



What do we mean by “human capital management”?

For the majority of organizations—including the Federal Government—the men and women who staff their programs are their “human capital,” and their most critical resource.

What’s challenging is planning for future staffing needs, modernizing an approach to obtaining and retaining those staff, and implementing real change quickly to show immediate impact.

Current strategies rely on a hit-or-miss system of recruitment and retention, often with mixed results.

We think there’s a better way—an approach that defines current talent and gaps, implements a program for talent management, understands the workforce and workload, and evaluates and remediates staff.

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HUMAN CAPITAL MANAGEMENT

The broad mission of Federal Government requires an extraordinary workforce with a wide range of capabilities, skills, and experience, and agencies face myriad challenges in establishing and maintaining a skilled, experienced workforce that can efficiently fulfill their missions—particularly in more scientific or technical areas. Agencies compete with the private sector to identify, recruit, hire, and maintain highly trained staff with leading capabilities in science, technology, engineering, and mathematics.

Unfortunately, more recent college graduates and credentialed staff favor the higher wages, wider variety of opportunities, and wider opportunities for advancement generally found in the private sector over the stable employment environment and excellent benefits found in the Government sector. Such trends threaten the Federal Government’s ability to retain its existing technical workforce, and to expand it.

9th Way Solutions believes that Government agencies must proactively define and implement mission-driven strategies to improve their ability to recruit, select, develop, train, and manage a highly productive, quality-driven workforce.

GOVERNMENT AGENCIES HAVE LAID THE GROUNDWORK

The Government has long recognized its staffing challenges, including the fact that nearly half the workforce is over age 50 and eligible for retirement in the near term—without a ready pipeline of leaders to replace them. In response, the Office of Management and Budget (OMB) and the Office of Personnel Management (OPM) have developed a series of initiatives and requirements over the last few years focused on human capital planning and preservation. The centerpiece of their efforts is the Human Capital Framework, which provides comprehensive guidance on strategic human capital management, as well as development of the artifacts necessary for maintaining and executing a plan.

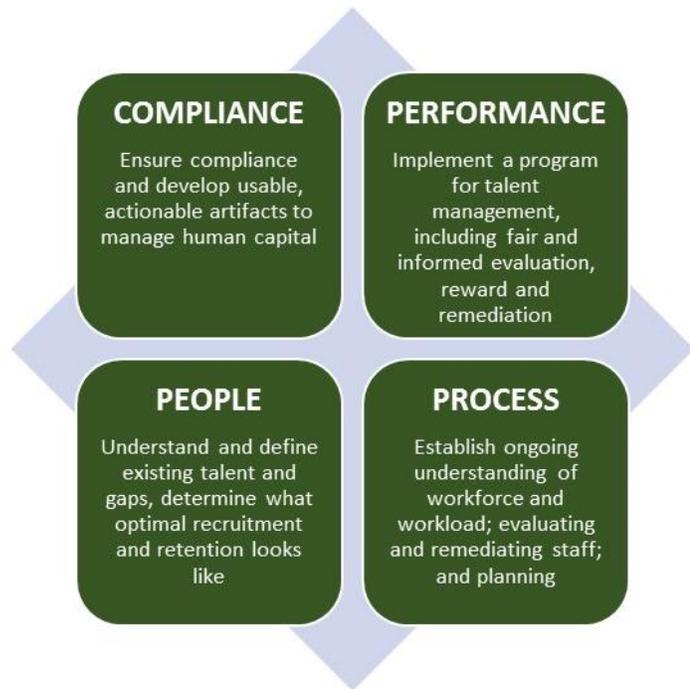
OUR APPROACH IS ALIGNED WITH APPROVED INITIATIVES AND REQUIREMENTS

9th Way Solutions has aligned our human capital management approach to OPM’s mission-driven goals—in particular, talent management, performance culture, and evaluation. We use a hypothesis-driven consultative approach to defining and understanding your current processes and outcomes and to developing recommendations to close gaps and exploit opportunities for improvement. We focus on two primary outcomes related to compliance, performance, process, and people:

1. Actionable findings of gaps and opportunities associated with available and future workforce, and their alignment to fulfilling your mission.
2. Implementation and realization of benefits in the near term and beyond.

