

Mission First...Linking Strategy to Success



Department of Justice
Human Capital Strategic Plan
2007 - 2012

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Foreword

The Department of Justice is fortunate to have over 106,000 talented men and women who put service before self every day. Their commitment, motivation, and determination are the source of the Department's ability to meet its obligations to the American people—to enforce the law, to defend the interests of the United States and its citizens in accordance with the law, and to adapt quickly to changing circumstances in our Nation and around the world.

The Department's Strategic Plan seeks to make the Department more effective in pursuing these missions. Aligned with it is the new *2007-2012 Department of Justice Human Capital Strategic Plan*. It supports the goals of the President's Management Agenda, defines our human resources objectives, and aims to ensure and sustain a culture of excellence.

The new DOJ HC Strategic Plan can have a profound impact on our ability to put “mission first,” but it will require the collective support of senior leaders, managers, and employees throughout the Department. All human capital partners and stakeholders in the Department should embrace this Plan, and I encourage them to integrate its principles into every aspect of their work.



Lee J. Lofthus

Assistant Attorney General for Administration

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A Message from The Chief Human Capital Officer

I am pleased to present the *Department of Justice's Human Capital (HC) Strategic Plan for 2007 – 2012*. The senior leaders of DOJ's human resources community and their staff worked diligently to ensure that this plan focuses on – *Mission First ... Linking Strategy to Success*. This new Plan provides a path forward that will leverage resources for the Justice workforce, create a culture of excellence, facilitate learning, foster innovation, and allow us to measure our efforts for positive change. Our Plan builds on the excellent achievements of the components in many areas in support of our five strategic goals:

Goal 1: Champion the DOJ Mission

Goal 2: Strengthen the DOJ Workforce

Goal 3: Pursue Innovation

Goal 4: Leverage Technology

Goal 5: Foster Accountability

Through a cooperative and strategic approach to human capital, we will ensure that the Department's workforce is comprised of talented and diverse men and women who will carry out the DOJ mission and accomplish its strategic goals. Over the next five years, the HR community will continue to collaborate with our DOJ partners. Our shared vision is to work together to provide high quality human capital policies and programs.



Mari Barr Santangelo

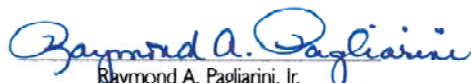
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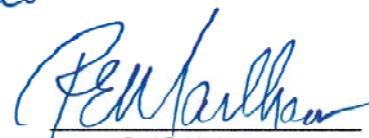
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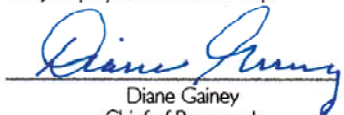
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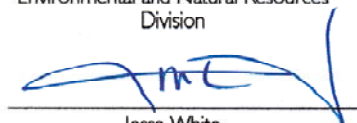
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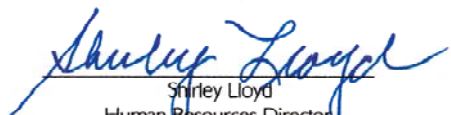
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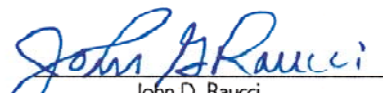
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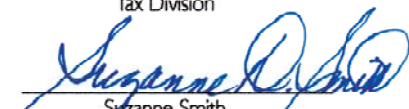
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Vision Statement

As DOJ leadership's strategic partner, the Human Capital Community strives for progressive, high quality human capital policies and programs. Collaboratively, we seek to build, enable, and retain a talented, diverse workforce that can successfully meet the DOJ mission, representing the rights and interests of the American people.

Mission Statement

The DOJ Human Capital Community focuses on the Department's most valuable asset: its people. We ensure a fair, equitable, and merit-based environment through innovative human capital strategies, management, and services that support the DOJ mission.

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Department of Justice Human Capital Goals Fiscal Years 2007-2012

Goal 1 – Champion the DOJ Mission

Engage DOJ leadership at all levels as a strategic partner to champion and enhance human capital (HC) programs in support of the DOJ mission.

