

Outcome Goal HR – Establish DOL as a Model Workplace

DOL is committed to recruiting, developing, and retaining a high-quality, diverse workforce that effectively meets changing mission requirements and program priorities. Through workforce analysis and planning, we identify human capital requirements to meet our organizational goals and needs, so that the right people are in the right place at the right time. Workforce planning reduces distance between DOL decision-makers and our customers, enhances front-line service delivery, addresses current and projected staff shortages, assures employees have the skills critical to their current positions and are prepared to progress to higher levels of responsibility, and anticipates changes to staff and competency requirements. Employees in occupations no longer necessary as a result of technology or changing business practices are afforded the opportunity to be retrained, and succession planning and other planned management approaches to an aging workforce will be pursued.

DOL remains committed to assuring safe and healthful workplaces for our employees and Job Corps students, and to reduce human costs associated with workplace injuries and illnesses. We have expanded use of technology to deliver web-based, interactive occupational safety and health training targeted to hazards and conditions contributing to injuries and illnesses. Practices at work sites with lower than average injury rates are being evaluated to determine whether they can be effective elsewhere.

DOL achieved all five performance goals, and earned a “green” status score for Strategic Management of Human Capital in the latest President’s Management Agenda Scorecard.

Goal (Agency) – Period Goal Statement [Achievement]	Performance Summary
<p>HR1 (OASAM) – FY 2004 The right people are in the right place at the right time to carry out the mission of the Department. [Substantially Achieved]</p>	<p>Competency models were completed for all 27 mission-critical occupations and a skills inventory tool is in place for assessing skill gaps. Diversity continued to improve significantly, overall.</p>
<p>HR2 (OASAM) – FY 2004 Reduce the rate of lost production days due to work related injuries and illnesses by two percent. [Achieved]</p>	<p>As of third quarter FY 2004, the Department was achieving this goal with a rate of 37.3 days lost per 100 employees (target 40.5).</p>
<p>HR3 (OASAM) – FY 2004 Reduce the total case rate for injuries and illnesses for DOL employees by three percent. (Total number of cases reported to the Office of Workers’ Compensation Programs.) [Achieved]</p>	<p>As of third quarter FY 2004, the Department is achieving this goal with a rate of 1.72 total injury and illness cases per 100 employees (target 2.43).</p>
<p>HR4 (OASAM) – FY 2004 Reduce the lost time case rate for injuries and illnesses for DOL employees by three percent. (Number of injury/illness cases reported to the Office of Workers’ Compensation Programs that resulted in days away from work.) [Achieved]</p>	<p>As of third quarter FY 2004, the Department is achieving the goal of 1.19 lost time cases per 100 employees with rate of 1.11.</p>
<p>HR5 (OASAM) – FY 2004 Improve the timeliness of filing notices of injuries and illnesses with the Office of Workers’ Compensation Programs. [Achieved]</p>	<p>The target is 88% of claims filed on time. As of third quarter FY 2004, the average is 88.1%.</p>

Results Summary

Of the five goals listed, DOL substantially achieved Goal HR1 and achieved Goals HR2-5. A major goal of the DOL’s workforce planning efforts is to meet the objectives contained in the Strategic Human Capital Management section of the President’s Management Agenda. To further that effort, we developed a human capital scorecard, modeled on the OMB scorecard, to assess the progress being made by DOL Agencies in human capital management, including tracking the status of restructuring initiatives. We also developed core competencies for its mission critical occupations and analysis of workforce skills in mission critical occupations. We focus on succession management to address the impending exodus of senior level managers and employees minimizing the impact via succession planning programs such as the Senior Executive Service Development, Management Development, Mentoring, and MBA Outreach programs.

We fully recognize the importance of recruiting and maintaining a diverse workforce representative of the general civilian labor force. DOL continues to build upon its aggressive outreach and recruitment efforts to attract a highly skilled and diverse workforce including persons with disabilities and uses multiple Departmental/Office of Personnel Management hiring authorities and flexibilities, learning opportunities, and workplace flexibilities to maintain its current workforce.

