

DOL HUMAN CAPITAL STRATEGIC IMPLEMENTATION PLAN

Major Initiative	Milestone or Activity	Indicator	Accountability	Timeframe
A. Strategic Alignment				
A. 1 Develop and regularly update the Human Capital Strategic Plan and OASAM Strategic and Performance Plan to support DOL's business goals and strategies	A. 1.1 Update the HR Strategic Plan	Date of distribution and publication on LaborNet of update	HRC	Q1 annually
	A. 1.2 Update the OASAM Strategic and Performance Plan	Date plan updated	HRC	Q4/FY 2008 and semi-annually thereafter
A. 2 Maintain DOL HR LOB Budget Request (Exhibit 300)	A. 2.1 Submit the annual HR Line of Business (LOB) Budget Request (Exhibit 300)	Completed Exhibit 300 submitted to OCIO	HRC	Q4 annually
B. Workforce Planning and Deployment				
B. 1 Provide information on the DOL workforce to improve workforce planning and analysis capability	B. 1.1 Maintain the DOL At-A-Glance Workforce Profile System to evaluate workforce trends	At-A-Glance reports published on LaborNet	HRC	Q1/FY 2008 and annually thereafter
B. 2 Provide support for commercial services management DOL-wide including guidance to managers on responding to personnel changes	B. 2.1 Prepare a Quarterly Commercial Services Management Status Report as part of the quarterly scorecard	Date report completed	HRC	Q3/FY 2008 and quarterly thereafter
C. Leadership and Knowledge Management				
C. 1 Maintain SES and mid-level management development and training programs based on succession planning needs	C. 1.1 Assess management development needs	Turnover analysis of supervisory positions	Agencies to set needs; HRC for data analysis	Q1/FY 2009 and annually thereafter
	C. 1.2 Maintain SES Candidate Program	Number of candidates	Agencies and HRC	Q4/FY 2008 and as needed thereafter
	C. 1.3 Maintain mid-level Management Development Program	Number of candidates	Agencies and HRC	Q1/FY 2009 and as needed thereafter
C. 2 Continue the MBA Fellows Program	C. 2.1 Select MBA Fellows class	Candidates selected and job offers made	HRC lead, Agencies provide positions	Q3/FY 2008 and to be determined thereafter
C. 3 Continue the Mentoring Program	C. 3.1 Solicit participants for the Mentoring Program	Program announced and mentors and mentees selected	HRC	Q2/FY 2008 and as needed thereafter
C. 4 Regularly update the DOL succession plan	C. 4.1 Submit annual succession plan to OPM for approval	Date plan submitted to OPM	HRC	As needed
C. 5 Required supervisory/management training	C. 5.1 Ensure required training is completed in performance management, whistleblower protection, computer security, drug-free workplace, No Fear Act, and New Supervisors' training	Records in LMS show employees have completed all required courses.	Agencies and HRC	As required by Regulations or DOL policy.
D. Results Oriented Performance Culture				
D. 1 Increase diversity DOL-wide and increase specific representation in management and mission-critical occupations.	D. 1.1 Prepare annual EEOC MD-715 report and submit to the EEOC	Date plan submitted	HRC	Q2/FY 2008 and annually thereafter
	D. 1.2 Prepare annual Federal Equal Opportunity Recruitment Plan and Disability Plan	Date plan sent to OPM	HRC	Q1/FY 2008 and annually thereafter
	D. 1.3 Prepare annual Disabled Veterans' Affirmative Action Plan	Date plan sent to OPM	HRC	Q1/FY 2008 and annually thereafter
	D. 1.4 Prepare Annual Report to the President on Hispanic Employment	Date report sent to OPM	HRC	Q1/FY 2008 and annually thereafter
D. 2 Make DOL Performance Appraisal Program ready for pay for performance, in accordance with the PAAT	D. 2.1 Assess DOL Performance Management Program	DOL Performance Appraisal Assessment Tool (PAAT) assessment submitted	HRC	Q1/FY 2010
	D. 2.2 Training for all supervisors in performance management	Date training completed for all supervisors	HRC lead and Agencies	Q4/ FY 2008 and biennially thereafter
	D. 2.3 Training for all employees in performance management	Performance module in new employee orientation Performance module developed for e-training	HRC HRC	Q2/FY 2008 Q2/FY 2008
E. Talent				
E. 1 Reduce knowledge and skill gaps DOL-wide	E. 1.1 Assess progress on implementation of agency Skill Gap Assessment Action Plans	Ratings on Agency Scorecards	Agencies for specific initiatives	Q2/FY 2008 and semiannually thereafter
	E. 1.2 Reassess skill gaps in mission critical occupations to determine if gaps have been closed as outlined in agency Skill Gap Assessment Action Plans	Percentage of skill gaps identified that have been eliminated	HRC lead, agency participation	Q2/FY2008 and biennially, thereafter
	E. 1.3 Assess skill gaps for leadership competencies	Report to OPM, Ratings on Agency Scorecards	HRC lead, with agency participation	Q3/FY 2008 and biennially thereafter
	E. 1.4 Assess leadership bench strength	Report of leadership bench strength to OPM	HRC lead, with agency participation	Q1/FY 2008 and annually thereafter
	E. 1.5 Assess progress in closing skill gaps in the IT area and in the acquisition workforce	Results report in closing competency gaps and meeting staffing projections in IT and acquisition positions to OPM Status reports to OPM	ITC, CFO with HRC involvement HRC, CFO	Q3/FY 2008 Q4/FY08 and quarterly thereafter

