

213

00:40:38.130 --> 00:40:49.080

Kristy Daphnis (OMB): Kind of mentioned some of this as she was talking as one of the challenges that she found it at Department of Interior really thinking about how can you describe those aspects of the project in a really compelling way.

214

00:40:50.010 --> 00:40:57.090

Kristy Daphnis (OMB): And then last but not least, you should really think about how you're going to approach change management aspects of the project.

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00:40:58.020 --> 00:41:09.720

Kristy Daphnis (OMB): If this is a pilot project or a new project. How do you plan from going to the pilot piece of it to the end state vision and Jennifer was getting to this a little bit when she was talking about scalability.

216

00:41:11.370 --> 00:41:22.080

Kristy Daphnis (OMB): I think my observation here at OMB is that many projects fail, not because they aren't good ideas or not because they don't provide value to the agency.

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00:41:22.650 --> 00:41:32.100

Kristy Daphnis (OMB): But because they aren't really shepherded through that change management process and fully integrated into a new way of doing business for the agency. I'm

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00:41:32.940 --> 00:41:43.230

Kristy Daphnis (OMB): Really think that even once you get past the the justification piece, the successful transformation is really rooted in effective change management and implementation.

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00:41:43.650 --> 00:41:50.790

Kristy Daphnis (OMB): If you can't get that piece, right, you won't be able to have a transformation and and i think

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00:41:51.270 --> 00:41:58.080

Kristy Daphnis (OMB): You know, when I say change management. I'm really talking about the same things that Jennifer mentioned when she said communication and engagement and

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00:41:58.350 --> 00:42:13.110

Kristy Daphnis (OMB): How you really get into the different parts of your component agencies and and work these transformations across your organization, depending on the scope of of whatever that piece of the transformation might be great.

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00:42:13.140 --> 00:42:14.790

Michelle Amante: Thank you. That was very helpful.

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00:42:16.350 --> 00:42:22.380

Michelle Amante: Round of applause from Don Jennifer. There are two follow up questions for you. What is a

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00:42:23.280 --> 00:42:39.570

Michelle Amante: Broader question. You know, what was the barrier between doing bureaus that would not allow for shared services across do lie. That's number one. And the second one was did you implement the classification Center of Excellence experience improved time

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00:42:40.860 --> 00:43:01.500

Jennifer Ackerman (DOI): Thank you. So we did not implement the classification Center of Excellence. That was the timing was not right at the time that is something I are classifier is want to do. I think one thing we're looking at is for any of you the HR professionals out there is classification is is

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00:43:03.210 --> 00:43:06.540

Jennifer Ackerman (DOI): I don't know if we need to improve our classification

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00:43:08.280 --> 00:43:13.530

Jennifer Ackerman (DOI): Expertise across the government, we're looking at that in the two one community and dry.

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00:43:14.010 --> 00:43:24.540

Jennifer Ackerman (DOI): And we want to do that. And we want to, we're going to, I'm going to be bugging Dawn about about that system. He has we've been pushing for a couple years for case management system because you

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00:43:24.870 --> 00:43:38.310

Jennifer Ackerman (DOI): You need a case tracking system and we want to do that. So we're going to be bugging Don about that, but we want to do that. And what we did is we increased our standard PT 146 standard PDF

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00:43:39.450 --> 00:43:48.240

Jennifer Ackerman (DOI): And we've been leveraging the Bureau classifier to do that. And in fact, we reached out to OPM OPM can help with with that.

