

**U.S. Department of Labor
Washington, D.C.**

The mission of the Department of Labor is to foster and promote the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements.

In fiscal year 2001, DOL incorporated strategic human capital planning into its overall strategic planning and budget planning process. Key to the Department's efforts has been the development of a coordinated department-wide approach for human capital management under the guidance of a Management Review Board. The Board is comprised of DOL agency heads and is chaired by the Assistant Secretary for Administration and Management.

One of the strategies to link human capital initiatives to DOL's mission and goals is a "Management Crosscut" proposal included in the President's fiscal year 2003 budget. This proposal requests funding for human capital management tools and flexibilities needed for the successful implementation of Department-wide initiatives, such as procuring and implementing forecasting tools to enhance workforce planning capabilities; assessing competencies and providing training programs to address skill gaps; launching aggressive outreach activities to recruit highly qualified and diverse staff; and funding for recruitment and retention efforts.

DOL has used technology to enhance their human resources efforts. Specifically, they have implemented a web-based analytical reporting tool to assist them in their workforce planning efforts to forecast retirements, analyze full time equivalent use, evaluate workforce diversity, and assess the use of human resource flexibilities. They have also used technology to facilitate restructuring of their human resources function. By updating and integrating various systems, the human resources function will be able to provide a citizen-centered "one-stop shop" for service delivery to DOL employees. The new process should eliminate duplicate timekeeping and the need for reconciliation processes. Nearly 84 percent of all personnel actions are now initiated electronically, placing these processes closer to their customer and allowing staff more time to perform more critical functions.

DOL has embarked on a new performance management system for managers and supervisors that provides a more consistent approach across the Department. This new performance management system more effectively aligns the objectives of the President's Management Agenda, Department priorities, and the Department's strategic and annual performance goals and is a mechanism to hold DOL managers and supervisors accountable for achieving the desired results.

Finally, DOL implemented several succession planning programs at all levels as a result of the workforce analysis. These Department-wide programs include a Senior Executive Service candidate program, a mid-level Management Development Program, and an MBA Outreach Program.