The DOJ HC Community recognizes that our first priority is to support the Department's mission. As a strategic partner of DOJ leadership at all levels, we implement and improve HC programs that help the Department's workforce achieve goals and meet future challenges. As the workforce grows and new HC requirements are added, we must collaborate with senior leadership and financial and technology leaders to acquire the necessary resources and systems to effectively fulfill HC responsibilities. We will regularly review this plan to ensure that it continues to align with the Department's goals and changing mission needs.

Strategy A: Partner with Leadership.

Tactic A-1: Increase awareness and confirm support for HC programs. Partner with leadership to sponsor and promote HC programs that strengthen the DOJ workforce.

Tactic A-2: Collaborate with DOJ's offices of the Chief Information Officer (CIO) and Chief Financial Officer (CFO), and other stakeholders, to support and implement existing and new HC programs.

Strategy B: Ensure continual alignment with changing mission needs.

Tactic B-1: Evaluate and adjust HC Strategic Plan strategies and tactics to reflect new challenges and requirements and as required through the DOJ HC Accountability System Policy.

Goal 2 –
Strengthen the
DOJ Workforce

Promote a professional, highly competent, and diverse workforce that achieves agency goals and meets current and future organizational needs.

DOJ's ability to recruit, develop, and retain a diverse workforce to execute successfully its mission depends on a fully integrated, corporate-wide HC management program. Our HC goal is to provide a blueprint for the future to ensure that the Department hires and retains the people with the right skills to excel in meeting current and future challenges. Successful recruiting, training, career management, compensation, promotion management, performance management, and leadership will contribute toward growing a competent and diverse workforce. Through the strategic management of our HC, DOJ will conduct workforce and succession planning, prioritize and invest in closing skill gaps, align performance with strategic goals, and fully engage its employees in strengthening the workforce.

Strategy A: Strategically plan for the workforce of the future.

Tactic A-1: Institutionalize workforce planning to include skill gap closure and succession management, focusing on leadership, information technology (IT) and human resources (HR) occupations and mission-critical occupations, including intelligence positions.

Strategy B: Optimize and build workforce composition to support mission priorities.

Tactic B-1: In partnership with the DOJ Equal Employment Staff and the Office of Attorney Recruitment and Management, develop a comprehensive recruitment strategy to hire highly talented and diverse employees for DOJ mission-critical occupations.

Tactic B-2: Collaboratively enhance a supportive and engaging work culture.

Tactic B-3: Retain high performing employees by providing appropriate awards and incentives.

Strategy C: Use a broad spectrum of learning methodologies to support current and future occupational profiles and career paths.

Tactic C-1: Manage the transfer of knowledge and institutional memory in support of succession planning.

Tactic C-2: Leverage internal and external training, which includes partnering with other intelligence, law enforcement, litigating and legal, and HR components and agencies to share information exchange and costs of similar training.

Tactic C-3: Utilize the full spectrum of capabilities available in Learning Management Systems to ensure that employees access training and development opportunities to enhance performance in their current positions and build skills for future positions.

Strategy D: Implement performance management best practices to enhance and reward results-oriented performance.

Tactic D-1: Strengthen link between performance management and awards to mission accomplishment.

Tactic D-2: Support and train employees and managers so they can fulfill their responsibilities in a comprehensive, results-oriented performance management system.

Tactic D-3: Facilitate employee growth, recognize exceptional performance, and address poor performance through improved performance management practices.

Goal 3 – Pursue Innovation

Effectively use available flexibilities and tools, develop innovative programs, and proactively seek additional authorities to improve performance and provide outstanding customer service.

Innovation is essential for a high performing HC management program that strives to continuously improve our products and customer service. Innovation strategies include efforts to: refine and improve HR programs and procedures; identify, share, and replicate best practices; benchmark critical HR programs among agency components; develop and propose legislation to obtain increased HR flexibilities; and closely monitor private/public HR issues and trends to anticipate and address emerging needs. DOJ will seek innovative practices that are meaningful to DOJ employees and will provide transition assistance as we introduce change within our organizations.