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00:43:49.380 --> 00:43:49.830

Jennifer Ackerman (DOI): We

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00:43:50.940 --> 00:43:56.700

Jennifer Ackerman (DOI): We did work with Deloitte on how a business case can work with the processes can be

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00:43:58.590 --> 00:44:10.800

Jennifer Ackerman (DOI): But we did not. We didn't get the green light to launch that so we're hoping. And that was another question about when when to raise that with leadership, of course, our secretary was

234

00:44:11.430 --> 00:44:25.590

Jennifer Ackerman (DOI): Started last week. It's been wonderful. But she has a laundry list of things on her door on which to address some of which being, of course, executive orders that I think all agencies are addressing so

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00:44:26.160 --> 00:44:40.800

Jennifer Ackerman (DOI): When the time is to the persistent piece is you have to be persistent at the right time. And so, you know, I'm hoping in the next three to six months, we can start raising you know this and then the executive resources because

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00:44:42.120 --> 00:44:47.610

Jennifer Ackerman (DOI): If you all work in an organization that has consolidated executive resources which most of you do.

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00:44:48.810 --> 00:44:57.780

Jennifer Ackerman (DOI): Those are the two that are top on, on our list and the ray and I would like to have consolidated executive resources and consolidated classification

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00:44:58.200 --> 00:45:06.150

Jennifer Ackerman (DOI): Some of you may have that you're like this doesn't make sense. But for us, we would like to do that because it, the more handoffs you have

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00:45:06.690 --> 00:45:12.390

Jennifer Ackerman (DOI): And we have counted as some of you. We've counted the number of mistakes that we have with

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00:45:13.020 --> 00:45:24.420

Jennifer Ackerman (DOI): The handoffs for executive resources. The handoffs for will classifications, a little bit different but that's really increases your time increases your mistakes processing errors. So we would like to

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00:45:26.040 --> 00:45:37.050

Jennifer Ackerman (DOI): Approach, those with our leadership, who has been very receptive to changes and they're very quick to understand our processes. So hopefully soon.

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00:45:37.770 --> 00:45:44.130

Jennifer Ackerman (DOI): So for the Bureau's for why why we haven't done centralized shared services is

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00:45:44.670 --> 00:45:56.910

Jennifer Ackerman (DOI): Is we're letting the Bureau's make those those decisions. First, because for us to come in and swoop when when even the Bureau's have not done shared services themselves themselves.

244

00:45:57.210 --> 00:46:12.480

Jennifer Ackerman (DOI): We need to allow them to make those decisions first. So, for example, fish and wildlife has centralized shared services. Some of the other ones like Bureau of Land Management is working to do that. So since we've delegated

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00:46:12.990 --> 00:46:25.830

Jennifer Ackerman (DOI): I've dealt, you know, through re than through me. We've delegated the authority, we're giving them the opportunity and they have they have reduced or a delegated examining but like with change management.

246

00:46:26.310 --> 00:46:35.670

Jennifer Ackerman (DOI): It doesn't make sense for the department and go in and swoop it all up. When we need to allow the Bureau human capital officers who have full authority to make those changes.

247

00:46:36.390 --> 00:46:48.180

Jennifer Ackerman (DOI): So we're allowing them to make those changes at their level and then we do the audit and the evaluation as our friends at OPM they they help out with that audit. So that's why we're not doing that great.

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00:46:48.210 --> 00:46:57.810

Michelle Amante: Thank you Jennifer dawn. I'm going to direct your question specifically to you having a CTO within an HR office is a bit unique

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00:46:58.500 --> 00:47:04.320

Michelle Amante: So I have two part question. So one talk a little bit about your role and why you think it's important

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00:47:04.800 --> 00:47:15.810

Michelle Amante: And the second question I'd like you to answers. You know, what is it we talked a little bit about customer experience in the report out. Why is it important to have customer focus technology. And do you have any tips for the ground.

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00:47:17.100 --> 00:47:27.270

Don Bauer (DOS): Sure. Um, well, uh, yeah. Boy for me. Right place, right time as far as CTO for HR, you know, with the department, having a

252

00:47:28.770 --> 00:47:32.940

Don Bauer (DOS): Mix of foreign and civil service and Foreign Service leadership constantly rotating

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00:47:33.690 --> 00:47:47.460

Don Bauer (DOS): When they did a reorganization, and chose to put a foreign service as a managing director, they recognize that having a leader and executive leader changing every two to three years would not be very conducive to supporting long term it projects because many of

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00:47:47.700 --> 00:47:56.250

Don Bauer (DOS): These projects last four years, and there's there's always history that needs to be monitored. So the decision was made to create a CTO position HR

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00:47:57.060 --> 00:48:10.440

Don Bauer (DOS): I've, you know, I've been professionally advocating for an HR it specific occupational series and the government for many years. I really feel like just like they did the 306 for for your professionals. I feel like we need like a

256

00:48:11.550 --> 00:48:21.210

Don Bauer (DOS): Right, a, you know, an HR professional that has it because the reality is the CIO doesn't look at HR as one of his primary goals.

