

Intelligence Community Agency: Development of an Organizational Consulting Strategy

Intended Results

Agency Goals:

- A detailed, customer- and results-focused plan to transform the human capital organization consulting strategy for the Agency.
- Strategy is designed to ensure that internal assessment and consulting services are results-focused, provide actionable information, and add value by impacting mission effectiveness.

Achieved Results

Internal customers were frequently requesting assistance to address challenges and opportunities impacting their organizational effectiveness and results, for example, assessing workforce skill levels and identifying gaps, understanding factors leading to attrition, and addressing how to certify skill levels in mission-critical areas.

PDRI achieved the following results:

- Benchmarking of internal human capital consulting functions conducted in selected defense and intelligence organizations and private industry; collaborated with industry leaders to identify best practices including Dr. Allen Kraut, past director of IBM's internal human capital consulting group and Dr. Michael Vinitsky, former director of internal consulting organizations for Roll International, Monsanto Corporation, NutraSweet, and Borg-Warner.
- Industry best practices effectively translated into designs, plans, and strategies that reflected Agency leadership priorities, were sensitive to unique structural, political, and mission requirements, and could be implemented effectively.
- A detailed strategy developed to transform the human capital organization into one that could address customer needs for assessment and consulting services in a responsive manner; strategy contained a Human Capital Consulting mission statement and guiding principles, business and implementation strategies, core competencies for internal consulting staff, services to be delivered in the first year and beyond, and marketing plans.
- Briefing and communications materials used to present new organizational design, strategy, and plans to key Agency managers and executives.
- Organizational transformation plan developed by PDRI in process of being implemented.
- 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 secure services of experts with extensive experience standing up and directing internal consulting operations in industry.
- The need to quickly and effectively bring the external experts up to speed on critical contextual, political, and climate information that they needed to provide value-added input

on the design of an internal consulting organization within a Federal Government intelligence agency.

- Successfully analyzing, translating, and integrating information from the private sector and outside organizations in a manner that would be aligned with the Agency's unique structural, political, and mission requirements, resulting in a workable, actionable strategy and plan.