

## Meeting the Challenges of a Changing Government

*Catapulting Government into the  
21<sup>st</sup> century and beyond*

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## Introduction

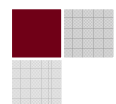
It's no secret that Federal and State Government face some of the largest challenges in history as we enter into the 21<sup>st</sup> century. An ever changing US and world economy, political conditions, diplomatic relations, healthcare affordability, an aging workforce and environmental issues, to name a few, all demand the proactive attention of Government. How Government chooses to tackle these significant issues will be, more than ever, under the microscope of US taxpayers.

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## Strategy & Operations

Many GAO reports have been published recognizing the need for Government to become more proactive, adaptive and agile to the changing needs of our nation. Recently, The Honorable David M. Walker, Comptroller General of the United States, gave a speech entitled, 'Transforming Government to Meet the Demands of the 21st Century.' In it, he describes the need for federal agencies to adapt to the accelerating pace of change and to be mindful of the big picture. Organizations that endure periodically rethink their missions and operations and change is necessary in order to continuously improve. He states, "The simple truth is an organization that stands still today is going to get passed by and, ultimately, it may not survive."

Transforming operations begins with creative and groundbreaking thinking combined with disciplined follow-through. Before any change can happen, a well designed plan that anticipates and manages the growing needs of our nation needs to be in place. Our Strategy & Operations service is focused on helping agencies drive value by aligning their mission, vision and strategic plans to proactively address issues as well as define how the agency will execute against those plans. This component integrates strategic planning with operational execution and drives overall strategic performance management.



## Performance Improvement

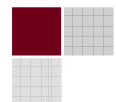
According to Gallup's 2007 Governance Survey, 67% of Americans are dissatisfied with the way the nation is being governed today; marking the most negative assessment of governance since 1973 during the Watergate scandal. As recent as March 2008, a new Gallup Poll finds only 19% of Americans satisfied with the way things are going in the United States today which is the lowest Gallup has recorded since 1992. With a steady decline of satisfaction over the last 6 years, and the lackluster support of government, the status of the national government in the eyes of average Americans is now extremely low.

GAO has published many reports calling for greater transparency and internal controls over the financial and human capital operations of agencies in Homeland Security, DOD, USPS, FERC and Congress, itself. With the dwindling satisfaction by the American population, it is critical that not only is there a clear understanding of what services Government provides but how well it provides them.

The goals of an agency, and how those goals are executed, define an agency's operating model. It connects the strategic intent of the agency with the operating tactics of business processes, people and technology. Our Performance Improvement service works with agencies to analyze current models and develop new strategies that depict how business activities can support and facilitate the broader strategic objectives.

This service supports and guides the development of a comprehensive operational plan that outlines detailed processes, procedures, roles, responsibilities and process measures enabling consistency across the agency. Additionally, Waypoint's Performance Improvement service identifies key points of risk or failure in each process that is linked to the development of Internal Controls allowing an agency to better audit the execution of processes, deploy corrective actions and ensure further consistency across the agency. Waypoint helps agencies to engage in operational improvement efforts that consistently deliver:

- Understanding of how processes interact in a system
- Identification of process flaws or duplication of work that create systemic problems
- Cost analysis of activities and processes
- Greater value added activities
- ROI on the benefits of a process improvement or process redesign
- Better financial and non-financial performance measures
- Implementation of a strategic program for improving business performance



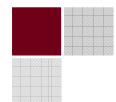
Additionally, we partner with agencies to instill change management, communication and employee engagement strategies and tactics to ensure that the workforce is well equipped and capable of managing and embracing a new way of operating.

## Human Capital Management

True human capital management has little to do with ensuring benefits are administered properly or whether an employee complaint was handled effectively but rather is more tightly linked to creating business value through HR services that address strategic challenges. For an organization, that means anticipating short and long-term workforce trends, shaping and executing talent strategies to support business plans, boosting workforce performance and productivity, and offering new HR services to help an agency anticipate and respond to changing issues and opportunities.

With the ever increasing demand for visibility into Government operations, agencies will be on the hook to validate and justify their current and future talent strategies. Over the years, GAO has published several reports concerning the ability of Government to execute sound human capital or talent strategies. A report published as early as 1992 entitled, 'The Changing Workforce - Demographic Issues Facing the Federal Government' stated that 'the demographic composition of the labor force has changed and will continue to change in the future. Many of these workforce changes and conditions are more prevalent in the federal workforce than in the nonfederal sector. Workforce planning, therefore, is increasingly important in these turbulent conditions. Unfortunately, studies by GAO and others indicate federal agencies often do not do a very good job of workforce planning even in less turbulent conditions.'

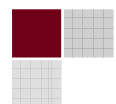
It is clear that Government must focus heavily on its human capital strategies. In our mind, the simplest definition of human capital management is the fusion of people issues with business strategy and performance. Our Human Capital Management service works with agencies to understand their specific talent challenges and design solutions to help plan for and execute short and long term trends. We help agencies shape talent strategies by understanding business goals and objectives, workforce trends, identifying potential resource gaps, and discovering and cultivating new sources of labor that deliver resources with the values, skills and work habits that meet the needs of a changing Government. Speed and agility are critical to achieving desired results. Agencies will need to design comprehensive, flexible talent solutions in order to deliver value.



Waypoint helps agencies define comprehensive solutions through:

- Manpower assessment & design
- Workforce planning
- Competency modeling
- Succession planning
- Performance management
- Organizational design
- Job design
- Communication strategy & plan development

In the end, the effectiveness of human capital management will not be measured by administrative efficiency, but by how well it enables the business strategy and optimizes workforce performance.



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