



U.S. DEPARTMENT OF LABOR

OFFICE OF
WORKERS'
COMPENSATION
PROGRAMS



**STRATEGIC PLAN
2012 – 2016**



October 2011

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OWCP Leadership Message

The future belongs to those with the foresight to plan. Those that are proactive can chart their course for the future and excel, while those that are constantly in a reactive mode will forever sub-optimize their performance. OWCP plays a vital role in serving the needs of those that incur work related injuries and illnesses. As our mission states, each day we seek to protect the interests of workers who are injured or become ill on the job, their families and their employers by making timely, appropriate, and accurate decisions on claims, providing prompt payment of benefits and helping injured workers return to gainful work as early as is feasible. To enable OWCP and its four major programs to excel at achieving our mission and meeting the needs of those that we serve, the OWCP leadership team has endeavored to develop a new Strategic Plan for our organization that is intended to clearly define and communicate the organization's priorities, strategies, and intended results for the next five years.

The publication of the OWCP Strategic Plan is the culmination of a comprehensive, inclusive, and transparent process that included input from more than 100 managers throughout the OWCP community. Feedback from a number of customer satisfaction surveys, employee surveys, employee discussion forums, as well discussions with OWCP stakeholder groups were all considered during the development of the new plan. Through this process, OWCP's leadership group crafted statements for the OWCP mission, vision, and core values, as well as seven core strategic goals. For each strategic goal, more detailed objectives, implementing strategies, milestones, and measures for OWCP were developed to guide the activities of every manager and employee.

Seven working groups were formed to address an array of areas and issues relevant to OWCP. Each working group was charged with exploring one of the following goal areas:

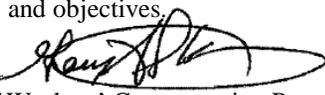
- Goal 1 - Claims Review, Adjudication, and Issue Resolution
- Goal 2 - Processing and Payment of Benefits
- Goal 3 - Recovery, Rehabilitation, and Employment Services
- Goal 4 - Policy, Procedures, Regulations, and Guidance
- Goal 5 - Communication and Collaboration with Customers and Stakeholders
- Goal 6 - Maintain the Highest Quality Environment for our Employees
- Goal 7 - Operations, Infrastructure, and Governance

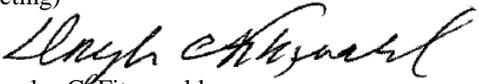
A few of the strategic goals address broad topics that are critical to OWCP's ongoing success (communications, outreach, education and training, etc.). Other strategic goals address specific topics germane to accomplishing that specific goal (outreach and education of agencies, employees, and claims examiners regarding filing timely claims, for example). These seemingly duplicative areas are necessarily included for completeness and to highlight the comprehensive list of actions required to accomplish the stated goals.

The finalization of this plan now sets in motion a process that will begin with the implementation of OWCP's operating plans, as well as individual employee performance plans for FY2012. Each of these plans will be built around each of the strategies detailed in the OWCP Strategic Plan.

A strategic plan is, by its nature, a living document that must be regularly reviewed and adjusted as circumstances dictate. Accordingly, the implementation process is not only an opportunity to hold ourselves accountable for execution of each aspect of the plan, but to revise and improve it in coming years.

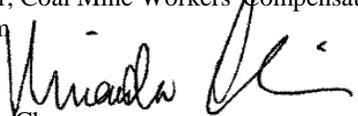
We hope that all OWCP employees, customers, and stakeholders will take the time to review the new OWCP strategic plan and monitor its implementation. We welcome your feedback as we proceed with the achievement of our mission, goals, and objectives.

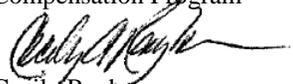
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INTRODUCTION

WHO WE ARE

The Office of Workers' Compensation Programs (OWCP) administers four Federal workers' compensation statutes providing benefits for work-related injuries and illnesses for Federal employees and certain other designated employee groups and responsibly manages the benefit funds authorized for these purposes.

- The Federal Employees' Compensation Act (FECA) program provides wage-loss compensation, medical treatment, return-to-work assistance and vocational rehabilitation to civilian employees of the Federal Government injured at work and to certain other designated groups.
- The Longshore and Harbor Workers' Compensation Act program provides similar benefits to injured private sector workers engaged in certain maritime and related employment.
- The Black Lung Benefits program provides or ensures the delivery of monetary compensation and medical benefits to totally disabled miners suffering from coal mine pneumoconiosis stemming from mine employment, and monetary benefits to their dependent survivors.
- The Energy Employees Occupational Illness Compensation Program Act (EEOICPA) provides compensation and medical benefits to employees or survivors of employees of the Department of Energy (DOE), contractors or subcontractors with DOE, who have been diagnosed with cancer and other occupational illnesses due to exposure to radiation or toxic substances.



OWCP's programs are carried out by over 1,700 Federal employees in our National Office and six regions, with direct support from several thousand full and part-time contract workers, including rehabilitation nurses and counselors, medical bill payment support, IT development and support, and others. OWCP's national office consists of the OWCP Director, Deputy Director and the Directors for each of the four workers' compensation program

divisions. In addition, the Division of Planning, Policy and Standards provides strategic planning, performance monitoring, medical policy, IT capital planning, and budget formulation and execution processes.

District Office operations are managed by six OWCP Regional Directors operating out of Boston, New York, Philadelphia, Jacksonville, Chicago, Dallas, and San Francisco. The FECA program has 12 district offices; the Longshore program has 11; Black Lung Benefits has nine; and EEOICPA has four.

Major workload activities include: claims adjudication, dispute resolution and hearings and appeals case processing, benefit payment delivery, disability case management to assist with recovery and return to work, vocational rehabilitation, mail intake and case creation, medical bill processing, communications and other customer services, benefit fund management, and technical assistance to employers to achieve proper compliance with OWCP requirements including insurance/self-insurance and payment of benefits.

Our Mission

OWCP's Mission is to protect the interests of workers who are injured or become ill on the job, their families and their employers by making timely, appropriate, and accurate decisions on claims, providing prompt payment of benefits and helping injured workers return to gainful work as early as is feasible.

Our Vision

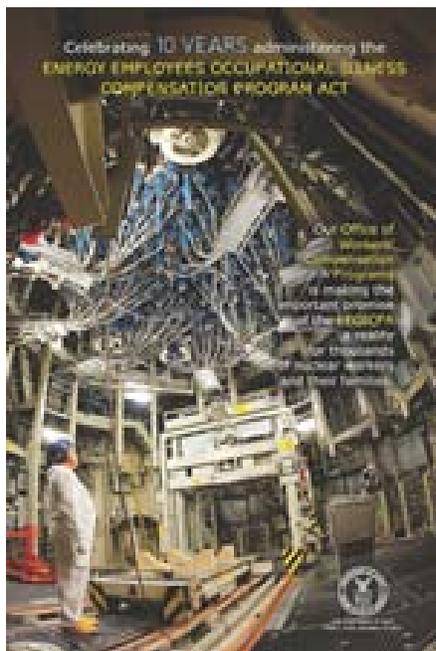
Our Vision is to be an innovative leader in the delivery of benefits and the sharing of timely and accurate information about our programs. OWCP will serve as a responsible steward of the resources entrusted to us and earn the trust and respect of those who rely on us for their health and economic well being.

WHO WE SERVE

Our Customers/Claimants – The people we serve include Federal employees and postal workers; eligible Department of Energy nuclear weapons workers (including employees, former employees, contractors and subcontractors); Longshore and harbor workers, contractor employees who support the U.S. Government overseas; coal miners who are totally disabled by pneumoconiosis arising out of coal mine employment, and survivors of coal miners whose deaths are attributable to the disease.

