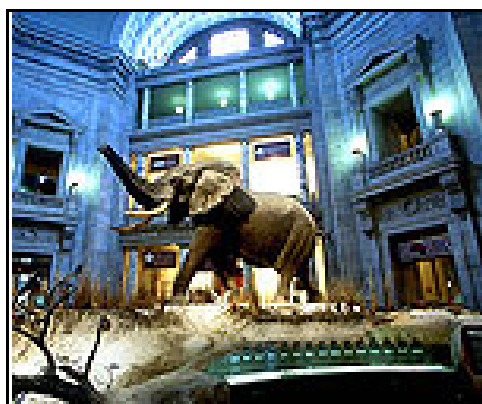


SMITHSONIAN INSTITUTION



HUMAN CAPITAL STRATEGIC PLAN

FY 2011-2016



National Museum of Natural History

TABLE OF CONTENTS

Setting the Stage	4
Achieving its Mission	5
Attaining its Vision	5
Demonstrating its Value	5
Solving the Grand Challenges	6
Focusing on the Strategic Priorities	6
21 st Century Workforce Strategy	7
Value Chain	7
Human Capital Management System (HCMS)	7
Telling the Story	9
Supporting the Smithsonian Mission from a Human Resources (HR) Perspective	16
Office of Human Resources (OHR) Mission	16

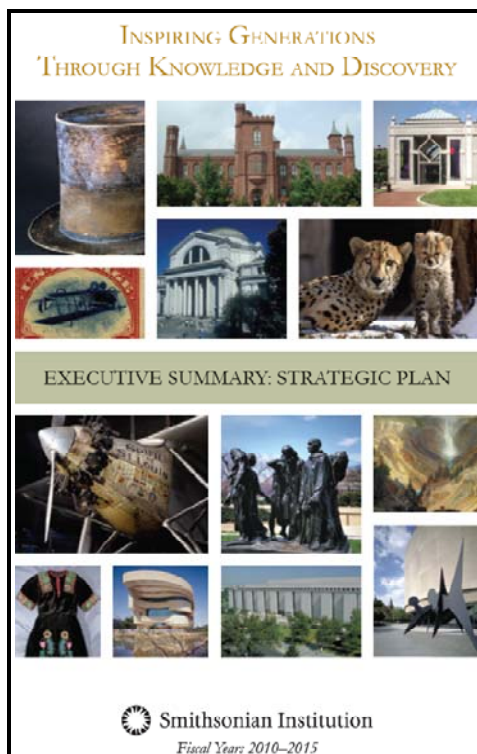
Human Resources Supporting Offices	16
Human Capital Support in the Units	17
Defining the Goals	18
Human Capital Assessment and Accountability Framework (HCAAF)	18
Smithsonian Institution Human Capital Strategic Goals	19
Key Drivers for an Enhanced Personnel Management System (PMS)	21
Developing the Plan	22
Smithsonian Human Capital Strategic Goals	22
Strategic Alignment	22
Talent Management	25
Results-Oriented Performance Culture	28
Diversity Management	31
Leadership and Knowledge Management	34
Accountability	38
Defining the Outcomes and Measuring the Results	40
Appendix A – Human Capital Strategic Plan Accountability Chart	41
Appendix B – Health Risk Assessment Chart	54
Appendix C – Graphics	55
Appendix D – Charts	56



National Museum of African Art

SETTING THE STAGE

The Human Capital Strategic Plan's is directly linked to the overarching SI Strategic Plan-- "Inspiring Generations Through Knowledge and Discovery, Executive Summary: Smithsonian Institution Strategic Plan FY 2010-2015" to facilitate the Smithsonian Workforce, its most valuable resource, in Achieving its Mission, by Attaining its Vision, by Demonstrating its Values, by Solving the Grand Challenges, and by Focusing on the Strategic Priorities of the Institution. [Graphic 1]



[Graphic 1]

Achieving its Mission

“The increase and diffusion of knowledge...”

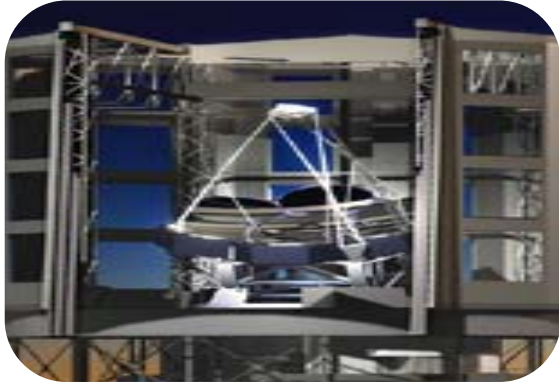
Attaining its Vision

“Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world...”

Demonstrating its Values

- Discovery:** Explore and bring to light new ideas, and better ways of doing business
- Creativity:** Instill our work with imagination and innovation
- Excellence:** Deliver the highest quality products and services in all endeavors
- Diversity:** Capitalize on the richness inherent in differences
- Integrity:** Carry out all our work with the greatest responsibility and accountability
- Service:** Be of benefit to the public and our stakeholders

Solving the Grand Challenges



Unlocking the Mysteries
of the Universe



Valuing World Cultures



Understanding and Sustaining a
Biodiverse Planet



Understanding the
American Experience

Focusing on the Strategic Priorities

- **Broadening Access**
- **Revitalizing Education**
- **Crossing Boundaries**
- **Strengthening Collections**
- **Enabling our Mission through Organizational Excellence**
- **Measuring Outcomes**

21st Century Workforce Strategy

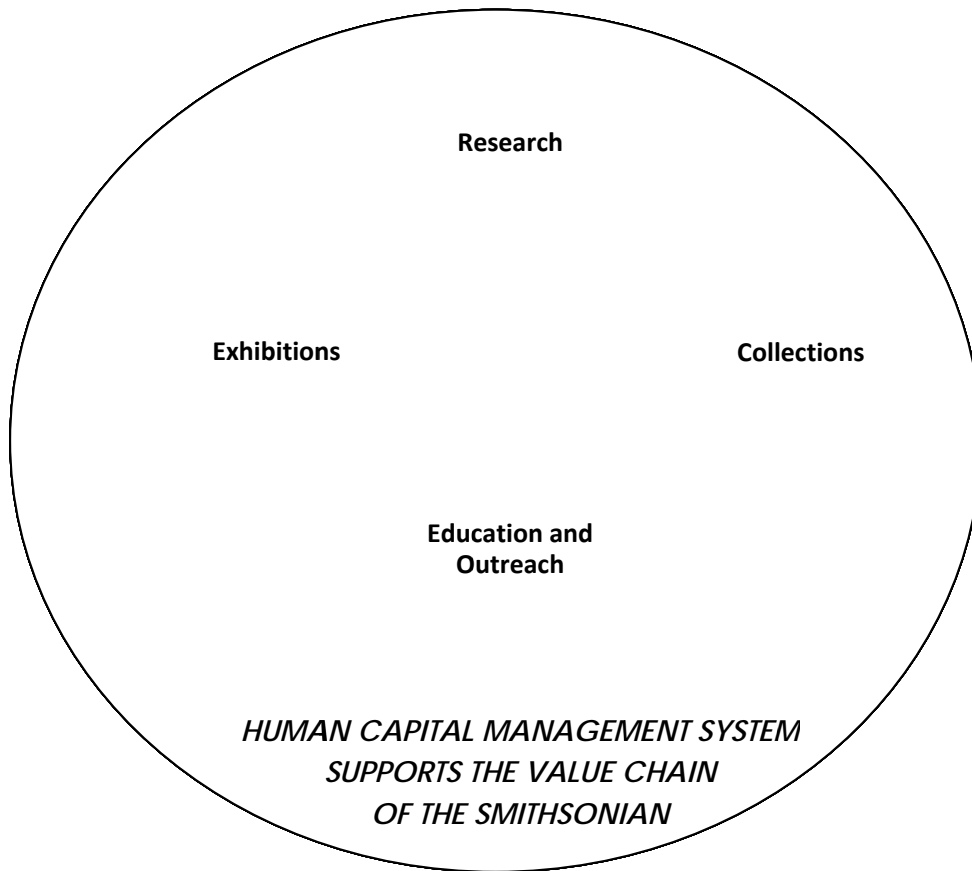
The Human Capital Strategic Plan is the Smithsonian’s 21st Century Workforce Strategy to continue its global leadership role in “research, discovery, and scholarship” and to “attract bright and passionate people to create and carry forward new initiatives” as mentioned in the *Smithsonian Institution Strategic Plan FY 2010-2015*.

This Human Capital Strategic Plan is the five year contextual framework in which to enhance human processes, policies, and practices for the Institution’s transformation from a recognized national institution to a knowledge and research-based, global, digitally accessible, scientific and cultural resource that engages, educates, and delights its American citizens and international audiences.

The contextual framework for these human processes, policies, and practices are the human capital strategic goals, objectives, planned activities, performance indicators, and its continued process improvement activities—its *Human Capital Management System (HCMS)*. [Graphic 2]

Value Chain

These enhance and support the Value Chain of the Smithsonian’s core mission areas.



[Graphic 2]



Smithsonian Affiliations



Smithsonian Journeys



National Museum of American History

TELLING THE STORY

The Smithsonian's workforce is located not only at its very visual and historic presence on the National Mall in Washington DC, but in 16 states and 8 countries around the world with its 19 museums and galleries and 8 research centers. The Smithsonian Institution houses over 137 million objects, works of art, and specimens. There are over 30 million visits per year to the Institution's museums, research centers, and the zoo, plus over 188 million virtual visitors to SI websites. The Smithsonian Institution is the largest museum and research center complex in the world. [Graphic 3]



Smithsonian Institution Buildings

[Graphic 3]

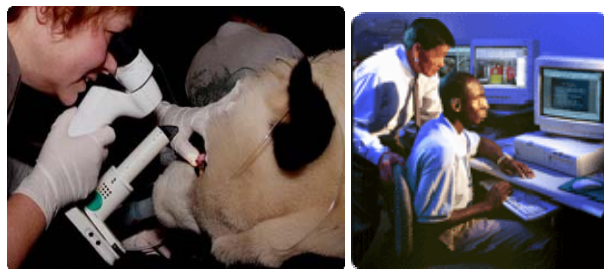
The Smithsonian's multi-disciplinary workforce includes over 6,000 high-performing, diverse, and



knowledge-based scientists, curators, researchers, facilities management specialists, veterinarians, zoologists, acquisition and procurement specialists, art historians, information technology specialists,



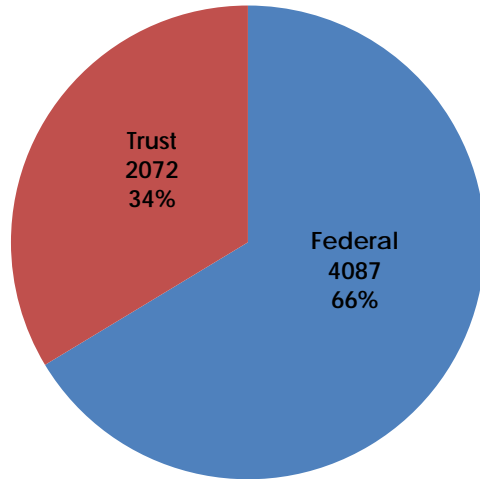
horticulturists, fund raisers, security guards, human resource specialists, astronomers, accountants, biologists, safety specialists, and many other talented professionals.



