



**HUMAN
CAPITAL
STRATEGIC
■ PLAN 2003-2008**

SUMMARY

DOL HUMAN CAPITAL STRATEGIC PLAN

Standard	Strategic Initiative	Metrics
<h2>A. Strategic Alignment</h2>		
<p>DOL's human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.</p>	<p>A.1 Develop and regularly update the Human Capital Strategic Plan and OASAM Strategic Plan to support DOL's business goals and strategies.</p> <p>A.2 Maintain DOL support for human capital initiatives through a management cross-cut budget initiative.</p>	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the DOL Human Capital Strategic Implementation Plan. ▶ FHCS #2—Managers review/evaluate organization's progress toward meeting its goals and objectives. ▶ FHCS #5—I know how my work relates to the agency's mission and goals.
<h2>B. Workforce Planning and Deployment</h2>		
<p>DOL is citizen-centered, delayed and mission-focused, and leverages e-Government and competitive sourcing.</p>	<p>B.1 Complete five-year restructuring and consolidation initiatives.</p> <p>B.2 Provide information on the DOL workforce to improve workforce planning and analysis capability.</p> <p>B.3 Provide support for competitive sourcing DOL-wide including guidance to managers on responding to personnel changes.</p> <p>B.4 Conduct a DOL assessment of the impacts of Civil Service reform and the Workforce Flexibility Act of 2004 initiatives.</p>	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the DOL Human Capital Strategic Implementation Plan. ▶ Implementation of restructuring/consolidation/de-layering initiatives. ▶ Utilization of FTEs.
<h2>C. Leadership and Knowledge Management</h2>		
<p>DOL leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.</p>	<p>C.1 Maintain SES and mid-level management development and training programs based on succession planning needs.</p> <p>C.2 Continue the MBA Fellows Program.</p> <p>C.3 Continue the Mentoring Program.</p> <p>C.4 Provide DOL agencies with information acquired from entrance and exit surveys for consideration in program/policy development.</p> <p>C.5 Ensure that web sites are user friendly and navigable.</p>	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the DOL Human Capital Strategic Implementation Plan. ▶ Maintenance of SES bench strength. ▶ Certification of MDP candidates. ▶ Placement of SES candidates. ▶ Retention of MBA Fellows. ▶ Participation in mentoring programs. ▶ Increase in the number of materials available on the HR Community Web Site. ▶ FHCS #17—Supervisors/team leaders in my work unit provide employee(s) with the opportunities to demonstrate their leadership skills. ▶ FHCS #20—Leaders generate high levels of motivation and commitment in the workforce. ▶ FHCS #46—My training needs are assessed. ▶ FHCS #67—How satisfied are you with the training you receive? ▶ FHCS #68—How satisfied are you with your job?

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<h2>D. Results-Oriented Performance Culture</h2>		
<p>DOL has a diverse, results-oriented, high performance workforce, and has a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.</p>	<p>D.1 Increase diversity DOL-wide and increase specific representation in management and mission-critical occupations.</p> <p>D.2 Analyze linkage of performance to compensation.</p> <p>D.3 Implement competency-based performance management.</p>	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the DOL Human Capital Strategic Implementation Plan. ▶ Reduction in pockets of low participation. ▶ Reduction of 1- and 3-year turnover rates for mission-critical occupations. ▶ Increase in the number of hires through targeted hiring programs. ▶ Utilization of HR flexibilities. ▶ Linkage of performance standards to organizational goals. ▶ FHCS #36—Our organization’s awards program provides me with an incentive to do my best. ▶ FHCS #39—I am held accountable for achieving results.
<h2>E. Talent</h2>		
<p>DOL has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all gaps.</p>	<p>E.1 Reduce knowledge and skill gaps DOL-wide.</p>	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the DOL Human Capital Strategic Implementation Plan. ▶ Reduction of knowledge/skill gaps. ▶ FHCS #7—Workforce has job relevant knowledge and skills to accomplish organizational goals. ▶ FHCS #15—My work unit is able to recruit people with the right skills.
<h2>F. Accountability</h2>		
<p>DOL human capital decisions are guided by a data-driven, results-oriented planning and accountability system.</p>	<p>F.1 Improve DOL’s accountability system by using a metrics plan, accountability reviews, and methods for measuring progress.</p> <p>F.2 Share best practices across DOL, working together to resolve scorecard and other issues.</p> <p>F.3 Analyze results of the Federal Human Capital Survey (FHCS).</p>	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the DOL Human Capital Strategic Implementation Plan. ▶ Improvement of DOL’s Accountability System.

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<h2>G. <i>e-HR Initiatives</i></h2>		
<p>DOL implements government-wide e-HR initiatives to achieve operational effectiveness.</p>	<ul style="list-style-type: none"> G.1 Improve the e-Recruit hiring process through the use of the DOL Online Opportunities Recruitment System (DOORS). G.2 Implement a manager-initiated e-Classification module fully integrated with e-Recruit. G.3 Digitize the Official Personnel File (e-OPF). G.4 Enhance HR data analysis and reporting capabilities. G.5 Implement an e-Learning Management System (LMS) that provides a DOL-wide architecture for learning management and provides flexibility for course development. G.6 Streamline the initiation of background investigations and security clearances. G.7 Migrate to a Shared Service Center. G.8 Ensure that the NFC Payroll System is operating in compliance with performance and migration requirements. 	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the OMB Alignment Report. ▶ Compliance of time-to-hire with OPM's 45-Day Hiring Model. ▶ Increase in the usage of e-Certs. ▶ Use of competency-based crediting plans on vacancy announcements. ▶ Identification of user satisfaction levels (applicants, HR users, and managers). ▶ Use of electronic PDs. ▶ Conversion of hard copy OPFs to electronic files. ▶ Elimination/consolidation of systems. ▶ Reduction in costs resulting from e-HR initiatives.
<h2>H. <i>Worklife Initiatives</i></h2>		
<p>DOL is a model workplace for the 21st Century.</p>	<ul style="list-style-type: none"> H.1 Increase employee participation in Worklife programs. H.2 Publish a new combined Welcome to DOL and Benefits and Services At-A-Glance Guide. 	<ul style="list-style-type: none"> ▶ Compliance with activity milestones as identified in the DOL Human Capital Strategic Implementation Plan. ▶ Participation in programs.

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