



U.S. DEPARTMENT OF LABOR

Office of Workers' Compensation Programs
OWCPCP

A decorative graphic consisting of five red stars positioned below the letters of "OWCPCP". A black curved line starts under the first star, loops under the second, third, and fourth stars, and ends under the fifth star.

**STRATEGIC PLAN
2014-2018**

October 2014

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I. OWCP Leadership Message

A message to our employees, customers, and stakeholders regarding our plans for the future:

In 2011, the senior leadership of the Office of Workers' Compensation Programs (OWCP) developed our first strategic plan to clearly define and communicate the organization's priorities and strategies for the next five years. The publication of the 2011 OWCP Strategic Plan was the culmination of a comprehensive, inclusive, and transparent process that included input from more than 100 managers throughout the OWCP community. Inputs from a number of customer satisfaction surveys, employee surveys, employee discussion forums, as well as 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.

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 on an ongoing basis. Thus, in the spring of 2014, OWCP leadership again met, this time to refine our Strategic Plan. We reduced the number of strategic goals from seven to five, following publication of the Department of Labor's new Strategic Plan, to focus on our mission and streamline our processes. We used the feedback and results from the last several years to update the plan and reflect the significant accomplishments we have made as an agency during that time. Five working groups were formed at this latest meeting to address the array of issues relevant to OWCP; each group is charged with exploring one of the following goal areas on an ongoing basis:

- 1. Provide timely and accurate claims processing and benefit payments**
- 2. Provide recovery, rehabilitation and employment services**
- 3. Promote collaboration and outreach with stakeholders and customer groups**
- 4. Create and sustain a high performing workforce**
- 5. Improve agency-wide operations, governance and infrastructure**

Because of the accountability, compassion, customer-focus, dedication, integrity and professionalism of our outstanding OWCP staff, we are making a difference in the lives of injured and ill workers and their families who rely on us for financial support and medical care. The leadership is continually identifying "next steps" as we move forward in the accurate, complete and timely provision of benefits to our covered workers and their families.

We hope that all OWCP employees, customers, and stakeholders will take the time to review the new OWCP Strategic Plan, once it is finalized and posted, and monitor its implementation. We welcome your feedback as we proceed with the achievement of our mission, goals, and objectives.



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II. Introduction

Our Mission

Every day, the Department of Labor's Office of Workers' Compensation Programs (OWCP) employees touch the lives of thousands of injured or ill workers and their families by providing or overseeing the delivery of workers' compensation benefits. OWCP has a unifying mission and vision:

Mission: To protect the interests of workers who are injured or become ill on the job, their families and employers, by making timely and accurate decisions on claims, paying benefits promptly, and providing opportunities for injured workers to return to gainful work as early as feasible.

Vision: An innovative leader in the delivery of benefits and a responsible steward of the resources entrusted to us, respected and relied upon by those who depend on us for their health and economic well-being.

The agency administers four major compensation programs, providing compensation, medical treatment, vocational rehabilitation and other benefits to covered workers (or their eligible dependents) with a work-related injury or illness. They include:

- 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 (Longshore) program minimizes the impact of employment injuries and deaths by ensuring that workers' compensation benefits are provided promptly and properly to most waterfront employees, contractors working overseas for the U.S. government, and other designated groups.
- The Black Lung Benefits Act (Black Lung) 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 (Energy) provides compensation and medical benefits to eligible employees and former employees of the Department of Energy, its contractors and subcontractors, who have been diagnosed with cancer and other illnesses due to exposure to radiation or toxic substances, or to their eligible survivors.

We operate from offices across the country, including our headquarters in Washington, DC, six regional offices, and 24 district offices. OWCP's national office consists of the OWCP Director, Deputy Director and the four workers' compensation program divisions. In addition, the Division of Administration and Operations and the Division of Financial Administration provide agency-wide management support including strategic planning, performance monitoring, medical policy, information technology capital planning, budget

formulation and execution, financial management, human resources support, communications, and internal controls.

District office operations report into the six OWCP regional offices:

- The Northeast Region covers claimants in seven states: Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, and Vermont.
- The Mid-Atlantic Region serves claimants in six states: Delaware, Maryland, New Jersey, Pennsylvania, Virginia, and West Virginia as well as the District of Columbia.
- The Southeast Region covers claimants in eight states: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee.
- The Mid-west Region serves claimants in 11 states: Arkansas, Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, and Wisconsin.
- The Southwest Region covers claimants in 10 states: Colorado, Louisiana, Montana, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah and Wyoming.
- The Pacific Region serves claimants in eight states: Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, and Washington.

Each region has at least one FECA program district office, five regions have a Longshore program district office, three regions have a Black Lung program district office, and four regions have an Energy program district office. The chart below identifies the specific district offices in each region.

FECA (12 District Offices)

Regional Office	District Office
Northeast	Boston, Massachusetts New York, New York
Mid-Atlantic	Philadelphia, Pennsylvania
Southeast	Jacksonville, Florida
Midwest	Cleveland, Ohio Chicago, Illinois Kansas City, Missouri
Southwest	Dallas, Texas Denver, Colorado
Pacific	San Francisco, California Seattle, Washington
	Washington, DC (reports into National Office)

Longshore (10 District Offices)

Regional Office	District Office
Northeast	Boston, Massachusetts New York, New York
Mid-Atlantic	Norfolk, Virginia
Southeast	Jacksonville, Florida
Southwest	Houston, Texas New Orleans, Louisiana
Pacific	Honolulu, Hawaii

Regional Office	District Office
	Long Beach, California San Francisco, California Seattle, Washington

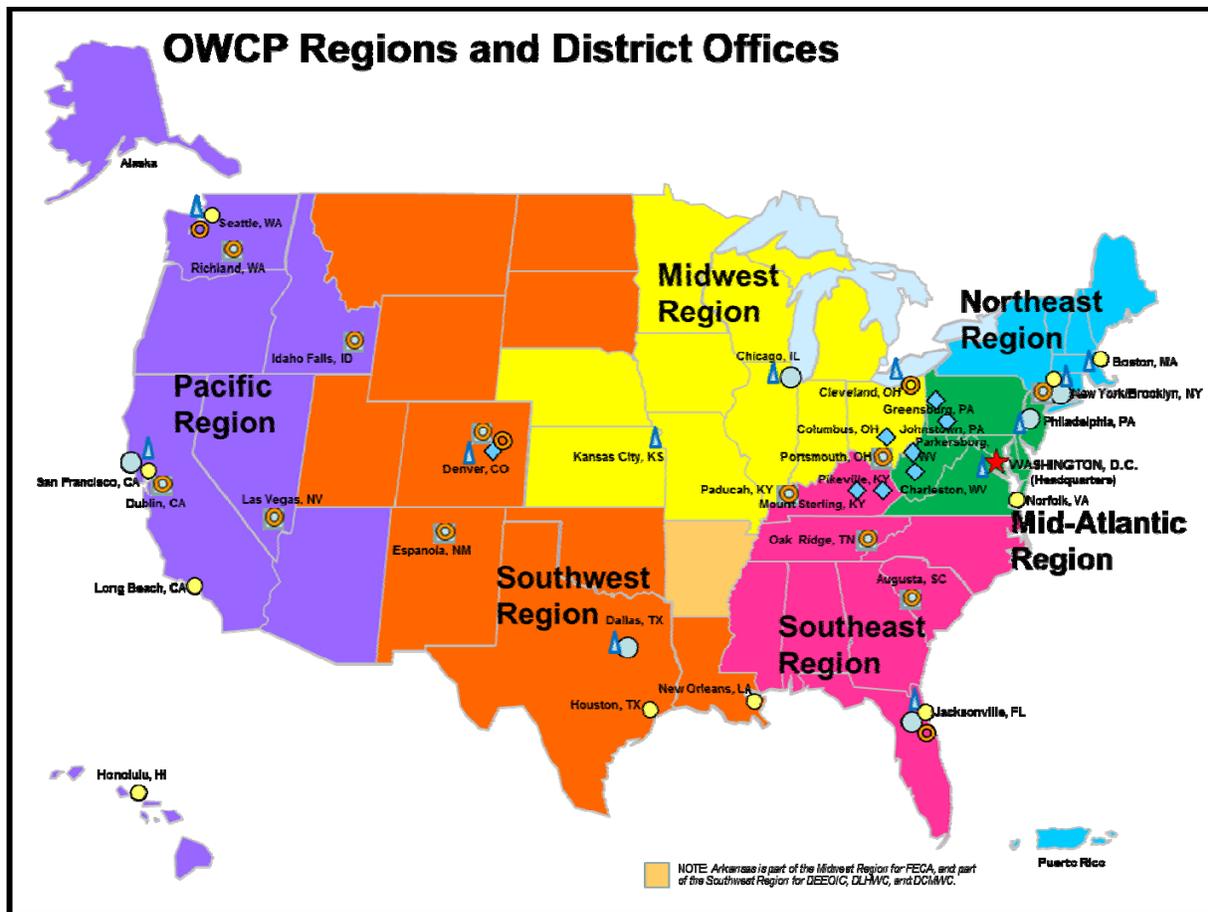
Black Lung (8 District Offices)

Regional Office	District Office
Mid-Atlantic	Johnstown, Pennsylvania Greensburg, Pennsylvania Charleston, West Virginia Parkersburg, West Virginia
Southeast	Pikeville, Kentucky Parkersburg, Kentucky
Midwest	Columbus, Ohio
Southwest	Denver, Colorado

Energy (4 District Offices)

Regional Office	District Office
Southeast	Jacksonville, Florida
Midwest	Cleveland, Ohio
Southwest	Denver, Colorado
Pacific	Seattle, Washington

OWCP Regions and District Offices Map



Federal Employees' Compensation (DFEC) District Office	
Energy Employees Occupational Illness Compensation (DEEOIC) District Office	
Energy Employees Occupational Illness Compensation (DEEOIC) Resource Centers	
Longshore and Harbor Worker's Compensation (DLHWC) District Office	
Coal Mine Workers' Compensation (DCMWC) District Office	
Office of Workers' Compensation Programs Headquarters (OWCP)	
OWCP Regional Office	

Our Customers

Workers come to OWCP during what may be one of the most difficult times in their lives – when they have suffered an injury or become ill on the job. They are often concerned about their health, their income, their job status, their ability to recover and return to work, and how they will support their families. Over the next five years, nearly one million workers or their survivors will rely on OWCP to provide benefits for work-related injury or illness, including compensation, medical treatment, and assistance in returning to work. In addition to our direct customers, our claimants, we work closely with many other stakeholders, including other federal agencies, employers, vendors, contractors, insurers, labor unions, advocates, the White House, and Congress in executing our mission.

Every day, people are injured or become ill as a result of their work. All deserve medical and financial support, compassion, and consistent treatment under the law. OWCP strives to provide each worker with excellent customer service and the assistance needed in his or her unique situation. Each of OWCP's four programs serves a different set of workers and interacts with a variety of employers, vendors and other stakeholders to get benefits into the hands of eligible workers who need them.

Federal Employees' Compensation Act: The FBI agent injured in the line of duty. The Postal worker whose mail truck is hit while driving a route. The office worker who slips in the office on a rainy day. The nurse who gets a back injury lifting a patient at the VA hospital. Victims of a terrorist act or natural disaster who are working at a federal facility or job site or the emergency management worker who suffers an injury while assisting victims of a disaster. Federal employees are injured every day in serving the American people in various capacities, and these workers rely on workers' compensation benefits under the Federal Employees' Compensation Act (FECA).

For nearly 100 years, the FECA program, administered by the Division of Federal Employee Compensation, has continuously evolved to meet its commitment to provide high quality service, while minimizing the financial, social and human costs of work-related injuries. FECA is the exclusive remedy by which federal employees may obtain disability, medical, and/or survivor benefits for workplace injuries.



Today, FECA provides workers' compensation coverage to more than three million federal employees and postal workers around the world, for employment-related injuries and occupational diseases. It also covers 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. In 2013, FECA provided approximately \$2.9 billion in compensation and medical benefits to 239,000 claimants with a return to work rate of 92 percent.