The Smithsonian has four pay systems for its employees—Federal, Trust, Smithsonian Enterprises (SE), and the Panamanian Employment System. In addition to its employee population, in FY 2010, it had almost 7,000 volunteers, 1,200 interns, 414 fellows-in-residence, and over 100 students and 1,500 contractors to help fulfill its mission requirements. [Chart 1]

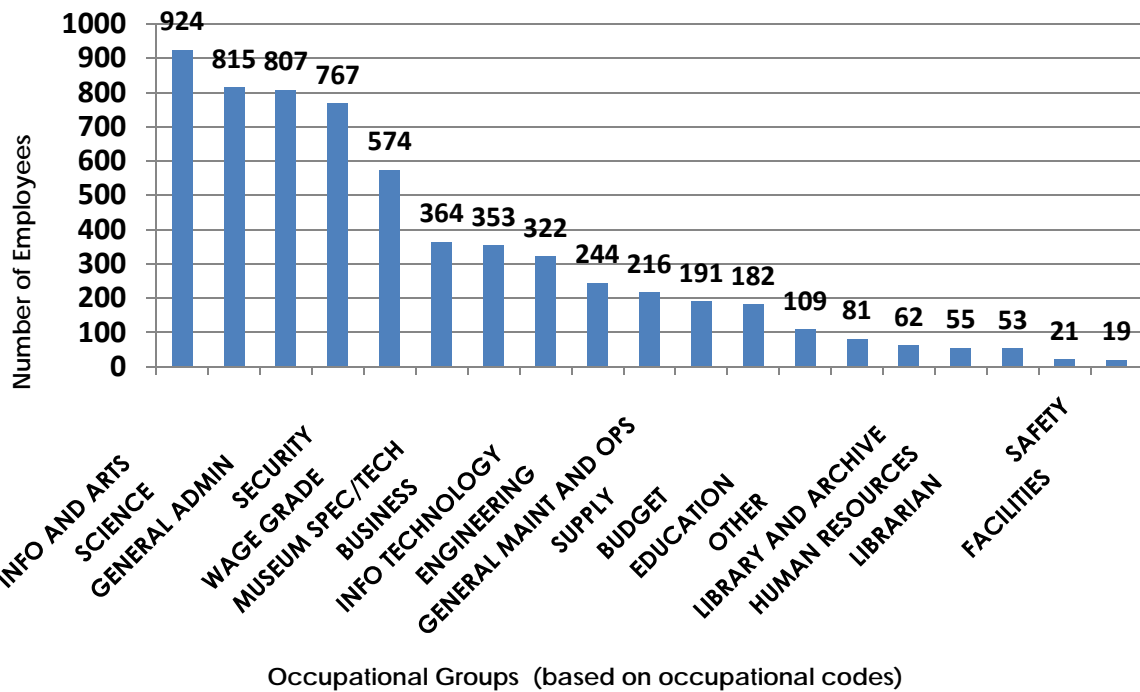
SMITHSONIAN STRENGTH DISTRIBUTION 2010

Total Number of Staff = 6,159

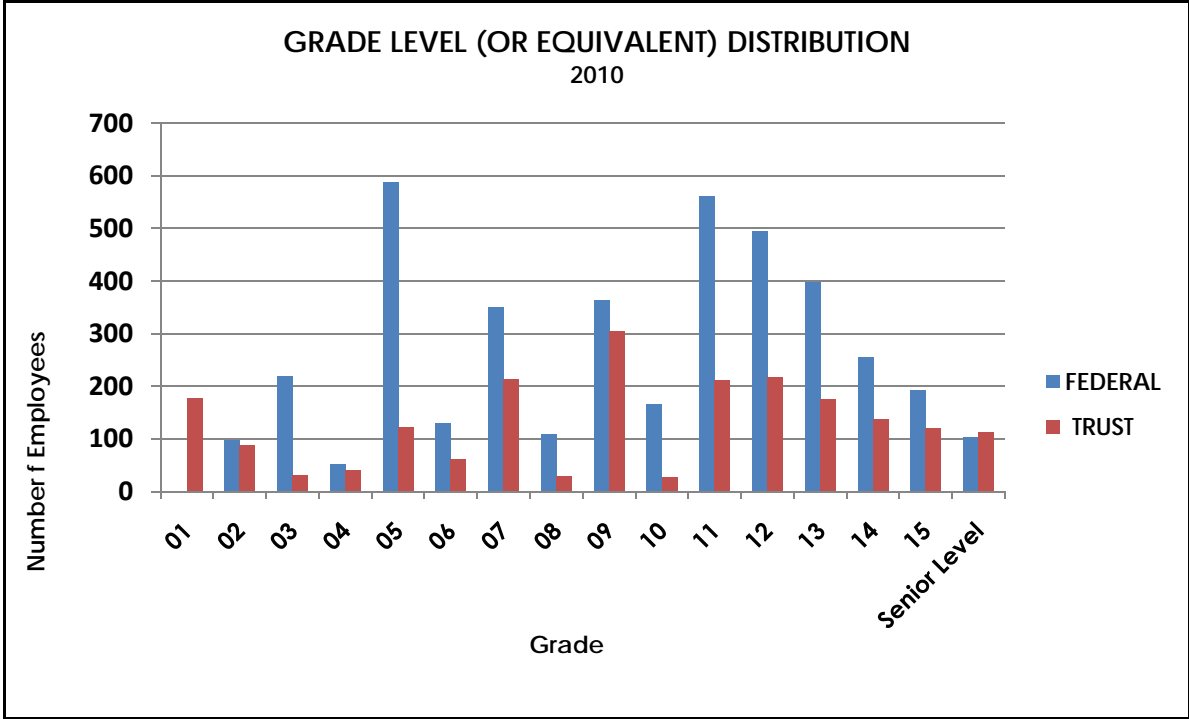


[Chart 1]

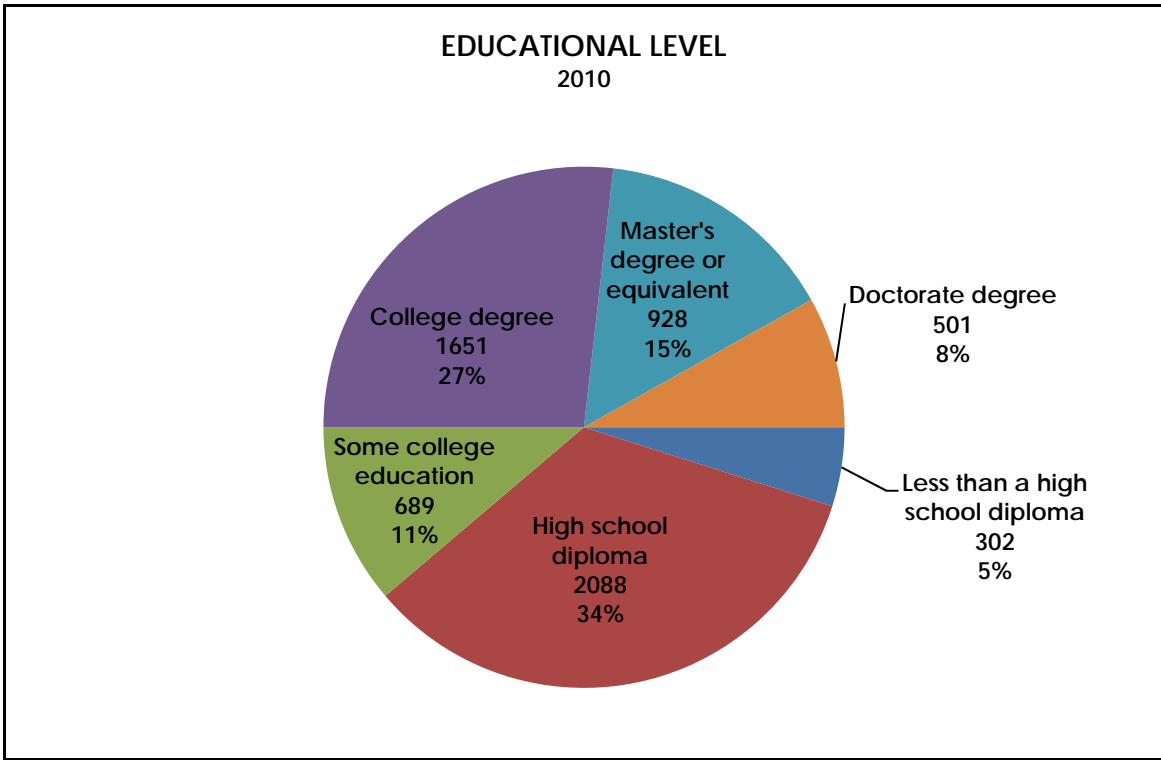
OCCUPATIONAL DISTRIBUTION 2010



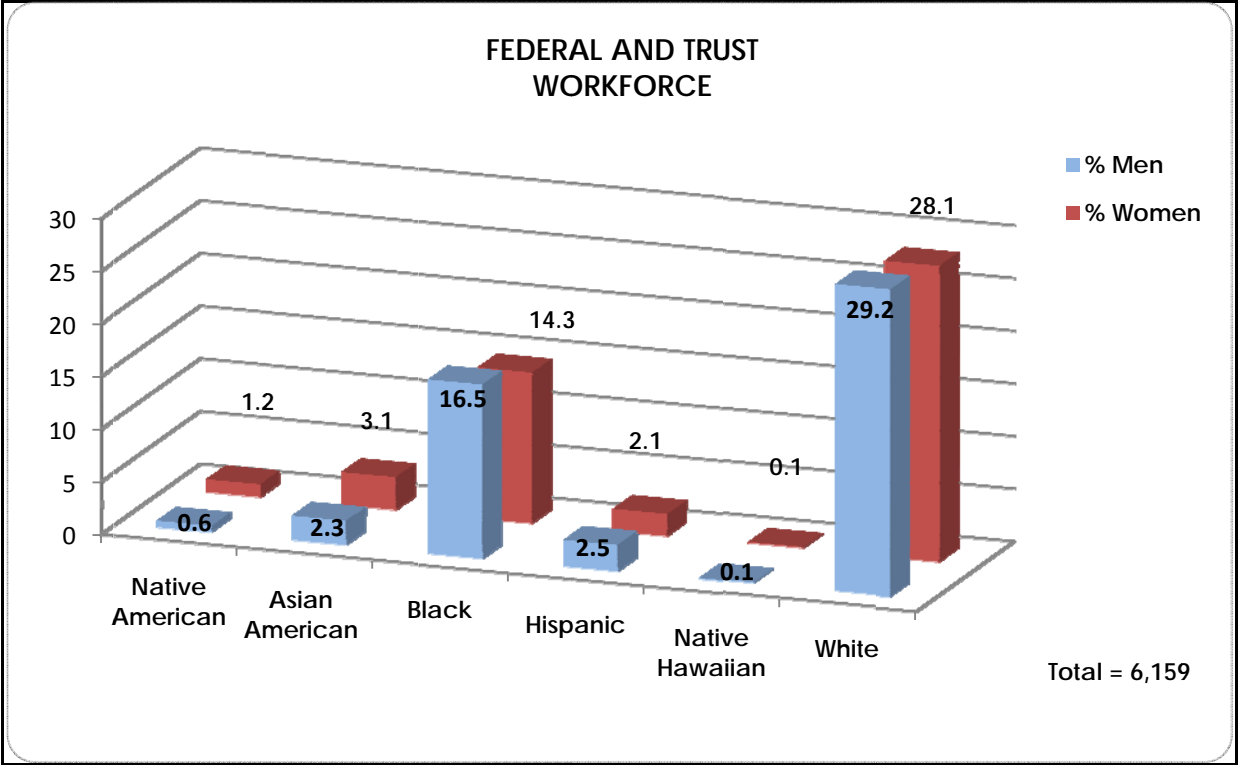
[Chart 2]



