



U.S. Department of the Interior Human Capital Scorecard May 2003

U.S. Department of the Interior
Human Capital Scorecard

Guiding Principles

- ✓ Strategic Level Measures/Metrics
- ✓ Few But Highly Critical Measures/Metrics
- ✓ Outcome Oriented
- ✓ Full Agreement on Measure/Metric Interpretation
- ✓ Measures are Progressive and Iterative
 - Establish plan or approach
 - Track measures and metrics
 - Outcomes determine movement through “Green”

Agreed Upon Outcomes

1. *Workforce Planning:* Workforce Plans must be aligned with budget formulation, budget execution and mission performance plans
2. *Employer of Choice:* Employees should be willing to recommend their organization as a good place to work
3. *Quality of Hires:* Supervisors should believe they are able to recruit people with the right skills
4. *Knowledge and Learning Management:* Knowledge and learning management initiatives are integrated into workforce plans, budget requests, and mission performance plans
5. *Strategic Alignment:* SES awards and rewards are clearly linked to mission accomplishment and performance goals
6. *Workforce Diversity:* Organizations must be making progress to maintain diversity and eliminate under-representation
7. *Human Capital Legal Compliance and Data Integrity:* Bureaus must continually assess and correct human capital legal compliance and data integrity issues

Human Capital Scorecard

Terms and Definitions

<i>FHCS</i>	Federal Human Capital Survey
<i>HCAAF</i>	Human Capital Accountability and Assessment Framework (includes the OPM/OMB/GAO Standards for Success)
<i>RNO</i>	Race and National Origin
<i>Categories of Employment (for EEO tracking purposes)</i>	PATCOW, Top Ten Career Groups, or Grade Level
<i>Under-representation</i>	Comparison of employment levels of Blacks, Hispanics, Asians or Pacific Islanders, American Indians or Alaskan Natives, or Disabled employees to either the Civilian Labor Force (CLF) or Relevant Civilian Labor Force (RCLF)
<i>Continually Improving</i>	Survey results show the percentage of positive respondents increasing and negative respondents decreasing
<i>Key Indicators</i>	Mandatory metrics used to assess progress
<i>Optional Metrics/FHCS Questions</i>	Other metrics or FHCS questions that may be helpful in interpreting progress results
<i>Composite Score</i>	The average score for each bureau or office compiled by adding the assigned scores on each measure and dividing the result by the number of measures

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DOI "Getting to Green" Scorecard for _____

Initiative: Human Capital

Rating Period: _____

COMPOSITE SCORE (Average of 1-7)

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SCORECARD CRITERIA (MEASURE)	RATING
1. Workforce Planning	
2. Employer of Choice	
3. Quality of Hires	
4. Knowledge and Learning Management	
5. Strategic Alignment	
6. Workforce Diversity	
7. Human Capital Legal Compliance and Data Integrity	

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Measure 1: Workforce Planning

Desired Outcome: Workforce plans align with budget formulation, budget execution and mission performance plans.

Red	Bureau does not have a management approved workforce planning process in place and is not making significant progress towards completion of their workforce plan. (1-3 Points)
Yellow	Bureau has a management approved workforce planning process in place and has: engaged management officials in the process; accomplished a workforce analysis, identified significant workforce issues to be addressed in plan, and strategies for overcoming gaps; developed a structure and outline for the plan; identify succession plans for supervisory and managerial positions; tracked progress towards completion of the plan within required timeframes (4-6 Points)
Green	Bureau has completed a workforce plan that meets departmental policy requirements and is using the plan in budget formulation, budget execution and development of mission performance goals. (7 Points)
	Bureau's workforce plan is helping bureaus to successfully deal with its workforce issues, including succession management <u>or</u> reduction of skill/competency gaps. (8 Points)
	Bureau's workforce plan is helping bureaus to successfully deal with its workforce issues, including succession management <u>and</u> reduction of skill/competency gaps. (9 Points)
	Bureau has a workforce plan that is successfully addressing all workforce issues and is considered a "best practice" by the Department and the Federal government. (10 Points)
Key Indicators	43/44 - Projected losses (retirement and other attrition) 46 - FTE requirements 47 - Workforce demographics (age, RNO, disability, grade distribution) 64 - Projected hiring needs Critical Competencies/Skills
Optional Metrics	1, 3, 4, 5, 6, 9, 10, 11, 13, 15, 28, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45
Optional FHCS Questions	5, 7, 11, 14, 15, 42, 43, 44, 46, 48, 52, 53, 54, 55, 56, 57, 98, 99
Diversity Measures	Review of the above will include diversity by RNO, gender, grade level, mission critical occupations, and disability when necessary and available.
Crosswalk	Standards for Success – Strategic Alignment, Workforce Planning and Deployment , Leadership and Knowledge Management, Performance Culture, Talent, Accountability.