Longshore and Harbor Workers' Compensation Act: The longshoreman injured while unloading a shipping container. The ship repairman who slips while working on the electrical system. The government contractor working overseas who falls down stairs on the base. The oil rig worker hurt when equipment malfunctions. These workers, may be eligible for benefits under the Longshore and Harbor Workers' Compensation Act and its extensions.



OWCP's Division of Longshore and Harbor Workers' Compensation administers the Longshore program, which offers workers' compensation protection to employees engaged in maritime work or in maritime occupation on the navigable waters of the United States or adjoining areas. The program covers a longshoreman or other person in longshoring operations; and any harbor worker, including a ship-repairman, ship-builder and ship-breaker; as well as federal government contractors outside the

United States and employees of private industry conducting certain operations on the Outer Continental Shelf. Longshore operates under various statutory authorities including:

- The Longshore and Harbor Workers' Compensation Act (LHWCA) – covers most waterfront workers;
- The Defense Base Act (DBA) – covers most contractors working overseas for the U.S. government;
- The Non-Appropriated Fund Instrumentalities Act (NAFIA) – covers morale, welfare and recreation workers on U.S. military installations in the continental United States and overseas; and
- The Outer Continental Shelf Lands Act (OCSLA) – covers most oil rig workers.

Except in very limited cases, the Longshore program does not directly pay benefits to injured claimants. Rather, it oversees the delivery of wage replacement compensation, medical treatment, and vocational rehabilitation benefits to injured private sector workers, as well as death benefits to their eligible survivors in the event of work-related death. It also provides information, technical and compliance assistance, support, and informal dispute resolution services to workers, employers, and insurers; and authorizes private employers to self-insure, and insurance carriers to provide coverage for benefits provided under the Act. Over the past five years, the program has facilitated the delivery of wage replacement compensation, medical treatment, and vocational rehabilitation benefits to nearly 73,000 injured private sector workers and death benefits to their survivors. In FY 2013 alone, the Longshore program created over 28,000 new injury claims and oversaw the payment of \$1.35 billion in benefits to nearly 59,000 claimants.

Black Lung Benefits Act: Coal mine employees, whether underground or surface miners or construction or transportation workers, are regularly exposed to respirable coal mine dust which can cause chronic lung diseases such as coal workers pneumoconiosis (CWP), silicosis, massive pulmonary fibrosis, and other chronic restrictive or obstructive pulmonary disease or impairment arising out of coal mine employment –known collectively as black lung disease or “pneumoconiosis”. Black lung disease can lead to significant lung impairment, permanent disability, and death. Unfortunately, new cases of black lung continue to occur, even in the younger coal miners using protective equipment. According to the National Institute for Occupational Safety and Health (NIOSH), the most disabling and potentially fatal form of CWP is being observed in miners in their thirties.

OWCP’s Division of Coal Mine Workers’ Compensation is responsible for administering the Black Lung Benefits Act, providing compensation to coal miners who are totally disabled by black lung disease arising out of coal mine employment, and to the miners’ eligible survivors. The program provides two types of benefits: monthly wage replacement and medical services. A standard monthly benefit (income replacement) is paid to coal miners who are totally disabled by pneumoconiosis arising out of coal mine employment, and to survivors of coal miners whose deaths are attributable to the disease. The Act also provides eligible miners with medical coverage for the treatment of lung diseases related to pneumoconiosis.

In FY 2013, the Black Lung program issued over 4,700 Proposed Decision and Orders (PDO) and paid nearly \$345 million in monthly compensation and medical benefits to 41,000 miners or their families. In addition, the program monitored benefit payments and medical treatment provided by self-insured coal mine operators or their insurance carriers to an additional 4,700 beneficiaries.



Energy Employees Occupational Illness Compensation Program Act: The nuclear engineers and physicists. The glove box operators. The uranium miners, millers and transporters. The construction workers who built the facilities and the plumbers, electricians and others who maintained them. The office managers and janitors who kept the nuclear facilities clean and organized. These workers and others who may have been exposed to radiation and toxic substances at covered nuclear facilities turn to OWCP’s Division of Energy Employees Occupational Illness Compensation, for compensation and medical benefits for diagnosed illnesses related to their exposures at work.

During and following World War II, through the Cold War and today, tens of thousands of Americans have worked for the Department of Energy (DOE), as employees, contractors and subcontractors, to help secure America by building and safeguarding our nuclear weapons. In performing their jobs, some of which may have been top secret at the time, these workers may have been exposed to radiation or other toxic substances. The effects on the human body of some of the toxic substances were unknown; yet these workers showed up and worked every day in the interests of our security as a nation. In 2000, Congress passed the Energy Employees Occupational Illness Compensation Program Act (EEOICPA), to provide benefits to workers who have

been diagnosed with cancer, beryllium disease, silicosis, or other illnesses resulting from workplace exposures in the nuclear weapons industry.



The Energy program is divided into two Parts. Part B covers employees (or their survivors) who worked for the Department of Energy or its contractors and subcontractors, beryllium vendors, and atomic weapons employers, who are diagnosed with cancer, beryllium disease or silicosis, and their eligible survivors. Part E covers employees of DOE contractors and subcontractors and uranium workers or their survivors, who develop any illness due to exposure to toxic substances at covered facilities. Some workers are covered by both Part B and Part E of the program. Individuals who received benefits from the Radiation Exposure Compensation Act (RECA) Section 5 are also entitled to benefits under both Parts B and E.

Since its establishment in 2001, the Energy program awarded \$10.8 billion in compensation and medical: \$2 billion in medical benefits, \$5.5 billion in compensation under Part B; and since 2005, and \$3.3 billion in compensation under Part E. In FY 2013 alone, over 34,000 nuclear weapons workers or their families received \$922 million in compensation and nearly \$392 million in medical expenses.

Organizational Support:

Two divisions, located in National Office, provide the administrative and financial support to the programs and regions necessary for the provision of high quality service to OWCP's customers and stakeholders. These divisions work directly with program and regional leadership and their administrative staffs to ensure that OWCP has the resources needed to successfully perform its mission. While these functions can be considered "behind the scene," they are critical to the agency's success in meeting its customers' needs.

Division of Administration and Operations (DAO): DAO provides administrative support for OWCP, including the development of policies, procedures and standards in the areas of traditional administrative functions as well as in communications and medical and information technology (IT) policy. The division is responsible for ensuring that the agency remains in compliance with federal and departmental guidelines in such areas as human capital, travel management, procurement and contract administration, records management and the Paperwork Reduction Act. It also oversees space planning, personal property management, interagency agreements, communication with internal and external stakeholders and management of special projects. DAO ensures that OWCP obtains the IT services and business solutions needed to achieve the agency's mission in an efficient and customer-focused manner. It sets IT standards for the OWCP information technology infrastructure and system development process. The

division also establishes OWCP medical and rehabilitation policy, provides support to the OWCP programs, and maintains the OWCP treatment suites and fee schedule. DAO also is responsible for the day-to-day medical bill processing operations that support the FECA, Black Lung and Energy programs' provision of medical benefits.

Division of Financial Administration (DFA): DFA provides the budgetary, accounting, strategic and operational planning, performance, policy, and analytic support for OWCP. Specifically, the division is responsible for budget formulation and justification for all OWCP funding sources and budget execution and financial planning for all administrative funding. It is the primary point of contact for issues to and from the Departmental Budget Center and the Office of the Chief Financial Officer as well as the principal liaison with programs and regional directors for the planning and execution of their budgets. DFA ensures the accurate accounting of all OWCP funding streams and that there are sufficient balances to make benefit payments and reconcile fund balances with the Treasury General Ledger. It also provides audit liaison support. DFA leads the development and monitors the implementation of OWCP's strategic plan as well as facilitates the DOL performance management process for OWCP programs. It is responsible for understanding the programs, assessing Congressional interest in OWCP's activities, identifying potential issues, and policy clearance. In addition, DFA provides analytical support to a broad range of OWCP initiatives and program efforts.

Our Employees

An organization's success depends on its workforce – the people who make the mission real. In OWCP this is especially true – our staff is the agency's most important resource. We could not help injured and ill workers without the dedication and expertise of nearly 1,700 federal employees (claims examiners and hearing representatives, customer service representatives, workers' compensation assistants, medical and billing specialists, physicians, program and management analysts, budget analysts, accountants, and others) assisted by several thousand contract workers (nurses and rehabilitation counselors, doctors, medical bill processors, information technology experts, etc.). Every day they perform a variety of functions to protect the interests of workers who are injured or become ill on the job, their families and employers. They:

- Review and adjudicate claims (in the FECA, Black Lung and Energy programs) or oversee similar work performed by employers and contractors (in the Longshore and Black Lung programs);
- Provide technical assistance to claimants and employers;
- Resolve disputes and conduct hearings;
- Pay wage replacement and medical benefits;
- Help injured workers recover and/or gain new knowledge and skills so that they can return to gainful work;
- Develop policies and procedures; and
- Provide administrative, financial and analytical support to the programs and regions to better accomplish the mission.

Given the nature of workers' compensation programs, OWCP's staff work in a high-volume production environment – we work with injured and ill workers who come to OWCP at one of the worst times in their lives, following a sudden injury or new diagnosis, for assistance in maintaining support for their families and obtaining medical treatment for themselves. Workers' compensation programs generally involve detailed eligibility criteria and strict evidentiary standards, which require high-level analysis by claims examiners and can create confusion for claimants, who may or may not have legal representation. Two of OWCP's programs are also adversarial in nature.

These factors create a complex work environment for our staff, who must not only be technical experts but must also communicate well and often with a claimant community who may be in crisis. Many must know the laws, regulations, policies and procedures that govern our programs; interpret medical findings; analyze information and make informed judgments; have strong customer services skills; and maintain grace under pressure. Industry knowledge, including understanding how the insurance industry works, is also important. Some employees must have medical and legal backgrounds. Others must know how to fund and acquire resources; improve program efficiency and effectiveness; and evaluate program integrity. And all OWCP employees must have a passion for the mission and a concern for the wellbeing of others. OWCP strives to earn the trust of our claimants and stakeholders and to continue to be a leader in the area of government benefits. Without our top-notch staff, this would not be possible.



III. Strategic Management Framework

OWCP's programs have served injured and ill workers well for many years. The agency's four programs have over 240 years of combined service. The oldest program, FECA, will be 100 years old in 2016; the newest one, the Energy program, has been in existence since 2001.

To ensure OWCP has the policies, processes, tools, employees, and management infrastructure necessary to continue to accomplish its mission, and meet the needs of our customers and stakeholders, the agency's leadership has developed a strategic management framework to guide decisions and investments and to continue to build a culture of performance excellence. This



framework includes a strategic plan, defining the agency's direction for the next five years, and annual operating and operational plans which identify priorities and establish milestones, measures and targets to track and assess performance.

OWCP created its first strategic plan in 2011, covering the time period 2012-2016. In 2013, the Department of Labor developed a new strategic plan for 2014-2018. To ensure OWCP's direction is aligned with the department's direction, the agency decided to revise its original plan, updating it to cover 2014-2018. This new plan builds on both the original plan and the agency's experience implementing it. It also considers the current environment in which the agency operates and potential future conditions. Recognizing the movement towards a more citizen-centric government, the importance of data driven decision making, the critical role that employees play in accomplishing the mission, and on-going budget constraints, the plan emphasizes innovation, leveraging resources, communication, employee development and customer service.

As noted above, the OWCP strategic plan is aligned with the DOL strategic plan. It is being implemented concurrently with and in support of the department's goals and priorities. The OWCP plan will be reviewed annually and updated in conjunction with the DOL Strategic Plan. The department's Strategic Plan is built on the Secretary's Vision of promoting and protecting opportunity for all workers and employers and includes five strategic goals; goal 4 encompasses OWCP's mission.

DOL Strategic Goal 4: Secure retirement, health, and other employee benefits, and, for those not working, provide income security.

Workplace benefits are vital to protecting and promoting opportunity. They ensure that workers can remain in the middle class if they face a health care challenge, retire from their jobs, or experience a workplace accident or illness. Whether health insurance, unemployment insurance, workers' compensation, or retirement benefits, the Labor Department protects the benefits that are essential to America's middle class.

