



OPM HR SOLUTIONS *by government, for government*

# Capabilities Statement

Presented by  
U.S. Office of Personnel Management  
HR Solutions

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## **OPM's HR Solutions Team**

The [U.S. Office of Personnel Management's \(OPM\) HR Solutions \(HRS\)](#) is pleased to provide this statement of capabilities, outlining our extensive capacity to support Federal agencies throughout the human capital life cycle.

As part of its mission, OPM provides technical assistance to Federal agencies to meet their most critical human capital challenges. HRS is the OPM division dedicated to providing exceptional HR products and services to meet the dynamic human capital and training needs of the Federal Government. And because HRS is run by Federal employees for Federal employees, we are uniquely positioned to help agencies meet their mission goals through customer-focused, optimal HR solutions.

We deliver products and services to our customers in three ways. As Federal employees, the HRS team has extensive experience with Federal policy and operating environments. This cadre of HR specialists, industrial/organizational psychologists, educators, IT specialists, and program managers partner with Federal agencies to design and deliver solutions uniquely suited for government.

Our assisted acquisition expertise gives you reach into world-class commercial partners who deliver the full range of human capital management and customized training solutions. These partners follow OPM's contracting requirements and deliver services under the watchful eye of OPM's HRS project managers.

HRS also provides a blended approach that leverages our reach back to private-sector capability to complement our Federal workforce. HRS works with agencies to determine the strategy that best meets your needs.

OPM's revolving fund authority allows agencies to contract with HRS directly, saving considerable time and resources. Providing services through our revolving fund authority, rather than the Economy Act, allows agencies more flexibility to finance their human capital and training needs. We know how important this flexibility is at a time when agencies are looking for ways to tighten budgets and still meet critical mission requirements. We look forward to further discussing our experience delivering customer-focused, optimal solutions "by government, for government" and sharing how we help agencies meet their most critical human capital challenges.

Our team of professionals is available to meet with agency decision makers to further explore your needs, provide a formal proposal that outlines the estimated costs for each deliverable, and provide an off-the-shelf or customized solution that best meets those needs. As a strictly reimbursable Federal entity, we fully understand the importance of cost containment and flexible solutions that work in the Federal space.

## **Benefits of Partnering with HRS**

HRS provides the full range of human capital management and training services agencies need to grow, improve, lead, and thrive. Providing HR solutions to Federal agencies for more than 50 years, HRS comprises more than 300 professionals nationwide, as well as a network of the finest private-sector contractors in the field of human capital management and training.

HRS offers:

- **Expertise** — Extensive expertise in human capital management and training.
- **Agility** — Speed-to-mission capability through government-to-government agreements.
- **Compliance** — Elegant solutions that fully comply with Federal policies and regulations.
- **Value** — Off-the-shelf applicant assessments to fill your commonly advertised positions.
- **Knowledge** — Effective classroom and distance learning solutions tailored to your workforce needs.
- **Resources** — Expedited access to private-sector capabilities through an assisted acquisition program.
- **Experience** — More than 50 years of experience providing professional development to Federal leaders.
- **Technology** — Cutting-edge, automated solutions providing comprehensive HR life cycle support.

## **Project Management and Strategic Consulting**

For each engagement, HRS works with you to develop a common understanding of your specific needs and help determine the best solution to meet them. Our customer-focused recommendations are delivered to you by our expert Federal staff, our fully vetted commercial partners, or a blend of both. Working with you, HRS prepares an interagency agreement with timelines, deliverables, and costs. Once an agreement is signed, HRS provides a single point of contact to coordinate the services in the agreement, making it easy for you to use HRS' full range of expertise.

The following sections detail our range of products and services that help agencies throughout government optimize performance across the human capital life cycle.

## **Capabilities That Meet Your Human Capital Challenges**



**Strategize** — Ensure that human capital management programs focus on results and align with agency mission, goals, and objectives through strategic planning, human capital planning, organizational design and business process re-engineering, and workforce and succession planning.

**Acquire** — Ensure that agencies obtain top talent in their organizations — consistent with Federal HR statutes and rules — through recruitment and outreach/branding, talent acquisition, candidate assessment, and onboarding new hires.

**Engage** — Build high-performing organizations where employees excel and innovation is encouraged through employee engagement; performance management, including automating the rating process; continuous learning; workforce and leadership development; and change management.

**Transform** — Reimagine and reshape organizations so that employees achieve maximum results through workforce restructuring and reduction in force consulting.

## **Scope of Services: Strategize. Acquire. Engage. Transform.**

HRS responds to your most challenging human capital challenges. Our products and services align with those challenges and the human capital life cycle, helping us strategize with agencies to implement human capital programs that set the stage for an effective and efficient organization to operate at peak performance. These solutions lay the foundation for agencies to acquire and engage a highly effective workforce and, when the time is right, transform their organization.

### **Strategize: Human Capital Strategy**

HRS consultants work with you to develop strategies that determine your agency's human capital management master plan. These strategies help agencies build and manage a high-performing workforce according to merit system principles and establish the organizational structures and processes needed to create a culture of excellence that drives mission success.

HRS products and services help agencies modernize their HR capabilities to foster a work environment that attracts top talent and cultivates employee engagement and productivity. From developing a robust HR strategy that aligns organizational performance with personal performance to human capital policy and compliance support and organizational design, HRS guides agencies through the strategic planning process.

Our capabilities include strategic planning, workforce analysis and planning, competency modeling and gap analysis, organization design and position classification, and program evaluation. All work together to ensure that your agency's organization, leadership, and staff align with HR strategy and the organization's strategic direction.

## **Strategic Planning**

HRS consultants work with agencies to align organizational and individual performance management systems with human capital activities. All projects are tailored to your specific needs and can range from leading an agency step by step to create a strategic plan, to facilitating leadership strategic planning off-sites, to developing implementation plans. Facilitating leadership off-sites may include validating or developing mission and vision statements; conducting SWOT (strengths, weaknesses, opportunities, threats) analyses; identifying strategic issues, goals, and objectives; and scenario planning. For these types of exercises HRS provides required material and documents as well as a summary report of the activities and outcomes that can be translated into a strategic planning document.

## **Human Capital Policy and Compliance Support**

Policy and compliance support helps agencies navigate human capital policy, write human capital strategies and reports, and identify and address deficiencies. HRS helps agencies evaluate their efforts toward meeting the intent of the Government Performance and Results Act-Modernization Act of 2010 (GPRA-MA) and [OPM's Human Capital Framework \(HCF\)](#). HRS provides a pre-assessment of the agency's human capital programs compared to the guidelines outlined in GPRA-MA, the HCF, and 5 CFR Part 250 and then addresses gaps and develops recommendation reports.

## **Organizational Design**

HRS aligns organization and position structures with an agency's strategic mission and objectives. We review the agency's mission, functions, strategic objectives, and workloads. HRS consultants identify and confirm business processes and major functions; conduct focus groups to lead SMEs through mapping the business process; and analyze maps, identifying inefficiencies and clarifying data and roles outlined during the focus group sessions. Based on this analysis, HRS develops organizational structures and staffing models, prepares streamlined workflow and maps for targeted business processes, and recommends work process and workflow reengineering as needed. We then provide a written report of the findings and recommended actions.

