Environmental Management Human Capital Initiatives

Environmental Management Advisory Board

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Our Focus

"Our job as a federal agency is management and oversight, to be responsible stewards of the public's trust and resources. Therefore, we must have a highly qualified and technically proficient management team and staff. My aim is to have a high performing organization, sustained by a career-oriented workforce, driven to produce results that are important now and into the future."

Statement of James A. Rispoli, Assistant Secretary for EM before the Subcommittee on Strategic Forces, Committee on Armed Services, U.S. House of Representatives, March 1, 2006.

Prevailing Realities

- Impacts from change in strategic focus endure in
  - Full time equivalents (FTEs)
  - Budget realities
  - Mind-set
- Silo approach to human capital

Process for Strategic Human Capital Management

- Established a corporate EM Human Capital Steering Committee to provide strategic guidance and oversight to human capital initiatives
- Established a group of EM human capital experts
- Best-in-Class initiatives for project and contract management, science and engineering, and leadership

Implementing EMAB Recommendations

- Accountability
- Improving morale
  - Federal Human Capital Survey (FHCS)
  - Leadership and organizational assessment
- Leadership Excellence Program
  - Mentoring program
  - Career development paths for internal advancement
- Communications
  - Established Communications Office
  - Communications element in the performance standards of all senior managers

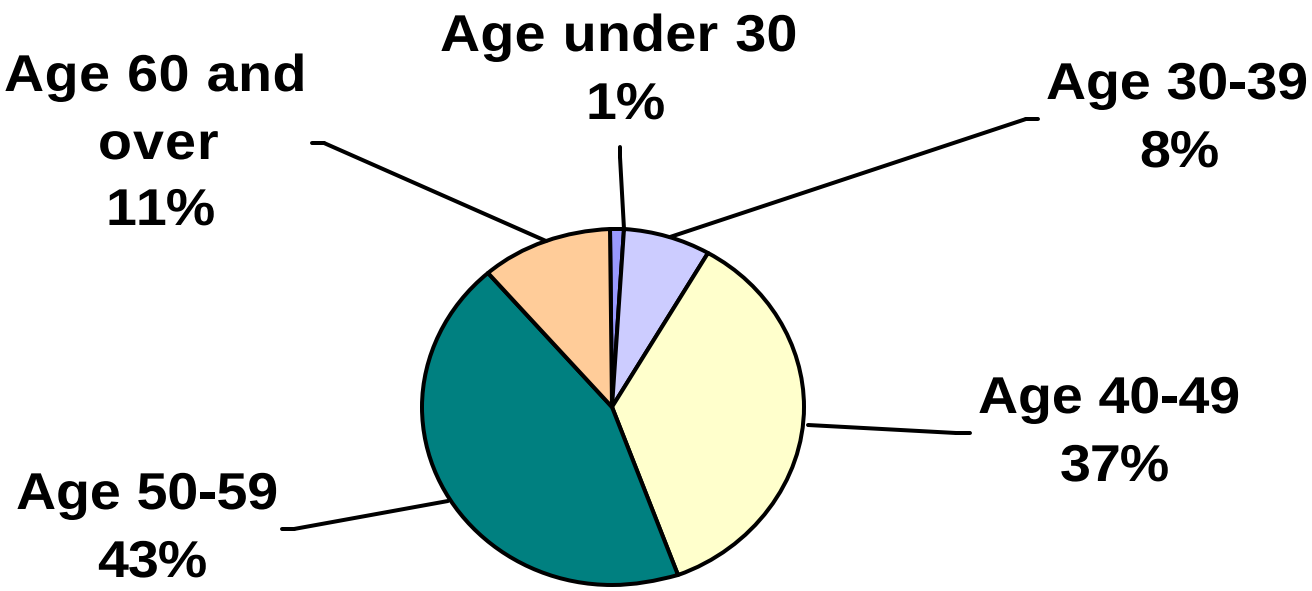
Implementing National Academy of Public Administration Recommendations

- Greater clarity of Consolidated Business Center role
- Workload forecasting and skills analysis system
- Strengthen leadership competencies
  - Leadership Excellence Program
- Strengthen recruiting and retentions strategies
  - Both pipeline and seasoned expertise
- Assess root causes of employee concerns identified in the FHCS

EM Challenges

- Aging workforce and wave of retirements
- Attracting and retaining talent
- Defining what it means to be a high performing workforce
  - Identify mission critical competencies
  - Succession planning
  - Diversity
  - Hone leadership skills
  - Employee engagement
  - On-boarding process
  - Coaching/mentoring competency

EM Employee Age Profile



Response to Challenges

- Complex-wide skills gap analyses in critical areas
  - Best-in-class for project and contract management, science and engineering, and leadership
- Strong workforce planning process
  - Corporate workload forecasting system and succession planning
- Acquisition of new skills (entry and seasoned)
- Key diversity initiatives now being deployed across EM
  - Created tailored training program; should focus on on-boarding
  - Continue leadership skills development through Leadership Excellence Program

Future

- Commitment to ensuring that the "right people are available at the right time for the right job"
- Continue efforts to implement an integrated approach to strategic management of EM's human capital