Strategic Objective 4.1: Provide income support when work is impossible or unavailable and facilitate return to work.

Through the Unemployment Insurance Program (a Federal-State partnership), ETA provides assistance to workers seeking employment as well as temporary income support. Similarly, *for injured or ill Federal employees and other specific groups, the Office of Workers' Compensation Programs aims to provide income support and a path back to work for those able to take advantage of the opportunity.*

Performance Goal OWCP 4.1: Provide income support when work is impossible or unavailable and facilitate return to work for workers experiencing workplace injuries or illnesses.

- *Improving the speed and quality of claims intake and processing*
 - *Improving the accuracy, timeliness, and quality of benefits*
 - *Increasing the share of employees who return to work after sustaining a workplace injury or illness.*
- 

IV. Strategic Direction

Vision and Core Values

OWCP's strategic plan is focused on the agency's **mission**:

To protect the interests of workers who are injured or become ill on the job, their families and employers, by making timely and accurate decisions on claims, paying benefits promptly, and providing opportunities for injured workers to return to gainful work as early as feasible.

It defines the agency's direction for the next five years, establishing a compelling vision, a set of core values, and a set of strategic goals and objectives to accomplish the mission.

Our **vision** defines the kind of agency we would like to be, building upon our experience and recognizing our special responsibilities as a federal agency. OWCP's vision is to be:

An innovative leader in the delivery of benefits and a responsible steward of the resources entrusted to us, respected and relied upon by those who depend on us for their health and economic well-being.

The OWCP **core values** are the heart of our agency. We live them every day and they form the foundation on which we perform our work and conduct ourselves. In an ever-changing world, our core values are the constant. They are not descriptions of the work we do nor the strategies we employ to accomplish our mission; rather, they are the principles underlying how we go about our work, and define how we interact with each other as well as those we serve. They are:

- **Accountability**: The employees of OWCP acknowledge and are responsible for their actions and results. To achieve results, they often overcome adversity, employ innovative approaches, and courageously take risks with confidence and resolution, within the parameters of the law.
- **Compassion**: The employees of OWCP treat injured workers and their families sympathetically and appropriately, taking the time to understand their issues and concerns.
- **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**: The employees of OWCP are enthusiastic, accountable and team-oriented with a sense of mission toward workers; their families; and their employers.

- Integrity: The employees of OWCP are honest, truthful, trustworthy and respectful 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 are committed to excellence, at all times acting appropriately and in a manner that is acceptable and careful; completing tasks and responsibilities accurately and on time; and applying expert knowledge, skills, and experience in executing OWCP's complex programs.

Future Direction

OWCP: The Office of Workers' Compensation Programs consolidates, in one umbrella organization, several federal workers' compensation programs administered by the Department of Labor. Over the years, OWCP has become recognized a leader in the field of workers' compensation, with nearly a quarter of a millennia of experience across its four programs. Each program continues to evolve, adapting to changing times and new challenges.

In recent years, as resources have dwindled and interest in efficiency and cost-effectiveness continues to be paramount, OWCP has focused on ways to leverage the collective strengths of the agency to solve multiple challenges. For example, the FECA program's online claims technology is being adapted to meet the needs of the Longshore, Black Lung and Energy programs. As a result, all four programs will be well positioned to work more effectively, eliminating steps no longer necessary in an automated environment, improving communication with claimants and other stakeholders, and enabling employees to take advantage of telework as claim files will be available electronically.

As we look to the future, OWCP will continue to use its collective strengths to respond to the challenges of 21st century – challenges such as: constrained resources for program administration; the increasing demand for transparency within government and high quality customer service; and more and more advanced technology, offering new ways of performing work, and requiring that we take a fresh look at our operations. Over the next five years, several themes will continue to underlie OWCP's decision-making including:

- Leveraging knowledge and resources across programs and regions to maximize buying power and minimize duplication (one of the purposes of the strategic planning process is for OWCP leaders to come together, discuss issues, identify cross-cutting challenges, and look for ways to solve common problems);
- Using data and analysis to strengthen our programs to better meet the needs of our customers;
- Establishing a more focused approach to customer service; and
- Balancing timeliness, quality, customer satisfaction and employee engagement, to achieve optimal performance.

OWCP has made strides in these areas over the past several years and will continue to expand its efforts as we move into the second half of the decade. This strategic plan lays the framework for moving forward in these areas.

FECA Program: For nearly 100 years, the FECA program has provided vital assistance to millions of injured federal workers and their families during times of economic stress and uncertainty. The FECA program's mission continues to be as relevant today as it ever has been. Despite all best efforts in workplace safety there will always be accidents, injuries and illnesses incurred on the job or as a result of work-related activities.

The FECA program will strive, as always, to fulfill its core mission as defined by the statute. First, FECA is an exclusive remedy to a specific problem, one which has existed since the creation of the program despite the evolving nature of injuries and the type of work performed by federal employees. Second, within its statutory boundaries, it will always seek to be claimant centric. Since the program exists to provide timely and consistent economic and medical assistance to federal workers who become injured or ill as a result of their service, it should consistently question its actions to ensure it adheres to this principle. Third, the FECA program is committed to generously compensating workers during their disability and their inability to work. It also is equally committed to ensuring that FECA recipients embrace and pursue return-to-work services and opportunities as soon as they are medically able, whether returning to work full time or in a reduced capacity. Fourth, because FECA is a generous benefit program, it has a critical obligation to strengthen program integrity controls and accountability practices to assure the taxpayers that it is a good steward of the resources entrusted to it.

These four guiding principles, define the future direction of the FECA program. The OWCP Strategic Plan lays out the critical initiatives and themes that the OWCP programs will pursue during the next five years. With this in mind, the FECA program has established priorities across a broad array of organizational and operational goals to help effectively fulfill its four principles.

Longshore Program: A large-scale, transformational change is underway in the Division of Longshore and Harbor Workers' Compensation (Longshore) focused on: strengthening our operational and fiscal sustainability (Phase I) and strengthening policies and procedures to better serve our customers (Phase II). Phase I began in FY 2014 with Longshore laying the electronic infrastructure necessary for its long-term fiscal sustainability. The program centralized its mail room and case-create operations to migrate from a paper-based environment to an electronic document management system. These changes allowed it to economize and consolidate resources, while paving the way for electronic data and document exchanges with external stakeholders.

Beginning in FY 2015, the Longshore program will deploy to the public the Secure Electronic Access Portal (SEAPortal). The SEAPortal will revolutionize the way in which customers communicate with the program, allowing for real-time receipt of forms and documents, such as informal conference requests and settlement applications. Since its regulations restrict the methods of communication between Longshore and its stakeholders, the program will update its communications and other business processes in a Notice of Proposed Rulemaking in 2015. The completion of Phase I efforts will make the program even more flexible, adaptable and responsive to industry stakeholders.

During Phase II, Longshore will focus on strengthening existing policies and procedures, looking for better ways to improve benefit delivery to the injured workers it serves. The Longshore program has statutory mechanisms for addressing non-compliant employers and insurers. It will undertake a wholesale review of the mechanisms currently in place, both procedural and administrative, for exercising that oversight. Also, the program's role as mediator between the injured worker and the employer/carrier will be highlighted and improved upon through revisions to procedures. Longshore's five-year plan establishes realistic goals and expectations that will serve as the framework for informed and thoughtful change. Also it provides an organizational blueprint against which progress can be measured by its workforce and external stakeholders.

Black Lung Program: The Division of Coal Mine Workers' Compensation (Black Lung) is strengthening its commitment to all stakeholders. As Black Lung faces increased interest from Congress and the media and manages an uptick in claims with fewer resources, it is committed to build upon its successes and take steps to ensure the program remains a leader in the disbursement of benefits to sick workers and their families. The four pronged approach focuses on:

- **Process improvements:** In 2014, the program implemented a pilot, providing a second review of all contested approvals by the original 413(b) physician opining in favor of causation. Given on the results to date, Black Lung will broaden implementation to enhance the quality of Proposed Decisions and Orders (PDO).
- **Modernization and transparency:** In 2014, a digital case file imaging system and a centralized mail room were introduced to speed processing and facilitate sharing workloads among offices. Black Lung will introduce the Complete Online Access Link (COAL) Mine web portal to provide miners and clinicians with the capability to submit medical and other evidence securely online. It also will conduct outreach events for the clinician and claimant communities and increase the transparency of its processes.
- **Comprehensive training:** The program will centralize its training activities to ensure uniformity of application. In 2014, a training specialist was hired and the University of Illinois was engaged to prepare online training modules for 413(b) clinicians and claim staff. Training will focus on uniform interpretation of medical evidence and equity in weighing medical opinions.
- **Quality assurance:** Black Lung plans to enter into an agreement with the National Institute for Occupational Safety and Health (NIOSH), its scientific advisor, to implement a quality assurance process to evaluate x-ray interpretations issued by NIOSH B-readers. The program also has introduced a sampling process requiring District Directors to review 100 percent of claims involving a complicated pneumoconiosis x-ray and five percent of all PDOs prior to issuance. In FY 2016, it will augment its efforts with the establishment of a quality assurance unit.

Energy Program: Over the last ten years, the Division of Energy Employees Occupational Illness Compensation (Energy) has experienced constant change. To ensure success the program has made it part of its culture to continually review and analyze its goals, seek ways to improve and streamline its processes, and provide the best customer service possible.

The program's vision for the future aligns closely with the OWCP's strategic goals. In the coming years it will continue to focus on timely adjudication and payment of claims as well as on high quality recommended and final decisions. To achieve this balance, it will be reevaluating production goals in the operational plan to afford more time for technical training initiatives. It plans to conduct more hands-on specialized training in the district and Final Adjudication Branch offices based on existing or new policies as they arise. It will also continue to improve the accountability review process and year-round spot audits to ensure that it is evaluating the most relevant items, in the most efficient manner. In addition, it will create a specialized unit to focus on home health care services.

Further, the Energy program will expand on the close collaboration it has established with other agencies, such as Social Security Administration and NIOSH, to create efficiencies in business processes and share valuable lessons. It will continue outreach efforts through the Joint Outreach Taskforce Group and town hall meetings, and will work with OWCP in implementing and evaluating customer service satisfaction surveys. In the coming years, there are many information technology initiatives that streamline processes for both employees and customers. Initiatives include improving the Energy Compensation System, sharing electronic information with SSA and NIOSH, leveraging the FECA program's existing systems to allow electronic submission of claim forms and other documents, and improving efficiencies in the use of the OWCP Imaging System. Overall, these strategies will improve the way the Energy program conducts business, strengthen employee morale, increase public awareness, and improve customer service.



V. Strategic Goals, Objectives, and Strategies

This plan outlines OWCP's strategic priorities. It is the cornerstone of our decision-making and will help to guide our investments and operations over the next five years. The leadership team has identified five strategic goal areas. Goals 1 and 2 focus on cross-cutting program improvement and performance – claims processing, benefits payment, and recovery, rehabilitation and employment services. Goals 3, 4 and 5 focus on agency-wide management – collaboration and outreach, employees and governance and operations. A set of objectives have been identified to accomplish each goal; each objective is supported by one or more strategies. An overview of the strategic goals, objectives and strategies is provided below. Section VI, *Implementing Strategies and Measures*, provides a description of each strategic goal, greater detail on our planned activities to implement the strategies, and performance measures and milestones.

Strategic Goal 1: Provide timely and accurate claims processing and benefit payments (aligns with DOL Performance Goal OWCP 4.1)

Providing timely and accurate claims processing and benefit payments is at the heart of our mission. OWCP is responsible for adjudicating hundreds of thousands of claims and ensuring the payment of billions of dollars. Each year we receive new claims from injured or ill federal workers, longshore and harbor workers, contractors who work for the U.S. government overseas, coal miners, and current and former nuclear weapons workers. Each day our claims examiners across the country evaluate claims to determine whether or not a worker is entitled to receive wage replacement and/or medical benefits. If the answer is yes, benefits are paid either directly to the claimant or a family member, or to a medical provider.

