



DEPARTMENT OF THE TREASURY

FY 2009

# Human Capital *Operating Plan*



**U.S. TREASURY**  
EMPLOYER OF CHOICE

Presented by the Deputy Assistant Secretary for Human  
Resources/Chief Human Capital Officer (DASHR/CHCO)

*(This report may be found at <https://hqapps.treas.gov/DASHR-CHO/>)*

DEPARTMENT OF THE TREASURY



FY 2009

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# HUMAN CAPITAL OPERATING PLAN



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# INTRODUCTION

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The Department of the Treasury Human Capital Operating Plan for FY 2009 (HCOP) sets forth the roadmap to ensure attainment of the goals and objectives of both The Department of the Treasury Strategic Plan for FYs 2007-2012 and The Treasury Human Capital Strategic Plan for FYs 2008-2013 (HCSP).<sup>1</sup> The HCOP consists of the human capital goals, initiatives, measures, timeframes, and bureau commitments identified by the Human Capital community, as well as bureau senior leaders throughout the Department, in support of these strategic plans.

*The Department of the Treasury Strategic Plan for FYs 2007-2012 identifies Management and Organizational Excellence as one of the four strategic goals with a strategic objective of “an enabled and effective Treasury Department.”*

*To attain this goal, the Treasury Strategic Plan describes a key strategy, “Invest in People.”*

The Department of the Treasury Strategic Plan for FYs 2007-2012 identifies Management and Organizational Excellence as one of the four strategic goals with a strategic objective of “an enabled and effective Treasury Department.” The expected outcomes of the Management and Organizational Excellence goal is a citizen-centered, results-oriented, and strategically aligned organization, as well as exceptional accountability and transparency. To attain this goal, the Treasury Strategic Plan describes a key strategy, “Invest in People.”

To enable the Department of Treasury to meet this goal and implement its key strategy, the Department of the Treasury human capital community developed and implemented a two-part approach to enterprise-wide human capital management. The first component is the establishment of the comprehensive Treasury Human Capital Strategic Plan (HCSP) that upholds the merit principles and sets the overall vision for the effective management of human capital, including EEO and diversity, over a five-year period. Merit principles are the organizational fabric and the underpinning of the culture, which enables efficient and effective operations.



<sup>1</sup>See Appendix 1 for Reference Materials used in the development of this plan.

The HCSP is designed to evolve and mature throughout the period and will change, as appropriate, to reflect the organizational climate and emerging priorities. The second component is the establishment of an annual HCOP that identifies annual goals and key initiatives to ensure steady progress toward the HCSP vision. In addition, there are numerous, ongoing HC activities within the Department that may or may not be included in the Treasury FY 09 HCOP. To review these on-going activities, see Appendix 2. Finally, Appendix 3 outlines an initiative to ensure that Treasury employs the most efficient and effective HC information management (IT) solution(s) to enable effective human capital management.

**The Human Capital Strategic Plan outlines five goals to enable Treasury’s investment in people. These goals are:**

1. Broaden and Diversify the Talent Pool
2. Develop and Retain the Workforce
3. Effectively Manage and Utilize Human Capital
4. Develop Human Capital Practitioners as Strategic Business Partners
5. Leadership Effectiveness



# METHODOLOGY

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To develop the annual HCOP, the Office of the DASHR/CHCO and the Treasury human capital community agreed upon and implemented the following methodology in response to Departmental and bureau needs.

The first step consisted of: a review of current human capital best practices; an analysis of the Federal Human Capital Survey results; a survey of bureau senior leaders to identify the current and projected human capital challenges (i.e., “burning issues”); and an exploration of workforce data and trends pertinent to projecting future needs related to the Department’s management of human capital. This information was used to guide decision-making in determining the initiatives, activities, and technology that have the potential for Department-wide expansion to meet identified business goals.

The second step of the methodology provided bureau representatives with the opportunity to frame relevant issues and present ideas about a future ideal state. Representatives from each of the bureaus participated in a facilitated offsite workshop during the Human Capital Planning Offsite in June 2008. Workgroups around each of the four primary human capital goals: attracting talent; developing talent; retaining talent; and transforming the human capital occupation identified potential initiatives that would further accomplishment of the goals.<sup>1</sup> See Appendix I for Reference Materials used in the development of this plan. Initiatives were ranked against criteria that were designed to identify which of the initiatives were most feasible and appropriate to address on an enterprise-wide basis within FY2009. The most suitable initiatives were then presented to all participants at the Human Capital Planning Offsite. A fifth goal, Leadership Effectiveness, emerged from this exercise.