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00:48:21.450 --> 00:48:29.850

Don Bauer (DOS): So whenever HR is like CIO, we need money for this know I've got important things I have more important fish to fry and you know we spoke about it.

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00:48:30.330 --> 00:48:36.780

Don Bauer (DOS): While HR is so critical to an agency that's not the primary mission. We're considered mission support.

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00:48:37.050 --> 00:48:45.270

Don Bauer (DOS): So if you're in CBP. It's the guns and badges that get the money or FBI the agents, get the money. It doesn't pick your agency, pick your flavor.

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00:48:45.480 --> 00:48:53.340

Don Bauer (DOS): They're the ones that get the resources because that's the quote unquote mission and what people fail to realize is that without the support, there is no mission.

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00:48:53.730 --> 00:48:59.640

Don Bauer (DOS): And that's where HR is always getting pushed to the back and. And so, you know, from that standpoint.

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00:49:00.360 --> 00:49:06.870

Don Bauer (DOS): You know, the CTO role. You know, I have a computer science background, but I've been in doing HR it for 25 years and

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00:49:07.350 --> 00:49:13.950

Don Bauer (DOS): I was the founder of quick hire, which became monster. So you know I have a really, really vested interest with respect to understanding

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00:49:14.280 --> 00:49:23.850

Don Bauer (DOS): The federal hiring, but that's a unique perspective to have and we need to grow that talent, where we know folks that understand the HR culture, but then understand it.

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00:49:24.240 --> 00:49:29.190

Don Bauer (DOS): You know, the things that I've done in my tenure is created standards for development.

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00:49:29.490 --> 00:49:32.010

Don Bauer (DOS): Made sure we are following our security rules.

267

00:49:32.250 --> 00:49:42.540

Don Bauer (DOS): Making sure we have an architecture because HR folks around. Oh look shiny. Let's go buy it and then they don't understand that it has to fit into the whole scheme of things, and then we need to feed data and are we

268

00:49:42.780 --> 00:49:57.600

Don Bauer (DOS): Are we, you know, serving our entire HR portfolio into the cloud to some vendor who just likes to, you know, do funny things for us in HR. So, you know, having, having it perspective on that but but advocating for HR, to me, is a critical thing.

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00:49:58.530 --> 00:50:03.420

Don Bauer (DOS): And and the other side of it too is, you know, I'm focused on a cohesive HR

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00:50:03.870 --> 00:50:09.390

Don Bauer (DOS): Platform. Right. So every single thing we do. Now we do deliberately and I do with purpose so

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00:50:09.690 --> 00:50:16.770

Don Bauer (DOS): I have architects, where I asked them, what do you think of this, does this fit in with our personnel system does this fit in with our case management system.

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00:50:17.130 --> 00:50:28.080

Don Bauer (DOS): How do I, how do I, you know, funnel folks in the right direction while still maintaining that trust and relationship with HR because that's the other side of this, you know, without that trust.

273

00:50:28.440 --> 00:50:32.910

Don Bauer (DOS): HR, you know, if they if you only take away one little same

274

00:50:33.540 --> 00:50:40.260

Don Bauer (DOS): We have to get in the business of doing it for HR, not to HR and that's what's been happening over the years.

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00:50:40.500 --> 00:50:44.820

Don Bauer (DOS): Great ideas come up. Whoo. Let's buy a system management says, Great idea.

