



U.S. Department of Labor

SUSTAINING A MODEL WORKPLACE FOR THE 21ST CENTURY

**HUMAN CAPITAL STRATEGIC PLAN
2008-2011**



The Department of Labor has always put workers first. That is why planning strategically for the development of our human capital is so important.

The Department has made great strides in the past seven years to improve our ability to recruit, develop, and retain a highly skilled, talented workforce.

Our first Human Capital Strategic Plan – which covered the years 2003 to 2008 – became our guide in what we’ve accomplished and set the stage for our future success. In March 2004, DOL became the first Cabinet Department to achieve a green status score on the Strategic Management of Human Capital scorecard of the President’s Management Agenda (PMA). The following year, in 2005, we were the first Federal agency to obtain a green score on all five of the Government-wide initiatives of the PMA. In addition, we have received four President’s Quality Awards from the Office of Personnel Management,

the highest award given to Executive Branch agencies for management excellence. We were also the first Executive agency to receive full certification for its SES performance management system. This certification is only given to organizations which make clear distinctions in pay and performance recognition and which have an effective oversight system in place.

In this Human Capital Strategic Plan: 2008 – 2011, we will continue to support DOL’s four overarching strategic goals – A Prepared Workforce, A Competitive Workforce, Safe and Secure Workplaces, and Strengthened Economic Protections – and we will build on our past successes by further improving our automated human capital management systems and ensuring a highly-talented workforce through developmental programs, succession planning, and competency training. We will track our progress on strategic initiatives through strong performance management and accountability programs.

The Department’s mission is a critical one. We strive to help the American workforce be as prepared and competitive as possible in this 21st century global economy. We also work to ensure safe and secure workplaces for all workers and to maintain strong protections for workers’ pension, security, and health benefits.

In short, the Department’s mission to develop the human capital of our country means paying the same high level of attention and care to the Department’s own human potential.

Elaine L. Chao
Secretary of Labor

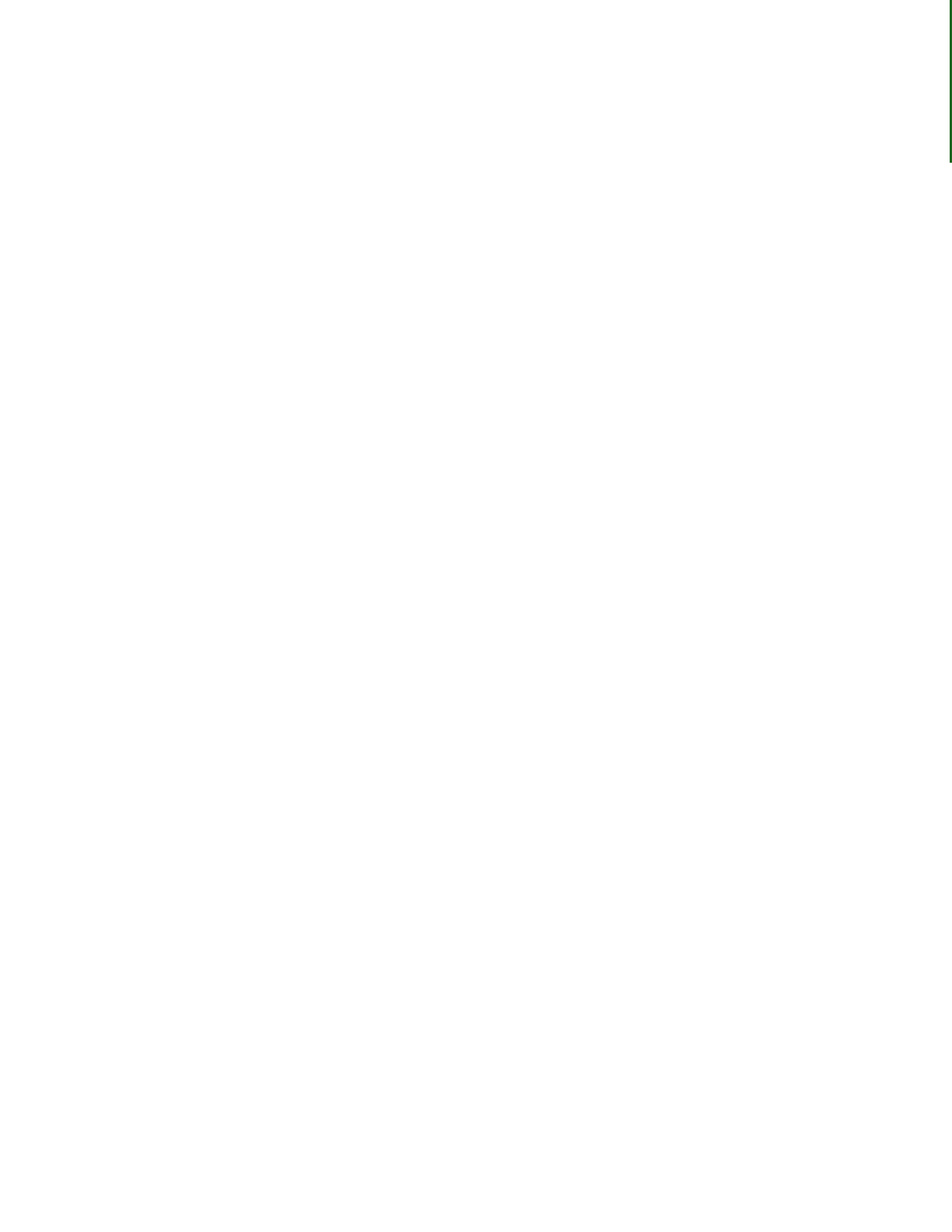


U.S. Department of Labor

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HUMAN CAPITAL STRATEGIC PLAN

2008-2011





EXECUTIVE SUMMARY

The Department of Labor's Human Capital Strategic Plan for FY 2008-2011 outlines our mission, vision, Departmental structure, strategic goals, standards for success, and major human capital strategic initiatives. With the Plan's DOL-wide approach to managing human capital, we hope to increase DOL agency coordination on these initiatives. Our vision is that, through these strategic goals and initiatives, staff at all levels will see the direct link between DOL's mission and managing our human capital.

On June 30, 2005, DOL was the first Federal agency to achieve Green status scores on all five Government-wide initiatives of the President's Management Agenda (PMA) and we have remained in the top ranks of all Federal departments in meeting our commitments on these five initiatives.

The Department was also the first agency to be awarded the President's Quality Award for Performance in Integrating Management Systems. DOL has received four President's Quality Awards, which is the highest award given to Executive Branch agencies for management excellence and for specific management initiatives as outlined in the PMA.