The third step of the methodology consisted of an enterprise-wide review and prioritization of the top-ranked initiatives from the workshop and an opportunity to comment regarding the emerging fifth goal, Leadership Effectiveness. Each bureau ranked the potential initiatives, identified the appropriate timeframe (i.e., quarter) for completion of each initiative within FY2009, and indicated willingness to support specific initiatives, either through leading or participating on a working group that will be held accountable for accomplishing the initiative. Additionally, two ad-hoc Human Capital Advisory Council (HCAC) meetings were held to review, discuss, and recommend the final FY2009 goals and initiatives to be presented to the Human Capital Board. The Human Capital Board reviewed and approved the HCAC recommendations in late September 2008. The final goals and initiatives are contained in this FY2009 HCOP.

As a final step, development of detailed project plans will ensure associated resource requirements are identified and that major milestones are tracked to ensure proper alignment and progress on individual initiatives in order to meet the annual commitments. Appropriate project management tools are employed to manage strategies and tactics to a higher level of specificity as to expectations and outcome and to monitor program success. The overall result is better planning for organizational resources and budgets needed to achieve the desired end state. The DASHR/CHCO HC community website provides progress results and access to research and reference materials on each initiative.

# HCOP FY 2009 GOALS

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In support of the Treasury strategic priorities, the HCOP sets out five goals for FY 2009, four of which continue from the FY 2008 HCOP. Initiatives in support of these goals are either carry-over initiatives from FY 2008 or new. The proposed FY 2009 HCOP goals are:

1. **Attracting Talent:** Ensure that Treasury is recruiting a high quality, diverse workforce by enhancing the Treasury brand and outreach efforts and by using efficient and effective hiring business processes that are founded in open and fair competition.
2. **Developing Talent:** Develop Treasury's workforce to meet current and future organizational needs, identify and close skill gaps, and build bench strength at all levels to ensure an efficient and effective workforce.
3. **Retaining Talent:** Enhance Treasury's ability to retain our skilled and dedicated employees by identifying and addressing impediments to retention and creating career opportunities.
4. **Transforming the Human Capital Occupation:** Promote the transformation of Treasury's human resources, training, and equal employment staffs (human capital community) into a cadre of Human Capital professionals who serve as valued business advisors on people and organizations and an organizational culture of fairness and respect.
5. **Leadership Effectiveness:** Build stronger leadership to achieve Departmental and bureau strategic goals to manage people and resources effectively.

Appendix 3 provides current and other potential metrics for each goal.



# HCOP FY 2009 INITIATIVES

The human capital goals and initiatives tables displayed below were developed through the collaboration of the human capital community from all bureaus and the Office of the DASHR/CHCO. HCOP initiatives for each goal identify near-term priorities for Treasury’s human capital program. These initiatives were selected because they have enterprise-wide application, are achievable in FY 2009, and will enhance and support bureau human capital programs and the HCSP. Led by senior HC professionals from one or more of the bureaus and the Office of the DASHR/CHCO, enterprise-wide workgroups have been formed to accomplish each initiative.

The workgroups are structured to build upon “best practices,” processes, and tools that have already demonstrated success in Treasury Human Capital programs, and to assure that initiatives are responsive to Departmental and bureau needs. Enterprise-wide support and accountability is essential to the achievement of these ambitious initiatives to attract, develop and retain talent and to transform the Human Capital occupation, ensuring that the Department of the Treasury makes the most of its strategic investment in people.

Appendix 4 provides the timetable and a sample template for construction of the detailed project plans and Appendix 5 provides a link to the dynamic Project Plan Workgroup contact information.

HC Goals and Initiatives			
Goal 1 - Attracting Talent: Ensure that Treasury is recruiting a high quality, diverse workforce by enhancing the Treasury brand and outreach efforts and by using efficient and effective hiring business processes that are founded in open and fair competition We will:			
	Lead/Co Lead	Participant	Completion Date
1a. Market and implement a corporate solution to improve the application process through model announcement templates that will help market Treasury.	BPD (Mullins, Lasko, Johnson) DASHR/ CHCO(Thomas)	OTS (Amato/Jones) DO (Coachman-Steward) FMS (Johnson/Parker) FinCEN (Kogut) IRS (Mercer/Walker) TTB (Schmitt) DASHR/CHCO (Draper) HRCPO (Sokol)	Q2
1b. Develop a marketing strategy and sponsor joint bureau recruiting and outreach activities to brand Treasury as an Employer of Choice.	FMS (Curran) DASHR/CHCO (Harvey/Kim)	OTS (Amato/ Wright) FMS (Boykin/Clayborne) DO (Coachman-Steward) DASHR/CHCO (Doyle/Jones/Perrini) IRS (Edmonds) FinCEN (Kogut/McKinney) BPD (Lasko) TTB (Ngo) Mint (Satchell) TIGTA (Venson)	Q3