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Measure 2: Employer of Choice

Desired Outcome: Employees recommend their organization as a good place to work.

Red	Bureau is not currently tracking employee satisfaction issues through an employee survey (Federal Human Capital Survey or Employee Survey or Exit Survey) and does not have a plan for improving perception of Bureau as a “good place to work.” (1-3 points)
Yellow	Bureau tracks employee satisfaction issues through an employee survey (Federal Human Capital Survey or Employee Survey or Exit Survey) and is developing a plan for improving the perception of the Bureau as a “good place to work.” (4-6 points)
Green	Bureau is using an employee survey (Federal Human Capital Survey or Employee Survey or Exit Survey) to track perceptions and use the results to improve working conditions and employment practices. (7 Points)
	Bureau budget and performance plans contain initiatives to address “Employer of Choice” issues. (8 Points)
	Bureau achieves continual improvement in employee responses to the employee survey (Federal Human Capital Survey or Employee Survey or Exit Survey) statement, “I recommend my organization as a good place to work”. (9 Points)
	Bureau achieves higher than Federal and Department averages and shows continual improvements in employee responses to the employee survey (Federal Human Capital Survey or Employee Survey or Exit Survey) statement, “I recommend my organization as a good place to work”. (10 Points)
Key Indicators	FHCS 13 – “I recommend my organization as a good place to work.”
Optional Metrics	3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 15, 26, 27, 45, 49
Optional FHCS Questions	11, 14, 15, 23, 24, 42, 43, 44, 55, 56, 57, 71– 89a, 98
Diversity Measures	Review of the above will include diversity by RNO, gender, grade level, mission critical occupations, and disability when necessary and available.
Crosswalk	Standards for Success – Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management, Performance Culture, Talent , Accountability.

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Measure 3: Quality of Hires

Desired Outcome: Supervisors believe they are able to recruit people with the right skills.

Red	Bureau is not currently tracking the quality of hiring or placement actions through employee surveys (Federal Human Capital Survey or Employee Survey or Placement Follow-up Survey) and does not have a plan for improving the quality of the hiring and placement processes. (1-3 points)
Yellow	Bureau is tracking the quality of hiring and placement actions through employee surveys (Federal Human Capital Survey or Employee Survey or Placement Follow-up Survey) and is developing a plan to improve the quality of the hiring and placement processes. (4-6 points)
Green	Bureau is using employee surveys (Federal Human Capital Survey or Employee Survey or Placement Follow-up Survey) to track supervisor perceptions about the quality of hires and using the results to improve the hiring and placement processes. (7 Points)
	Bureau has shown continuing improvement in the employee survey (Federal Human Capital Survey or Employee Survey or Placement Follow-up Survey) question, “My work unit is able to recruit people with the right skills.” (8 Points)
	Bureau has achieved responses to employee survey (Federal Human Capital Survey or Employee Survey or Placement Follow-up Survey) question, “My work unit is able to recruit people with the right skills”, that show continuing improvement and are better than the Department average. (9 Points)
	Bureau achieves higher than Federal and Department averages and shows continual improvements in responses to employee survey (Federal Human Capital Survey or Employee Survey or Placement Follow-up Survey) question, “My work unit is able to recruit people with the right skills”. (10 Points)
Key Indicators	2 - Supervisory satisfaction with quality and quantity of candidates referred for vacancies (placement follow-up survey) FHCS 15 – “My work unit is able to recruit people with the right skills.”
Optional Metrics	3, 4, 5, 6, 7, 8, 9, 10, 13, 15, 25, 29, 39, 40, 42, 45
Optional FHCS Questions	7, 11, 55, 56, 57
Diversity Measures	Review of the above will include diversity by RNO, gender, grade level, mission critical occupations, and disability when necessary and available.
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Measure 4: Knowledge and Learning Management

