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Key Issues

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04/18/2001

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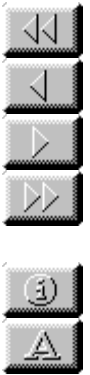
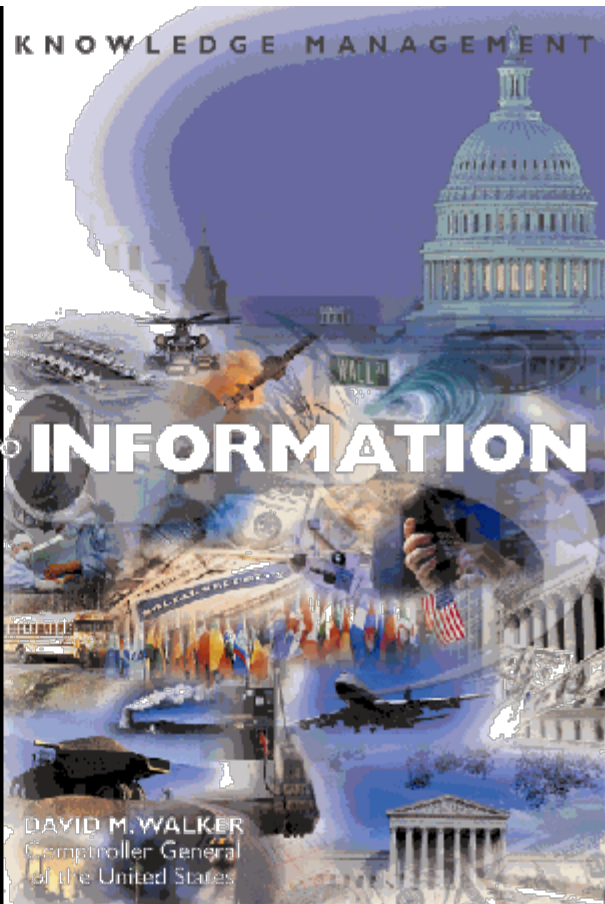
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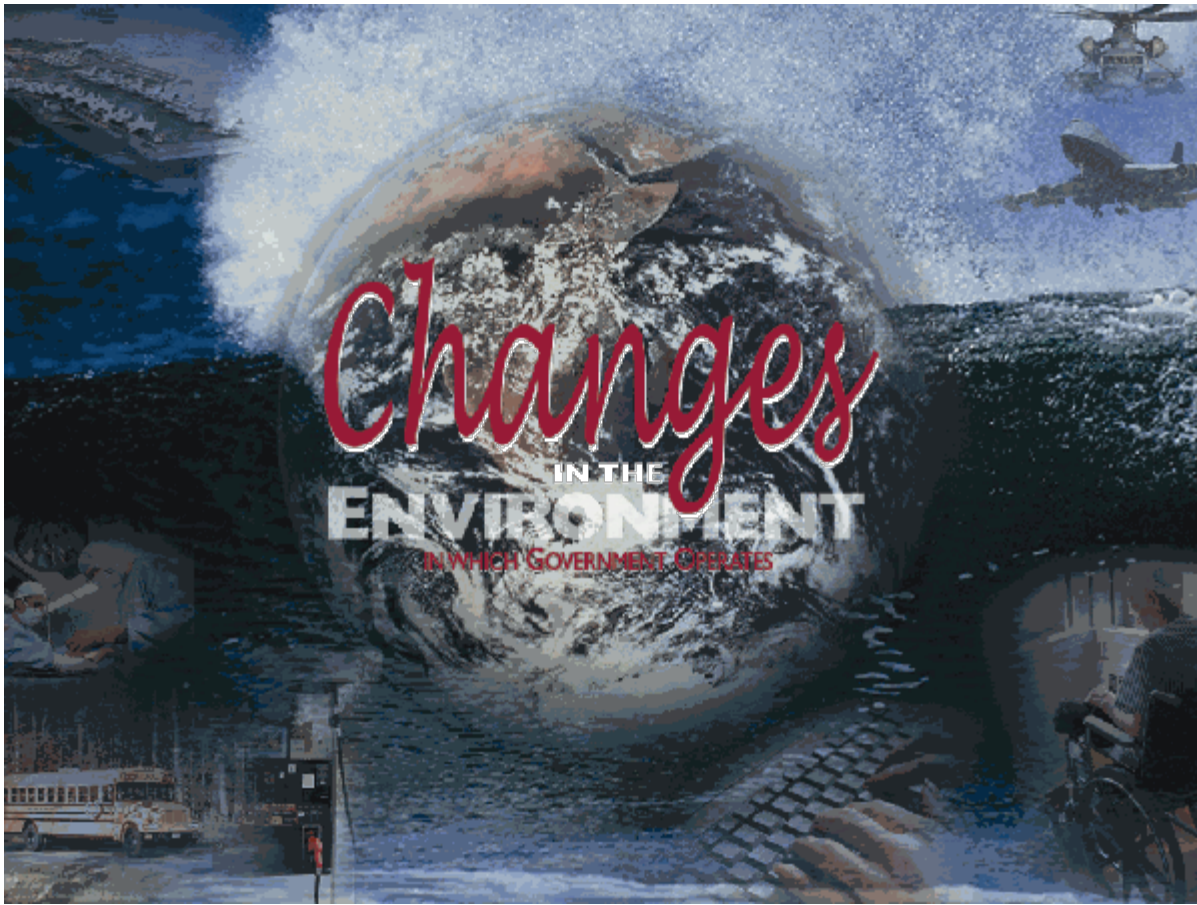
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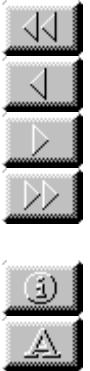
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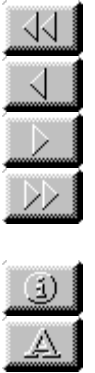
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- ▶ Increased globalization
- ▶ Rapid technological advances
- ▶ Shifting demographics (the tidal wave is coming)
- ▶ Changing security threats
- ▶ Various quality of life considerations
- ▶ Challenges to government's performance and accountability