Strategy A: Within DOJ, share component best practices and examples of innovation, aiming to replicate them in other components as appropriate.

Tactic A-1: Examine the HR flexibilities DOJ components have attained for their workforces and where appropriate, make these available to all of DOJ.

Tactic A-2: Identify innovations and best practices and communicate them throughout DOJ via a web-based clearinghouse.

Strategy B: Benchmark innovations implemented in other Federal agencies or the private sector for application in DOJ as appropriate.

Tactic B-1: Develop and implement a process for researching, documenting, and sharing innovative practices in public and private sectors.

Strategy C: Partner with OPM on governmentwide HC legislative agenda.

Tactic C-1: Charter DOJ HC Legislative working group.

Tactic C-2: Review governmentwide legislation, and research legislative needs specific to the mission of DOJ.

Tactic C-3: Prioritize areas most needing change (e.g., classification, staffing, and pay banding).

Goal 4 – Leverage Technology

Leverage existing technology and pursue new technology throughout the Department to develop, implement, and manage HC strategies and services in partnership with DOJ's offices of the CIO and CFO, and other Departmental entities.

DOJ recognizes the critical role technology plays in accomplishing and improving HC initiatives and services. A wide array of information technology systems enhance our ability to meet mission objectives. DOJ and its components will explore shared solutions that will advance our common mission, while recognizing the variety and value of systems and processes currently in place. As appropriate, we will use automated HC systems within parameters influenced by external partners and mandates.

Strategy A: Identify and implement business processes appropriate for the development of common automated solutions.

Tactic A-1: Identify HR processes that are suitable for automation.

Tactic A-2: When and where appropriate, implement comprehensive, user-friendly automated systems.

Strategy B: Evaluate current and new solutions and implement revised approaches.

Tactic B-1: Explore automated staffing systems.

Tactic B-2: Evaluate and implement a robust HC web portal.

Tactic B-3: Continue to implement informational, analytical, and management tools across DOJ.

Goal 5 – Foster Accountability

Systematically plan, measure, evaluate, and improve HC programs to achieve organizational results, legal and regulatory compliance, and taxpayer value.

The DOJ HC community remains committed to providing human capital services that are results-oriented, adaptable, and support mission and strategic goals. We will systematically review and evaluate HC programs and activities for measurable results in support of the DOJ Strategic Plan. This will be accomplished through a robust accountability system that includes a continuous feedback loop with end-to-end accountability to ensure that senior managers and employees understand, support, and contribute to strategic accountability planning and implementation.

Strategy A: Monitor and evaluate HC endeavors for measurable results consistent with the goals and objectives of the DOJ HC Strategic Plan.

Tactic A-1: Effectively implement the DOJ HC Accountability System using available data and resources.

Tactic A-2: Evaluate and improve the quality of data used in support of the HC accountability system.

Tactic A-3: Monitor the progress of the DOJ HC Strategic Plan in order to achieve outcomes central to accomplishing the DOJ mission.

Strategy B: Ensure compliance with merit system principles and with law, regulation, and policy.

Tactic B-1: Establish and manage an accountability review schedule.

Tactic B-2: Implement corrective actions and address systemic and crosscutting findings.

Tactic B-3: Systematically review HR policies and guidance to ensure they are current and relevant.

Appendix

DOJ Human Capital Strategic Plan 2007-2012 Implementation Plan and Measures

<p>Goal 1 – Champion the DOJ Mission Engage DOJ leadership at all levels as a strategic partner to champion and enhance HC programs in support of the DOJ mission.</p>			
<p>Strategy A: Partner with Leadership.</p>			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
<p>A-1: Increase awareness and confirm support for HC programs. Partner with leadership to sponsor and promote HC programs that strengthen the DOJ workforce.</p>	<p>CHCO/Deputy CHCO</p>	<p>9/30/07 Ongoing</p>	<p>M-1: Communication plan developed. M-2: Crosscutting HC initiatives included on agenda for Executive Officer and other key leadership meetings.</p>
<p>A-2: Collaborate with the DOJ's offices of the CIO and CFO, and other stakeholders, to support and implement existing and new HC programs.</p>	<p>CHCO/Deputy CHCO/Component HROs</p>	<p>9/30/08</p>	<p>M-1: Identified opportunities to collaborate. M-2: Percent of instances in which collaborative participation has occurred.</p>

