

The Human Capital Scorecard

Dimensions of Human Capital Assets	Performance Goals	Measures	Operational Application of Measures
<p>Strategic Alignment</p> <p>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).</p>	<p>There is an explicit and well-communicated link between HR strategies and plans and the agencies' strategic objectives.</p>	<p>Agency has documented links between HR strategy and plans with mission/program objectives.</p> <p>Agency has effective processes for communicating the link between HR strategies and plans with mission/program objectives.</p>	<p>Assessment of agency annual performance plan and budget identifies specific human capital activities as strategies to achieve measurable program performance targets. (This is a check-off item.)</p> <p>Governmentwide survey (GWS) data from managers and supervisors on questions regarding their understanding of how their agency's human capital strategies are intended to work in helping to achieve missions/objectives (e.g. my agency's recruitment strategies are targeted at mission critical occupations). (This is a comparative item.)</p>
	<p>The organization is well structured to support its mission.</p>	<p>Agency has effective re-structuring and organizational deployment plans, and is taking actions based on them. The standard for "effective" is deploying the appropriate workforce mix to get the job done.</p>	<p>Assessment of agency plans identify specific steps to redeploy human capital to frontline services and activities (e.g. fewer decision making layers, ratio of front line staff to administrative staff). (This is a check-off item.)</p>
	<p>Employees understand their organization's plans and are involved in the strategic planning and reporting process.</p>	<p>Employees understand how their job fits in and contributes to fulfilling the agency mission.</p>	<p>GWS data from employees, supervisors and managers on questions regarding employee knowledge of the work they are doing (as well as the work of their organization) and how it relates to the agency's missions. (This is a comparative item.)</p>

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<p>Strategic Competencies (Talent)</p> <p>Recruit, hire, develop, and retain employees with the strategic competencies for mission critical occupations.</p>	<p>Desired competency levels in mission critical occupations is achieved.</p>	<p>Agency meets gap reduction targets developed from restructuring plans.</p>	<p>Assessment of agency's annual performance plan shows they have developed specific strategies to address these gaps. (This is a check-off item.)</p> <p>Statistical information from agency HR data systems, including information from agency skills/competency assessments, supplemented with educational/occupational data from the CPDF and GWS that show competency level changes in mission critical occupations. (This is an improvement gauge item.)</p>
	<p>Desired recruitment/retention rate for employees with strategic competencies is achieved.</p>	<p>Agency meets staffing/retention rate targets for employees with strategic competencies.</p>	<p>Statistical information identified from CPDF and agency HR data systems and exit interviews that portray staffing/retention rates for employees with strategic competencies. (This is an improvement gauge item.)</p>

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	Desired quality level of new hires is achieved.	Agency meets quality level targets for new hires.	GWS data from supervisors and managers in response to questions on the quality of new hires. Also based on course completion rate for those occupations that require formal training prior to achieving entry level status. (This is a comparative item.)
<p>Leadership</p> <p>Ensure leadership in the agency inspires, motivates, 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.</p>	Agency recruits, develops and retains high performing leaders.	<p>Agency meets staffing/retention target for high-performing executives and managers. (The identification of high performing leaders to be based on organizational performance).</p> <p>Agency has effective plans for leadership recruitment (including identifying potential leaders from within the organizations), development, and succession which include specific objectives, actions and timetables, and an analysis of candidate pools.</p> <p>Agency creates a culture in which employees believe that they are encouraged to assume more responsibilities and to accept assignments that provide leadership opportunities.</p>	<p>Statistical information identified from CPDF and agency HR data systems that portray leadership recruitment/retention rates. (This is an improvement gauge item.)</p> <p>Assessment of agency leadership plans (recruitment, retention, succession, development) and actions taken to implement them. (This is a check-off item.)</p> <p>GWS data from employees responding to questions on the level of encouragement given to them to take on assignments that will include leadership experiences. (This is a comparative item.)</p>

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	Agency leaders generate high levels of motivation and commitment in the workforce.	Employees are focused on results and show interest in improving the services of their organization.	GWS data from employees and supervisors in response to questions on the level of interest and commitment, inspired by their leaders, to get the job done. (This is a comparative item.)
	Leaders maintain high standards of honesty and integrity that serve as a model to the whole workforce.	Employees hold their leaders in high regard.	GWS data from employees in response to questions on the how highly they regard their leaders. (This is a comparative item.)
<p>Performance Culture (Strategic Awareness)</p> <p>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.</p>	Agency develops, rewards and retains high performers and deals effectively with poor performers.	<p>Agency has effective performance management system that adequately distinguishes between levels of performance.</p> <p>Employees believe that their performance is valued by the organization for its contribution to fulfilling the agency's missions.</p> <p>Agency effectively manages employees who are performing below expectations .</p>	<p>Assessment of agency performance management system and its application (as profiled by CPDF and agency HR data) in terms of its success in evaluating and rewarding employees based on their contribution to organizational performance. (This is a check-off item.)</p> <p>GWS data from employees in response to questions on how performance is recognized and valued within the organization. (This is a comparative item.)</p> <p>GWS data from employees in response to questions on how effectively their organization manages employees who are not performing up to standard. (This is a comparative item.)</p>
	Employees are engaged and focused on achieving the results expected of them.	Employees believe that their organization has set high but realistic results-oriented work expectations for them.	GWS data from employees and supervisors in response to questions on the expectations being set for their jobs and their level of engagement in meeting those expectations. (This is a comparative item.)

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	Agency fosters a climate that values diversity.	<p>Employees believe that differences are welcomed and contribute to work of the organization.</p> <p>Agency sets realistic diversity goals and targets and is meeting them.</p>	<p>GWS data from supervisors and employees in response to questions on how open the organizational culture is to differences. (This is a comparative item.)</p> <p>Statistical information identified from CPDF and goals and targets specified in diversity plans. (This is a check-off item.)</p>
	<p>Learning (Knowledge Management) Promote knowledge-sharing culture and a climate of openness; promote continuous learning and improvement.</p>	Knowledge management strategies and/or systems are in place.	Agency has effective strategy for knowledge management with targeted objectives and defined results.
Agency invests strategically in training and development opportunities for employees.		Agency strategies include investment assumptions and comparative analysis of results for training and development opportunities.	Assessment of agency strategic investment assumptions and results analysis for training and development as they relate to strategic competencies and leadership development. (This is a check-off item.)
A culture of learning and growth exists throughout the agency.		Employees believe that their organization supports their development and expects them to improve their skills and learn new skills to do their jobs better.	GWS data from employees, supervisors and managers in response to questions on opportunities for professional development and the expectation that new information and skills will always need to be learned as the organization continues to improve. (This is a comparative item.)