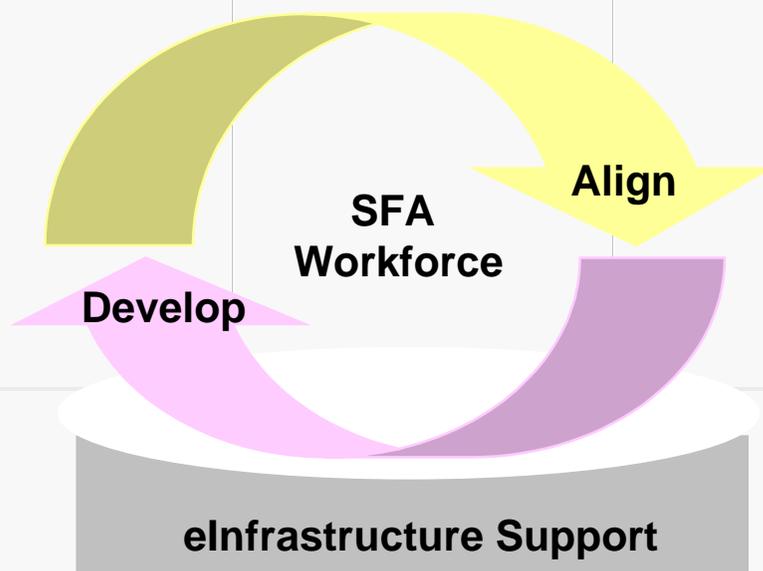




The SFA holistic human capital approach is structured with a focus on aligning, developing and supporting SFA's workforce.



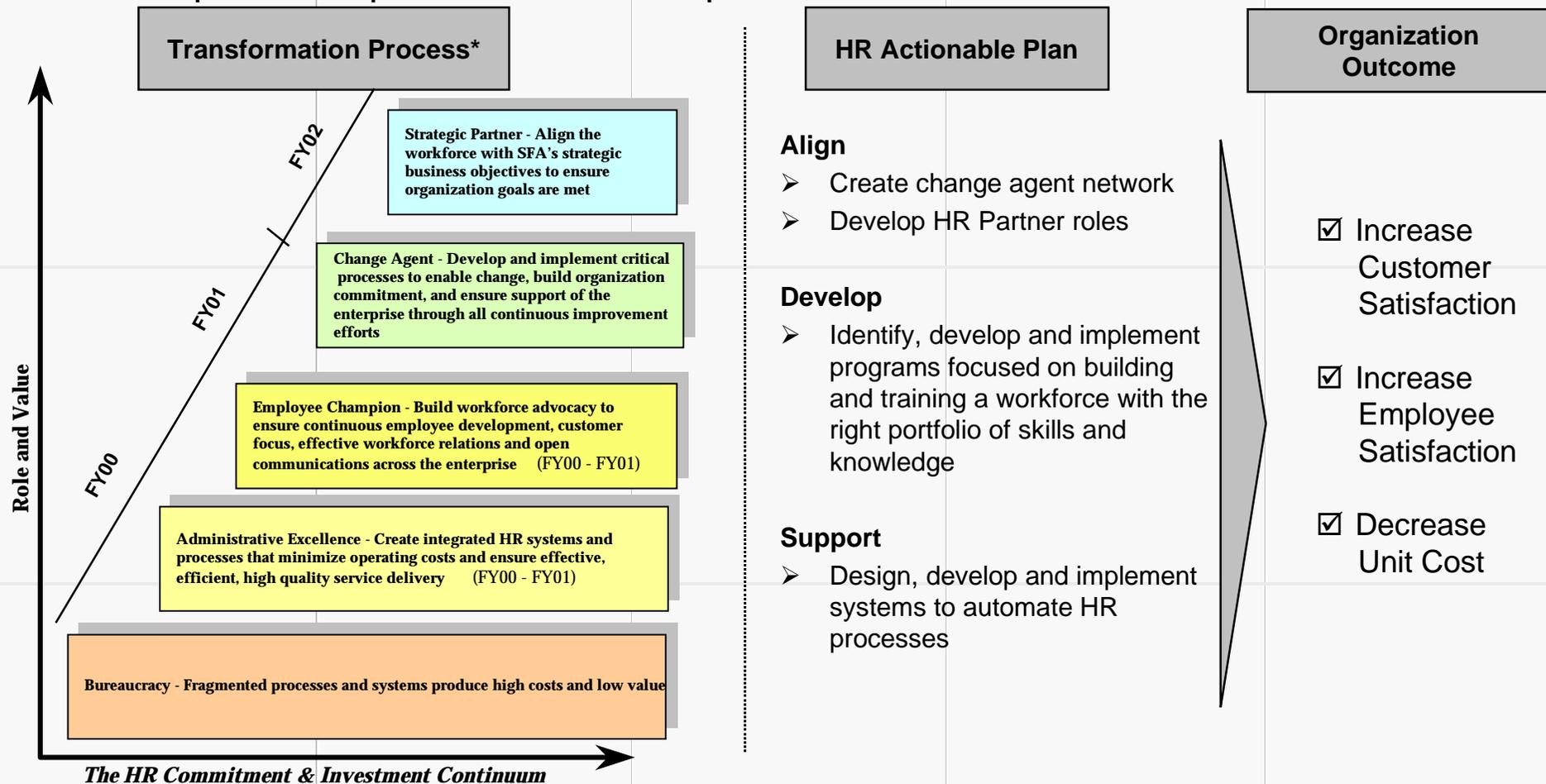
1. **Align** employees across all Channels with defined SFA performance objectives
2. **Develop** a workforce with the motivation and skill required to meet performance standards
3. **Support** workforce with real-time tools to manage SFA's business more efficiently