To ensure we are working as efficiently and accurately as possible, OWCP is taking a comprehensive look at its policies, procedures and operational processes that support the review and adjudication of claims and early resolution of claims issues. OWCP also is strengthening its benefit payment processes to improve accuracy and timeliness, and reduce the number of improper payments. The objectives and strategies identified below are designed to strengthen our programs and support our employees in an effort to better serve our customers.

Objective 1.1: *Strengthen program design – laws, regulations, policies*

Strategies:

- Identify program needs that could be addressed through regulatory, statutory or procedural changes. Analyze input from external stakeholders concerning issues that can be addressed by changes to policies, procedures and regulations.
- Strengthen program procedures.
- Provide procedural guidance in usable and organized fashion.

Objective 1.2: *Enhance development and delivery of technical training*

Strategies:

- Identify technical training needs of employees.

- Review existing and potential new information technology (IT) capabilities and determine most efficient usage for program efficiency.
- Assess effectiveness of training.

Objective 1.3: *Enhance program integrity*

Strategies:

- Conduct accountability reviews.
- Implement quality and process improvement initiatives to enhance the timeliness and accuracy of decisions.
- Improve payment accuracy and reduce improper payments.

Objective 1.4: *Enhance program delivery through process improvement and technology solutions*

Strategies:

- Implement process improvements to enhance the ability of claimants and other customers to submit timely claims and other documentation.
- Streamline the process to verify employment and earning information for claimants.
- Implement process improvements to enhance the appeal process and dispute resolution mechanisms.

Strategic Goal 2: Provide recovery, rehabilitation and employment services (aligns with DOL Performance Goal OWCP 4.1)

Return to work is the hallmark of two OWCP programs – the Federal Employees’ Compensation Act program and the Longshore and Harbor Workers’ Compensation Act program. When workplace injuries or illnesses do occur, these programs work aggressively to help injured employees return to work, whenever feasible. Specific activities include:

- *Vocational rehabilitation services:* OWCP provides vocational rehabilitation services to assist employees in their efforts to return to work. The FECA program, for example, offers vocational assessments and transferable skills analysis and training for the injured worker, if needed. The Longshore program provides voluntary vocational rehabilitation which enhances the ability of an injured worker to return to gainful employment.
- *Technical job assistance:* The FECA program provides extensive technical assistance to help federal agencies make job placement processes more flexible and streamlined and mitigate obstacles that hinder the reemployment of injured workers.
- *Labor for America:* Labor for America is a one-stop, web-based resource where both private and public sector employers can search a database of federal workers who have been displaced from their jobs due to work-related injuries or disabilities, to fill vacancies in their organizations.

- *Extend the Protecting Our Workers and Ensuring Reemployment (POWER) initiative:* The POWER initiative was established by President Obama in 2010, extending previous workplace safety and health efforts through FY 2014. It set minimum improvement targets against an FY 2009 agency performance baseline in seven areas: reducing total injury and illness case rates; reducing lost time injury and illness case rates; analyzing lost time injury and illness data; increasing the timely filing of workers' compensation claims; increasing the timely filing of wage-loss claims; reducing lost production days rates; and speeding employees' return to work in cases of serious injury or illness. To facilitate the accomplishment of the POWER Initiative, OWCP and the Occupational Safety and Health Administration, created the POWER Council – a forum for the sharing of challenges and best practices. OWCP will extend the POWER Initiative for an additional two years (through FY 2016).

Objective 2.1: *Establish policies and procedures that support and improve return to work and vocational rehabilitation outcomes for injured workers*

Strategies:

- Expand the universe of vocational rehabilitation (VR) counselors and field nurses.
- Bring greater consistency in the delivery of nurse and VR services.
- Improve the timely assignment and provision of nurse and VR services/assistance.
- Increase referrals to VR.
- Establish clearer, more effective procedures for the utilization of VR counselors and field nurses.
- Pursue opportunities to partner with various employers, stakeholders and communities of practice to identify pilot, demonstration and proof of concept programs/policies.

Objective 2.2: *Establish organizational structures and program initiatives that support and improve return to work and vocational rehabilitation outcomes for injured workers*

Strategies:

- Improve tracking of agency return to work actions.
- Create more effective/efficient systems to facilitate VR and nurse intervention/assistance.
- Improve the timely reporting and claims filing rate of injuries by federal agencies.
- Expand the employment opportunities of injured workers following VR.
- Create incentives for employers to retain/hire/re-employ injured workers.
- Develop a more attractive non-federal employer/job universe for injured worker to pursue re-employment opportunities.

Strategic Goal 3: Promote collaboration and outreach with stakeholders and customer groups

OWCP believes that communication, collaboration and outreach with claimant communities and stakeholders is essential to the successful accomplishment of its mission. In recent years, OWCP has expanded its outreach activities; this was identified as a strategic goal in OWCP's first strategic plan and continues to be an important goal in this plan. The focus of this goal is to foster understanding and awareness of OWCP priorities, initiatives, and results through effective external outreach and data sharing; establishing diverse communities of practice at the national and regional levels; and improving the quantity and usefulness of customer feedback.

Objective 3.1: *Promote understanding and awareness of OWCP through the development and dissemination of information to key agency stakeholders, including but not limited to Congress, partner agencies, labor unions, advocates and representatives, providers, the media, industry, the academic and research communities*

Strategies:

- Social media: In coordination with the DOL Office of Public Affairs (OPA), develop a rotating schedule for each program to provide Twitter tweets, blogs, and other forms of social media announcements about program-related information.
- Increase participation in conferences, meetings and webinars: Develop a marketing strategy for each program to increase stakeholder requests for OWCP participation in external conferences and meetings.
- Web presence: Streamline and provide uniformity to every program's web content and home-page structure.
- Data sharing: Each program will develop a list of stakeholder-valued data points and develop a strategy for publishing that data for public consumption.
- National outreach toolkit: Create a national outreach toolkit for each program that includes easily digestible information for use by all regions.
- E-mail: Develop an OWCP tool for program specific stakeholders to subscribe to info blasts.
- Other DOL media: Appear in DOL newsletter, FRANCES, etc.

Objective 3.2: *Establish diverse communities of practice at the national and regional levels for both program-specific and corporate-level issues*

Strategies:

- Establish "Core Mission" communities of practice at the national level and establish a structured meeting schedule.
- Establish "Core Mission" communities of practice at the regional level and establish a structured meeting schedule.
- Establish "Corporate Level" communities of practice and establish a structured meeting schedule.

Objective 3.3: *Customer Satisfaction Surveys – effectively engage with our customers and stakeholders in order to obtain accurate information about interactions so as to improve customer satisfaction and program performance*

Strategies:

- Improve and finalize OWCP customer satisfaction survey questions: Continually enhance program survey questions to elicit user experience information.
- Create new ways for customers to provide feedback: Increase response rate to program surveys.
- Focus groups: Track, report and use the customer survey results to inform operational policies. OWCP will utilize customer feedback to inform policy and processes.
- OWCP will conduct customer/stakeholder focus groups to inform improvements/changes to policies and processes.

Strategic Goal 4: Create and sustain a high performing workforce

OWCP's employees are responsible for carrying out the agency's mission critical benefit delivery activities. Without a strong, high performing, and engaged workforce OWCP could not be successful. To this end, OWCP will create and foster the highest quality environment for all of our employees through leadership, training and innovation. Objectives focus on:

- *Training and development:* Improving employee training and development will equip the agency with a higher performing workforce, better positioned to assist injured workers with securing income support. OWCP is focusing on a variety of initiatives to help employees succeed at work, today and in the future.
- *Build an effective management team:* To ensure OWCP has the leaders it needs to guide the organization, we are formalizing succession planning; developing a management training approach; implementing a supervisory mentorship program; and facilitating collaboration across organizational lines.
- *Enhance internal communication:* OWCP will continue to make a concerted effort to improve communications between leadership and employees to ensure employees across the organization are aware of major initiatives, the agency's priorities, and have an opportunity to share their views, ideas and concerns.
- *Recruitment:* Recruiting new employees with the necessary competencies to successfully perform OWCP's mission is critical to future success. In addition, an inclusive organization ensures diverse perspectives and better represents the people we serve. OWCP is identifying opportunities to attract a more diverse pool of candidates and support managers in their recruitment and selection efforts
- *Rewards and recognition:* OWCP values the contributions of its employees and is developing a more formal, corporate approach to rewards and recognition. We intend to develop an OWCP performance awards program, share and institutionalize best practices, and formalize innovation programs.
- *Workforce Retention:* Retaining a core workforce to carry out OWCP's mission is essential to its ability to timely deliver benefits to injured workers. OWCP will use attrition data and exit surveys to better understand why employees leave the agency.

Objective 4.1: *Support employee development and improvement*Strategies:

- Promote Individual Development Plans.
- Develop plan for district, regional and nationwide training.

Objective 4.2: *Build an effective management team*Strategies:

- Formalize succession planning: Create library of Individual Development Plans (IDP) and Executive Development Plans (EDP) for key positions.
- Develop/implement a management training approach including a supervisory resource guide, a supervisor and aspiring supervisor learning tool; and a self-assessment tool.
- Institute a mentorship program for supervisors.
- Facilitate collaboration and development opportunities.

Objective 4.3: *Enhance internal communication*Strategies:

- Hold meetings including director, program head, and regional director meetings with staff.
- Send notifications through email blasts to all employees and supervisors and the OWCP employee newsletter.
- Establish internal discipline and topic focused communities of practice.

Objective 4.4: *Recruit a highly competent, diverse pool of candidates*Strategies:

- Maintain OWCP Diversity and Inclusion program/committee.
- Create a recruitment resource guide including a position description library, job announcements, competency based questions, and interview questions.
- Create a strategic roadmap for recruitment actions, types/timeframes and develop recruitment outreach strategies.

Objective 4.5: *Reward and recognize performance excellence*Strategies:

- Develop an OWCP performance awards program.
- Recognize employees using a variety of approaches.
- Formalize OWCP innovation programs.

Objective 4.6: *Retain high performing employees*Strategies:

- Survey departing employees: conduct exit interviews.

- Retain current employees by conducting surveys of employees with one to five years, five to 15 years, and 15+ years of experience in OWCP.

Strategic Goal 5: Improve agency-wide operations, governance and infrastructure

To ensure OWCP works efficiently and effectively and has the necessary resources, we are continuing to focus on improving our management infrastructure, governance, and planning processes. Over the next five years, OWCP will develop and implement strategies for a variety of administrative and financial areas including:

- Strengthening its strategic, operating and operational plans, aligning them with budget requests, performance measures and leadership performance plans. We also will develop a strategic planning cycle/process.
- Continuing to enhance its continuity of operations planning to ensure that we can successfully operate in emergency situations and continue to serve our claimants.
- Refining budget formulation processes to advance OWCP's strategic goals and continue to improve the transparency and timeliness of our budget processes.
- Providing information technology and services to improve service delivery to our stakeholders and the work environment of our employees. We also will enhance opportunities for telework capacity.
- Implementing innovative space utilization plans and organizational structures that are cost effective, and that facilitate collaboration and efficient operations.
- Further consolidating national office contracts acquisition planning and processing functions in the Division of Administration and Operations.
- Enhancing internal process to monitor external audits and support timely hiring of program integrity staff.

Objective 5.1: *Build a successful future for OWCP by establishing a planning and performing governance structure*

Strategies:

- Align the OWCP Strategic, Operating, and Operational Plans with performance measures and OWCP leadership performance plans.
- Develop and implement a strategic planning framework, cycle/process and mechanisms to: regularly review and track progress in implementing the OWCP Strategic Plan; identify accomplishments and obstacles; and refine the plan, as needed.
- Establish a quarterly review process to assess performance results, identify improvement opportunities and strategies, and prepare for performance discussions with the Deputy Secretary and departmental senior leadership.

Objective 5.2: *Coordinate agency planning for continuation of essential functions during emergency situations*

Strategies:

- Enhance OWCP, departmental and government-wide continuity of operations plans (COOP) and Council of Governments (COG) efforts.