A key initiative of the PMA is the Strategic Management of Human Capital. The Department's Human Capital Strategic Plan is a blueprint for how we intend to keep improving our performance and results in this area.

The Department has achieved significant Human Capital successes since the inception of the PMA in 2001. In addition to being rated Green on all of the PMA initiatives and receiving four President's Quality Awards, we have made great improvements in managing human capital. Those Human Capital Achievements include the following accomplishments.

The Department of Labor:

- Was the first Cabinet department to receive full certification of its Senior Executive Service (SES) appraisal system for the 2006-2007 calendar year. This certification is premised on making clear distinctions in pay and performance recognition and on having an effective oversight system in place;
- Automated employee personnel files (eOPF). Employees can securely access their personnel folder from any DOL network computer connected to the Internet. The eOPF provides employees with timely access to view and print their personnel documents;
- Strengthened the number of employees who will be eligible for future leadership positions through the SES Candidate Development Program and the DOL mid-level Management Development Program (MDP);
- Created the DOL MBA Fellows program to ensure a pool of future managers with business skills;



- Inaugurated an automated learning management system, LearningLink, which supports employee career development, enables the delivery of mandatory training from a single location, and provides employees with the opportunity to view their training history online;
- Completed four public-private competitions to maximize efficiency and to find the most cost-effective level of high-quality service. The results of these competitions will save the Government approximately \$5.4 million. All four competitions resulted in the work being performed in-house, which means the work will continue to be performed by DOL employees;
- Established a fully-automated recruitment system, and increased the use of competency-based question usage. Increased the percentage of hiring decisions for non-SES positions within the 45-day model advocated by OPM, surpassing the OPM 45-day goal by 10%;
- Made improvements to the DOL performance appraisal system ensuring alignment of employee performance plans with organizational objectives, results-based standards, and valid performance measures. DOL met all of the standards contained in the OPM Performance Appraisal Assessment Tool (PAAT);
- Conducted accountability reviews in all of the HR Offices and, in most instances, found agencies and HR Offices to be operating efficiently and effectively. Where errors were found, immediate corrective actions were taken, with most errors corrected on-site and/or prior to the issuance of the final audit reports; and
- Launched the Human Resources Community Web Site, an easily-accessible online resource for Department HR specialists featuring current directives and guidance on regulations, procedures, and other HR issues and best practices information.



The Human Capital Strategic Plan for 2008-2011 commits us to do the following:

- Align our goals, performance, and budget with our mission by implementing a DOL-wide approach to human capital strategic planning;
- Ensure that our employees have critical skills to meet present and future needs by using competencies to drive recruitment and development programs;
- Improve our front-line service delivery by restructuring the workforce to reduce the distance between customers and DOL decision-makers;
- Minimize knowledge loss and skills gaps caused by an aging workforce and employee turnover, and address changing skill needs through succession planning, knowledge management, and developmental programs;
- Promote efficient human capital management systems by increasing our use of technology;
- Ensure that each employee is aware of his or her role in the accomplishment of the Department's mission by aligning all employee performance plans with the objectives of the agency;
- Guide our human capital decisions by measuring success and progress accurately, through a data-driven, results-oriented planning and accountability system that uses valid measurement metrics;
- Improve our diversity through targeted outreach and hiring programs; and
- Track our progress on our strategic initiatives through action plans with major milestones and timelines.

Our Human Capital Strategic Plan is designed to be a working document, used on a regular basis to keep our initiatives in line with our strategic goals. We manage progress in achieving the Plan's indicators through regular benchmarking against projected outcomes. Our Plan is updated annually to incorporate progress on initiatives and future priorities.





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SECTION 1

UNDERSTANDING OUR MISSION



DOL MISSION

The Department of Labor fosters and promotes the welfare of 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 carrying out this mission, the Department administers a variety of Federal labor laws including those that guarantee workers' rights to safe and healthful working conditions, a minimum hourly wage and overtime pay, freedom from employment discrimination, unemployment insurance, and other income support.

DOL ORGANIZATION

DOL administers its statutes and programs through major component agencies, each headed by an Assistant Secretary or Commissioner. DOL carries out the agencies' missions through the National Office and a network of regional, field, district, and area offices, and in some cases, local-level grantees and contractors.

DOL HUMAN RESOURCES

DOL is committed to recruiting, developing, and retaining a high-quality, diverse workforce that effectively meets changing mission requirements and program priorities. Human resources offices provide services to eight major program agencies located in the National Office and six regional offices. The Human Resources Center (HRC) in the Office of the Assistant Secretary for Administration and Management (OASAM) manages DOL-wide policy, guidance and accountability.

DOL STRATEGIC GOALS

A Prepared Workforce

Effective training and support services, high-quality information on the economy and labor market.

A Competitive Workforce

Meet the competitive demands of the worldwide economy and assist workers and employers in meeting the challenges of global competition.

Safe and Secure Workplaces

Promote workplaces that are safe, healthy and fair, guarantee that workers receive their due wages, foster equal opportunity and protect veterans' rights.

Strengthened Economic Protections

Protect and strengthen worker economic security, union transparency, and secure pension and health benefits.



OUR HUMAN RESOURCES MISSION IS:

To provide leadership, guidance, and technical expertise in all areas related to management of DOL's human resources, including recruitment and development of staff, and leadership in labor-management cooperation.

OUR HUMAN RESOURCES VISION IS:

To provide consistently excellent human resource service programs that recruit, develop, and retain a diverse workforce that is highly competent and focused on results and service to America's workers.

Strategic Goal
Building a Model Workplace for the 21 st Century
Performance Goal
The right people are in the right place at the right time to carry out the mission of the Department.





SECTION 2 OUR HUMAN CAPITAL MANAGEMENT SYSTEM FOR THE 21ST CENTURY

“We must have a Government that thinks differently, so we need to recruit talented and imaginative people to public service. We can do this by reforming the civil service with a few simple measures. We’ll establish a meaningful system to measure performance. Create awards for employees who surpass expectations. Tie pay increases to results. With a system of rewards and accountability, we can promote a culture of achievement throughout the Federal Government.”

George W. Bush

HUMAN CAPITAL MANAGEMENT AT DOL

The DOL Management Review Board (MRB) was established in August 2001 to unify DOL agency responses to Presidential initiatives and the Secretary’s objectives. The MRB has been the principal forum for coordination, executive oversight, and integration of agency management processes.

