About us

PwC Public Sector (PS) is one of six verticals under PwC Advisory.
PwC PS is a top performer in a highly awarded professional services organization.

---

Our organizational structure optimizes our ability to deliver solutions to clients.

---

Our Journey
We began our Baldrige journey in FY08 initially as a way to differentiate from our competitors.

We recognized the need for improvement by examining Baldrige Feedback Reports.

"PwC PS does not systematically evaluate and improve the overall approach to managing workforce capacity and capability..."

"PwC PS does not systematically support high-performance work and engagement through the Performance Coaching and Development system (PC&D), aligning values and behaviors to career goals..."

"PwC PS does not have a systematic approach to improving work processes..."

"PwC PS has a systematic approach to supporting high-performance work and engagement through the Performance Coaching and Development System (PC&D), aligning values and behaviors to career goals..."

The Baldrige process has helped us sustain growth through volatile market conditions.
Continued investment in Baldrige has also helped enhance our customer, workforce, and operations results.

- Increased productivity to highest levels ever to more efficiently and effectively serve our clients.
- Customer satisfaction consistently higher than industry standard.
- Maintained turnover significantly less than industry standard.
- Sustained improvements in quality metrics, leading to enhanced client delivery.

Our Process

We used a five-step approach to identify and address performance gaps.
Preparing the organization is a critical first step of your Journey.

1. **Prepare**
   - Identify executive sponsor, senior leadership team, key stakeholders, and "Category Owners"
   - Establish expectations for participation, data and information requirements, and roles / responsibilities
   - Communicate expectations and information on the process to the organization

   PwC PS Baldrige Program Management Office
   - 3-5 Full Time Staff, very knowledgeable about the organization
   - Work closely with Category Owners and Senior Leaders
   - Manage communication, training, coordination, develop application content, manage site visit

Assessing your organization against the criteria will provide a baseline from which to plan future activities.

2. **Assess**
   - Hold whiteboarding sessions and conduct interviews with senior leadership team and "Category Owners"
   - Document initial responses to criteria
   - Identify industry benchmarks

Identifying gaps and strengths across categories will provide a sense of level of effort required for improvement.

3. **Identify**
   - Identify strengths, gaps, and potential best practices (use feedback reports if available)
   - Assess level of effort required to close gaps
   - Assess organizational change readiness

<table>
<thead>
<tr>
<th>Workforce Environment</th>
<th>Criteria</th>
<th>Current State Assessment</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you assess your workforce capability and capacity needs?</td>
<td>Our demand management process is clearly defined, communicated and integrated</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>How do you recruit, hire, place, and retain new workforce members?</td>
<td>Recruiting and hiring processes are not optimized. Retention continues to decline year over year.</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>How do you prepare your workforce for changing capability and capacity needs?</td>
<td>Learning and Development (L&amp;D) programs are in place, but there is no centralized system or process for managing/tracking current and future L&amp;D needs</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>How do you support your workforce via services, benefits, and policies?</td>
<td>Benefits and workforce assistance policies exist, but the processes for communicating them could be enhanced</td>
<td>Medium</td>
<td></td>
</tr>
</tbody>
</table>
Prioritization creates focus on how to address the most critical gaps.

• Prioritize improvement initiatives aimed at closing gaps, improving processes and results
• Develop project plan, implementation plan and schedule

Implementation should be closely monitored, evaluated, and communicated to facilitate successful adoption.

• Implement project plan
• Measure and communicate progress / results and adjust as needed
• Provide training
**PwC Public Sector Improvement Initiative – Workforce Development**

**Why change our Workforce Development Process?**

- **75%** of performance reviews were completed in March, one month prior to the end of the performance year, resulting in missed opportunities to accelerate the development of our staff.

- **83%** of the performance reviews completed have staff assessed as “Exceeded Expectations” due in part to the confusion around what expectations are at each staff level.

- **110+** client service days were spent every year in Annual Performance Review meetings. If we could cut the amount of time, we would increase revenue capacity.

**Our new workforce development process, Talent Transformation, encourages real-time feedback.**

- **Building leaders who build the future.**

  - **Professional Career Progression Framework**
    - **(every day):** where I’m going
    - **(every so often):** who can help me get there

  - **Career Roundtable**
    - **(every year):** where I stand

  - **Career Coach**
    - **(every year):** who can help me get there
Sample Snapshot

Sample Differentiators

How it's going so far...

<table>
<thead>
<tr>
<th>Adoption Metrics</th>
<th>PS Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg. # of Snapshots Acknowledged</td>
<td>2</td>
<td>6-12</td>
</tr>
<tr>
<td>% of Staff who initiated 1 or more Snapshot in the last 45 days</td>
<td>62%</td>
<td>100%</td>
</tr>
<tr>
<td>Arg. turnaround time from requested to available (Assessor)</td>
<td>18.1 days</td>
<td>&lt;7 days</td>
</tr>
<tr>
<td>Arg. turnaround time from requested to acknowledged (Assesse)</td>
<td>22.4 days</td>
<td>&lt;11 days</td>
</tr>
<tr>
<td>% of Snapshots with Differentiators</td>
<td>47.1%</td>
<td>&lt;50%</td>
</tr>
<tr>
<td>Arg. hours per acknowledged Snapshot</td>
<td>245</td>
<td>81-399 hours</td>
</tr>
<tr>
<td>86% of hours covered in Snapshots</td>
<td>34.8%</td>
<td>379%</td>
</tr>
</tbody>
</table>
Questions?

allison.carter@us.pwc.com
703-405-4215