## **Classification**

HRS provides a variety of classification services to improve structure and functionality at the appropriate agency organizational level. We review, modify, and implement classification guidance; develop standard operating procedures; and create libraries of position descriptions.

HRS reviews the types, grades, and numbers of positions in comparison with functions and workloads to develop a framework for effective position management. We analyze mission and functional statements, organizational charts, and other information to write and edit position descriptions and classify vacancies and encumbered positions. We develop a comprehensive evaluation statement for any position we review or write a description; compare its characteristics with appropriate position classification standards; and recommend a title, series, and grade.

HRS conducts a full classification evaluation to ensure the program complies with legal and regulatory requirements. Our evaluation is not a compliance or accountability audit. For a typical program review, we research a representative sample of position descriptions and evaluation statements, assess the position classification systems and records, interview classification staff for input about the organizational environment in which the classification program operates, review and edit standard operating procedures and quality control measures, and provide a report of findings along with recommendations for improving the classification program.

## **Workforce Planning**

Workforce planning is a multiyear approach to human capital management that ensures agencies are making smart investments to acquire, develop, and support a workforce capable of achieving their mission. To develop solutions to workforce concerns, HRS analyzes job functions, competencies, and demographics to provide on-point, evidence-based workforce planning and gap-closure initiatives that include developing employee programs, broadening careers, or maximizing recruitment and retention strategies. Our workforce planning services bring together resources from our network of government consultants, psychologists, and education and development specialists as well as private-sector partners. Projects result in customized deliverables that may include competency gap analysis and aligning competencies with training curriculum, developing communications strategies, planning career paths, developing new hire programs, managing knowledge, and retention initiatives. HRS prepares technical reports with recommendations and provides implementation support to put plans into action.

## **Succession Planning**

Succession planning products and services ensure the availability of well-qualified staff to fill key leadership and mission-critical positions. HRS helps agencies develop initiatives to address issues related to the loss of key leaders and personnel at any level in the organization. Along with providing best practices from other organizations and agency succession planning goals, HRS recommends strategies that minimize the impact of institutional knowledge loss as employees retire or leave and maximize current talent by closing leadership staffing and competency gaps or deficiencies. HRS uses such tools as the 9-Block Matrix, Depth Charts, the Succession Profile, and the Leadership Potential Assessment to identify your current workforce's readiness for leadership positions. Drawing from our suite of assessments, HRS can work with individual managers to develop custom succession plans that address specific needs or use broader analyses to prepare organizational reports, recommendations, and plans. These services build bench strength and prepare a pipeline of employees positioned for the next role of leadership.

## **Workforce Analysis**

Workforce analysis provides demographics on the past and current workforce across mission-critical occupations. Identifying demographic trends that affect a workforce, as a whole or in part, informs workforce and succession planning and efforts to address employment issues that affect future mission capabilities. HRS measures and analyzes retirement rates, retirement eligibility, accessions, separations, pay plan or grade, and such demographic data as age, gender, race or national origin. Our consultants integrate the results into strategies and recommendations for recruitment, training, development, and retention.

## **Competency Modeling**

Competency modeling leverages SMEs to systematically identify and document characteristics required to successfully perform a particular job. A robust competency model provides a common understanding of the scope and requirements of a specific job and provides a solid base for such critical human resources programs as selecting personnel, developing careers, and managing performance. HRS provides job analysis and competency modeling services for single or multiple occupations within an agency that include gathering and reviewing occupational information, conducting focus groups and site visits, developing and administering customized surveys to collect occupational task and competency data, and analyzing data and documentation according to legal and professional guidelines. In addition to the customized competency model, HRS recommends how to use the results to optimize HR programs.

## **Program Evaluation**

Program evaluation services help agencies empirically demonstrate the effectiveness of their HR programs. HRS psychologists use rigorous evaluation approaches, causal evaluation models, and human resource metrics and tools, including surveys and focus groups, to determine whether agency programs are achieving their goals. HRS delivers a final technical report documenting findings and recommendations and an executive briefing summarizing the methodology and results.

## **Acquire: Talent Acquisition**

HRS offers services and tools to help Federal agencies acquire the talent they need to meet their missions. In accordance with merit system principles, we help agencies recruit, assess, select, and onboard highly engaged, productive employees with the right skills and competencies. We also offer training and coaching services for your HR specialists, hiring managers, and applicants directly related to the Federal hiring process. We help your agency build a powerful workforce.

### **Recruitment**

#### **Recruitment Strategy**

Recruitment strategies help agencies set an overall recruitment vision. HRS consultants analyze an agency's current recruitment processes and recommend strategies to more effectively attract a diverse and qualified candidate pool for its target positions. After reviewing the agency's workforce plan, workforce trends, and other pertinent documents, HRS surveys or holds focus groups with key employees and stakeholders to gather data on recruitment processes stakeholders believe the agency needs. Based on this analysis, HRS recommends an end-to-end recruitment business process presented in a robust findings report. This customized product includes our research methodology, an analysis of the agency's current processes, recommended changes to the recruitment processes, and strategies for achieving the agency's staff acquisition goals.

#### **USAJOBS®**

HR Solutions owns the technology that connects job seekers with federal employment opportunities across the United States and around the world. As the Federal Government's official employment site, we help agencies recruit, retain, and honor a world-class government workforce for the American people.

Federal agencies use our technology to facilitate their hiring processes and match qualified applicants to job openings. [USAJOBS®](#) serves as the central location for applicants to find job openings in hundreds of federal agencies and organizations.

#### **Recruitment Outreach**

HRS is experienced in recruiting for government agencies, publicizing vacancies, and working with diverse applicant pools to help them apply for government jobs. HRS supports Federal managers by providing the tools, strategies, and proven methodologies needed to attract and retain top performers. We offer a wide range of recruitment outreach services that include a candidate-sourcing plan, virtual career fairs, brand-identity materials, marketing and recruitment advertising, and website development.

HRS recommends such outreach strategies and tactics as:

- Social media.
- An online presence — developing or enhancing websites, new landing pages, online advertising, and search engine optimization; virtual events.
- Public relations — earned media, speaking engagements, and events; and traditional media — print, broadcast, and out of home.

Working with your SMEs, HRS determines the best way to reach targeted applicant groups, exploring the right sources and strategic partnerships with schools, colleges, professional associations, other agencies, and outside groups.

#### **Candidate Sourcing Plan**

HRS develops candidate sourcing plans that draw a high-quality, diverse applicant pool to meet your critical hiring needs. HRS analyzes your applicant flow data and makes recommendations as to the best candidate sources to meet your diversity goals. HRS has enjoyed repeated success in using nationwide recruitment sites, Internet sources, and publications to target the best applicants for specific occupational series. Working with your SMEs, HRS determines the best way to reach targeted applicant groups, exploring the right sources and strategic partnerships with schools, colleges, professional associations, other agencies, and outside groups.

