



Blueprint for a World-Class IT Talent Pipeline - *Investing in NOAA's Future*

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Outline



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- Purpose
 - Background
 - Benefits of Establishing a Formal Talent Pipeline for IT
 - Overview of Proposed Program
 - Pilot Closeout
 - Suggested Way Forward



Purpose



- Informational briefing on FedRecruit pilot closeout
- How the adoption of a formal program could address some of NOAA's requirements
- Overview proposed formal program
- Discuss pilot closeout and suggested way forward



Background



- Workgroup, jointly led by OCIO and WFMO, formed with representatives from Line and Staff Offices
- Workgroup participated in the Partnership for Public Service's FedRecruit program
 - FedRecruit assisted federal agencies with building their ability to recruit, hire and retain top entry-level talent in Information Technology



Establishing a Talent Pipeline for IT



Workgroup created a blueprint and draft hiring managers' guide for an **entry-level IT** program

- The blueprint and guide are intended to provide maximum flexibility in meeting LO/SO needs and enable quality hiring for entry-level IT positions
- Entry-level, student intern and co-op IT positions are included
- No funded positions became available during pilot



Why focus on entry-level IT?



- Ability to fulfill NOAA's mission hinges on thoughtful attention to recruitment, hiring and retention of talented entry-level IT professionals
 - One out of every ten NOAA employees is in the 2210 series¹
 - The average age is 49 and 31% are retirement eligible within 5 years
- No established IT talent pipelines
 - Only 5% in developmental positions
- Increasingly competitive environment for IT talent
 - More than 11,500 mission-critical IT jobs will need to be filled during 2010-2012²
- More sustainable, balanced workforce (age, grade, cost) allows successful, realistic, and cost effective succession planning
- Obvious key advantages in recruiting top talent with state-of-the-art training in Computer Science, Cyber Security, Computer Engineering, and Project Management
- Opportunity to develop and foster NOAA specific knowledge and technical skills
- Strengthen NOAA's relationship with top universities

¹Data current as of November 2010.

²Where the Jobs Are, 2009, Partnership for Public Service



Addressing Some of NOAA's Requirements



- Next-Generation Strategic Plan includes cross-cutting Enterprise Objectives for both IT Infrastructure and NOAA's Workforce
- DoC IG FY 11 Top Management Challenge: IT Security
- FY11 IT Implementation Plan, Strategic IT Goal 5: Skilled IT Workforce
- OPM human capital planning requirements
- Federal CIO's 25 Point Implementation Plan to Reform Federal Information Technology Management (Strengthen Program Management—Points 13 and 14)