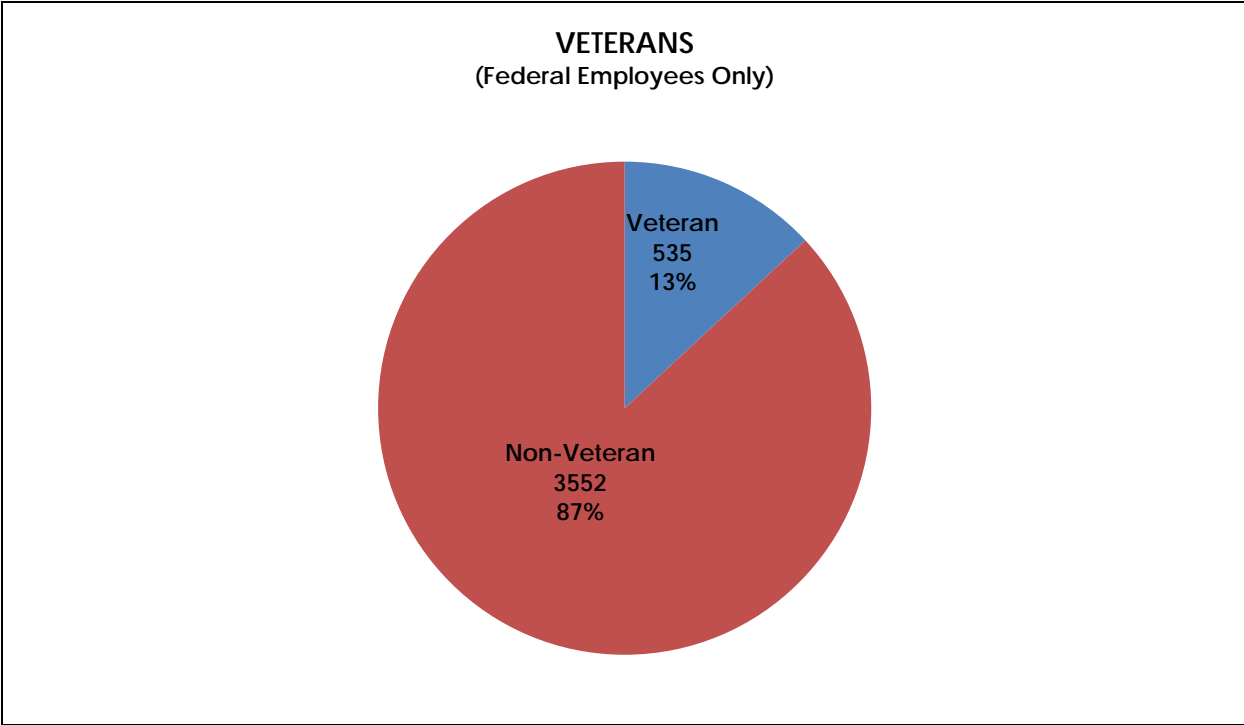
[Chart 3]



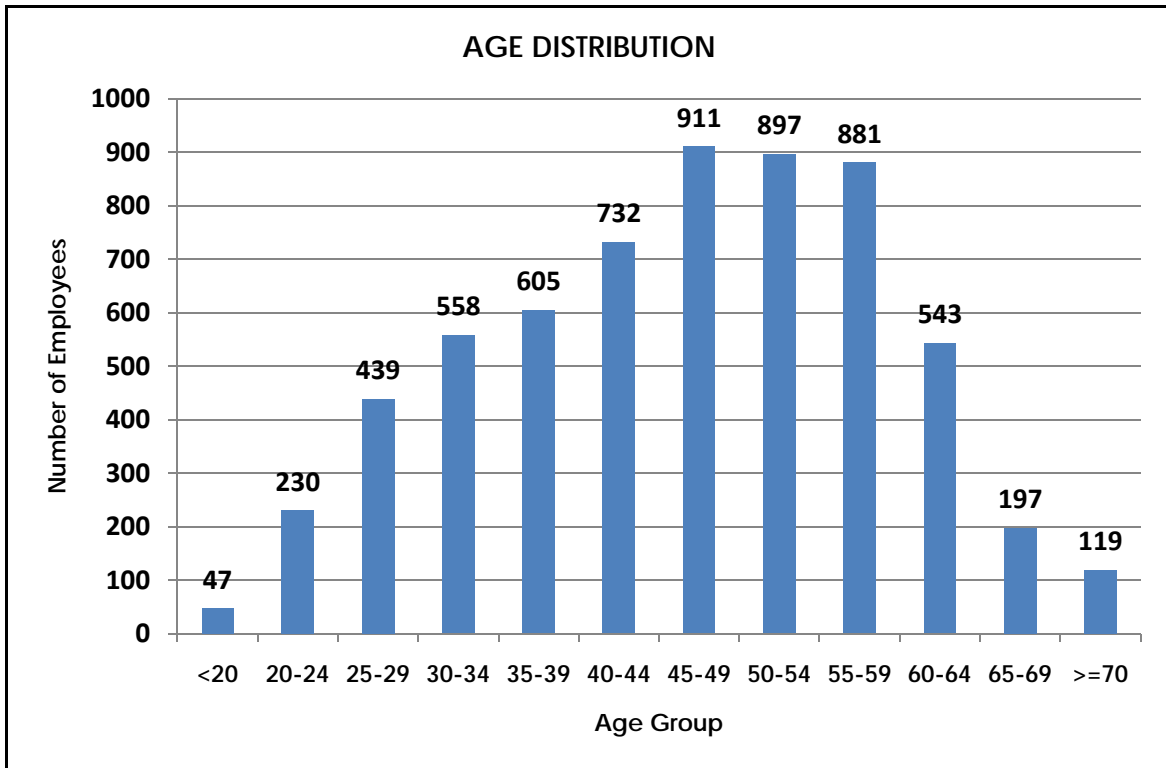
[Chart 4]



[Chart 5]



[Chart 6]



[Chart 7]

“Enabling Our Mission through Organizational Excellence—The Smithsonian is only able to fulfill our mandate to increase and diffuse knowledge—nationally and globally—because of the invaluable support provided by our people, collections, facilities, and administrative systems. A wide range of services—including human resources, facilities, collections management, information technology, financial, contracting, legal, safety and security, and communications—carried out in partnership with the Units they support, are essential to the exciting work of the Institution. Through these critical services the Smithsonian acquires, protects, and preserves its assets and achieves its mission. [Chart 2]

The people who deliver these services, experts in their fields, are dedicated to the Smithsonian; they maintain our customer-focused culture and are respectful of the needs of internal and external stakeholders. Effective and efficient, they strive to employ best practices, their performance embodies the values of the Institution—discovery, creativity, excellence, diversity, integrity, and service.”—*The Smithsonian Institution Strategic Plan FY 2010-2015*.



Renwick Gallery of the American Art Museum



Smithsonian's Asian Pacific American Program



National Air and Space Museum

SUPPORTING THE SMITHSONIAN MISSION From a Human Resources Perspective

To have a viable, committed, talented, and diversified workforce, the human resources environment at the Smithsonian has to be forward thinking, implementing and updating new recruitment practices; listening to its customers for improved human resource practices; offering outstanding human capital services; providing guidance on strategic and operational human capital management issues; offering individual and group consultation and training on relevant HR concerns; and partnering with the units to build a high performing workforce. This is based on the Office of Human Resources (OHR) mission, its supporting Human Resource (HR) Offices, and its technical and functional support branches.

Office of Human Resources (OHR) Mission

“To lead and support the Smithsonian Institution in building and managing a capable, dedicated, and diverse workforce.”

Human Resources Supporting Offices

Today, there are four main servicing human resources offices: one for Smithsonian Tropical Research Institute (STRI) in Panama; one for Smithsonian Enterprises (SE); one for the Smithsonian Astrophysical Observatory (SAO), part of the Center for Astrophysics with Harvard College Observatory in Massachusetts; and one for the remaining organizations, that are located principally but not exclusively in and around the nation’s capital.

Human Capital Support in the Units

In addition to the Human Resources Offices, there is a significant human resources (HR) support presence in the Units provided by the Unit Business Partners (BPs) and Human Resource Liaisons (HRLs). Their partnerships with all of the HR Offices provide a rich source of HR information referral, assistance to their managers and employees, and facilitation in accelerating HR processes.