HC Goals and Initiatives			
Goal 2 - Developing Talent: Develop Treasury's workforce to meet current and future organizational needs, identify and close skill gaps, and build bench strength at all levels to ensure an efficient and effective workforce. We will:			
	Lead/Co Lead	Participant	Completion Date
2a. Develop a mechanism/"tool" to identify/ measure skill gaps. Pilot test mechanism/ tool to selected mission-critical occupations Treasury-wide, to include identification of Treasury foundational competencies (e.g., customer service, teamwork).. Bureaus may use mechanism/ assessment tool to tailor plans to close skill gaps in their Bureaus. Establish a framework to implement developmental opportunities to close skills gaps identified for employees in those selected mission-critical occupations.	DASHR/CHCO (Nishan) OTS (Amato) IRS (Brown)	OCC (Batts) TTB (Brockman) DASHR/CHCO (Cannon/Harvey/ Demers/ Johns Hopkins Work Group) BPD (Cooper/Walters) BEP (Dobberowsky/ Bradley) TIGTA (Donnan) IRS (Edmonds) FinCEN (Mattis) Mint (Satchell) FMS (McCollum/Keith-Mahoney/ Sweeney) IRS CC (Ratchford) OIG (Campbell)	Q4
2b. Deploy Treasury Virtual Career Service Center	DASHR/CHCO (Doyle)	FMS (Olden)	Q1

HC Goals and Initiatives			
Goal 3 - Retaining Talent: Enhance Treasury's ability to retain our skilled and dedicated employees by identifying and addressing impediments to retention and creating career opportunities. We will:			
	Lead/Co Lead	Participant	Completion Date
3. Research and collect data for development of a Treasury employee entry (to include on-boarding)/ exit system-i.e., full life cycle, Develop a prototype and pilot in selected bureau(s).	FMS (Ford) DASHR/CHCO (Harvey) BEP (Bickle) IRS (Brown) Mint (Satchell) HRCPO (Vess)	DO (Coachman-Steward) IRS CC (Donelan/Magee) TIGTA (Donnan/ Venson) IRS (Hart) FinCEN (McKinney) TTB (Williams) OTS (Amato/Wright) BEP (Jones/ Whittington) FinCEN (Stevens/McKinney) FMS (McCollum/Long/Smith/ Curran) IRS (Nayatepe-Coo) BPD (Oberlin/Wiles/Lowe/Petrella/ Jones) OIG (Campbell)	Q4

**HC Goals and Initiatives**

Goal 4 - Transforming the Human Capital Occupation: Promote the transformation of Treasury's human resource, training, and equal employment staffs human capital community) into a cadre of Human Capital professionals who serve as valued business advisors on people and organizations and an organizational culture of fairness and respect. We will:

	Lead/Co Lead	Participant	Completion Date
4. Build and communicate a comprehensive, flexible transformation program which each bureau can tailor to meet its needs at any time. Core assessment criteria for selection and developmental purposes can be supplemented by individual bureau requirements. Develop/ implement a workforce analysis model that builds capacity, i.e., accounts for succession planning, for entry-, mid-, and senior-level Human Capital (HR, EEO, and Training) professionals, to include a Treasury HC Honors Program.	OCC (Batts) DASHR/CHCO (Hastings) IRS (Krieg/Weaver) OCC (Pointer)	OTS (Amato) FMS (Curran/ Easley) IRS CC (Donelan) FinGEN (Ortiz) Mint (Satchell) BEP (Whittington) DASHR/CHCO (Harvey)	Q3

**HC Goals and Initiatives**

**Goal 5- Leadership Effectiveness: Build stronger leadership to achieve Departmental and bureau strategic goals to manage people and resources effectively. We will:**