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Waar do we mean by
Human?
CAPITAL?

- ▶ Human Resources views people as resources to be consumed and costs to be minimized

vs.

- ▶ Human Capital views people as assets to be valued and investments to be managed

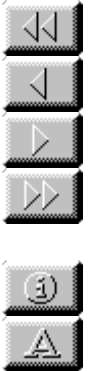


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People
are an Agency's Most Significant
Organizational **ASSET**

In knowledge-based organizations, including many governmental organizations and GAO, people:

- ▶ define an agency's character
- ▶ affect its capacity to perform
- ▶ often constitute the largest budgetary expense
- ▶ represent the source of all knowledge



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Need to Revamp
**Human
CAPITAL**
Planning and Management Practices

- ▶ Strategic human capital management is a high-risk issue for the government. Human capital challenges threaten capacity of some agencies to perform missions economically, efficiently, and effectively both now and in the future.
- ▶ Government employees are not the problem. It is the lack of strategic planning, along with outdated policies and practices.

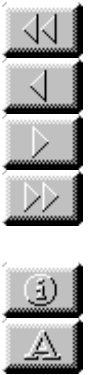


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Addressing the Human CAPITAL CHALLENGE:

S h a r e d R e s p o n s i b i l i t i e s

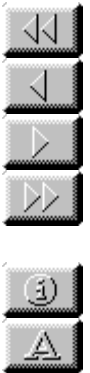
<p>▶ President</p> <ul style="list-style-type: none">LeadPromoteRecognize <p>OMB</p> <ul style="list-style-type: none">LeadCoordinateLink <p>OPM</p> <ul style="list-style-type: none">LeadReviewAdvise/Assist <p>Agencies</p> <ul style="list-style-type: none">LeadDesignImplement	<p>▶ Congress</p> <ul style="list-style-type: none">ConfirmOverseeLegislate <p>GAO</p> <ul style="list-style-type: none">ShareReviewRecommend	<p>▶ Private Sector</p> <ul style="list-style-type: none">PartnerRecognizeSupport <p>Foundations</p> <ul style="list-style-type: none">PartnerResearchIntegrate <p>Academia</p> <ul style="list-style-type: none">PartnerRevisePromote <p>Media</p> <ul style="list-style-type: none">LearnInvestigateReport
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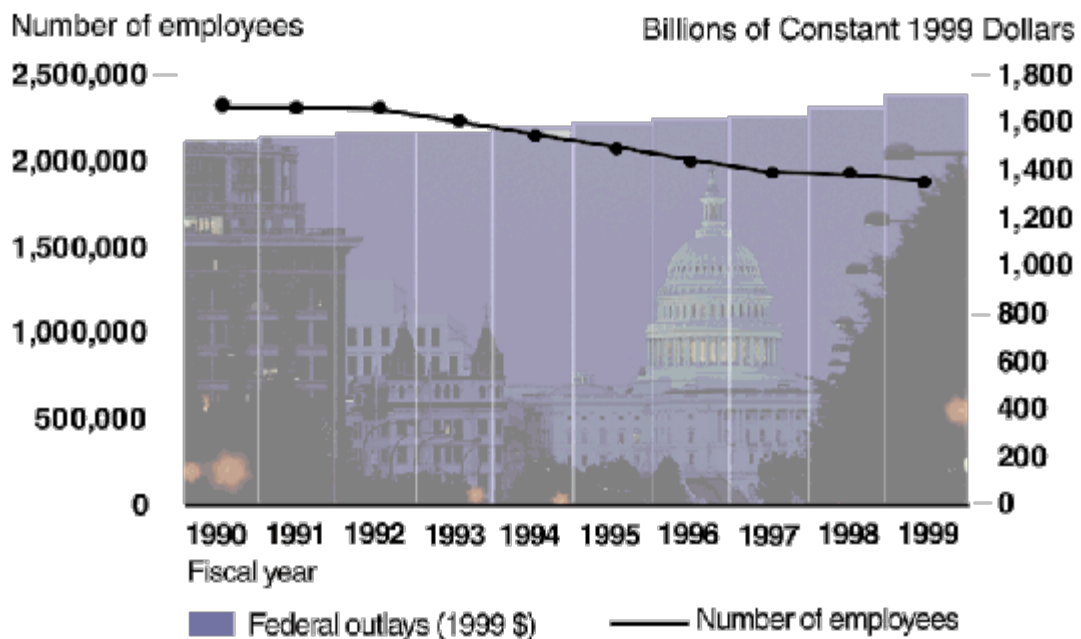
LEADERS need to **COMMIT** t h e i r o r g a n i z a t i o n t o

- ▶ Value and invest in their employees
- ▶ Empower and provide employees the tools to do their best
- ▶ Implement modern performance management
- ▶ Implement recognition and reward systems needed to focus employees' efforts on achieving agency missions and goals
- ▶ Foster communications between executives and staff.

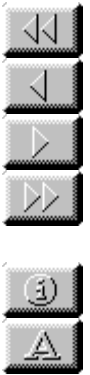
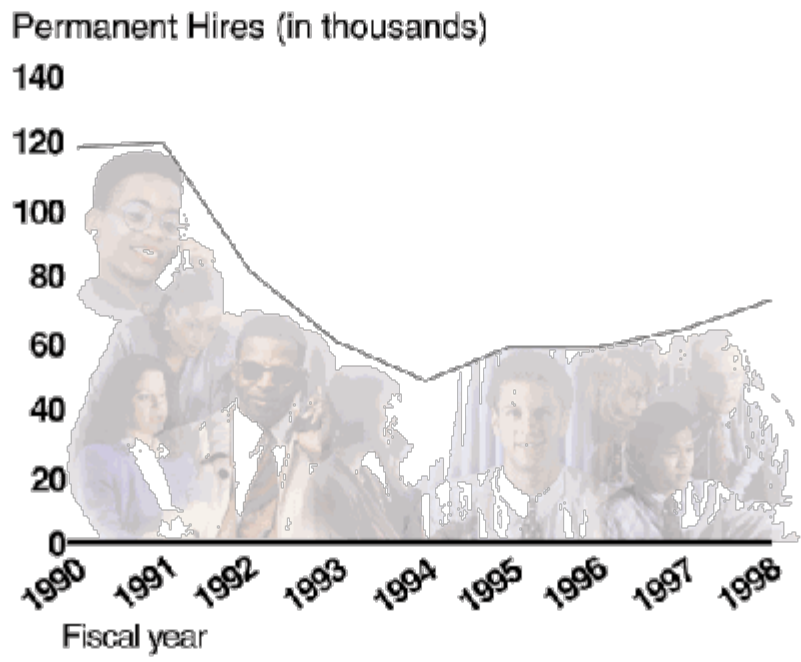