In 2001, President Bush launched the President’s Management Agenda (PMA) in an effort to improve management performance. PMA initiatives focus on support systems and operations and serve as a complementary effort toward program improvement. The five government-wide PMA initiatives are:

- Strategic Management of Human Capital
- Commercial Services Management
- Improved Financial Performance
- Expanded Electronic Government
- Performance Improvement

DOL is also responsible for three PMA initiatives that apply only to select Federal departments and agencies:

- Faith-based and Community Initiative
- Federal Real Property Asset Management
- Eliminating Improper Payments

Through the MRB, DOL has provided strong leadership, management, and oversight of the PMA—which includes agency specific PMA scorecards for each DOL component agency or bureau. The agency scorecards have been updated semi-annually since September, 2002. DOL has been recognized for its PMA accomplishments by receiving four President’s Quality Awards—the highest award for management excellence in the Federal government. One of these was for the Strategic Management of Human Capital. On June 30, 2005, DOL became the first Federal agency to achieve Green status scores on all five Government-wide PMA initiatives.

The Human Resources Center in the Office of the Assistant Secretary for Administration and Management (OASAM) provides leadership, coordination, guidance, and technical expertise in all areas related to management of DOL’s human resources. The Human Resources Center works collaboratively with the human resource offices in the major program agencies within DOL. This arrangement helps DOL implement its human capital initiatives, practices and policies DOL-wide while performing appropriate personnel functions in locations close to DOL employees.

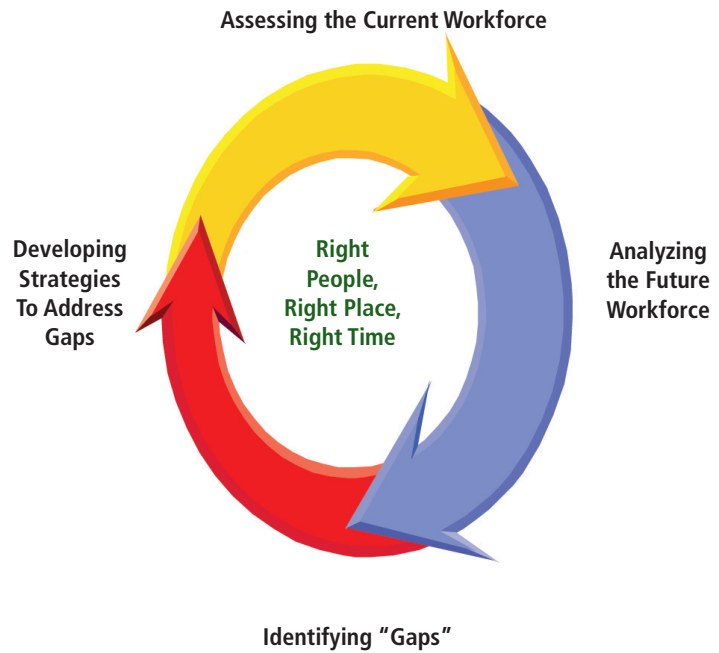
The Department will migrate its Human Resources systems including HR processing, payroll, and time and attendance to the Department of Interior’s Shared Service Center. This migration will be fully implemented by the end of FY 2009.



WORKFORCE PLANNING AT DOL

DOL's workforce planning is a continuous process which incorporates four steps:

- **Assessing the Current Workforce:** Assessing the current workforce and analyzing what is likely to occur over time.
- **Analyzing the Future Workforce:** Identifying the future workforce (human capital) needed to carry out the mission, goals, and objectives of the Department/Agency.
- **Identifying Gaps:** Identifying the gaps between the workforce of today and the human capital needs of tomorrow.
- **Developing Strategies to Address Gaps:** Developing and implementing strategies to address those gaps. These strategies are identified in the Human Capital Strategic Plan.



SECTION 3

OUR 21ST CENTURY WORKFORCE



DEMOGRAPHIC HIGHLIGHTS OF DOL'S CURRENT WORKFORCE

DOL evaluated the demographics of its workforce. Findings included the following:

- Total employment for DOL at the end of FY 2007 was 15,552. Of that number, 9,756 (62.7%) were in mission-critical occupations and 95.9% were permanent, full-time workers.
- DOL has made progress in developing a diverse workforce, and representation rates for women and minorities exceed those for the Federal government as a whole. Asian/Pacific Islanders' representation rate in DOL has risen to 4.5% by the end of FY 2007, below the 5.2% rate for the Civilian Labor Force (CLF). Hispanics also remain under-represented in the DOL workforce in comparison to the CLF (6.8% for DOL and 7.5% for the CLF).
- Compared with the Federal civilian labor force, DOL's workforce is more educated (63.0% have at least a bachelor's degree, compared with 41.3% for the CLF.)

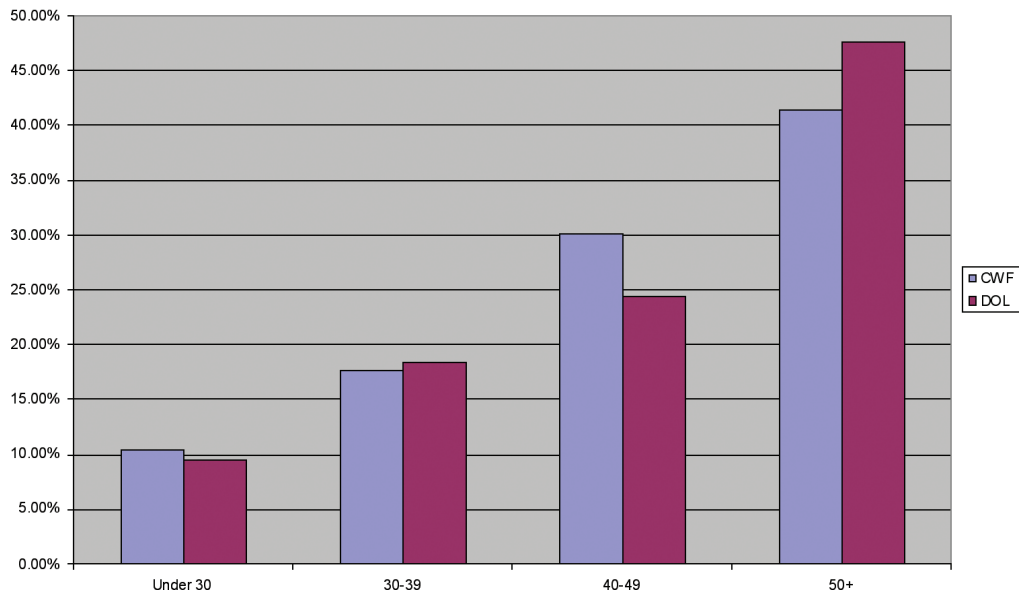
A Comparison of Workforce Demographics : The Federal Civilian Labor Force (CLF) vs. DOL ¹				
	CLF		DOL	
Status and Location				
Full-time	87.7%		95.9%	
Permanent part-time	2.6%		3.1%	
Temporary	9.7%		1.0%	
% in D.C. area	15.1%		32.3%	
Diversity				
	All	Supⁱ	All	Sup
Women	44.2%	32.3%	49.5%	37.6%
Minority	32.3%	23.6%	34.5%	24.8%
Asian/Pacific Islander	5.2%	3.6%	4.5%	2.8%
Black	17.2%	12.5%	22.5%	15.9%
Hispanic	7.5%	6.5%	6.8%	5.3%
Native American	2.1%	1.8%	0.6%	0.7%
Veterans' Preference (excludes DOD)	22.2%		17.1%	
Disabled	6.7%		7.2%	
Targeted Disabilities	0.9%		1.2%	
Education/Experience				
Bachelor's or Higher	41.3%		63.0%	
Position/Service				
Supervisors/managers	11.6%		14.5%	
Average Grade	9.9		11.24	
Ave. Length of Service	14.8		16.9	
Age				
Average Age	46.5		47.9	
Less than 30 years	10.5%		9.5%	
30-39 years	17.7%		18.4%	
40-49 years	30.2%		24.4%	
At least 50 years	41.5%		47.6%	