The Federal Employees' Compensation Act (FECA) provides workers' compensation coverage to approximately 2.8 million Federal workers. The FECA also provides coverage to Peace Corps and VISTA volunteers, Federal petit and grand jurors, volunteer members of the Civil Air Patrol, Reserve Officer Training Corps Cadets, Job Corps, Youth Conservation Corps enrollees, and non-Federal law enforcement officers when injured under certain circumstances involving crimes against the United States. For over 90 years, the Federal Employees' Compensation (FEC) program has continuously evolved to meet its commitment to high quality service to employees and Federal agencies, while minimizing the human, social and financial costs of work-related injuries. The FECA is the exclusive remedy by which Federal employees may obtain disability, medical, and/or survivor benefits from the Federal government for workplace injuries. The faces of FECA include the Postal worker whose mail truck is hit while delivering mail, the Federal Bureau of Investigation (FBI) agent injured or killed in the line of duty, the Department of Veterans' Affairs nurse who hurts her back while lifting patients, and the Federal employee injured in the recovery efforts in Japan. All of these employees will receive benefits provided by this Act.





From the program's inception to the end of FY 2010, the Division of Energy Employees Occupational Illness Compensation (DEEOIC) has awarded compensation and medical benefits totaling over \$6.2 billion under both Parts B and E of the EEOICPA. During this time, 63,010 employees or their families have received over \$5.6 billion in compensation and nearly \$590 million in medical expenses associated with the treatment of accepted medical conditions. Part B compensation has totaled more than \$3.5 billion (since 2001) while Part E compensation has totaled more than \$2.1 billion (since 2005). The faces of EEOIC include the Department of Energy (DOE) employee, contractor, or subcontractor diagnosed with cancer or other occupational illness due to exposure to radiation or toxic substances and their eligible survivors.

The Black Lung program provides two types of benefits: monthly wage replacement and medical services. The program pays a standard monthly benefit (income replacement) to miners who are determined to be totally disabled from black lung disease, to certain eligible survivors of deceased miners, and to survivors of miners whose death was at least partly due to pneumoconiosis. The monthly rate of benefits is adjusted upward to provide additional compensation for up to three eligible dependents. In FY 2011, monthly and retroactive benefit payments were made to 23,450 miners or their families that totaled \$195 million under Part C. The Part C program also provides both diagnostic and medical treatment services for totally disabling pneumoconiosis. Diagnostic testing is provided for all miner-claimants to determine the presence or absence of black lung disease and the degree of associated disability. These tests include a chest x-ray, pulmonary function study, arterial blood gas study, and a physical examination. Medical coverage for treatment of black lung disease and directly related conditions is provided for miner-beneficiaries, and in FY 2011 the Black Lung Disability Trust Fund paid over \$35 million in medical benefits to 1,200 miner-beneficiaries. An additional \$189 million in monthly compensation was paid to 23,950 disabled miners and their eligible survivors under Part B. The faces of DCMWC include the miners totally disabled from black lung disease and eligible survivors.



The Division of Longshore and Harbor Workers' Compensation (DLHWC or "Longshore") administers the Longshore and Harbor Workers' Compensation Act and its extensions ("the Act"), covering private sector workers engaged in various maritime and other covered employment, as follows:

- LONGSHORE & HARBOR WORKERS' COMPENSATION ACT covers employees in the longshore, harbor worker, and other maritime trades.
- DEFENSE BASE ACT covers employees working overseas under contract with the U.S. government on U.S. military installations or for national defense purposes.
- NON-APPROPRIATED FUND INSTRUMENTALITIES ACT covers civilian employees of the U.S. Armed Forces in Morale, Welfare & Recreation activities.
- OUTER CONTINENTAL SHELF LANDS ACT covers employees working on the U.S. outer continental shelf in the exploration and extraction of natural resources.
- DISTRICT OF COLUMBIA WORKMEN'S COMPENSATION ACT covers private employees within the District of Columbia injured prior to July 1982.



The Longshore program does not directly pay benefits except in very limited cases. We oversee the delivery of wage replacement compensation, medical treatment, and vocational rehabilitation benefits to injured private sector workers and death benefits to their survivors in the event of work-related death. We succeed when injured workers and their eligible survivors receive in a timely manner the benefits to which they are entitled and when claim disputes are resolved promptly, equitably, and in accordance with the law. Over the past 5-years, the program has facilitated the delivery of wage replacement compensation, medical treatment, and vocational rehabilitation benefits to over 72,974 injured private sector workers and death benefits to their survivors.

DLHWC is also responsible for the authorization of private employers to self-insure and insurance carriers to provide coverage for benefits provided under the Act, including maintaining security deposits of over \$2.5 billion as a safeguard against employer and carrier insolvency. The faces of Longshore include the harbor worker injured on the job, the injured government contractor working overseas on U.S. military installations, and employees within the District of Columbia injured prior to July 1982.

Over the next five years, nearly 1,000,000 workers or their survivors will rely on OWCP to provide benefits for work injury or illness compensation, wage replacement, and medical treatment.

OUR STAKEHOLDERS

In addition to our direct customers, we work closely with other federal agencies, employers, vendors, contractors, insurers, labor unions, the White House, and Congress.

OUR CORE VALUES

The OWCP core values form the foundation on which we perform our work and conduct ourselves. In an ever-changing world, our core values are constant of our culture and our organization. Our core values are not descriptions of the work we do or the strategies we employ to accomplish our mission, rather, they underlie the basic tenants of how we go about our work, and define how we interact with each other as well as those we serve in fulfilling our mission. Our core values reflect the practices we use (or strive to use) every day in everything we do.

Accountability: The employees of OWCP acknowledge and are responsible for their actions and results.

Commitment to Excellence: Innovation, continuous improvement, and quality work.

The employees of OWCP are empowered to make changes leading to better processes and results for all claimants and stakeholders.

Communication: The employees of OWCP keep our stakeholders, employees and the public informed.



Compassion: The employees of OWCP treat injured workers and their families the way they wish to be treated.

Courageousness: The employees of OWCP face adversity; take risks with confidence and resolution, within the parameters of the law.

Customer focus: The employees of OWCP meet the needs of our varied stakeholders by providing timely and accurate communications and decisions; making every effort to be responsive, straight forward, and attentive to our customers.

Dedication/Commitment: The employees of OWCP are enthusiastic, accountable and team-oriented with a sense of mission toward workers; their families; and their employers.

Flexibility: The employees of OWCP have the ability to incorporate different strategies that will better accommodate our goals in our ever changing world.

Integrity/Honesty/Ethical Behavior: The employees of OWCP are honest, truthful, and trustworthy in establishing our goals; in performing our work; and in our interactions with each other and with those whom we serve.

Professionalism: The employees of OWCP act appropriately and in a manner that is acceptable and careful; completing tasks and responsibilities on time.

Respect: The employees of OWCP value the individuality of our customers and fellow workers by treating them with value, professionalism, impartiality and courtesy.

Linkage to the Department’s Strategic Plan

Secretary’s Vision: “Good Jobs for Everyone”

DOL Strategic Goal 4 – *Secure Health Benefits and, for those not working, provide income security*

DOL Outcome Goal 4.1 - Facilitate return to work for workers experiencing workplace injuries or illnesses who are able to work

Return to work is most successful through early identification of work injury or illness, prompt development of case information, accurate assessment of the nature of disability, and efficient provision of assistance services that will support recovery and return to work.



DOL Outcome Goal 4.2 – Ensure income support when work is impossible or unavailable

Successful provision of income support is attained by shortening the duration of income interruptions and promptly and accurately processing claims to determine entitlement, establish liability for payment, and deliver benefits. A quality program balances workload demands with the aim of ensuring that workers receive in a timely manner the benefits and services to which they are entitled.

The DOL Strategic Plan spans the timeframe of 2011 – 2016 and will be updated in 2015. The new OWCP will be implemented concurrently with and in support of the broader DOL. The OWCP plan will be reviewed annually and updated in conjunction with the DOL Strategic Plan.

Strategic Outlook

This plan outlines our strategic priorities. We have identified seven goal areas, each of which highlights a key aspect of OWCP’s business:

- Strategic Goal 1: Claims Review, Adjudication, and Issue Resolution
- Strategic Goal 2: Processing and Payment of Benefits
- Strategic Goal 3: Recovery, Rehabilitation, and Employment Services
- Strategic Goal 4: Policy, Procedures, Regulations, and Guidance
- Strategic Goal 5: Communication and Collaboration with Customers and Stakeholders
- Strategic Goal 6: Maintain the Highest Quality Environment for our Employees
- Strategic Goal 7: Operations, Infrastructure, and Governance

Within each goal, we have identified key objectives that define the priorities we have established for that goal. For example, under the goal for policy, procedures, regulations, and guidance, we focus on understandable and useful policies and procedures and relevance to OWCP’s products.

