

DOL Human Capital Strategic Plan

Standard

Strategic Initiative

Metrics

F. Accountability

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

- F.1 Review Agency Human Capital Programs.
- 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.3 Analyze results of Federal Human Capital Survey.
- F.4 Conduct and analyze results of DOL Employee Survey.
- F.5 Conduct biennial accountability reviews of HR Offices.

- ▶ Submission of the Annual DOL Accountability Report (self-assessment).
- ▶ On-site reviews and written reports.
- ▶ Quarterly submission of the Human Capital scorecard.
- ▶ Annual submission of GREEN Standards of Success. (Proud to Be)

G. e-HR Initiatives

DOL implements and maintains government-wide HR LOB initiatives to achieve operational effectiveness.

- G.1 Improve the e-Recruit hiring process through the use of the DOL Online Opportunities Recruitment System (DOORS).
- G.2 Enhance HR data analysis and reporting capabilities e-reporting.
- G.3 Implement an e-Learning Management System (LMS) that provides a DOL-wide architecture for learning management and provides flexibility for course development.
- G.4 Migrate to a Shared Service Center.
- G.5 Implement Retirement Systems Modernization.

- ▶ Track manager and applicant survey results, submit targets and strategies.
- ▶ Compliance with OPM's time-to-hire and applicant notification performance.
- ▶ Implement Enterprise Human Resources Investigation e-Reporting analytic tools, Workforce Analysis Sub-System, Civilian Forecasting System, and Business Intelligence.
- ▶ Complete migration of agency LMSs to the approved service provider and decommission legacy LMSs.
- ▶ Date migration completed.

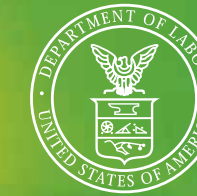
H. Emergency Readiness

Ensures employee safety and continuity of functions in case of emergencies.

- H.1 Develop information materials and policies on Pandemic Influenza.
- H.2 Increase DOL pandemic/disaster readiness.

- ▶ Updated policies/plans (Departmental and Agency Pandemic Influenza plans).
- ▶ Information provided to employees.
- ▶ Readiness for telework.
- ▶ Improve potential for continuity of operations.
- ▶ Preparedness in regions.
- ▶ Establishment of Regional planning approach.

U.S. DEPARTMENT OF LABOR



HUMAN CAPITAL STRATEGIC PLAN 2008-2011



SUMMARY

Note: FHCS refers to the Federal Human Capital Survey of Federal employees conducted biennially by OPM.

DOL Human Capital Strategic Plan

DOL Human Capital Strategic Plan

Standard	Strategic Initiative	Metrics	Standard	Strategic Initiative	Metrics
A. Strategic Alignment			D. Results-Oriented Performance Culture		
<p>DOL's human capital strategy is aligned with mission, goals, and organizational objectives and integrated into DOL strategic plans, performance plans, and budgets.</p>	<p>A.1 Develop and regularly update the Human Capital Strategic Plan and the OASAM Strategic and Performance Plan to support DOL's business goals and strategies.</p> <p>A.2 Maintain DOL HR Line-of-Business (LOB) Budget Request (Exhibit 300).</p>	<ul style="list-style-type: none"> ▶ Update of the Human Capital Strategic Plan. ▶ Update of the OASAM Strategic and Performance Plan. ▶ Submission of the annual HR LOB Budget request (Exhibit 300). ▶ Employees' responses to Federal Human Capital Survey (FHCS) #2 — Managers review/evaluate organization's progress toward meeting its goals and objectives. 	<p>DOL has a diverse, results-oriented, high performance workforce, and has a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.</p>	<p>D.1 Increase diversity DOL-wide and increase specific representation in management and mission-critical occupations.</p> <p>D.2 Make DOL Performance Appraisal Program ready for pay for performance, in accordance with Performance Appraisal Assessment Tool (PAAT).</p>	<ul style="list-style-type: none"> ▶ Reduction in pockets of low participation by targeted diversity groups. ▶ Reduction of 1- and 3-year turnover rates for mission-critical occupations. ▶ Increase in the number of hires through targeted hiring programs. ▶ Prepare annual Disabled Veterans' Affirmative Action Plan. ▶ Evaluate the effectiveness of current targeted outreach programs. ▶ Submit PAAT assessment to OPM. ▶ Employees' responses to FHCS #36 – Our organization's awards program provides me with an incentive to do my best. ▶ Employees' responses to FHCS #39 – I am held accountable for achieving results. ▶ Provide ongoing training in performance management for supervisors, non-supervisors, and new employees.
B. Workforce Planning and Deployment					
<p>DOL is citizen-centered, delayed, mission-focused, and leverages e-Government and competitive sourcing.</p>	<p>B.1 Provide information on the DOL workforce to improve planning and analysis capability.</p> <p>B.2 Provide support for commercial services management DOL-wide including guidance to managers on responding to personnel changes.</p>	<ul style="list-style-type: none"> ▶ DOL At-a-glance Workforce Profile System. ▶ Quarterly commercial services management status report as part of quarterly scorecard. 			
C. Leadership and Knowledge Management			E. Talent		
<p>DOL leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.</p>	<p>C.1 Maintain SES and mid-level management development and training programs (MDP) based on succession planning needs.</p> <p>C.2 Continue the MBA Fellows Program.</p> <p>C.3 Continue the Mentoring Program.</p> <p>C.4 Regularly update the DOL Succession Plan.</p> <p>C.5 Required supervisory/management training.</p>	<ul style="list-style-type: none"> ▶ Maintenance of SES bench strength through placement of SES candidates, MDP graduates, and retention of MBA Fellows. ▶ Participation in mentoring programs. ▶ Annual review and update of Succession Plan, as needed. ▶ Records in Learning Management System show all required training courses have been completed. ▶ Employees' responses to FHCS #46 — My training needs are assessed. ▶ Employees' responses to FHCS #67 - How satisfied are you with the training you receive? 	<p>DOL has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all gaps.</p>	<p>E.1 Reduce knowledge and skill gaps DOL-wide.</p>	<ul style="list-style-type: none"> ▶ Ratings on Agency Scorecards; results of mission critical occupations gap analysis report; Human Resources Management competency gap report; leadership bench strength and leadership competency gap analysis report; acquisition workforce gap analysis report; and IT Hiring Plan and Gap plan. ▶ Enhance/build work environments using the Career Patterns model. ▶ Employees' responses to FHCS #7 — Workforce has job relevant knowledge and skills to accomplish organizational goals.