¹ The data for the Federal Civilian Labor force is from CPDF statistics published by the Office of Personnel Management in FedScope. The data for DOL is from Departmental statistics as of the end of FY 2007.

ⁱ Supervisors in OPM CLF statistics include all managers in grades 13 through SES.

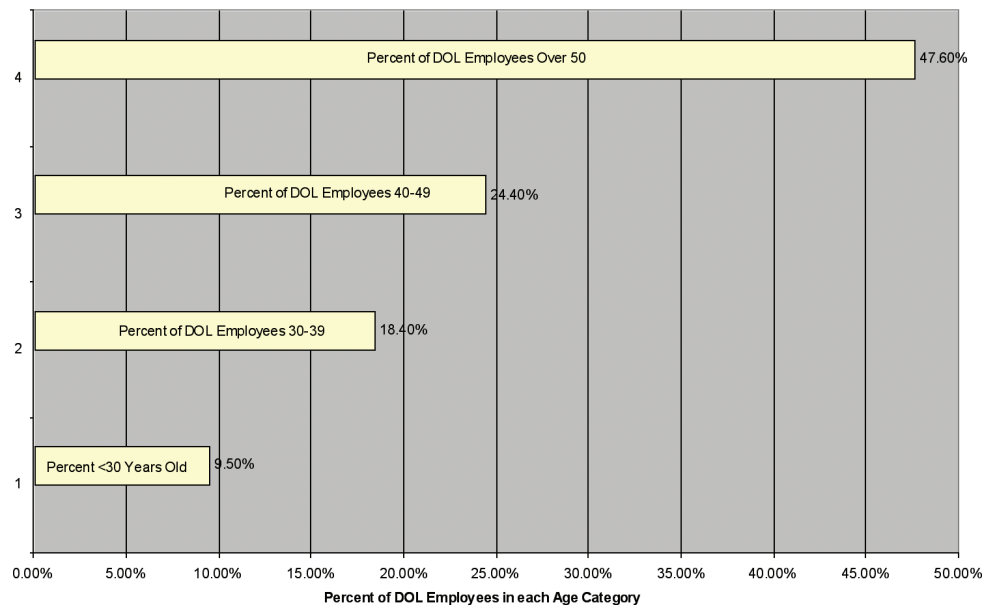


**Comparison of Age Demographics
Federal Civilian Workforce vs. DOL Workforce**



- DOL's workforce is slightly older (47.9 years) than the Federal civilian labor force (46.5 years).

Age Break of DOL Employee



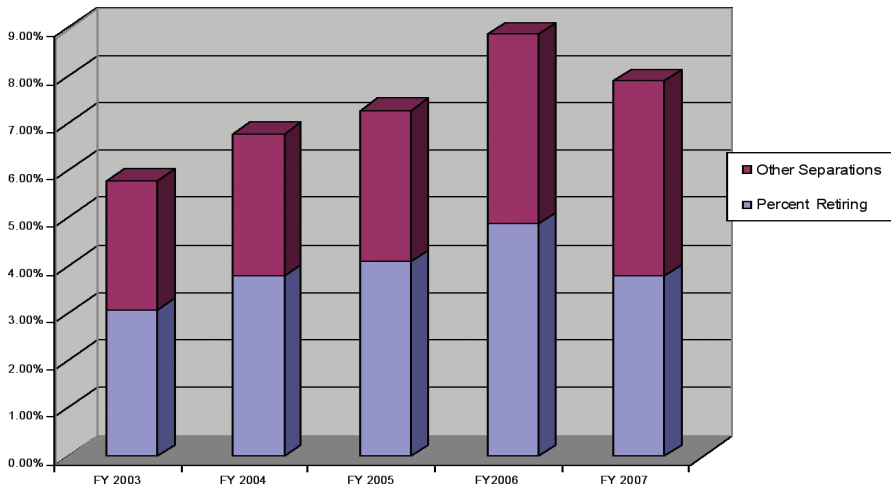
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TRENDS

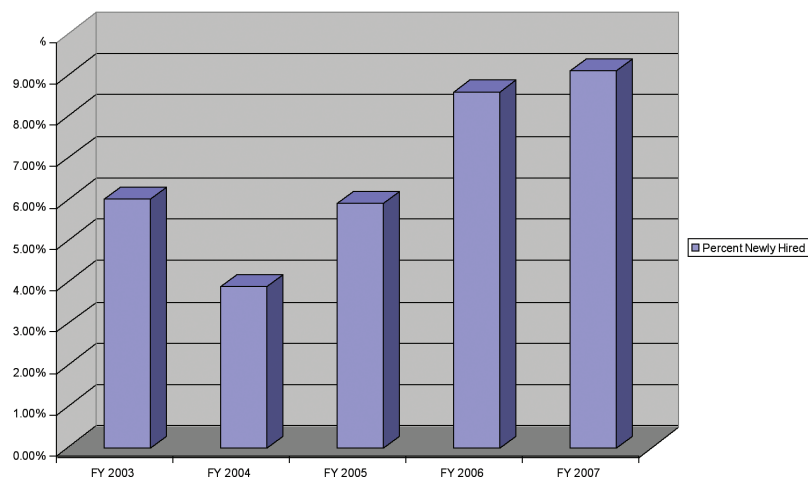
- Among mission-critical positions, total retirements and separations rose steadily from a low of 5.8% in FY 2003 to 8.9% in FY 2006 when voluntary early retirement was available. However, this figure decreased to 7.9% in FY 2007 despite the availability of early retirements.