Desired Outcome: Knowledge and learning management initiatives are integrated into workforce plans, budget requests, and mission performance plans.

Red	Bureau is not currently tracking the cost and return-on-investment (ROI) of training and development activities. (1-3 points)
Yellow	Bureau is developing knowledge and learning management tracking system that will track learning management issues (competency acquisition and development, training and development activities, training and development costs, and ROI information). (4-6 points)
Green	Bureau has implemented knowledge and learning management tracking system. (7 Points)
	Bureau has developed a plan to improve training and development opportunities in the Bureau using data from knowledge and learning management tracking. (8 Points)
	Bureau knowledge and learning management initiatives are integrated in the development of workforce plans, budget requests, and performance plans. (9 Points)
	Bureau knowledge and learning management approach is acknowledged as “best practice” in the Federal Government. (10 Points)
Key Indicators *	52 - Average hours of training per employee 53 - Average annual cost of training per employee 54 - Average cost of each training occurrence
Optional Metrics	1, 5, 8, 11, 30, 31, 32
Optional FHCS Questions	5, 6, 7, 46, 48, 49
Diversity Measures	Review of the above will include diversity by RNO, gender, grade level, mission critical occupations, and disability when necessary and available.
Crosswalk	Standards for Success – Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management , Performance Culture, Talent, Accountability.

* Metric/Measure to be tracked following implementation of a learning management system

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Measure 5: Strategic Alignment

Desired Outcome: SES awards and rewards are clearly linked to mission accomplishment and performance goals.

Red	SES performance plans are not linked to organizational performance goals and other strategic management initiatives. (1-3 points)
Yellow	SES performance plans are linked to organizational performance goals and other strategic management initiatives. (4-6 points)
Green	Bureau SES awards submissions show a clear linkage between accomplishment of performance goals and award/reward recommendations. (7 Points)
	SES awards and rewards are clearly linked to mission accomplishment and performance goals. (8 Points)
	Bureau has an approved plan to cascade performance goals into other (non-SES) positions. (9 Points)
	Bureau has implemented a performance management plan that cascades performance goals into all management positions and clearly links awards to goal accomplishment. (10 Points)
Key Indicators	19 - Rate of SES performance aligned with strategic goals 48 – Rate of Non-SES performance aligned with strategic goals
Optional Metrics	None.
Optional FHCS Questions	None.
Diversity Measures	Review of the above will include diversity by RNO, gender, grade level, mission critical occupations, and disability when necessary and available.
Crosswalk	Standards for Success – Strategic Alignment , Workforce Planning and Deployment, Leadership and Knowledge Management, Performance Culture , Talent, Accountability.

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Measure 6: Workforce Diversity

Desired Outcome: Organization is maintaining a diverse workforce and eliminating under-representation.

Red	Bureau is not tracking diversity and under-representation <u>OR</u> bureau has increased its under-representation since 1997. (1-3 points)
Yellow	Bureau is tracking diversity and under-representation - but has not decreased its under-representation and is still under-represented in all areas where under-representation existed in 1997. (4-6 points)
Green	Bureau is tracking diversity and under-representation and has decreased its under-representation in at least one category of employment (for EEO tracking purposes) while maintaining its representation in all other areas. (7 points)
	Bureau is tracking diversity and under-representation and has decreased its under-representation in at least two categories of employment (for EEO tracking purposes) while maintaining its representation in all other areas. (8 points)
	Bureau is tracking diversity and under-representation and has decreased its under-representation in three categories of employment (for EEO tracking purposes) while maintaining its representation in all other areas. (9 points)
	Bureau is tracking diversity and under-representation and has eliminated under-representation in all areas of employment. (10 points)
Key Indicators	55 - Representation by PATCOW 56 - Representation by Grade 57 - Representation in Top Ten Career Groups
Optional Metrics	1, 5, 6, 7, 8, 9, 10, 11, 15, 25, 26, 27, 28, 45
Optional FHCS Questions	13, 42, 43, 44, 46, 49, 50, 51, 52, 53, 54, 55, 56, 57
Diversity Measures	Review of the above will include diversity by RNO, gender, grade level, mission critical occupations, and disability when necessary and available.
Crosswalk	Standards for Success – Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management, Performance Culture , Talent, Accountability.

