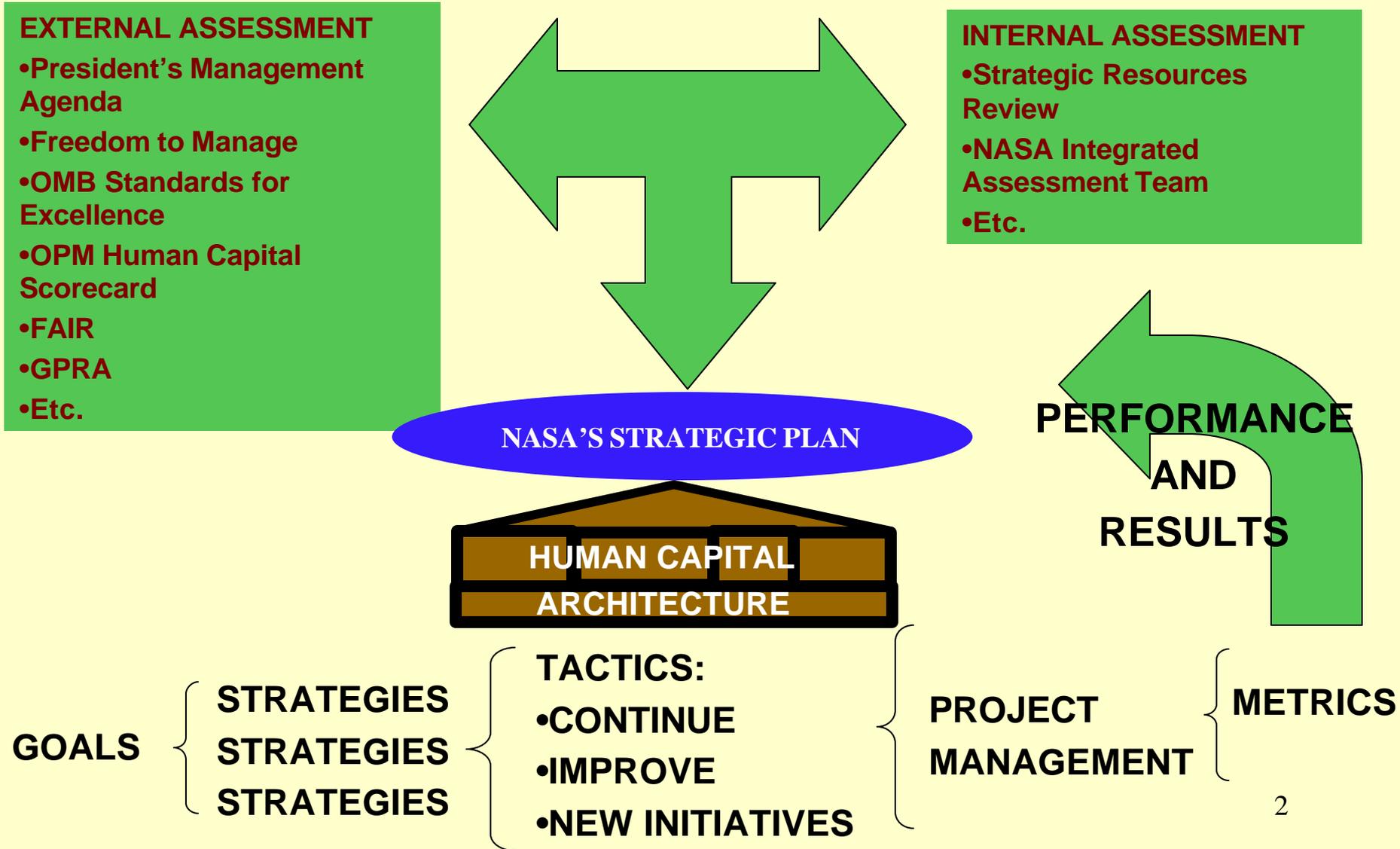


# NASA's STRATEGIC HUMAN CAPITAL PLAN

***DESIGNING, BUILDING, AND IMPLEMENTING AN  
AGENDA THAT MATTERS!***

# Driver's for "The Plan"



# GETTING STARTED...

## **Understand the “architecture” and “pillars” concepts**

- **Look at each of 5 Pillars(dimensions) determined through benchmarking and best-practice study to be the key deliverables of a high-performance organization**
- **Examine goals**
  - **Are they in NASA language?**
  - **Is anything missing?**
- **Try to put the pillars in NASA terms by asking the question “If we achieve pillar X, what does NASA’s human capital look like?”**
- **What do we do with that information?**
  - **Development of strawperson can begin**
  - **Generating first draft of current and planned initiatives linked to the pillars**
  - **Begin to consider gaps**
  - **Develop and formal plan and companion implementation**
  - **IMPLEMENT FOR RESULTS!**

# Agency Strategic Human Capital Plan

The NASA Senior Executive Team established guidelines:

- Must be strategic and include a tactical/action plan
- Must be agile/flexible to support the Agency's strategic vision
- Must integrate other PMA initiatives
- Must be integrated into Agency Strategic Planning and Performance process
- Must measure and assess the effectiveness of strategies and activities in achieving human capital goals
- Must develop an “architecture for human capital”
- Must make it happen
  - Develop Strategic Human Capital Implementation Plan (SHCIP)

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# The NASA Strategic Human Capital Architecture

# STRATEGIC HUMAN CAPITAL ARCHITECTURE

## AGENCY STRATEGIES:

What are we trying to accomplish relative to strategic intent, environmental drivers, customers, etc? What is the core of our work?

**CAPABILITIES:** What are the capabilities we require?

### STRATEGIC ALIGNMENT

How do we link HR strategies to mission objectives?

How do we ensure that NASA is a well-structured organization?

Do employees understand the organization logic of the Agency?

### STRATEGIC COMPETENCIES

How do we make sure we acquire the competencies required to accomplish our strategy?

How do we make sure the right people are hired/promoted/developed in our organization?

How do we determine/close gaps on competency needs?

### LEARNING

How effectively and efficiently are we managing knowledge?

Is the training and development investment strategic?

Does a learning culture exist?

