



What was the problem?

To fill critical training needs and gaps for Federal HR professionals, FMP partnered with SHRM to conduct a needs assessment and develop a course portfolio tailored for Federal HR Professionals. The courses were designed to professionalize the Federal HR workforce by targeting critical competency gaps, and providing the necessary foundation for future educational offerings.

What was the solution?

FMP developed six courses from SHRM's Federal HR Educational Curriculum. The courses are currently available to the general public through [SHRM](#). The courses include:

1. **HR in the Federal Context:** This two-day “boot camp” teaches participants what they need know to navigate the Federal environment. The course provides an overview of the foundation of the Federal system, key oversight agencies and their role in HR accountability, how to use various sources of authority, the impact of key issues like the hiring reform and other initiatives, and the basics of key HR topics from the Federal perspective.
2. **Strategic Talent Management:** This two-day Federal HR course provides a strategic overview of the talent management process and gives specific tools and techniques to understand the process for effectively recruiting, assessing, selecting, and engaging talent. This course shows participants how to navigate the Federal hiring process and hiring reform requirements, engage and consult with hiring managers, utilize effective recruitment and assessment techniques to target top talent, think strategically about talent management beyond filling a position, and effectively engage and develop employees to be maximally effective.
3. **Using Data to Drive Human Capital Effectiveness – A Tactical Workforce Planning Approach:** This two-day tactical workforce planning course instructs participants how to align their current and future workforce with the organization's strategic direction and goals. More specifically, participants will learn how to use the tactical workforce planning process to develop targeted human capital solutions based on data-driven analyses of a workforce's strengths and weaknesses. Participants will also discover how to develop implementation plans for solutions, as well as create sound metrics that measure effectiveness and meet Federal reporting requirements.
4. **Barriers and Solutions to Successful Workforce Planning for Senior Leaders:** This two day facilitated workshop is designed for individuals responsible for leading and managing agency workforce planning efforts. The workshop provides a central understanding of strategic workforce planning components, definitions of the common barriers to successful workforce planning, and tangible resolution strategies to address these barriers.

5. **Effective Customer Service: Building Credibility to Support your Customers:** This dynamic and interactive two-day course teaches participants how to effectively communicate and consult with internal customers and build credibility as an HR consultant. The course teaches practical skills for better understanding and communicating with customers, anticipating and responding to customer requests and problems, and measuring customer service and satisfaction. During the course, participants will develop an action plan for increasing customer satisfaction with the services they provide, as well as a personal action plan for transitioning to a strategic “consultant” role.
6. **Becoming a Strategic Partner: Expanding Your Role to Deliver Results:** This dynamic and interactive three-day course teaches participants how to build a consulting toolkit to serve as a strategic business partner in their agency. Participants will learn how to practice proactive consulting, work collaboratively across organizational boundaries, build and maintain effective strategic partnerships, and facilitate and support change.

How did we do it?

Training Needs Assessment:

- Designed and distributed a Training Needs Assessment Survey to 117 senior-level public sector HR professionals from a representative sample of Federal agencies to identify and prioritize the training needs of the Federal HR workforce. Survey pool consisted of agencies’ chief HR policy decision makers charged with the selection, development, training, and management of a high-quality, productive HR workforce (e.g., CHCOs, Deputy CHCOs, HR Directors). Training Needs Assessment Survey also measured (1) the Federal HR community’s interest in a professional certification in Federal HR; (2) interest in professional HR conferences; and (3) preferred training design elements.
- Conducted interviews with 12 senior-level HR professionals from across the Federal HR environment to provide in-depth insight and context regarding the training needs of Federal HR professionals.
- Conducted an external scan of the Federal HR training market place to identify current offerings and any gaps in existing curricula.

Training Design and Development:

- Utilized results from training needs assessment to inform the development of SHRM’s Federal HR Educational Curriculum, which includes courses addressing both the technical and soft skills needed at all HR career levels.
- Developed a course series structured around three core knowledge and competency areas identified as both priority needs among Federal HR professionals and gaps across the Federal training marketplace. These three core knowledge and competency areas educational series include: Federal HR 101, Workforce Planning, and Strategic Partnership.
- Designed six Federal HR training courses consisting of a total of 42 modules and over 500 slides. Materials for all courses include PowerPoint Slides, a Participant Guide (PG), and an Instructor Guide (IG).