DOL focuses intently on successful implementation of the Safety, Health and Return to Employment (SHARE) Presidential Initiative led by the Occupational Safety and Health Administration and the Office of Workers' Compensation Programs. Reducing the number of days away from work due to work related injuries or illnesses results in reduced workers' compensation costs and increased productivity and responsiveness on the part of DOL employees. DOL organized an interagency workplace safety group, which developed and implemented several recommendations. Reducing the total number of injury/illness cases results in a decrease in workers' compensation costs and an increase in productivity.

DOL's Office of the Assistant Secretary for Administration and Management (OASAM) strives to reduce work related injuries and illnesses by conducting accident analysis and focusing on hazard recognition and control, emergency preparedness, and ergonomics. OASAM developed a standardized hazard reporting protocol and uses its web page (LaborNet) to effect electronic hazard reporting. The agency is also developing an electronic, web-based comprehensive safety inspection checklist with corresponding training to ensure all persons who conduct annual safety inspections have the knowledge and tools to accurately identify workplace hazards. Increasing the timeliness of reporting workers' compensation claims ensures injured employees' medical and compensation costs are paid promptly. Emphasis will continue to be placed on ensuring employees' timely use of our electronic workers' compensation filing system to report injuries and illnesses.



Office of Safety and Health's Ergonomics Assistance Room held an Open House during DOL's Safety Day. Here, Kim Ross, (left) of OASAM's Office of Safety and Health, demonstrates a variety of worksite devices that are used to improve and enhance worksite ergonomics, reduce worker injury, and provide accommodation options for return to employment for Pat C. Clark, OASAM.
Photo credit: Max Krupka and Neshan Naltchayan

Reducing lost time injury/illness cases results in an increase in productivity, enhanced responsiveness, and quality of service to the taxpayer because resources are not diverted to injured employees.

DOL addresses workplace safety by equipping supervisors and employees with the knowledge they need to identify and eliminate unsafe working conditions and to promote safety management. In addition, DOL is developing an electronic, web-based comprehensive safety inspection checklist with corresponding training to ensure all persons who conduct annual safety inspections have the knowledge and tools to accurately identify workplace hazards.

Increasing the timeliness of reporting workers' compensation claims ensures injured employees' medical and compensation costs are paid promptly. Emphasis will continue to be placed on ensuring employees use the Department's electronic workers' compensation filing system to report injuries and illnesses. Management will continue to emphasize timely workers' compensation claims reporting in the coming years.

Future Challenges

DOL is continuing to use contract services to assist with the return to employment effort and implementing electronic hazard identification training to ensure accurate safety inspections. Current enhancements to DOL's electronic Safety and Health Information System will ensure accurate injury/illness data. Using such existing data will assist management in targeting reduction of hazards that contribute to work related injuries and illnesses.

Hire a High-Quality and Diverse DOL Workforce

Performance Goal HR1 (OASAM) – FY 2004

The right people are in the right place at the right time to carry out the mission of the Department.

- A. The DOL workforce is a prepared and competent workforce.
- B. The DOL workforce is a diverse workforce.

Indicators

DOL will graduate, place or certify 75% of employees from its management and leadership development programs;

Competency assessment tool will be piloted and competency gap analysis completed for 10% of employees in mission-critical or supervisory occupations;

Improvement will be realized in 25% of diversity indicators for professional and administrative occupations exhibiting under-representation in FY 2003;

Continued improvement is realized in the extent to which diversity in the DOL workforce reflects the civilian labor force; and

Diversity will be improved among management officials and supervisors.

Program Perspective

The Department is committed to recruiting, developing, and retaining a high-quality, diverse workforce that effectively meets changing mission requirements and program priorities. Through workforce analysis and planning, DOL identifies the human capital requirements to meet our organizational goals and needs, so that DOL has the right people with the right skills and competencies.