## **Employment Branding and Marketing**

HRS partners with our marketing communications vendors to build your agency's employment brand. We design recruitment materials that differentiate your agency from other employers, highlight your unique workplace culture and career opportunities, and increase your name recognition in the market for talent through visual, artistic, audio, and photographic mass media. HRS crafts your unique brand message and marketing strategy and devises a communications plan for increasing internal and external brand awareness. Finally, we enhance and ensure that your Web presence attracts your targeted candidate population.

HRS can create, refine, or develop your agency's brand and branding strategies to build credibility with employees and potential applicants. HRS designs recruitment materials, crafts a marketing strategy and unique brand messages, and devises a communication plan for increasing internal and external brand awareness.

HRS produces professional recruitment commercials and coordinates media placement and purchasing to raise your organization's profile in the marketplace. We write descriptive, enticing advertisements that accurately depict the key goals of both the agency and position to attract the right candidates for mission-critical positions.

## **Recruitment Website Design and Development**

Through our vendor partners, HRS builds websites using responsive Web design, maximizing flexibility for the way candidates increasingly search for jobs. We build websites using a content management system (CMS) that offers the ability to edit, update, add, and remove content. We also design recruiting strategies that feature a recruiting destination website. Your branded site can be animated by multilayered features, design elements, demonstrations, interactive games, video, and useful information that invites visitors to linger and learn more about your organization. It can provide information on current, as well as future job openings, and include links to the application. On submitting initial application information, applicants automatically can be sent a link to complete online testing.

## **Virtual Career Fairs**

HRS can host and maintain state-of-the-art virtual career fairs — cost-effective and convenient settings for agency representatives to meet with prospective candidates. HRS consultants can provide full or part-time support as need. HRS offers platform management and reports, technical support, training, agency scheduling, candidate coordination, and assistance with the virtual platform.

## **Candidate Assessment and Selection**

### **Assessment Strategy Design**

Assessment strategy design helps agencies develop valid, fair, and effective assessment strategies that meet specific hiring or employee development needs. There are many issues for you to consider when selecting or developing an overall selection strategy and assessment tools. The appropriate assessments depend on such variables as the number and level of vacant positions, applicant pool, and anticipated number of applicants. You should also consider the competencies to assess and the resources, time, and expertise needed to develop and implement the assessment. HRS measurement specialists work with agencies to identify the appropriate assessments to meet an agency's needs. HRS psychologists also ensure that assessments used for personnel decisions are valid and legally defensible.

### **USA Staffing® Talent Acquisition System**

Through our [USA Staffing®](#) talent acquisition system, HRS can fully automate the staff acquisition life cycle by positioning agencies to recruit, assess, evaluate, certify, select, and onboard quality candidates for Federal positions. USA Staffing® is the premier talent acquisition system that assists Federal agencies in developing and posting job opportunity announcements via [USAJOBS®](#), creating Web-based assessment tools, reviewing application documents online, ranking and rating applicants, sending applicant notifications, electronically referring candidates to hiring officials for review and selection, auditing certificates online, onboarding new hires, and analyzing and reporting on key metrics. It includes online training modules, online help functionality, help desk support for users and applicants, robust reporting and data interconnections, and account management support.



Hosted and maintained by OPM, USA Staffing® is informed by extensive expertise in Federal staffing and HR information technology management. Our software as a service (SaaS) delivery model allows agencies to reap the benefits of rapid deployment while working with a dedicated account manager who ensures that USA Staffing® meets your agency's hiring needs. Agencies benefit from OPM CIO's dedicated IT security specialists and fully certified and accredited systems that meet relevant Federal security standards. USA Staffing® also provides system and data redundancy at a Federal disaster recovery site, ensuring continued operations for your agency.

### **Online Test Delivery — USA Hire<sup>SM</sup> Proctored or Unproctored Assessments**

HRS offers agencies the capability to deliver innovative and robust online assessment solutions in proctored and unproctored environments, whether the agency or HRS develops the assessments. With more than 900 off-the-shelf assessment solutions, access to some 650 test center locations, and a broad array of assessment and IT expertise, HRS can develop, customize, and deliver assessment solutions that effectively and efficiently meet the needs of Federal agencies. We built [USA Hire<sup>SM</sup>](#) specifically for use in the Federal Government; fully integrates with USA Staffing®; meets all Federal IT standards; and maintains high levels of security, accessibility, and usability. Agencies can use the USA Hire<sup>SM</sup> platform to administer a wide variety of online personnel assessments that from multiple-choice assessments to sophisticated simulations, video-based assessments, and computer-scored writing and language-translation assessments. USA Hire<sup>SM</sup> includes computer adaptive testing technology and voice-recognition, spoken-language capabilities. All assessments are fully compliant with Section 508 of the U.S. Rehabilitation Act and the Americans with Disabilities Act (ADA), and video-based items support Flash and HTML5 and allow for closed-captioned videos. Enhanced security features, such as disabling an applicant's ability to paste copy from outside applications during writing assessments, are built into the system to support the integrity of unproctored online assessment — a highly cost-effective approach for dealing with large applicant pools applying to government jobs today.

### **Customized Assessment Development and Validation for Employee Selection**

A variety of assessment tools can be used to determine an applicant's ability to successfully perform a job. HRS offers assessment services that meet legal guidelines and professional standards for developing and using reliable, valid, and legally defensible personnel assessments, as well as maximizing return on investment in employee and leader selection, promotion, succession planning, and career development. HRS helps agencies identify the most appropriate assessment tools and establish an empirical link between performance on the new assessments and performance on the job. (Appendix A lists benefits and requirements for a range of recommended assessment types.) HRS maintains research and development to identify needs and develop new assessments. As we develop new assessments, HRS adds them to its host of offerings for selecting employees.

### **Staffing Services**

Our staffing specialists meet agencies' staffing needs by quickly filling vacancies in any Federal occupational series or pay plan with qualified and diverse candidates while complying with [Merit Principles](#) and [Delegated Examining](#) rules. HRS uses the full range of existing hiring flexibilities to quickly and expertly announce vacancies, determine qualifications, apply veterans' preference, evaluate and refer highly qualified candidates on competitive, excepted, and merit promotion certificates from [Pathways](#) positions through the Senior Executive Service (SES) under Title 5, Title 38, and other hiring regulations and laws. Using our [USA Staffing®](#) talent acquisition system, HRS updates or develops current job analysis information to create online assessment questionnaires for screening and rating candidates in conjunction with additional assessments offered through [USA Hire<sup>SM</sup>](#), structured interviews, or other assessment types. HRS also provides written notification to all applicants at key touchpoints in the application process — when an application is received or assessed for qualifications and when an applicant is referred or not referred — and answers inquiries the applicant may have about application procedures.

**Standing Applicant Registers.** Our HR specialists are experienced in establishing standing registers of highly qualified candidates. Standing registers are useful when agencies need to fill multiple vacancies over time and refer a ready pool of candidates at a moment's notice to facilitate large-scale hiring efforts. In compliance with all appropriate laws and regulations, HR specialists use streamlined job announcements to expertly publicize vacancies, establish candidate registers through occupational assessment questionnaires or other assessment types, and provide referral lists of highly qualified candidates. We also provide written notification to all applicants at key points in the process and answer applicant and stakeholder inquiries.

