
Biographical Sketch

Alex Douds, M.A.

Labor Categories: Project Manager, Senior Analyst, Management Analyst, Consultant, and Facilitator

Education: M.A., Human Resource Development, American International College

Alex Douds has more than 30 years of experience in designing and developing human capital solutions. He has worked for Human Technology (HT) for the past 24 years, and has managed over 150 projects to improve organizational performance. Mr. Douds specializes in the design and implementation of best-practice human capital management processes to ensure the recruitment and selection, appraisal, development, and retention of a high-quality and diverse workforce. One project that Mr. Douds directed to reengineer human capital processes for the newly formed National Imagery and Mapping Agency (now the National Geospatial-Intelligence Agency) was the recipient of the President's Quality Award and Workforce Management's Optimas Award.

Prior to joining HT, Mr. Douds worked for General Dynamics Human Resources Department, where he implemented a new performance management and compensation system that was better aligned with the company's mission and strategic plan.

Recent Experience

- Managed a series of strategic human capital initiatives to support implementation of the Office of Personnel Management (OPM) Human Capital Assessment and Accountability Framework (HCAAF) and the Chief Human Capital Officers Act of 2002. Among the key initiatives completed was the HCAAF Resource Center, now available on the OPM homepage. This resource center provides Federal agencies with a structure for planning and conducting strategic human capital management. It also provides OPM with a basis for assessing the effectiveness of human capital management across the Government. Among the other strategic initiatives completed were a Governmentwide Succession Management Guide, a benchmarking study on human resource management evaluation, and the Human Capital Knowledge and Learning Framework to guide the development of Federal human capital practitioners.
- Managed a comprehensive workforce analysis and assessment initiative to define mission-critical, occupation-specific technical and leadership competencies for the U.S. Missile Defense Agency (MDA). This initiative resulted in defining career "roadmaps" for all occupations within MDA. The roadmaps include competency and proficiency-level definitions and resources for employees to use in enhancing their competencies. Under an HT-led effort, 1,600 MDA employees and contractors completed an assessment in order to determine competency gaps and develop strategies for closing competency gaps within the workforce.
- Directed a team of HT and agency staff in reengineering human capital systems for the National Imagery and Mapping Agency (NIMA). The team reengineered human capital processes to support more fully the accomplishment of the agency's mission. The project involved designing and integrating new systems for corporate workforce planning; competency-based occupational structuring; compensation, using new pay bands and a pay-for-performance process; promotion, using a rank-in-person concept; and performance management, using ratings based on both competencies and work elements. Implementation was facilitated using PeopleSoft technology. The project was the recipient of Workforce Management's 2002 Optimas Award in the Managing Change category and the 2002 President's Quality Award for "effectively linking its human capital strategies to its mission and strategic planning activities."

Recent Experience (Continued)

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- Managed the development and implementation of a comprehensive Strategic Human Capital Management Plan for the U.S. International Trade Commission (USITC). HT directed a number of human capital interventions for achieving goals identified in the human capital plan. Results included Occupation Guides for mission-critical occupations; staffing standards and staffing plans for USITC components; revised performance management policies, processes, and tools; a Leadership Development Program; updated human capital management policies better aligned with the USITC human-capital goals; and a web-enabled New Employee Orientation Program.
- Conducted competency modeling for a number of private- and public-sector organizations (e.g., Financial Management Services, NIMA, Defense Information Systems Agency, Federal Aviation Administration, Bureau of Labor Statistics, Federal Communications Commission, Genzyme, Thomson & Thomson) to develop validated models of executive, managerial, supervisory, and workforce performance. These models have been used to support workforce planning and analysis, selection, workforce and leadership development, and career development programs.
- Managed a project, using a balanced scorecard methodology, to measure the organizational performance of the Department of Health and Human Services (HHS) Grants Management Headquarters function. HHS implemented the balanced scorecard methodology in grants management functions across the entire Department based on the success of this effort.
- Currently managing projects to assist four OPM organizations with their Program Assessment Rating Tool (PART) submission to OMB. The PART submission process is an opportunity for organizations to analyze, evaluate, and refine existing products and services in support of OPM's strategic objective to ensure the Federal Government has an effective civilian workforce.
- Managed the development of a comprehensive human capital strategy and plan that focused on hiring, retention, and succession planning needs for the Department of Transportation, Office of Inspector General (DOT/OIG). DOT/OIG's objective was to achieve a benchmark human resources system. The HT team developed a Human Resources Strategy and Plan, Workforce Plan, Recruitment and Retention Plan, and Succession Plan.

Publications

- Built-in Evaluation. Chapter in In Action: Measuring Return on Investment, Volume 1. American Society for Training and Development.
- Competency-Based Leadership Development. Chapter in Competency-Based Performance Improvement: A Strategy for Organizational Change. Human Resource Development Press.
- Train the Trainer: Practical Skills that Work. Human Resource Development Press.
- Skills for Internal Consultants. Human Resource Development Press.