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FEDERAL GOVERNMENT **DOING MORE** with *Fewer People*

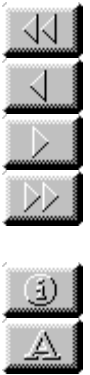
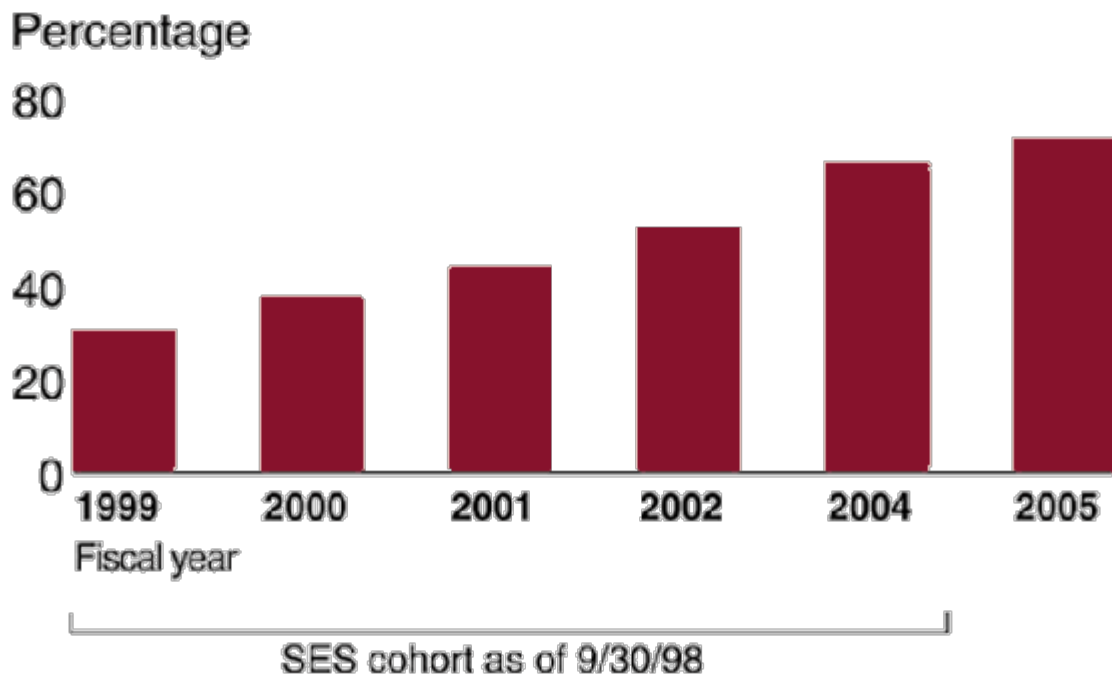


F E D E R A L PERMANENT *Hires* F Y 1 9 9 0 - F Y 1 9 9 8



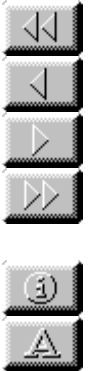
SES Retirement ELIGIBILITY RATES

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STRATEGIC
Human
CAPITAL
M A N A G E M E N T
Next Steps

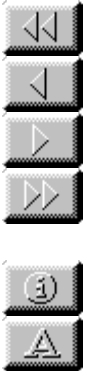
- ▶ Establish human capital as a top priority
- ▶ Transition to a modern and high performance oriented human capital system
- ▶ Develop and implement updated human capital policies, practices, and information systems



