

Management Objective: Human Capital

Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.

OVERVIEW

We will employ, develop, and foster a collaborative, values-driven, and capable workforce by focusing our efforts on: 1) promoting greater leadership effectiveness, 2) enhancing employee engagement, and 3) addressing performance results.

The Department will face a number of challenges and changes in the years ahead, as we continue to address the housing recovery during a period of fiscal constraints. Changes in housing markets and communities around the nation are speeding up, just as natural disasters and the need for rebuilding communities across America is also increasing. Meanwhile, it is estimated that 57% of HUD's workforce will be eligible to retire by 2015. To accomplish our mission in the years ahead, we must capture the wisdom and knowledge of our current and departing technical experts and leaders and transmit it to their successors. In that regard, we must value and utilize more effectively the contributions of all our employees as vital members of our workforce and help them fulfill their professional development and career needs.

By improving leadership effectiveness, investing in employee engagement, and addressing performance challenges, we will build a more collaborative workforce, demonstrate our core values, and grow our capabilities. By fulfilling our roles as a trusted strategic partner, a human capital compliance expert, and a transactions facilitator for HUD's employees, we can ensure that HUD's workforce is ready to achieve its mission of creating sustainable, inclusive communities and quality, affordable homes for all.

STRATEGIES

- **Strengthening talent management.** HUD is vulnerable to losing a wealth of institutional knowledge, based on the anticipated rate of retirements and attrition in key positions over the next few years. HUD faces challenges integrating a new generation of employees into the workforce, while maximizing the talents of our existing workforce. To address these challenges, the Office of the Chief Human Capital Officer (OCHCO) will partner with our customers to deliver consultative and comprehensive talent management programs and services that put the right people in the right place doing the right things to achieve HUD's mission. We will continue to develop and deploy programs that focus on; improving the performance, development, and fit of our leadership; fully engaging our employees; and addressing performance results.
- **Achieving performance results.** OCHCO will continue promoting our core values and performance feedback at every level of the Department and equip HUD's executives, managers and employees with the tools they need to improve leader effectiveness, engage employees, identify and address performance deficiencies, and build upon existing strengths in their programs.

LEADING THIS OBJECTIVE

Mike Anderson

Chief Human Capital Officer

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD will monitor the following key indicators:

- ▶ **Talent Management: HUD's score on the Employee Viewpoint Survey Engagement Index**
In order to measure the impact of activities to improve employee engagement and capability, HUD will track progress on the EVS Engagement Index.
- ▶ **Talent Management: % of succession program positions filled from a pool of well qualified candidates**
In order to improve leadership effectiveness, HUD will implement a robust succession plan. To ensure the quality of that plan and the associated development initiatives, HUD will track the number of succession plan vacancies filled from a pool of well qualified candidates.
- ▶ **Human capital customer satisfaction scores**
In order to measure and improve our own performance in serving HUD's program offices OCHCO will track internal customer satisfaction.