



U.S. DEPARTMENT OF **ENERGY**

DOE HUMAN CAPITAL STRATEGIC PLAN



FY 2011 – FY 2015

DOE HUMAN CAPITAL STRATEGIC PLAN FY 2011 – FY 2015

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EXECUTIVE SUMMARY

The Strategic Human Capital Plan sets forth the framework for managing the Department of Energy's (DOE) human capital system through 2015. This Plan, which supersedes the 2006 Strategic Human Capital Management Plan and the 2008 Strategic Human Capital Management Addendum, aligns with the following priority of the Management Excellence Agenda from the DOE Strategic Plan and the DOE Operations Management Council: *Develop the most highly-qualified, capable, and flexible federal workforce*, beginning with hiring reform as a cornerstone of transformation. The goals of the Plan directly support DOE Management Principle #3: *We will treat our people as our greatest asset*.

The Department is facing significant operational challenges over the years to come. The most visible challenge pertaining to human capital is the President's Executive Order dated May 11, 2010 requiring transformational hiring reform by all executive agencies. Additional prevalent challenges include budgetary concerns, concerns of customers, public concern regarding the U.S. dependency on foreign sources of energy, and higher performance expectations from both the Administration and Congress. These challenges require a flexible and responsive human capital support system that makes "people and relationship management" integral to the daily business operations of the DOE.

This Plan seeks to inform the various elements of the Department, and it takes a strategic approach to addressing the human capital management challenges presently facing the Department as a whole. Individual elements will be able to develop individual goals as well as specific human capital implementation strategies from this Plan. This document is not intended to be a rigid outline, but a living document that evolves as significant events occur and new major requirements are implemented.

The framework outlined in this Plan will focus the Department in various areas, more importantly it will place greater emphasis on employees and their prospective development. By placing greater value on employees, the Department will be better positioned to improve future investments in science to achieve new discoveries, improve the supply and demand of energy, create a green job workforce, increase competitiveness, maintain nuclear deterrence, prevent proliferation of nuclear sensitive material, and finally position the U.S. to lead on climate change policy, technology and scientific research. We are committed to providing the right people at the right time for the right job.

SECTION I: MISSION, STRATEGIC PLAN AND PRIORITIES

Mission

The current mission for the Department of Energy is to increase America's economic prosperity by addressing its energy, environment, and nuclear security challenges.

The DOE Strategic Plan

Presently in draft format, the DOE Strategic Plan sets forth the Department's vision for transformational clean energy, science, and security solutions that are significant, timely and cost-effective. Four Strategic Themes and Goals for each are outlined to achieve this vision:

1. The Science and Engineering Enterprise. *Goal:* Maintain a vibrant U.S. effort in science and engineering as a cornerstone of our economic prosperity, with clear leadership in strategic areas.
2. Transforming our Energy Systems. *Goal:* Catalyze the timely, material, and economic transformation of the nation's energy system and secure US leadership in clean energy technologies.
3. Increasing all aspects of Nuclear Security within Defense, Civilian Power Generation and Environmental Legacy. *Goal:* Enhance nuclear security in defense, non-proliferation, nuclear power, and environmental safeguards.
4. Management Excellence. *Goal:* Establish an operational and adaptable framework that combines the best wisdom of all the DOE stakeholders to maximize mission success. We need to focus on breaking down barriers to progress instead of adding to the bureaucracy. Vertical alignment of headquarters organizations and the field will strengthen implementation of policies close to where the work is being accomplished, while horizontal alignment across the various program offices will reduce redundancy and duplication of effort. The human capital priority of the management excellence agenda is stated as follows:
 - *Priority 2:* Develop the most highly-qualified, capable, and flexible federal workforce. The foundation for transforming the Department's workforce is DOE's implementation of the President's Hiring Reform Initiatives issued May 11, 2010, and also the reference model provided in the Office of Personnel Management's End-to-End Hiring Roadmap published September 2008.

Secretary's Priorities

The Secretary of Energy has established five priorities for the Department. They are as follows:

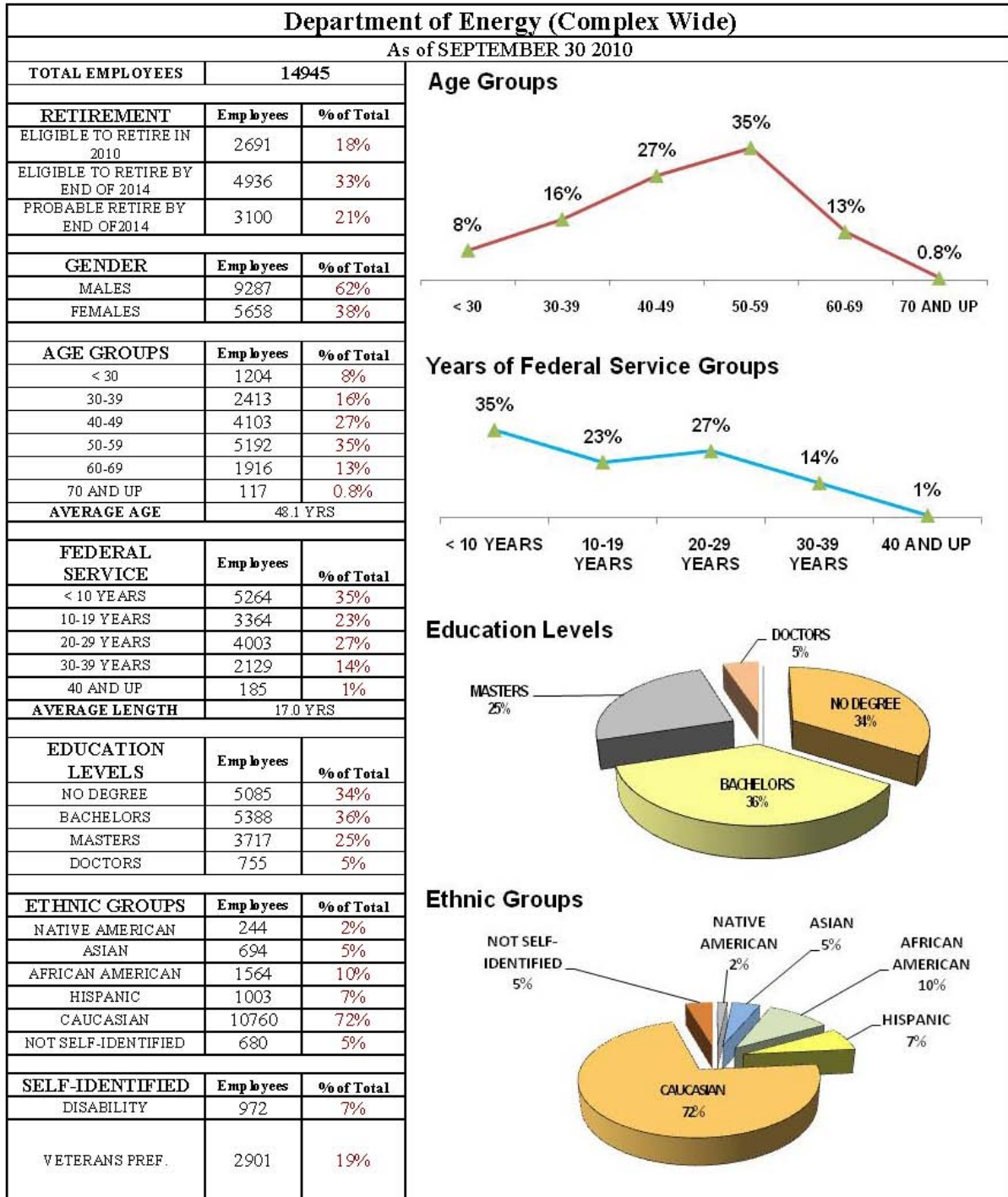
1. Science, Discovery and Innovation – Investing in science to achieve transformational discoveries;
2. Clean, Secure Energy – Reduce our dependency on oil and change the current landscape of energy supply and demand;
3. Economic Prosperity – Create millions of green jobs and increase competitiveness;
4. National Security and Legacy – Maintain nuclear deterrence and prevent nuclear proliferation;
5. Lower Green House Gas (GHG) Emissions – Position U.S. to lead on climate change policy, technology and science.

DOE Management Principles

The Deputy Secretary of Energy has issued seven management principles for the Department:

1. Our mission is vital and urgent.
2. Science and technology lie at the heart of our mission.
3. We will treat our people as our greatest asset.
4. We will pursue our mission in a manner that is safe, secure, legally and ethically sound, and fiscally responsible.
5. We will manage risk in fulfilling our mission.
6. We will apply validated standards and rigorous peer review.
7. We will succeed only through teamwork and continuous improvement.

Workforce Demographics Analysis



The data in the above chart contains data collected from DOEINFO, and depicts the demographics of the DOE Federal workforce. DOEInfo is a repository of information relating to the DOE Federal workforce, and it covers a wide range of data, including Personnel, Payroll, Salary and Benefits, Manpower (FTE) data, and employee locator information. This chart includes data in such areas as Gender, Age, Years of Service, Education, ethnicity and retirement eligibility.

SECTION II: OVERVIEW OF HUMAN CAPITAL

Importance of Human Capital

While many factors contribute to the overall success of the DOE, its workforce is the most critical. The Department has won more Research and Development Awards than any private sector organization and twice as many as all other federal agencies combined. In the increasingly global economy, the success of DOE will be even more dependent on its ability to execute the overarching human capital mission and vision. Therefore, one of DOE's seven management principles is: *"We will treat our people as our greatest asset."*

The Department strives to integrate human capital management into current planning, budgeting, and evaluation processes, as well as align each of these processes with the mission, organization, and strategic goals of the DOE. This will be accomplished through the adoption and utilization of strategic plans, performance plans, knowledge sharing, best practices, and the creation of intra/interagency coalitions and partnerships. A significant and highly visible example of this strategic integration is the selection of human capital, beginning with hiring reform, as one of the top five management excellence priorities of the DOE Operations Management Council chaired by the Deputy Secretary. Hiring reform is a first cornerstone for transforming the Department into the most highly-qualified, capable, and flexible federal workforce. Specifically, DOE will streamline recruitment and hiring processes through the implementation of its agency hiring reform action plan in accordance with the President's seven hiring reform initiatives issued May 11, 2010. In alignment with the President's initiatives for hiring veterans and persons with disabilities, the Department will enrich the diversity of the DOE workforce to make it more inclusive of women, minorities, veterans and persons with disabilities. To help the Department achieve comprehensive and sustainable reform, DOE will use the Office of Personnel Management's End-to-End Hiring Roadmap published September 2008 as a reference model for integrating, streamlining and measuring the five components of Federal hiring: workforce planning, recruitment, hiring process, security and suitability, and orientation.