Strategy B: Ensure continual alignment with changing mission needs.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
B-1: Evaluate and adjust HC Strategic Plan strategies and tactics to reflect new challenges and requirements and as required through the DOJ HC Accountability System Policy.	CHCO/Deputy CHCO/Component HROs	End of FYs 2007 - 2012	M-1: Completed review of progress to implement HC Strategic Plan and revised strategies and tactics when appropriate.

Goal 2 – Strengthen the DOJ Workforce

Promote a professional, highly competent, and diverse workforce that achieves agency goals and meets current and future organizational needs.

Strategy A: Strategically plan for the workforce of the future.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
<p>A-1: Institutionalize workforce planning to include skill gap closure and succession management, focusing on leadership, IT and HR occupations, and mission-critical occupations, including intelligence positions.</p>	Deputy CHCO/HROs	9/30/07	M-1: Chartered working group convened.
	Workforce Planning Working Group	12/31/07	M-2: Policy, plans and timelines issued as determined by working group.
	Workforce Planning Working Group	End of FYs 2007 - 2012	M-3: Workforce analysis conducted.
	Workforce Planning Working Group	3/31/08	M-4: Skill gap closure plan including annual staffing plan developed (positions and budget) with review and adjustments. Skill gap closure plan must include launch of virtual "HR" University.
	Deputy CHCO/HROs	End of FYs 2007 - 2012	M-5: Percent decrease in skill gaps.

Strategy B: Optimize and build workforce composition to support mission priorities.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
<p>B-1: In partnership with the DOJ EEO Staff and OARM, develop a comprehensive recruitment strategy to hire highly talented and diverse employees for DOJ mission-critical occupations.</p>	<p>Bureau of Alcohol, Tobacco, Firearms and Explosives</p>	<p>3/31/08 6/30/08 End of FYs 2007-2012</p>	<p>M-1: Department and component recruitment best practices identified and published in clearinghouse. M-2: Strategy developed that addresses recruitment and incorporates a Departmental framework and component-specific approaches to recruiting. M-3: Percent of new hires of diverse groups for mission-critical occupations, including women and persons with disabilities.</p>

B-2: Collaboratively enhance a supportive and engaging work culture.	DOJ Personnel Staff	12/31/07	M-1: Percent positive for FHCS performance culture questions.
B-3: Retain high performing employees by providing appropriate awards and incentives.	DOJ Personnel Staff	End of FYs 2007 - 2012	M-1: Number/percent and distribution of awards by rating level.
		End of FYs 2007 - 2012	M-2: Number/percent of instances where retention incentives have been successfully used.
		End of FYs 2007 - 2012	M-3: Percent of awards given to employees with rating above level 3.

Strategy C: Use a broad spectrum of learning methodologies to support current and future occupational profiles and career paths.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
C-1: Manage the transfer of knowledge and institutional memory in support of succession planning.	L&D Council/LEAP Program Participant Assignment	12/31/07	M-1: Legacy/mentoring programs guidelines established. M-2: Knowledge management inventory established that identifies knowledge management best practices.
C-2: Leverage internal and external training, which includes partnering with other intelligence, law enforcement, litigating and legal, and HR components and agencies to share information and costs of similar training.	L&D Council	3/31/08	M-1: Inventory compiled that captures relevant learning opportunities.
C-3: Utilize the full spectrum of capabilities available in Learning Management Systems to ensure that employees access training and development opportunities to enhance performance in their current positions and build skills for future positions.	L&D Council	9/30/09	M-1: Percent of employees using e-Learning. M-2: Percent of employees with access to training at their desk. M-3: LMS established with increased capabilities (e.g., IDPs, skills inventory, career paths).