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F. Accountability				
F. 1 Review of Agency Human Capital Programs	F. 1. 1 Conduct regular agency reviews using PMA-based Agency Scorecards	Agencies rated on scorecards	HRC	Q2/FY 2008 and semiannually thereafter
	F. 1. 2 Submit annual accountability report to OPM	Date report submitted to OPM	HRC	Q1/FY 2008 and annually thereafter
F. 2 Use the Human Capital Scorecard and GREEN Standards for Success to gauge the effectiveness of human capital programs and to drive continuous improvement	F. 2. 1 Quarterly submission of the Human Capital scorecard	Scorecard submitted to OPM and OMB	HRC	Quarterly
	F. 2. 2 Submission of GREEN Standards of Success (Proud to Be)	Standards of Success submitted to OPM and OMB	HRC	Q3/ FY 2008 and annually thereafter
F. 3 Analyze results of Federal Human Capital Survey	F. 3. 1 Analyze Federal Human Capital Survey (FHCS) results	Action plan to OPM	HRC	Q2 2008 and biennially thereafter
F. 4 Conduct and analyze results of DOL Employee Survey	F. 4. 1 Conduct DOL Employee Survey	Date Survey completed	HRC	Q1/FY 2008 and biennially thereafter
	F. 4. 2 Send Employee Survey results to OPM	Date results sent to OPM	HRC	Q2/FY 2008 and biennially thereafter
F. 5 Conduct biennial accountability reviews of HR Offices	F. 5. 1 On-site reviews and written reports	Final Reports submitted to HRO	HRC	Biennially
G. e-HR Initiatives				
G. 1 Improve the e-Recruit hiring process through the use of the DOL Online Opportunities Recruitment System (DOORS)	G. 1. 1 Hire new employees in a timely manner based on OPM's time-to-hire and applicant notification performance measures	Percentage of hiring decisions made within 45 days of vacancy closing date	HRC, in conjunction with agencies	Q2/FY 2008 and semiannually thereafter
	G. 1. 2 Submit Quarterly Hiring Timeline Table Report to OPM	Date report sent to OPM	HRC	Q4/FY 2008 and quarterly thereafter
G. 2 Enhance HR data analysis and reporting capabilities	G. 2. 1 CIO to ensure the Workforce Analysts Sub System (WASS), Civilian Forecasting System (CIVFORS), Business Intelligence (BI) tools are adequate for CHCO to produce 5-year workforce agency plan and analysis using supporting output or data reports produced by WASS/CIVFORS/BI environment	Date workforce projection model completed	HRC	Q4/FY 2008
		G. 3. 1 Complete migration of agency Learning Management Systems (LMS) to one of the three E-Training approved service providers	Date migration completed	HRC, in conjunction with agencies
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. 3. 2 Decommission legacy LMS's	Date decommissioning completed	HRC, in conjunction with agencies	Q4/FY 2010
	G. 4 Migrate to a Shared Service Center	G. 4. 1 Develop Transition Plan for Migration to a Shared Service Center	Date Transition Plan completed	HRC, in conjunction with agencies
G. 4. 2 Sign a Shared Service Center Level Agreement (SLA)		Date SLA signed	HRC, in conjunction with agencies	Q4/FY 2008
G. 4. 3 Transition to Human Resources Line of Business (HRLOB) Shared Service Center		Date transition completed	HRC, in conjunction with agencies	Q4/FY 2009
G. 5 Implement Retirement Systems Modernization (RSM)	G. 5. 1 MOU draft reviewed	Date forwarded to OPM	HRC, in conjunction with MOU clearance process contacts	Q2/FY 2008
	G. 5. 2 Establish work group to develop implementation plan	Date of first group meeting.	HRC	Q3/FY 2008*
	G. 5. 3 Establish plan for data cleansing	Date plan completed.	HRC	Q4/FY 2008*
	G. 5. 4 Complete select transition to RSM <small>*May be adjusted based on schedule change by OPM</small>	Date transition completed.	HRC	Q1/FY 2009*
H. Emergency Readiness				
H. 1 Develop Information materials and policies on Pandemic Influenza	H. 1. 1 Provide and maintain updated policies/plans	Policies/Pandemic and COOP plans up-to-date	HRC	Ongoing
	H. 1. 2 DOL Pandemic Influenza (PI) Plan updated and available	Completion and publication of revised plan	HRC	Q3/FY 2008
		Regional Pandemic Influenza (PI) plans developed and approved	HRC	Q4/FY 2008
	H. 1. 3 Agency PI Plans developed and available	Fully approved plans on file	All agencies	Q2/ FY 2008
H. 1. 4 Information provided to employees	Information provided to employees	Brochures on PI preparedness completed and distributed to all DOL employees.; employee briefing; Provide and maintain an up-to-date PI website	HRC and all agencies	Ongoing
		H. 2. 1 Improve potential for continuity of operations in a pandemic influenza.	3-deep competence Equipment/supplies available Standard operating procedures (SOPs) updated	All agencies All agencies All agencies
H. 2 Increase DOL pandemic/disaster readiness	H. 2. 2 Telework Preparedness	Telework exercises ongoing	All agencies	N.O.: Ongoing. Regional devolution site (Dallas): Q1/FY2008:
		Agency and DOL Telework reports completed annually	Agencies and HRC	Q2/FY 2008 and annually thereafter
	H. 2. 3 Preparedness in Regions	Regional PI planning/devolution planning conference	HRC, Dallas OASAM EMC	Q2/FY 2008
	H. 2. 4 Establishment of Regional planning approach	Outcome from Dallas conference and Regional/Agency concurrence	HRC, Dallas OASAM	Q3/FY 2008