### PERFORMANCE CULTURE

How do we develop, reward and retain high performers?

How do we deal with poor performers?

Are employees focuses on results?

Do we value diversity?

**LEADERSHIP:** Given our strategy, what does NASA leadership look like? How do we assess it? Is it the appropriate investment?

## NASA'S STRATEGIC RETREAT:

**What are the effects of the various Agency transformation activities and PMA initiatives from a human capital perspective?**

SRR

NGO

Competitive Sourcing  
(including Shuttle)

Improved Financial  
Performance

Expanded Electronic  
Government

Budget and Performance  
Integration

Other?

- **How do we manage these transformations while maintaining mission performance?**
- **How do we assure we don't lose critical skills during a period of uncertainty?**
- **How can we assure we can acquire, retain, and train people with the core competencies we'll need in the future (including pipeline)?**
- **How do we ensure essential knowledge management and leadership continuity in the face of potential retirements and other losses?**
- **Are there any guiding principles the team should use in its deliberations?**
- **What should our management philosophy be with respect to how we treat our workforce?**

## NASA'S STRATEGIC RETREAT:

Given these effects, how do we achieve our human capital goals to support mission success?

STRATEGIC ALIGNMENT  
PILLAR

STRATEGIC COMPETENCIES  
PILLAR

LEADERSHIP FOUNDATION

PERFORMANCE CULTURE  
PILLAR

LEARNING PILLAR

- What kinds of things are we doing now that contribute to maintaining a strong workforce (Agency and Centers)?
- What else should we be doing?

# 1.0 Strategic Alignment(SA) Pillar

## Defined as...

**Align human capital policies to support the accomplishment of the Agency's mission, vision, goals and strategies (which define its direction and its expectations for itself and its people).**

## GOALS:

**SA 1.1 Link HR Strategies to Agency mission objectives**

**SA 1.2 NASA well-structured to support mission**

**SA 1.3 Employees understand organization plans**

**IF WE HAVE STRATEGIC ALIGNMENT, THEN WHAT DOES NASA'S HUMAN CAPITAL LOOK LIKE?**

## 2.0 Strategic Competencies(SC) Pillar

### Defined as...

**Recruit, hire, develop and retain employees with the strategic competencies for mission critical occupations.**

### GOALS:

**SC 2.1 Achieve desired competency levels in mission-critical jobs (matching the right people to the right jobs at the right time)**