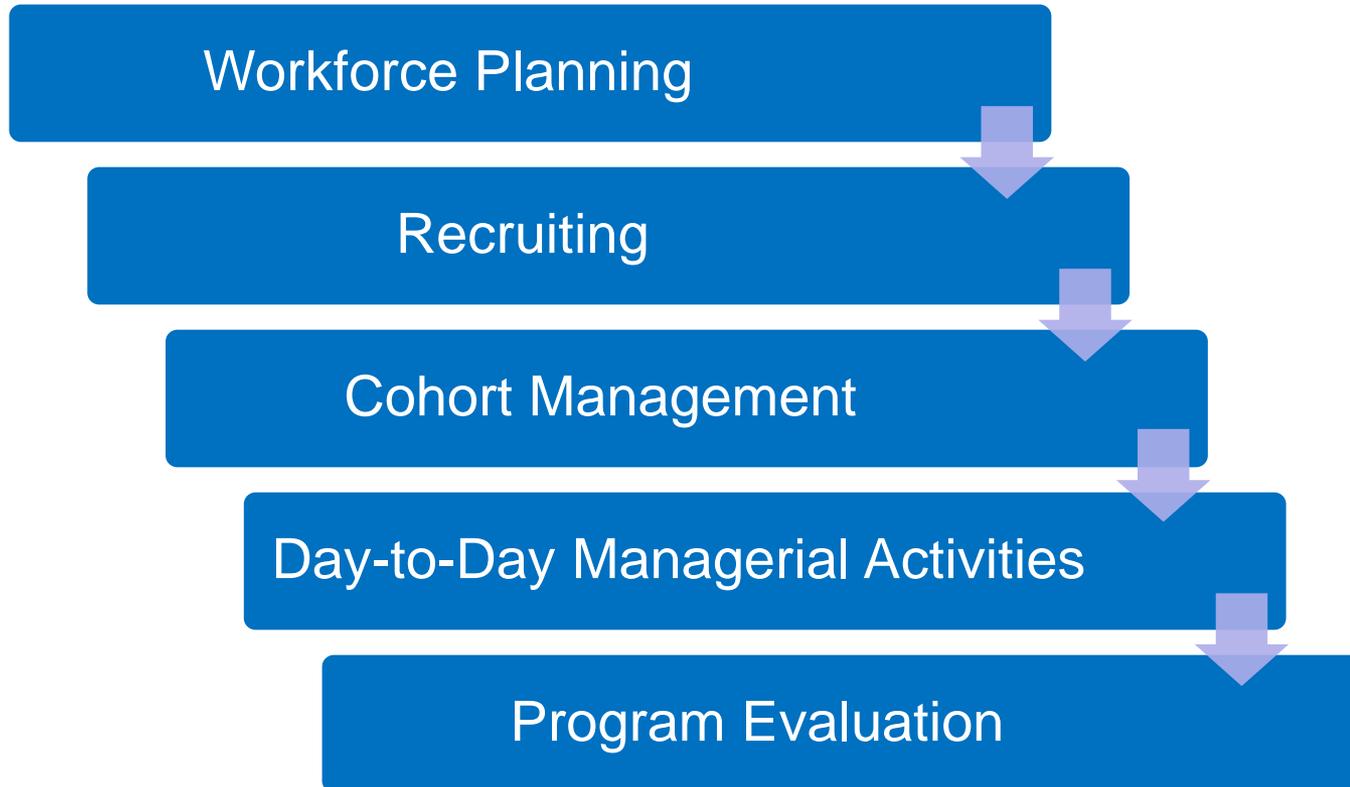
Proposed Goal and Objective



- Objective: Create an infrastructure that refreshes the workforce by developing an IT talent pipeline
- Goal: Double the number of IT employees (part-time, full-time or co-op) in the entry- level grades of GS 5, 7, and 9 over a five-year period
 - Currently 4.8% of the IT workforce is at this level (i.e., 57 employees)
 - Increase the number by approximately one percent a year for five years, i.e. about 12 additional positions filled each year



Concept of Operations



Centralized Facilitation, Decentralized Operation



Role Delineation



Program Team

- Provide central management of process
- Retain expert knowledge on rules, regulations and authorities
- Provide tools, guidance and templates
- Manage cross-NOAA cohort activities
- Maintain relationships
- Collect data (metrics)

Hiring Managers

- Identify positions and work requirements
- Secure funding and FTE
- Onboarding
- Provide development and training
- Manage day-to-day employee activities
- Observe and evaluate performance
- Make hiring decisions
- Provide data

Many activities will be collaborative efforts between hiring managers and program team (e.g., participation in job fairs)



Pilot Closeout



- The Executive Briefing and Hiring Managers' guide will be shared with the Partnership for Public Service and posted on the OCIO BMO website.
- The Hiring Managers' Guide will be updated when a final decision is made on the Pathways Program and the update will be posted on the OCIO BMO website.
- Notify Kristen Purvis, kristen.purvis@noaa.gov, if you have any interns or entry-level hires that could participate
 - If we have 10 participants, we will organize cohort events.



