Illustration of the plan

Action Item	Description/How To	Date Needed/Timeframe	Assigned To:	Status
1. Meet with managers and leadership of administrative services employees and functions	Agency management and leadership will be an integral part of communicating the changes, identifying the new roles and aiding with the transition. If necessary or appropriate for your agency, ask managers to help identify future roles and timing of employees identified on the tracking tool.	By April 1, 1999		
2. Develop Agency's Workforce Transition Strategy document	Develop an outline for a strategy that addresses your agency's specific needs. A sample outline is included. An outline will help keep the strategy focused and brief. The document should include policies, procedures, definitions and transition philosophy for the agency.	By July 1, 1999		
3. Define workforce transition categories and strategy	Using the different categories of workforce transition defined in Module 2.0 slide # 10, determine the different definitions that will apply to your agency. Tailor definitions as necessary.	By July 1, 1999		
4. Identify employees who will Need to use MARS by July 1, 1999	Develop strategy for identifying employees and document Using the agencies as-is administrative services data, identify employees who will need to use MARS by July 1, 1999. Use the tracking tool to log this information	By March 29, 1999		
4.1 Complete roles worksheet for these employees	Using the Excel file [AgencyNumber]_[DeptName].xls and the AsIs_ToBe maps, identify the appropriate roles and enter them into the To-Be Roles Worksheet for the employees identified as needing to use MARS by July 1 1999. As appropriate work with your agency's administrative managers and leadership	By April 15, 1999		

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The People Factor Linda J. Bilmes,W. Scott Gould,2009-08-01 Successful businesses have spent the past two decades retooling and rethinking how to manage their people better Most big companies that have survived and prospered in the 21st century view employees as a vital strategic asset In comparison the U S federal government is a Stone Age relic with its top down bureaucracy stovepiping of labor and responsibilities and lack of training and investment in its own public servants The inevitable result is a government not keeping up with the complex demands placed on it In T he People Factor Linda Bilmes and Scott Gould present a blueprint for reinvigorating the public sector in order to deliver results for America Their premise is that the federal government can achieve the same gains as the best private sector and military organizations by managing its people better Their new vision for public service is based on The People Factor a set of management tools drawn from best practices in successful companies the military and high performing government agencies Part One of The People Factor book shows why the U S personnel system needs reform revealing the high price of inaction Part Two lays out the specific steps that must be taken to achieve the necessary gains Part Three focuses on how to implement the People Factor and make the authors vision a reality They argue that the next president needs to turn this issue into a top priority and use political capital to push reform Highlights of the book include Extensive original survey research Case studies from government and the military Interviews with leading thinkers on strategic human capital A number of specific proposed innovations A detailed proposal for a nationwide effort to train and revitalize the public service **The Workforce Investment Act** United States. Congress. Senate. Committee on Health, Education, Labor, and Pensions. Subcommittee on Employment, Safety, and Training,1999 *Public Employment and Management 2021 The Future of the Public Service* OECD,2021-12-08 This is the first edition of a new annual publication on public employment and management issues This edition presents a vision of a future ready public service workforce that is forward looking flexible and fulfilling to a diverse range of public employees

Social Security Administration status of achieving key outcomes and addressing major management challenges : report to the ranking minority member, Committee on Governmental Affairs, U.S. Senate. , Major Management Challenges and Program Risks ,2003 **Resources in Education** ,2001 **Major management challenges and program risks Social Security Administration.** ,1999 HANDBOOK OF HRM PRACTICES: Management Policies and Practices S.K. SHARMA,2009-12 The book introduces the essential elements of human resource management HRM its origins and applications HRM is viewed as an all embracing term describing a number of distinctive approaches to people management It helps you to understand and evaluate the different and sometimes ambiguous views of HRM by investigating its origins explanatory models tehnology and practice The chapters address a number of specific issues like fundamental concepts of HRM distinction between HRM from other approaches to managing people particularly personnel management the coherent and integrated approach to managing people the purpose of human resource management HRM how it