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STRATEGIC
Human
CAPITAL
M A N A G E M E N T
Next Steps

- ▶ Do everything administratively possible; seek legislative changes only when necessary, based on sound business cases
- ▶ Study results of prior agencies' feasibility efforts
- ▶ Revamp educational efforts
- ▶ Promote more comprehensive civil service reform later (2 plus years)



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GAO GAO **GAO** GAO GAO
GAO GAO *Leading* by **Example** GAO GAO

- ▶ Mission and vision clarification
- ▶ Core values: accountability, integrity, reliability
- ▶ Strategic planning
- ▶ Organizational realignment
- ▶ Field Office restructuring
- ▶ Human capital
- ▶ Information technology
- ▶ Financial management
- ▶ Client service/external agency relations
- ▶ Enhanced products and services



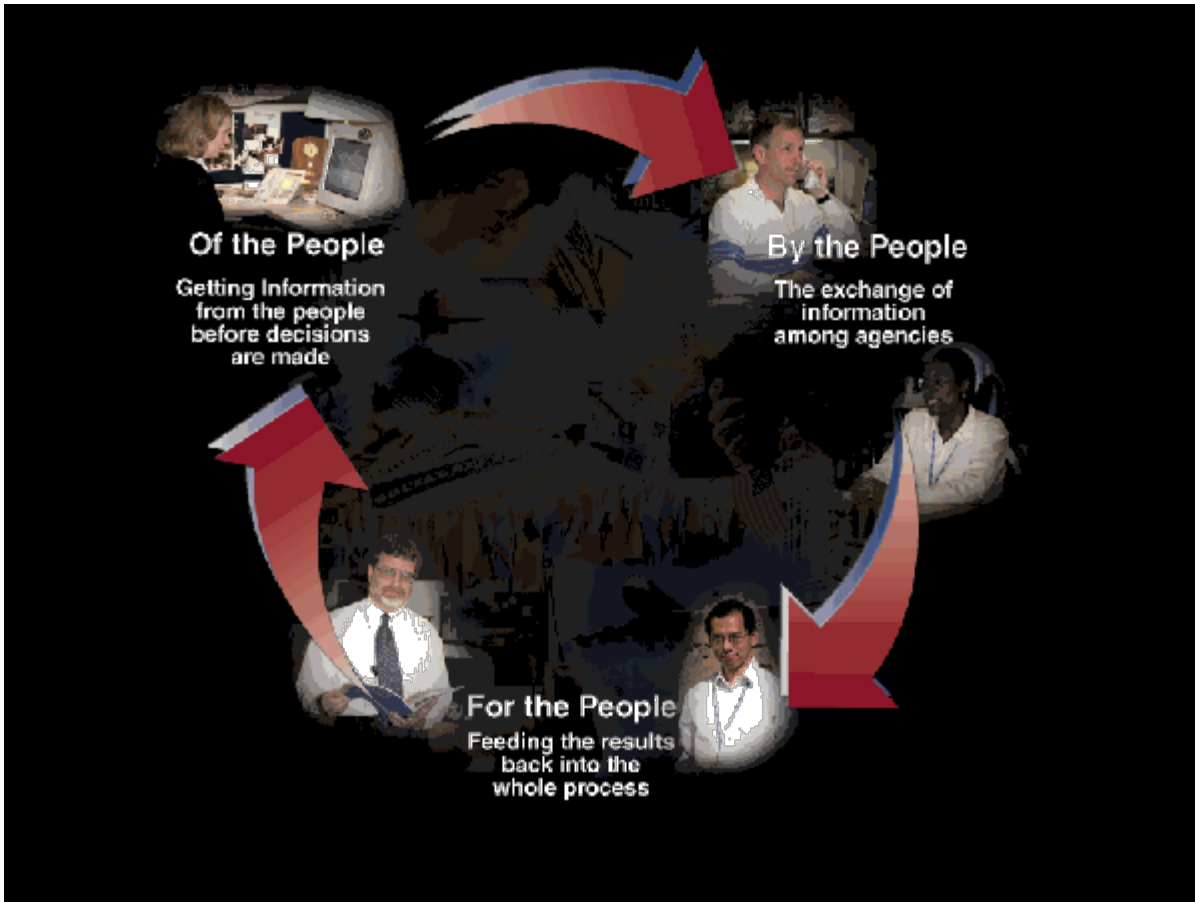
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What do we mean by
KNOWLEDGE Management?