**Senior Executive Service (SES) Staffing.** HRS consultants are uniquely positioned to support executive recruitment. As experts in identifying effective and valid assessment tools, HRS provides the necessary consultative services to meet SES-level recruiting needs. HRS consultants work with hiring officials and SMEs to develop an announcement, publicize the position, and provide referral lists of qualified SES candidates using the resume only, accomplishment record, or executive core qualifications assessment method. (We describe additional assessment options in Appendix A.)

**Pathways Program Support.** To assist with student recruiting efforts, HRS works with your HR staff and program officer to manage your Pathways Program, which creates a pathway to recruit and hire students and recent graduates. From creating and giving you access to online assessments to producing a referral list based on excepted appointment ranking rules, HRS manages and performs the entire program action quickly and seamlessly. We can customize our [Pathways Program](#) offerings to fit your needs.

**Presidential Talent Programs.** HRS recruits and identifies individuals with unique qualifications to fulfill specific agency project requirements and works with the agencies to facilitate a seamless onboarding process for the Fellows. The [Presidential Management Fellows \(PMF\)](#) and the Presidential Executive Fellows Program, partner with agencies to recruit and develop exceptional talent to work in federal agencies on a wide variety of missions that significantly impact our nation and the rest of the world. As the demand and complexity of agency missions have increased, so too has the need for more types of experience and knowledge across multiple industry sectors.

**Metrics and Reporting.** HRS provides a series of reports that meet the metrics and reporting requirements for a delegated examining unit or merit promotion program. Through [USA Staffing](#)<sup>®</sup>, HRS provides reports that include data related to the examining activities performed by HRS for the agency. These reports assist with meeting the 80-day hiring model and provide the statistics needed to analyze delegated examining workloads. HRS includes data based on the requirements of the agency and may include such items as the number of requests received, number of announcements opened and time to complete, number of certificates or referral lists issued and time to complete, and number of selections or number of veteran selections.

## Onboarding

### Automated Onboarding

HRS partners with agencies to provide automated onboarding services that streamline form completion, improve the user experience for selectees, and reduce duplication in data entry. We offer seamless integration with [USA Staffing](#)<sup>®</sup> as well as the flexibility to accommodate an agency's unique onboarding processes. Our services comply with the [Human Resources Line of Business \(HRL\) Entrance-On-Duty Concept of Operations](#), interconnect with the [Enterprise Human Resources Integration \(EHRI\) eOPF system](#), capture forms and data before and after entrance-on-duty, and provide reporting capability for specific onboarding metrics.

Agency onboarding specialists can assign agency-specific and government-wide forms to the selectee; guide the selectee through a simple questionnaire that automatically populates forms; monitor a selectee's progress; allow selectees and HR users to electronically sign eligible forms; and export data to personnel, payroll, and eOPF systems when forms are completed.

These tasks may be performed by HRS HR specialists on behalf of an agency as part of a shared examining partnership. HRS consultants can work with your new hires to make tentative offers, set pay and negotiate salaries, and establish entrance-on-duty (EOD) dates.

### New Employee Survey

The [New Employee Survey \(NES\)](#) provides a comprehensive, end-to-end assessment of the onboarding process — from hiring, which lasts from recruitment through EOD; to formal orientation, which occurs in the first few days to few weeks after EOD; to the socialization phase, which begins at EOD and can last more than a year. The NES comprises core, standardized items and custom items that provide insight into agencies' unique programs, processes, and areas of interest. HRS uses the NES to assess the effectiveness of the hiring process, the effectiveness with which employees are brought up to speed, and the extent to which employees adapt to the agency's culture during the critical first six to 12 months on the job.

## **New Hire Program Development and Implementation**

Investing in effective onboarding helps new employees get up to speed quickly, equips them with necessary information to excel at their jobs, and creates a commitment to the organization. HRS helps agencies with effective onboarding by reviewing current new-hire recruitment, hiring, and onboarding procedures across locations. Our psychologists hold focus groups to determine viable ways to standardize new-hire procedures and develop standard operating procedures. We develop onboarding materials and resources and hold communication and training meetings with supervisors, managers, trainers, HR, and other stakeholders. These activities lead to practices that encourage new employees to grow and stay with the organization.

## **New Leader Onboarding Assessment**

Although most executive onboarding programs focus on the first 90 days, research shows that it can take up to six months to be fully productive in a new role. HRS developed the [New Leader Onboarding Assessment \(NLOA\)](#) to help leaders transition into their new roles. The NLOA is a package of assessments that provide new leaders with a high-level overview of their new organization's climate, leadership capabilities, and workforce capabilities. It also furnishes the leadership's view of mission-critical leadership competencies and the workforce's view of training needs.

## **Engage: Talent Management**

To sustain a highly capable and engaged workforce, agencies must invest in such critical human capital functions as performance management and HR development. HRS offers a full spectrum of solutions to optimize individual and organizational performance for the long term, build agency expertise, grow leadership potential, and measure success. We support the success of agencies in building high-performing organizations — from tracking customer satisfaction and employee engagement to leadership development and automated performance management.

## **Organizational Assessment and Performance**

### **Customer Satisfaction Survey**

The [Customer Satisfaction Survey \(CSS\)](#) helps organizations measure key aspects of customer satisfaction and drive service performance. Measuring satisfaction with an organization's products, services, and customer support, the CSS is broadly applicable to all service sectors and customer groups and can be customized to assess specific services. It can also be used to meet the requirements of customer service-related Federal regulations. HRS provides printed and online reports and an executive briefing, and custom reports and analyses are available.

### **Organizational Assessment Survey**

Based on decades of research, the [Organizational Assessment Survey \(OAS\)](#) measures an agency's culture and employee perceptions of 12 key dimensions and 35 facets that drive high-performing organizations as well as critical employee attitudes and behaviors necessary to sustain a culture of excellence. We customize the OAS for each agency, emphasizing various facets of an agency's culture and creating items that assess issues, challenges, and questions unique to the agency. HRS psychologists use the OAS to identify drivers of employee engagement and the intent to turn over. We provide comprehensive analysis and reporting tools that include flexible online reports, printed reports, analyses of open-ended comments, and complex statistical modeling to provide the greatest insight.

Our survey professionals also support survey follow-up activities to translate results into action. HRS provides a broad range of post-survey follow-up support services to help an agency take meaningful action on the results, including analyzing themes in open-ended comments; developing focus groups to further explore critical areas; and guiding the agency through the improvement process — communicating results and priorities, capturing best practices, preparing and implementing action plans, and communicating outcomes.

### **Employee Viewpoint Survey Support Services**

OPM administers the [Federal Employee Viewpoint Survey \(EVS\)](#) to assess human capital and management practices across the government. HRS enhances the value of the EVS by administering a customized version with the agency as the central focus or a supplemental version to employees not included in the official government-wide survey.