Objective 5.3: *Provide efficient and transparent financial processes and controls*

Strategies:

- Refine budget formulation processes to advance OWCP's strategic goals.
- Continue to refine and improve transparent and timely budget processes.

Objective 5.4: *Proactively leverage information technology (IT) and services to support the dynamic operations of the organization*

Strategies:

- Continue the implementation of the OWCP Imaging System (OIS).
- Kick-off OWCP Workers' Compensation System (OWCS) claims processes consolidated requirements analysis.
- Analyze enhancement opportunities for telework capacity.
- Facilitate inter-program sharing of best practices.
- Standardize electronic signatures across OWCP.

Objective 5.5: *Enhance productivity and reduce costs by improving the quality of our physical infrastructure and operational environment*

Strategies:

- Analyze and implement reduction opportunities for space rent.
- Support the efficient and cost-effective acquisition and deployment of IT commodities (MFD, laptops, wireless technology).
- Decommission and remove legacy technology.
- Enhance asset management.
- Implement and/or support internal and external functionality

Objective 5.6: *Enhance the procurement process by improving efficiency and reducing costs*

Strategies:

- Further consolidate National Office contracts acquisition planning and processing functions in DAO.

Objective 5.7: *Maintain and/or implement the audit component of program integrity and external audits*

Strategies:

- Enhance OWCP internal process to monitor external audits.
- Support timely hiring of program integrity staff.

VI. Implementing Strategies and Measures

The charts below describe the implementing strategies OWCP will use to accomplish the agency's mission, goals and objectives. The implementing strategies are laid out for 2014, 2015 and 2016 through 2018. Each one is identified as either an OWCP-wide implementing strategy or one associated with a specific program(s). Performance measures associated with each strategic goal are provided following the implementing strategies.

Strategic Goal 1: Provide Timely and Accurate Claims Processing and Benefit Payments

Description: Streamline policies, procedures, and operational processes that result in the timely and accurate review and adjudication of claims. Promote timely resolution of claims issues through both informal dispute resolution and formal appellate procedures. Deliver and/or facilitate benefit payments to injured workers and their families accurately and on-time.

Objective 1.1: Strengthen program design – laws, regulations and policies

Strategies	2014	2015	2016-2018
<p>1.1.a Identify program needs that could be addressed through regulatory, statutory or procedural changes.</p> <p>Analyze input from external stakeholders concerning issues that can be addressed by changes to policies, procedures and regulations.</p>	<p><u>OWCP-wide:</u> Solicit and analyze input from employees.</p> <p><u>OWCP-wide:</u> Encourage collaboration between national and regional offices through regular meetings, policy calls, steering committees. Three programs already have systems in place for this feedback and conduct regularly scheduled meetings</p> <p><u>Black Lung:</u> Create a policy steering committee in 2014.</p>	<p><u>OWCP-wide:</u> Solicit input from stakeholders.</p> <p><u>OWCP-wide:</u> When town hall meetings or other public events are held, gather any ideas or questions about program policies that may come from advocates, other Departments and outside stakeholders.</p>	<p><u>OWCP-wide:</u> Analyze input gathered from employees and stakeholders and review on an ongoing basis for changes to policies that may be required.</p>

Strategies	2014	2015	2016-2018
1.1.b Strengthen program procedures.	<u>OWCP-wide:</u> Streamline clearance process.	<u>OWCP-wide:</u> Establish protocols for timely updates of procedures.	
1.1.c Provide procedural guidance in a usable and organized fashion.	<u>OWCP-wide:</u> Identify areas where access and usability of guidance could be improved.	<u>OWCP-wide:</u> Make access to guidance more user-friendly.	<u>OWCP-wide:</u> Provide access to guidance available to employees in a shared forum that is searchable and continuously updated.

Objective 1.2: Enhance development and delivery of technical training

Strategies	2014	2015	2016-2018
1.2.a Identify technical training needs of employees.	<u>OWCP-wide:</u> Solicit employee input (e.g. surveys, suggestion boxes, team meetings). <u>OWCP-wide:</u> Review findings from accountability reviews to determine whether there are areas requiring training.	<u>OWCP-wide:</u> Identify training needs that result from stakeholder engagement and begin to collect these ideas in a database or other listing <u>OWCP-wide:</u> Begin to review findings from QR&A data, and operational plans to determine whether there are areas requiring training.	<u>OWCP-wide:</u> Analyze the information obtained in the prior years from the employees, the operational plans, and stakeholders and develop a plan to incorporate newly gathered information into training materials as a norm that can be used each year.
1.2.b Review existing and potential new IT capabilities and determine most efficient usage for program efficiency.	<u>OWCP-wide:</u> Identify all existing IT capabilities available in OWCP.	<u>OWCP-wide:</u> Review existing IT capabilities to determine how these capabilities can be leveraged for use with training and policy materials. Assess potential new IT capabilities that can further enhance program efficiencies	<u>OWCP-wide:</u> Share findings regarding IT resources and maximize usage nationwide as appropriate

Strategies	2014	2015	2016-2018
1.2.c Assess effectiveness of training.	<u>OWCP-wide:</u> Identify methods of assessment (subject specific spot audits, review of work in subject area in which training was conducted within 3-5 months of training).	<u>OWCP-wide:</u> Implement methods identified for evaluating training.	<u>OWCP-wide:</u> Identify a process for establishing new ways to evaluate training on an annual basis (establish a norm for this type of assessment).

Objective 1.3: Enhance program integrity

Strategies	2014	2015	2016-2018
1.3.a Conduct accountability reviews.	<u>OWCP-wide:</u> Hold follow-up meeting with the cross-program accountability review team to determine how the changes made in FY 2013 have been put into practice.	<u>OWCP-wide:</u> Share accountability findings division-wide. <u>OWCP-wide:</u> Determine whether there are additional best practices that could be shared across programs as implementation of OIS becomes OWCP-wide.	<u>OWCP-wide:</u> Implement changes identified in the previous years related to OIS that could be leveraged to the other programs.

Strategies	2014	2015	2016-2018
<p>1.3.b Implement quality and process Improvement initiatives to enhance the timeliness and accuracy of decisions</p>	<p><u>Black Lung:</u> Implement a pilot program on the Black Lung program to allow for a secondary review of medical evidence by 413(b) doctors for claimants without representation.</p> <p><u>Black Lung:</u> Implement a sample/spot check initiative on the Black Lung program</p>	<p><u>Black Lung:</u> Expand the pilot program on the Black Lung Programs to allow for a secondary review of medical evidence by 413(b) doctors for all claims.</p> <p><u>Black Lung:</u> Implement a Joint Quality Control Project with NIOSH on the Black Lung program.</p> <p><u>Energy:</u> Work with NIOSH on the Energy program to enhance the decision process for both Part B and E claims.</p> <p><u>FECA:</u> Collaborate with the insurance industry to streamline the decision process for War Hazards claims.</p>	
<p>1.3.c Improve payment accuracy and reduce improper payments.</p>	<p><u>OWCP-wide:</u> Begin to share best practices for ensuring accuracy of payments across programs. Develop work group for this analysis.</p> <p><u>OWCP-wide:</u> Develop regular audits for review of payments (outside of accountability review process).</p> <p><u>OWCP-wide:</u> Analyze vetting/ process flow across programs to ensure quality control over individual or multiple payments.</p>	<p><u>OWCP-wide:</u> Streamline internal payment processes across programs.</p> <p><u>OWCP-wide:</u> Develop materials for distribution regarding how to properly complete claims for monetary compensation accurately and timely.</p> <p><u>OWCP-wide:</u> Implement regular audits for review of payments.</p> <p><u>OWCP-wide:</u> Implement changes to process flow across programs identified the previous year.</p>	<p><u>OWCP-wide:</u> Distribute materials regarding how to properly complete claims for monetary compensation accurately and timely. Create training tutorial for this process.</p> <p><u>OWCP-wide:</u> Increase use of electronic submission of forms and other documents/leverage IT improvements.</p>

Objective 1.4: Enhance program delivery through process improvement and technology solutions

Strategies	2014	2015	2016-2018
<p>1.4.a Implement process improvements to enhance the ability of claimants and other customers to submit timely claims and other documentation.</p>	<p><u>FECA</u>: Expand the use of ECOMP to additional departments and agencies.</p> <p><u>Longshore/Energy</u>: Implement central case create capabilities for the Longshore and Energy programs</p>	<p><u>Longshore</u>: Implement a process for electronic submission of documentation.</p> <p><u>FECA</u>: Collaborate with insurance carriers to allow for electronic submission of War Hazards Act claims information.</p>	<p><u>Energy/Black Lung</u>: Implement a process for electronic submission of documentation on the Energy and Black Lung programs.</p>
<p>1.4.b Streamline the process to verify employment and earning information for claimants.</p>	<p><u>Energy</u>: Collaborate with SSA and IRS to eliminate the need for claimants' signatures on SSA 581 Forms for the Energy program.</p> <p><u>OWCP-wide</u>: Work with SSA to enable the digital fax submission of data requests</p>	<p><u>OWCP-wide</u>: Work with SSA to enable the email submission of data requests for all OWCP programs.</p>	<p><u>FECA/Black Lung</u>: Seek statutory changes for the FECA and Black Lung Programs to eliminate the need for claimants' signatures on SSA 581 Forms.</p> <p><u>OWCP-wide</u>: Work with SSA to enable the direct access for Claims Examiners to obtain earnings and employment data from SSA files to support claims development and adjudication.</p>

Strategies	2014	2015	2016-2018
1.4.c Implement process improvements to enhance the appeal process and dispute resolution mechanisms		OWCP-wide: Use the results of accountability reviews as well as inputs from claimants and stakeholder to improve policies and procedures and training for staff.	OWCP-wide: Work with the Office of the Administrative Law Judges (OALJ), the Employees' Compensation Appeals Board (ECAB), the Benefits Review Board (BRB) as well as the Branch of Hearings and Review and the Final Adjudication Branch (FAB) to identify trends and determine whether remands/ reversals are due to new information, errors, or other reasons.

Performance Measures:

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018¹ Target	Alignment with Objectives
FEC 1a: Percent of wage-loss claims timely processed within 14 days: claims not requiring further development	90.0%	90.0%	90.0%	1.1, 1.2, 1.3, 1.4
FEC 1b: Percent of wage-loss claims timely processed within 90 days: all claims	90.0%	90.0%	90.0%	1.1, 1.2, 1.3, 1.4
FEC 4: Percent of PERS that are closed within 180 days: All Claims	90.0%	95.0%	95.0%	1.1, 1.2, 1.3, 1.4
FEC 5a: Percent of Notice of Injury filings by non-Postal Agencies within 10 work days	90.4%	93.0%	93.0%	1.1, 1.2, 1.3, 1.4
FEC 5b: Percent of wage-loss claims filed by non-Postal Federal employers within 5 work days	78.0%	80.2%	80.2%	1.1, 1.2, 1.3, 1.4
FEC 6a: Percent of payments to medical providers checked against HHS OIG List of Excluded Individuals Entities	83.0%	83.0%	83.0%	1.3
FEC 6b: Percent of payments to Beneficiaries matched against the weekly Death Master File (weekly)	95.0%	95.0%	95.0%	1.3

¹ Note: For planning purposes the FY 2016-2018 targets were held constant. They will be updated in the 4th quarter of FY 2015 upon completion of the FY 2016 Operating Plan.