Workforce planning is directed towards addressing current and projected staff shortages, assuring that employees have the skills critical to their current positions and are prepared to progress to higher levels of responsibility, and anticipating changes to staff and competency requirements. DOL focuses on succession management to address the impending exodus of senior level managers and employees minimizing the impact via succession planning programs such as the Senior Executive Service Development, Management Development, Mentoring, and MBA Outreach programs.

The Department fully recognizes the importance of recruiting and maintaining a diverse workforce representative of the general civilian labor force. DOL continues to build upon its aggressive outreach and recruitment efforts to attract a highly skilled and diverse workforce including persons with disabilities and uses multiple hiring authorities and flexibilities, learning opportunities, and workplace flexibilities to maintain its current workforce.

Results, Analysis and Future Plans

The DOL workforce is a prepared and competent workforce.

This target was exceeded for both indicators. Competency models have been completed for all 27 mission-critical occupations and a skills inventory tool is in place for assessing skill gaps. The Department is conducting a comprehensive skills inventory of employees in mission-critical occupations with 84.8 percent of employees completed and the remainder projected for completion by the end of FY 2005. DOL is building a strong cadre of trained Senior Executive and Management level employees to meet continuing leadership needs. Current leadership training programs produced 49 Senior Executive and 37 mid-level graduates prepared to fill leadership roles. Three MBA Fellows Program classes have hired 45 Fellows with business skills essential to DOL's success and 118 employees have participated in the Mentoring Program.

The DOL workforce is a diverse workforce.

The target was exceeded for two of three indicators. Pockets of under-representation were identified in a number of the Department's mission-critical occupations. At the end of FY 2003, DOL determined that pockets of under-representation existed in 57 categories, (e.g., Hispanic auditors). DOL improved in 18 categories, or 32 percent,

exceeding its target of 25 percent. Increases occurred in 29 percent of the total workforce diversity groups (target 40 percent) and in 43 percent of the managers and supervisors groups (target 40 percent). The measure for total workforce diversity was impacted by employee separations from one of the groups late in the fiscal year.

	TOTAL	Women	White	Black	Hispanic	Asian / P.I.	Native American/ Alaskan Native	Persons with Disabilities	Persons with Targeted Disabilities
CLF	100%	46.6%	72.4%	11.2%	11.8%	3.8%	0.9%	6.0%	1.1%
FY 2000	16053	7971	10367	3887	1102	532	115	1019	190
	100%	49.7%	64.6%	24.2%	6.9%	3.3%	0.7%	6.5%	1.2%
FY 2001	16193	8119	10490	3899	1115	575	113	1076	196
	100%	49.9%	64.8%	24.1%	6.9%	3.6%	0.7%	6.6%	1.2%
FY 2002	16,135	8,135	10,448	3,849	1,113	616	109	1,072	189
	100%	50.4%	64.8%	23.9%	6.9%	3.8%	0.7%	6.6%	1.2%
FY 2003	16,155	8127	10,458	3,796	1,137	645	119	1,300	218
	100%	50.3%	64.7%	23.5%	7.0%	4.0%	0.7%	8.0%	1.3%
FY 2004	15,708	7,899	10,150	3,691	1,098	655	114	1,988	206
	100%	50.3%	64.6%	23.5%	7.0%	4.2%	0.7%	12.7%	1.3%

DOL will continue targeted recruitment at colleges, universities, and associations in FY 2005 as well as national level job fairs and conferences which have high representation of targeted groups, students with the skills we need, such as MBAs, and organizations and consortiums where the Department has had success in the past. To address retention, DOL will continue to offer succession-planning programs at the SES and mid-management levels and the formal mentoring program, which provide opportunities to close any skill gaps identified during the skills inventory process and offer workplace flexibilities.

The DOL Online Opportunities Recruitment System (DOORS), to be fully implemented in FY 2005, is increasing the efficiency of the Department's hiring system while at the same time simplifying the application process for applicants. DOORS, fully integrated with USAJOBS, is increasing the exposure of DOL's job opportunities to a broader and more diverse audience, resulting in a higher quality of job applicants, reducing the time to fill a position, enabling more consistent and timely diversity reporting, and producing a significant reduction in the costs associated with the hiring process.