In support of the Department's human capital mission and vision, the DOE has established seven strategic goals with supporting activities and aligned them with the Office of Personnel Management's (OPM) Human Capital Assessment and Accountability Framework (HCAAF). The seven strategic goals are: Improve the hiring process throughout DOE; Improve human resource information technology (HRIT) systems; Provide timely and effective policies, policy guidance, and accountability oversight; Improve the coordination and oversight of corporate marketing, recruitment, and intern programs; Achieve strategic alignment of human capital with the goals of the administration and the department; Corporately promote and measurably improve knowledge sharing, professional development, and learning; Focus on partnership development, customer outreach, and metrics to improve HC performance and customer service. The HCAAF is composed of six components: (1) Strategic Alignment, (2) Workforce Planning and Deployment, (3) Leadership and Knowledge Management, (4) Results-Oriented Performance Culture, (5) Talent Management, and (6) Accountability.

The first component, Strategic Alignment, denotes that the Department's human capital strategy is closely aligned with its mission, goals, and organizational objectives and is tightly integrated into its strategic plans, performance plans, and budgets. Workforce Planning and Deployment indicates that the Department is citizen-centered, de-layered and mission-focused, leveraging e-Government and a multi-sector workforce. The next component, Leadership and Knowledge Management, signifies that the leaders and managers of the Department are able to effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. The fourth component, Results-Oriented Performance Culture, ensures a performance management system that is able to effectively differentiate between high and low employee performance, while linking individual/team/unit performance to organizational goals and desired results. The component of Talent Management implies that the Department has identified and closed (or made meaningful progress toward closing) most of its mission-critical skills, knowledge, and competency gaps/deficiencies. The final component, Accountability, refers to the fact that the Department's human capital decisions are guided by a data-driven, results-oriented planning and accountability system.

Human Capital Mission

The Office of the Chief Human Capital Officer provides effective leadership on policies, programs, and partnerships related to all aspects of human capital management. We support the Department in achieving its mission by proactively planning, recruiting, developing, and retaining the best workforce possible.

Human Capital Vision

To accomplish our mission through collaborative and responsive partnerships, proactive problem identification and resolution, and innovative and sound human capital management services.

External and Internal Workforce Challenges

The Department faces a very challenging external and internal human capital environment and as such human capital planning is shaped by a variety of external and internal drivers. This challenging environment is characterized by greater complexity of work, accelerated change in technology, greater pressure for improvement in individual services and performance, higher competition for knowledge workers, and job entrants with varied career expectations. To be most effective, our human capital strategy must address these factors in turn.

The framework that supports and impacts DOE's Human Capital Management System is depicted below:

EXTERNAL environmental human capital considerations include the following:

- Economic conditions (including pressure to reduce the federal deficit),
- Energy concerns,
- Security concerns,
- Political changes,
- Workforce living longer and also working longer before retirement,
- Greater work complexity,
- Increased diversity in our nation (Specifically, more customers who are non-English speaking),
- Private sector competition for knowledge workers such as engineers and scientists,
- Higher expectation from the American public for more individualized services,
- Higher expectations of flexibility by job entrants,
- Increased mobile-ready job entrants (i.e. willing to move between jobs and even organizations to enhance career development and employability),
- Federal government human capital initiatives, and
- New legislation.
- Resource limitations (i.e., reducing the cost per FTE.)

INTERNAL environmental human capital considerations include the following:

- Integration of human capital planning with broader organizational and strategic planning,
- Impending loss of institutional knowledge due to increased retirement eligibility,
- Increase of internal generation gaps as new employees come on-board,
- Uncertain cross-business element career paths,
- Knowledge/education deficits, especially in key disciplines for our mission critical occupations,
- Continued change of size and skill composition of the workforce,
- Leadership competency gaps to address leading a diverse generational workforce for business results, and
- Pursuit of research areas that are attractive to up and coming scientists, engineers, and technicians, and that provide opportunities for personnel training while researching issue areas vital to the security of the Nation.
- Decrease of resources, resulting in contraction of mission, structure, and organization.

SECTION III: STRATEGIC GOALS AND SUPPORTING ACTIVITIES

Overview

Strategic workforce planning and management are critical to ensure that the workforce is properly aligned with the current and evolving strategies. Long-term planning should include scenario planning, long-range sizing, risk analysis, and total workforce assessment. The outcome of which will be utilized for guidance on human capital policy and program development.

Desired Outcomes

The Department develops and integrates a human capital management system that aligns with and supports its missions and strategic objectives, that measures and reduces the average time-to-hire, and that improves the quality of its workforce.

Strategic Goals and Supporting Activities

STRATEGIC GOAL I: IMPROVE THE HIRING PROCESS THROUGHOUT THE DEPARTMENT OF ENERGY.

Strategic Context: An educated and proficient workforce is more critical now than ever. However, empirical data for FY-09 gathered from all 18 Human Resources Offices throughout the Department indicates that on average the end-to-end hiring process takes 174 calendar days: 143 days from the beginning of the process to job offer and 31 days from job offer to bringing the new employee on board. The current system of employee on-boarding creates lengthy time periods between the initial request and the hiring of employees. With lengthy hiring processes and skill shortages being the prevalent factors in today's work environment, it is imperative for human capital to efficiently provide quality services and support while enhancing recruitment, retention, and recognition of our workforce.