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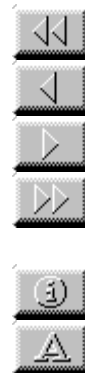
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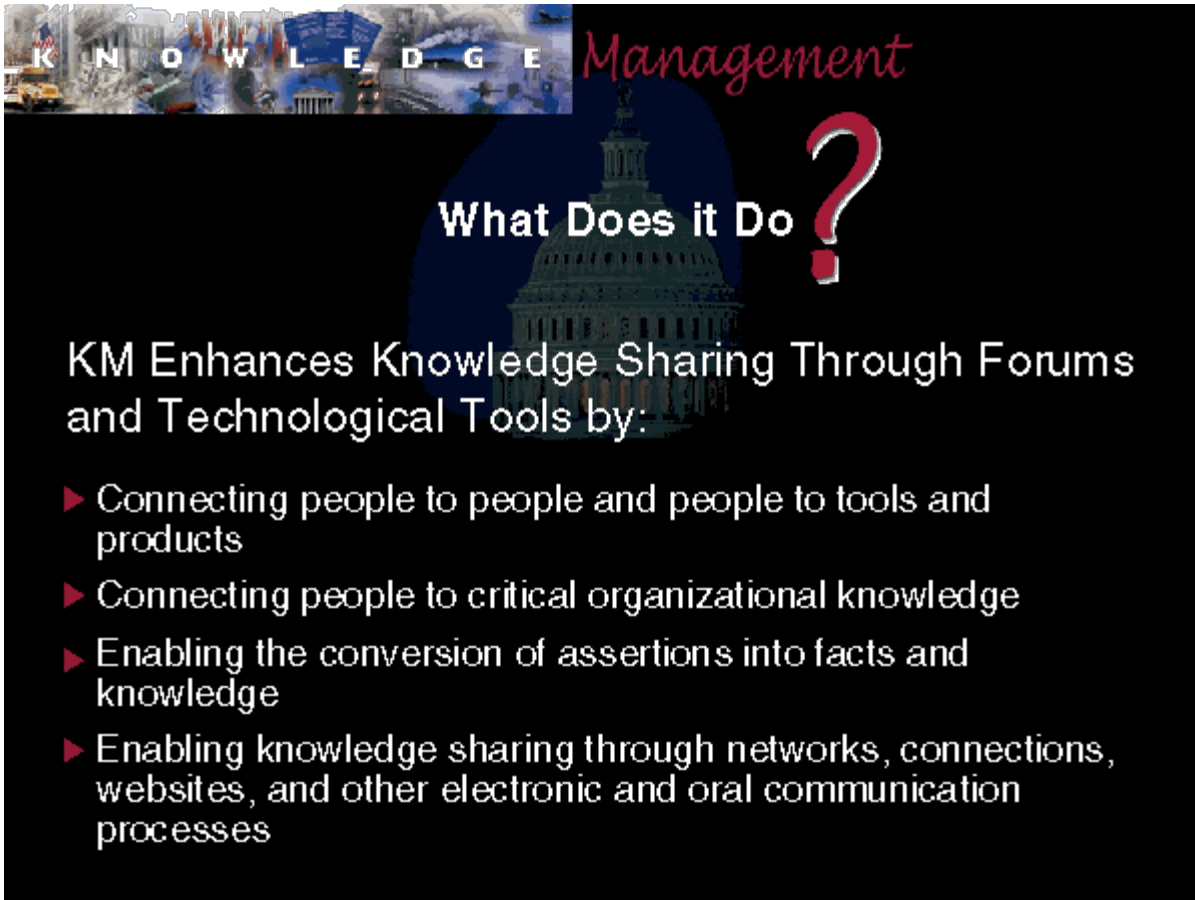
What do we mean by
KNOWLEDGE Management

The graphic features a collage of images including the U.S. Capitol dome, a city street with a yellow taxi, a group of people in a meeting, and a large question mark. The word 'KNOWLEDGE' is in a black box, and 'Management' is in red script.