Management Issues

DOL has obtained Voluntary Early Out Authority (VERA) with 194 employees using the early-out authority. The Department has increased the use of hiring and retention flexibilities to include: 64 Career Intern and 69 Student Career Experience Program (SCEP) appointments, 21 Outstanding Scholars, 51 Recruitment Bonuses, 35 Relocation Bonuses and Retention Allowances, and 13 Student Loan Repayments. The Department must determine the most effective means of reducing skill gaps identified as employees complete the Department's mission-critical occupations skills inventory assessment tool. Retraining and career counseling must be provided to develop the new skills necessary for employees impacted by competitive sourcing decisions.

Reduce the Rate of Lost Production Days

Performance Goal HR2 (OASAM) – FY 2004

Reduce the rate of lost production days due to work related injuries and illnesses by two percent.

Indicators

Decrease rate of lost production days by two percent.

Program Perspective

This goal is one of four that DOL uses to measure its successful implementation of the Safety, Health, and Return to Employment (SHARE) Presidential Initiative led by the Occupational Safety and Health Administration and the Office of Workers' Compensation Programs. Reducing the number of days away from work due to work related injuries or illnesses results in reduced workers' compensation costs and increased productivity of DOL employees.

Results, Analysis and Future Plans

DOL's FY 2004 Lost Production Days Rate goal is 40.5 days lost per 100 employees. As of third quarter FY 2004, the Department is achieving this goal with a rate of 37.3, and we are on track to achieve this goal for the third straight year. DOL organized an interagency workplace safety group, which developed and implemented several recommendations: contract with a vendor to provide return to employment assistance for workers' compensation coordinators in developing return to employment strategies; increase the use of injured workers to fill limited or light duty vacant positions; implement Agency safety and workers' compensation program reviews; and enhance the Safety and Health Information System (SHIMS) to include expanded reporting capabilities. In addition, quarterly reports are provided to DOL Agencies on their progress towards achieving their SHARE goals. In FY 2005, DOL is implementing Voluntary Protection Programs as a pilot project at select worksites.

Management Issues

DOL has limited resources to dedicate to hiring and training workers' compensation coordinators. Therefore, we are continuing to use contract services to assist with the return to employment effort. DOL is actively encouraging Agencies to use workplace accommodation flexibilities to return employees to work.

Reduce the Illness and Injury Rate of DOL Employees

Performance Goal HR3 (OASAM) – FY 2004

Reduce the total case rate for injuries and illnesses for DOL employees by three percent. (Total number of cases reported to the Office of Workers' Compensation Programs.)

Indicators

Decrease total case rate of illnesses and injuries by three percent.

Program Perspective

This goal is one of four that DOL uses to measure its successful implementation of the Safety, Health, and Return to Employment (SHARE) Presidential Initiative led by the Occupational Safety and Health Administration and the Office of Workers' Compensation Programs. Reducing the total number of injury/illness cases results in a decrease in workers' compensation costs and an increase in productivity.

Results, Analysis and Future Plans

DOL's FY 2004 Total Case Rate goal is 2.43 total cases per 100 employees. As of third quarter FY 2004, we are achieving this goal with a rate of 1.72. We are on track to achieve this goal for the third straight year. DOL's Office of the Assistant Secretary for Administration and Management (OASAM) strives to reduce work related injuries and illnesses by conducting accident analysis and focusing on hazard recognition and control, emergency preparedness, and ergonomics. The Department has developed a standardized hazard reporting protocol and uses its web page (LaborNet) to effect electronic hazard reporting.

Management Issues

Current enhancements to DOL's electronic Safety and Health Information System will ensure accurate injury/illness data. Using such existing data will assist management in targeting limited resources towards reducing and/or eliminating hazards that contribute to work related injuries and illnesses.