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018¹ Target	Alignment with Objectives
FEC 6c: Percent of timely submission of adjudication file to Treasury Do Not Pay (monthly)	90.0%	90.0%	90.0%	1.3
FEC 7a: Percent of CA1/2 (non-postal) claims eligible to be filed in compliance with the electronic filing regulation	95.0%	95.0%	95.0%	1.4
FEC 7b: Percent of CA7 (non-postal) claims eligible to be filed in compliance with the electronic filing regulation	87.0%	87.0%	87.0%	1.4
FEC Qa: Percent of sampled FECA compensation payments (stemming from a FECA form CA-7) rated as accurate	75.0%	76.0%	76.0%	1.1, 1.2, 1.3, 1.4
FEC Qb: Percent of sampled PER review cases with ongoing compensation benefit payments rates as accurate	83.0%	83.0%	83.0%	1.1, 1.2, 1.3, 1.4
LS 1: Percent of First Report of Injury filed within 30 days for Defense Base cases	83.0%	85.0%	85.0%	1.1, 1.2, 1.3, 1.4
LS 2: Percent of First Payment of Compensation issued within 30 days for Defense Base Act cases	62.0%	65.0%	65.0%	1.1, 1.2, 1.3, 1.4
LS 3: Percent of First Report of Injury filed within 30 days for non-DBA cases	85.0%	85.0%	85.0%	1.1, 1.2, 1.3, 1.4
LS 4: Percent of First Payment of Compensation issued within 30 days for non-Defense Base Act cases	85.0%	85.0%	85.0%	1.1, 1.2, 1.3, 1.4
LS 5c: Average number of days to resolve disputed issues at district offices – All Acts	120	120	120	1.4
LS 5d: Average number of days to resolve disputed issues at district offices – DBA cases only	130	130	130	1.4
LS Qa: Percent of informal conference actions sampled for quality are rated as correct	90.0%	92.0%	92.0%	1.4
LS Qb: Percent of dispute resolutions sampled for quality are properly coded and tracked	N/A	baseline	TBD	1.4
CM 1: Average number of days to render Proposed Decision and Order (PDO) on Black Lung (BL) claims	220	235	235	1.1, 1.2, 1.3, 1.4
CM 3: Average number of days for development of medical evidence on BL claims	85	82	82	1.1, 1.2, 1.3, 1.4
CM 5: Average number of days to complete 413(b) secondary medical review	N/A	50 days	50 days	1.1, 1.2, 1.3, 1.4

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018 ¹ Target	Alignment with Objectives
CM Qa: Aggregate percentage of sampled BL initial claims process that meet appropriate standards during accountability reviews	88.0%	90%	90%	1.1, 1.2, 1.3, 1.4
EE 4a: Average number of days between filing date and final decision for cases sent to NIOSH when a hearing is held	485	Contextual	Contextual	1.1, 1.2, 1.3, 1.4
EE4b: Average number of days between filing date and final decision for cases sent to NIOSH when a hearing is not held (Part B and E).	315	Contextual	Contextual	1.1, 1.2, 1.3, 1.4
EE 4c: Average number of days between filing date and final decision for cases not sent to NIOSH when a hearing is held	354	333	333	1.1, 1.2, 1.3, 1.4
EE 4d: Average number of days between filing date and final decision for cases not sent to NIOSH when a hearing is not held	165	160	160	1.1, 1.2, 1.3, 1.4
EE 5: Percent of telephone inquiries responded to within 1 work day	93.0%	93.0%	93.0%	1.2
EE 7: Average time (days) to process initial claims (Part B and Part E)	100	100	100	1.1, 1.2, 1.3, 1.4
EE 8: Average annual cost of Home Health Care services	Contextual	Contextual	Contextual	1.1, 1.2, 1.3
EE Qa: Percent of sampled Part B and Part E initial claims rated as being accurate	85.0%	90.0%	90.0%	1.1, 1.2, 1.3, 1.4
EE Qb: Percent of sampled Part B and Part E claims with final decisions rated as being accurate	85.0%	90.0%	90.0%	1.1, 1.2, 1.3, 1.4
EE Qc: Percent of sampled recommended decisions approved as a result of a new SEC rated as being accurate	85.0%	90.0%	90.0%	1.1, 1.2, 1.3, 1.4
EE Qd: Percent of sampled Part B and Part E home health care authorizations rated as being accurate	85.0%	90.0%	90.0%	1.1, 1.2, 1.3, 1.4
Milestone OWCP 1: Implement Web-Enabled Electronic Document Submission (WEEDS) in the Longshore, Energy, and Black Lung programs by 9/30/2015.		Complete		1.4
Milestone F1 (FECA): Upgrade the Employees' Electronic Compensation Operations and Management Portal (ECOMP) with enhancements allowing agencies to upload CA-16 forms by 6/30/2015.		Complete		1.4

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018 ¹ Target	Alignment with Objectives
Milestone F2 (FECA): Upgrade the Employees' Electronic Compensation Operations and Management Portal (ECOMP) allowing agencies to upload CA-3 forms by 9/30/2015.		Complete		1.4
Milestone E1 (Energy): DEEOIC will develop an electronic system to share information with NIOSH by 9/30/2015.		Complete		1.4
Milestone L1 (Longshore): Longshore will develop a secure FTP connection for its carriers to submit documents en masse and in an imaged and indexed format by 9/30/2015.		Complete		1.4
Milestone B1 (Black Lung): Evaluate the effects that digital radiology and the increase in physicians has on claims processing timeliness by 9/30/2015.		Complete		1.3, 1.4
Milestone B2 (Black Lung): Develop a quality measure for the spot audits of random case files to ensure that quality is increasing in concert with the adjustment of PDO processing times. The measure will focus on whether the decision is correct overall, whether the decision is well-reasoned based on the evidence of record and whether the decision meets the regulatory/statutory and procedural requirements by 9/30/2015.		Complete		1.3
Milestone B3 (Black Lung): Work with the Solicitor to develop a measure for 413(b) PDOs that are appealed to the ALJ by 9/30/2015.		Complete		1.3

Strategic Goal 2: Provide Recovery, Rehabilitation, and Employment Services

Description: Assist workers in obtaining early post-injury nurse intervention and return to services, vocational rehabilitation and job placement assistance as soon as they are able. Note: Strategic Goal 2 applies to the FECA and Longshore programs only.

Objective 2.1: Establish policies and procedures that support and improve return to work and vocational rehabilitation outcomes for injured workers

Strategies	2014	2015	2016-2018
2.1a Expand the universe of vocational rehabilitation (VR) counselors and field nurses.	<u>FECA</u> : Finalize and issue a Request for Information (RFI) prior to the creation of a Request for Proposal (RFP) to contract for a new regional contracting mechanism for the provision of VR and nurse intervention services.	<u>FECA</u> : Develop and issue a RFP, select vendor and begin implementing a new regional contracting mechanism for the provision of VR and nurse intervention services.	<u>FECA</u> : Complete implementation of the VR/nurse regional contract mechanism. <u>Longshore</u> : Establish a new regional contracting mechanism for the provision of VR.
2.1b Bring greater consistency in the delivery of nurse and VR services.	<u>FECA</u> : Finalize the Request for Information (RFI) prior to the creation of a Request for Proposal (RFP) to contract for a new regional contracting mechanism for the provision of VR and nurse intervention services.	<u>FECA</u> : Develop and issue RFP, select vendor and begin implementing a new regional contracting mechanism for the provision of VR and nurse intervention services.	<u>FECA</u> : Complete implementation of the VR\Nurse regional contract mechanism <u>Longshore</u> : Establish a new regional contracting mechanism for the provision of VR.
2.1c Improve the timely assignment and provision of nurse and VR services/assistance.	<u>FECA</u> : Establish procedures and performance metrics/goals to report on timely nurse assignment using injury track dates and disability start dates.		
2.1d Increase referrals to VR.	<u>FECA</u> : Establish and track new nurse referral to VR goals. <u>Longshore</u> : Develop Frequently Asked Questions (FAQs) for VR.	<u>Longshore</u> : Promote VR to injured workers via targeted mailings and create VR webpage.	

Strategies	2014	2015	2016-2018
2.1e Establish clearer, more effective procedures for the utilization of VR counselors and field nurses.		<u>FECA/Longshore:</u> Publish new VR handbook to complement the new regional contracts requirements. <u>Longshore:</u> Update LS VR procedures via new part in the LS procedures manual.	
2.1f Pursue opportunities to partner with various employers, stakeholders and communities of practice to identify pilot, demonstration and proof of concept programs/policies.		<u>FECA/Longshore:</u> Establish an OWCP cross-program working group to share and discuss policies, and leverage procedures and best practices for improving return to work (RTW) and VR service delivery. <u>FECA/Longshore:</u> Investigate and review best practices among state agencies and employers to develop new approaches and alternatives to improve RTW and placement outcomes.	<u>FECA/Longshore:</u> Establish an OWCP cross-program working group to share and discuss policies, and leverage procedures and best practices for improving RTW and VR service delivery. <u>FECA/Longshore:</u> Investigate and review best practices among state agencies and employers to develop new approaches and alternatives to improve RTW and placement outcomes.

Objective 2.2: Establish organizational structures and program initiatives that support and improve return to work and vocational rehabilitation outcomes for injured workers

Strategies	2014	2015	2016-2018
2.2 a Improve tracking of agency return to work actions.	<u>FECA:</u> Begin development of the electronic form CA3 within ECOMP.	<u>FECA:</u> Complete form CA3 development, implement in ECOMP and track agency use.	
2.2b Create more effective/efficient systems to facilitate VR and nurse intervention/assistance.	<u>FECA:</u> Develop a disability management portal (DMP) to facilitate the electronic assignment of nurses and VR counselors and to support communications between those entities and the FECA program.	<u>FECA:</u> Expand access to and use of the electronic assignment of nurses and VR counselors and to support communications between those entities and the FECA program.	

Strategies	2014	2015	2016-2018
<p>2.2c Improve the timely reporting and claims filing rate of injuries by federal agencies.</p>	<p><u>FECA</u>: Extend the POWER initiative beyond 2014 to continue capturing improvement in timely filing of claim and RTW outcomes in federal agencies.</p> <p><u>FECA</u>: Continue to expand agencies enrollment in ECOMP to facilitate improvement in timely filing.</p>	<p><u>FECA</u>: Extend the POWER initiative beyond 2014 in continue capturing improvement in timely filing of claim and RTW outcomes in federal agencies.</p> <p><u>FECA</u>: Continue to expand agencies enrollment in ECOMP to facilitate improvement in timely filing.</p>	<p><u>FECA</u>: Extend the POWER initiative beyond 2014 in continue capturing improvement in timely filing of claim and RTW outcomes in federal agencies.</p> <p><u>FECA</u>: Continue to expand agencies enrollment in ECOMP to facilitate improvement in timely filing.</p>
<p>2.2d Expand the employment opportunities of injured workers following VR.</p>	<p><u>FECA</u>: Create and deploy a candidate bank – Labor for America (LFA) – to establish a national link between FECA claimants and private sector employers/job opportunities.</p>	<p><u>FECA</u>: Begin marketing LFA and piloting with FECA claimants, employers and agencies. (OFCCP)</p>	<p><u>FECA</u>: TBD after pilot and initial experience informs program of potential opportunities.</p>
<p>2.2e Create incentives for employers to retain/hire/re-employ injured workers.</p>	<p><u>FECA</u>: Baseline</p>	<p><u>FECA</u>: Expand the use of FECA assisted re-employment authority by using Labor for America.</p> <p><u>FECA</u>: Track, measure and report its use. Set goals, as appropriate.</p>	<p><u>FECA</u>: Explore other hiring incentives (Schedule A, Veteran’s preference, reasonable accommodation assistance) afforded by LFA.</p> <p><u>FECA</u>: Track, measure and report their use. Set goals, as appropriate.</p>
<p>2.2f Develop a more attractive non-federal employer/job universe for injured worker to pursue re-employment opportunities.</p>		<p><u>FECA</u>: Identify employers and organizations that have an interest in or an obligation to hire individuals with disabilities, such as federal contractors, and develop job training and marketing strategies that will attract more FECA claimants to jobs in these fields or with these companies. (see 2.2d –marketing effort.)</p>	<p><u>FECA</u>: Identify employers and organizations that have an interest in or an obligation to hire individuals with disabilities, such as federal contractors, and develop job training and marketing strategies that will attract more FECA claimants to jobs in these fields or with these companies. (see 2.2d –marketing effort.)</p>

Performance Measures:

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018² Target	Alignment with Objectives
FEC RTW1: Percent of Federal employees with serious work-related injuries or illnesses coming under FECA's Disability Management (DM) that are reemployed by non-Postal Federal Agencies within 2 years of their DM start date	92.0%	92.0%	92.0%	2.1, 2.2
FEC RTW2 – Government-wide Lost Production Day (LPD) Rate in non-Postal Agencies	Contextual	Contextual	Contextual	2.1, 2.2
FEC RTW1P: Percent of Federal Employees with serious work-related injuries or illnesses coming under FECA's Disability Management (DM) that are reemployed by 2 years of their DM start day (Postal)	Contextual	Contextual	Contextual	2.1, 2.2
FEC RTW2P: Government-wide Lost Production Day (LPD) Rate in Postal Service	Contextual	Contextual	Contextual	2.1, 2.2
FEC 5aP: Percent of Notice of Injury Filings by Postal Service within 10 work days	Contextual	Contextual	Contextual	2.1
FEC 5bP: Percent of wage-loss claims filed by Postal Service employers within 5 working days	Contextual	Contextual	Contextual	2.1
Longshore: Increase the number of Longshore workers that return to work		Contextual	Contextual	2.1, 2.1
FECA: Increase in the number of injured employees certified for Schedule A and placed in LFA database		Contextual	Contextual	2.1, 2.2
FECA: Increase the number of VR referrals in FECA.		Contextual	Contextual	2.1, 2.2

² Note: For planning purposes the FY 2016-2018 targets were held constant. They will be updated in the 4th quarter of FY 2015 upon completion of the FY 2016 Operating Plan.