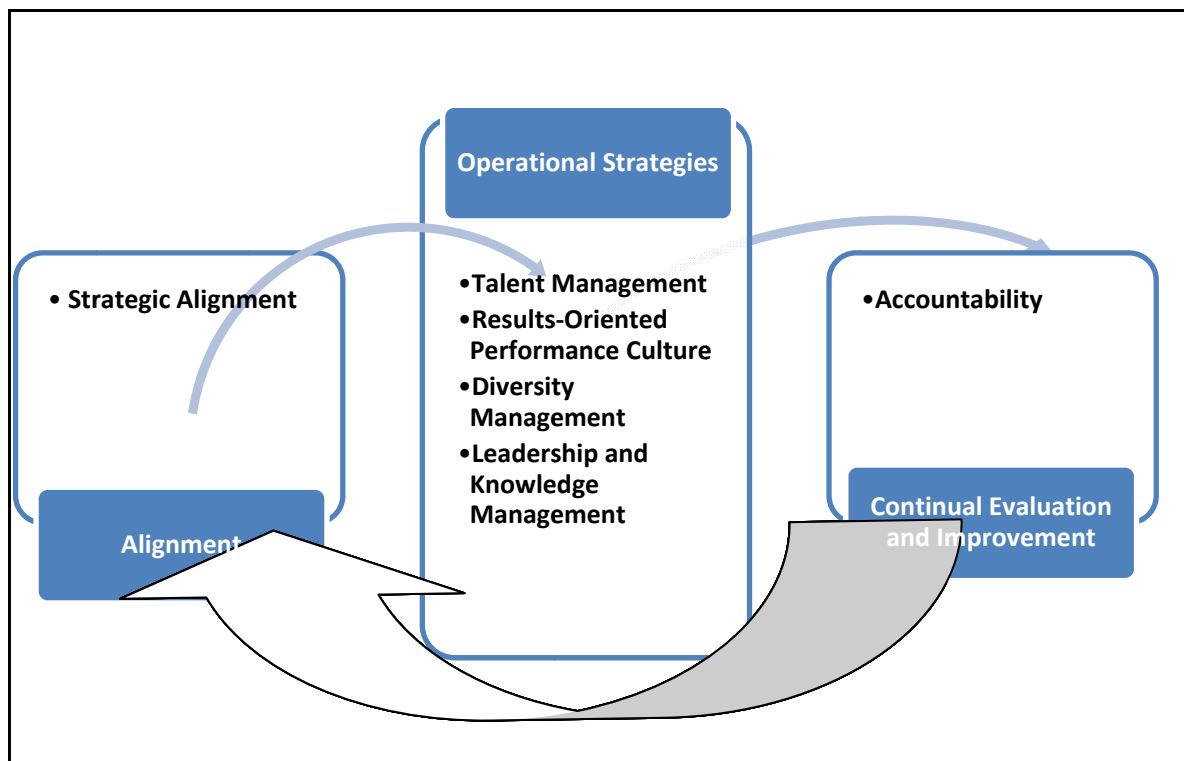
Smithsonian Latino Center



Freer Gallery of Art and Arthur M. Sackler Gallery

DEFINING THE GOALS

The framework of the Smithsonian’s Human Capital Strategic Plan incorporates the major elements of the Human Capital Accountability and Assessment Framework (HCAAF) designed by the Office of Personnel Management (OPM). The HCAAF-Model’s elements include the human processes, policies, and practices that are referenced in the Smithsonian’s Strategic Human Capital Management System—the strategic goals, objectives, planned activities, performance indicators, and its continued process improvement. [Graphic 4]



HUMAN CAPITAL ASSESSMENT AND ACCOUNTABILITY
FRAMEWORK (HCAAF) MODEL

[Graphic 4]



Archives of American Art

Smithsonian Institution's Human Capital Strategic Goals

These are the Smithsonian Institution's Human Capital Strategic Goals that support the Smithsonian Institution's mission and strategic plan:

1. Align human capital systems with the Smithsonian mission, objectives, and strategies.
2. Enrich the Talent Management System by hiring, retaining, and developing talented professionals to achieve the goals of the Institution and deliver sustained levels of excellence.
3. Transform the culture to a results-oriented Performance Management culture.
4. Foster an organizational environment that encourages an inclusive workforce to achieve its professional goals and is representative of the nation's diversity.
5. Develop leaders and talented employees at all levels of the Smithsonian to help achieve operational success through engagement, collaboration, innovation, and creativity.
6. Ensure that all human capital processes, policies, and practices are audited, evaluated, and held to the highest of best practice standards and federal regulations.

These Human Capital Strategic Goals are developed and will be implemented at a unique time in the history of the Smithsonian Institution. New changes and initiatives are being developed as a result of the *Smithsonian Institution Strategic Plan FY 2010-2015*, which chronicles new horizons as noted by:

“The Plan is historic in that it represents the first time in the Institution's 163 years that we have undertaken such a comprehensive and inclusive process. The effort is appropriate to the times, because the Smithsonian stands on the threshold of a new era.

The complexity of the world's problems overwhelms any one field of knowledge. Answers often lie at the intersection of disciplines and can be facilitated through collaboration with allied organizations. Few institutions are more suited to deliver an

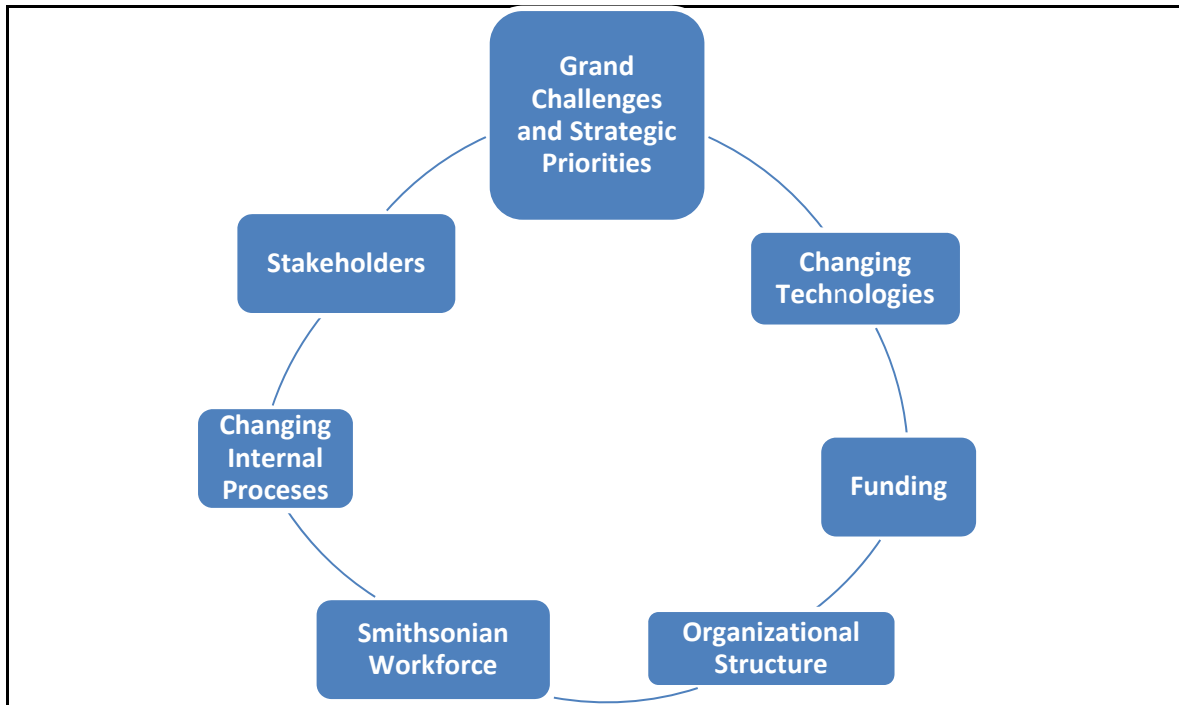
integrated approach, for we possess both depth and breadth of knowledge across branches of history, science, art, and cultural studies. Our work in more than 100 countries over as many years has cemented strong relationships and forged external partnerships.

We also live in a time when technology is changing before our eyes. Delivery channels that seemed like science fiction a decade ago now live on every desktop. Think about the potential for the Smithsonian, holder of remarkable and scientifically important objects and home to world-class expertise, to expand knowledge and add meaning to our world.”



Harvard-Smithsonian Center for Astrophysics

These Human Capital Strategic Goals are representative of the changing environment and the key drivers of the 21st Century and their impact on the Smithsonian Institution. [Graphic 5]



[Graphic 5]

Key Drivers for Enhanced Personnel Management Systems (PMS)

The *Smithsonian Institution's Human Capital Strategic Plan FY 2011-2016* sets the framework to enable the Smithsonian from a human capital perspective to meet its goal and vision:

“We envision the Smithsonian of 2015 as a world leader, an Institution that uses its resources to influence the great debates of the day and engages millions more people than it does today. In short, the 21st century Smithsonian will be an Institution that fulfills its vast potential to serve the nation and the world”—*Smithsonian Institution Strategic Plan FY 2010-2015*



Smithsonian Institution Archives



National Museum of American Indian



Smithsonian Institution Traveling Exhibitions Services

DEVELOPING THE PLAN

SMITHSONIAN HUMAN CAPITAL STRATEGIC GOALS

To support the *Smithsonian Institution Strategic Plan FY 2010-2015* from a human capital perspective, the following human capital goals articulate the planned strategies and activities that the human resources environment will utilize and leverage to accomplish their objectives.

STRATEGIC ALIGNMENT

Smithsonian Institution's Human Capital Strategies are aligned with the Smithsonian's mission, goals, and organizational objectives and integrated into its Strategic Plans, Performance Plans, and budgets.

1. Align human capital systems with the Smithsonian mission, objectives, and strategies.

Enabling Objective 1.1:

Align current Strategic Human Capital Plan, human resource policies, language, performance management systems, and performance measurements to the *Smithsonian Institution Strategic Plan FY 2010-2015*.

Enabling Objective 1.2:

Advise, consult, collaborate, communicate, and strengthen human capital partnerships with Smithsonian leadership, Unit directors, managers, supervisors, employees, and key stakeholders to develop, implement, improve, and assess human capital policies and practices to achieve the organization's shared vision.

Enabling Objective 1.3:

Define and align workforce strategies and activities to the Smithsonian Institution (SI) Redesign Plan and the Digitalization Strategic Plan to assist with their goals and objectives.

Enabling Objective 1.4:

Utilize workforce planning and human capital strategies to support organizational restructuring and new collaborative initiatives.

Enabling Objective 1.5:

Annually assess, revise, track, and evaluate metrics and measurements systems for relevant human capital programs and set stretch goals to move the human capital environment forward in its pursuit of organizational excellence.

Human Capital Strategies and Activities

- Build an entrepreneurial and innovative organizational culture that is aligned with the Institution's mission; emphasizes organizational learning, is agile, service-oriented, collaborative, transparent, and accountable; provides equal opportunity; and sets a leadership standard for organizational excellence.
- Support the workforce with efficient and effective human resources policies and practices.
- Update Human Capital Strategic Plan strategies and activities based on annual Organizational Performance Plans.
- As an enabling function and service for Human Resources, strengthen the partnership with all mission areas of the Institution and be structured to optimize coherence, efficiency, collaboration, and alignment with Institutional priorities.
- Provide clear and steadfast human capital information at all levels of the Institution based on Institutional priorities, cost effectiveness, and demonstrated value.
- Is customer-service oriented for all human capital services, processes, practices, and activities.
- Innovate and creatively solve human capital issues and concerns and work across mission and mission support units to provide seamless, coordinated, and timely service.
- As a Human Capital consultant, volunteer to participate in Redesign Working Groups, defining goals, developing strategies, making recommendations, implementing plans, and evaluating results.
- Develop, maintain, and track human capital metrics and measurements.
- Scrutinize and research human capital metrics, data, trends, and information and identify potential areas of concern.
- Develop risk management models for areas of human capital concerns and issues.
- Track new initiatives, such as Digitization, Idea Fairs, Consortiums, and check if any assistance is needed from a human capital aspect.
- Continually develop, update, and communicate Human Resource Policies according to new changes in law, regulations, and Best Practices.
- Participate in the Smithsonian Directive Review (DRM) Meetings to accelerate the process of delivering customer-focused, legal, and ethical Smithsonian Directives.
- Utilize Voluntary Early Retirement Authority (VERA) for workforce restructuring and meeting financial budgets.
- Assist Smithsonian leadership in implementing new organizational structures as required from a human resources perspective so that the organization is able to meet new challenges and initiatives.
- Continually monitor demographic data of the workforce, such as, age, race, locations of employees, professions, retention rates, etc. and communicate the data to Senior Leadership, Unit Directors, and stakeholders.