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00:50:45.060 --> 00:50:53.220

Don Bauer (DOS): Nine times out of 10. The reason management likes it is because it's got great metrics and dashboards and all of those things to keep a very close watch on what HR is doing.

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00:50:53.460 --> 00:51:00.450

Don Bauer (DOS): At river really focuses on what they do when the software to actually do their jobs they're worried about what they get to see them doing

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00:51:00.630 --> 00:51:09.450

Don Bauer (DOS): So focusing on making sure they're taken care of and their mission works within the platforms that you buy that does it. But from a customer experience standpoint.

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00:51:10.320 --> 00:51:13.530

Don Bauer (DOS): That's exactly what we've done in our most recent transformation.

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00:51:14.130 --> 00:51:24.750

Don Bauer (DOS): Is we engage the users we have Jad sessions we bring the customers in we say, what are your pain points with our current HR technology. How is it working for you take that

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00:51:25.440 --> 00:51:34.500

Don Bauer (DOS): overlay that with a standard user experience that we've defined that's five way compliant by design, so that when you build out your products, you don't have to worry about.

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00:51:35.010 --> 00:51:44.460

Don Bauer (DOS): You know, leaving people out because of accessibility concerns you marry those up and magically HR starts going, hey, this seems to be working. And then

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00:51:44.910 --> 00:51:51.840

Don Bauer (DOS): On the back end of that you can't just punch a system out the door and raise your hand and victory and go, we're done.

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00:51:52.260 --> 00:51:59.460

Don Bauer (DOS): You know, it's the follow up. It's the you never get it right the first time. You have to be listening and paying attention.

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00:51:59.700 --> 00:52:05.850

Don Bauer (DOS): And then taking the feedback and go on, you know, on paper that's look like a really good idea. But when we're in reality.

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00:52:06.120 --> 00:52:15.480

Don Bauer (DOS): Doesn't work, and even the smartest it people in the room can't predict that that's the reality of in the trenches HR work, but if they feel like you're listening.

287

00:52:15.840 --> 00:52:23.520

Don Bauer (DOS): And you can change and accommodate and adjust as you're you're you're growing your HR technology footprint.

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00:52:23.940 --> 00:52:33.120

Don Bauer (DOS): Then you earn their trust and then all of a sudden you have a collaborative effort moving forward. And that's that we're kind of on the we're on the precipice of that right now.

289

00:52:33.420 --> 00:52:42.600

Don Bauer (DOS): We've, we've we did the communicate till we're green in the face. I'm the spam king of the department. I will tell you because I've sent so many messages about our HR transformation out to everybody.

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00:52:43.380 --> 00:52:48.930

Don Bauer (DOS): But now we're at the point where the users are like, All right, this is working. We feel like this is doable. So

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00:52:49.710 --> 00:52:57.090

Michelle Amante: Great, thank you. And I did I put just a definition of you mentioned Jad sessions. I remember from my old consulting days doing application design.

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00:52:57.330 --> 00:53:04.290

Michelle Amante: Where you bring everybody to the table and making sure that they have their voice in the process, which is exactly what you just talked about, Don. Thank you.

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00:53:04.860 --> 00:53:10.800

Michelle Amante: Christy. I have a question for you. Um, we get a sense of HR transformation comes in all different flavors.

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00:53:11.040 --> 00:53:21.210

Michelle Amante: Right. And it has to do with, you know, obviously the goals, you're trying to achieve the type of HR structure you have Jennifer shared some of her challenges being more and more federated structure.

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00:53:21.990 --> 00:53:34.890

Michelle Amante: What role can OMB play in all of this, like how best can you advise agencies, you know, you know, you want to think about own be more as a partner and playing just an oversight role. So what would you say to that.

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00:53:35.160 --> 00:53:44.130

Kristy Daphnis (OMB): Yeah, I'm glad you use the word partner because that's, that's exactly right. First of all, I don't be we do understand even though it may not seem

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00:53:44.460 --> 00:53:56.130

Kristy Daphnis (OMB): As we do we understand that every agency is different and not only in size but in mission and we recognize that there's not a one size fits all solution to any problem or two most problems out there.