Goals and Objectives

Strategic Goal 1. Claims Review, Adjudication, and Issue Resolution: Provide timely and high quality review and adjudication of claims and early resolution of claims issues

Objective 1.1: Provide outreach and educate agencies, employers, and claims examiners regarding the importance of filing timely claims for injuries and occupational illnesses.

Objective 1.2: Claims examining is proactive and efficient to improve timeliness of decisions.

Objective 1.3: Strengthen quality through provision of program training and related resources to claims staff and improve quality control processes to ensure decisions are clear and specific to the issue.

Objective 1.4: Improve effectiveness of dispute resolution.

Objective 1.5: Clarify and streamline procedures associated with the review and adjudication of claims.

Strategic Goal 1 Description:

Benefits delivery programs generally define success in terms of timeliness and accuracy. The quality of claims review enhances the accuracy of the decision. Our program strives to deliver to injured workers the benefits to which they are entitled in a timely manner.

Strategic Outcomes:

- Speed receipt of claims from claimants or through employers.
- Improved timeliness of claims decisions
- Improved quality and consistency of claims decisions
- Improved timeliness and effectiveness of issue resolution

Objective 1.1: Provide outreach and educate agencies, employers, and claims examiners regarding the importance of filing timely claims for injuries and occupational illnesses.

Objective 1.1 Description: Improved awareness among employers and claim administrators of the legal requirements and the benefits of timely filing will improve compliance. When injuries are reported as soon as possible to the OWCP, claims examiners will take appropriate action sooner, resulting in faster claim investigation and claim decisions. Sharing timeliness results with employers will help them identify non-complying agencies and assist employers to improve their reporting process.

Strategy	Milestones		
	2012	2013-2014	2015-2016
1.1a Conduct educational seminars for stakeholders to increase their knowledge of the requirements for claims submission and the review and adjudication processes.	X	X	X

Strategy	Milestones		
	2012	2013-2014	2015-2016
1.1b Work with partner agencies and employers to assist them in providing training and information to their employees regarding OWCP's workers compensation programs and the process for filing claims	X	X	X
1.1c Provide data drilled down to local level for employing agencies to assist them to comply with the time requirements and address deficiencies.		X	X
1.1d Identify stakeholder groups for outreach and education (2012 and continuing).	X	X	X
1.1e Regular meetings with employers and carriers to review performance and compliance (2011 and continuing)	X	X	X
1.1f Track DO and NO outreach activities and report as part of QR&A (2011 4th quarter and continuing)	X	X	X

Objective 1.2: Review and adjudicate claims in a proactive and efficient manner to improve timeliness of decisions.

Objective 1.2 Description: Reduce and minimize delays in the claim decision process. Regular training and the right tools will help claims examiners manage their case loads and gather the necessary documentation to support claim decisions. Awareness of program goals and targets and performance expectations also help claims examiners prioritize their work so that claim actions and decisions are timely.

Strategy	Milestones		
	2012	2013-2014	2015-2016
1.2a Conduct ongoing training for staff regarding the development and documentation of decisions. This includes the provision of necessary tools to staff (training, oversight, and feedback). Improve means and methods of communication.	X	X	X
1.2b Communicate program goals, objectives, and performance expectations and encourage employee feedback on ways to improve the review and adjudication process.	X	X	X

1.3 Strengthen quality through provision of program training and related resources to claims staff and improve quality control processes to ensure decisions are clear and specific to the issue.

Objective 1.3 Description: Quality decisions should be fully explained and should include a thorough review and analysis of supporting evidence and applicable law. Regular review of claim development and decisions by supervisors and Program Accountability Review teams and feedback to and from claims examiners will improve the quality of decisions. A readily accessible reference library of correspondence and decisions will provide claims examiners with examples of quality decisions and tools to improve their own work product.

Strategy	Milestones		
	2012	2013-2014	2015-2016
1.3a Identify technical experts across offices – buddy system.	X	X	X
1.3b Conduct continuous feedback on work products	X	X	X
1.3c Create a correspondence library and make it easily accessible to claims staff	X	X	X
Black Lung/Energy 1.3d Educate new physicians and review the medical reports of the new or non-compliant physicians for completeness and appropriate rationale	X	X	X
1.3e Use Accountability review findings to design training for the region.	X	X	X
1.3f Inter-office accountability reviews as DO case files go paperless		X	X

Objective 1.4: Improve effectiveness of dispute resolution.

Objective 1.4 Description: This objective primarily relates to the Longshore program, of which dispute resolution is a DO core function. The LS program’s performance goals include reducing the average time to resolve claim disputes. Beginning FY 2012, the focus is on improving DO effectiveness, so that more disputes can be resolved in a shorter time. The faster a dispute is resolved; the sooner benefits are paid to injured workers and their families.

Strategy	Milestones		
	2012	2013-2014	2015-2016
1.4a Provide staff with dispute resolution skills training - Begin in-house training in FY 2011 - Complete in-house training in FY 2012 - Provide formal ADR training, as funds are available in FY2013 - Provide refresher training in out years	X	X	X
1.4b Develop new measure to assess effectiveness of ADR training - Modify current dispute resolution measure to focus on DO effectiveness	X	X	
1.4c Establish a program Intranet site to post staff resource materials, performance reports, document / sample library, etc. (4th Q 2011 – establish share drive; 2012 and continuing – establish team to vet and populate library)	X	X	X
1.4d Establish intra-regional groups (exchange networks) for staff mentoring, pairing DDs and CEs from different offices for mentoring and sharing best practices. (2011 for new employees; 2013 for existing staff)	X	X	

Objective 1.5: Clarify and streamline procedures associated with the review and adjudication of claims.

Objective 1.5 Description: To maximize efficiency in claims adjudication and dispute resolutions, the programs will examine existing procedures with an eye to clarify and streamline them, and to eliminate duplicative or unnecessary steps that may impede timely claim decisions.

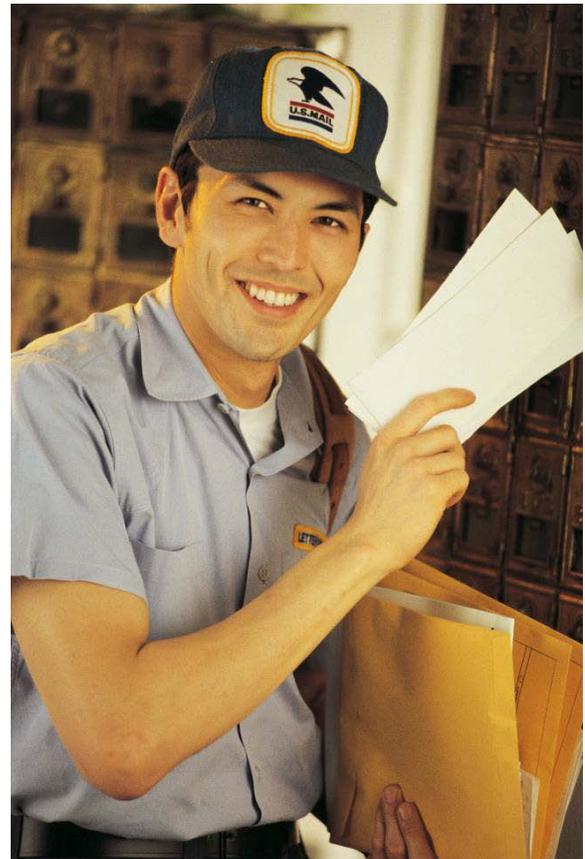
Strategy	Milestones		
	2012	2013-2014	2015-2016
1.5a Collaborate among Policy Branch, district offices, and stakeholders to keep procedure manual current and up-to-date	X	X	X
1.5b Recommend when/where appropriate legislative reforms and regulatory changes are needed to modernize program	X	X	X
1.5c Develop capability to utilize program data to assess and improve process efficiency.	X	X	X
1.5d Utilize program evaluations to assess and improve process efficiency.		X	X

Performance Measures:

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
<p>Increase timely receipt of claims</p> <p><u>For the FECA Program,</u></p> <ul style="list-style-type: none"> • POWER Goal 4 - To increase the timely filing of workers' compensation notice of injury or illness forms (forms CA-1 and 2) 3% per year above the FY 2009 baseline or meet the minimum filing percentage for the year, whichever is greater. Minimum performance thresholds start at 65% for FY 2011 and rise by 5% per year. However, no agency's annual goal will need to exceed 95%. <p>DFEC HPPG 3 - Percent of Notices of Injury filed by Federal employers within 14 days from Non-Postal agencies</p> <p><u>For the Longshore Programs,</u></p> <ul style="list-style-type: none"> • LS 1 Increase percentage of First Report filed within 30 days for DBA cases • LS 3 Increase percentage of First Report filed within 30 days for non-DBA cases 	82%	83 – 85%	85 – 87%
<p>Decrease the overall time to adjudicate claims</p> <p><u>For Black Lung Program,</u></p> <ul style="list-style-type: none"> • CM 1 - Average Number of Days to Render Proposed Decision and Order (PDO) on Black Lung claims <p>Average Number of Days for Development of Medical Evidence of Black Lung Claims</p>	240 days Baseline year	228 days est. 5% improvement	218 days est. 10% improvement

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
<ul style="list-style-type: none"> • CM 2- Percentage of Conversion of benefits to miners' survivors processed within 45 days - Achieve an average processing time (APT) improvement for to a Proposed Decision and Order 	90% within 45 days	90% within 40 days	90% within 30 days
<p><u>For the Energy Program,</u></p> <ul style="list-style-type: none"> • EE 1 - Average number of days to process Part B initial claims • EE 1a - Average number of days to process Part E initial claims • Process Part B and Part E final decisions within 175 days (hearing cases) and 75 days (all other cases) in 92% of the cases 		over baseline	over baseline
<p>Average number of days between filing date and final decision for cases not sent to NIOSH when a hearing is not held</p>	100 days	95 – 90 days	90 days
<p>Average number of days between filing date and final decision for cases not sent to NIOSH when a hearing is held</p>	125 days	115-110 days	105-100 days
<p>Average number of days between filing date and final decision for cases sent to NIOSH when a hearing is not held</p>	178 days	169-162 days	157-154 days
<p>Average number of days between filing date and final decision for cases sent to NIOSH when a hearing is held</p>	372 days	353-339 days	329-322 days
<p>EE 3 - Percentage of recommended decisions on cases that will be approved as a result of a new SEC within 60 days</p>	445 days	423-406 days	394-386 days
<p>Percent of Energy telephone inquiries responded to within 1 work day</p>	604 days	574-551 days	534-523 days
<p>Reduce the average time to resolve disputes <u>For the Longshore Program,</u></p> <ul style="list-style-type: none"> • LS 5 Reduce average time to resolve disputes for all cases • LS 5a Reduce average to resolve disputes in DBA cases • Reduce average time to resolve disputes in the DO for all cases • Reduce average time to resolve disputes in the DO for DBA cases 	92%	92%	92%
<p>Percent of Energy telephone inquiries responded to within 1 work day</p>	88%	89-90%	90%
<p>Reduce the average time to resolve disputes <u>For the Longshore Program,</u></p> <ul style="list-style-type: none"> • LS 5 Reduce average time to resolve disputes for all cases • LS 5a Reduce average to resolve disputes in DBA cases • Reduce average time to resolve disputes in the DO for all cases • Reduce average time to resolve disputes in the DO for DBA cases 	261 days	256 days	251 days
	302 days	296 days	290 days
	130 days	127 days	124 days
	146 days	143 days	140 days

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
Share of scheduled DFEC Periodic Entitlement Reviews (PER) completed or appropriately developed within 60 days of PER creation	90%	90%	90%
Share of DFEC PERS that require additional development that are closed within 180 days of PER creation	90%	90%	90%
DFEC 3 - Number of Periodic Roll Management review resolutions (cumulative)	1,760	1,760	1,760
Claims quality is improved as measured by Accountability Review results.	X	X	X



Strategic Goal 2. Processing and Payment of Benefits: Deliver or ensure the delivery of benefit payments for injured workers and their families in an accurate and timely manner.

Objective 2.1: Educate stakeholders and customers on the importance of filing wage loss claims timely and providing accurate information.

Objective 2.2: Increase speed of payment delivery.

Objective 2.3: Identify issues and determine the root causes that affect payment accuracy.

Objective 2.4: Resolve issues identified to improve accuracy and reduce improper payments.

Strategic Goal 2 Description:

OWCP defines success in benefit delivery in terms of timeliness and accuracy. We strive to ensure that workers and their families receive the benefits to which they are entitled.

Improvement of benefit delivery outcomes, such as income support and medical benefits, rests upon the foundation of accurate and timely processing.

Strategic Outcomes:

Strategies will focus on stakeholders and internal OWCP processes that delay benefit delivery. The focus will be on increasing timeliness and accuracy and to reduce improper payments of wage loss, medical, and associated benefit payments. Results will be monitored and communicated publicly to stakeholders.

- Increase Timely Filing of Claims
- Increase Timeliness of Payments
- Improve Accuracy of Payments
- Reduce Improper Payments

Objective 2.1: Educate stakeholders and customers on the importance of filing wage loss claims timely and providing accurate information.

Objective 2.1 Description: OWCP can more expeditiously process claims that are more accurately documented and/or developed by its stakeholders.

Strategy	Milestones		
	2012	2013-2014	2015-2016
2.1.a Provide interactive computer based training including webinars			X
2.1.b Provide Local workshops		X	
2.1.c Publish stakeholder statistics			X

Objective 2.2: Increase speed of payment delivery.

Objective 2.2 Description: OWCP will continue to self evaluate and look towards automation for solutions on how to more efficiently deliver benefits. The Longshore program will continue to work with employers and carriers to speed the initial payment of compensation.

Strategy	Milestones		
	2012	2013-2014	2015-2016
2.2.a Increase use of electronic submission of forms and other documents. Promote automated generation of authorizing document, such as a CA-16 or medical treatment card with information about CBP provider.			X
2.2.b Develop program-specific strategies to increase participation in electronic fund transfer.		X	
2.2.c Fine-tune & streamline internal payment processes.			X
2.2.d Promote Universal usage of eCOMP			X
2.2.e Increase number of Longshore Special Fund recipients using EFT. Currently 92% of recurring payments are on EFT.	X		
2.2.f Educate and encourage private employers and insurance carriers to use EFT for permanent disability and survivor claims	X and continuing		
2.2.g Regular meetings with Longshore employers and carriers to review compliance and to ask for improvements, as needed	X	X	X

Objective 2.3: Identify issues and determine the root causes that affect payment accuracy.

Objective 2.3 Description: OWCP will use its accountability review process to ensure claims accuracy and to maintain consistency in how district offices handle claims.

Strategy	Milestones		
	2012	2013-2014	2015-2016
2.3.a Conduct program-specific assessments of benefit payment accuracy.		X	
2.3.b Develop standardized sampling methodology to assess program/office/employee performance and accuracy.		X	

Objective 2.4: Resolve issues identified to improve accuracy and reduce improper payments.