# Human Capital Long Term Plan

## Introduction

Positive organizational impact of the Human Capital approach will be realized through Human Resources efforts to ensure administrative excellence, champion employee development needs, enable change and build strategic partnerships across the enterprise.



\* This is not a linear process. During FY00 and FY01 initial tasks related to Administrative Excellence, Employee Champion, and Change Agent will occur simultaneously.



# Human Capital Long Term Plan

# Introduction

The commitment and investment from SFA Human Resources throughout the employee lifecycle will increase dramatically as functions are transitioned from the Department of Education’s Human Resources Group (HRG).

### HR Processes\*

### HRG Responsibility

### SFA HR Responsibility\*\*\*

Existing HRG Processes

- SFA HR Internal Affairs (HR Immediate Office)
- HR Administration
- HR Service Center
- Employee and Labor Relations
- Recruiting and Placement
- Performance Management Administration

	Current**	Future**
SFA HR Internal Affairs (HR Immediate Office)	0 %	0 %
HR Administration	100 % (shared)	0 %
HR Service Center	50 % (shared)	0 %
Employee and Labor Relations	100 %	0 %
Recruiting and Placement	65 % (shared)	0 %
Performance Management Administration	40 %	0 %

Transition

	Current**	Future**
SFA HR Internal Affairs (HR Immediate Office)	100 %	100 %
HR Administration	70 % (shared)	100 %
HR Service Center	50 % (shared)	100 %
Employee and Labor Relations	0 %	100 %
Recruiting and Placement	30 % (shared)	100 %
Performance Management Administration	55 %	100 %

New Processes to be developed in SFA HR

- HR program development
- Strategic Alignment with SFA Channels (HR Partners)
- Succession Planning
- Communications and Change Management

	Current**	Future**
HR program development	0 %	0 %
Strategic Alignment with SFA Channels (HR Partners)	0 %	0 %
Succession Planning	0%	0%
Communications and Change Management	0%	0%

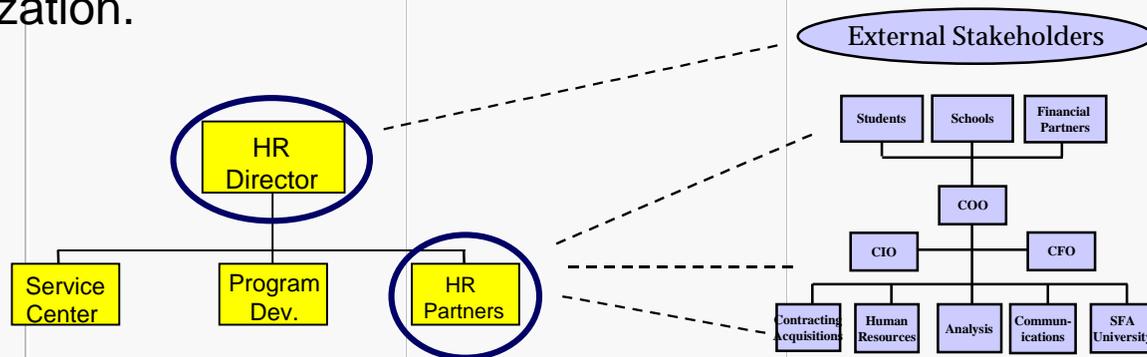
	Current**	Future**
HR program development		100%
Strategic Alignment with SFA Channels (HR Partners)	10 %	100 %
Succession Planning	0%	100%
Communications and Change Management	20%	100%

\* Represents process category. Each category has multiple components.  
 \*\* Percentages are estimates based on current understanding of responsibilities

\*\*\* Decisions regarding “outsourcing” transactional responsibilities are TBD



SFA Human Resources has designed its organization to ensure strategic partnerships and alignment that lead to predefined, desired outcomes for the organization.