As shown in Figure 1, we recognize that any successful approach must build on the Government’s established framework and requirements, while encompassing proven strategies for understanding individual agency workforces and workloads, as well as evaluating and remediating staff.

9th Way Solutions can provide a variety of subject matter experts, business process and data scientists, and human capital specialists who are knowledgeable about your agency’s mission, information technology portfolio, and standards. Our team’s approach entails several detailed methodologies, highlights of which include the following:



- We use a proven approach to understanding and documenting your current human capital profile as a function of talent profile; knowledge, skills, and experience required for functions and responsibilities; workload and resource availability; and alignment to your mission.
- We assess and identify where capability gaps, insufficient resources, excessive or unbalanced workload, and other elements result in risk or even failure to meet mission goals.
- We collect input and evaluate root causes of staff retention, satisfaction, and departure, and assess leadership regarding the overall effectiveness of staff.
- We discover and document the formal and informal procedures and techniques currently leveraged to build teams, identify staffing needs, and recruit and successfully fill positions.
- We provide you a best-practices or idealized human capital profile applicable to your organization and its mission for comparison, and goal setting for a potential new human capital management system.
- We provide comprehensive recommendations regarding:
 - Status and risks of current staffing profile and capacity to fulfill your mission.
 - Evaluation of compliance with Federal guidelines and requirements, including OMB circulars, applicable collective bargaining agreements, and other policies.
 - Assessment of current processes and tools relevant to staffing as compared to best practices or agency goals.
 - Reengineering of human capital processes and utilization of tools intended to improve and routinize the early identification of staffing needs, recruitment of optimal talent,

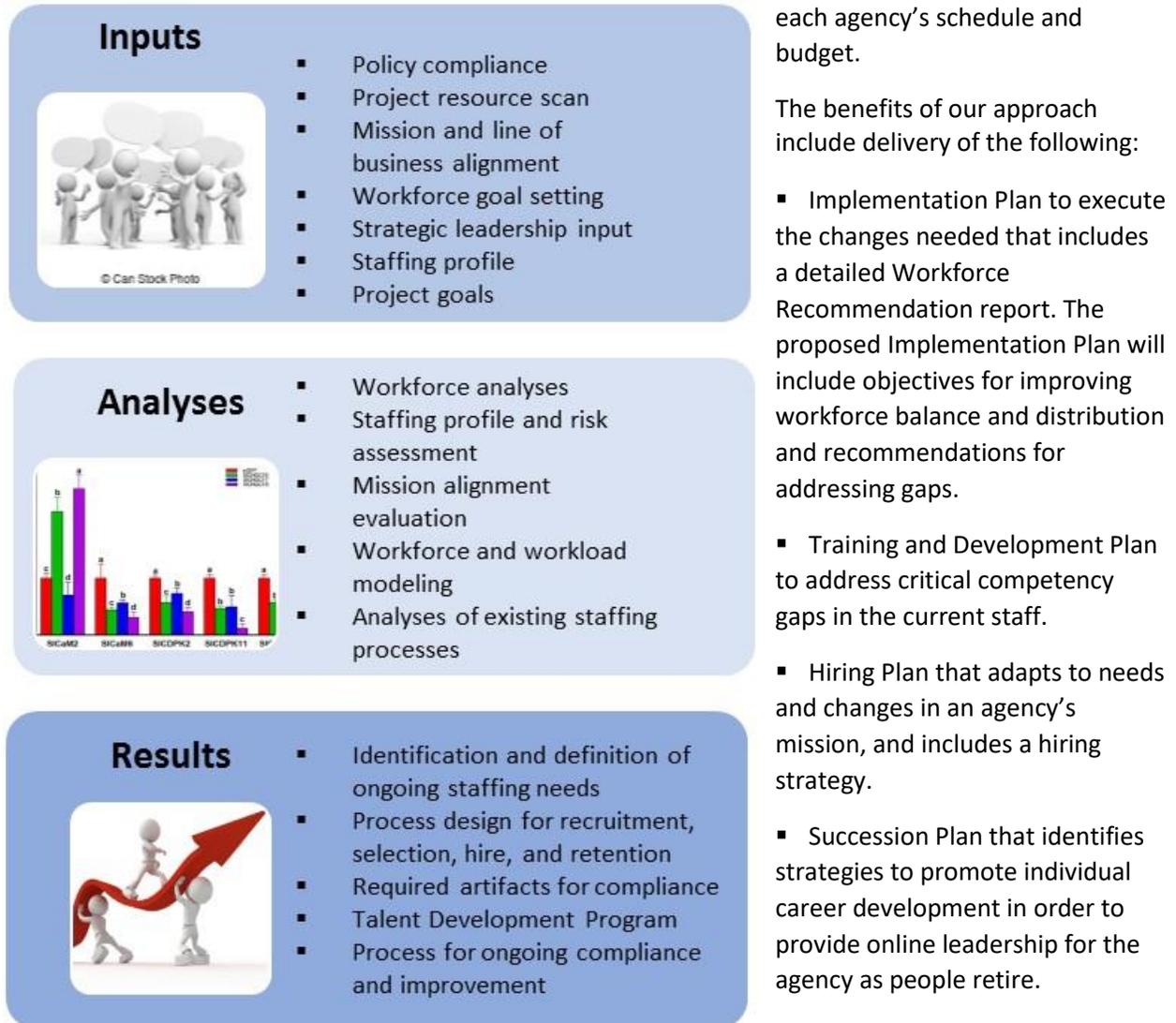
Figure 1. Our high-level approach shows how agencies can move quickly and confidently toward the goal of managing human capital.