	Lead/Co Lead	Participant	Completion Date
5a. Develop framework to identify measures to close leadership skill gaps to ensure leadership succession planning.	DASHR/CHCO (Nishan)	OTS (Amato) OCC (Batts, Smith) TTB (Brockman) BEP (Dobberowsky/ Whittington) TIGTA (Donnan) IRS (Edmonds) FinCEN (Mattis) BPD (Marshall/Suprano) FMS (Sweeney) IRS CC (Sikowitz) OIG (Mingo) Mint (Lehrer)	Q4
5b. Based on the Federal Human Capital Survey results and other appropriate bureau-specific data, bureaus shall develop action plans that focus on leadership and accountability.	DASHR/CHCO (Perrini/Kim)	BPD (Adams/Lowe) OTS (Amato) OCC (Batts/ Pointer) IRS (Caldwell/ Wood) DO (Coachman-Steward) FMS (Curran/Smith) FinCEN (Mattis/ Ortiz) TTB (Ngo/Williams) Mint (Satchell/ Hayes) DASHR/CHCO (Harvey) OIG (Mingo/Campbell)	Q3

## *ADDITIONAL FY 2009 IT INITIATIVE*

Complete an assessment of Treasury’s human capital infrastructure needs as related to HR Connect program capabilities and the state of information management, to develop a 5-year Human Capital IT roadmap for Treasury.



# APPENDIX 1 – REFERENCE MATERIALS

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- Department of the Treasury Strategic Plan FY2007 – FY2012
- Department of the Treasury Human Capital Strategic Plan, FY2008 – 2013
- OMB Proud to Be VI Report
- Treasury Annual Report on EEO and Diversity
- 2006 Federal Human Capital Survey Results
- 2008 Federal Human Capital Survey - Results and Action Plans (forthcoming in Q3)
- Treasury Workforce Demographics
- 2007 Best Places to Work in the Federal Government
- FY 2008 Human Capital Offsite Survey “Hot Issues” (June Offsite)
- The Treasury Human Capital Planning Offsite June 2008, Slide Deck
- Building Next Generation HR-Line Partnerships (presentation at June Offsite)
- Industry Trends/Web 2.0/Enterprise 2.0 (presentation at June Offsite)
- Next Generation Workforce (presentation at June Offsite)
- Aligning Technology to Our Strategic Goals (presentation at June Offsite)
- The Employment Value Proposition, Corporate Leadership Council
- Diversity Recruitment and Retention Strategies, Partnership for Public Service



## APPENDIX 2 – DASHR/CHCO ONGOING ACTIVITIES (INCLUDES RELATIONSHIP TO FY2009 HCOP GOALS AND INITIATIVES)

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There are numerous, ongoing HC activities within the Department that may or may not be included in the Treasury FY 09 HCOP. This appendix to the FY 09 HCOP identifies a comprehensive and current listing of DASHR/CHCO activities and their relationship to one or more of the HCOP goals. *(Those items listed in red have linkage.)*

**Goal 1: Attracting Talent:** Ensure that Treasury is recruiting a high quality, diverse workforce by enhancing the Treasury brand and outreach efforts and by using efficient and effective hiring business processes that are founded in open and fair competition.

### Improve the Diversity profile in Treasury

- **Develop outreach plan and marketing plan/tools**
- Continue working with minority serving schools and institutions to develop relationships and intern programs
- Set disability hiring goals, monitor goal progress, and develop initiatives to increase disability hiring
  - **Sponsor Disability Summit**
- **Host a recruiters' symposium, develop the recruiter's roadmap, and recruiter's corner share-point site**

### Plan and develop initiatives and strategies to effectively address the human capital challenges of the Department and its bureaus

- **Produce a video on Treasury, and develop marketing strategy**
- **Develop improvements to the Treasury recruitment and hiring processes, e.g. creating and deploying model job announcement templates**

### Evaluate success/effectiveness of human capital strategies and solutions

- Assess effectiveness of bureau human capital programs and compliance with merit systems principles through scheduled on-site evaluations
- Report on Department's success in meeting human capital goals through the annual Human Capital Management Report, quarterly reports to OPM and OMB, and feedback to Treasury bureaus
- **Evaluate results of Federal Human Capital Survey and develop and implement strategies/solutions to address any negatives**
- **Foster effective workforce planning/succession planning across the Department**
- Identify relevant metrics that may be used to ensure effective human capital management programs across the Department

*Red indicates linkage to HCOP initiative.*



### **Implement Federal Experience Pilot**

- Conduct pilot across Treasury
- Coordinate with Bureaus, HR Connect Program Office (HRCPO) staff, Partnership for Public Service (PPS), and IBM to track programmatic progress and hiring activities

### **Recruit, hire, and develop executive leadership**

- Completion/close-out of SES Selection Pilot
- Reissuance/revisions to SES merit staffing plan
- Reissuance/re-approval of SES Candidate Development Program system description

**Goal 2: Developing Talent:** Develop Treasury's workforce to meet current and future organizational needs, identify and close skills gaps, and build bench strength at all levels to ensure an efficient and effective workforce.