## **Performance Management**

HRS [Performance Management Solutions](#) addresses individual and organizational performance issues to create or sustain a healthy, effective results-oriented culture. We help agencies establish links between performance and organizational missions. Our consultants map out comprehensive performance management strategies, reviewing existing performance management systems for compliance with the [Human Capital Framework](#) and [Performance Appraisal Assessment Tool](#); developing behavior-based competencies, benchmarks, and critical measures of results; designing reward systems; training employees and managers; delivering workshops for supervisors in performance management competencies; providing executive coaching in plan development; and facilitating strategy content and goal development for senior leadership.

## **Performance Appraisal System Reviews and Development**

Effective performance appraisal systems require regular refreshing to ensure they appropriately support the performance requirements and mission of an agency. Our consultants evaluate existing performance appraisal systems and programs and guide the agency through developing and implementing new ones that align with Human Capital Framework and Performance Appraisal Assessment Tool requirements. When evaluating or developing a performance appraisal system, our consultants ensure it includes appraisal system features, procedures, forms, and cycles that comply with law and OPM regulations; performance-based elements aligned with the agency's strategic plan; and a valid, weighted derivation formula to calculate summary ratings for performance. Through briefings and trainings to agency officials and personnel, our consultants support change management and transitioning to the new system or program.

## **USA Performance®**

[USA Performance®](#) is OPM's performance management system that enables Federal agencies to automate government-wide Senior Executive Service and other Title 5 performance appraisal processes. USA Performance® is designed to meet the specific performance management challenges agencies face — developing performance plans, tracking and monitoring employee performance, providing feedback and ratings, and electronically signing performance plans — all online. By streamlining the process with USA Performance®, agencies can focus on real-time performance management and results. Web-based and user-friendly, we configure USA Performance® to meet any agency's performance appraisal requirements. USA Performance® complies with Federal performance management regulations and Federal IT security requirements.

## **Telework Management**

Public Law 106-346 requires Federal agencies to develop a telework program. Agencies must consider several telework mandates and regulations when developing and maintaining such a program. The Telework Enhancement Act of 2010 provides a framework for agencies to better leverage technology and maximize the use of flexible work arrangements. To help agencies meet these mandates and establish effective telework programs, HRS consultants audit and recommend improvements to telework policies, review performance standards to ensure they are results-oriented, conduct task analyses to identify duties and functions amenable to working virtually, provide interactive trainings and workshops that help supervisors and employees operate effectively in a virtual environment, and survey the workforce to evaluate satisfaction with the program. These services help Federal managers supervise employees in a virtual environment, and help employees make the most of flexible working arrangements.

## **Leadership and Employee Assessment**

HRS offers a variety of assessments that target leadership capability and workforce development. Your agency can use these assessments to select new leaders or participants for leadership development programs as well as assess leadership strengths and developmental needs. We also offer assessments that evaluate leadership potential for succession planning and help new leaders acclimate to their new organizations.

## Leadership Assessments Suite

Our suite of tools help leaders increase self-awareness by measuring leadership effectiveness from multiple perspectives. Based on years of industry research and OPM experience, our tools offer a unique focus on leadership in the Federal Government. Individually, these assessments are powerful developmental tools that help leaders understand how behaviors and preferences affect effectiveness; used together they provide a comprehensive picture of leadership and detailed, integrated feedback on a range of strengths and opportunities. Our leadership assessments are built around the competencies that make up the OPM [Executive Core Qualifications \(ECQs\)](#). Each assessment provides leaders with insight on a different perspective or aspect of leadership:

- The OPM [Leadership Potential Assessment](#) (LPA) measures an aspiring leader's ability and motivation to lead. The LPA collects information from multiple rating sources on two key areas relevant to leadership success: the ability and motivation for success in a leadership position or at a higher level of leadership. It compares responses to government-wide benchmarks from more than 1,600 leaders, providing powerful comparison data.
- The OPM [Leadership 360™](#) gathers input on the effectiveness of leader behaviors across 28 leadership competencies from a variety of perspectives. The OPM Leadership 360™ helps leaders identify strengths and developmental needs to promote self-awareness and drive behavioral change. Scores are benchmarked against our government-wide database of more than 168,000 ratings.
- The OPM [Leadership Profiler](#) measures how personality traits and preferences affect leader effectiveness. We developed the Profiler specifically for Federal leaders to better recognize strengths and areas for growth and enhance individual and organizational performance and outcomes. The Profiler is grounded in the “Big Five” theory of personality, a widely accepted framework of personality based on research. OPM psychologists tailored the framework to focus on work-related aspects of personality and the Federal Government by linking personality traits to behaviors captured by the ECQs. Responses are compared to government-wide benchmarks from more than 1,500 Federal leaders.
- The OPM [Leadership Assessment Center](#) captures leaders' real-time behaviors in a “day in the life” simulation. During the assessment, participants address several problems facing a fictional agency, interact with other participants and a trained role-player, and produce written products. A key characteristic of the OPM Leadership Assessment Center focuses on demonstrating and observing actual behaviors, making it well suited for use in leader selection or placement into leadership development programs.

Participants receive personalized, confidential reports of results and benchmarks; agencies receive an aggregate report with summary results for all participants. Orientation and group feedback sessions guide participants through the process, and HRS offers agencies the option to add one-on-one participant feedback sessions.

## Competency Gap Assessment

Competency gap assessment and analysis is a systematic approach for identifying key competencies and assessing current and desired workforce proficiency. Working with an agency, HRS identifies current proficiency gaps in incumbents' ability to apply select targeted competencies on the job. Once we select targeted competencies, we determine the best assessment approach to assess any gaps. This may involve surveys to job incumbents and supervisors to rate current and required proficiency levels or developing and administering job knowledge assessments. Analysis results provide information about competency gaps in the workforce and inform initiatives to analyze workforce planning and training needs.

## Education, Training, and Development

HRS provides education, training, and development services to help Federal agencies meet their missions. Our services span HR technical training, mission-related training, and leadership development programs, serving all levels from line employees to senior leaders. Agencies can choose from our standardized curriculum or highly customized programs to meet unique needs. We offer our educational opportunities, consultations, and coaching through residential courses, distance learning, and on-site options delivered by government employees, private-sector contractors, or a combination of both.

## Training Needs Assessment

Our [Training Needs Assessment](#) is highly customized with an approach that depends on the organization's size and questions of interest. The HRS [Training Needs Assessment Framework](#) evaluates a training's needs and plans, content and quality, amount and frequency, providers and instruction, delivery method and location, cost and funding, barriers and gaps, and tracking mechanisms. We focus on the current state of training and employees' needs and preferences for the future. Deliverables include written summative reports, comment analyses, an online reporting site for quantitative data, PDF reports and subreports, and executive briefings on results.

## Leadership Development

Our education, training, and development services provide the best in leadership education and development to achieve and sustain employee growth, development, and high performance throughout a Federal leadership journey, including at the highest levels of the Federal Government. As the government-designated provider of leadership development, our courses, certificate programs, and customized solutions develop visionary leaders to transform government. Our services are based on the principle that a government-to-government solution is the strongest foundation for developing the necessary knowledge, skills, and abilities necessary for exceptional service to the American people and deepening our collective commitment to public service and governance. The [OPM Executive Core Qualifications](#) and associated competency model underpin all of our courses and services to meet government-wide and mission-related development and leadership education at all levels, from emerging leaders to senior executives.

