

**Government Accountability Office (GAO):  
Redesign, Development, and Implementation of Enterprise-wide  
Human Capital Processes and Systems**

**Intended Results**

GAO’s Goals:

- Integrated, state-of-the-art, and results-oriented human resource management systems aligned with organizational strategy and designed to drive achievement of organizational goals, in accordance with the President’s Management Agenda.
- Implementation of effective, automated performance management, compensation, training, and staffing systems.
- Redesign of all work processes for conducting human capital management at GAO.

**Achieved Results**

PDRI has worked in partnership with GAO continuously since 2001 to fully redesign, integrate, modernize, and improve its human capital processes and systems for its entire workforce. The work described below reflects only a portion of an entire organizational transformation process.

PDRI achieved the following results:

- Human capital work processes for all three major occupational groups (analysts, attorneys, and administrative, professional, and support staff – APSS) fully redesigned to support and be fully aligned with GAO’s organizational and strategic goals.
- Entire training organization redesigned, including competency-based training curricula.
- Strategies, plans, and workforce communications developed and implemented that provided education and facilitated buy-in of the new processes and systems (change management).
- Transparent, efficient workflow processes developed for performance management system.
- A customized competency model developed for each occupational group that utilized GAO’s corporate competency model (also developed by PDRI) as its basis.
- Performance evaluation standards developed that clearly communicated employee expectations and provided job-relevant, clearly defined standards for evaluating performance at different band and effectiveness levels.
- Implementation of performance management standards and tools yielded improvements in managers’ ability to make accurate evaluations as evidenced by less positively skewed rating distributions.
- “*Setting Expectations*” training program developed and implemented that helped work units align group goals with organizational goals and improved managers’ and employees’ ability to write performance objectives aligned with team and organizational goals.
- “*Having Performance Conversations*” training developed and implemented that increased managers’ and employees’ skills and comfort around giving and receiving feedback.
- Redesigned human capital processes resulted in reductions in performance management-related grievances filed by employees.
- Following implementation, Comptroller General stated that system provided meaningful differentiations so top performers could be identified and rewarded, poor performers could

be dealt with, and all employees could improve their skills and increase their capacity to perform the Agency's work.

- 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:*

- Workforce resistance. There was an underestimation about the amount of workforce resistance there would be to organizational change. Rather than push the change through, PDRI worked collaboratively with GAO to develop additional mechanisms to facilitate buy-in and ease the change process.
- Subcontractor performance issues. When a subcontractor was not delivering to GAO's full satisfaction, PDRI immediately stepped in to further diagnose the issues and we ultimately took over the task and delivered the products on time and to GAO's satisfaction.
- 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.