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00:53:57.150 --> 00:54:14.730

Kristy Daphnis (OMB): When we think about policies and programs. We really try to envision which aspects of the policy might be appropriate as a threshold for all while while separating separating out the things that might work best in a certain mission area or part of an agency.

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00:54:15.840 --> 00:54:23.100

Kristy Daphnis (OMB): We also try to think through how we can help agencies identify implementation barriers and and

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00:54:23.820 --> 00:54:29.880

Kristy Daphnis (OMB): And see it as as our role to work with agencies to problem solve and work through some of these barriers.

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00:54:30.750 --> 00:54:40.710

Kristy Daphnis (OMB): We know that that can be difficult given different agency dynamics and and and the size of an agency and how its structured but but we really are here to partner.

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00:54:41.310 --> 00:54:57.570

Kristy Daphnis (OMB): With agencies to help transform operations and to transform the HR space. I think the other really important piece of this is to not only have a partnership between agencies and OMB, but to have a partnership between OMB agencies and OPM.

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00:54:58.680 --> 00:55:07.170

Kristy Daphnis (OMB): This, this really strong alignment and partnership is where we've seen the best successes, you know, OPM has its, its

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00:55:07.680 --> 00:55:20.040

Kristy Daphnis (OMB): Execution of its statutory responsibility and some of the policies, whereas OMB has the opportunity to leverage certain policy and funding mechanisms and other organizational reach that we have

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00:55:20.520 --> 00:55:28.200

Kristy Daphnis (OMB): You know, we have the budget process. We have cross agency priority goals and the President's Management Agenda, we have the TMS that you mentioned.

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00:55:28.470 --> 00:55:39.570

Kristy Daphnis (OMB): At the beginning of all this. So, so when we're looking at these problems, we're really thinking about how can we partner to solve problems to solve problems, reduce barriers connect agencies with various

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00:55:39.900 --> 00:55:48.750

Kristy Daphnis (OMB): funding streams or other ongoing efforts, you know, help guide agencies as they're thinking about promising practices or best practices because we've we've seen it.

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00:55:49.140 --> 00:55:59.280

Kristy Daphnis (OMB): We've seen things across the government that you might not have awareness of or where we could you know help you to to learn or to help partner you with someone who

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00:56:00.660 --> 00:56:01.800

Kristy Daphnis (OMB): Has done it before.

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00:56:02.940 --> 00:56:13.920

Kristy Daphnis (OMB): I think one really great example of this partnership is the lamb and OPM subject matter expertise qualification assessment pilot, which was mentioned in your report.

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00:56:14.820 --> 00:56:24.450

Kristy Daphnis (OMB): As a, as a case study this. This is really an ongoing success because my team at OMB and at USGS has partnered with OPM.

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00:56:24.870 --> 00:56:34.740

Kristy Daphnis (OMB): And with agencies to have that sort of triangle of thinking through problems and how this can scale across, across both an agency or different occupational series.

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00:56:35.040 --> 00:56:44.580

Kristy Daphnis (OMB): As well as thinking through how it can be applied in some of the government wide context or some of the government wide hiring actions that that we're thinking about at this point in time.

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00:56:45.510 --> 00:56:54.780

Kristy Daphnis (OMB): We've now run over 10 pilots and we're thinking we're thinking through, how can we take that pocket of success and apply it in other places.

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00:56:55.830 --> 00:57:06.570

Kristy Daphnis (OMB): And it's something that will build on over time as we think about transformation in the hiring reform space talent acquisition, as well as candidate assessment. So that's, that's just one example.

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00:57:07.050 --> 00:57:21.510

Kristy Daphnis (OMB): Of how we take a program or a policy and really customize it into the right context, while still keeping our eye on the transformational potential for change.