Our services include interagency and single-agency courses, customized programs to meet agencies' unique needs, coaching services, and organizational development support. We deliver all HRS education and training courses nationwide as interagency open enrollment or single-agency and cohort programs in classrooms and residentially, onsite at a location of your choice, and through distance learning formats. HRS also offers programs at three [Management Centers](#) at the Federal Executive Institute (FEI), the Eastern Management Development Center (EMDC), the Western Management Development Center (WMDC), and locations across the United States and in distance learning formats. (See Appendix B for a full list of our Leadership Development and Training courses.)

## Executive Leadership Programs

Residing at the [Federal Executive Institute \(FEI\)](#), our education programs help executives perform effectively as the top leaders of the American civil service and excel in a 21st century world while remaining connected to the constitutional principles forged in the 18th century. Our flagship [Leadership for a Democratic Society](#) is designed for Senior Executive Service and GS-15 executives to learn the highest level of service to United States citizens according to the Constitution, build networks with other senior executives across government, gain insights to improve leadership performance, and establish a leadership legacy that supports the organization's mission for years to come. Leaders can also acquire executive coaching as part of their developmental opportunity.

## Leadership and Management Programs

HRS offers one of the most successful core leadership curriculums ever conceived for Federal leaders and managers. Our participants engage in a career-long process of leadership development through courses for all levels of leadership — from the emerging leader, the professional non-supervisory SME, and the team leader to the supervisor, manager, and executive — in support of public governance responsibilities. Our curriculum includes popular assessments of current leadership effectiveness and potential, overviews of key competencies critical to success at each level of leadership, essential government-wide policy knowledge, and intensive skills relevant to the workplace.

The curriculum supports the development of leadership knowledge, skills, and abilities through instructor-led content, experiential activities, developmental relationships, assessments and feedback, and self-development. Our courses can be taken individually to address a particular challenge or competency or as part of the [Leadership Education and Development \(LEAD\) Certificate program](#), a self-paced path to completing five courses for a given leadership level and a capstone paper. The LEAD Certificate is one of the first leadership and management programs approved by the Veteran's Administration as a non-college degree program. Veterans are now able to use their benefits to attend our courses.

## Custom Leadership Programs

Many agencies partner with HRS to build leadership capacity and meet specific organizational needs by designing and delivering customized training solutions for all levels of leadership. Our solutions are extensive, ranging from programs that meet one-time needs to those that provide strategic, long-term program solutions and address ongoing challenges. Drawing from decades of experience helping government agencies to resolve human capital challenges and using a framework of recognized leadership competencies and adult learning principles, HRS works with agency leaders to navigate 10 steps for successful partnerships:

- Step 1 — Identify Agency Needs
- Step 2 — Identify Leadership-Learner Needs
- Step 3 — Select Competencies to Develop the Basis of Design
- Step 4 — Identify Desired Levels of Mastery
- Step 5 — Identify and Acquire High-Leverage Resources
- Step 6 — Develop the Leadership Solution
- Step 7 — Develop the Program within Budget
- Step 8 — Deliver the Solutions
- Step 9 — Evaluate Satisfaction and Effectiveness
- Step 10 — Refine and Expand Future Solutions

## Human Centered Design

As part of the [Federal Executive Institute](#) within HRS, [The Lab](#) is both a practice and a space that fosters innovation through human-centered design. The Lab's goal is to teach human-centered design across the Federal Government and to help deliver innovative solutions that address complex public and cross-sector challenges. The Lab brings together a unique combination of private sector fellows, public servants, and students who work collaboratively on complex cross-sector challenges to design based on the needs of those served. The Lab serves as leaders, doers, and teachers of human-centered design in order to build an innovative Federal workforce ready to solve public sector challenges.

## Building HR Staff Capacity

### Comprehensive Federal HR Coursework

HRS has developed a government-wide initiative to grow the federal HR workforce's capability through a planned set of coursework. Human resources is one of a handful of designated government-wide mission-critical occupations. The curriculum establishes a single, standardized framework that is the only comprehensive federal development program of its kind for federal HR practitioners. Our training can lead to higher employee performance, which will improve agency human capital management services and increase mission success.

### Staffing Program Review

HRS provides an onsite or virtual review of agency staffing actions that includes procedural requirements set forth in the Oversight Review Guide of [OPM's Delegated Examining Operations Handbook](#). It focuses on recruitment, application processing, certification, and selection of candidates. HRS identifies agency procedures or actions that are contrary to law, rule, regulation, or any OPM-established standard and recommends appropriate actions for making corrections. HRS provides a written report for internal use only detailing necessary corrective actions and recommendations, if any, for maintaining compliance.

## **Onsite and Virtual Staffing Program Coaching**

HRS provides a series of onsite and virtual coaching that provides as-needed guidance on various staffing-related topics. HRS coaches work either one-on-one or with groups of HR staff for brief training sessions.

**Onsite Coaching.** Onsite coaches proactively engage your staff to assess needs and provide targeted consulting and training support. Sessions must be scheduled in advance for onsite visits.

**Virtual Coaching.** A coach is available to remotely answer questions or provide immediate assistance to your users any time during the virtual coaching timeframes. Scheduled or held as needed, virtual coaching sessions may include telephone conversations or live demonstrations using Web conferencing technology.

## **HR Technical Training Services**

As Federal employees, the HRS team has extensive experience with Federal policy and operating environments. Our cadre of HR specialists and industrial/organizational psychologists work with agencies to identify the training needs of HR staff and recommend appropriate technical HR training courses. We customize workshop content, presentation style, and length based on consultation with senior leadership on objectives to meet, organizational dynamics to consider, participant profiles, and other important factors. (See Appendix C for our full range of HR technical workshops.)

## **Private-Sector Contractor Support**

Through our assisted acquisition services, agencies gain access to pre-competited, world-class consulting expertise from private-sector companies. Our partners are the primary source for mission-related training, as well as human capital strategy and organizational performance improvement. Our project managers ensure that the right private-sector company delivers the solution. The project managers take on all project and contract administration activities so that you can focus on project oversight and direction that best serve your mission. Once we have identified your requirements, the team then works with you to develop a statement of objectives, helps you select a contractor, holds a kickoff meeting, and monitors the project through to completion. Drawing on our access to OPM policymakers and HRS' vast human capital and training expertise, agencies get expedited services and the assurance their human capital solution is designed properly and delivered by our private-sector partners on time and on budget. Further, our private-sector partners work with us to ensure each project meets OPM policies and Federal regulations and standards.

## **The Human Capital and Training Solutions Contracts (HCaTS)**

The [Human Capital and Training Solutions \(HCaTS\)](#) contracts help Federal agencies procure customized, world-class consulting services for human capital management and training. The two HCaTS contracts are the first Human Capital Category Management solutions for government, as well as the first in the category to be designated best-in-class by OMB and the Category Management Leadership Council. (See Appendix D for how to access HCaTS.)