- Assist Unit Directors with Workforce Planning and deployment strategies.
- Focus on returning able employees back to work that are in the Office of Worker's Compensation Program (OWCP)
- Collaborate with other Federal Agencies and professional associations and participate in cross-agency and cross-organization Working Groups and Project Teams to develop and communicate Best Practices in Human Capital and Human Resources.



Smithsonian Arts and Industries Building

Elements of Success:*

1. **Human Capital Focus**—Smithsonian Institution designs a coherent framework of human capital policies, programs, and practices to achieve a shared vision integrated with the Smithsonian's strategic plan.
2. **Human Resources (HR) Collaboration**--Senior leaders, managers, Human Resource (HR) professionals, and key stakeholders contribute to the human capital vision and the Smithsonian's broader strategic planning process. HR professionals act as consultants with managers to develop, implement, and assess human capital policies and practices to achieve the organization's shared vision.
3. **Workforce Planning and Human Capital Strategies**--The Smithsonian has an explicit workforce planning strategy, linked to its strategic and program planning efforts, to identify its current and future human capital needs, including the size of the workforce and its deployment across the organization.

*Office of Personnel Management (OPM's) Human Capital Assessment and Accountability Framework (HCAAF)



National Postal Museum

TALENT MANAGEMENT

The Smithsonian has a robust system for attaining, sustaining, and retaining a viable workforce committed to organizational excellence.

2. Enrich the Talent Management System by hiring, retaining, and developing talented professionals to achieve the goals of the Institution and deliver sustained levels of excellence.

Enabling Objective 2.1:

Develop and implement Recruitment Action Plans and strategies that focus on recruiting and hiring “the best and the brightest” in a streamlined, efficient, transparent, and results-oriented process.

Enabling Objective 2.2:

Recruit and hire a talented, professional, and diversified workforce by developing targeted outreach programs and activities, by leveraging technology, and by continually engaging Smithsonian stakeholders.

Enabling Objective 2.3:

Develop an enterprise approach to health and wellness that focuses on a healthy work environment, flexible workplace options, and employees’ mind and body wellness.

Enabling Objective 2.4:

Develop, implement, and measure workforce development strategies for core occupational groups, especially Acquisition Management (AM), Information Technology (IT), and Financial Management (FM) that enable the Smithsonian mission through Organizational Excellence.

Human Capital Strategies and Activities

- Recruit more diverse scholars and museum curators to the Smithsonian staff and encourage interns, fellows, collaborating scholars, and minority organizations to work with the Institution.
- Recruit and retain a diverse, highly skilled, and technologically competent workforce.
- Attract bright and passionate people to create and carry forward new program initiatives.
- Implement Action Strategy and track progress toward meeting the 80-Day Hiring Timeline Plan in concert with the Hiring Reform FY 2010 initiatives.
- Implement Action Plan for Hiring Reform initiatives and track progress towards implementation by November 1, 2010.
- Consistently measure and communicate results of Hiring Initiatives to Stakeholders.
- Develop and deliver training regarding the different Hiring Reform Initiatives to Human Resource (HR) Specialists, Human Resource Liaisons (HRL), and Hiring Managers according to timelines in the Action Plan.
- Develop recruitment outreach to universities; professional associations; targeted audiences, such as Veterans, people with targeted disabilities, and under-represented populations.
- Leverage new forms of media to attract, engage, and hire forward thinking and system-oriented employees.
- Foster a work environment that encourages employees to develop new competencies, update skills, volunteer on cross-Institution projects, participate in Idea Fairs and Knowledge Forums, participate in workplace health and wellness programs, contribute to Working Groups, and participate in details and rotations that enrich, teach, and stretch employees talents for lifelong career engagement.
- Assist with the hiring and staffing processes for the Smithsonian Consortia--Unlocking the Mysteries of the Universe, Understanding the American Experience, Understanding a Biodiverse Planet, and the Valuing World Cultures.
- Actively recruit and assist with the staffing of talented and committed professionals for the new National Museum of African American History and Culture (NMAAHC).
- Encourage and maintain an organizational culture that embraces safety, health, and wellness.
- Provide individual and group learning sessions on employee benefits.
- Align current health and wellness practices and policies into an overarching Employee Health and Wellness Initiative and communicate to employees.
- Offer individualized Health Risk Assessments (HRA) and guidance to Smithsonian employees to assist them in creating and sustaining healthy behaviors and lifestyles.
- Provide individual counseling and group training sessions on employee assistance information, programs, and services that help employees and supervisors deal with life and work issues and concerns.
- Help plan activities that foster employee health and wellness, such as employee walks and nutrition and exercise seminars.
- Develop and implement measurement tools for success of Employee Health and Wellness Initiatives.
- Communicate flexible workplace options and develop a more accurate measurement for participation and success rates.

- Reassess and reevaluate competency models for Human Resources (HR), Acquisition Management (AM), Information Technology (IT), and Financial Management (FM) occupations and develop, implement, and measure workforce development strategies.
- Develop a learning strategy for Financial Management (FM) occupations based on the criteria recommended by the Finance Redesign Team.
- Ensure that current hiring practices are streamlined, efficient, transparent, and results-oriented according to new Hiring Reform guidelines and Delegated Examining (DE) guidelines.
- Train supervisors on the Uniformed Services Employment and Reemployment Rights Act (USERRA) as veterans are one of our country's best resources.
- Maintain and sustain a safe, secure, and healthy physical environment for the Smithsonian workforce.
- Prepare and distribute information regarding Pandemic Illnesses.
- Provide and actively promote participation in Individualized Health Risk Assessments (HRA) to Smithsonian employees to educate and encourage employees on health risk areas. [Appendix B – Health Risk Assessment]



Smithsonian Environmental Research Center

Elements of Success:

1. **Compete for Talent**--The Smithsonian develops short and long term strategies and targeted investments in people to create a quality workplace designed to attract, acquire, and retain quality talent.



Cooper-Hewitt, National Design Museum

RESULTS-ORIENTED PERFORMANCE CULTURE

Smithsonian has a diverse, results-oriented, high performance workforce, and has a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.

3. Transform the culture to a results-oriented Performance Management culture.

Enabling Objective 3.1:

Ensure that all employees' Performance Plans are aligned with the *Smithsonian Institution Strategic Plan FY 2010-2015* that includes the Strategic Priorities and Grand Challenges.

Enabling Objective 3.2:

Update and release Senior Level and Non-Senior Performance Management Directives according to new guidance from the Office of Personnel Management (OPM) and Best Practices in Performance Management.

Enabling Objective 3.3:

Develop an Implementation Plan for an Electronic Performance Management System (EPMS) to be implemented enterprise wide so that all Smithsonian employees will be under a paperless and seamless performance management system.

Enabling Objective 3.4:

Develop a Project Plan that includes full documentation to be sent to the Office of Personnel Management (OPM) for official approval of the Senior Leader Performance Management Certification.

Enabling Objective 3.5:

Complete a Performance Assessment and Accountability Tool (PAAT) and receive a score of at least 80 points for the continuance of an approved Performance Management System by OPM.

Human Capital Strategies and Activities

- Develop and implement a Project Plan that includes a timeline for full integration of an Electronic Performance Management System (EPMS) for all Smithsonian employees that is fully resourced that includes technology, program manager, and training plans, so that the Smithsonian Performance Management System is streamlined, time and results-driven, and employee-focused.
- Develop and implement a Project Plan that includes all required documentation and timelines that is endorsed by the Smithsonian Leadership and sent to OPM for approval for a Senior Leader Performance Management System.
- Enable high performance.
- Ensure that all Smithsonian employees Performance Plans have cascading performance goals based on the Smithsonian Grand Challenges and Strategic Priorities so that employees can see that their annual performance goals are aligned with the goals of the Smithsonian and that they contribute to the overall success of the Smithsonian.
- Update Supervisory elements in Performance Plans when new laws, regulations, and guidelines are introduced.
- Keep Senior Leadership and Units informed of the annual results of the Performance Management System.
- Align the results of the annual Smithsonian Employee Perspective Survey (SEPS) to annual organizational performance and to the results of the Performance Management System to get a better view of a balanced score card metric.
- Document and communicate all types of employee, Unit, and organizational awards, plus their requirements and timelines in a repository site.
- Continue to present training programs and group briefings to supervisors and managers.
- Individually advise and counsel managers on all supervisory matters and issues.
- Present individual and group training sessions to union members, employees, and managers on the Smithsonian labor unions.

“Measuring Performance—Performance Management of individuals, teams, units, and activities tells us whether we are achieving our objectives, goals, and outcomes. Measuring performance is also essential for clearly communicating our accomplishments to external audiences, including executive agencies, Congress, donors, and Smithsonian partners, so they are aware of the Institution’s achievements and contributions and appreciate our impact on the world.”—*Smithsonian Institution Strategic Plan FY 2010-2015*



Smithsonian Gardens

Elements of Success:

- 1. Performance Management**--Performance management establishes managerial and individual performance expectations, evaluates results, holds people accountable, and gives performance recognition, all of which is linked to key organizational goals, desired results, and mission.
- 2. Employee/Labor Management Relations**--Cooperation between employees, unions, and managers enhances effectiveness and efficiency, cuts down the number of employment-related disputes, and improves working conditions, all of which contribute to improved performance and results.



Anacostia Community Museum

DIVERSITY MANAGEMENT

The Smithsonian maintains an environment characterized by inclusiveness of individual differences and is responsive to the needs of diverse group of employees.

4. Foster an organizational environment that encourages an inclusive workforce to achieve its professional goals and is representative of the nation's diversity.

Enabling Objective 4.1:

Ensure that all Smithsonian employees are in compliance with the Smithsonian Directive SD-214 to have received regular instruction and training in the *Prevention of Workforce Harassment (POWH)* or *Equal Employment Opportunity (EEO) for Supervisors*.

Enabling Objective 4.2:

Hold managers and supervisors accountable for achieving diversity and equal employment opportunity through the Smithsonian Performance Management System.

Enabling Objective 4.3:

Have a workforce that is representative of the nation's diversity at all levels of the Institution and in all professional occupations.

Enabling Objective 4.4:

Increase the number of diverse talented and committed interns, fellows, and volunteers to be hired as Smithsonian employees.