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00:57:22.500 --> 00:57:33.240

Michelle Amante: Thank you. And that leads into there is a question in the chat, which I'm hoping we'll get to about lack of assessment expertise but you know that that ties very well with your mention of the SME QA

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00:57:34.380 --> 00:57:50.580

Michelle Amante: I do want to talk a little bit before we're running out of time here but as you all know, racial equity is a core pillar of the Biden administration. And I was curious and thinking in terms of da. What role does that play in HR transformation.

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00:57:51.900 --> 00:57:53.790

Michelle Amante: How are you thinking about it at your agency.

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00:57:55.680 --> 00:57:56.640

Michelle Amante: Jennifer across with you.

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00:57:57.570 --> 00:58:11.220

Jennifer Ackerman (DOI): So we obviously that's a huge role for diversity inclusion. The, the EO office and what one thing we're doing and we're actually kicking it off today is for our executive review board.

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00:58:12.690 --> 00:58:23.730

Jennifer Ackerman (DOI): Which is just standing up. We've just made the phone calls to the new members of the Executive review board, but for the sex SLS t we have developed a

323

00:58:24.480 --> 00:58:30.960

Jennifer Ackerman (DOI): Diversity recruitment plan to look at barriers for all sex and SL higher so

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00:58:31.710 --> 00:58:44.880

Jennifer Ackerman (DOI): You know, working with the EEO offices in each of the Bureau's because again, our bureaus are a little bit independent but but what are the barriers for recruitment. So before it was just simply go out and hire an SEO, SEM so

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00:58:45.540 --> 00:58:53.280

Jennifer Ackerman (DOI): But now it's like what are the barriers to recruitment and then so we partnered with our Office of Diversity recruitment.

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00:58:53.790 --> 00:59:00.870

Jennifer Ackerman (DOI): Or diversity and recruitment. I'm sorry, or or EO office they checked. They just changed their name apologies and

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00:59:01.380 --> 00:59:11.550

Jennifer Ackerman (DOI): And how we can, can we look at what what are the barriers out there to recruit for an FCS and Alaska or an FCS because we have sex is all over

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00:59:11.940 --> 00:59:25.200

Jennifer Ackerman (DOI): The US and and making sure that we are inclusive and we're, you know, do we need to advertise and in an alumni office or do we need to, you know, and then what's the aura know as well. And so

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00:59:25.830 --> 00:59:30.090

Jennifer Ackerman (DOI): This will take a little bit more work on the part of our executive resource.

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00:59:30.390 --> 00:59:40.680

Jennifer Ackerman (DOI): Office and the the the Bureau's human capital officers, but we wanted to make sure that we are paying attention to the, the executive orders that are coming out.

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00:59:41.040 --> 00:59:53.910

Jennifer Ackerman (DOI): And making sure that that is obviously there's a lot with the students. And we're having some student minority recruitment events and making sure that you know there's there's all our

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00:59:55.110 --> 00:59:59.220

Jennifer Ackerman (DOI): Recruitment activity because that that's that there's a lot of work that can be done there, but

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00:59:59.550 --> 01:00:08.340

Jennifer Ackerman (DOI): We also need to make sure that we're looking at the senior level as well. Well, so, so that's something that we're launching today with our executive review board.

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01:00:08.550 --> 01:00:20.700

Jennifer Ackerman (DOI): So I think that there's there's so much work to be done. And while we we've always done it now. It's just highlighted and it's and there's leadership support for it. So that's one thing that we're doing and

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01:00:21.330 --> 01:00:24.900

Jennifer Ackerman (DOI): We can work in the other thing that we're doing is HR 101 is

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01:00:25.500 --> 01:00:31.890

Jennifer Ackerman (DOI): Highlighting and we're talking about all our HR authorities, because I think there's the land management hiring authority.