When an agency chooses the HCaTS contracts, our team provides end-to-end acquisition assistance in partnership with GSA. We offer a full range of assisted acquisition services, as well as scope reviews at no cost to agencies that use the HCaTS direct service.

## **USALearning®**

HRS provides agencies with adult learning and instructional design training through [USALearning®](#). Offering customized online learning solutions, USALearning® is the Federal Government's source for distance learning and online collaboration solutions built to satisfy agencies' specific requirements. USALearning® connects learning practitioners with opportunities across the span of e-learning systems, content, and performance support tools available in the Federal Government. Users can easily navigate the e-learning resource site to share ideas and build innovative learning strategies to achieve agency missions. Federal users can readily search for learning opportunities outlined in the Federal Catalog.



HRS has developed hundreds of hours of instructor-based courses using sound instructional design principles to actively engage the learner and include job-related tasks, group exercises, principles of adult learning, and hands-on activities across multiple skill or competency levels. HRS consultants specialize in instructor-based and online training development for Federal employees, managers, and executives. Through online scheduling systems, game engines, blended and hybrid course expertise, and online and mobile applications, USALearning® enables participants to download key instructional content to carry with them after training. This on-the-go content greatly expands the utility of the curriculum and training investment.

## **Transform: Separate with Respect**

HRS separation solutions help agencies manage turnover, whether due to involuntary restructuring of the workforce or voluntary employee attrition. Our services can help agencies ensure that the workforce aligns with mission requirements or determine why employees who are critical to delivering on mission leave the agency. We help your agency track why employees separate and provide strategies for retaining top performers critical to accomplishing your agency's mission, turning leaving into learning. We also offer consulting services to facilitate reductions in force and workforce restructuring.

### **Restructuring Solutions**

HRS consultants work with agencies to develop the framework, implementation plans, and policy and communication documents necessary to reshape and restructure the workforce through reduction in force (RIF) procedures. With agency staff, HRS conducts an assessment of the current RIF processes and develops a detailed action plan with process-improvement recommendations and milestones. HRS prepares and conducts training to educate the agency's HR community on the best strategies to plan and implement an RIF. Restructuring services include a pre-RIF assessment and quality review of Official Personnel File RIF essential data, coding and writing definitions for competitive level code, and processing RIF.

### **Exit Survey**

Our [Exit Survey](#) provides agencies with valid and reliable feedback on the key drivers of turnover, information on who chooses to leave, and suggestions for retaining critical personnel. The Exit Survey categorizes separations by type, captures the primary motivations for separating, diagnoses the organization's strengths and challenges, and solicits suggestions from exiting employees for changes the organization should make to keep top talent. HRS administers the Exit Survey on a rolling basis and provides agencies with periodic reports so they can keep tabs on the reasons why employees choose to leave the organization, and make corrections as quickly as possible.

## **Summary**

OPM's HR Solutions provides technical expertise to help your Federal agency solve its toughest human capital challenges. Connected to HR policymakers, our knowledgeable consultants are skilled in customizing solutions that comply with OPM and Federal standards and reflect best practices. Our streamlined contracting process allows you to reach your solution faster for both one-time purchases and multiyear projects. We are confident that the exceptional quality of our products and services and our customer-focused approach will satisfy the dynamic needs of your organization.

## **Contact Information**

For more information and demonstrations, please email [Tim.Letzkus@opm.gov](mailto:Tim.Letzkus@opm.gov) or call 202-418-0353. To learn more about OPM's HR Solutions and our specific capabilities, visit [www.opm.gov/HRS](http://www.opm.gov/HRS).

## **Appendix A – Customized Assessments for Employee Selection**

### **Prescreen or First-Hurdle Assessments**

An agency can use the following assessments individually or as an initial screening assessment in a multiple-hurdle evaluation of candidates.

#### **Assessment Questionnaire**

Assessment questionnaires that measure expertise in job-related tasks are an efficient and effective way to screen and evaluate applicants. This assessment type is firmly grounded in the duties of the position and lets candidates identify their relevant experience. We carefully develop self-report questions to identify specific behaviors, education, and experience that separate good candidates from great ones. This includes questions about minimum qualifications and basic eligibility, closed-ended questions for rating or ranking, and open-ended questions for collecting information to verify other responses. HRS creates the assessment using [USA Staffing®](#), develops an assessment questionnaire that the agency can plug directly into their current automated system, and trains the agency's HR staff to develop these effective assessments.

#### **Biographical Data Questionnaire**

Biographical data (or “biodata”) questionnaires include items about past events and behaviors that reflect personality attributes, attitudes, experiences, interests, skills, and abilities that serve as predictors of overall performance. Often, biodata test items are developed through behavioral examples provided by SMEs. These items specify situations the employee likely has experienced and ask about that employee's typical behavior in the situation. In addition, biodata items reflect external actions that are objective in the sense that there is a factual response to each item. HRS developed biodata item banks to measure a wide range of general competencies and can easily develop additional targeted biodata items to cover positions specific to an agency. We also conduct a validation study with job incumbents to ensure that assessments effectively predict future job performance.

#### **Accomplishment Record**

Accomplishment records assess candidates' past accomplishments related to key competencies. Accomplishments are evaluated by trained raters against competency-based benchmarks for the target occupation. HRS develops scoring benchmarks for particular occupations as part of the rating process. The number of applicants and competencies assessed determines the length of the rating process, generally between two and six weeks.

### **Evaluate Candidates for Selection – Second or Final Hurdles**

HRS more commonly recommends the following list of assessment options as the second hurdle in a multiple-hurdle assessment model. They can be used alone, but in either case are often administered in a secured setting to ensure the security of the applicant's identity and assessment. In some cases, agencies can administer the assessments below in an unproctored setting. In these cases additional steps must be taken to significantly increase the bank of items as the items are exposed over time or alternatively to rely more heavily on verifying the competencies in subsequent steps such as a structured interview.

#### **Situational Judgment Test**

Situational judgment items ask applicants how they would respond in realistic work-related scenarios. When used correctly, these responses can effectively predict future behaviors. HRS has unparalleled experience in developing situational judgment items based on SME input. HRS can develop robust assessments tailored to virtually any position.

## **Writing Assessment**

HRS can develop writing assessments to cover a variety of competencies. These assessments ask applicants to produce writing samples that are similar to those required to perform the job. Typically, teams of two raters score the writing assessment using benchmarks derived by HRS psychologists with SME assistance. The development process results in at least two forms of a writing assessment, including instructions, administrator guidelines, and a scoring protocol. In addition, HRS provides evaluation instruction to all assessors.

## **Structured Interview**

In a structured interview, interviewers ask candidates a set of standardized job-related questions and rate the candidates' responses based on predetermined, job-related criteria. Each interview question is accompanied by a rating scale complete with benchmarks and real-world examples of responses that define low, medium, and high levels of competency. HRS works with the agency's SMEs to develop questions and benchmarks and provides structured interview training and an assessor guide.

## **Job Knowledge Test**

Job knowledge tests use occupation-specific questions to determine how much an individual really knows about a job's critical tasks and responsibilities. Job knowledge tests assess what a person knows at the time of taking the test; therefore, they are most useful for jobs that require specialized or technical knowledge that takes a long time to acquire. To facilitate scoring, job knowledge tests generally use a multiple-choice question format; written essays and fill-in-the-blank questions are also possible.