Employee Turnover: Percent of Employees Leaving DOL



The rate of new hires varied by occupational group. On the average, 7.3% of the Economist workforce is newly hired each year over the past seven fiscal years. Workers Compensation Claim Examiners newly hired an average of 11.6% of their permanent work force each fiscal year. EEO Specialists hired only 3.3% and Wage and Hour Compliance Specialists newly hired 2.5% of their permanent work force each fiscal year.

Hiring Trend Among Mission-Critical Positions in DOL: Percent of All Mission-Critical Positions Newly Filled





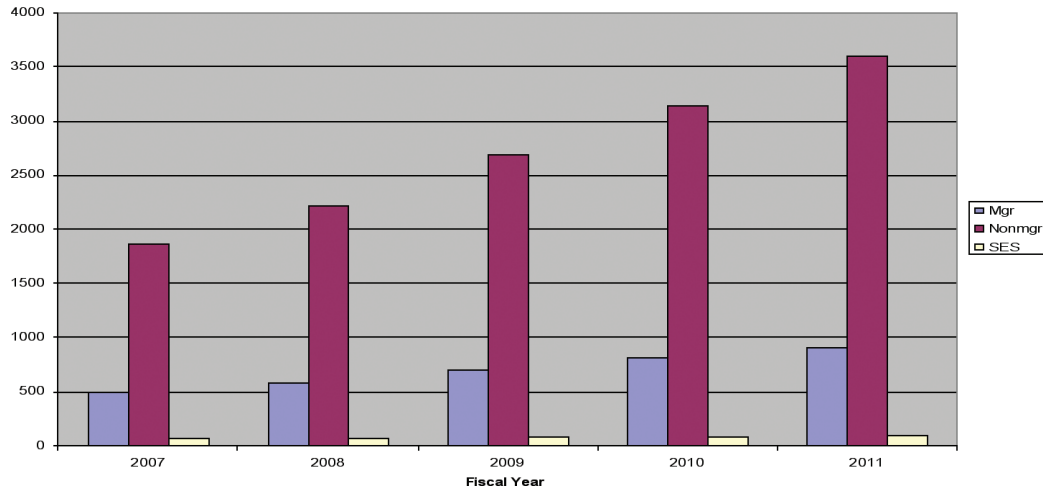
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PROJECTED TURNOVER TRENDS, FY 2008 TO FY 2011:

DOL's ability to retain new employees in mission-critical occupations varies. Workers compensation claims examiners, pension law specialists, criminal investigators and equal opportunity specialists have three-year retention rates of about 60%. Some mission-critical occupations have three-year retention rates above 85% (Wage and Hour compliance specialists, unemployment insurance program specialists, and mine inspectors).

Retirement eligibility for managers, Senior Executives, and non-managers are compared in the following charts.

Retirement Eligibility for Current DOL Employees



RETIREMENT ELIGIBILITY OF DOL EMPLOYEES IN FY 2007

FY 2007 Data Total	DOL Population	Eligible for Regular Retirement	Percent. Eligible Reg. Ret.	Eligible for Early Retirement	Percent Elig. for Early Ret.	Total Elig. To Retire	Total Percent Elig. To Retire
Supv/Mgrs	1,997	497	24.90%	507	25.40%	1,004	50.3%
Non-Supv.	13,109	1,872	14.30%	1,970	15.00%	3,842	29.3%
SES	176	71	40.30%	32	18.20%	103	58.5%
Totals	15,282	2,440	16.0%	2,509	16.4%	4,949	32.3%

SKILLS ASSESSMENT FOR THE 21ST CENTURY

DOL's 21st Century workforce will require the development of new skills. This is a critical concern in DOL's human capital planning efforts. Since 2006, DOL has been conducting a complete evaluation of current and future skills necessary for mission-critical occupations. The following applies to most DOL mission-critical occupations:

- The loss of historical/institutional knowledge due to management retirements will leave gaps in the knowledge, skills, and abilities of DOL's workforce.
- When compared with historical program enforcement efforts, DOL's shift toward compliance assistance and consulting requires stronger communication and analysis skills and a deeper knowledge of DOL programs which are becoming more complex due to new laws and regulations.
- Almost all occupations will require more information technology skills.
- Employees need retraining and higher skill levels in order to keep up with technology improvements and program changes. These workplace advances have and will alter job structures and descriptions. For example, manual clerical processes continue to be replaced by technology-based methods.
- Employees need new knowledges and skills in order to understand technological changes in the industries DOL regulates.
- More employees need project management skills to manage increasing workloads from competitive sourcing projects and information technology activities.

STRATEGIC CONCLUSIONS

- We expect the gradual rise in DOL-wide turnover will not present a significant problem for DOL, as current hiring rates should meet the demand for employees. However, special attention is needed in occupations with relatively high three-year turnover rates.
- Turnover among managers will be significant; we need effective succession planning and knowledge management programs.
- In order to meet the challenges of the 21st Century, we need employees with 21st Century skills. We need forward-looking competency-based training and recruitment programs in order to recruit and train skilled employees.
- Technology developments will continue to change the skills we need.



SECTION 4

OUR HUMAN CAPITAL STANDARDS FOR SUCCESS AND STRATEGIC INITIATIVES

STRATEGIC ALIGNMENT

Our human capital strategy is aligned with our mission, goals, and organizational objectives, and integrated into our strategic plans, performance plans, and budgets.

PROGRESS

In FY 2001, DOL began a coordinated workforce analysis and planning effort. Under this program, DOL accomplished the following major initiatives:

- Established the Management Review Board (MRB) in 2001. The MRB coordinates action on management issues. The MRB reviews human capital initiatives to coordinate DOL-wide action on these initiatives.
- Included human capital goals in its annual GPRA plans since FY 2001.
- Developed agency “scorecards” to track progress on “President’s Management Agenda” initiatives. The individual agency scorecards are modeled after the OMB scorecard.
- Developed a consolidated Human Resources Line of Business (HR LOB) annual budget and Capital Asset Plan consolidating all six HR LOB initiatives. These initiatives are e-Training, e-Recruit (DOORS), e-Clearance, Shared Service Center, Enterprise Human Resources Integration (EHRI) e-OPF, and EHRI e-Reporting.

STRATEGIC INITIATIVES

A.1: We will regularly update the Human Capital Strategic Plan to support our human capital goals and strategies.