Objective 2.4 Description: To improve accuracy and avoid improper payments the programs will share their best practices and develop universal monitoring plans

Strategy	Milestones		
	2012	2013-2014	2015-2016
2.4.a Identify, share technical experts, best practices, and knowledge.		X	
2.4.b Develop and monitor action plans as appropriate that lead to improved accuracy in payments.		X	

Strategy	Milestones		
	2012	2013-2014	2015-2016
2.4.c Improve accountability by increasing individual feedback.			X
2.4.d Develop IT enhancement to assess Longshore employer/carrier payment accuracy		X	X
2.4.e Increase emphasis on Longshore claims staff review of employer/carrier payments accuracy		X	X
2.4.f Form a team to develop a new Longshore performance measure focused on payment accuracy		X	
2.4.g Implement new Longshore performance measure focused on payment accuracy			X

Performance Measures:

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
Improve timely filing from stakeholders e.g. FECA CA-7,	Baseline	Improve by 2%	Improve by 2%
Longshore High Priority Goals:			
• LS 2 Increase % of First Payments within 30 days in DBA cases	60%	60%	60%
• LS 4 Increase % of First Payments within 30 days in non-DBA claims	85%	85%	85%
LS New Payment Accuracy Goal			Baseline
• Improve employer/carrier payment accuracy in non-DBA cases: baseline - FY2016, implement - FY2017			TBD - 2016
POWER Goal 5 - To increase the timely filing of wage-loss claims (forms CA-7) to meet or exceed minimum annual thresholds. respectively			
• In FY 2011, all agencies are required to achieve at least a 60% timely filing rate	64%	68%	70%
DFEC HPPG 4- Percent of Wage-loss Claims filed by Federal employers within 7 days by non-Postal agencies	64%	68 - 70%	70 – 72%
DFEC 1 – Process wage-loss claims received not requiring further development, within 14 days	90%	90%	90%
DFEC 2 – Complete all claims received within 75 days	90%	90%	90%
For DEEOIC Part E where wage loss has been claimed, issue wage loss determinations within 150 days	80%	82%	85%
Improve Accurate payments	Baseline	Improve by 2%	Improve by 2%
Reduce improper payments	Baseline	Reduce by 1%	Reduce by 1%
Issue EEOICPA benefit payments within 14 days of receipt of EN-20	Baseline	Improve by 1 day	Improve by 2 days

Strategic Goal 3. Recovery, Rehabilitation, and Employment Services: Assist workers to obtain timely treatment and rehabilitation, and return them to gainful employment as soon as they are able.

Objective 3.1: Reduce time to authorize treatment.

Objective 3.2: Educate stakeholders.

Objective 3.3: Cultivate relationships with employers and medical providers.

Objective 3.4: Align policy, structure and process to performance standards to foster greater coordination of intervention actions.

Strategic Outcomes

- Injured workers have earlier access to quality medical care and receive authorization for necessary treatment
- Employers' culture is oriented to returning injured employees to work
- Injured employees have more timely access to rehabilitation services
- Greater coordination of intervention actions between injured employees, medical providers, and employers



Objective 3.1: Reduce time to authorize treatment.

Objective 3.1 Description: Getting injured workers rehabilitated and back to work is an OWCP priority.

Strategy	Milestones		
	2012	2013-2014	2015-2016
3.1.a Assemble an OWCP workgroup to address policies and procedures for proactive referrals for return to work (RTW) assistance. (DFEC and Longshore) - Assemble an OWCP workgroup. - Make recommendations - Implementation	X X	X	
3.1.b Review and customize position description (PD) for program nurses and Vocational Rehabilitation Specialists. - Review and comment by program representatives - First adjustments for customization - Final program changes	X X	X	
3.1.c Assess central bill processing by CSC to determine whether online systems are being utilized optimally by medical providers. If not, develop enhancements to the system and a strategy to educate users. - Assess CSC bill processing plan	X X		

Strategy	Milestones		
	2012	2013-2014	2015-2016
- Solicit feedback on implementation plan and identify shortcomings - Implement improvements to overcome identified shortcomings		X	X

Objective 3.2: Educate stakeholders.

Objective 3.2 Description: OWCP will work with all of its stakeholders to educate them concerning the programs' policies and procedures. These engagements will serve to improve efficiency while helping to promote the transparency of our operations.

Strategy	Milestones		
	2012	2013-2014	2015-2016
<i>FECA</i> 3.2.a Educate employers and increase use of CA16. - Create a new report to track agency use of CA16. Target our communication and education to agencies who are under-utilizing the form - Continue to monitor agency compliance with issuance	X	X	
<i>Longshore</i> 3.2.b Educate stakeholders about OWCP policies, regulations, and procedures governing the provision of medical care under the LHWCA through an expanded web page on Medical Care. - Continue reviewing and training employers, carriers, and medical providers to reduce instances of non-compliance. Identify new EC's and poor performers. Contact and offer training to medical-providers.	X	X	
<i>FECA</i> 3.2.c Develop an outreach education plan targeting FECA stakeholders regarding Protecting Our Workers and Ensuring Reemployment (POWER) EO 13548, Schedule A hiring, and disability management initiatives. - Establish and leverage National Office and Regional POWER RTW councils.	Ongoing	Ongoing	Ongoing
3.2.d Add a vocational rehabilitation page on the website to explain benefits and publicize successes.		Ongoing	Ongoing

Objective 3.3: Cultivate relationships with EA/employers/medical providers.

Objective 3.3 Description: OWCP's primary mission is to get injured workers back to work, if at all possible.

Strategy	Milestones		
	2012	2013-2014	2015-2016
<p><i>Longshore</i></p> <p>3.3.a Through stakeholder outreach, establish a RTW culture within the community and develop a broader channel of RTW options for the injured worker.</p> <ul style="list-style-type: none"> - The Rehabilitation Specialists with the assistance of the Rehabilitation Counselors identifies new avenues of RTW, including additional employers, OJT options etc. Provide information to CE's on disability mindset and benefits to all stakeholders on RTW of injured workers. CE's advocate RTW benefits to claimants and representatives. - Implement 2011 targets broadly - Continual review of resources and information with a focus on reevaluation and adjustment of policies and RTW options. 	X	X	X
3.3.b Expand the use of Rehabilitation nurses / counselors to coordinate rehabilitation planning and activities for injured workers.		X	
3.3.c Expand the use of Rehabilitation nurses / counselors to coordinate return to work opportunities between employers and injured employees		X	
3.3.d Establish a team of Longshore RSs and DDs to review best practices among state agencies and LS employers to develop new approaches and alternatives to improve RTW		X	
3.3.e Develop a new Longshore performance measure to assess rehabilitation effectiveness using options developed by above team			X
3.3.f Develop a Longshore Rehab Page on our website to educate the public about available voc rehab services, explain the rehab process, and publicize successes	X		

Objective 3.4: Align policy, structure and process to performance standards to foster greater coordination of intervention actions.

Objective 3.4 Description: OWCP will take a strategic approach in formulating various schemes that will get injured workers back to work. Upon implementation, these various approaches will be assessed and adjusted accordingly. OWCP divisions will develop organizational structures, policies, initiatives, program measures and individual performance standards that re-enforce each other and drive the desired behaviors and outcomes needed to achieve the program mission or designated priority. To that end, FECA and Longshore will evaluate how RTW actions between employee, employer, carrier, claims examiner, medical provider, nurse, and/or rehabilitation counselor can be better aligned to meet those objectives.

Strategy	Milestones		
	2012	2013-2014	2015-2016
3.4.a Develop a contingency plan for the expansion of reemployment assistance to the federal sector in the event that Congress enacts enabling FECA reform and improve performance in the private sector reemployment assistance program. - Explore a more effective means for tracking assisted reemployment - Review and report on the use of assisted reemployment in the private sector by FECA district offices - Increase use of assisted reemployment (DFEC and Longshore)	X	X	X
3.4.b Promote earlier disability management intervention. 3.5.b.1 – Institute a new report within FECA to track timeframes between injury track dates and disability management start dates.	X		
3.4.c – DFEC and LS will develop a plan to shift/align resources to support priority disability management/claims activities.	X		

Performance Measures:

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
DFEC HPPG 2 - Federal (non-Postal) agency lost production day rates (per 100 employees)	35.1 days	34.7 – 34.4 days	34.4 – 34.1 days
DFEC HPPG 1 - Percent of Disability Management cases returned to work within two years of their DM start date	88.4%	90.2 – 92%	93 - 95%
Increase in the number of injured employees certified for Schedule A Placement	Pilot and monitor	Possible establishment	
Increase in the number of injured employees placed in Schedule A positions	Pilot and monitor	Possible establishment	
Increase the utilization of web-based systems for medical authorization and bill processing			X
Increase issuance of CA16s by employing agencies		X	
Develop new LS performance measure to assess rehabilitation effectiveness using options developed by the RS/DD team. See 3.3d and e above.			X



Strategic Goal 4. Policy, Procedures, Regulations, and Guidance: Develop, promulgate and implement clear and useful policies, regulations and procedures.