Enabling Objective 4.5:

Ensure that all Smithsonian policies, directives, and human resource policies and practices give equal access and benefits to employee's family members.

Enabling Objective 4.6:

Hire talented and skilled veterans and people with targeted disabilities into positions that impact the operational success of the Institution.

Human Capital Strategies and Activities:

- Attract, maintain, and optimize a productive, motivated, and creative workforce that is representative of the nation's diversity and has the competencies needed to deliver sustained levels of excellence.
- Emphasize a culture of equal opportunity and personal, professional, and organizational accountability.
- Provide instruction and training for the *Prevention of Workforce Harassment (POWH)* and *Equal Employment Opportunity (EEO) for Supervisors* so that all Smithsonian employees are in compliance with the Smithsonian Directive (SD) 214 Equal Opportunity Handbook.
- Annually track and report as a metric that managers and supervisors are accountable for achieving diversity and equal employment opportunity through the performance management system and cross-reference with the results of the Smithsonian Employee Perspective Survey (SEPS) for a validated reference.
- Develop reporting tools for an enterprise approach to reach out to new talent for positions as an intern, fellow, volunteer, donor, or employee and to engage a diverse audience for lifelong engagement in the arts, history, and the sciences at the Smithsonian.
- Consult with hiring managers about diversity hiring opportunities.
- Actively recruit diverse scholars to participate in research and the dissemination of knowledge.
- Develop strong partnerships with Smithsonian Heritage and Diversity Committees to assist with recruitment activities.
- Develop and report on an enterprise approach to engaging younger diverse audiences for lifelong engagement in the arts, history, and the sciences at the Smithsonian and to become an intern, fellow, employee, volunteer, and/or donor later in their lives.
- Encourage and track recruitment and hiring of volunteers, interns, and fellows, where the valuable talents and commitment can add to the richness of the Smithsonian workforce.
- Encourage and track the recruitment of Veterans and people with targeted disabilities into all levels and professions of the Institution so that the Smithsonian workforce is truly representative of the American population.
- Ensure and communicate that human capital policies and practices give equal access and benefits to employees' family members.



Smithsonian Center for Folklife and Cultural Heritage

Elements of Success:

1. **Diversity Management**--The Smithsonian maintains an environment characterized by inclusiveness of individual differences and is responsive to the needs of a diverse group of employees.
2. **Diversity of Smithsonian Programs** for a global and diverse audience.



National Portrait Gallery

LEADERSHIP AND KNOWLEDGE MANAGEMENT

Smithsonian Institution (SI) leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

5. Develop leaders and talented employees at all levels of the Smithsonian to help achieve operational success through engagement, collaboration, innovation, and creativity.

Enabling Objective 5.1:

Put all requirements and systems into place with the Partnership for Public Service (PPS) to transfer the results of the Smithsonian Employee Perspective Survey (SEPS) for ranking in the Federal Best Places to Work Survey.

Enabling Objective 5.2

Leverage the annual Smithsonian Employee Perspective Survey (SEPS) results to develop an annual continuous improvement plan that focuses on employee concerns, makes corrective actions, and provides a feedback loop to employees.

Enabling Objective 5.3:

Encourage, recognize, and reward employees for collaborative, innovative, and creative activities and projects that are the hallmarks of a successful, forward-thinking organization.

Enabling Objective 5.4:

Foster a work environment that encourages employees to develop new competencies, update skills, volunteer on cross-Institution projects, participate in Idea Fairs, contribute to Working Groups, and participate in details and rotations that enrich, teach, and stretch employees talents for lifelong career engagement.

Enabling Objective 5.5:

Develop a Mentoring Program that focuses on developing competencies, skills, and proficiencies that all Smithsonian employees need to have to master their position and prepare them for a lifelong career at the Smithsonian.

Enabling Objective 5.6:

Strengthen the learning, training, and employee development environment by repurposing the former Training Council into a Learning and Development Council with representatives across the Smithsonian training environment, publishing the results of training surveys, developing partnerships with Education Exchange, and utilizing technology tools.

Enabling Objective 5.7:

Deliver a competency-based learning program for first time/first line supervisors that concentrates on the required skills and knowledge that ensures a successful transition to a leadership and supervisory role for employees to excel in changing work environments.

Enabling Objective 5.8:

Expand the Smithsonian Leadership Development Program (SLDP) for the participants to receive relevant and challenging action learning experiences that include stretch rotations, purposeful management projects, and cross-Institutional perspectives that include research, collections, development, and organizational support viewpoints.

Enabling Objective 5.8:

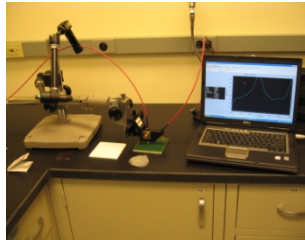
Expand current learning and training opportunities to Smithsonian Leaders that focus on relevant, current, and strategic topics and issues and that meet the objectives of the Code of Federal Regulations (CFR) 412.

Human Capital Strategies and Activities

- Develop the workforce through cross-functional leadership development, rotation of positions, joint appointments, sabbaticals, exchanges with outside entities, technology and business management training, and other professional development opportunities.
- Encourage a culture that routinely identifies creative and innovative strategies to problem solving and shared lessons across the Institution.
- Expand our collaborative and interdisciplinary culture; encourage entrepreneurship and bold initiatives.
- Help creative people be creative.
- Align technological processes and questions from the Smithsonian Employee Perspective Survey (SEPS) with the Federal Employee Viewpoint Survey (EVS) and participate in the Partnership for Public Services' "Best Places to Work" project.
- Develop a process to continually strive to increase the satisfaction and engagement of Smithsonian employees as evidenced by the results of the annual Smithsonian Employee Perspective Survey (SEPS) and communicate the actions taken to the Smithsonian employees.

- Provide recognition, appreciation, incentives, and rewards for staff and volunteers, who collaborate and innovate.
- Establish rewards and incentives for collaboration and ingenuity in digital activities.
- Encourage and recognize Smithsonian employees for their collaborative, innovative, and creative ideas and projects that are the basis of all successful exhibitions, collections, research, and support activities at the Smithsonian.
- Encourage employees to volunteer on cross-Institution projects, participate in Idea Fairs, contribute to Working Groups, and participate in details and rotations for lifelong career engagement.
- Foster a work environment that is relevant and innovative and benefits from a collaborative and diverse and dynamic workforce—employees, interns, fellows, volunteers, and contracted staff.
- Build specific skills and capabilities with the SI Redesign Teams through active coaching and support.
- Build skills and capacity to support competitive grant writing and best practice cost recovery.
- Implement and sustain a Smithsonian-wide Mentoring Program that focuses on the development and increase of skills, knowledge, and competencies, expansion of a professional network, an appreciation of Smithsonian mission areas and projects, and an introduction and exposure to other occupational opportunities.
- Leverage existing Unit opportunities for details and rotations by developing and communicating a pilot program that announces and coordinates across mission and support areas.
- Reengage members of the Smithsonian Learning and Development Council to chart the next steps to improve the training, learning, and development environment for Smithsonian employees.
- Identify and develop a new cadre of leaders at the Smithsonian capable of driving the organization forward.
- Develop a validated Supervisory Competency Model that is based on input and verified by senior leaders, supervisors, and managers.
- Develop a Learning Strategy for the first time/first line supervisor that targets the competencies that they need to master to be a successful operational leader.
- Develop a mandatory Supervisory Training Certificate for all new supervisors that include training in Equal Employment Opportunity (EEO), Safety, Supervisory skills, and Performance Management.
- Ensure that the participants of the Smithsonian Leadership Development Program (SLDP) 2.0 are on track to complete their requirements of their program by gaining a Smithsonian wide perspective by participating in a rotation, completing a Management Project, and participating in local and offsite Action Learning experiences.
- Prepare for future Smithsonian Leadership Development Programs (SLDPs) by continually evaluating and refining expected outcomes, course curriculum, supervisors' input, etc.
- Provide annual, relevant, and current organizational, leadership, and management executive learning opportunities to Smithsonian Leaders as a Best Practice in Learning for Leaders and to be compliant with Code of Federal Regulations (CFR) 412.
- Survey employees and supervisors about training needs and requirements, communicate results, and integrate recommendations into the Smithsonian Training Providers curriculum.

- Update the training environment by utilizing available technologies for improved information and registration access.
- Perform Level 3 Training Evaluation on high value training programs, such as the Smithsonian Leadership Development Program (SLDP) 2.0 and report results to Senior Leadership.
- Perform Level 4 Training Evaluation on the SLDP class and report results of Return on Investment (ROI) and report results to Senior Leadership.



Smithsonian's Museum Conservation Institute

Elements of Success:

1. **Leadership Planning and Implementation (Senior leaders, managers, and supervisors)**--The Smithsonian identifies leadership competencies and establishes objectives and strategies to address them.
2. **Change Management**--The Smithsonian has in place leaders, who understand what it takes to effectively bring about changes that achieve significant and sustained improvements in performance.
3. **Integrity and Inspiring Employee Commitment**--Leaders maintain high standards of honesty and ethics that serve as a model for the whole workforce. Leaders promote teamwork and communicate the organization's shared vision to all levels of the organization and seek feedback from employees. Employees respond by maintaining high standards of honesty and ethics.
4. **Strategic Knowledge Management**--The organization systematically provides resources, programs, and tools for knowledge-sharing across the organization in support of its mission accomplishment.
5. **Continuous Learning and Improvement**--Leaders foster a learning culture that provides opportunities for continuous development and encourages employees to participate. Leaders invest in education, training, and other developmental opportunities to help themselves and their employees build mission-critical competencies.



Hirshhorn Museum and Sculpture Garden

ACCOUNTABILITY

Smithsonian Human Capital Decisions are guided by a data-driven, results-oriented planning, and accountability system.

6. Ensure that all human capital processes, policies, and practices are audited, evaluated, and held to the highest of best practice standards, and federal regulations.

Enabling Objective 6.1:

Annually update and adhere to the evaluation system incorporated in the *Smithsonian Institution Accountability Guide (SIAG)* that defines, charts, and evaluates the human resources processes, policies, practices, and services for Human Capital Accountability at the Smithsonian Institution according to federal regulations and laws and best human capital practices.

Enabling Objective 6.2:

Comply and submit all required human capital documentation, reports, and submissions according to the designated formats and timelines to designated stakeholders.

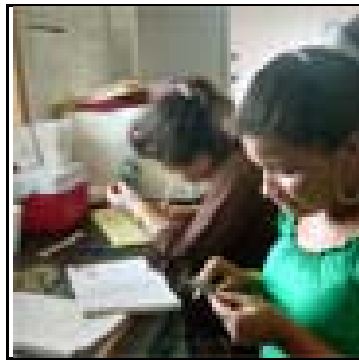
Enabling Objective 6.3:

Capitalize on the results and feedback from employee surveys, program evaluations, and measurements of human capital programs and services to strengthen a Continuous Improvement Environment.