DOL’s Human Capital Strategic Plan provides a framework for a DOL-wide approach to meeting human capital challenges. The Plan brings together, in one document, strategic initiatives to meet the challenges presented by increasing retirement rates, loss of institutional knowledge, and changing skill requirements.

DOL’s Plan includes an action plan setting forth accountability criteria, timeframes, and milestones, as well as a metrics plan incorporating specific success measures. DOL will update these plans annually to keep abreast of progress and changing business needs.

A.2: We will maintain a DOL Line-of-Business budget request.

We will maintain DOL-wide support for human capital initiatives through a consolidated HR LOB annual budget and Capital Asset Plan, incorporating all six e-HR initiatives.

DOL will continue to submit the annual budget request and Capital Asset Plan for HR LOB using the Department’s Electronic Capital Planning and Investment Control (eCPIC) System.

WORKFORCE PLANNING AND DEPLOYMENT

We are citizen-centered, delayed and mission-focused, and we leverage e-Government and commercial services management.

PROGRESS

Restructuring

DOL has made progress in delayering and restructuring its organization. For example, DOL has accomplished the following:

- Streamlined operations and moved processes closer to the customer. DOL reduced the number of regions and offices, consolidated functions, eliminated duplicative management positions, and improved processes to be more focused on the customer.

To facilitate restructuring, including competitive sourcing initiatives, DOL established a Career Transition Assistance and Placement Program. This DOL-wide program established policies and procedures for retraining employees in new skills and placing employees in positions for which they are well qualified.

STRATEGIC INITIATIVES

B.1: We will make information on the DOL workforce readily available to management in order to improve workforce planning and analysis capability.

- DOL created an At-A-Glance report to provide Agency Heads with current DOL and agency workforce data in areas such as diversity, retirement eligibility, performance appraisal results, and awards.
- DOL uses electronic EHRI analytical reporting tools to acquire improved human capital forecasting capability and enhance its workforce planning efforts.

B.2: We will provide support for commercial services management DOL-wide and provide guidance to managers on responding to personnel changes.

DOL's restructuring plan includes action milestones, as well as commitments to continue restructuring and delayering as opportunities and changing work needs allow.



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LEADERSHIP AND KNOWLEDGE MANAGEMENT

Our leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

PROGRESS

Succession Planning

With an eye on the demographics of its workforce, DOL has implemented a strategic approach to succession planning, particularly in management positions. Current projections indicate that 59% of DOL's Senior Executive Service and 46% of supervisory/managerial staff in GS grades 13-15 will be eligible to retire in the next three years. In response, DOL has successfully developed three programs: the SES Candidate Development Program, the Management Development Program (MDP), and the MBA Fellows Program.

All DOL succession planning programs include the following elements:

- Training to develop executive core qualifications (ECQs);
- Individual mentoring;
- Rotational assignments; and
- Developmental plans.

The SES Program

DOL created the first SES Candidate Development Program in FY 1999. Since then, it has successfully placed 35 graduates into Senior Executive positions.

The MDP

In 2001, DOL created the Management Development Program for mid-level employees (GS 12/13/14) to ensure it will have leaders with management skills necessary for the 21st Century workforce. Since then, 88 employees have participated in the program and 31 of these graduates have entered management positions within DOL.

The MBA Program

In 2002, DOL concluded it needed to recruit individuals possessing marketing, quantitative analysis, and strategic thinking skills, and train them in DOL's many worker protection, compensation, and employment programs.

DOL designed the MBA Fellows program to attract and retain employees with business skills. DOL hired MBAs under the career intern hiring flexibility, and also has used other pay flexibilities, such as recruitment bonuses, to attract worthy candidates.



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Knowledge Management

The rising retirement rate for DOL employees, and managers in particular, is leading to a potential loss of institutional knowledge. “Knowledge management” is DOL’s strategy to preserve institutional knowledge and to get the right knowledge to the right people at the right time. DOL intends to help people share information and put it into action in ways that improve organizational performance.

As one important way to manage institutional knowledge and encourage succession planning, DOL created the Mentoring Program. The Mentoring Program is an opportunity for employees to participate in a 12-month, structured mentoring relationship. Employees at grades GS-13 and higher serve as mentors to employees at grades 11, 12, and 13. Mentoring pairs are trained in establishing effective mentoring relationships.

DOL’s other current knowledge management initiatives include the following:

- The New Employee Orientation—an online tool to help employees learn about benefits, rights, and responsibilities as DOL employees.
- A competency initiative to close skill gaps in mission-critical occupations (see Sec. 4, “Talent”).
- LearningLink—DOL’s e-training solution which provides employees streamlined access to a one-stop portal of training programs and services. LearningLink supports business and management processes by providing agencies, staff, and customers with single-site access for the management, delivery, and development of learning and knowledge. Competency assessments will be conducted using this tool. A catalog of training courses included in this tool affords employees access to a host of training and development opportunities based on identified skills and their individual development plans. All training activities are archived for easy employee access. Whenever DOL employees utilize LearningLink, a record of training is created and placed in their individual learning plans.
- As part of Pandemic Influenza planning, agencies were required to identify work that would be accomplished during a pandemic influenza outbreak and establish standard operating procedures for this work and ensure agencies were 3-deep in their ability to meet work requirements. This may involve cross-training. Access to standard operating procedures provides a guide to facilitate completion of the required work.



HUMAN CAPITAL STRATEGIC PLAN 2008-2011

STRATEGIC INITIATIVES

C.1: We will continue SES and mid-level management development and training programs based on succession planning needs.

DOL will initiate new SES Candidate and MDP classes as needed, setting the number of class participants to ensure that the pool of graduates is sufficient to meet projected demand created by management turnover.

C.2: We will continue the MBA Fellows Program.

DOL will continue new MBA Fellows classes, so long as the need persists, and will design class sizes to meet the demand for business skills.

C.3: We will continue the mentoring program.

DOL will continue to establish new mentoring groups annually and recruit more participants DOL-wide.

C.4: We will regularly update the DOL succession plan.

DOL regularly reviews the succession plan based on analyses of workforce data at the conclusion of all levels of Departmentwide leadership training to determine when the plan needs to be updated.

C.5: We ensure that supervisors receive ongoing required training.