Strategy D: Implement performance management best practices to enhance and reward results-oriented performance.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
D-1: Strengthen link between performance management and awards to mission accomplishment.	DOJ Personnel Staff/ Component Representatives	12/30/07 –2008, 2010, 2012 2007, 2009, 2011	M-1: Strategy developed or revised as needed. M-2: Improvement on the FHCS performance culture index. M-3: Improvement on the DOJ Annual Employee Survey.
D-2: Support and train employees and managers so they can fulfill their responsibilities in a comprehensive, performance management system.	Executive Office for U.S. Attorneys Office of Justice Programs	3/31/08 End of FYs 2007 - 2012 –2008, 2010, 2012 2007, 2009, 2011	M-1: Program(s) identified or established. M-2: Number/percent of employees and supervisors trained on performance management. M-3: Improvement in FHCS performance culture index. M-4: Improvement on the DOJ Annual Employee Survey.

<p>D-3: Facilitate employee growth, recognize exceptional performance, and address poor performance through improved performance management practices.</p>	<p>DOJ Personnel Staff/ Component Representatives</p>	<p>End of FYs 2007 - 2012</p> <p>-2008, 2010, 2012</p> <p>2007, 2009, 2011</p> <p>End of FYs 2007 - 2012</p> <p>End of FYs 2007 - 2012</p>	<p>M-1: Distribution of ratings and awards by rating level.</p> <p>M-2: Improvement in FHCS performance culture index.</p> <p>M-3: Improvement on the DOJ Annual Employee Survey.</p> <p>M-4: Percent of employee with minimally satisfactory rating or lower on PIPS.</p> <p>M-5: Actions taken on poor performance identified. These may include:</p> <ul style="list-style-type: none"> - number/percent of employees on PIPS - number/percent of employees who received ratings below "successful" or equivalent ratings. - number/percent of employees who received a denial of WGI - number of employees removed during probation
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Goal 3 – Pursue Innovation

Effectively use available flexibilities and tools, develop innovative programs, and proactively seek additional authorities to improve performance and provide outstanding customer service.

Strategy A: Within DOJ, share component best practices and examples of innovation, aiming to replicate them in other components as appropriate.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
A-1: Examine the HR flexibilities DOJ components attained for their workforces and where appropriate, make these available to all of DOJ.	Civil Division	3/31/08 End of FYs 2009 -2012 End of FYs 2009 -2012	M-1: Flexibilities identified. M-2: Percent of employees utilizing available flexibilities. M-3: Percent of “best practices/innovations adopted by DOJ components.
A-2: Identify innovations and best practices and communicate them throughout DOJ via a web-based clearinghouse.	Environment and Natural Resources Division	12/31/07	M-1: Clearinghouse established. M-2: Number/percent of new innovations implemented by DOJ or components.

Strategy B: Benchmark innovations implemented in other Federal agencies or the private sector for application in DOJ as appropriate.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
B-1: Develop and implement a process for researching, documenting, and sharing innovative practices in public and private sectors.	Antitrust Division	3/31/09 9/30/09	M-1: HC programs to benchmark identified and best practices reviewed. M-2: Percent of innovations implemented.
Strategy C: Partner with OPM on governmentwide HC legislative agenda.			
Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
C-1: Charter DOJ HC Legislative working group.	Deputy CHCO	12/31/07	M-1: Workgroup chartered
C-2: Review governmentwide legislation, and research legislative needs specific to the mission of DOJ.	Legislative working group	End of FYs 2007 - 2012	M-1: Reported findings and when appropriate, proposed changes to legislation.
C-3: Prioritize areas most needing change (e.g., classification, staffing, pay banding).	Drug Enforcement Administration	3/31/08	M-1: Legislative priorities developed in partnership with DOJ OLA, DOJ General Counsel and OPM.

Goal 4 – Leverage Technology

Leverage existing technology and pursue new technology throughout the Department to develop, implement, and manage HC strategies and services in partnership with DOJ's offices of the Chief Information Officer and Controller, and other Departmental entities.