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01:00:32.220 --> 01:00:46.320

Jennifer Ackerman (DOI): There's the. We have a lot of unique art hiring authorities specific to deal DUI and they're on our website. If you don't have access. I'm happy to share. And then we can also share our hiring 101 that we're every month we're sharing

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01:00:47.160 --> 01:00:57.810

Jennifer Ackerman (DOI): An emphasis on assessments job analysis and then our hiring authority, such as disability recruitment Schedule A, that kind of thing and making sure that we're

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01:00:58.680 --> 01:01:16.860

Jennifer Ackerman (DOI): sharing that with our hiring managers and our HR professionals, just to remind them of the various hiring authorities that we have. So that's something that we're doing also to reemphasize. These can be used for diversity recruitment as well. So that's what we're doing.

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01:01:17.310 --> 01:01:20.430

Michelle Amante: Great. Thank you, Jennifer. Don or Christie, anything to add.

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01:01:22.590 --> 01:01:31.110

Don Bauer (DOS): I think State Department doing some similar things. I think that the areas of focus within the department are expanding some of our intake programs that

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01:01:31.410 --> 01:01:41.670

Don Bauer (DOS): Historically Black Colleges, the Pickering and wrangle fellows those programs are being expanded much of this was actually in flight with our senior leadership part of the new administration, so

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01:01:42.330 --> 01:01:49.650

Don Bauer (DOS): They so when the new administration came in. It was like, all right, that just gave us a little bit of a boost in what we're already working on

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01:01:50.520 --> 01:01:54.540

Don Bauer (DOS): Where I'm focused that primarily is we're doing a lot of data crunching and munching

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01:01:54.870 --> 01:02:02.100

Don Bauer (DOS): Both, both looking at from a recruitment standpoint, what's the, what's the makeup of the workforce and like Jennifer mentioned barrier analysis.

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01:02:02.310 --> 01:02:11.340

Don Bauer (DOS): Where, where are things breaking down in the process to where we can go back and look at those areas where we can broaden broaden our scope to make to be more inclusive so

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01:02:12.300 --> 01:02:13.800

Michelle Amante: Thank you. Christy

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01:02:14.070 --> 01:02:32.610

Kristy Daphnis (OMB): Yeah, I think the only thing I would really add to that is that you know this. This is a huge priority of this new administration and there's a lot of support for really putting in place on strategies to enhance diversity, equity inclusion and accessibility this is

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01:02:34.080 --> 01:02:43.890

Kristy Daphnis (OMB): I think one of the things that's really important to to this administration is making sure that we have a diverse workforce that's representative of society.

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01:02:44.820 --> 01:02:51.990

Kristy Daphnis (OMB): And we are interested here at OMB and also at OPM are interested in thinking through the

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01:02:52.650 --> 01:02:57.720

Kristy Daphnis (OMB): Strategic Plan for each agency. And really, what are those action items to take this from

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01:02:58.170 --> 01:03:06.600

Kristy Daphnis (OMB): You know where you are now to where we need to be across the government. So I think that we will really see a lot more action in that area.

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01:03:07.260 --> 01:03:19.380

Kristy Daphnis (OMB): Both in specific occupations and career fields as well as across the government over the next several weeks and months and and that will also be super important in helping us to

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01:03:20.010 --> 01:03:33.090

Kristy Daphnis (OMB): Achieve some of the goals that are in our equity executive order that that really focuses on providing equitable a services and programs. Thank you.

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01:03:33.540 --> 01:03:39.240

Michelle Amante: Well, being cognizant of time. I only have to have my questions which I think is a sign of a good panel and a good discussion.

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01:03:39.660 --> 01:03:50.010

Michelle Amante: I want to thank each one of you for participating and sharing your insights with us today. I want to thank Deloitte again for sponsoring this issue brief you've been a wonderful partner.

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01:03:50.820 --> 01:03:56.970

Michelle Amante: I would ask you all to please take a moment to take the survey, that's going to be put in the chat. It really helps us

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01:03:57.300 --> 01:04:06.990

Michelle Amante: Put together you know best in class workshops for for all of you. So thank you again for your time today and please feel free to reach out to any of us if you have any questions. Have a great day.

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01:04:07.920 --> 01:04:08.430

Thank you.

360

01:04:10.920 --> 01:04:11.460

Jennifer Ackerman (DOI): Thank you.