## **Work Sample Assessment**

Work samples require applicants to perform tasks or activities that are identical or highly similar to tasks or activities performed on the job. We take great care in mimicking the work environment to the greatest extent possible. Trained raters typically assign applicant scores by observing the applicant's behavior or measuring task or activity outcomes (for example, the degree of interpersonal skills demonstrated or the number of errors made in transcribing an internal memo).

## **Appendix B – Leadership Development and Training Courses**

- Coaching and Mentoring for Excellence
- Collaborative Leadership
- Communicating Face-to-Face
- Conflict Resolutions Skills
- Creating and Sustaining Organizational Excellence
- Conflict and Negotiation for Federal Executives
- Crisis Leadership
- Developing Customer Focused Organizations
- Dynamics of Public Policy
- Effective Writing in the Federal Government: Leading with the Written Word
- Emotional Competence: Working with Others for Results
- Engaging and Encouraging Employees
- Executive Communication Skills: Leading the Process of Change
- Executive Development: Leading Change
- Executive Development: Leading Change — Blended Format
- Extraordinary Leadership
- Facilitation Skills for Leaders
- Federal Budgetary Policies and Processes
- Innovation - Tools and Techniques: A Human Centered Approach to Problem Solving
- Inter-Organizational Collaboration
- Leadership Assessment Program — Level I for Team Leaders and Emerging Supervisors
- Leadership Assessment Program — Level II for Supervisors and Managers
- Leadership Competencies: Preparing for the Next Step
- Leadership for a Democratic Society
- Leadership Skills for Non-Supervisors PMF
- Management Development: Leading from the Middle
- Management Development: Leading Organizations
- Managing the Flexible Workplace
- National Security Policy
- Organizational Resiliency
- Project Management Principles
- Resiliency 2.0
- Senior Executive Assessment Program
- Strategic Planning for Executives
- Supervisory Development I: Fundamentals
- Supervisory Development II: Learning to Lead
- Supervisory Development II: Learning to Lead — Online Format
- Team Development: Team Building and Team Leadership-Blended Format
- Women's Leadership: Succeeding in the Workplace
- Working for Congress for Federal Executives

## **Appendix C – HR Technical Training Workshops**

HRS offers technical training for HR professionals and hiring managers and supervisors that includes:

- HR SMEs who know OPM's policies and procedures and consult with numerous Federal agencies.
- Lectures and hands-on exercises to equip you with the knowledge, skills, and abilities needed to perform target HR activities.
- Personalized attention, constructive feedback, and a shared learning experience.
- Training materials and job aids to take back to your workplace.

To learn more about HR Training on Demand, email [HRTrainingOnDemand@opm.gov](mailto:HRTrainingOnDemand@opm.gov).

### **HR Course Offerings by Topic Area**

#### **General HR**

Job Analysis

#### **Classification**

Classification Refresher

#### **Staffing**

Basic Staffing

Category Rating

Creating an Effective Streamlined Job Opportunity Announcement

Delegated Examining Certification Sessions

Hiring Flexibilities

How Hiring Managers Are Improving the Federal Hiring Process

Merit System Principles and Prohibited Personnel

Practices

Qualifications Analysis

Recruiting and Hiring a Diverse Workforce

Recruitment, Assessment and Selection for Managers

Recruiting and Hiring Individuals with Disabilities

Veterans' Preference Adjudication

Wage Grade Examining

#### **Assessment Development**

Best Practices in Assessment Questionnaire Development

Occupational Questionnaires

Structured Interviews

Designing an Assessment Strategy

#### **Performance Management**

Communicate Like a Pro: Performance and Developmental Feedback

From Counseling to Taking Action: Dealing with Poor Performance

How to Succeed in the Virtual Environment

How to Manage a Virtual Team

Foster a Results-Oriented Culture: How to Write Plans and Standards

#### **Workforce Development & Succession Planning**

Overview of Succession Planning

Succession Planning

Overview of Workforce Planning

Workforce Planning

## **Appendix D – Human Capital and Training Solutions (HCaTS)**

The [Human Capital and Training Solutions \(HCaTS\) contracts](#) are the first Human Capital Category Management solutions for government, as well as the first in the category to be designated best-in-class by OMB and the Category Management Leadership Council. HCaTS helps Federal agencies procure customized, superior human capital solutions for management and mission-related training.

### **Accessing HCaTS**

**HCaTS Direct:** After your Contracting Officer attends mandatory training, GSA issues a [Delegation of Procurement Authority](#) to the Ordering Contracting Officer, who can then award a task order through the contracts. OPM is available to provide complementary scope reviews for customer agencies, and ensure your project meets all Human Capital Framework requirements.

**HCaTS Assisted Services:** This is a seamless, full-service, assisted acquisition services process. We work with you to develop the entire acquisition package, including the requirements document (SOO, SOW, or PWS), IGCE, market research, and request for proposal. Once the package is complete, GSA releases the task order solicitation to HCaTS providers. Our Project Managers and GSA Ordering Contracting Officers guide you through every step of the acquisition life cycle, resulting in premier customized solutions and products that fulfill your human capital and training needs.

**HCaTS Unrestricted:** Awarded under full and open procurement to a cadre of large and small businesses. The unrestricted contract includes significant small business participation.

**HCaTS Small Business:** This was awarded as a total small business set-aside contract.

### **Commercial Strategic Partners**

HCaTS commercial partners were selected through a full and open competition in compliance with all Federal Acquisition Regulations (FAR). The firms were selected by OPM and GSA through a competitive acquisition process based on their expertise in researching and developing training and human capital solutions.

Go to [www.gsa.gov/portal/content/124018](http://www.gsa.gov/portal/content/124018) for a complete list of preapproved, prequalified HCaTS commercial strategic partners.

## Appendix E – HRS Customer Service Commitment

*a New Day for Federal Service*

# HR SOLUTIONS

## CUSTOMER SERVICE COMMITMENT

As a provider of Government-to-Government solutions,  
we commit to:

### **Respect and value every customer during every interaction.**

We actively listen to our customers and promote two-way communication.  
We treat customers with respect and proactively address service delivery challenges.

### **Exemplify innovation and excellence in human capital management.**

We leverage advances in technology to provide exceptional human capital solutions.  
Our customers can depend on our forward-thinking teams and innovative solutions.

### **Deliver solutions that align with Federal policies and promote best practices.**

Our products, services, and business processes comply with Federal requirements.  
We are experts in Federal policies, standards, and best practices.

### **Provide timely, responsive, and reliable customer service.**

We deliver our services on time; we promptly respond to customer inquiries and issues.  
We have a nationwide network of experts available to support our customers where they need us.

### **Work in partnership with our customers.**

Our relationships are built on integrity, trust, and open communication.  
We have shared accountability with customers in building a world-class Federal workforce.

### **Deliver on our commitments.**

We deliver products and services within the timeframe, cost, and quality level we promised.  
We follow through on our commitments and are accountable to the American people.



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

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