



# Managers’ Role in Human Capital Management (Draft)

The major change in terms of managers’ role in human capital management is a movement **from** a view that human capital management is a tactical function that happens in an isolated department (human resources) **to** a realization that a managers’ job involves ensuring that the organization and his/her team have the right staff with the right skills and behavior and provides this staff with the tools, resources, and feedback necessary for high performance.

## Guidelines for the Managers’ Role in Human Capital Management

Responsibilities	Relevant Actions to Accomplish Responsibilities
<p><b>Leadership and Governance of Human Capital Management:</b> View people as an essential enabler of organization performance. Human Capital Management should be infused in a manager’s competencies and prioritized in their work.</p>	<ul style="list-style-type: none"> <li>• <i>Prioritize sustained commitment to improve human capital management and enabling processes (i.e. in job descriptions, performance goals and selection of individuals. As a team, it is represented in work-plans, agendas, budget)</i></li> <li>• <i>Ensure human capital management approaches are consistently developed, implemented, and evaluated by the standard of how well they support achievement of organization’s strategy and impact results</i></li> <li>• <i>Visible exemplars for key processes (“walk the talk”)</i></li> <li>• <i>Actively support and are held accountable for development and management of staff (i.e. its in managers’ job descriptions, goals, and part of their ongoing schedule.)</i></li> </ul>
<p><b>1. Performance Management:</b> Ensure that employees’ performance expectations are aligned with the organization’s mission, and in which personal accountability for performance is reinforced by both</p>	<ul style="list-style-type: none"> <li>• Recognize and accept managers’ accountability for performance management; ensure employees have documented goals aligned with and cascaded from organizational/departmental goals (manager may set these goals or employee may set these goals, gaining managerial approval)</li> <li>• Meet with reporting employees individually on at least a weekly basis and with the team on at least a weekly basis; make use of performance management tools to ensure that employees and the team are on track to reach individual and departmental goals (monitor and assess performance)</li> </ul>



<p>rewards and consequences</p>	<ul style="list-style-type: none"> <li>• Identify and mitigate performance gaps</li> <li>• Calibrate performance with other peer managers</li> <li>• Evaluate employees for promotion and discharge</li> <li>• Provide training, mentoring, and coaching to employees to promote continuous learning and improvement</li> </ul>
<p><b>2. Succession Management and Leadership Development:</b> Help to ensure a reasonable continuity of leadership</p>	<ul style="list-style-type: none"> <li>• Contribute to the definition and development of leadership competencies</li> <li>• Contribute to the periodic update of succession plan that includes a review of its current and emerging talent needs in light of the strategic and program planning</li> <li>• Identify sources of talent both within and outside the organization.</li> <li>• Assess potential of employees</li> <li>• Share talent with other departments</li> <li>• Conduct and participate in talent review sessions providing clear performance/potential data.</li> <li>• Identify and support employees in the identification of career aspirations and proposed paths; take these into consideration in departmental succession planning</li> <li>• Support, help develop, and participate in a leadership/management development program that includes planned developmental opportunities, learning experiences, and feedback. Build in opportunities for mentoring.</li> <li>• Develop coaching and supervisory skills; use capabilities to provide helpful feedback and develop individuals for new roles.</li> </ul>
<p><b>3. Talent Acquisition:</b> Responsible for recruiting and hiring staff that is aligned with the competencies and workforce strategy developed by the organization’s leaders</p>	<ul style="list-style-type: none"> <li>• Identify the attributes of high performers to refine current job profiles and recruiting/selection materials; incorporate core values, leadership and functional competencies (if developed within the organization).</li> <li>• Learn and practice organization recruitment/selection process; increase skills to identify “best in class” talent and minimize risk of “wrong hire.”</li> <li>• Manage the recruiting, selection, and on-boarding cycle of new employees in the department, including creating job profiles, supporting sourcing efforts, interviewing and evaluating candidates, and managing on-boarding for specific roles</li> </ul>
<p><b>4. Talent Development:</b> Support</p>	<ul style="list-style-type: none"> <li>• Ensure that Individual development goals and plans are in place and reviewed annually for</li> </ul>