The Office of the Chief Human Capital Officer strives to improve the hiring process throughout DOE in accordance with the priorities of the President's Hiring Reform Initiatives issued May 11, 2010, the Management Excellence Agenda of the DOE Strategic Plan and the Deputy Secretary's Operations Management Council, and the Human Capital Assessment and Accountability Framework (HCAAF) requirements set forth by OPM. DOE will also use the OPM End-to-End Hiring Roadmap as a reference model for integrating, streamlining, and measuring the following components of Federal hiring: workforce planning, recruitment, hiring process, security and suitability, and orientation. The Office of the Chief Human Capital Officer will accomplish this goal through:

- *Strategic Alignment* – Incorporating efficient hiring processes to attract and retain the most competent and talented employees to achieve the agency mission;
- *Workforce Planning and Deployment* – Emphasizing that new employees seek a career, not just a job, with the Department of Energy;
- *Talent Management* – Ensuring new and existing employees possess applicable skill sets and character traits necessary to ensure mission objectives are complete;
- *Accountability* – Tracking and monitoring the overall cycle time of hiring processes to identify and correct system bottlenecks; and
- *Efficiency* – Reducing the Department-wide average time-to-hire from beginning of the hiring process to onboard to 100 calendar days by end of FY11 and approaching 80 days by end of FY12.

Supporting Activities:

- A. Develop and maintain strategic linkages to DOE Hiring Reform by incorporating reform requirements into the Agency Strategic Plan, the Management Excellence Agenda of the Operations Management Council, the Human Capital Management Strategic Plan, and the individual performance plans of all Human Resources professionals and all hiring managers, including senior executives, managers, and supervisors.

- B. Manage change as a campaign of communication and collaboration through a blended, multimedia strategy that includes: executive memoranda and specific policy guidance; regular partnership meetings and implementation conference calls; online collaboration/knowledge management tools; internal DOE Intranet sites; and the DOE public website.
- C. Require all Departmental elements to implement the DOE Hiring Reform Action Plan, which fulfills the President's seven Hiring Reform Initiatives and mitigates DOE-specific root causes. The action plan contains the following action items (items without dates have been implemented and are ongoing):
 1. Streamline all job opportunity announcements (JOAs) and standardize them to the maximum extent possible throughout the Department, eliminating essay questions associated with knowledge, skills, and abilities and minimizing the number of short answer questions. Require only a résumé and an optional cover letter.
 2. Develop standard position descriptions (PDs) to the maximum extent possible and publish these PDs in an Online PD Library to be completed Department-wide by September 2011.
 3. Develop more easily understood job analysis tools and standardized application scoring plans to be completed Department-wide by September 2011.
 4. Except in unusual circumstances, do not extend applicant referral certificates beyond the initial 30 days.
 5. Hiring managers select interview panels, pre-schedule interview times, and develop interview questions before receiving the applicant referral certificates.
 6. Reduce the time it currently takes for Human Resources specialists and/or subject matter experts (SMEs) to fulfill their responsibilities to develop applicant referral certificates after announcements close to 5 days for certificates with 25 or fewer candidates and no more than 10 days for certificates with more than 25 candidates.
 7. Reduce the time it currently takes to obtain candidate acceptance from as much as 2 weeks to 4 calendar days or less.
 8. Reduce the time it takes to obtain the necessary information to begin the suitability determination process to 3 calendar days.
 9. Emphasize and institutionalize workforce and position management pre-planning within organizational elements.
 10. Improve hiring manager participation in completing the OPM Manager Satisfaction Survey to at least 20 percent of all hiring managers conducting hiring actions throughout the Department.
 11. Better educate managers and program resources staffs on the hiring process and hiring flexibilities. Implement an online training course which explains the *Hiring Process* in the Department that all managers and supervisors would be required to take and would be readily available anytime as a refresher.
 12. Implement an online, automated tracking system that measures and reports the time-to-hire for recruitment actions within the Department's Human Resources Information Management System.
 13. Implement category ratings throughout the Department in order to refer more candidates to hiring managers.
 14. Improve hiring manager knowledge of how to conduct an effective interview. Develop an online training course on *How to Conduct an Effective Interview*.
 15. Notify individuals applying for Federal employment through USAJobs about the status of their application at key stages of the application process.
 16. Provide hiring managers training on effective, efficient, and timely ways to recruit and hire well-qualified individuals. Implement online training courses on the Department's *Hiring Process* and *Conducting an Effective Interview*, respectively. Also, provide on-site training for hiring managers as needed.
 17. Hold managers and supervisors accountable for recruiting and hiring highly qualified employees in an effective and efficient manner and for supporting their successful transition. Include this as a performance goal in each executive, manager, and supervisor performance plan.
- D. Develop, deploy, and evolve additional hiring process metrics and reporting throughout FY11 and FY12.
- E. Continue to put into effect the requirements set forth in the DOE Deputy Secretary Memorandum dated January 6, 2010 on Improving the Headquarters' Hiring Processes to improve the speed and quality of hiring, such as:

1. Invest in and enhance the use of technologies to streamline and monitor hiring processes within Headquarters; and
 2. Improve the executive hiring processes to include the establishment of performance standards and an increase in hiring flexibilities.
- F. Significantly reduce the average time-to-hire for the end-to-end competitive hiring process throughout the Department and at each Human Resources Office from 174 calendar days (FY-09) to 100 days by end of FY-11 and approaching 80 days (including 50 days to reach job acceptance) by end of FY-12.
- G. Leverage HR resources at Headquarters and Field Offices through activities such as:
1. Consolidating Executive Resources servicing;
 2. Initiating the corporate management of senior resources and allocations; and
 3. Considering the use of consolidated servicing rather than dispersion authority.
- H. Participate on and/or lead various Departmental and OPM-lead interagency councils and workgroups to improve hiring and related human capital functions for the Department as well as the Federal Government.

STRATEGIC GOAL II: IMPROVE HUMAN RESOURCES INFORMATION TECHNOLOGY (HRIT) SYSTEMS.

Strategic Context: Information Technology systems are fundamental to the efficient and effective execution of the human resource function. Some of the current systems in use by DOE are either outdated or coming to the end of their designed life cycle. An example is the Corporate Human Resources Information System (CHRIS), the HRIT system of record, which can remain viable in its current configuration only through 2015.

