

## DOL Human Capital Strategic Implementation Plan

Major Initiative	Milestone or Activity	Indicator	Accountability	Timeframe
<b>A. Strategic Alignment</b>				
A.1 Develop and regularly update the Human Capital Strategic Plan and OASAM Strategic and Performance Plan to support DOL's business goals and strategies	A.1.1 Update the HR Strategic Plan	Date of distribution and publication on LaborNet of update	HRC	Q1 annually
	A.1.2 Update the OASAM Strategic and Performance Plan	Date plan updated	HRC	Q1/FY 2009 and thereafter as required
	A.2 Maintain DOL HR LOB Budget Request (Exhibit 300)	A.2.1 Submit the annual HR Line of Business (LOB) Budget Request (Exhibit 300)	Completed Exhibit 300 submitted to OCIO	HRC
<b>B. Workforce Planning and Deployment</b>				
B.1 Provide information on the DOL workforce to improve workforce planning and analysis capability	B.1.1 Maintain the DOL At-A-Glance Workforce Profile System to evaluate workforce trends	At-A-Glance reports published on LaborNet	HRC	Q1/FY 2009 and annually thereafter
<b>C. Leadership and Knowledge Management</b>				
C.1 Maintain SES and mid-level management development and training programs based on succession planning needs	C.1.1 Assess management development needs	Turnover analysis of supervisory positions	Agencies to set needs; HRC for data analysis	Q2/FY 2009 and annually thereafter
	C.1.2 Maintain SES Candidate Program	Number of candidates	Agencies and HRC	To be determined annually based on succession planning needs
	C.1.3 Maintain mid-level Management Development Program	Number of candidates	Agencies and HRC	To be determined annually based on

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C.2 Continue the MBA Fellows Program	C.2.1 Select MBA Fellows class	Candidates selected/job offers made	HRC lead, Agencies provide positions	succession planning needs  To be determined annually based on succession planning needs
C.3 Continue the Mentoring Program	C.3.1 Solicit participants for the Mentoring Program	Program announced and mentors and mentees selected	HRC	Q3/FY 2009 and as needed thereafter
C.4 Regularly update the DOL succession plan	C.4.1 Submit annual succession plan to OPM for approval	Date plan submitted to OPM	HRC	FY 2009 and as needed thereafter
C.5 Required supervisory/management training	C5.1. Ensure required training is completed in Performance Management, Whistleblower Protection, Computer Security, Drug-free Workplace, No Fear Act, and New Supervisors' Training	Records in LMS show employees have completed all required courses	HRC, Agencies	As required by regulations or DOL policy
<b>D. Results Oriented Performance Culture</b>				
D.1 Increase diversity DOL-wide and increase specific representation in management and mission-critical occupations	D.1.1 Prepare annual EEOC MD-715 report and submit to the EEOC	Date plan submitted to EEOC	CRC with HRC input	Q2/FY 2009 and annually thereafter
	D.1.2 Prepare annual Federal Equal Opportunity Recruitment Plan and Disability Plan	Date plan sent to OPM	HRC	Q1/FY 2009 and annually thereafter
	D.1.3. Prepare annual Disabled Veterans' Affirmative Action Plan	Date plan sent to OPM	HRC	Q1/FY 2009 and annually thereafter
	D.1.4. Prepare Annual Report to the President on Hispanic Employment	Date report sent to OPM	HRC	Q1/FY 2009 and annually thereafter

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D.2 Make DOL Performance Appraisal Program ready for pay for performance, in accordance with the PAAT	D.2.1 Assess DOL Performance Management Program	DOL Performance Appraisal Assessment Tool (PAAT) assessment submitted	HRC	Q1/FY2010
	D.2.2 Training for all supervisors in performance management	Date training completed for all supervisors	HRC lead, and Agencies	Q4/ FY 2010 and Biennially thereafter.
	D.2.3 Training for all employees in performance management	Performance module in new employee e-learning curriculum	HRC	Q3/FY 2009
<b>E. Talent</b>				
E.1 Reduce knowledge and skill gaps DOL-wide	E.1.1 Assess progress on implementation of agency Skill Gap Assessment Action Plans	Ratings on Agency Scorecards	Agencies for specific initiatives	Q2/FY 2009 and semi-annually thereafter
	E.1.2 Reassess skill gaps in mission critical occupations to determine if gaps have been closed as outlined in agency Skill Gap Assessment Action Plans	Percentage of skill gaps identified that have been eliminated	HRC lead, with Agency participation	Q1/FY2010 and biennially, thereafter
	E.1.3 Assess skill gaps for leadership competencies	Report to OPM, Ratings on Agency Scorecards	HRC lead, with Agency participation	Q3/FY 2010 and biennially thereafter
	E.1.4 Assess leadership bench strength	Report of leadership bench strength to OPM	HRC lead, with Agency participation	Q3/FY 2010 and annually thereafter
	E.1.5 Assess progress in closing skill gaps in the IT area and in the acquisition workforce	Results report in closing competency gaps and meeting staffing projections in IT and acquisition positions to OPM	ITC, BOC with HRC involvement	Annually, as required by OPM
<b>F. Accountability</b>				