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Measure 7: Human Capital Legal Compliance and Data Integrity

Desired Outcome: Bureaus maintain high levels of human capital legal compliance and data integrity.

Red	Bureau is not currently tracking human capital legal compliance and data integrity (accuracy of FPPS data; accuracy of personnel action coding; quality of personnel processes, such as MPP, DEU, RIF, Position Description accuracy, OPF maintenance, etc). (1-3 points)
Yellow	Bureau is developing a methodology to track the integrity of data and legal accuracy of actions and processes. (4-6 points)
Green	Bureau has implemented a methodology to track the integrity of data and legal accuracy of actions and processes. (7 Points)
	Bureau has developed a methodology that assesses for legal accuracy and data integrity and results are used to insure accuracy and standardization. (8 Points)
	Bureau has integrated the human capital legal and data integrity methodology with human resources (HR) workforce planning for recruitment purposes and to assess the training needs of supervisors and the HR staff. (9 Points)
	Bureau has a methodology that is identified as a “best practice” in the Federal Government. (10 Points)
Key Indicators	61 - Audits of Position Description Accuracy, merit promotion files, Official Personnel Files, and Delegated Examining Unit files. 62 - Audits of Delegated Examining Unit files and actions. 63 - Audits of Federal Personnel Payroll System (FPPS) and Central Personnel Data File (CDPF) data.
Optional Metrics	12, 22, 23, 26
Diversity Measures	Review of the above will include diversity by RNO, gender, grade level, mission critical occupations, and disability when necessary and available.
Crosswalk	Standards for Success – Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management, Performance Culture, Talent, Accountability .

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APPENDIX

**METRICS USED IN THE PROPOSED HUMAN CAPITAL SCORECARD
MAY – NOVEMBER 2003**

STATISTICAL METRICS:

<ul style="list-style-type: none"> 1. TLP/CDP graduates who are promoted 2. Supervisor satisfaction through placement survey 3. Two year retention rate for accessions 4. Loss rate 5. Conversion rate for interns 6. Fill rate (SES/non-SES) 7. Accession rate 8. Average education level of employees 9. Losses through Transfer within DOI or to other federal agencies 10. Losses through separation from federal government 11. Number of interns by career program 12. CPDF error rate 13. Time to fill positions 15. Use of hire, pay and bonus flexibilities 19. Rate of SES performance aligned with goals 20. Percent of timely performance ratings 22. DEU certificate audit prior to job offers 23. Conduct annual DEU evaluations 25. Termination rate of probationary employees 26. Rate of formal complaints (EEO, grievances, ULP, etc.) filed/won/lost 27. Rate of disciplinary actions 28. Ratio of supervisors to employees 29. New Hire cost (tracked by initiatives such as job fair, college visits, advanced in-hire rates, advertisements, etc.) 30. Training costs for period covered 31. Number of employees trained as percent of permanent employees 32. Training costs as a percent of operating expense 	<ul style="list-style-type: none"> 35. Percent of employees eligible to retire 36. Average age of employees 37. FTE usage 38. Budget trends 39. Skill gap rate 40. Internal promotion rates for permanent employees 41. Reassignment rate 42. Conversion rates 43. Projected attrition rate 44. Projected retirement rate 45. Hire rate for interns 47. Workforce demographics (age, RNO, disability, grade distribution) 48. Rate of Non-SES performance aligned with strategic goals 49. Loss of employees with less than 2 years of service 52. Average hours of training per employee 53. Average annual cost of training per employee 54. Average cost of each training occurrence 55. Representation by PATCOM 56. Representation by Grade 57. Representation by Major Mission Occupation 58. TLP/SESCEP participation rate 61. Audits of Position Description accuracy, merit promotion files, Official Personnel Files, and Delegated Examining Unit files 62. Audits of Delegated Examining Unit files and actions 63. Audits of Federal Personnel Payroll System (FPPS) and Central Personnel Data File (CPDF) data 64. Projected hiring needs
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METRICS DERIVED FROM FEDERAL HUMAN CAPITAL SURVEY QUESTIONS (FHCS):