Suggested Way Forward



- Top leadership identify positions and monetary resources to adopt the program, including:
 - Entry-level positions to be filled on a permanent basis
 - Interns as summer or seasonal hires
 - Part-time undergraduate or graduate-level co-ops
 - FTE, resources, location, basic duties
- WFMO and OCIO partner to lead program
- Line and staff offices designate program team members



Team Members



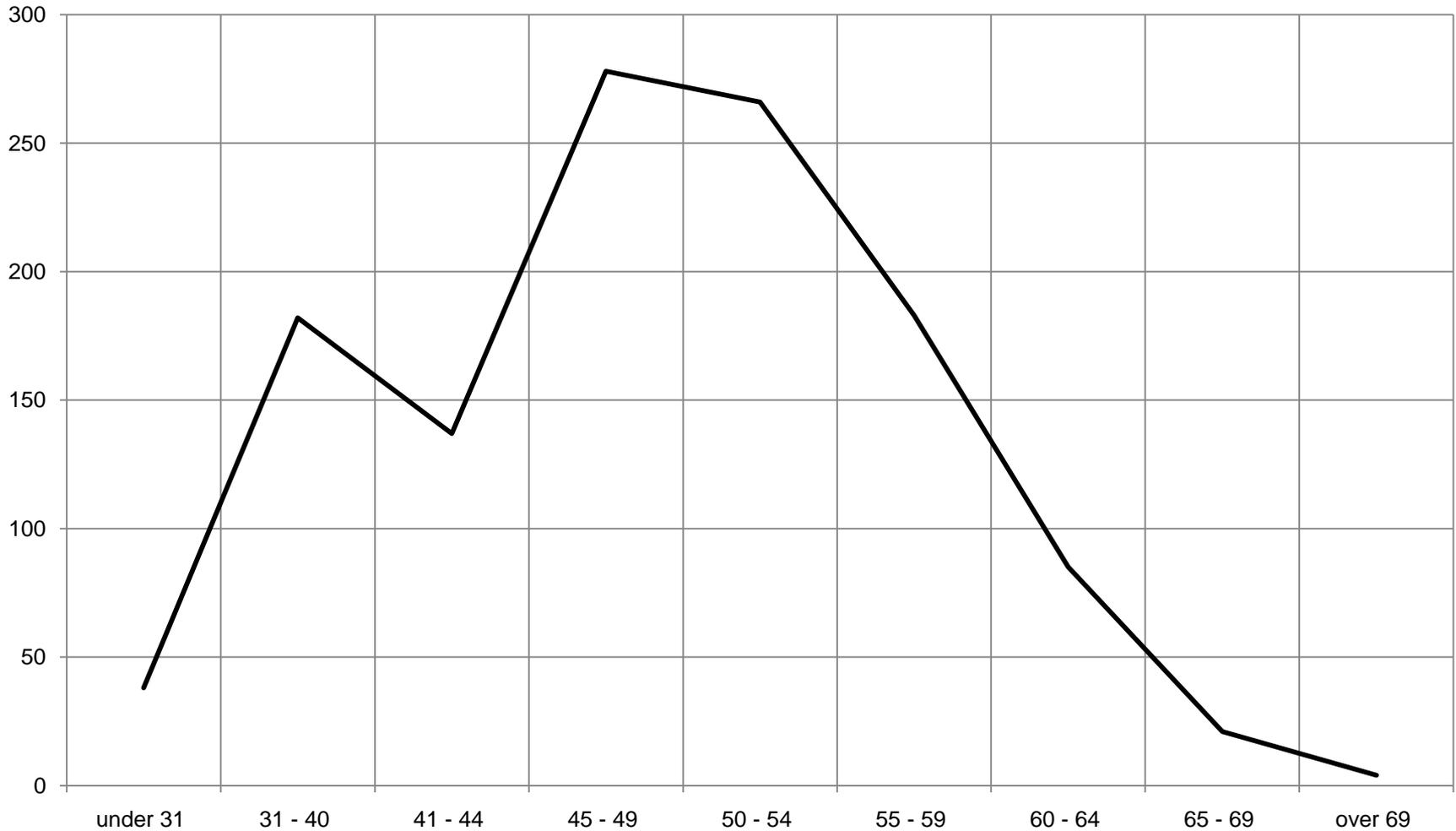
- Theodoris Corbett (WFMO)
- Hugh Johnson, CIO (NOS)
- Douglas Perry, CIO (OMAO)
- Kristen Purvis (OCIO)
- Maria Sims (NWS)
- George Ann Stansbury (NOS)
- Kathy Stowe (OCIO)
- John Tindal (PTO)
- Andrew Venaglia (OCIO)
- Judith Westbrook (WFMO)
- Sharon Wilgus (OMAO)