## SFA Human Resources

- Human Resources will create a change agent network focused on communicating key change messages and educating the workforce on future organization benefits
- Human Resources will play the role of a strategic partner to align stakeholders with SFA objectives
  - SFA Management Council
  - HR Employee Development Consortium (SFA University, Communications, Analysis)
  - Union
  - Department of Education HRG

## Organization Impact

- ☑ Increase Employee Satisfaction
  - All employees across the organization understand the reasons and need for change, and have a role in creating it
- ☑ Increase Customer Satisfaction
  - Knowledgeable employees deliver timely, efficient services required by customers
- ☑ Decrease Unit Cost
  - Enterprise-wide HR solution costs are leveraged across the organization



Multiple 'point solutions' will be implemented to develop a workforce with motivation and skill required to meet SFA performance standards.

### **Point Solutions**

- ▶ Performance Development Process
  - Individual Performance
  - Team Performance
- ▶ Automated Recruiting/Talent Acquisition
- ▶ Career Management/Workforce Optimization
  - Re-deployment
  - Internal Sourcing
- ▶ Motivation Programs
  - SFA Stars, Partners in Excellence, etc.
- ▶ Succession Planning
- ▶ eLearning Collaboration/Knowledge Management
- ▶ Program Measurement and Evaluation Process

### **Employee Benefits**

- Provides career growth and development opportunities
- Clarifies performance expectations relative to team and organization goals
- Provides an opportunity to actively participate in own career development
- Provides a venue for sharing and receiving continuous feedback
- Recognizes exceptional contribution in meaningful ways
- Provides mechanisms for giving input into employee programs
- Provides consistent, standardized process to assess program effectiveness and proactively address need for program enhancements

### **Organization Impact**

- ☑ Increase Employee Satisfaction
  - Employees receive the support and guidance they need to be successful
- ☑ Increase Customer Satisfaction
  - Well skilled, focused employees deliver the services customers require
- ☑ Decrease Unit Cost
  - Automated processes reduce HR transaction costs
  - Costs associated with re-work/inefficiencies eliminated due to appropriate 'job-skill' match



Web-based 'point solutions' and a HRIS will be integrated to realize enterprise-wide value and to provide real-time, easy accessibility to data and automated support for internal and external stakeholders.

### - HR Administration -

**Payroll**  
(ADP, Ceridian, Pro Business, VA, Dept. of Interior)

**Benefits**  
(Hewitt, Mercer, Watson Wyatt)

**Time Mgt.**  
(eLabor.com, Kronos)

**Employee/Mgr. Self Service**  
(Concur, Interlynx)

### - Talent Management -

**Recruiting/Sourcing**  
(Personic, Icarian, Webhire)

**Deployment**  
(Evolve, Novient, PeopleMover)

**Performance Mgt./Dev.**  
(SuccessFactors 2000, KnowledgePlanet.com, Perform.com)

**Knowledge/Skill Dev.**  
(Docent, Provant, Saba)

**HRIS** (SAP, Oracle, PeopleSoft)

**External Content and Other Service Providers**

### - Infrastructure - (Enterprise Portal)

**Aggregation and Integration**

**Internal and External**

**Services and Information**

**Call Center**

**Users**

- Key:
- 1st Stage, Transformation Process
  - 2nd Stage, Transformation Process
  - 3rd Stage, Transformation Process
  - 4th Stage, Transformation Process



- Illustrative Timeline -

**2000**

**2001**

**2002**

**Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr**

Performance Management/Development



Workforce Transformation/Career Management



Recruiting/Talent Acquisition



Succession Planning Process



eLearning Collaboration/Knowledge Management Program



Program Measurement and Evaluation Process



HR Administration Support



eInfrastructure Design, Build and Integrate



▲ *Development in Progress*

★ *Initial Roll-Out*

● *System Enhancement*



SFA will transform...

### From...

- ▶ Talent management that does not align with business objectives
- ▶ Dated and multiple layers of paperwork for people decisions
- ▶ Lack of talent management identification and reporting
- ▶ Little or no effective feedback, career opportunities and professional coaching/development
- ▶ Inability to measure workforce effectiveness
- ▶ Non-integrated, manual Human Resources processes

### To...

- ▶ Quickly identifying which employee actions drive business results
- ▶ Real-time performance data to make better and faster decisions
- ▶ Efficient consolidation of performance history
- ▶ Optimal and effective feedback, career opportunities and professional development
- ▶ Real-time ability to measure workforce effectiveness
- ▶ Integrated and e-enabled Human Resources processes