Strategic Goal 3: Promote Collaboration and Outreach with Stakeholders and Customer groups

Description: Foster understanding and awareness of OWCP priorities, initiatives, and results through effective external outreach and data sharing. This may include communications; town halls, speaking engagements, and meetings; outreach, public education, and cooperation with our stakeholders, partners, and customer groups; establishing data sharing agreements; and participation in data analysis forums.

Objective 3.1: Promote understanding and awareness of OWCP through the development and dissemination of information to key agency stakeholders, including but not limited to Congress, partner agencies, labor unions, advocates and representatives, providers, the media, industry, the academic and research communities.

Strategies	2014	2015	2016-2018
3.1.a Social media: In coordination with OPA, develop a rotating schedule for each program to provide Twitter tweets, blogs, and other forms of social media announcements about program-related information.	<u>OWCP-wide:</u> OWCP Communications Specialist will meet with OPA to finalize the media that OWCP will contribute to and the schedule of contributions.	<u>OWCP-wide:</u> Each program will establish a structured schedule and identify contributors and event types that will be routinely disseminated through social media.	<u>OWCP-wide:</u> Each program contributes regularly towards social media event types and information that have been identified.
3.1.b Increase participation in conferences, meetings and webinars: Develop a marketing strategy for each program to increase stakeholder requests for OWCP participation in external conferences and meetings.	<u>OWCP-wide:</u> Identify stakeholders (if not clearly identified); gather contact information; and identify appropriate and effective ways to interact.	<u>OWCP-wide:</u> Each program/region will develop strategies to engage, or increase engagement with stakeholders.	<u>OWCP-wide:</u> Implement strategies and assess results
3.1.c Web presence: Streamline and provide uniformity to every program's web content and home-page structure.	<u>OWCP-wide:</u> OWCP Communications Specialist will meet with OPA to determine whether they recommend any changes to create a uniform structure for the programs' home pages.	<u>OWCP-wide:</u> Each program proposes revised home page content using OPA guidance, and submits changes to OPA to effect revisions.	<u>OWCP-wide:</u> All programs will have published a streamlined, uniform home page.

Strategies	2014	2015	2016-2018
<p>3.1.d Data sharing:</p> <p>Each program will develop a list of stakeholder-valued data points and develop a strategy for publishing that data for public consumption. Potential publishing sites include data.gov, DOL data warehouse, each program's home page, etc.</p>	<p><u>OWCP-wide</u>: Each program will establish a workgroup to identify stakeholder-valued data points.</p>	<p><u>OWCP-wide</u>: Each program will create a mechanism/application to disseminate the data points to the public or a vehicle by which they can access the data, and also be able to assess how often the data are accessed.</p>	<p><u>OWCP-wide</u>: Assess the dissemination/access of the data through evaluation/solicitation of feedback from users.</p>
<p>3.1.e National outreach toolkit:</p> <p>Create a national outreach toolkit for each program that includes easily digestible information for use by all regions. The toolkit may include program-related information such as mission, goals, key performance indicators, current and future IT initiatives, upcoming policy or procedural changes designed to improve the stakeholder experience, instructions on how to participate in customer satisfaction surveys, etc.</p>	<p><u>OWCP-wide</u>: Each program should create a workgroup and identify basic elements that will be included in the national outreach toolkit.</p>	<p><u>OWCP-wide</u>: Create a toolkit based on the determinations by the workgroups and distributed to all regional/district offices.</p>	<p><u>OWCP-wide</u>: The work groups will assess the effectiveness of the tool kit and make revisions/updates.</p>
<p>3.1.f E-mail:</p> <p>Develop an OWCP tool for program specific stakeholders to subscribe to info blasts.</p>	<p><u>OWCP-wide</u>: Each program will meet with OPA to discuss viability of govdelivery.com service or an alternative, based on program needs.</p>	<p><u>OWCP-wide</u>: Each program will include in their Home Page a hypertext link that allows users to "subscribe to email updates".</p>	<p><u>OWCP-wide</u>: Each program will assess participation rates from self subscribers and make recommendations for changes to improve enrollment rates.</p>

Strategies	2014	2015	2016-2018
3.1.g Other DOL media – DOL newsletter, FRANCES, etc.	OWCP-wide: OWCP Communications Specialist will establish an effective working relationship with the Office of Public Affairs to facilitate broad dissemination of agency activities in DOL media.	OWCP-wide: OWCP Communications Specialist, program and regional staff will develop collaborative tools and engage OPA in establishing criteria and sharing best practices for disseminating information in DOL media.	OWCP-wide: Each program and region will establish processes and identify personnel to provide a steady stream of information to the OWCP Communications Specialist for dissemination in DOL media.

Objective 3.2: Establish diverse communities of practice at the National and Regional level, for both program-specific and corporate-level issues.

Strategies	2014	2015	2016-2018
3.2.a National level – program-related communities of practice: Establish “Core Mission” communities of practice at the national level and establish a structured meeting schedule. (POWER Return to Work Council, Defense Base Act Roundtable, etc.)	<u>OWCP-wide:</u> Each program will identify a community of practice to establish.	<u>OWCP-wide:</u> Each program will establish a community of practice and implement a regular schedule of meetings.	<u>OWCP-wide:</u> Each program will identify and implement a second community of practice.
3.2.b Regional level – program related communities of practice: Establish “Core Mission” communities of practice at the regional level and establish a structured meeting schedule. (e.g. Field Federal Safety and Health Council, etc.)	<u>OWCP-wide:</u> Each region will identify a community of practice to establish.	<u>OWCP-wide:</u> Each region will establish a community of practice and implement a regular schedule of meetings.	<u>OWCP-wide:</u> Each region will identify and implement a second community of practice.
3.2.c Corporate level communities of practice: Establish “Corporate Level” communities of practice and establish a structured meeting schedule. (e.g. Federal Benefits Working Group, SSA Data Group)	<u>OWCP-wide:</u> OWCP will identify a corporate level community of practice and identify and assign program head/regional director participants.	<u>OWCP-wide:</u> OWCP will establish a corporate level community of practice and implement a regular schedule of meetings.	<u>OWCP-wide:</u> OWCP will identify and establish a second corporate level community of practice and identify and assign program head/regional participants.

Objective 3.3: Customer Satisfaction Surveys - effectively engage with our customers and stakeholders in order to obtain accurate information about interactions so as to improve customer satisfaction and program performance.

Strategies	2014	2015	2016-2016
<p>3.3.a Improve and finalize survey questions: Continually enhance program survey questions to elicit user experience information.</p>	<p><u>OWCP-wide:</u> Consult with BLS, Office of Survey Methods and Research (OSMR) on optimal survey practice approach.</p>	<p><u>OWCP-wide:</u> Each program will review and finalize a set of survey questions to elicit user experience information.</p>	<p><u>OWCP-wide:</u> OWCP and each program will gather/analyze data from surveys to continually enhance survey questions. <u>OWCP-wide:</u> Each program will develop a structured prospective timetable for conducting customer satisfaction surveys on a regular basis.</p>
<p>3.3.b Create new ways for customers to provide feedback: Increase response rate to program surveys.</p>	<p><u>OWCP-wide:</u> OWCP will develop and deploy a toll-free, customer satisfaction survey number for each of the four programs.</p>	<p><u>OWCP-wide:</u> OWCP will consult with OSMR to assess response rate and make recommendations for improvements on the survey.</p>	<p><u>OWCP-wide:</u> Each program will review its response rates and conduct analysis on whether other transactional approaches of engagement with customers would result in a higher response rate.</p>
<p>3.3.c Focus groups: Track, report and use the customer survey results to inform operational policies: OWCP will utilize customer feedback to inform policy and processes.</p>	<p><u>OWCP-wide:</u> OWCP will track and analyze feedback, providing it to the programs on a biannual basis to inform existing/future training and other efforts as appropriate.</p>	<p><u>OWCP-wide:</u> Each program will develop an action plan that addresses the results from the customer surveys.</p>	<p><u>OWCP-wide:</u> Each program will use the follow-up results from the enhanced surveys and additional focus groups to gauge the effectiveness of their respective action plans.</p>
<p>3.3.d OWCP will conduct customer/ stakeholder focus groups to inform on improvements/changes to policies and processes.</p>	<p><u>OWCP-wide:</u> OWCP will gather/analyze information obtained from surveys to identify specific cohorts for focused discussions.</p>	<p><u>OWCP-wide:</u> OWCP will allocate resources to conduct focus group research and share the results with all the programs to inform on policy and process changes.</p>	<p><u>OWCP-wide:</u> OWCP will commission follow-up focus groups to ascertain whether changes in policy and process obtained the desired results.</p>

Performance Measures:

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018³ Target	Alignment with Objectives
Milestone OWCP 2: Each program will develop a revised home page content using Office of Public Affairs guidance by 9/30/2015.		Complete		3.1
Milestone OWCP 3: Develop an OWCP tool for program specific stakeholders to subscribe to information blasts by 9/30/2015.		Complete		3.1
Milestone OWCP 4: Develop an OWCP-wide telephone call timeliness standard, where tracking is possible, by 9/30/2015.		Complete		3.3
OWCP: Improve customer satisfaction ratings for core service areas including – professionalism, responsiveness, timeliness, courteousness, and overall satisfaction.		Contextual	Contextual	3.1, 3.2, 3.3
OWCP: Increase access to OWCP websites. Annual number of website hits.		Contextual	Contextual	3.1
OWCP: Increase the number of outreach events with stakeholder and customer groups depending on the need and budget.		Contextual	Contextual	3.1

³ Note: For planning purposes the FY 2016-2018 targets were held constant. They will be updated in the 4th quarter of FY 2015 upon completion of the FY 2016 Operating Plan.

Strategic Goal 4: Create and Sustain a High Performing Workforce

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

Objective 4.1: Support employee development and improvement.