The Office of the Chief Human Capital Officer strives to improve Human Resources Information Technology Systems. By doing so, alignment with the DOE mission and management excellence priorities and the HCAAF requirements set forth by OPM are satisfied. The Office of the Chief Human Capital Officer will accomplish this goal through:

- *Strategic Alignment* – Improving Human Resource Information Technology (HRIT) Systems to help attract, develop and retain the talented professionals of the future;
- *Leadership and Knowledge Management* – Implementing a system that ensures continuity of leadership by identifying and addressing potential gaps in effective leadership and implements and maintains programs that capture organizational knowledge and promote learning;
- *Talent Management* – Implementing a system that addresses competency gaps, particularly in mission-critical occupations, by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent;
- *Accountability* – Investing in new technology that supports improved accountability by giving observable, measurable data and results to the Office of the Chief Human Capital Officer; and
- *Partnership and Collaboration* – Participating on Departmental and OPM-lead interagency working groups and governance bodies focused on improving the delivery of IT services.

Supporting Activities:

- A. Develop a comprehensive Human Resources Information Technology (HRIT) strategy (funded via Working Capital Fund) that accomplishes the following:
1. Collaborates with DOE senior leaders on deciding future HRIT investments
 2. Provides clear linkages to the DOE mission and strategic goals
 3. Delivers quality, timely, and cost-effective human capital products and services
 4. Evaluates and implements a balance of proven and emerging technologies
 5. Addresses current and emerging HRIT requirements
 6. Integrates all HRIT systems and reduces HRIT software redundancy
- B. Examine and reengineer the DOE human capital service delivery model to ensure alignment of HR processes, HRIT strategy, and DOE mission and goals. This approach will improve the quality, timeliness, and cost-effectiveness of human capital products and services for DOE managers and employees. In the near term,

effectively and efficiently maintain existing CHRIS system capability through supportable software products. Concurrently, for the long term, develop detailed requirements to request bid proposals from shared service centers. In time for submission in the FY-13 budget cycle, make a decision on whether to transition our HRIT services delivery to a shared service center in the HR Line of Business or keep service delivery within the Department.

- C. Operate, evaluate, and maintain/update/replace existing HRIT systems to address the Department's current and emerging HRIT requirements:
 - 1. Corporate Human Resources Information System (CHRIS)
 - a. The Offices of the Chief Human Capital Officer (HC), Chief Financial Officer (CF), and Chief Information Officer (CIO) recently completed a feasibility study and requirement analysis of the aging DOE HRIT System (CHRIS). The study resulted in a determination in the near term to update the CHRIS software platform to maintain current service levels. For the long term, DOE will decide on whether to transition our HRIT services delivery to a shared service center in the HR Line of Business or keep service delivery within the Department.
 - b. In the near term, complete the conversion of the CHRIS system from PeopleSoft version 8.8 to 9.1 because version 8.8 will not be supportable beyond FY 2011.
 - c. Concurrently, to gather information for the long-term decision, request bid proposals from shared service centers. Complete the decision process, initiate any supporting budget request, and accommodate required transitions.
 - 2. Online Learning Center² (OLC²)
 - a. In the near term, effectively and efficiently maintain existing OLC² system capability through supportable software products.
 - b. For the long term, conduct a requirements analysis to identify the IT system requirements that will most efficiently and cost effectively support the Department's learning and development goals.
 - 3. Hiring Management Enterprise Solutions (HMES) system
 - 4. Electronic Official Personnel Folders (eOPF) system
 - 5. Desktop Enclave HRIT capability
 - 6. Human Capital Website
- D. Evaluate and deploy new HRIT systems to address the Department's current and emerging HRIT requirements:
 - 1. One Portal website – integrate the 50 recruiting sites across the Department and USAJOBS into a single online recruitment portal.
 - 2. e-Performance Management System DOE HQ wide (funded via Working Capital Fund)
 - a. Implement the GS e-Performance Management System and integrate it with eOPF.
 - b. Implement the SES/SL/ST e-Performance Management System and integrate it with eOPF.
 - c. Manage and maintain the GS/SL/ST and SES/SL/ST e-Performance Systems.
 - 3. HR Metrics Dashboard on iPortal
 - a. Develop dashboards and reports in accordance with the Human Capital Management
 - b. Enhance GS Time-to-Hire Reports in accordance with the President's Hiring Reform Initiatives.
 - c. Develop and deploy SES Time-to-Hire Reports in accordance with the SES Hiring Reform Initiatives of the President's Management Council (PMC).
 - d. Explore capability for customized dashboards that support service delivery by individual HR managers and specialists to their customers.
 - 4. Electronic Technical Qualification Program (eTQP) system
 - a. The Department needs to modernize and centralize its currently paper-based Technical Qualification Program, which utilizes qualification standards/cards signed off by qualifying officials.
 - b. Identify and implement an online solution to centrally support and track the training and qualification activities for the DOE Technical Qualification Program and its participants.
- E. Continue efforts to develop an enterprise e-learning strategy to shift from a classroom based environment to a technology-enabled blended learning environment.
 - 1. Partner with OPM to leverage the use of the Go Learn initiative to increase the efficiency and effectiveness of training activities.
 - 2. Evaluate and develop the Department's learning management system to ensure that it includes necessary functionalities such as a competency management module.