“A Smithsonian for the 21st Century—A commitment to excellence and accountability that calls for us to account for and control our processes, improve performance, measure outcomes, support ongoing learning, provide equal opportunity, and recognize our people—the Smithsonian’s greatest resource.” -- *Smithsonian Institution Strategic Plan FY 2010-2015*

Human Capital Strategies and Activities

- Foster a work environment and a culture that is adaptive, accountable, and entrepreneurial.
- Leverage the Smithsonian Human Capital Accountability System as defined in the *Smithsonian Institution Accountability Guide (SIAG)* to assess and evaluate human capital processes, services, and activities.
- Annually update, if needed, *Smithsonian Institution Accountability Guide (SIAG)*, according to Federal laws, regulations, and guidelines and Best Practices in human capital services.
- Audit, report, and implement “Required Action” for recruiting and hiring practices according to the Delegated Examining (DE) Authority as determined in the *Smithsonian Institution Accountability Guide (SIAG)*.
- Annually develop and submit the *Smithsonian Institution’s Human Capital Management Report (HCMR)* to Smithsonian Senior Leaders and the Office of Personnel Management (OPM) that catalogues the annual human capital goals and strategies, key performance indicators (KPI), human capital impact, and recommendations for continued process improvement.
- Survey, analyze, and communicate results of human capital processes and services, such as training needs assessment, performance management, employee orientation, customer service, etc.
- Develop and implement “Corrected Actions” if needed from survey results.
- Give feedback and updated information to Senior Leaders and Unit Directors based on annual human capital assistance and services.



Smithsonian Tropical Research Institute

Elements of Success:

1. Smithsonian-Wide System for Ensuring Accountability in Human Capital (HC)--The processes and activities outlined under this Standard are used throughout the critical success factors described in this framework. This ensures that over time people are managed efficiently and effectively and in accordance with the merit system principles, veterans' preference, and related public policies to support the Smithsonian's shared vision.



National Zoological Park

DEFINING THE OUTCOMES AND MEASURING THE RESULTS



National Museum of African American History and Culture

As in any good plan, there needs to be an accountability aspect of the plan, what are its expected outcomes, what is the plan's alignment, what are its types of measurement, who is responsible, and what are the tools and strategies. [Appendix A]

APPENDIX A – SMITHSONIAN INSTITUTION HUMAN CAPITAL STRATEGIC PLAN ACCOUNTABILITY CHART

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
1. Strategic Alignment. Align human capital systems with the Smithsonian mission, objectives, & strategies.	*Unlocking the Mysteries of the Universe. *Understanding & Sustaining a Biodiverse Planet. *Valuing World Cultures. *Understanding the American Experience. Enabling Our Mission Through Organizational Excellence. *Measuring Performance.					
		1.1. Align current Strategic Human Capital Plan, human resource policies, language, performance management systems, & performance measurements to the <i>Smithsonian Institution Strategic Plan FY 2010-2015</i> .	Smithsonian Directives (SD) 212 & 213, Performance Management System Communications Strategies at multiple levels of the Institution	Under Secretary for Finance and Administration (USFA), Office of Human Resources (OHR) Director, OHR Managers, Smithsonian Enterprises (SE), & Smithsonian Astrophysical Observatory (SAO) Human Resources (HR)	Relevant language in policies, guidance, & websites aligned with <i>SI Strategic Plan FY 2011-2016</i>	100% alignment

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
		1.2. Advise, consult, collaborate, communicate, & strengthen human capital partnerships with Smithsonian leadership, Unit directors, managers, supervisors, employees & key stakeholders to develop, implement, improve, & assess human capital policies & practices to achieve the organization's shared vision.	SD 212 & 213, State of the Unit (SOTU) Briefings, OHR Liaison Meetings, Communications Strategies at multiple levels of the Institution	Senior Leadership, Unit Directors, supervisors, employees, SAO HR, OHR Managers, HR Business Partners (BP), Human Resource Liaisons (HRLs)	Continuous communications of human capital programs, processes, & services via individual & group briefings, website information, email notifications, etc.	85% Satisfaction on Customer Service Survey
		1.3. Define & align workforce strategies & activities to the Smithsonian Institution (SI) Redesign Plan & the Digitalization Strategic Plan to assist with their goals & objectives.	SD 212 & 213	OHR Managers, BPs, HRLs, SI Redesign Teams, Digitalization Team	Relevant policies & practices are in place to assist customers with new initiatives	100% alignment
		1.4. Utilize workforce planning & human capital strategies to support organizational restructuring & new collaborative initiatives.	Voluntary Early Retirement Authority (VERA), Voluntary Separation Incentive Plan (VSIP), SD 212 & 213	Senior Leadership, Unit Directors, managers, OHR Director & Managers, BPs	Policies & practices are in place for Units that are involved in restructuring & collaborative initiatives	85% Satisfaction on Customer Service Survey
		1.5. Annually assess, revise, track, & evaluate metrics & measurements systems for relevant human capital programs & set stretch goals to move the human capital environment forward in its pursuit of organizational excellence.	Recruitment Metrics, OHR Diversity Strategy Recruitment Metrics, Performance Management Metrics	USFA, OHR Director & Managers	Ensure metrics are in place for targeted human capital practices & set goals against them	If resources are available, 90% of targeted goals are completed

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
2. Talent Management. Enrich the Talent Management System by hiring, retaining, & developing talented professionals to achieve the goals of the Institution & deliver sustained levels of excellence.	*Unlocking the Mysteries of the Universe. *Understanding & Sustaining a Biodiverse Planet. *Valuing World Cultures. *Understanding the American Experience. Enabling Our Mission Through Organizational Excellence. *Measuring Performance.					
		2.1. Develop & implement Recruitment Action Plans & strategies that focus on recruiting and hiring "the best & the brightest" in a streamlined, efficient, transparent, & results-oriented process.	Hiring Reform 10 Initiatives Action Plan, 80-Day Hiring Reform Barrier, SI Redesign Team	USFA, OHR Director, Recruitment & BP Managers, Hiring managers	Action Plan in Place by 9 August & full implementation in place by 1 November 2010	Target dates set & met
		2.2. Recruit & hire a talented, professional, & diversified workforce by developing targeted outreach programs & activities, leveraging technology, & continually engaging Smithsonian stakeholders.	Hiring Reform 10 Initiatives Action Plan, Diversity Recruitment Strategies Plan, Facebook, Career & Job Fairs, Connect with Professional Organizations, SI Heritage Committees	OHR Director, Recruitment & BP Manager, Hiring managers	Multiple targeted outreach programs in place.	Increase the targeted talent pool by 3%

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
		2.3. Develop an enterprise approach to health & wellness that focuses on a healthy work environment, flexible workplace options, & employees' mind & body wellness.	Health & Wellness Survey, Flexible Workweek and place options, Occupational Health Initiatives, SHAPE	OHR Director, Benefits & Compensation Manager, Workforce Planning & Performance (WPP) Manager, Office of Facilities, Engineering, & Operation, Office of Safety Health & Management (OSHEM), Occupational Health Manager, supervisors, Smithsonian Community Committee	Enterprise Plan in wellness developed & implemented	Full implementation by FY 2013
		2.4. Develop, implement, & measure workforce development strategies for core occupational groups, especially Acquisition Management (AM), Information Technology (IT), & Financial Management (FM) that enable the Smithsonian mission through Organizational Excellence.	Competency Assessment Surveys, Gap Analysis, Workforce Development Strategies & Plans	Chief Information Officer (CIO), Chief Financial Officer (CFO), Office of Contracting (OCON) Director, OHR Director, WPP Manager, Unit Directors	Assess current status of occupations, plan in place to address skill gaps	Developmental strategies in place for all occupations & assessed every third year

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
3. Performance Management. Transform the culture to a results-oriented Performance Management culture.	*Unlocking the Mysteries of the Universe. *Understanding & Sustaining a Biodiverse Planet. *Valuing World Cultures. *Understanding the American Experience. Enabling Our Mission Through Organizational Excellence. *Measuring Performance.					
		3.1. Ensure that all employees' Performance Plans are aligned with the <i>Smithsonian Institution Strategic Plan FY 2010-2015</i> that includes the Strategic Priorities & Grand Challenges.	Performance Management System (PMS) SD 212 & 213, Electronic Performance Management System (EPMS), Accountability audits, Performance Assessment and Accountability (PAAT) tool	OHR Director, WPP Manager, Unit Directors	Audit Performance Plans	100% compliance

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
		3.2. Develop an Implementation Plan for an Electronic Performance Management System (EPMS) to be implemented enterprise wide so that all Smithsonian employees will be under a paperless & seamless performance management system.	EPMS, PMS, SD 212 & 213, Project Plan	USFA, OHR Director, WPP Manager, OFEO & OCIO Directors, Unit Directors	Plan implemented in FY 2012	Full implementation by FY 2014
		3.3 Update & release Senior Level & Non-Senior Performance Management Directives according to new guidance from the Office of Personnel Management (OPM) & Best Practices in Performance Management.		OHR Director, Executive Resources Manager, WPP Manager, SI employees	Performance Management Directives in place.	End of Calendar Year 2011
		3.4. Develop a Project Plan that includes full documentation to be sent to the Office of Personnel Management (OPM) for official approval of the Senior Leader Performance Management Certification.	SD 212 & 213, Project Plan, Sr. PAAT	USFA, OHR Director, Unit Directors, Executive Resources Manager	Project Plan begun in FY 2011	Certification Documentation sent to OPM in FY 2012
		3.5. Complete a Performance Assessment & Accountability Tool (PAAT) & receive a score of at least 80 points for the continuance of an approved Performance Management System by the Office of Personnel Management (OPM).	SD 212 & 213, PAAT	OHR Director, WPP Manager	Complete PAAT requirements with requisite documentation.	Every 3 years with a score of at least 80 points.