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- Backup slides

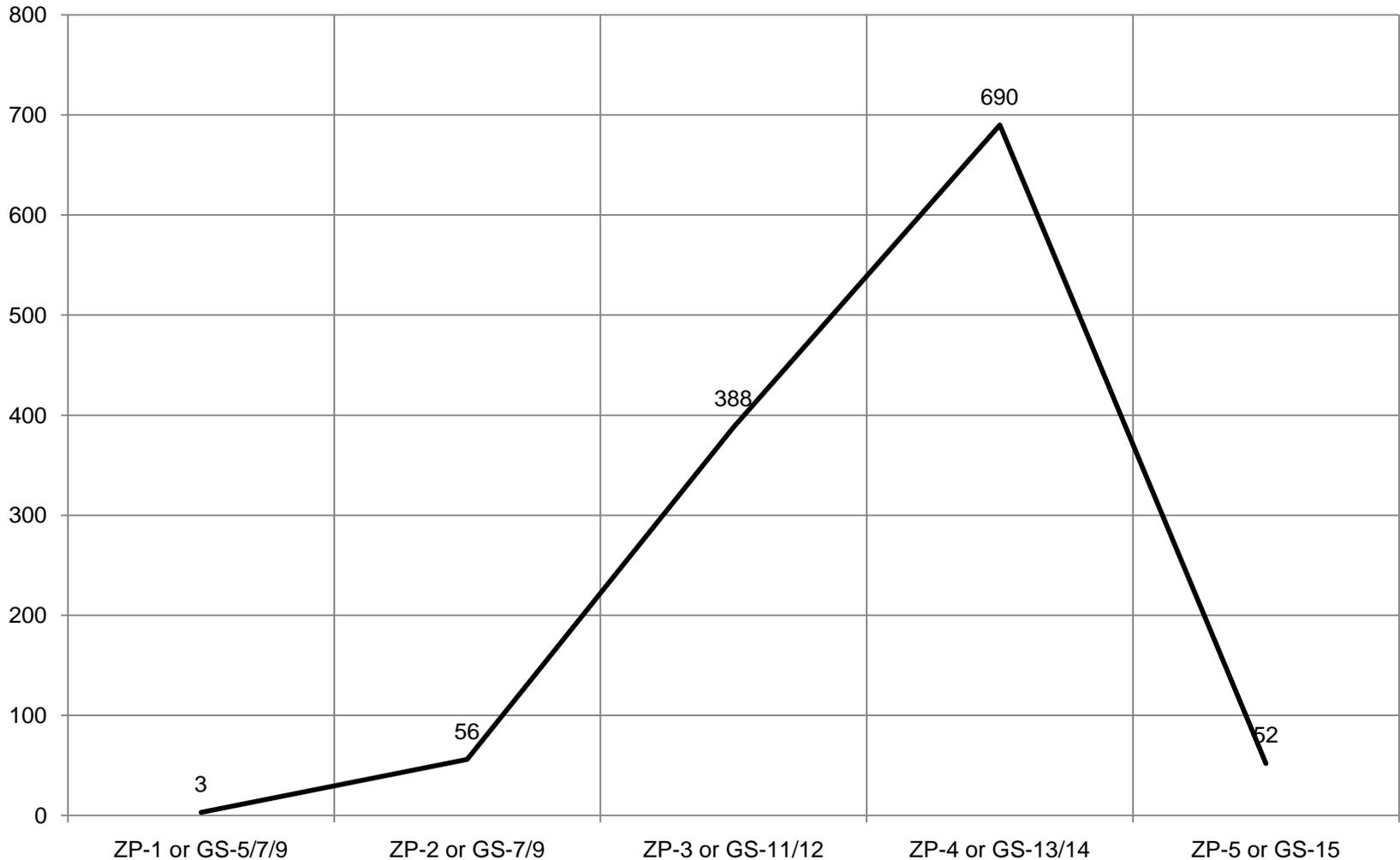


NOAA's IT Workforce – By Age





NOAA's IT Workforce – By Grade





Potential Savings



Initial Cost Savings of Hiring Two GS-7 IT Specialists Instead of One GS-14 IT Specialist³

GS-14/1 Cost	138,000
GS-7/1 Cost	(62,000)
GS-7/1 Cost	(62,000)
Cost Savings	\$ 14,000

³Costs calculated using DC locality pay for the GS-14 salary, special rate salary for the GS-7, a benefits rate of 25.5%, training rate of 1.5%, awards rate of 1.5%, and a helpdesk fee of \$3,200. Final calculations rounded to the nearest thousand.



Participant Benefits



- Real, meaningful, important and useful work assignments
- Opportunity to make a difference and identify with NOAA's mission
- Structured learning opportunities
- Opportunity to interact with other interns and new hires
- Opportunity to meet senior leaders
- Positive impression of NOAA and good stories to share



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- Sample Program Artifacts



Hiring Managers' Guide: Table of Contents



- I. Executive Briefing
 - i. Establishing a Talent Pipeline for IT
 - ii. Program Goals
 - iii. How Does the Program Work?
 - iv. Next Steps
 - v. Acknowledgments
- II. Handbook
 - i. Purpose of this Handbook
- III. Section 1 – Planning
 - i. Considerations
- IV. Section 2 – Recruitment & Marketing
 - i. University Relationships
 - ii. Establishing Relationships
 - iii. Career Fairs
 - iv. Publicizing Opportunities
 - v. Assessing and Selecting Candidates
 - vi. Tips for Effective Recruitment
- V. Section 3 - Cohort Management
 - i. Training and Development
 - ii. Cohort Events
- VI. Section 4 - Day-to-Day Managerial Activities