### **Develop business case for Departmental Chief Learning Officer (CLO) position**

- Conduct outreach to assess how CLO position could fill gaps in current program
- Actively engage other bureau training contacts to assess possible synergies
- **Complete Treasury leadership inventory**
- **Work on plan to identify skill gaps**
- **Activate web-based opportunities board for Treasury-wide details**
- Assure Treasury's overall training and development programs are meeting OPM standards and appropriate quality assurance is conducted.
- Interface with HR Connect on Treasury Learning Management System (TLMS) issues as needed

### **Provide employees with EEO tools and training**

- Ensure No FEAR Training is provided to all employees, Departmentwide
- Develop and host Treasury-wide special emphasis program events
- Develop employee newsletters and training conferences, web presentations, etc.
- Develop a Treasury brochure on Intern Programs for minority-based organizations
- Develop and distribute a manager's toolkit for disability hiring

**Goal 3: Retaining Talent:** Enhance Treasury's ability to retain our skilled and dedicated employees by identifying and addressing impediments to retention, and creating career opportunities.

### **Maintain a fair and efficient EEO complaint system**

- Improve oversight of Treasury Complaint Management Center (TCMC) through on-site visits and service-level standards
- Take action to improve timeliness of investigations and final agency decisions (FADS).

*Red indicates linkage to HCOP initiative.*



- Enhance capabilities of IComplaints, EEO complaint management system
- Improve ADR participation within the Department, including dispute prevention initiatives

#### **Create a “model” EEO program**

- Use MD 715 report and analysis to evaluate the effectiveness of EEO programs Treasury-wide
- Develop harassment policy and procedures
- Ensure accountability by auditing bureau EEO programs
- Develop and pilot an enterprise-wide exit survey tool as part of a life cycle EODS system
- Update issuances, website, directives and orders

#### **Ensure Treasury programs, including the provision of any Federal financial assistance, are administered in a non-discriminatory manner.**

- Develop Title VI and 504 regulations
- Develop informational literature for Federally conducted programs and programs receiving Federal financial assistance from Treasury
- Process civil rights complaints in a timely basis

#### **Maintain/administer a fair and effective system to manage and reward executive performance**

- Compile annual SES pay and performance report
- Coordinate Presidential Rank Awards/ SES Special Act awards
- Maintain certification for SES performance management system
- Develop SL performance management system
- Provide performance management training and communication

#### **Goal 4: Transforming the Human Capital Occupation:**

- Promote the transformation of Treasury’s human resources, training, and equal employment staffs (human capital community) into a cadre of Human Capital professionals who serve as valued business advisors on people and organizations and an organizational culture of fairness and respect
- Conduct outreach/training sessions with bureaus on critical HC practice areas
- Work with HCAC working group to develop the policy, competency assessment tool, and curriculum for the core HC occupational development program and honors program

**Goal 5: Leadership Effectiveness:** Build stronger leadership to achieve Departmental and bureau strategic goals and to manage people and resources effectively.

#### **Develop a leadership program framework**

- Work with Treasury Training Officers to put in place foundational competencies for all Treasury employees
- Work with Treasury Training Officers to implement front-line supervisors’ training program

*Red indicates linkage to HCOP initiative.*

- Work with Learning and Development Roundtable to leverage its services more effectively
- **Establish working group on leadership effectiveness**
  - **Begin management succession program discussions**
  - **Senior executive career development opportunities**
- Consider feasibility of entry-level internship/development programs
- Consider competencies associated with manager and executive levels; design knowledge transfer options; explore full range of TLMS as a career management tool

### **Maintain an innovative lifelong learning center (Treasury Executive Institute), for senior leaders in Treasury**

- Research emerging trends in executive education
- Survey leadership in all bureaus about continuing education needs
- Secure thought leaders on diverse topics for presentations at TEI
- Improve distribution channels to ensure more people are aware of learning opportunities at TEI

### **Deliver executive development curriculum**

- **Plan and deliver a 2009 Executive Forum, incorporating recommended improvements of 2008 curriculum (Developing Talent initiative)**
- Expand Executive Forum concept to programs exclusively for the senior leadership teams in the bureaus
- Offer leadership training based on the lessons of Gettysburg and Antietam
- Pilot a Leadership Tour of the Monuments as a survey course in the leadership style of U.S. presidents examined in the context of ECQs

### **Provide leaders with the most current thinking on leadership, management, public service, and external awareness through training and author events**

