

**Department of Transportation Office of Inspector General (DOT OIG):
Development of Integrated Human Capital Systems
OPM TMA Project**

Intended Results

DOT OIG's Goals:

- A corporate competency model to serve as the foundation for DOT OIG's human capital systems and processes.
- A validated staffing process that consisted of job relevant interview assessments.
- Improvement in managers' competencies and skills to conduct effective selection interviews and better identify qualified candidates.

Anticipated Results

Following a standard OPM TMA competition, the DOT OIG customer was not satisfied with the contractors presented. Based on a previous professional presentation given by a PDRI staff member, the customer specifically requested that PDRI be sought out to perform this work.

PDRI achieved the following results:

- A customized competency model, including key work behaviors, that captured the full range of performance requirements for DOT OIG jobs developed by 1) conducting benchmarking studies, 2) facilitating focus groups with Agency-wide representation, and 3) surveying the entire workforce using web-based job analytic surveys.
- Alternative human capital system designs proposed that fully utilized an integrated competency model foundation.
- Validated competency models and related work behaviors developed for all DOT OIG jobs.
- Large bank of validated interview questions and interview evaluation standards developed to assess all competency areas; item bank enabled developing multiple versions of interview, thereby mitigating test security concerns.
- An effective, job-relevant structured interview process developed that facilitated the identification of qualified job candidates.
- "Interviewer" training program developed and administered to managers that improved their knowledge and skills in effective interviewing techniques and the identification of qualified job candidates.
- All tools, products, and processes validated to comply with legal and professional standards necessary to withstand legal challenges.
- All products and services delivered on schedule and within budget.

Management Process

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

- The need to assist in briefing upper management and constituency groups on the value of competency-based integrated human capital systems. PDRI effectively supported the customer in explaining value.
- The need to incorporate feedback early and often. PDRI used a rapid prototyping approach so stakeholders would have a concrete understanding of deliverables as early as possible.

- Use of customer personnel, facilities, and information. PDRI developed a specific breakdown of requirements, schedule, and process to facilitate tracking and delivery of customer materials and personnel.