**SC 2.2 Achieve recruitment and retention rate for employees with strategic competencies**

**SC 2.3 Acquire quality new hires**

**IF WE HAVE STRATEGIC COMPETENCIES, THEN WHAT DOES NASA'S HUMAN CAPITAL LOOK LIKE?**

## 3.0 Leadership(LDR) Pillar

### Defined as...

**Ensure leadership in the Agency inspires, motivates and guides others towards goals; coaches, mentors, challenges staff; adapts leadership styles to various situations; models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values**

### GOALS:

**LDR 3.1 Recruit, develop, retain high-performing leaders**

**LDR 3.2 Leaders generate high levels of motivation and commitment**

**LDR 3.3 Maintain high standards of honesty and integrity**

**LDR 3.4 Foster equal opportunity principles in all NASA does**

**IF WE HAVE LEADERSHIP, THEN WHAT DOES NASA'S HUMAN CAPITAL LOOK LIKE?**

# 4.0 Performance Culture(PC) Pillar

## Defined as...

**Create a culture that motivates employees for high performance, based on their contribution to the work of the organization, and common values while ensuring fairness in the workplace.**

## GOALS:

**PC 4.1 Values diversity**

**PC 4.2 Develop, reward, retain high performers**

**PC 4.3 Deal with poor performers**

**PC 4.4 Employees focused on results**

**IF WE HAVE A PERFORMANCE CULTURE, THEN WHAT DOES NASA'S HUMAN CAPITAL LOOK LIKE?**

# 5.0 Learning(LRN) Pillar

## Defined as...

**Promote knowledge-sharing culture and a climate of openness;  
promote continuous learning and improvement**

## GOALS:

**LRN 5.1 Knowledge management strategies in place**

**LRN 5.2 Training investment is strategic**

**LRN 5.3 Learning culture exists**

**IF WE HAVE A LEARNING CULTURE, THEN WHAT DOES  
NASA'S HUMAN CAPITAL LOOK LIKE?**

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What's now and what's next...

# March 13 Template

Pillar	Goal/Attribute/What's it look like?	Are we addressing it effectively? (Y/N)	Should we be doing more? (Y/N)	If the answer is "YES", prioritize top 5 "YES" items	For the top 5 "YES" items, suggest strategies for improvement .	If the answer is "NO", briefly state why.
<b>Strategic Alignment</b>	1. Employees understand how what they and their orgs do contributes to overall Agency goals.					
<b>Definition: Align human capital policies to support the accomplishment of the Agency's mission, vision, goals and strategies (which define its direction and its expectations for itself and its people).</b>	2. Agency is well structured to support its mission in an effective and efficient way.					
	3. HR activities clearly, effectively and efficiently support and enable the agency's mission.					

# Develop SHCIP

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- Restate the overall intent
- Describe each Improvement Initiative
- Explain the Measurement and Assessment strategy
- Clearly delineate accountability
- Assign Improvement Initiative Managers
- Develop plans, implement, measure and...

**DELIVER RESULTS!**

# SHCIP Next Steps

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- Assignment/identification of Improvement Initiative Manager
- Improvement Manager to develop project plans, where appropriate, to include milestones, resource requirements, metrics, and offices of primary responsibility where they are different from initiative managers
- Communicate, communicate, communicate

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# Measurement and Assessment

# METRICS HEIRARCHY

TARGET	FOCUS	EXAMPLES
NASA ADMINISTRATOR TO OUTSIDE ENTITIES	<b>RESPONSE TO EXTERNAL REQS</b> <ol style="list-style-type: none"> <li>1. GPRA</li> <li>2. Agency “Health”</li> </ol>	<p>NASA’s progress in closing gaps in critical competencies.</p> <p>Alignment of NASA’s human capital strategy with its mission, goals, and organizational objectives.</p>
AA FOR HR & ED	<b>OUTCOMES FROM SPECIFIC INITIATIVES</b>	<ol style="list-style-type: none"> <li>1. Our workforce planning and analysis system enables a complete understanding of the composition and distribution, past, present and future of our workforce.</li> <li>2. NASA managers are making full use of HR flexibilities</li> <li>3. We are recruiting, hiring and retaining the right people.</li> <li>4. Etc.</li> </ol>
PROJECT LEVEL	<b>PROJECT SPECIFIC DELIVERABLES /PRODUCTS/ MILESTONES</b>	<ol style="list-style-type: none"> <li>1. Requirements Published</li> <li>2. System established</li> <li>3. Definitions determined</li> <li>4. Processes developed</li> </ol> <b>OMB AGREEMENT MILESTONES</b>