 - i. Managing the Onboarding Process
 - ii. Managing Employee Performance
- VII. Section 5 - Program Evaluation
 - i. Feedback Survey
- VIII. Appendix A: Hiring Reform – New Hiring Model
 - i. Overview
 - ii. Workforce Planning
 - iii. NOAA's 80-Day Hiring Model
 - iv. Roles and Responsibilities
 - v. Recruitment Package
 - vi. Job Opportunity Announcement (JOA)
 - vii. Subject Matter Experts (SMEs)
 - viii. RADS
 - ix. Occupational Questionnaires
 - x. Category Rating/Issuing the Certificate of Eligibles
 - xi. Veterans' Preference
 - xii. Interviews
 - xiii. Selection Process
 - xiv. Offer
 - xv. Security Clearance
- IX. Appendix B: Hiring Flexibilities
- X. Appendix C: Sample Agreement Forms



Hiring Managers' Guide: Highlights



- Sample questions from the program evaluation feedback survey

Improving the Program

- 14.) Please rate your agreement with the following statement:
Overall, my entry-level or internship position at NOAA was a good experience.
- Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
- 15.) Would you recommend the program to a friend or colleague?
- Yes
 - No
- 16.) If you could change or add anything to the program, what would it be?
- 17.) Please describe the most valuable part of your experience.
- 18.) What was the most difficult part of the program?



Hiring Managers' Guide: Highlights



- Cohort Events
 - Orientation and SSMC tour
 - Meet with top NOAA management at HCHB
 - Attend CIO Council meetings
 - Site visits, such as touring the NOC
 - Speakers featured at brown bags
 - For example, IT Specialists could talk about innovative projects, i.e. GeoPlatform
 - Career workshops, such as writing an “accomplishment-based resume” for the Federal government