The DOL Supervisory and Management Training Program (SMTP) utilizes a three-pronged approach to ongoing supervisory/managerial development to include:

- **Pre-Supervisory Awareness Series.** The Pre-Supervisory Awareness Series is designed to expose those individuals interested in becoming supervisors and/or managers to the day-to-day duties and responsibilities of the DOL supervisor and manager.
- **New Supervisors' Training.** The new supervisors' training is designed to focus on the competencies identified as being crucial to effective leadership. All new supervisors, managers, and team leaders are required to complete 80 hours of supervisory/managerial training/development during the first 24 months after appointment to the position.
- **Continuous Development.** This aspect of the SMTP includes Government-wide and Department required training and the need for ongoing management development. This component is designed to help experienced managers to continue to develop and expand their leadership skills and to expose them to the changing management trends. All supervisors, managers, and team leaders are encouraged to complete 24 hours of leadership/management development per fiscal year.

RESULTS-ORIENTED PERFORMANCE CULTURE

We have a diverse, results-oriented, high performance workforce, and have a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.

PROGRESS

Diversity

DOL has a structured outreach program that has helped increase its workforce diversity over the past several years. As a result, DOL exceeds most measures of diversity, when compared to the Federal government overall. (See demographic table, p. 6.) DOL is working to increase representation of Hispanics, Asian Americans/Pacific Islanders, women, and the persons with disabilities, and to remove pockets of under-representation in management and mission-critical occupations. DOL evaluates and identifies under-representation in mission-critical occupations on an annual basis.

To increase diversity, DOL actively recruits on colleges and universities with diverse student populations. DOL also recruits at national job fairs and conferences, which typically attract large numbers of individuals from targeted populations. Further, DOL works with special emphasis groups, and sponsors or participates in forums, conferences and summits designed to promote diversity. In addition, DOL's recruitment materials encourage inclusion by portraying a diverse workforce.

Performance Culture

DOL has implemented a uniform fiscal year-based performance rating cycle for all employees. Attention is given to cascading down to employees at all levels the performance goals from strategic and annual performance plans. The common cycle, performance goals, and managerial competencies provide for leadership accountability to ensure a results-oriented and high-performing workforce. DOL also has improved its awards program, increasing the size of award pools so that performance awards are more meaningful to employees.

DOL began assessing itself on the Office of Personnel Management's Performance Appraisal Assessment Tool (PAAT) in 2006 and was rated highly among other Federal agencies. Since then, we have met all of the standards contained in the PAAT.

DOL has reviewed employee performance plans to ensure that goals in managers' performance plans are cascaded down to non-supervisory employees.

DOL has revised its Departmental Personnel Regulation (DPR) 430 to ensure that all employee performance plans are aligned with agency and/or organizational goals.



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We have continued to improve performance management by implementing an online training module for all non-supervisory employees. This training is also available for new employees as part of their new employee orientation. We also updated ongoing training for all DOL supervisors.

STRATEGIC INITIATIVES

D.1: We will increase diversity DOL-wide and increase specific representation in management and mission-critical occupations.

DOL has taken the following actions to accomplish this goal:

- Actively recruit at colleges and universities with diverse student populations, including Historically Black Colleges and Universities, Hispanic Serving Institutions, women's institutions, and organizations serving Asians' interest;
- Develop additional marketing and recruitment materials with broad appeal (for example, DOL will publish materials in Spanish); and
- Continue to sponsor forums, conferences and summits aimed at targeted groups.

DOL includes this goal in its Annual Performance Plan.

D.2: We are making the DOL performance appraisal program ready for pay-for-performance in accordance with OPM's Performance Appraisal Assessment Tool (PAAT).

DOL has taken the following actions to accomplish this goal:

- Met all standards on PAAT by achieving a score of 87 points;
- Ensured that all employees' performance standards are linked with organizational objectives;
- Placed all managers on performance plans that include both basic management competencies and performance goals tied to DOL's organizational goals;
- Increased the size of award pools so that performance awards are more meaningful to employees;
- Implemented an online training module on performance for non-supervisory employees and as part of new employee orientation; and
- Updated ongoing performance management training for DOL supervisors.

We will continue to monitor Agency efforts to improve the quality of their performance management programs through semi-annual Agency scorecard reviews, and biennial accountability reviews of HR Offices.

TALENT

We have closed most mission-critical skills, knowledge, and competency gaps, and have made meaningful progress toward closing all gaps.

PROGRESS

Historically, DOL focused on traditional knowledge, skills and abilities. These KSAs often did not adequately differentiate superior performers from average performers.

“Competencies” address the total person. By using competency-based HR tools, DOL will improve productivity and effectiveness in its human resources management practices. DOL has implemented a competency initiative that focuses on the following:

- Selection: DOL uses behavioral interview questions to help supervisors focus on critical factors that distinguish superior performers from average performers. In this way, DOL will select more precisely the best person for the job.
- Training and development: DOL is identifying training and development activities to enhance specific desired competencies. By focusing scarce development resources on particular competencies, DOL will encourage superior performance and maximize return on investment.
- Workforce planning: DOL has an ongoing program of assessing employees’ competencies and comparing them with the competency levels needed. This assessment enables DOL to measure and close competency gaps at all staff levels.

COMPETENCY MODELS

DOL has developed competency models that contain the general and technical competencies required at various proficiency levels (entry, journey, senior and expert). These competency models identify and define a particular competency, and, for each competency, set forth the following:

- Benchmarks (standards by which work is measured at each proficiency level);
- Selection indicators; and
- Developmental indicators.



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STRATEGIC INITIATIVES

E.1: We will reduce knowledge and skill gaps DOL-wide.

DOL launched an online competency assessment tool in FY 2004. This tool permits supervisors to assess their employees in mission critical occupations (MCOs) and leadership competencies. The assessments identified development needs and links to relevant training programs. The tool also includes structured interview questions that can be used with an online recruitment system. DOL reassessed the MCOs and Leadership competencies in FY 2007 and FY 2008 using the Department learning management system.

DOL promotes and uses special hiring authorities and programs designed to bring new people into the government, including the career intern program, and various student authorities (such as the Student Career Employment Program). DOL will promote these flexibilities at various special events throughout the year, and will track use of these flexibilities.



ACCOUNTABILITY

Our human capital decisions are guided by a data-driven, results-oriented planning and accountability system.

PROGRESS

DOL's Strategic Plan includes an HR metrics system that provides specific measures to evaluate the effectiveness of HR services.

Through this DOL-wide Strategic Plan and a common metrics system, DOL maintains accountability for all its HR programs and human resource offices.

Strategic Initiatives

F.1: We conduct reviews of Agency Human Capital Programs.

Through semi-annual agency scorecards, we evaluate the quality of agency human capital programs and undertake improvements.

F.2: We use the Human Capital Scorecard and Green Standards for Success to gauge the effectiveness of human capital programs and to drive continuous improvement.