- Research new titles and training classes
- Deliver classes, seminars and author events
- Enhance website to increase access to resources

### **Create a Treasury Coaching Clearinghouse**

- Identify certified executive coaches within TEI partner organizations
- Create a list of recommended external leadership coaches
- Develop a resource to assist individuals in selecting a coach
- Develop an intake process where requests for a coach can be processed
- Update website to include clearinghouse information
- Evaluate resource after the pilot phase

**Develop business case for departmental CLO position. (See Goal 2 Description)  
Evaluate success/effectiveness of human capital strategies and solutions.  
(See Goal 1 Description)**

*Red indicates linkage to HCOP initiative.*



# *ADDITIONAL PROGRAMS/INITIATIVES OUTSIDE OF THE HCOP GOALS*

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## **Implement and administer policies, programs, and procedures to align with and support the Department's human capital strategic objectives**

- Develop/update Treasury directives and policies, e.g., recruitment, relocation, and retention incentives; waiver of salary overpayments; and Federal career intern program
- Partner with bureaus to strategically use recruitment and retention tools to be competitive in labor market, e.g., IRS pay banding system and salary offset for reemployed annuitants
- Communicate and leverage human capital best practices and cost efficiencies to optimize resources, e.g., tools/methods to assess skills and identify gaps
- Coordinate Treasury-wide administration of benefits programs (or initiatives) including retirement system modernization and early retirement and buyout authorities

## **Provide consultative and authoritative advice and assistance to bureaus**

- Provide senior-level authoritative interpretations and applications of laws, regulations, and policies to resolve complex, critical, and sensitive issues, e.g., MSPB cases, organizational restructuring, reduction in force
- Provide consultation and advice on complex/controversial labor and employee relations issues and grievance and appeals procedures
- Assist bureaus in building measurable, results-focused, fair and credible performance appraisal and award systems
- Fulfill responsibility for coordinating agency head review of bureau collective bargaining agreements to ensure compliance with laws and regulations, and support Legal Counsel in defending Department in appeals

## **Strengthen intelligence community and Human Capital programs/initiatives**

- Liaise with Office of Intelligence and Analysis (OIA), Office of the Director of National Intelligence (ODNI) and DASHR-CHCO to integrate all areas of the national Intelligence Community Compensation program
- Review Intelligence Community and Human Capital regulations, legislative proposals and policies for informal and formal comment/coordination to ensure consistency and Treasury interests are addressed
- Represent Treasury on ODNI HR work groups and IC CHCO Council

### **Implement Treasury-wide National Security Professional Development (NSPD) Program**

- Develop and administer implementation plan (includes training/development, education and rotational/developmental assignments and establishment and maintenance of Treasury NSPD web portal) to ensure Treasury National Security Professionals (NSP) are informed and poised to carry out their NSP roles as they relate to Treasury's mission
- Determine mechanism for systematic identification and tracking of Treasury NSPs
- Coordinate Treasury participation on myriad government-wide NSPD initiatives
- Communicate Treasury and government-wide program requirements timely and effectively to Treasury NSP community
- Participate on government-wide NSPD Web Portal Content Management Group

### **Leverage Department's Executive Resources allocations to meet priorities/critical needs**

- Monitoring/tracking of executive resources
- Submission of biennial request for SES/SL allocations
- Manage "float" of additional allocations to meet temporary needs
- **Solidify role of Human Capital Board**

### **Provide efficient and effective executive level transition to new Administration**

- Conduct/provide briefings/reference materials/technical assistance
- Coordinate compliance with and exceptions to QRB moratorium
- Conduct outreach to new White House Liaison
- Maintain liaison with OPM
- Coordinate and monitor 120-day moratorium on SES performance appraisal
- Coordinate and monitor 120-day moratorium on involuntary SES reassignments and certain removals
- Coordinate and track PAS, non-career SES, Limited Term SES, and Schedule C appointments
- Review and approve expert and Consultant appointments
- Carry out Federal Vacancies Reform Act reporting

### **Provide bureau Executive Resources oversight and assistance**

- Sponsor/conduct meetings with bureau counterparts
- Provide ongoing guidance/responses to inquiries

### **Support Treasury initiatives by providing effective Treasury Executive Institute Programs**

- **Identify Treasury Executive Institute (TEI) programs that advance Treasury's efforts in becoming a "Best Place to Work" organization**
- Deliver TEI programs in support of special emphasis programs
- Solicit TCAP and the Human Capital Board for topic recommendations tied to Treasury business objectives
- Coordinate the Presidential Rank Awards Ceremony for the Department's recipients

