

**The U.S. Securities and Exchange Commission’s Office of Human Resources
(SEC OHR)
Development of Human Resources Career Paths
OPM TMA Project**

Intended Results

SEC OHR’s Goals:

- Future-oriented, competency-based career path models that reflect the strategic direction of the SEC for all HR occupations.
- Improvement in SEC OHR capabilities by providing employees with recommendations for critical developmental experiences and training to obtain at each step in the career paths.
- Improved workforce planning through the identification of cross-occupational and cross-functional career paths.
- Career path guides that can be used by SEC HR professionals for individual career planning.

Anticipated Results

Based on previous work performed by PDRI staff, the customer specifically requested that PDRI be sought out to perform this work.

PDRI will achieve the following results:

- Customized career path models and career path guides, including key work behaviors and critical competencies for SEC OHR jobs developed by: 1) conducting interviews with SEC executives and researching SEC strategic plans and goals, 2) facilitating focus groups with OHR-wide representation, and 3) identifying recommended developmental experiences and training suggestions.
- Human capital tools that fully utilize an integrated competency model foundation.
- Career path models that can be used by SEC employees as guides for career development.
- Career path models and guides that will emphasize and encourage the OHR workforce to develop competencies and KSAs in areas consistent with the SEC OHR strategic plan.
- All products and services will be delivered as planned 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 develop career paths that reflected the strategic goals of the SEC OHR rather than the status quo. PDRI met with senior executives and reviewed SEC planning documents to gather information on SEC strategic goals and future changes impacting OHR jobs. PDRI used this information while developing draft career paths and then effectively facilitated meetings with subject matter experts maintaining the strategic-oriented content of the models.
- 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.
- Ongoing dialogue with a key SEC executive regarding the status of the project following the resignation of the SEC OHR project lead.