Objective 4.1: Identify priority regulations, policies and procedures

Objective 4.2: Determine the appropriate mechanism to address the identified issues and implement necessary revisions.

Objective 4.3: Implement a process to determine whether the objectives have been met.



Strategic Goal 4 Description:

OWCP benefit delivery programs serve a variety of individuals across the country and elsewhere. Therefore, OWCP’s nationwide workforce needs clear and consistent guidance. While statutory provisions define the authority of the benefit programs, regulations are necessary to address issues that Congress authorized the agency to resolve and interpret ambiguities. In addition to regulations, other forms of guidance including procedures and policy statements assist OWCP personnel in applying the law consistently. OWCP reviews the application of its guidance through various quality control mechanisms.

Strategic Outcomes:

- Promulgate regulations in accordance with regulatory agenda
- Respond to changed circumstances and new issues by providing timely policy guidance
- Provide policy guidance and updates to procedure manual that are responsive, useful and transparent to employee and stakeholders
- Implement effective quality control measures

Objective 4.1: Identify priority regulations, policies and procedures

Objective 4.1 Description: A priority regulation, policy or procedures is defined as one that comes to OWCP’s attention through outside stakeholders or employees as requiring revision or addition.

Strategy	Milestones		
	2012	2013-2014	2015-2016
4.1.a Solicit and analyze input from employees concerning problems that can be addressed by changes to policies procedures and regulations <ul style="list-style-type: none"> • Policy calls • Steering committees • Other forms of feedback, e.g. telephone calls 	X	X	X

Strategy	Milestones		
	2012	2013-2014	2015-2016
4.1.b Compile and analyze input from external stakeholders concerning problems that can be addressed by changes to policies, procedures and regulations <ul style="list-style-type: none"> • Periodic meetings with stakeholders • Communications received • Outreach efforts 	X	X	X
4.1.c Compile and analyze new issues resulting from statutory changes, case law and other trends.	X	X	X
4.1.d Develop and maintain an ongoing list of priority policy initiatives.	X	X	X
4.1.e Develop regulatory “wish list” with NO and DO input; prioritize implementation by SOL (4th Q 2011, then new list every year)	X	X	X

Objective 4.2: Determine the appropriate mechanism to address the identified issues and implement necessary revisions.

Objective 4.2 Description: The first step is to determine the area that requires revision. After establishing where revisions are needed promulgate the necessary guidance.

Strategy	Milestones		
	2012	2013-2014	2015-2016
4.2.a Form a NO guidance development team with SOL and DO input; prioritize preparation of policy and procedure guidance material (2012)	X		
4.2.b Develop new guidance by means of a collaborative effort involving national and field office employees.	X	X	X
4.2.c Establish and utilize appropriate clearance process for policy guidance.	X	X	X
4.2.d Develop processes to notify and train employees and impacted stakeholders of new guidance as appropriate.		X	
4.2.e Develop mechanisms for creating and maintaining a searchable, accessible, user-friendly database of all OWCP policies and procedures available to employees and stakeholders.			X

Objective 4.3: Implement a process to determine whether the objectives have been met.

Objective 4.3 Description: Measure whether the policy guidance successfully addressed the issue(s) including whether the guidance was useful, transparent and accessible.

Strategy	Milestones		
	2012	2013-2014	2015-2016
4.3.a Establish a Point of Contact in each office to collect policy feedback from internal and external stakeholders and provide it to decision makers.	X		
4.3.b Use periodic surveys and evaluations of staff and managers regarding training to measure the effectiveness of policy guidance. (Internal)		X	
4.3.c Use steering committees and or policy calls to solicit feedback on recent guidance.	X	X	X
4.3.d Post guidance material, including emails, in program share drive.		X	
4.3.e Establish regular policy conference calls with SOL participation (2012 and continuing).	X	X	X

Performance Measures:

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
Percentage of OWCP employees who indicate that they are able to access and use policy and procedural documents (scale of 1–5)	Establish Baseline	2% Improvement from baseline	5% Improvement from baseline
Percentage of employers and insurers who indicate that they are able to access and use policy and procedural documents and regulations (scale of 1–5)	Establish Baseline	2% Improvement from baseline	5% Improvement from baseline
Percentage of injured employees or other beneficiaries who indicate that they are able to access and use OWCP forms to submit claims and eligibility criteria (scale of 1–5)	Establish Baseline	2% Improvement from baseline	5% Improvement from baseline
Hold bi-annual meetings with Team 4 to gauge progress towards our milestones and share lessons learned and strategies for improvement	Establish Baseline	2% Improvement from baseline	5% Improvement from baseline
Percentage of Goal 4 strategies implemented	77%	92%	100%

Strategic Goal 5. Improving Communications and Collaboration with our Customers and Stakeholders: Promote and foster understanding and awareness of OWCP program priorities, initiatives, and results through effective external communications, outreach, public education, and cooperation with our customers, stakeholders, and partners.

Objective 5.1: Improve support for customers seeking services and information.

Objective 5.2: Assess and Monitor Customer Service and Satisfaction and respond to customer feedback.

Objective 5.3: Develop and disseminate educational materials.

Objective 5.4: Establish diverse communities of practice



Strategic Goal 5 Description:

To guarantee a strong customer focus, OWCP will provide quality outreach, education, and technical assistance to claimants, unions, congressional staff, employers, insurers, and service providers. OWCP will educate claimants on their rights and responsibilities under the law, and will assist them in obtaining the benefits to which they are entitled. We will assist employers and service providers in understanding and complying with their obligations. OWCP will also engage its stakeholders and partner organizations to increase awareness and understanding of the agency mission.

Strategic Outcomes:

- Increased communication and access to information
- Improved stakeholder satisfaction
- Better public understanding of the OWCP mission
- New partnerships and strengthened existing relationships

Objective 5.1: Improve support for customers seeking services and information.

Objective 5.1 Description: Continuously review, revise and expand the availability of OWCP print media and electronic resources.

Strategy	Milestones		
	2012	2013-2014	2015-2016
5.1.a Conduct usability test of the 4 programs' websites in consultation with OPA to identify areas of improvement - Establish baseline	X	X	
5.1.b Develop an OWCP tool for program-specific stakeholders to subscribe to info blasts.		X	
5.1.c Develop an interactive automated system to provide real time claim information/status - Establish baseline - Identify the specific systems through which information will be disseminated - Deploy such systems to 20% of OWCP above previous year	X	X	X

Objective 5.2: Assess and Monitor Customer Service and Satisfaction and respond to customer feedback.

Objective 5.2 Description: Utilize varied methods of gauging customer satisfaction and use the results to improve agency operations.

Strategy	Milestones		
	2012	2013-2014	2015-2016
5.2.a Improve survey questions to elicit more meaningful data.	X		
5.2.b Analyze feedback on a quarterly basis and adapt existing/future training and other efforts as appropriate		X	
5.2.c Systematically sample incoming telephone calls and correspondence			X

Objective 5.3: Develop and disseminate educational materials.

Objective 5.3 Description: Create targeted educational materials for OWCP constituencies including benefit recipients, employers, service providers, and other stakeholders.

Strategy	Milestones		
	2012	2013-2014	2015-2016
5.3.a Conduct an audit of existing outreach materials for clarity, accuracy and consistency.	X		
5.3.b Create a national outreach toolkit with easily digestible information for use by all regions.		X	
5.3.c Leverage audio-visual technology to diversify informational materials			X

Strategy	Milestones		
	2012	2013-2014	2015-2016
5.3d Disseminate all of the above to stakeholders			X

Objective 5.4: Establish diverse communities of practice

Objective 5.4 Description: Identify community partners and create an environment for the sharing of information and best practices.