- F. Plan and execute Cyber Security and Privacy Programs to protect DOE information assets, such as Personally Identifiable Information (PII).
 1. Incorporate HRIT technology into the Security and Privacy Risk Management Framework to reduce risk and gain efficiencies.
 2. Operate the suite of HRIT systems in compliance with all Federal government and DOE cyber security and privacy certification, accreditation, and continuous monitoring requirements.
 3. Execute these responsibilities more efficiently and effectively by reducing IT system redundancies and maximizing the use of functionality within existing IT systems.
- G. Participate as a member of key multi-agency councils, committees, and workgroups focused on the delivery of more effective and efficient HRIT services
 1. Multi-Agency Executive Steering Committee on HR Line of Business.
 2. OPM Workgroup e-Authentication workgroup
 3. OPM HR Line of Business Customer Council
 4. OPM Enterprise Human Resources Integration (EHRI) working group
 5. OPM USAJobs working group
 6. OPM eLearning working Group.
- H. Participate as a member of key Departmental councils, committees, and workgroups focused on the delivery of more effective and efficient HRIT services
 1. DOE Office of the Chief Information Officer, Information Technology Council
 2. DOE Office of the Chief Information Officer, Architecture Review Board
 3. Office of the Chief Information Officer, Energy Customer Partnership Council governance council for the products and services Energy Information Technology Services provides Enterprise wide.
 4. Office of the Chief Privacy Officer Privacy Steering Committee

STRATEGIC GOAL III: PROVIDE TIMELY AND EFFECTIVE POLICIES, POLICY GUIDANCE, AND ACCOUNTABILITY OVERSIGHT.

Strategic Context: The human capital system is extremely dynamic. With this in mind, timely policy development and guidance as well as effective accountability audits are essential to efficient and consistent decentralized delivery with centralized oversight.

The Office of the Chief Human Capital Officer strives to provide oversight of timely and effective policies, policy guidance, and accountability. By doing so, alignment with the DOE mission and management excellence priorities and the HCAAF requirements set forth by OPM are satisfied. The Office of the Chief Human Capital Officer will accomplish this goal through:

- *Strategic Alignment* – Aligning human capital policy guidelines with agency mission, goals, and objectives by means of effective analysis, planning, investment, measurement and management of human capital management programs;
- *Results-Oriented Performance Culture* – Focusing on having a diverse, results-oriented, high-performing workforce, as well as a performance management system that effectively plans, monitors, develops, rates, and rewards employee performance; and
- *Accountability* – Utilizing a human capital system that contributes to agency performance by monitoring and evaluating the results of its human capital management policies, programs, and activities; by analyzing compliance with merit system principles; and by identifying and monitoring necessary improvements.

Supporting Activities:

- A. Strengthen policy development by establishing aggressive milestones to issue policy guidance in a more timely fashion and develop a corporate approach to HC policies;
- B. Initiate needed change to the SES and non-SES Performance Management Systems;
- C. Implement changes in SES and non-SES Performance Management Systems;

- D. Complete a review of retention, recruiting, relocation, and student loan repayment incentives;
- E. Initiate review of policy on overtime;
- F. Align HR information systems with DOE and HC Strategic Visions;
- G. Conduct a timely and effective HC Accountability and Audit Program, constructively addressing weaknesses through required corrective actions,
- H. Effectively conduct the Department’s Drug Free Workplace Program through monitoring test results and reporting findings on an ongoing basis.;
- I. Effectively implement Labor-Management Forums throughout the Department;
- J. Effectively administrate the Federal Employees Compensation Act (workers compensation).
- K. Effectively implement the Department’s Career Transition Assistance Program and any Reduction-In-Force

STRATEGIC GOAL IV: IMPROVE THE COORDINATION AND OVERSIGHT OF CORPORATE MARKETING, RECRUITMENT, AND INTERN PROGRAMS.

Strategic Context: Recruiting efforts and intern programs throughout the Department need to be well coordinated. We have a new corporate brand (“Only Here”) that needs to be implemented, and we need to take advantage of social networking technologies to help build the needed corporate image so that the Department can attract the best and brightest talent available for the workplace of the present and future.

The Office of the Chief Human Capital Officer strives to improve coordination and oversight of corporate marketing, recruitment, and intern programs. By doing so, alignment with the DOE mission and management excellence priorities and the HCAAF requirements set forth by OPM are satisfied. The Office of the Chief Human Capital Officer will accomplish this goal through:

- *Workforce Planning and Deployment* – Incorporating efficient hiring and succession processes based on the agency’s planning and deployment strategy, which include efforts to create a well trained organization and to attract talented workers who will value their role within the larger mission of the Department;
- *Talent Management* – Ensuring new and existing employees possess applicable skill sets and character traits applicable to the skills necessary to ensure success in their position and ensuring mission objectives are completed more efficiently, with fewer gaps due to talent deficiencies;
- *Accountability* – Tracking and monitoring the overall cycle time of hiring processes and roles of each new and existing employee to improve accountability of information across corporate marketing, recruitment, and intern programs to identify and correct system bottlenecks.

Supporting Activities:

- A. Deploy the new corporate brand tagline for the Department: “Only Here”;
- B. Implement a marketing campaign, that uses the new brand tagline, for the Department;
- C. Integrate all recruiting websites within the Department through the development and deployment of the One Portal recruitment website. One Portal will directly link to all major social networking sites and USAJobs, providing one-stop shopping for potential job applicants;
- D. Enhance oversight of corporate recruitment and intern programs;
 - 1. Develop and implement the Human Capital Social Media Guidance, in partnership with the Office of Public Affairs, on how to effectively and efficiently use social media tools to attract the next generation of highly qualified workers.
 - 2. Establish procedures for the Pathways Program (Executive Order 13562) and implement new hiring authorities targeted at entry-level professionals
- E. Develop, integrate, and target effective recruitment strategies in order to:
 - 1. Hire and retain mission critical occupations,
 - 2. Increase participation rates of under-represented groups,
 - 3. Promote diversity, and
 - 4. Better coordinate and share recruiting and job fair information;

- F. In accordance with the President’s initiatives, enhance the employment of veterans and people with disabilities throughout the Department; and
- G. Launch, maintain, and improve innovative recruitment strategies and methods such as:
 - 1. Students Ambassadors Program;
 - 2. DOE Recruitment Island on Second Life, a popular Web 2.0 social networking site in collaboration with the Office of Science;
 - 3. DOE presence on other Web 2.0 websites such as Facebook, LinkedIn, and Twitter.