DOL has been using President's Management Agenda (PMA) scorecards, modeled on the OMB-PMA scorecard, for each DOL agency. DOL evaluates each major DOL agency on its progress against the objectives of the PMA, including human capital management.

DOL shares best practices, identified through the agency scorecard reviews, among its agencies.

F.3: We analyze and use the results of the Federal Human Capital Survey (FHCS).

DOL administers OPM's FHCS biennially, and provides key metrics for evaluating human capital management at DOL.

F.4: We conduct a biennial DOL employee survey.

To supplement the FHCS in the in-between years, DOL administers its own employee survey.

F.5: We conduct biennial accountability reviews of each operating HR office.

In conjunction with OPM, DOL conducts regular accountability reviews of its human resources programs. DOL's human resources offices collaborate on developing best practices and other methods for improving DOL-wide performance on human capital issues.



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E-HR INITIATIVES

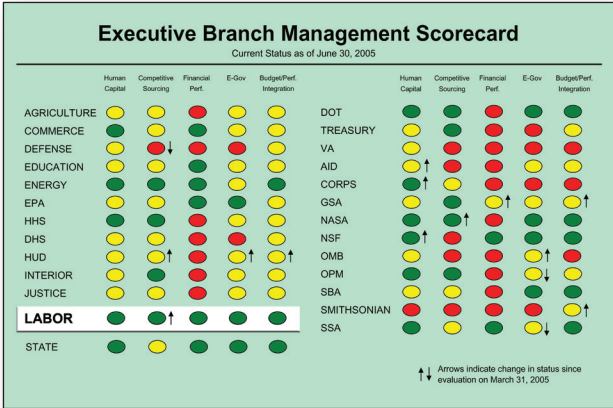
The Department is implementing DOL-wide e-Government initiatives to manage our human capital strategically.

PROGRESS

e-Government

DOL strongly supports e-Government initiatives, and has demonstrated results using technology to transform its human resources services. DOL also supports government-wide vendor leveraging on human capital e-Government projects. DOL has used technology to accomplish the following:

- Implemented the Department of Labor Online Recruitment System (DOORS) so that vacancies are advertised on the Office of Personnel Management's (OPM) USAJOBS web site; and applications are submitted online. Applications are rated and ranked electronically and certificates of eligibles are issued electronically to selecting officials.
 - Implemented the e-Clearance, e-QIP system which automated the security background investigation request process and successfully populated OPM's Clearance Verification System (CVS).
 - Implemented Enterprise Human Resources Integration (EHRI) e-OPF which converted the Department's hard copy Official Personnel Folders to an electronic format and automated the Request for Personnel Actions SF-50 process.
 - Partnered with other Federal agencies on four human capital-related e-government initiatives: recruitment one-stop, e-Training, e-Payroll, and EHRI.
- DOL has developed and will continue to improve RegionNet, its consolidated regional intranet website, to disseminate information efficiently.





HUMAN CAPITAL STRATEGIC PLAN 2008-2011

STRATEGIC INITIATIVES

G.1: We have implemented and are improving the e-Recruit hiring process through the DOL Online Opportunities Recruitment System (DOORS).

DOL has transitioned to an electronic on-line recruitment tool that seamlessly integrates with OPM's USAJOBS, accepts on-line applications, automates the rating and ranking of candidates, and produces electronic certificates to managers.

G.2: We will enhance the way HR Specialists and Managers access human resource information and the way employees access their personnel file information through Enterprise Human Resources Integration (EHRI).

DOL implemented e-OPF which digitized the Department's paper copy Official Personnel Folders (OPFs), automated SF-50 records, and consolidated paper OPFs from many locations into a single electronic system freeing valuable HR resources to focus on more strategic, value-added services. This also allows employees and HR Specialists to access e-OPF records on-line in real-time.

We have acquired the EHRI Business Intelligence (BI), Workforce Analysis Support System (WASS), and Civilian Forecasting System (CIVFORS) tools for Departmentwide use and are developing a workforce projection model that will enable the production of a 5-year workforce agency plan and analysis.

G.3: We are implementing an on-line Learning Management System (LMS).

We have implemented the core modules for the Department's new LMS, branded LearningLink, Departmentwide. Courses such as Computer Security Awareness Training are tracked on employees' learning plans. LearningLink is also used to conduct competency assessments.

Upon full implementation after FY 2010, the LMS will highlight an electronic training approval (SF-182) process, a course development tool, and a course completion certification process. In addition, agencies will have rolled-out their agency-specific training courses into the LearningLink library.

G.4: We are migrating to a shared service center.

We have selected the National Business Center (NBC) as our Shared Service Provider and have begun the migration to NBC. When fully implemented at the end of FY 2009, the Shared Service Center will provide the Department with a fully integrated HR, Payroll, Reporting, and Time-and-Attendance system.

G.5: We will implement the Retirement Systems Modernization (RSM) in accordance with the schedule of our payroll provider. RSM is OPM's strategic initiative to improve the quality and timeliness of services to members of the Civil Service and Federal Employees Retirement Systems by modernizing business processes and the technology that supports them.

An internal work group will be established to effect the planning for and the accuracy of data cleansing.



EMERGENCY READINESS

The Department is planning to ensure the safety of its employees and the continuity of operations in the event of a Pandemic Flu or other emergency situation.

PROGRESS

The Department has developed a DOL Pandemic Influenza plan and each agency has a plan for maintaining continuity of operations and employee safety during a pandemic.

STRATEGIC INITIATIVES

H.1: We have developed informational materials and policies on pandemic influenza and other emergency situations.

The Department has hosted guest speakers to educate employees about the dangers of a pandemic and methods to minimize the spread of a contagion.

Informational materials are available on hygiene, social distancing, and preparing an emergency kit for the home.

A pandemic website is available with information to keep managers and employees informed about benefits and leave, pay flexibilities, medical resources and telework procedures.

A DOL Pandemic Influenza plan is available and is updated regularly, as needed. In 2008, a new version of the plan was published. Each DOL Agency has developed its own Pandemic Influenza plan. Regional offices have participated in a planning conference to coordinate the regional response in the event of a pandemic emergency.

H.2: We will increase pandemic/disaster readiness.

The Department has put into place procedures for ensuring continuity of operations during a disaster such as a pandemic.

The Department will continue telework exercises to ensure that employees have the equipment and information that they would need if they were required to work at a home location in the event of a pandemic.

Agencies have analyzed their mission-critical work to determine which functions are essential to be completed during a pandemic. Employees will continue to receive ongoing training so that back-up staff can perform essential functions during a period of high absenteeism (three-deep competence). Standard operating procedures are required for the mission-critical work.



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