<p>FHCS # 5 “I know how my work relates to the agency’s missions and goals”</p> <p>FHCS # 6 “Information collected on my work unit’s performance is used to improve my work unit’s performance”</p> <p>FHCS # 7 “The workforce has the job-related knowledge and skills necessary to accomplish organizational goal”</p> <p>FHCS # 11 “My talents are used well in the workplace”</p> <p>FHCS # 13 “I recommend my organization as a good place to work”</p> <p>FHCS # 14 “I have sufficient resources (for example, people, materials, budget, etc.) to get my job done”</p> <p>FHCS # 15 “My work unit is able to recruit people with the right skills”</p> <p>FHCS # 23 “I hold my organization’s leaders in high regard”</p> <p>FHCS # 24 “My organization’s leaders maintain high standards of honesty and integrity”</p> <p>FHCS # 42 “Supervisors/team-leaders in my work unit are committed to a workforce representative of all segments of society”</p> <p>FHCS # 43 “Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring”</p> <p>FHCS # 44 “Managers/supervisors/team-leaders work well with employees of different backgrounds”</p> <p>FHCS # 46 “My training needs are assessed”</p> <p>FHCS # 48 “I receive the training I need to perform my job”</p> <p>FHCS # 49 “Employees in my work unit share their knowledge with each other”</p> <p>FHCS # 52 “I am given a real opportunity to improve my skills in my organization”</p> <p>FHCS # 53 “I have enough information to do my job well”</p> <p>FHCS # 54 “I feel encouraged to come up with new and better ways of doing things”</p> <p>FHCS # 55 “My job makes good use of my skills and abilities”</p>	<p>FHCS # 56 “My work gives me a feeling of personal accomplishment</p> <p>FHCS # 57 “I like the kind of work I do”</p> <p>FHCS # 71 “How satisfied are you with your pay”</p> <p>FHCS # 72 “How satisfied are you with retirement benefits”</p> <p>FHCS # 73 “How satisfied are you with life insurance benefits”</p> <p>FHCS # 74 “How satisfied are you with health insurance benefits”</p> <p>FHCS # 75 “How satisfied are you with long term care benefits”</p> <p>FHCS # 76 “How satisfied are you with paid time off (leave)”</p> <p>FHCS # 78 “How satisfied are you with paid vacation time”</p> <p>FHCS # 79 “How satisfied are you with paid leave for personal illness”</p> <p>FHCS # 80 “How satisfied are you with paid leave for family illness”</p> <p>FHCS # 81 “How satisfied are you with paid leave for childbirth/adoption”</p> <p>FHCS # 82 “How satisfied are you with leave for elder care”</p> <p>FHCS # 83a “How satisfied are you with telework/telecommuting”</p> <p>FHCS # 84a “How satisfied are you with alternative work schedules”</p> <p>FHCS # 85a “How satisfied are you with child care subsidies”</p> <p>FHCS # 86a “How satisfied are you with employee assistance programs”</p> <p>FHCS # 87a “How satisfied are you with health and wellness programs”</p> <p>FHCS # 88a “How satisfied are you with support groups”</p> <p>FHCS # 89a “How satisfied are you with elder care programs”</p> <p>FHCS # 98 “Are you considering leaving your organization”</p> <p>FHCS # 99 “I am planning to retire”</p>
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