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
4. Diversity Management. Foster an organizational environment that encourages an inclusive workforce to achieve its professional goals & is representative of the nation's diversity.	*Unlocking the Mysteries of the Universe. *Understanding & Sustaining a Biodiverse Planet. *Valuing World Cultures. *Understanding the American Experience. Enabling Our Mission Through Organizational Excellence. *Measuring Performance.					
		4.1. Ensure that all Smithsonian employees are in compliance with the Smithsonian Directive SD 214 to have received regular instruction & training in the <i>Prevention of Workforce Harassment (POWH)</i> or <i>Equal Employment Opportunity (EEO) for Supervisor</i> .	SD 214, Smithsonian Policy Statements on Diversity/ EEO & POWH & EEO for Supervisors	Office of Equal Employment & Minority Affairs (OEEMA), Senior Leadership, Unit Directors, managers, all SI employees	Verify compliance for all SI employees.	80% compliance rates
		4.2. Hold managers & supervisors accountable for achieving diversity & equal employment opportunity through the performance management system.	Supervisor Element of SD 212 & 213, PAAT, Accountability Audits	Senior Leadership, Unit Directors, managers	Audit Performance Plans for compliance by verifying appropriate standard.	90% compliance rates

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
		4.3. Have a workforce that is representative of the nation's diversity at all levels of the Institution & in all professional occupations.	Diversity demographics	Senior Leadership, Unit Directors, managers	Civilian Labor Workforce (CLF) & National Labor Workforce (NLF) data.	Increase in targeted areas by FY 2015
		4.4. Increase the number of talented & committed interns, fellows, & volunteers to be hired as Smithsonian employees.	Hiring demographics, Voluntary Information and Associates Reception Center (VIARC), Smithsonian Center for Education & Museum Studies (SCEMS), Office of Fellowships(OF)	Senior Leadership, Unit Directors, Hiring managers, SCEMS, OF, VIARC, Recruitment Manager	Leverage the talent of the multi-sector workforce	2% increase in targeted areas by FY 2015
		4.5. Ensure that all Smithsonian policies, directives, & human resource policies & practices give equal access & benefits to employees' family members.	SD 212 & 213, Communications Strategies at all levels	Senior Leadership, Unit Directors, OHR Director, WPP & Benefits & Compensation Managers	Implement new changes annually.	Audit for 100% compliance
		4.6. Hire talented & skilled Veterans & people with targeted disabilities into positions that impact the operational success of the Institution.	Hiring demographics, National Finance Center (NFC)	Senior Leadership, Unit Directors, Hiring managers, OHR Recruitment Manager	Strengthen Outreach programs to targeted populations & measure progress.	Increase in targeted areas by FY 2015

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
5. Leadership & Knowledge Management. Develop leaders & talented employees at all levels of the Smithsonian to help achieve operational success through engagement, collaboration, innovation, & creativity.	*Unlocking the Mysteries of the Universe. *Understanding & Sustaining a Biodiverse Planet. *Valuing World Cultures. *Understanding the American Experience. Enabling Our Mission Through Organizational Excellence. *Measuring Performance.					
		5.1. Put all requirements and systems into place with the Partnership for Public Service (PPS) to transfer the results of the Smithsonian Employee Perspective Survey (SEPS) for ranking in the Federal Best Places to Work Survey.	SEPS, PPS requirements, Qualtrix information	USFA, OHR Director, Office of Policy Analysis Director, WPP Manager	SEPS Results in a format acceptable to PPS	Full Participation in FY 2011 Federal Best Places to Work Survey
		5.2. Leverage the annual Smithsonian Employee Perspective Survey (SEPS) results to develop an annual continuous improvement plan that focuses on employee concerns, makes corrective actions, & provides a feedback loop to employees.	SEPS	Senior Leadership, Unit Directors, OHR Director, WPP Manager	Continual feedback to SI employees on Corrective Actions	.5 point increase annually

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
		5.3. Encourage, recognize, & reward employees for collaborative, innovative, & creative activities & projects that are the hallmarks of a successful, forward-thinking organization.	Awards Programs, Idea Fairs, Research Grants & Awards, Scholarly Presentations & Publications	Senior Leadership, Unit Directors, SI employees	# of participants who applied for Secretary's Award Program	3% increase of applicants annually
		5.4. Foster a work environment that encourages employees to develop new competencies, update skills, volunteer on cross-Institution projects, participate in Idea Fairs, contribute to Working Groups, & participate in details & rotations that enrich, teach, & stretch employees talents for lifelong career engagement.	Idea Fairs, Working Groups, SI Projects & Initiatives, Details, Rotations	Senior Leadership, Unit Directors, supervisors, employees, Training Providers	# of participants in Idea Fairs, Details & Rotations	
		5.5. Develop a Mentoring Program that focuses on developing competencies, skills, & proficiencies that all Smithsonian employees need to have to master their position & prepare them for a lifelong career at the Smithsonian.	SI Mentoring Pilot Program	USFA, Unit Directors, supervisors, employees, OHR Director, WPP Manager	Implement & evaluate program	5% proficiency increase on targeted competencies on completion of program
		5.6. Strengthen the learning, training, & employee development environment by repurposing the former Training Council into a Learning & Development Council with representatives across the Smithsonian training environment, publishing the results of training surveys, developing partnerships with Education Exchange, & utilizing technology tools.	Training Council	Unit Directors, SI Training Representatives, SI Training Providers, OHR Director, WPP Manager	Reengage the former Training Council into new Learning & Development Council & develop annual objectives	85% completion of objectives starting in FY 2012

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
		5.7. Deliver a competency-based learning program for first time/first line supervisors that concentrates on the required skills & knowledge that ensures a successful transition to a leadership & supervisory role for employees to excel in changing work environments.	<i>Human Resource Managers (HRM) for Supervisors</i> , Focus Groups, SI Leadership competencies, OPM supervisory competencies, CFR 412	USFA, Unit Directors, new supervisors, OHR Director, WPP Manager	Pilot Learning Strategy delivered in FY 2011	Full implementation if FY 2012 with 15% new supervisors completed course
		5.8. Expand the Smithsonian Leadership Development Program (SLDP) for the participants to receive relevant & challenging action learning experiences that include stretch rotations, purposeful management projects, & cross-Institutional perspectives that include research, collections, development, & organizational support viewpoints.	SLDP, Evaluations & recommendations	USFA, OHR Director, Unit Directors, SLDP participants-supervisors-mentors, SLDP 1 participants, OHR Director, WPP Manager	Implement SLDP 2.0 in FY 2010	Program Evaluation in FY 2011 and at end of future iterations with expectation of 10% increase in targeted competencies
		5.9. Expand current learning & training opportunities to Smithsonian Leaders that focus on relevant, current, & strategic topics & issues & that meet the objectives of the CFR 412.	Executive Forum Series, CFR 412	USFA, OHR Director, WPP Manager, Unit Directors & Senior Leaders	Fully implement Executive Forums in FY 2011 & Executive Ethics Program in FY 2012	Compliance of CFR 412 & OIG recommendations

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
6. Accountability. Ensure that all human capital processes, policies, & practices are audited, evaluated, & held to the highest of best practice starts, & federal regulations.	<ul style="list-style-type: none"> *Unlocking the Mysteries of the Universe. *Understanding & Sustaining a Biodiverse Planet. *Valuing World Cultures. *Understanding the American Experience. Enabling Our Mission Through Organizational Excellence. *Measuring Performance. 					
		6.1. Annually update & adhere to the evaluation system incorporated in the <i>Smithsonian Institution Accountability Guide (SIAG)</i> that defines, charts, & evaluates the human resources processes, policies, practices, & services for Human Capital Accountability at the Smithsonian Institution according to federal regulations & laws & best human capital practices.	SIAG, new regulations, etc.	OHR Director, WPP Manager, BPs, SAO HR, Recruitment Manager	Edit & update SIAG with designated regulations & templates	90% Annual compliance

Smithsonian Institution (SI) Human Capital Strategic Goal	Linked to Smithsonian Grand Challenges & Strategic Priorities	Enabling Human Capital Objective	Human Capital Accountability Tools, Services, & Processes	Accountability Officials	Expected Outcomes	Performance Measures
		6.2. Comply & submit all required human capital documentation, reports, & submissions according to the designated formats & timelines to designated stakeholders.	<i>SI Human Capital Strategic Plan, Human Capital Management Report (HCMR), OPM & Office of Management & Budget (OMB) requirements</i>	USFA, OHR Director, OHR Managers, SAO HR, WPP Manager	Track & submit annual <i>SI Human Capital Management Report (HCMR)</i> & designated OPM & OMB requirements	90% compliance of submissions if properly resourced
		6.3. Capitalize on the results & feedback from employee surveys, program evaluations, & measurements of human capital programs & services to strengthen a Continuous Improvement Environment.	Accountability Audits & Reports, SEPS results, training & human capital surveys	USFA, OHR Director, SAO HR, WPP Manager, SI employees	Continual feedback to SI employees on Corrective Actions	

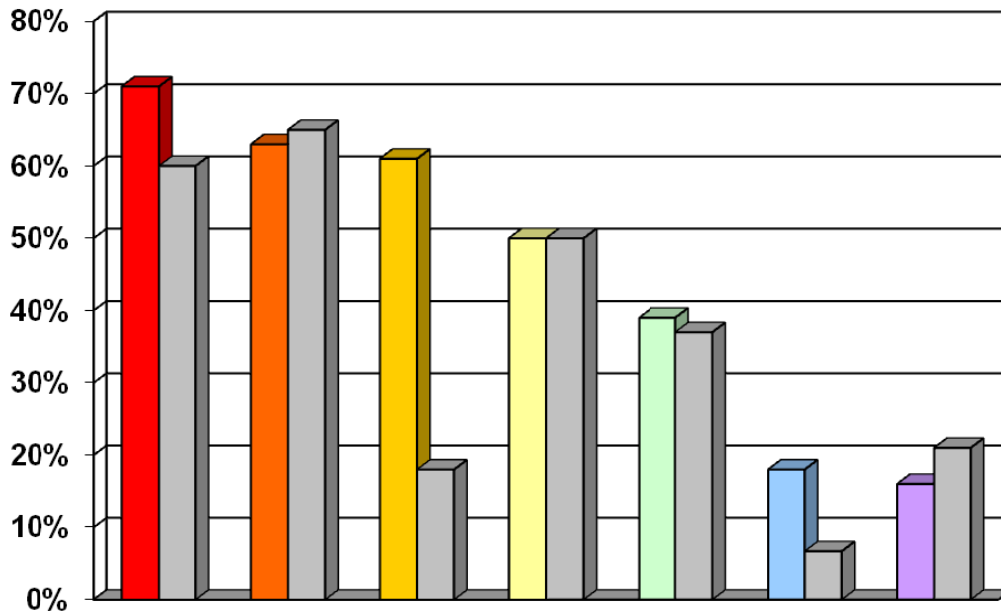
APPENDIX B - HEALTH RISK ASSESSMENT

SI values in color

- Prehypertension
- Overweight and Obesity
- Pre-diabetes
- Inadequate Exercise
- High Cholesterol
- Depression
- Smoking

US values in gray

- All conditions listed above



APPENDIX C – GRAPHICS

Graphic 1 – *Inspiring Generations through Knowledge and Discovery, Executive Summary: Smithsonian Institution Strategic Plan FY 2010-1015*

Graphic 2 – Human Capital Management System Supports the Value Chain of the Smithsonian

Graphic 3 – Smithsonian Institution’s Buildings

Graphic 4 – Human Capital Assessment and Accountability Framework (HCAAF) Model

Graphic 5 – Key Drivers for Enhanced Performance Management System (PMS)

APPENDIX D – CHARTS

Chart 1 – Smithsonian Strength Distribution-Total Number of Staff

Chart 2 – Occupational Distribution

Chart 3 – Grade Level (or Equivalent) Distribution

Chart 4 – Educational Level

Chart 5 – Federal and Trust Workforce

Chart 6 – Veterans (Federal Employees Only)

Chart 7 – Age Group