STRATEGIC GOAL V: ACHIEVE STRATEGIC ALIGNMENT OF HUMAN CAPITAL WITH THE GOALS OF THE ADMINISTRATION AND THE DEPARTMENT.

Strategic Context: The Human Capital Strategic Plan has not been updated since the change in administration in January of 2009. Additionally, the Department needs to improve its ability to develop and share workforce data analytics and human capital metrics.

The Office of the Chief Human Capital Officer strives to develop a new Human Capital Strategic Plan that aligns with the goals of the current administration. By doing so, alignment with the DOE mission and management excellence priorities and the HCAAF requirements set forth by OPM are satisfied. The Office of the Chief Human Capital Officer will accomplish this goal through:

- *Strategic Alignment* – Incorporating the goals of the current administration into this new Human Capital Strategic Plan (see Section I: Mission and Vision) will ensure efficient hiring processes to attract and retain the most competent workers and researchers with skills aligned to the mission and vision of the administration;
- *Workforce Planning and Deployment* – Emphasizing a workforce planning strategy that will align with the goals of the current administration and that will ensure increased coordination of corporate marketing, recruitment and intern programs to achieve those goals;
- *Leadership and Knowledge Management* – Implementing effective oversight to ensure strategic goals are met, effective succession planning is in place, and that workforce data analytics are available;
- *Results-Oriented Performance Culture* – Developing a new Human Capital Strategic Plan to define the results that drive high performance and link the individual/team/unit to the organizational goals. Increased priority will be given to linking corporate marketing, recruitment, and intern programs to ensure that workforce data analytics and human capital metrics align to mission goals;
- *Talent Management* – Ensuring new and existing employees possess applicable skill sets and character traits necessary to ensure mission objectives are completed in parallel with the goals of the current administration;
- *Accountability* – Tracking and monitoring the overall cycle time of hiring processes and sharing improved workforce data analytics to identify and correct system gaps to better align with the goals in the updated Human Capital Strategic Plan and the goals of the current administration.

Supporting Activities:

- A. Complete the development of this new Human Capital Strategic Plan;
- B. Enhance service delivery of Human Capital functions in accordance with the Human Capital Strategic Plan;
- C. Work collaboratively with Secretarial, Program, and Support Offices to:
 - 1. update the HC Strategic Plan,
 - 2. maintain linkages with the management excellence goals of the DOE Strategic Plan and Operations Management Council, and
 - 3. continue efforts to achieve a well-balanced multi-sector workforce.

STRATEGIC GOAL VI: CORPORATELY PROMOTE AND MEASURABLY IMPROVE KNOWLEDGE SHARING, PROFESSIONAL DEVELOPMENT, AND LEARNING.

Strategic Context: The effective delivery of leadership, professional, and technical development training is crucial to the successful accomplishment of all the Department's mission responsibilities. DOE must invest in workforce learning and development strategies to mitigate the potential loss of knowledge and talent resulting from attrition.

The Office of the Chief Human Capital Officer strives to promote and measurably improve knowledge sharing, professional development, learning, and continuous improvement of DOE employees. The focus of this goal is creating a learning culture and knowledge-based workforce at DOE. By doing so, alignment with the DOE mission and management excellence priorities and the HCAAF requirements set forth by OPM are satisfied. The Office of the Chief Human Capital Officer will accomplish this goal through:

- *Workforce Planning and Deployment* – Developing a comprehensive understanding of where gaps exist between competencies the workforce currently possess and future competency requirements, and by identifying and implementing gap reduction strategies to remedy the potential shortages of knowledge and experience;
- *Leadership and Knowledge Management* – Effectively managing people, ensuring continuity of leadership, and sustaining a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the organization;
- *Talent Management* – Evaluating skills, knowledge, and competency gaps/deficiencies in all occupations, and by focusing on making meaningful progress toward closing skill, knowledge, and competency gaps/deficiencies in mission critical occupations used in the agency;
- *Accountability* – Conducting continuous assessments of knowledge sharing, professional development and learning, practices to ensure they are sound, produce results, and adhere to merit system principles, laws, and regulations.

The following supporting activities emphasize collaboration and sharing as the foundation for informal learning, as well as formal training, throughout the Department. The foundation will include development of a Department-wide competency program to provide a common way to describe the skills and abilities required by the workforce as well as integrated and interfaced IT systems to allow corporate search and sharing capabilities for learning and development content. In addition, these activities will build development programs that foster enterprise blended learning solutions.

Supporting Activities:

- A. Corporately improve knowledge sharing, professional development, and learning.
 1. Leverage the DOE Learning and Development (L&D) Board of Directors (BOD), a Department-wide body of L&D executives, to support DOE L&D vision, strategy, and initiatives.
 2. Develop a DOE L&D strategy and business plan to guide department-wide implementation and sharing of L&D systems, processes, and programs.
 3. Expand the characteristics associated with high performance teams and organizations, strategies for team development, role identification, communication, problem solving and conflict management, and the development of plans and steps for increased team effectiveness.
 4. Support knowledge sharing and professional development through providing collaborative technologies such as communities of practice and other social media, and measure training effectiveness.
 5. Improve the corporate process of determining DOE-wide training needs.
- B. Provide a corporate approach for using competencies.
 1. Implement a competency-centric approach to learning and development that facilitates the selection, development, training, and management of a highly skilled, productive, and diverse workforce.