development and retention of productive staff, succession planning, and knowledge transfer.

- Selection, implementation, training, and adoption of a modernized human capital management system.

OUR VARIED AND DETAILED METHODOLOGIES CAN BE TAILORED

The methodologies that 9th Way Solutions has integrated into our mission-driven human capital management are varied and detailed—and provide proven benefits. Each high-level task identified in Figure 2 can be tailored to adjust to the depth and level of detail desired as output, and to align with



each agency’s schedule and budget.

The benefits of our approach include delivery of the following:

- Implementation Plan to execute the changes needed that includes a detailed Workforce Recommendation report. The proposed Implementation Plan will include objectives for improving workforce balance and distribution and recommendations for addressing gaps.
- Training and Development Plan to address critical competency gaps in the current staff.
- Hiring Plan that adapts to needs and changes in an agency’s mission, and includes a hiring strategy.
- Succession Plan that identifies strategies to promote individual career development in order to provide online leadership for the agency as people retire.

Figure 2. We can tailor the depth and level of detail to align with each agency’s schedule and budget.

In addition, agencies will benefit from an improved understanding of how current staff spend their time with respect to prioritization and mission, as well as an improved understanding of required

competencies to perform activities and the current state of proficiency in those competency areas. Some of our recommendations could result in the following benefits:

- Strategies to improve the ability to recruit, select, develop, train and manage a highly productive, quality driven workforce
- Improvement in program performance and efficiency via management, strategic planning, and organizational improvement
- Improvement in the capacity of and quality of human resource professionals so they can focus on improved workforce planning and business partnering services

As a company serving the Federal community, 9th Way Solutions understands the policy drivers, workload, and staffing needs of today’s Government. Many of us are Veterans and former Federal leaders—driving us to design a program that is not only effective and responsive, but also resilient to the negativity and fear that so often accompany such efforts. We look forward to helping you and your team improve your human capital capacity and performance.

REFERENCES

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ABOUT 9TH WAY SOLUTIONS

9th Way Solutions is an emerging Service-Disabled, Veteran-Owned Small Business (SDVOSB) committed to working with our clients to provide next-generation, results-oriented technology—on time and under budget—in health IT, infrastructure design and build, cybersecurity, cloud solutions, and data analytics. Where most large companies claim to operate with a “small business mindset” as it relates to maneuverability, 9th Way Solutions is a new company that can draw on the wisdom of its core team of thought leaders to operate immediately on a large scale. We are committed to working with our clients to provide next-generation, results-oriented technology powered by creative people with the talent to always see the better path.

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