Training Pilot and Evaluation:

- Conducted pilots for each course, which included the development of tailored communications to market the pilot and obtain participants, and the development of criteria for participation and selection
- Designed tailored course evaluation tools, to include qualitative and quantitative components to assess the effectiveness of each module and the course as a whole, and identify overall areas for improvement (e.g., activities, specific module). Course evaluation tools are focused on assessing the extent to which the course instruction and materials effectively teach the learning objectives identified for each course; provide information relevant to participants' job responsibilities and the context within which they work; align with participant experience level and expectations; and provide an exceptional learning experience overall.
- Synthesized the results from the pilot evaluation and provided recommendations for additional changes to the courses to be completed, as well as targeted marketing for the series prior to implementation.
- Developed a plan for priority course revisions for all six courses based on the results of the pilot.
- Completed revisions for three of the six courses including both Federal HR 101 Courses and Becoming a Strategic Business Partner.

Contact Information

For more information on the SHRM HR Curriculum, please contact Maggie Moore, at mmoore@fmpconsulting.com or (202) 714-2547





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HR in the Federal Context

This two-day “boot camp” will teach you what you need to know to navigate the Federal environment. Specifically, you will learn about the foundation of the Federal system, key oversight agencies and their role in HR accountability, how to use various sources of authority, the impact of key issues like the hiring reform and other initiatives, and the basics of key HR topics from the Federal perspective.

Strategic Talent Management

Expanding Your Role in Talent Management? This two-day Federal HR “boot camp” will provide you with a strategic overview of the talent management process and give you specific tools and techniques to understand the process for effectively recruiting, assessing, selecting, and engaging talent. Specifically, we will show you how to navigate the Federal hiring process and hiring reform requirements, engage and consult with hiring managers, utilize effective recruitment and assessment techniques to target top talent, think strategically about talent management beyond filling a position, and effectively engage and develop employees to be maximally effective.

Using Data to Drive Human Capital Effectiveness: A Tactical Workforce Planning Approach

Does your organization have the workforce that it needs to achieve its mission and goals? This two-day tactical workforce planning course will prepare you to align your current and future workforce with your organization’s strategic direction and goals. You will learn how to develop targeted human capital solutions based on data-driven analyses of your agency’s/unit’s strengths and weaknesses. Additionally, you will learn how to develop implementation plans for your solutions with sound metrics that measure effectiveness and meet Federal reporting requirements. During interactive exercises, you will apply the lessons learned to situations within the Federal context and your own organization.

Barriers and Solutions to Successful Workforce Planning for Senior Leaders

This two day facilitated workshop is designed for individuals responsible for leading and managing agency workforce planning efforts. You will leave with a central understanding of strategic workforce planning components, what the common barriers to successful workforce planning are, and tangible resolution strategies to these barriers. The workshop provides a forum to network and learn from your peers.

Make the Transition to HR Consultant: Building Credibility to Support Your Customers

This dynamic and interactive two-day course will teach you how to effectively communicate and consult with your internal customers to build your credibility as an HR consultant. You will learn practical skills for better understanding and communicating with your customers, anticipating and responding to customer requests and problems, and measuring customer service and satisfaction. During the course, you will develop an action plan for increasing customer satisfaction with the services you provide, and a personal action plan for transitioning to a strategic “consultant” role.

Becoming a Strategic Business Partner: Expanding Your Role to Deliver Results

Become a Successful Business Partner Today! Federal Chief Human Capital Officers have stated that today’s Federal HR professionals at all levels must begin to think and act like strategic business partners. This dynamic and interactive three-day course will teach you how to build your consulting toolkit to serve as a strategic business partner in your agency. You will learn how to practice proactive consulting, work collaboratively across organizational boundaries, build and maintain effective strategic partnerships, and facilitate and support change.