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F.1 Review of Agency Human Capital Programs	F.1.1 Conduct regular agency reviews using PMA-based Agency Scorecards	Agencies rated on scorecards	HRC	Q2/FY 2009 and semi-annually thereafter	
	F.1.2 Submit annual Human Capital Management Report (HCMR) to OPM	Date report submitted to OPM	HRC	Q1 annually	
	F.2 Use the Human Capital Scorecard and GREEN Standards for Success to gauge the effectiveness of human capital programs and to drive continuous improvement	F.2.1 Quarterly submission of the Human Capital scorecard	Scorecard submitted to OPM and OMB	HRC	Quarterly
		F.2.2.Submission of GREEN Standards of Success (Proud to Be)	Standards of Success submitted to OPM and OMB	HRC	Q3 annually
	F.3 Analyze results of Federal Human Capital Survey	F.3.1 Analyze Federal Human Capital Survey (FHCS) results	Action plan to OPM	HRC	Q3 2009 and biennially thereafter
F.4 Conduct and analyze results of DOL Annual Employee Survey	F.4.1 Conduct DOL Employee Survey	Date Survey completed	HRC	Q4/FY 2009 and biennially thereafter	
	F.4.2 Send Employee Survey results to OPM	Date results sent to OPM	HRC	Q3/FY 2010 and biennially thereafter	
F.5 Conduct biennial accountability reviews of HR Offices	F.5.1 On-site reviews and written reports	Final Reports submitted to HRO	HRC	Biennially	
<b>G. e-HR Initiatives</b>					
G.1 Improve the e-Recruit hiring process through the use of the DOL Online Opportunities Recruitment System (DOORS)	G.1.1 Hire new employees in a timely manner based on OPM's time-to-hire and applicant notification performance measures	Percentage of hiring decisions made within 45 days of vacancy closing date	HRC, in conjunction with Agencies	Q2/FY 2009 and semi-annually thereafter	
	G.1.2 Submit Quarterly Hiring Timeline Table Report to OPM	Date report submitted to OPM	HRC	Q2/FY 2009 and semiannually thereafter	

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G.2.. Implement an e-Learning Management System (LMS) that provides a DOL-wide architecture for learning management and provides flexibility for course development  G.3 Migrate to a Shared Service Center	G.2.1 Complete migration of agency Learning Management Systems (LMSs) to one of the three E-Training approved service providers	Date migration completed	HRC, in conjunction with Agencies	Q4/FY 2010
	G.2.2 Decommission legacy LMSs	Date decommissioning completed	HRC, in conjunction with Agencies	Q4/FY2010
	G.3.1 Transition to Human Resources Line of Business (HRLOB) Shared Service Center	Date transition completed	HRC, in conjunction with Agencies	Q4/FY2009
	G.3.2 Decommission Peoplepower	Date decommissioning completed	CFO and HRC, in conjunction with Agencies	Q3/FY2010
<b>H. Emergency Readiness</b>				
H.1 Develop Information materials and policies on Pandemic Influenza	H.1.1 Provide and maintain updated policies/plans	Policies/Pandemic plans up-to-date	HRC	Ongoing
	H.1.2 DOL Pandemic Influenza (PI) Plan updated and available	Plan revised periodically	HRC	Q3/annually
		Regional PI plans developed and approved	HRC	TBA
	H.1.3 Agency Pandemic Influenza Plans developed and available	Fully approved plans on file	All Agencies	Q2/ FY 2009
H.2 Increase DOL pandemic/disaster readiness	H.1.4 Information provided to employees	Brochures on PI preparedness completed and distributed to all DOL employees.; employee briefing; Provide and maintain an up-to-date PI website	HRC and all Agencies	Ongoing
		H.2.1 Improve potential for continuity of operations in a Pandemic Influenza	3-deep competence	All Agencies
		Equipment/supplies available	All Agencies	Ongoing

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	H.2.2 Telework Preparedness	Standard operating procedures (SOPs) updated	All Agencies	As needed
		Telework exercises ongoing	All Agencies	As needed
	H.2.3 Preparedness in Regions	Agency and DOL Telework reports completed annually	Agencies and HRC	Q2/FY 2009 and annually thereafter
		Atlanta PI planning conference	Regional OASAMs, HRC,	Q1/FY2009
	H.2.4 Establishment of Regional planning approach	Teleconference with OASAM and other regional planners as appropriate for regional planning approach	Regional OASAMa, HRC	Q3/FY2009
		OASAM Regional Plans developed	Regional OASAMs HRC	Q4/FY2009
		Other Regional Plans developed	DOL Regional Agencies	Q1/FY2010

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