### **Ensure Treasury Executive Institute programs are delivered to field audiences**

- Deliver at least five programs in field sites in a cost-effective way
- Partner with bureaus to provide logistical support for field programs

### **Business Owner for HR Connect (includes NFC and TLMS); partnering with HRCPO**

## APPENDIX 3 – GOAL METRICS

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The most successful organizations use metrics and measurement to drive decisions, monitor performance, and improve results. Recognizing that progress toward the HCSP goals must be formally assessed, specific metrics have been established for each of the HCOP goals. These metrics will be re-evaluated on an ongoing basis to ensure that they are capturing information that appropriately gauges progress toward the overall goal. To the extent necessary, these metrics may be adjusted or replaced.

### **GOAL 1 (Attracting Talent):**

#### ***Currently measuring:***

- An index of Federal Human Capital Survey (FHCS) data in four specific areas – Leadership,
- Results-Oriented Performance Culture, Talent Management, and Job Satisfaction.
- Treasury bureaus' success in meeting FHCS action plan milestones (also measured as part of the Organizational Assessment).
- Effectiveness of performance management programs (also measured as part of the Organizational Assessment).
- Bureau objectives outlined in Management Directive 715 reports.
- Time to Hire

#### ***Other potential metrics:***

- Turnover rate in Mission Critical Occupations (measure 1- and 3-year separations after hire).
- Results of employee exit survey.
- Progress toward meeting bureau-specific disability hiring goals.

### **GOAL 2 (Developing Talent):**

#### ***Currently measuring:***

- Success in closing competency gaps in selected Mission Critical Occupations (also measured as part of the Organizational Assessment).
- Success in meeting leadership bench strength targets (also measured as part of the Organizational Assessment).
- Success in closing leadership competency gaps; and success in closing competency gaps in mission critical program support positions: IT, human capital, and acquisition (procurement).

***Other potential metrics:***

- Placement rates for leadership development programs.
- Number participating in mentoring programs.
- Use of Federal Human Capital survey data to track improvement in employee perception (e.g., FHCS Question 20 – Leaders generate high levels of motivation and commitment in the workplace).
- Race and National Origin (RNO) data of leadership cadre.
- Results of employee exit survey.

**GOAL 3 (Retaining Talent):**

***Currently measuring:***

- An index of Federal Human Capital survey data in four specific areas – Leadership, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction.
- Treasury bureaus’ success in meeting FHCS action plan milestones (also measured as part of the Organizational Assessment).
- Effectiveness of performance management programs (also measured as part of the Organizational Assessment).

***Other potential metrics:***

- Turnover rate in Mission Critical Occupations (measure 1 and 3-year separations after hire).
- Results of employee exit survey.

**GOAL 4 (Transforming the Human Capital Occupation):**

***Currently measuring:***

- Periodic survey of leaders across the Department regarding HC management practices and effectiveness reflects positive feedback in relation to changing role(s).

***Other potential metrics:***

- Number of HC Practitioner competency sets with levels identified, documented and communicated to HC workforce.
- Percentage of qualified individuals completing specific HC Competency development programs or mobility programs.

**GOAL 5 (Leadership Effectiveness):**

***Potential metrics:***

- Percentage of leadership succession gap closure over designated timeframe.
- Progress in implementation of Federal Human Capital Survey Action plans that focus on leadership and accountability over designed timeframe.
- Percentage of increase in level of employee satisfaction with Treasury leaders over designated timeframe.
- Percentage of increase in level of employee satisfaction with level, timeframe, and communication of Treasury accountability results.

## APPENDIX 4 – INITIATIVE PROJECT PLANS

The Human Capital Operating Plan is dynamic. Actions and target dates for achievement of HCOP initiatives will be evaluated continually and adjusted, as necessary, to ensure that plans are realistic and reflect the Department of the Treasury’s strategic Human Capital objectives. Project plans for each initiative will be submitted to DASHR/CHCO in January 2009; final plans will be available on the DASHR/CHCO website. Meetings with the Office of the DASHR/CHCO every other month, or as needed, provide an opportunity to review each project’s status, challenges encountered, and solutions found for achievement of each initiative. Progress reports submitted to the Office of the DASHR/CHCO will be posted on the website (“read only” documents). As required, but at least on a quarterly basis, project leaders will brief the Human Capital Advisory Council to provide updates on projects plans and accomplishments.