Strategy	Milestones		
	2012	2013-2014	2015-2016
5.4.a Work with other DOL agencies (OPA, OCA, OPE, ODEP, MSHA, OSHA) to identify untapped partnership opportunities.	X	X	X
5.4.b Formalize workgroups and establish recurring meeting schedules/communication structures		X	
5.4.c Develop joint outreach materials and technical assistance plans with external stakeholders			X
5.4.c Expand the deployment of stakeholder/partner discussion forums. - Continue to use forums such as the FECA Quarterly Agency meetings, NAFI bi-annual meetings, etc. - Establish new forums including a discussion forum with the Labor Unions on OWCP Programs, the RTW POWER Council, etc.			X

Performance Measures:

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
Improve customer satisfaction ratings for core service areas including – professionalism, responsiveness, timeliness, courteousness, and overall satisfaction	Baseline satisfaction for each of the stakeholder groups	Improve reported satisfaction by 5% per year and adapt training and other efforts	Improve reported satisfaction by 3% per year and adapt training and other efforts
Increase access to OWCP websites. Annual number of website hits	Baseline	1% increase over baseline per year	3% increase over baseline per year
Increase the number of outreach events with stakeholder and customer groups depending on the need and budget	Baseline	1% increase over baseline per year	5% increase over baseline
Increase the “click through” rate on web pages	Baseline	5% increase over baseline	5% increase annually



Strategic Goal 6. Maintain the Highest Quality Environment for our Employees:

Create and foster the highest quality environment for all of our employees through leadership, communication, and collaboration; recruitment, development, recognition, engagement, and retention.

Objective 6.1: Develop effective leadership program through training and support

Objective 6.2: Support employee development and improvement

Objective 6.3: Develop cooperative recruitment strategies that produces the best candidates

Objective 6.4: Improve internal communications (top down/bottom up and across)

Objective 6.5: Recognize employees and promote success

Objective 6.6: Assess retention obstacles

Strategic Goal 6 Description: OWCP will seek to hire and retain the most qualified, effective employees.

Strategic Outcomes:

- OWCP recruits the best qualified candidates
- Employees' suggestions are integrated into program/policy improvement initiatives.
- Improved retention of new employees and overall workforce
- Improved internal morale and employee satisfaction

Objective 6.1: Develop effective leadership program through training and support

Objective 6.1 Description: OWCP will work to develop its future leaders via effective succession planning and training.

Strategy	Milestones		
	2012	2013-2014	2015-2016
6.1.a Develop mentoring program for managers	X		
6.1.b Develop a Resource Guide for supervisors (i.e., FAQs, links, hiring, LMR meeting notes, etc.)	X	X	X
6.1.c Develop succession plans for all key leadership positions. - Identify a cadre of individuals for development - Provide developmental training plans for future leaders	X	X	X
6.1.d Cross-train employees in key functions in each office	X	X	X

Objective 6.2: Support employee development and improvement

Objective 6.2 Description: OWCP will leverage its resources so as to better train staff for the future needs of the organization.

Strategy	Milestones		
	2012	2013-2014	2015-2016
6.2.a Create an IDP for employees, as needed. 33% of existing employees have IDPs (or have been offered and declined) (2014);	X 33% baseline	X	X 75% by 2016
6.2.b Educate managers about the need for IDPs and how to administer one	X		
6.2.c Create self assessment tool for training/skill needs		X	
6.2.d Create training skills plan based on assessment		X	
6.2.e Create a cross-agency working group to develop and share best practices focused on staff training		X	

Objective 6.3: Develop and implement cooperative recruitment strategy

Objective 6.3 Description: OWCP components will work together in recruiting activities that will more efficiently serve the needs of the organization and the U.S. Government as a whole.

Strategy	Milestones		
	2012	2013-2014	2015-2016
6.3.a Share PDs and CBQs, hiring authorities, positions, recruitment outreach, internal strategies and questions including necessary external personnel	X	X	X
6.3.b Develop a strategic roadmap for timing (during periods of minimal OWCP hiring)		X	

Objective 6.4: Improve communication (top down/bottom up and across)

Objective 6.4 Description: OWCP will expand its communication channels laterally so as to engage employees at all levels

Strategy	Milestones		
	2012	2013-2014	2015-2016
6.4.a Encourage regular inter-active meetings: periodic staff meetings, program level down at least quarterly, all employee meetings quarterly, all OWCP meetings annually, strategic plan quarterly, and regular union meetings.	X	X	X
6.4.b Create a communication vehicle (i.e., supervisor resource, employee resource, celebrate employee page)		X	X
6.4.c Go over employee survey results with employees and plan strategies	X	X	X
6.4.d Expand the OWCP suggestion program to solicit innovative ideas to improve program operations and policies	X	X	X

Objective 6.5: Recognize employees and promote success

Objective 6.5 Description: OWCP will proactively engage its employees so as to maximize their talents and abilities.

Strategy	Milestones		
	2012	2013-2014	2015-2016
6.5.a Provide information to managers and employees on available non-monetary awards and samples	X	X	
6.5.b Create and share “local” awards		X	
6.5.c Post successes and interest stories on communication vehicle		X	
6.5.d Explore the development of OWCP-wide and local rewards and recognition initiatives	X		

Objective 6.6: Assess retention obstacles

Objective 6.6 Description: Ensure that OWCP develops and maintains an effective succession plan for the future

Strategy	Milestones		
	2012	2013-2014	2015-2016
6.6.a Create and do exit interviews	X	X	X
6.6.b Survey 5+ year employees to understand what they value regarding the organization and their jobs		X	
6.6.c Create team to assess information obtained and to make recommendations for change.		X	X

Performance Measures:

Measure	Fiscal Year		
	2012	2013-2014	2015-2016
All new supervisors have a mentor within two months of selection	X		
Key positions have at least two possibilities (backfill)	Baseline	60%	95%
Increase the number of employees who have IDPs	Baseline	60%	90%
% of new hires who successfully complete the probationary period (other than term employees) who are retained within OWCP for at least 3 years from hire date		80%	90%
Increase positive response on employee survey related to assessment of training needs and participation in training and development	FY2010 results	5% increase	15% increase
Increased positive response on employee survey results related to communications. Increase participation rate of OWCP employees in the Annual Survey Increase the percent of employees who believe management acts on employee inputs to the survey	FY 2010 results	5%	15%
Increase positive responses on employee survey regarding awards and recognition	FY2010 results	5%	15%

Strategic Goal 7. Operation, Infrastructure, and Governance: Enhance OWCP's operations, infrastructure, and governance.

Objective 7.1: Establish and implement dynamic short term, midrange and long term strategic plans

Objective 7.2: Improve OWCP staffing to meet mission requirements and continue essential functions during emergency situations

Objective 7.3: Provide efficient and transparent financial processes and controls

Objective 7.4: Proactively provide information technology and services to support the dynamic operations of the organization.

Objective 7.5: Evaluate program and organizational structures to develop the most cost efficient delivery of services

Strategic Goal 7 Description: Provide and manage effective operations and improve OWCP's infrastructure, governance, and strategic planning.

Strategic Outcomes:

- Effective strategic planning, implementation, and oversight
- Anticipate and provide effective human resource management
- Effective financial management and procurement processes
- Effective information technology tools
- Efficient program structure for delivery of program services

Objective 7.1: Establish and implement dynamic short term, midrange and long term strategic plans

Objective 7.1 Description: Maintain strategic, operational and program plans that link to the Secretary's goals to ensure OWCP continues to provide services successfully in a dynamic environment.

Strategy	Milestones		
	2012	2013-2014	2015-2016
7.1.a Perform annual review to ensure OWCP Strategic Plan remains aligned with Secretary's goals. - Conduct annual management assessment of success and implement changes to address current environment - Within 30 days of Strategic Plan annual review, communicate Strategic Plan to appropriate stakeholders	X	X	X
7.1.b Perform annual review to ensure Operating Plan remains aligned with OWCP Strategic Plan. - Conduct annual review of draft Operating Plans by Goal 7 Team by end of August. - Review Operational Plans for consistency with Operating Plan - Operating Plans will be completed and approved by October 1 formulation process.	X	X	X
7.1.c Perform Program QR&As with agency management	X	X	X

Strategy	Milestones		
	2012	2013-2014	2015-2016
- When QR&A corrective actions are needed, corrective action plans will be submitted for approval within 10 days.	X	X	X

Objective 7.2: Improve OWCP staffing to meet mission requirements and continue essential functions during emergency situations

Objective 7.2 Description: Staffing the right people in the right job in the right place at the right time to accomplish the mission.