Strategy A: Identify and implement business processes appropriate for the development of common automated solutions.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
A-1: Identify HR processes that are suitable for automation.	DOJ Personnel Staff/Technology Working Group	9/30/08	M-1: Chartered technology working group convened.
A-2: When and where appropriate, implement comprehensive, user-friendly automated systems.	Deputy CHCO/ HROs	12/31/09 3/31/12 End of FYs 2007 -2012	M-1: Requirements developed for new/revised systems for processes identified in A-1. M-2: Available systems (COTS, GOTS etc.) which meet established requirements reviewed. M-3: Appropriate systems selected and implemented, including migration of legacy systems to the new platform.

Strategy B: Evaluate current and new solutions and implement revised approaches as needed.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
B-1: Explore automated staffing systems.	U.S. Marshals Service	9/30/07 12/31/07	M-1: Matrix developed of all staffing systems currently in DOJ. M-2: Input gathered from components on strengths and weaknesses of existing systems.
B-2: Evaluate and implement a robust HC web portal.	HR Deputy Director	12/31/07 3/31/08 12/31/08	M-1: Assessment of current site completed. M-2: Proposal developed for new portal and reviewed by, and comments gathered from, HR Executive Committee and components. M-3: Portal developed and launched.
B-3: Continue to implement informational, analytical, and management tools across DOJ.	Deputy CHCO/HROs	11/15/07 for e-Appraise 1/31/08 for e-Appraise 4/1/08 for e-Appraise	M-1: System pilots conducted and evaluated. M-2: Improvements identified through the pilots implemented. M-3: Systems deployed throughout DOJ.

Goal 5 – Foster Accountability

Systematically plan, measure, evaluate, and improve HC programs to achieve organizational results, legal and regulatory compliance, and taxpayer value.

Strategy A: Monitor and evaluate HC endeavors for measurable results consistent with the goals and objectives of the DOJ HC Strategic Plan.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
A-1: Effectively implement the DOJ Accountability System using available data and resources.	DOJ Personnel Staff/HROs	Ongoing Ongoing Ongoing	M-1: Percent of scheduled audits completed. M-2: Percent of HC community trained to conduct audits. M-3: Results communicated and actions taken to address areas needing improvement.
A-2: Evaluate and improve the quality of data used in support of the HC accountability system.	Bureau of Prisons	6/30/08	M-1: Standards developed to ensure data integrity.
A-3: Monitor the progress of the DOJ HC Strategic Plan in order to achieve outcomes central to accomplishing the DOJ mission.	CHCO/Deputy CHCO/HROs	End of FYs 2007 - 2012	M-1: Percent of HC milestones completed.

Strategy B: Ensure compliance with merit system principles and with law, regulation, and policy.

Tactic	Lead/Support Responsibilities	Due Date	Performance Measures/Results
B-1: Establish and manage an accountability review schedule.	DOJ Personnel Staff	Ongoing	M-1: Percent of reports completed in a timely manner.
B-2: Implement corrective actions and address systemic and crosscutting findings.	DOJ Personnel Staff/HROs	End of FYs 2007 - 2012	M-1: Percent of corrective actions taken.
B-3: Systematically review HR policies and guidance to ensure they are current and relevant.	CHCO/Deputy CHCO/DOJ Personnel Staff	Beginning Q3 of FYs 2007 - 2012 Quarterly	M-1: Policies inventoried and priorities determined; timeline developed. M-2: Percent of outdated policies updated.

Glossary

CFO—Chief Financial Officer
CHCO—Chief Human Capital Officer
CIO—Chief Information Officer
COTS—Commercial Off-the-Shelf
DOJ—Department of Justice
EHRI—Enterprise Human Resources Integration
FHCS—Federal Human Capital Survey
GOTS—Government Off-the-Shelf
HC—Human Capital
HR—Human Resources
HR LOB—Human Resources Line of Business
HRO—Human Resources Officer
IDP—Individual Development Plan
L & D—Learning and Development
LEAP—Leadership Excellence and Achievement Program
LMS—Learning Management System
OARM—Office of Attorney Recruitment and Management
OLA—Office of Legislative Affairs
OPM—Office of Personnel Management
PAAT—Performance Appraisal Assessment Tool
PIP—Performance Improvement Plan
PWP—Performance Work Plan
SES—Senior Executive Service
WGI—Within Grade Increase