



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

Human Capital Leadership
and Merit System
Accountability Division

MAY 15 2008

MEMORANDUM FOR HUMAN RESOURCE DIRECTORS

FROM: Kevin E. Mahoney
Associate Director
Human Capital Leadership and
Merit System Accountability Division

A handwritten signature in black ink, appearing to read "Kevin E. Mahoney".

SUBJECT: Federal Competency Assessment Tools 2008

The Federal Government has implemented a number of strategies to reduce competency gaps in mission critical occupations, including in the leadership and human resources management (HRM) occupations. These strategies are creating a highly skilled and productive workforce capable of meeting the challenges and demands of our agencies.

Last year, the U.S. Office of Personnel Management (OPM) developed and deployed the Federal Competency Assessment Tools for Management (FCAT-M) and Human Resources (FCAT-HR) to support Federal agencies in determining the skill levels of individuals in leadership and HRM occupations. Over 30 agencies used the FCATs in their inaugural year, with nearly 30,000 registered users.

This fiscal year OPM will again provide the FCATs to support agencies with their leadership and HRM skill assessments. The assessment window for both tools is June 16, 2008 through August 15, 2008. The FCAT-M will continue to use the leadership competencies associated with the Executive Core Qualifications and six performance management competencies.

The FCAT-HR will continue to use the competencies of the initial Chief Human Capital Officers (CHCO) Council HRM Competency Model and three performance management competencies. The FCAT-HR will also allow agencies the option of assessing six additional HRM competencies (see attachment) selected by the CHCO Council. With the introduction of the six new competencies, it is extremely important we achieve a high response rate from the HRM community to get a strong baseline for these competencies.

In the near future, we will conduct a demonstration of the FCATs. The FCAT Project Team will provide agencies' designated points-of-contact with logistics for the demonstration. If you have questions about the FCATs, please contact Aline Ames at Aline.Ames@opm.gov or (202)-606-1925 or Angela Graham Humes at Angela.GrahamHumes@opm.gov or (202) 606-2430. OPM Human Capital Officers (HCOs) are available to provide consultative sessions for agencies on the uses of the FCATs. If a session is desired, please contact your OPM HCO.

Attachment

Chief Human Capital Officers Council
Future-Focused Competencies
Human Resources Management

- **Flexibility** – Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
- **Information Management** – Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.
- **Decision Making** - Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
- **Creative Thinking** – Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
- **Planning and Evaluating** – Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
- **Influencing/Negotiating** – Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.