# Overview

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- Reference NASA/OPM Accountability agreement
- Regular OPM reviews will continue
- Metrics associated with various human capital projects will be incorporated
- Metrics at the initiative level will be established via the Strategic Human Capital Implementation Plan
- Agency-level human capital metrics described in Strategic Human Capital Implementation Plan Measurement and Assessment Section

## EXAMPLE: Action Plan 3/Improvement Initiative 3: NASA CMS

- Description: Develop an Agency competency management system (CMS) that defines competencies the Agency must retain and those for which it will rely on industry, academia and others.

Activities	Schedule	Metrics
*Complete Competency pilot at KSC	June 30, 2002	Pilot complete and lessons learned captured and disseminated.
*Develop an Agencywide competency dictionary.	July 30, 2002	Dictionary Completed
*Identify critical competencies across the Agency; those at risk, and potential skill mix adjustments between Centers. *Complete rollout of KSC competency model Agencywide and resolve gaps and surplus competencies in mission critical occupations (utilizing HC tools, flexibilities, the Agency Competitive Sourcing Plan, etc.)	November 30, 2002. September 30, 2003	NASA knows what its strategic competencies and gaps are, by Sep 03. NASA CMS Utilized by management to make decisions on hiring, reassignment, training and development, competitive sourcing (Check off, Management survey, OMB, OPM scorecards)
Identify imbalances in current and projected workforce of today, relative to what is needed for the future (oversupply/undersupply of key skills) Integrate CMS into Agency-level Workforce planning and analysis tool.	September 30, 2003	100% of NASA Critical Competencies are defined
NASA CMS content integrated in IFMP/Core HR SAP	September, 30, 2005	Less than 10% of current year gaps remain after first year of system use (Improvement measure, CMS provided)

- Other Organizations to be involved:

- All Centers, JPL, and HQ

- What Other Organizations will be expected to provide:

- POC's at each Center, Data input to system on competencies and related FTE

- Outcome metric:

- 100% of Agency level workforce planning processes utilize CMS in tracking, planning, and analysis following implementation of CMS in September 2003

# Communicate

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- Develop specific plan for communication
- Obtain endorsement and buy-in from key stakeholders (internal and external)
- “Roll-out” from the top
- Distribute to the population
- Execute as proof

# Communication Plan

<b>Communication Activity</b>	<b>Purpose</b>	<b>Audience</b>	<b>Presenter</b>
Overview to Executive Council members	Obtain buy-in on concepts and content of SHCP	Individual Council Members	Member/s of SHCP Team COMPLETE
Executive Council Roll-out	Roll-out and obtain Senior Management approval for implementation	Executive Management Council	V. Novak COMPLETE
Road-Show	Adequately capture message and intent of SHCP and share with all appropriate parties.	Internal and external stakeholders, partners, interested parties.	Member/s of SHCP Team COMPLETE TO OMB AND OPM AS DRAFT
Center Director Roll-out	Rollout and confirm commitment to implementation of SHCP.	Center Director's	CD's on SHCP Team/NOVAK
HR Director Council/Steering Committee Roll-out	Rollout and obtain buy-in and commitment from HR Directors	HR Director's	Member/s of SHCP Team/NOVAK/PETERSON
Tasking implementers	Thoroughly communicate intent of tactics and strategies to implementing orgs/individuals.	Assigned implementers	Member/s of SHCP Team/NOVAK
Center Workforce Road Show	Brief each Center's senior management council and appropriate workforce representatives.	Center senior management councils and employees (where appropriate)	CD'S/HR DIRECTORS