

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

Start - Completion Date (Status): April 2001 – December 2005 (Completed)

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, improvements observed in organizational performance metrics tied to strategic goals and measured at the team and organizational levels.
- 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.