

Development Suggestions for Human Capital Planning

Suggested Readings

Title	Author	Learning Mode
Beyond Productivity: How Leading Companies Achieve Superior Performance by Leveraging Their Human Capital	Gregory G. Dess & Joseph C. Picken	Book or Audiobook
1001 Ways to Reward Employees	Bob Nelson and Kenneth Blanchard	Book or Audiobook
The 8 Practices of Exceptional Companies: How Great Organizations Make the Most of Their Human Assets	Jac Fitz-Enz	Book or Audiobook

Activities

- Access the *Supervisory Resource Center* linked to the Leadership Development Program website and review the following topics:
 - Staff Development
 - Performance Management
- If there isn't already one within your business unit or organization, develop a database of skills and interests of employees to help fill jobs or periodic assignments with existing employees.
- Analyze the backgrounds, skills, and interests of your current employees and determine the mix of talent that would round out a diverse team for the future. Factor in changes occurring in the external environment and document the types of behaviors and competencies you want to see in employees over the next few years. Develop a plan that includes both growing the talent internally and that makes use of details and new hires.
- Considering the type of talent needed in your organization and the turnover you will experience in the next few years, set up a team that will work with your employees to plan developmental assignments, formal training and knowledge-sharing as a way of upskilling employees and preparing for the future. Actively broker developmental assignments and career opportunities for your employees.
- Familiarize yourself with hiring rules and guidelines and discuss new flexibilities with a staffing expert in the Office of Human Resources.

Development Suggestions for Human Capital Planning, continued

- In developing a staffing plan for the future, give careful consideration to self-managed work teams rather than traditional supervised groups. Examine what it takes to develop and implement a self-managed work team; there are many books on this topic. Visit self-managed work teams in other government agencies. Document your learning and share with others in the agency.
- Conduct periodic developmental discussions with your employees to address factors that will facilitate their growth, performance effectiveness, and desire to remain on the job. Discuss the possibility of periodic rotations among your employees to enable them to learn new skills and have new experiences. Look for ways to rotate assignments among staff so that the same person is not handling a program for so long (3 years or more) that the excitement factor over it wanes.
- Write job descriptions for the competencies and behaviors you want to see in your organization (rather than writing them for the specific tasks and responsibilities of the job). Use these descriptions to recruit new employees from inside as well as outside the agency.
- Develop a process for interviewing new people being considered for your organization that actively involves you and your employees in the process. Seek advice from HR staff about how to conduct behavioral event interviewing. Have your mentor or a peer observe you during the interview process and provide you with feedback.
- Use your networking system to get personal recommendations for job recruits.
- When a new person comes into your unit, implement a structured orientation process for the first few months the person is on the job. Use other employees to help in the orientation and establish follow-up processes to keep the orientation process on track.
- Invite OHR to give a presentation to your employees about reassignments, developmental assignments, promotions and possible career paths.
- Establish at least quarterly meetings with employees to go over developmental needs and performance progress. On a one-on-one continuing basis provide your employees feedback on their performance.
- For employees who are not meeting their goals, provide coaching on a continuing basis until improvement is made, explore training options and give periodic counseling as needed. Also, consider having an experienced employee provide help.

Development Suggestions for Human Capital Planning, continued

- Provide employees with opportunities to utilize their new skills immediately after training or development.
- If an employee has performed a job poorly, follow up immediately expressing your concerns, trying to understand root causes, offering solutions, and setting clear expectations on how the performance is to be corrected and by what date. Document the corrective action taken and follow up with the employee at the appropriate time. Give feedback as soon as possible. Follow through with other actions if performance does not improve. Discuss with an HR specialist or with your manager if the problem persists.
- In cases of disciplinary action, get the employee to agree that a problem exists, then discuss alternate solutions and mutually agree on the best action to solve the problem.
- If you have taken some of your staff for granted, take the time to talk to them, take them to lunch, or otherwise extend yourself.
- Read Robert Bolton's People Skills (1986) and practice at least 3 skills that he suggests are essential for excellent relationships to develop.