

**Central Intelligence Agency (CIA):
Development, Implementation, and Automation of Enterprise-wide
Integrated Human Capital Systems and Processes**

Intended Results

CIA’s Goals:

- Integrated, state-of-the-art, and results-oriented human resource management systems, in accordance with the President’s Management Agenda.
- Implementation of effective, automated performance management, workforce planning, compensation, promotion, payroll, employee tracking, attendance, and benefits systems.
- Full redesign and automation of all work processes for conducting human capital management.

Achieved Results

PDRI has worked in partnership with CIA since 1996 to fully redesign, integrate, modernize, and improve its human capital processes and systems. Although the contractor team began with five partners, only PDRI and EDS remained from 1999 and beyond. The project was a massive undertaking involving all of the six OPM TMA human capital areas as well as IT system development and integration. Here we describe PDRI’s specific activities in support of the program office during the 2001 to 2005 time period.

PDRI achieved the following results:

- Developed comprehensive schedules, including work breakdown structures, dependencies, critical paths, and risk mitigation strategies.
- Monitored progress against project milestones, assessed schedule impacts on delays, developed mitigation strategies, and kept PEO informed of issues.
- Conducted special analyses on various topics as requested by the program office; wrote technical reports or provided briefing materials as requested.
- Assisted PEO in future planning and budgeting of work.
- Performed requirements analyses for automated and non-automated systems.
- Developed concept of operations for automated systems.
- Developed performance management, workforce planning, employee development, and promotion systems; aligned and integrated these with other related systems.
- Oversaw contractors and coordinated with PEO on automated system development, integration, and implementation.
- Coordinated participation of and conducted subject matter (i.e., job) expert panels necessary to participate in project steps and reviews.
- Collected and analyzed data to support PEO requests and project deliverables.
- Monitored budgets and financial information for multiple tasks.
- Prepared briefings and other communications to educate the workforce about program activities; supported the program office in delivering these.

- Developed and produced materials to support internal and external meetings; coordinated and scheduled meetings with others including securing meeting space and facilities.
- Attended meetings as requested or served on task forces or groups assembled to address specific issues.

Management
Process

PDRI successfully utilized its standard project management process to perform this work. Specific challenges related to the current project included:

- Unprecedented workforce resistance to organizational change. The organization was characterized by silos, none of which supported corporate human capital reform, let alone pay for performance. PDRI worked collaboratively with the customer to develop strategies that focused on conducting demonstration studies and more acceptable aspects of the change first, which helped to facilitate buy-in and ease resistance.
- Extreme difficulty obtaining job expert participation. PDRI worked tirelessly to develop relationships at local levels to build support and gain the participation of individual job experts and small groups to support the reform processes.
- Significantly changing requirements over time. The program lasted so long that it went through a major reinvention at three points, the last being approximately two years ago. Each time, political forces threatened to terminate the program. PDRI assisted in helping the PEO continually re-invent the program, identifying and salvaging those aspects most likely to be adopted in the given political climate.
- Unpredictability of demands. PDRI worked in a collaborative, responsive, and highly flexible manner to deliver on whatever requests or changes in direction were asked of us.