<p>education, training, and other developmental opportunities to help employees build the competencies needed to achieve the organization’s vision</p>	<p>employees in the department and help employees develop career roadmaps, to improve retention and employee engagement</p> <ul style="list-style-type: none"> <li>• Help ensure adequate opportunities for career management/advancement and an equitable promotion system are in place for the staff and aligns with the organization’s programmatic and supervisory/managerial needs. Identify development opportunities for employees</li> <li>• Build/ensure there is an explicit link between the organization/department’s development and learning opportunities and the competencies identified by the department for mission accomplishment</li> <li>• Assess employees’ competence in knowledge or skills areas either one on one or with a 360 tool</li> <li>• Ensure training and development opportunities are relevant and professionally rewarding; hold employees accountable for training and professional development activities</li> <li>• Provide coaching and opportunities for development; remove barriers to development</li> <li>• Recommend high performing staff to other leaders (i.e. promotions, job rotations, talent migration)</li> </ul>
<p><b>5. Rewards and Retention:</b> Help ensure that high performance is rewarded and support initiatives to retain high potential employees</p>	<ul style="list-style-type: none"> <li>• Recognize and reward employees appropriately</li> <li>• Ensure that performance incentives are deployed in a way that supports the organization’s goals and strategy and are informed by the performance management system</li> <li>• Allocate rewards to top performers accordingly</li> </ul>
<p><b>6. Competency Management:</b> Ensure that functional competencies and leadership competencies in the department are aligned with organizational competencies and core values and support organizational strategy. Ensure that other human capital management processes practiced in the department, such as hiring and</p>	<ul style="list-style-type: none"> <li>• Define functional competencies for roles in the department that are aligned with organizational competencies and core values</li> <li>• Ensure that selections, promotions, and performance reviews of staff are based on the core values and organizational competencies of the organization and the leadership and functional competencies of the department and role.</li> <li>• Role model core values; provide appropriate and timely recognition to reinforce core values behavior.</li> </ul>



<p>development/training draw from these competencies</p>	
<p><b>7. Human Capital Management and Strategy Alignment:</b> Ensure that the department’s goals are aligned with the organization’s mission, vision, core values, goals and objectives, which are integrated with human capital management</p>	<ul style="list-style-type: none"> <li>• Review departmental goals annually and ensure that they are aligned with organizational mission, strategy, goals and core values</li> <li>• Track departmental measures on human capital management and address areas that need improvement with the organization’s leaders</li> </ul>
<p><b>8. Workforce Planning:</b> Responsible for ensuring that department workforce decisions are aligned with the organization’s broader workforce plan</p>	<ul style="list-style-type: none"> <li>• Effectively use the workforce, putting the right employees in the right roles according to their skills</li> <li>• Identify the roles and core competencies needed to support departmental goals and strategies, which are aligned with organizational goals and strategies</li> <li>• Identify current and future talent needs and gaps, based on planning process and by conducting periodic knowledge and skills inventory</li> <li>• May need to assess Industry benchmarks in such areas as skills, education levels, and geographic and demographic trends.</li> </ul>
<p><b>9. Culture:</b> Foster a work environment in which people are empowered and motivated to contribute to the mission and one that provides both accountability and fairness for all employees.</p>	<ul style="list-style-type: none"> <li>• Support and reward behaviors that are aligned with core values and support organizational strategy</li> <li>• Gather employee feedback on the acceptance and encouragement of diverse styles and personal backgrounds in the workplace, as well as on perceptions of unequal treatment and with the help of the executive team, make appropriate changes.</li> </ul>
<p><b>10. Internal Communications and Decision-Making:</b> Facilitate clear communication from the organization’s leaders to staff, from staff to leaders, and across staff in different departments. Ensure that</p>	<ul style="list-style-type: none"> <li>• Communicate and make decisions in a way that is consistent with the organization’s internal communications plan and decision-making structure</li> <li>• Encourage employees to contribute their views on the organization/department’s shared vision and strategies for achieving it, including innovative ideas and process improvements</li> <li>• Support an active knowledge management effort featuring programs and tools for sharing</li> </ul>



communication and decisions made within the department are clear, aligned with organizational values, and have staff buy-in.	information and creating institutional knowledge that can be readily retrieved by or disseminated to staff.
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**Sources:**

*Levansaler, L. The Human capital management Experience Series. Bersin and Associates. 2008.*

*United States General Accounting Office. Human Capital: A Self-Assessment Checklist for Agency Leaders. September 2000. GAO/OCG-00-14G.*