- ▶ Knowledge Management networks people across boundaries to share knowledge they would not normally share.
- ▶ Knowledge Management provides technological tools to enhance knowledge sharing.
- ▶ Knowledge Management helps organizations maximize their value and manage their risks.



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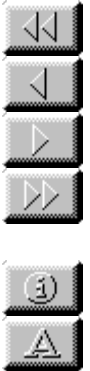


Knowledge Management

What Does it Do?

KM Enhances Knowledge Sharing Through Forums and Technological Tools by:

- ▶ Connecting people to people and people to tools and products
- ▶ Connecting people to critical organizational knowledge
- ▶ Enabling the conversion of assertions into facts and knowledge
- ▶ Enabling knowledge sharing through networks, connections, websites, and other electronic and oral communication processes



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K N O W L E D G E Management

How does Knowledge Management Assist Human Capital Management?

- ▶ Supports matrix management (i.e., with mechanisms to bring the right people with the right skills together to maximize the value and manage risk involved with any undertaking.
- ▶ Aids coordination across borders, sectors, agencies, levels, and boundaries, etc.

Navigation icons: back, forward, search, and other controls.

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K N O W L E D G E *Management*

How does Knowledge Management Assist Human Capital Management?

- ▶ Helps leaders and employees embrace needed cultural transformations
- ▶ Helps leaders manage change
- ▶ Helps managers plan their IT efforts to support employee's knowledge sharing needs

Navigation icons: back, forward, search, and refresh.

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K N O W L E D G E Management

How does Knowledge Management Assist Human Capital Management?

Helps employees identify their efforts to their organization's strategic plan

Assists in:

- ▶ Building expertise
- ▶ Enhancing professional development
- ▶ Improving recruitment
- ▶ Improving retention

Navigation icons: back, forward, search, and other controls.

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Knowledge Management

What are the Trends?

Conference Board Survey of 200 large firms showed:

- ▶ 82% have knowledge management underway
- ▶ 50% have knowledge management staff & budget
- ▶ 27% have Chief Knowledge Officers



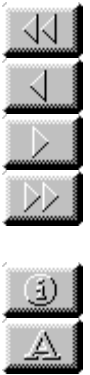
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Knowledge Management

What have we seen at this conference?

- ▶ Efforts transforming vast reserves of government information into useful knowledge
- ▶ Methods, Implementations & Applications
- ▶ Tools & Solutions
- ▶ Experiences



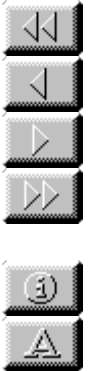
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Knowledge Management

Knowledge Sharing: Providing a Forum

- ▶ For our intergovernmental community - we're connecting selected federal, state, and local organizations.
- ▶ For our federal community - we are connecting evaluation offices throughout the federal government.
- ▶ Inside GAO - we have developed a counter-terrorism knowledge network, and plan to develop other communities of practice.



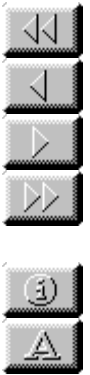
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Knowledge Management

Knowledge Sharing: Using Technological Tools

- ▶ For the public - all our products are available on our website (over 200,000 hits per week).
- ▶ For our global accountability community - we developed a portal connecting auditors general and their organizations in 14 countries (AGNet).



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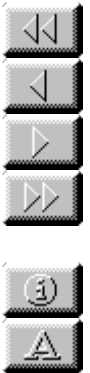


Knowledge Management

Knowledge Sharing: Using Technological Tools

Inside GAO we:

- ▶ use WebPages, our intranet, and internet to connect employees to policies, procedures, and other information,
- ▶ developed a knowledge and skills inventory system,
- ▶ are developing an international contacts inventory, and
- ▶ are creating a virtual library.



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