*The following is the accepted template to be used in documenting project plans.*

Goal/Co-Leads	Initiative	Task #	Task Description	Task Lead(s)	Measure/Metric that Defines Completion	Due Date	Status
Goal 1 Attracting Talent  (Names)	1a. Market and implement a corporate solution to improve the application process through model announcement templates that will help market Treasury.	1		(Names)		Q4	October 11, 2008: Attended HCAC meeting to define HCOP objectives.
		2					
		3					

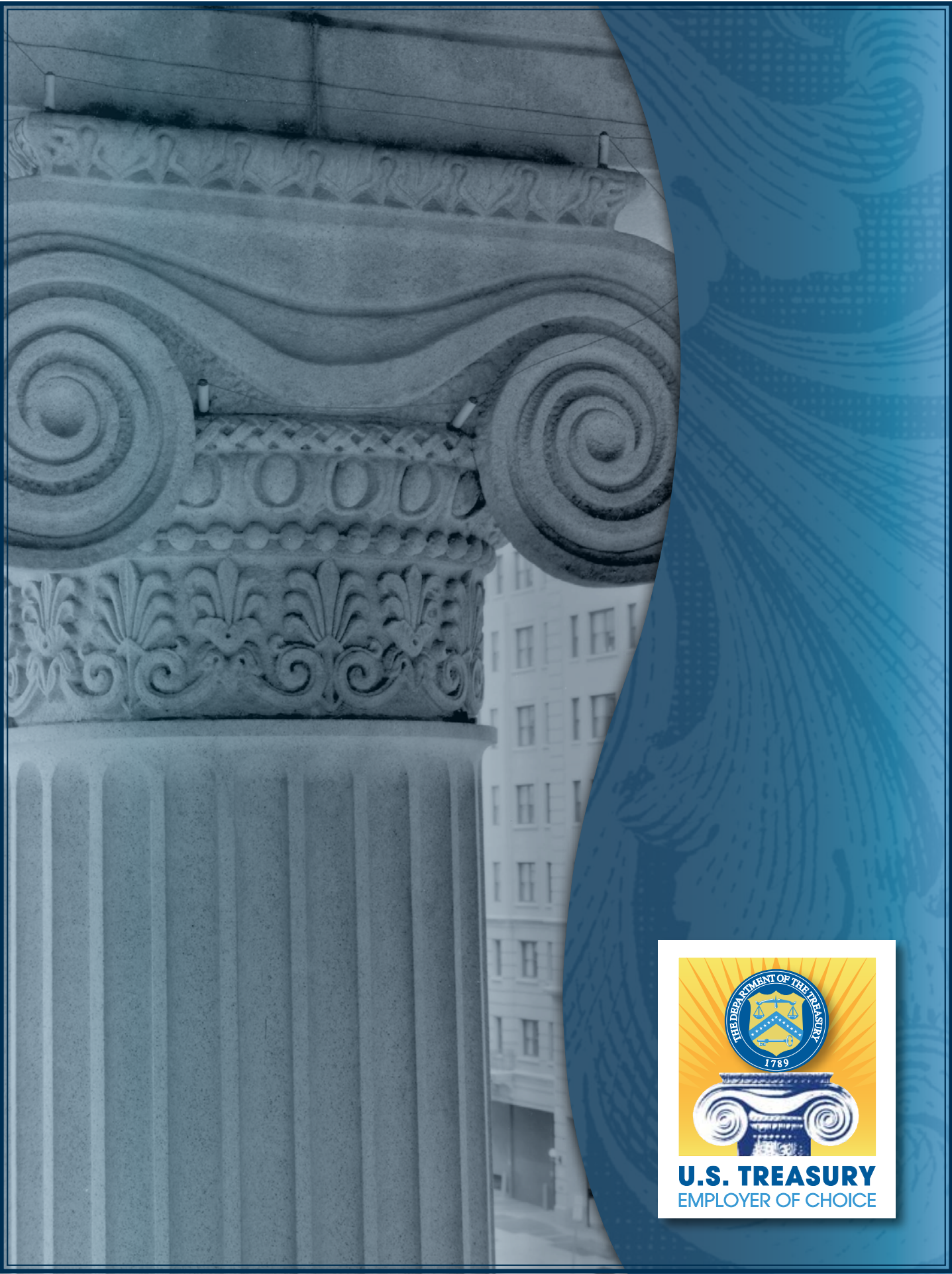
## *APPENDIX 5 – HCOP WORKGROUPS*

To review and update the current HCOP Workgroup contact information, please go to:

<https://hqapps.treas.gov/DASHR-CHO>







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