Reduce the Lost Time Illness and Injury Case Rate of DOL Employees

Performance Goal HR4 (OASAM) – FY 2004

Reduce the lost time case rate for injuries and illnesses for DOL employees by three percent. (Number of injury/illness cases reported to the Office of Workers' Compensation Programs that resulted in days away from work.)

Indicators

Decrease lost time case rate of illnesses and injuries by three percent.

Program Perspective

This goal is one of four that DOL uses to measure its successful implementation of the Safety, Health, and Return to Employment (SHARE) Presidential Initiative led by the Occupational Safety and Health Administration and the Office of Workers' Compensation Programs and is a new goal for FY 2004. Reducing lost time injury/illness cases results in an increase in productivity, enhanced responsiveness, and quality of service to the taxpayer because resources are not diverted to injured employees.

Results, Analysis and Future Plans

DOL's FY 2004 Lost Time Case Rate goal is 1.19 lost time cases per 100 employees. As of third quarter FY 2004, we are achieving this goal with rate of 1.11. We are on track to achieve this goal in FY 2004.²⁹ DOL addresses workplace safety by equipping supervisors and employees with the knowledge they need to identify and eliminate unsafe working conditions and to actively promote effective safety management. In addition, DOL is in process of developing an electronic, web-based comprehensive safety inspection checklist with corresponding training to ensure all persons who conduct annual safety inspections have the knowledge and tools to accurately identify workplace hazards.

Management Issues

DOL has limited resources to hire and train occupational safety and health specialists. Therefore, DOL is implementing electronic hazard identification training to ensure accurate safety inspections. In addition, DOL is conducting Job Corps Center annual safety reviews by contract to ensure consistency and uniformity.

²⁹ Performance results for this goal are estimated. The estimating methodology has been reviewed by the Department of Labor's Office of Inspector General. The actual performance results for this goal will be published in the FY 2006 Budget.

Make Timely Filings of DOL Employee Injury and Illness Cases

Performance Goal HR5 (OASAM) – FY 2004

Improve the timeliness of filing notices of injuries and illnesses with the Office of Workers' Compensation Programs.

Indicators

Increase in timeliness of reporting new injuries and illnesses by five percent.

Program Perspective

This goal is one of four that DOL uses to measure its successful implementation of the Safety, Health, and Return to Employment Presidential (SHARE) Initiative led by the Occupational Safety and Health Administration and the Office of Workers' Compensation Programs. Increasing the timeliness of reporting workers' compensation claims ensures injured employees' medical and compensation costs are paid promptly.

Results, Analysis and Future Plans

DOL's FY 2004 timeliness goal is to have 88 percent of claims filed on time. As of third quarter FY 2004, we are achieving an 88.1 percent average in reporting injuries and illnesses to OWCP on time. We are on track to achieve this goal for the third straight year.³⁰ Emphasis will continue to be placed on ensuring employees use the electronic workers' compensation filing system to report injuries and illnesses. Implementation of the Safety and Health Information Management System (SHIMS) in FY 2001 has ensured prompt accurate claims filing and greatly enhanced the Department's timeliness over the past three years. Management will continue to emphasize timely workers' compensation claims reporting in the coming years. This will, in turn, ensure DOL continues to meet the ever increasing timeliness goal.

Management Issues

The Employment and Training Administration's (ETA) Job Corps Program accounts for the greatest number of injuries and illnesses reported to the Office of Workers' Compensation Programs. Many of these Job Corps Centers are located in remote areas and, therefore, have difficulty transmitting data electronically. By restructuring the SHIMS electronic notification process to include the Job Corps National Office and emphasis on training in SHIMS use by ETA management, the timeliness of injury/illness claims reporting has been greatly improved. DOL anticipates that the timeliness of injury/illness reporting will continue to improve with these enhancements in place.

³⁰ Performance results for this goal are estimated. The estimating methodology has been reviewed by the Department of Labor's Office of Inspector General. The actual performance results for this goal will be published in the FY 2006 Budget.