2. Establish a Department-wide, standard process for the identification, development, and use of competencies through a Departmental Competency Management Program. Key success factors for this program include the implementation of:
 - a. a standard competency dictionary for use across DOE elements, and
 - b. a Competency Assessment System using the current DOE Learning Management System (LMS) infrastructure.
 3. Establish developmental occupational career paths that will map relative training and development to occupational competencies. Key deliverables include:
 - a. develop the DOE methodology for defining competencies and define the competencies;
 - b. provide the automated competency assessment system; and
 - c. coordinate its activity across HR functions to ensure continuity and alignment.
- C. Provide the Department with an Integrated Training Management (ITM) capability that integrates sub-processes currently being done manually and independent of one another. These sub-processes include: competency gap analysis, individual development planning (IDP), organizational training needs assessments (TNA), organizational training plan development, and the corporate annual training summary report. To accomplish this activity, the Department will do the following:
1. Compare the current DOE Learning Management System (LMS) to other market alternatives and best practices to determine the best approach for providing ITM to DOE.
 2. Execute projects to integrate the competency management process with the individual development plan (IDP) process, improve the IDP and catalog tools within the LMS, and integrate the IDP and TNA processes.
 3. Implement a course evaluation tool and improved reporting and analytics capabilities.
- D. Provide learning and development programs that meet individual and organizational needs through the SES Career Development Program (SESCDP) and other career development programs and supporting programs such as mentoring.
- E. Improve and integrate the planning and implementation of individual learning and strategic organizational workforce development through annual targeted increases of individual development plans and annual training plans.

STRATEGIC GOAL VII: FOCUS ON PARTNERSHIP DEVELOPMENT, CUSTOMER OUTREACH, AND METRICS TO IMPROVE HC PERFORMANCE AND CUSTOMER SERVICE.

Strategic Context: Effective human capital management is an equally shared responsibility between managers and human resources professionals. This responsibility requires a strong partnership and mutual trust founded on continuous two-way communication and relevant organizational performance metrics.

The Office of the Chief Human Capital Officer strives to improve partnership development, customer outreach, and metrics to improve HC performance and customer service. By doing so, alignment with the DOE mission and management excellence priorities and the HCAAF requirements set forth by OPM are satisfied. The Office of the Chief Human Capital Officer will accomplish this goal by:

- *Strategic Alignment* – Coordinating with partners and customers on human capital goals, objectives, and investments that link to the agency strategic plan and reflect how human capital supports mission accomplishment;
- *Workforce Planning and Deployment* – Collaborating with program offices in the systematic process of identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow;
- *Talent Management* – Involving program leaders and managers in the creation and implementation of strategic recruitment and retention initiatives, which ensure the necessary organizational focus and resources are allocated to achieve mission objectives; and

Accountability: Documenting human capital management processes, measures, and results; evaluating its accomplishments; and making reports available to agency decision makers and other stakeholders.

Supporting Activities:

- A. Fully implement HC Business Partners Office with a focus on partnership development, customer outreach, and metrics;
- B. Require all HC Functions to hold recurring DOE-wide conference calls and info sessions to communicate relevant information;
- C. Improve HC corporate website to provide current and relevant information related to human resources policies, procedures, initiatives, and contacts for DOE employees and the American public.
- D. Implement performance metrics, monitoring and reporting for all HC functions, and document these efforts using a Quality Assurance Plan (QAP) in accordance with DOE Order 414.1C (Quality Assurance, currently under revision);
- E. Implement strategies, such as focus groups and e-comment cards, to gather data on customer service and organizational performance from employees and managers of HC and DOE customer organizations; and
- F. Achieve the highest possible quality of new hires as measured by: at least a 70% satisfaction rate based on survey data such as the manager satisfaction survey and the post 90-day satisfaction survey for new hires; and at least an 80% retention rate for new career/career conditional hires over a three-year period.

SECTION IV: ADDENDA

Addendum A: Alignment of DOE Human Capital Strategic Plan (DOE-HCSP) Goals with OPM-HCAAF Standards

OPM-HCAAF STANDARD	DOE-HCSP Strategic Goal 1	DOE-HCSP Strategic Goal 2	DOE-HCSP Strategic Goal 3	DOE-HCSP Strategic Goal 4	DOE-HCSP Strategic Goal 5	DOE-HCSP Strategic Goal 6	DOE-HCSP Strategic Goal 7
STRATEGIC ALIGNMENT Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.	✓	✓	✓		✓		✓
WORKFORCE PLANNING AND DEPLOYMENT The agency has an explicit workforce planning strategy, linked to the agency's strategic and program planning efforts. The efforts are geared to creating a citizen-centered, results-oriented, market-based organization.	✓			✓	✓	✓	✓
LEADERSHIP AND KNOWLEDGE MANAGEMENT Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.		✓			✓	✓	
RESULTS-ORIENTED PERFORMANCE CULTURE Agency has a diverse, results-oriented, high performing 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.			✓		✓		
TALENT MANAGEMENT Agency has closed most mission-critical skills knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all.	✓	✓		✓	✓	✓	✓
ACCOUNTABILITY Human capital management decisions are guided by a data-driven, results-oriented planning and accountability system	✓	✓	✓	✓	✓	✓	✓