developed and the range of tasks covered by human resource specialists **Human Resource Management** Dr. Mahender Sharma, **Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations for Fiscal Year 2017** United States. Congress. Senate. Committee on Appropriations. Subcommittee on Departments of Labor, Health and Human Services, Education, and Related Agencies,2017 **Human Resource Management** Mahendra Sharma, <u>Federal Personnel Guide</u> ,2007 *Federal Register* ,1999-02 *Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations for 2015: Department of Labor FY 2015 budget justifications* United States. Congress. House. Committee on Appropriations. Subcommittee on the Departments of Labor, Health and Human Services, Education, and Related Agencies,2014 **State Department: Leadership Focus Needed to Guide Agency Reform Efforts** Jason Bair,Joshua Akery,Thomas Costa,David Dayton,Patrick Hickey,Emily Gupta,2019-08-01 The Department of State State is implementing most of the 17 reform projects it reported to Congress in February 2018 but a few are stalled or discontinued State completed one project streamlining policy formulation and continues working to implement 13 projects on topics including human resources information technology and data analytics Progress on two projects related to overseas presence has stalled and State has discontinued a project to consolidate real property management State has not addressed certain key practices related to leadership focus and attention in implementing its reform efforts Multiple transitions in State s leadership and changing priorities contributed to uncertainty about leadership support for reform projects Top leadership is expected to drive any needed transformation by clarifying priorities and communicating direction to employees and stakeholders In March 2018 the President replaced the Secretary of State a transition that created uncertainty within the agency regarding the future of ongoing reform projects While some officials stated that the new Secretary had expressed support for data analytics and cyber security reform efforts other officials said they were unclear as to whether their projects remained a priority According to senior officials the current Secretary has focused on critical needs such as ending the hiring freeze and increasing recruitment and on launching new initiatives In April 2018 State disbanded the dedicated teams overseeing its reform efforts and shifted responsibility to bureaus and offices In some cases officials assigned to lead reform projects reported receiving little or no direction from department leadership GAO s prior work has highlighted the benefits of having a dedicated team to manage agency transformations In addition State officials indicated that the challenges posed by these transitions were compounded by a lack of Senate confirmed leadership in key positions Specifically during the first 2 years of State s reform efforts bureaus and offices responsible for implementing 12 of State s 13 continuing reform projects reported directly to one or more officials serving in an acting capacity For example State did not have a Senate confirmed Under Secretary for Management from January 2017 to May 2019 which according to senior officials hindered State s reform efforts According to State officials taken together these leadership transitions led to several projects being scaled back slowed down or both Although

uncertainties exist about leadership priorities regarding the reform efforts the bureaus and offices responsible for implementing reform projects have taken steps to manage and monitor them consistent with key practices Each of the continuing projects has implementation plans that include milestones and deliverables and some report their progress publicly For example State reports on the progress of some projects in its annual performance plans and reports The lack of a dedicated team to manage the reform process however could slow State s overall efforts Why GAO Did This Study In 2017 State initiated a series of reform efforts in response to an executive order by the President and guidance issued by the Office of Management and Budget aimed at reorganizing and streamlining the government GAO s prior work has shown that successful agency reform efforts follow key implementation practices such as establishing a dedicated team to manage the implementation of reforms and ensuring transparency by setting public goals and milestones to monitor progress This report examines 1 the status of the reform efforts that State reported to Congress in February 2018 and 2 the extent to which State addressed key practices critical to the successful implementation of agency reform efforts GAO reviewed State s reform plans proposals and related documents met with officials involved in State s reform efforts and assessed implementation of the reform efforts against relevant key practices identified in GAO s prior work What GAO Recommends The Secretary of State should 1 determine which unimplemented reform projects if any should be implemented and communicate this determination to Congress and appropriate State personnel and 2 establish a single dedicated team to manage the implementation of all reform efforts that the Secretary decides to pursue State generally concurred with the recommendations **Challenges Facing the New Commissioner of Social Security** United States. Congress. House. Committee on Ways and Means. Subcommittee on Social Security,2003 **Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations for 2015** United States. Congress. House. Committee on Appropriations. Subcommittee on the Departments of Labor, Health and Human Services, Education, and Related Agencies,2014 **Federal Personnel Guide 2003** Lisa A. Daniel,2003 The Federal Personnel Guide is an annual almanac in publication for 25 years It summarizes and explains in plain English the many rules and regulations that affect the careers and retirement of civilian Federal employees and postal workers in effect an employee handbook for Uncle Sam s workforce **Oversight Hearing on the Federal Enforcement of Equal Employment Opportunity Laws** United States. Congress. House. Committee on Education and Labor. Subcommittee on Employment Opportunities,1980 **Federal Personnel Guide, 2001** Kenneth D. Whitehead,2001

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