Strategy	Milestones		
	2012	2013-2014	2015-2016
7.2.a Identify projected staffing needs (projected work volume) * Project losses due to attrition	X		
7.2.b In partnership with OASAM, recruit diverse, qualified applicant pool using the following hiring initiatives: * POWER * schedule A * outreach to diversity groups * continuous announcements for high turnover positions and internships	X	X	
7.2.c Train supervisors on hiring process and available tools		X	
7.2.d Convene cross program team to develop library of hiring tools (competency questions, specialized experience, PDs, etc.)		X	
7.2.e Refine and test COOP plans and share with all employees * written COOP plan * field testing for employees involved in COOP implementation * functional plan and equipment		X	X
7.2.f Assess work processing models for efficiency and determination of staffing levels.			X

Objective 7.3: Provide efficient and transparent financial processes and controls

Objective 7.3 Description: Maximize the availability and utilization of financial resources through timely, transparent, and accurate budget planning and implementation, procurement management, and financial reporting.

Strategy	Milestones		
	2012	2013-2014	2015-2016
7.3.a Establish budget formulation processes that advance OWCP's strategic goals - Establish and articulate an internal process with a timeline - Incorporate Operational Plan end of year results into budget - Identify opportunities for new funding initiatives from the Strategic and Operating Plans	X	X	
7.3.b Maintain timely and accurate budget implementation - Issue operating budgets by 8/30 - Establish expenditure plans by 9/15 - Issue monthly forecasts by the 15 th - Track and reconcile expenditures		X	
7.3.c Structure procurement implementation - Establish procurement plans - Establish and track procurement timelines - Provide training for staff on acquisition and procurement requirements		X	
7.3.d Provide accurate and timely accounting information - Accurately and timely record accounting transactions - Reconcile transactions - Provide accurate and timely financial reports		X	

Objective 7.4: Proactively provide information technology and services to support the dynamic operations of the organization.

Objective 7.4 Description: Provide information technology and services to improve service delivery to our stakeholders and the work environment of our employees.

Strategy	Milestones		
	2012	2013-2014	2015-2016
7.4.a Develop and implement an IT strategic plan to support achievement of the goals, objectives and strategies of the OWCP Strategic Plan.	X		
7.4.b Establish and maintain OWCP Centers of Expertise (Excellence) to share knowledge and expertise across the agency	X	X	X
7.4.c Establish an end-user forum for capturing IT needs and communicating information back to the user community.		X	X
7.4.d Develop and/or enhance systems and processes to support telework/COOP across all OWCP programs.	X	X	X

Objective 7.5: Evaluate program and organizational structures to develop the most cost efficient delivery of services

Objective 7.5 Description: Establish organizational structures and space utilization that are cost effective and facilitate operations.

Strategy	Milestones		
	2012	2013-2014	2015-2016
7.5.a Review organizational structures / process distribution		X	
7.5.b Review space requirements		X	
7.5.c Review and implement recommendations on organization structure and space requirements			X

Performance Measurements Associated with Objectives

Measurements	Target		
	2012	2013-2014	2015-2016
1. Ensure the OWCP strategic plan is shared with employees and stakeholders. % of employees that believe managers communicate the goals and priorities of the OWCP (From All employee survey)	75% (Baseline 70.4%)	85%	95%
Reduce average vacancy time		5%	10%
2. Increase percentage of diversity in applicant pools	2%	2%	2%
3. Meet submission deadlines for budget and performance information to OASAM and DepSec's office	90%	95%	98%
4. Increase the number of IT Centers of Expertise	2	1	3
4. ECS platform for LS; establish requirements (2012); development (2013 – 2014); implement (2016).	X	X	X
4. Increase the number of IT forum suggestions implemented		2	2
4. Establish imaging pilot development (2012); imaging for entire program (2016).	X		X
5. Review and provide recommendations for region and National Office components	1 and 1	1 and 1	3 and 3



Implementing Our Plan with a Culture of Performance Measurement and Accountability

Each OWCP program will continue to utilize well-established systems and processes for identifying, monitoring, evaluating and correcting program management deficiencies. Program performance data is derived from a number of internal sources and reports including the claims management systems, bill processing services reports, and call monitoring software. The programs will conduct quarterly and annual reviews and management meetings to identify deficiencies in performance against strategic objectives, plan corrective actions and track progress. Specific goals and strategies are reevaluated annually during OWCP's development of program operational plans. A formal review of progress against annual operational and long-term goals will occur through the Quarterly Review and Analysis (QR&A) process. This entails evaluation of district office timeliness, workflow and outcome results across an array of key mission activities. Performance deficiencies will be identified by comparing performance to established program standards and corrective actions instituted. As necessary, National Office management discusses performance results and plans corrective actions directly with Regional and District office management.

Performance ratings for OWCP managers and supervisors will be aligned to the achievement of strategic and operational plan goals. Managers' and supervisors' performance standards are realigned to those goals on a fiscal year cycle. Production targets are cascaded down to non-supervisory staff in their performance standards. The FECA and EEOICPA programs developed and conducted surveys in FY 2010 to assist in measuring program impact and gauging customer needs. OWCP will use its survey results to assess how best to improve responsiveness and the quality of assistance it provides and to improve communication of information to better explain the claims process, ensure that claimants understand the claims process and rights of appeal, and provide any additional services that were identified in the survey.

Each year the National Office will convene teams of program specialists to conduct Accountability Review evaluations of the District Offices. These evaluations scrutinize key mission processes for accuracy, quality, adherence to established procedures, and fiscal and operational integrity, and assess each District's performance as measured against well-established performance levels. Findings are presented to the relevant program Director and corrective action plans are developed in conjunction with each District Director and their management team. Corrective actions are reported quarterly through the QR&A. OWCP is also audited by the Department's Office of the Inspector General (OIG) and through independent accounting firms which evaluate the programs' institution of and adherence with IT and fiscal controls. Identified program deficiencies are tracked and remediation plans are monitored and corrective actions are documented. OWCP is also subject to ad hoc OIG and GAO audits of the programs' structure or management that may require that corrective actions be taken within established timeframes.

Senior Leadership Team Concurrence

We, the Senior Managers of OWCP, are committed to working with the men and women of our Agency and with our stakeholders, partners, and customers to implement this Strategic Plan and turn it into reality.

Fitzgerald, Douglas C	McClaran, Michael
Rios, Antonio A	Girton, Maribeth
Valdivieso, Jennifer	Dettling, Douglas L
Tritz, Julia A	Smalley, Colleen S
Beckham, Paul G	Hanna, Richard M
Mariani, Jay J	King, Carolyn M
Barnes, Robert W	Belcher, Roger R
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Sapir, Zev C	Rardain, Lorraine A
Mckenna, John W	Jackson, Valerie D
Fernandez, Magdalena	Weber, Robert C
Spence, Karen R	Ashley, Monna L
Rosel, Joan M	Botts, Lawrence E
Bridge, Shirley A	Chiu, Miranda
Maxwell, Lois A	Richardson, Eric L
Stark, Christina	Miller, Brandon
Tharp, Andy	Robilotti, Richard V
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Poole, Joseph	Lee, Charles D
Carter, Tisha	Soshea, Brad
Taylor, Gloria D	Duhon, David A
Scolari, Louis J	Bruininks, Todd T
Stone, Stephanie F	Adame, Marco A
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Long, Christy A	Cohen, Stephen M
Chance, Michael A	Eldridge, Duane B
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Prindle, Annette M	Zuck, David
Kapsin, Janet	Pond, Michael
Vail, Joyce L	McMillan, David L
Miller, David E	Mcneil, Vinicia A
Pavelka, Thomas J	Harden, Robert A
Sanchez, Ronnie R	Perry, Roxanna
Johnson, Tracy A	Nesvet, Jeffrey L
Vance, John	Carter, Catherine P
Campbell, Carol A	James, Rae
Kotsch, Jeffrey	Reinhalter, Mark
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Prusa, Norman	Hooper, Shawn
Lynch, Pauline K	Tyler, Sharon M
Literski, Nicholas	Sullivan, Robert M
McTier, Amanda	Brettell, Richard A
Conti, Thomas	Jenson, Nancy
Gada, Premji	Walker, E M
Hylton, Megan	Houser, Rebecca
Stith, Jenell	Wolownik, Robert
Breeskin, Steven D.	