Strategies	2014	2015-2016	2017-2018
<p>4.1.a Promote Individual Development Plans.</p>	<p><u>OWCP-wide:</u> Offer IDP to all OWCP employees</p> <p><u>OWCP-wide:</u> Collect and maintain library of IDPs.</p>	<p><u>OWCP-wide:</u> Create OWCP Career Development Tool (CDT) on OWCP intranet for employee use – to initially include: 1) sample IDPs by position; 2) links to available resources; and 3) a mechanism whereby users can rate training that has been taken so others can evaluate courses for their own IDP needs.</p>	<p><u>OWCP-wide:</u> Enhance the OWCP CDT based on employee feedback –including focus group and survey results.</p> <p><u>OWCP-wide:</u> Assess feasibility for addition of a self-assessment tool of core competencies to assist staff with targeting useful training.</p>
<p>4.1.b Develop plan for district, regional and nationwide training.</p>	<p><u>OWCP-wide:</u> Analyze results from 2013 training survey.</p> <p><u>OWCP-wide:</u> Provide summary results to programs and outline program-specific requests.</p> <p><u>OWCP-wide:</u> Make recommendations for remaining FY14 training dollars based on survey results.</p>	<p><u>OWCP-wide:</u> Seek input from all staff with a very short (e.g., 3 question) survey focusing on desired training, and provide results of survey for action in FY 2016.</p> <p><u>OWCP-wide:</u> Form 1 focus group to drill down further than all employee survey.</p> <p><u>OWCP-wide:</u> Create protocol for training dollar set aside.</p>	<p><u>OWCP-wide:</u> Elicit other improvements/opportunities from focus group.</p> <p><u>OWCP-wide:</u> Consider forming additional focus groups.</p>

Objective 4.2: Build an effective management team

Strategies	2014	2015	2016-2018
<p>4.2.a Formalize succession planning:</p> <p>Create a library of IDPs/EDPs for key positions. Identify key positions competencies; library sortable by competency.</p>	<p><u>OWCP-wide:</u> Collect IDPs/EDPs on SharePoint</p>	<p><u>OWCP-wide:</u> Collect and formulate desired supervisory competencies</p>	<p><u>OWCP-wide:</u> Collect for other key management positions</p>
<p>4.2.b Develop/implement a management training approach including:</p> <ul style="list-style-type: none"> • A Supervisory Resource Guide; • A supervisor and aspiring supervisor learning tool; and • A self-assessment tool. 	<p><u>OWCP-wide:</u> Collection of existing resources</p>	<p><u>OWCP-wide:</u> Curriculum search and formulation of recommendations</p>	<p><u>OWCP-wide:</u> Create a management and supervisor training tool</p>
<p>4.2.c Institute a Supervisory Mentorship Program:</p> <ul style="list-style-type: none"> • Create list of OWCP management mentors; • Create IDP for aspiring mentors; • Create list of mentors outside of OWCP; • Develop mentor expectations; • Assign mentors at attainment of new management level within one month; and • Survey mentor/mentee. 	<p><u>OWCP-wide:</u> Collect and maintain list of possible mentors</p> <p><u>OWCP-wide:</u> Create IDP form for those who want to be mentors</p> <p><u>OWCP-wide:</u> Develop guidelines for mentor relationships</p> <p><u>OWCP-wide:</u> Create reporting requirement for mentors and mentees</p>	<p><u>OWCP-wide:</u> Collect and maintain list</p> <p><u>OWCP-wide:</u> Reassess for effectiveness</p> <p><u>OWCP-wide:</u> Survey to evaluate success</p>	
<p>4.2.d Facilitate collaboration and development opportunities. Collect and create opportunities for collaboration through cross training and details.</p>	<p><u>OWCP-wide:</u> Collect success stories</p>	<p><u>OWCP-wide:</u> Create Executive Leadership Program</p>	

Objective 4.3: Enhance internal communication

Strategies	2014	2015	2016-2018
4.3.a Hold Program Head and Regional Director meetings with staff.	<u>OWCP-wide:</u> Full staff bi-annually; District Office visits – quarterly		
4.3.b Send notifications using: <ul style="list-style-type: none"> • Email blasts to all employees; • Email blasts to supervisors; and • Employee Newsletter 	<u>OWCP-wide:</u> As necessary <u>OWCP-wide:</u> Introduction to Resource Guide – bi-Monthly	<u>OWCP-wide:</u> Ongoing opportunities	
4.3.c Establish Community(s) of Practice.	<u>OWCP-wide:</u> Establish two	<u>OWCP-wide:</u> Best practices and consider expansion	<u>OWCP-wide:</u> Consider further expansion

Objective 4.4: Recruitment

Strategies	2014	2015	2016-2018
4.4.a Maintain OWCP Diversity and Inclusion program/committee.	<u>OWCP-wide:</u> Promote diversity and inclusion activities		
4.4.b Create resource guide – create a library of position descriptions (PD), job announcements, competency based questions (CBQ) and interview questions.	<u>OWCP-wide:</u> Collection of existing PDs, CBQs, standard interview questions and job announcements		
4.4.c Develop road map for recruitment: <ul style="list-style-type: none"> • Create a strategic roadmap for recruitment actions, types/timeframes; and • Develop recruitment outreach strategies. 		<u>OWCP-wide:</u> Flow chart of options, timeframes, restrictions <u>OWCP-wide:</u> Identify outreach opportunities	<u>OWCP-wide:</u> Develop best practices

Objective 4.5: Rewards and Recognition

Strategies	2014	2015	2016-2018
4.5.a Develop an OWCP performance awards program.	<u>OWCP-wide:</u> Develop and implement OWCP-wide performance award plan addressing bonuses, time off and QSIs	<u>OWCP-wide:</u> Evaluate and revise if necessary	
4.5.b Recognize employees using a variety of approaches.	<u>OWCP-wide:</u> Reinstitute Time Off policy <u>OWCP-wide:</u> Collect regional award best practices	<u>OWCP-wide:</u> Review data and revise if necessary <u>OWCP-wide:</u> Institutionalize best practices <u>OWCP-wide:</u> Research available department and government-wide awards <u>OWCP-wide:</u> Create samples	
4.5.c Formalize OWCP innovation programs.	<u>OWCP-wide:</u> Expand use of Director's public email address to include submission of suggestions <u>OWCP-wide:</u> Implement/ publicize tools such as DOL's <i>Idea Mill</i>	<u>OWCP-wide:</u> Innovation Edition of OWCP Newsletter	

Objective 4.6: Retention

Strategies	2014	2015	2016-2018
4.6.a Survey departing employees: conduct exit interviews	<u>OWCP-wide:</u> Collect/create exit interview questions	<u>OWCP-wide:</u> Conduct exit interviews	<u>OWCP-wide:</u> Collect data and analyze results
4.6.b Retain current employees by conducting surveys of employees with one to five years, five to 15 years, and 15+ years of experience in OWCP.		<u>OWCP-wide:</u> Create and give survey	<u>OWCP-wide:</u> Collect data and analyze results; Conduct focus groups

Performance Measures:

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018⁴ Target	Alignment with Objectives
Percent increase in positive response rates on the following training/development FEVS questions:				
OWCP SG4.1: Q18. My training needs are assessed.	38.5%	43.5%	TBD	4.1, 4.2
OWCP SG4.2: Q 46. My supervisor provides me with constructive suggestions to improve my job performance.	62.8%	67.8%	TBD	4.2, 4.5
OWCP SG4.3. Q47: Supervisors/team leaders in my work unit support employee development.	55.6%	60.6%	TBD	
OWCP SG4.4: Q68. How satisfied are you with the training you receive in your present job?	40.4%	45.5%	TBD	4.1
Percent increase in positive response rates on the following leadership FEVS questions:				
OWCP SG4.5: Q56. Managers communicate the goals and priorities of the organization.	69.5%	74.5%	TBD	4.2, 4.3
OWCP SG4.6: Q57. Managers review and evaluate organization's progress toward meeting its goals and objectives.	72.6%	77.6%	TBD	4.2
Percent increase in positive response rates on the following internal communication FEVS questions:				
OWCP SG4.7: Q64. How satisfied are you with the information you receive from management on what's going on in your organization?	41.9%	46.9%	TBD	4.2, 4.3
OWCP SG4.8: Average days to hire (DOL F&A measure based on OPM standard of 80 days)	80 days	80 days	80 days	4.2, 4.4
Percent increase in positive response rates on the following rewards and recognition FEVS questions:				
OWCP SG4.9: Q3. I feel encouraged to come up with new and better ways of doing things.	39.8%	44.8%	TBD	4.2, 4.5

⁴ Note: For planning purposes the FY 2016-2018 targets were held constant. They will be updated in the 4th quarter of FY 2015 upon completion of the FY 2016 Operating Plan.

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018 ⁴ Target	Alignment with Objectives
OWCP SG4.10: Q31. Employees are recognized for providing high quality products and services	34.6%	39.6%	TBD	4.2, 4.5
OWCP SG4.11: Q65. How satisfied are you with the recognition you receive for doing a good job?	40.7%	45.7%	TBD	4.2, 4.5
Milestone OWCP 5: Collect and analyze data from departing employees using the Department's exit interview survey (if available) by 9/30/2015.		Complete		4.6

*Note: Administrative and Financial measures and targets and the percent improvement targets for FEVS are set at the department level.

Strategic Goal 5: Improve Agency-Wide Operations, Governance, and Infrastructure

Objective 5.1: Build a successful future for OWCP by establishing a planning and performance governance structure.

Strategies	2014	2015	2016-2018
<p>5.1a Align the OWCP Strategic, Operating, and Operational Plans with performance measures and OWCP leadership performance plans.</p>	<p><u>OWCP-wide:</u> Conduct OWCP leadership offsite to discuss/revise Strategic Plan.</p> <p><u>OWCP-wide:</u> Update OWCP Strategic Plan to align with DOL Strategic Plan.</p> <p><u>OWCP-wide:</u> Develop/implement approach to align Operating Plan with new Strategic Plan.</p> <p><u>OWCP-wide:</u> Develop/implement an approach to align Operational Plan with Operating Plan and OWCP Strategic Plan.</p> <p><u>OWCP-wide:</u> Develop/begin implementation of a communication plan to share OWCP Strategic Plan with employees and other stakeholders within 30 days of plan finalization.</p>	<p><u>OWCP-wide:</u> Develop a graphic clarifying alignment among the plans.</p> <p><u>OWCP-wide:</u> Draft an article for the OWCP Newsletter on the OWCP planning framework.</p>	
<p>5.1b Develop and implement a strategic planning framework, cycle/process and mechanisms to: regularly review and track progress in implementing the OWCP Strategic Plan; identify accomplishments and obstacles; and refine the plan, as needed.</p>		<p><u>OWCP-wide:</u> develop and implement planning framework, cycle/process and tracking mechanisms</p>	

Strategies	2014	2015	2016-2018
<p>5.1c Establish quarterly review process to assess performance results, identify improvement opportunities and strategies, and prepare for performance discussions with the Deputy Secretary and departmental leadership.</p>	<p><u>OWCP-wide:</u> Develop a graphic describing/defining the quarterly review process.</p>	<p><u>OWCP-wide:</u> Complete the development of the OURS system, allowing managers to analyze progress throughout the quarter .</p>	

Objective 5.2: Coordinate agency planning for continuation of essential functions during emergency situations.

Strategies	2014	2015	2016-2018
<p>5.2a Enhance OWCP, departmental and government-wide continuity of operations plans (COOP) and Council of Governments (COG) effort.</p>	<p><u>OWCP-wide:</u> Update essential personnel list.</p> <p><u>OWCP-wide:</u> Update nationwide OWCP phone trees.</p> <p><u>OWCP-wide:</u> Complete reconstitution exercises and planning documents.</p> <p><u>OWCP-wide:</u> Perform quarterly telework exercises.</p> <p><u>OWCP-wide:</u> Perform quarterly Alert Fine Test exercises (includes GETS card).</p> <p><u>OWCP-wide:</u> Complete upgrade and stabilization of agency remote access solution to support entire agency functionality.</p>	<p><u>OWCP-wide:</u> Refine and test COOP plans (written COOP plan, field testing, functional plan and equipment) and share with all employees.</p> <p><u>OWCP-wide:</u> Consider options for improved availability during unscheduled events.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/improvements for continued refinement.</p>

Objective 5.3: Provide efficient and transparent financial processes and controls.

Strategies	2014	2015	2016-2018
<p>5.3a Refine budget formulation processes to advance OWCP's strategic goals.</p>	<p><u>OWCP-wide:</u> Hold joint meeting with budget analysts, DAO contracts, BTS and programs to plan for FY 2014.</p> <p><u>OWCP-wide:</u> Hire new budget supervisor</p> <p><u>OWCP-wide:</u> Complete FY 2014 budget passback exercise.</p> <p><u>OWCP-wide:</u> Meet with program directors to review FY 2014 budgets.</p>	<p><u>OWCP-wide:</u> Establish and articulate an internal process with a timeline.</p> <p><u>OWCP-wide:</u> Incorporate Operational Plan end-of-year results into budget.</p> <p><u>OWCP-wide:</u> Identify opportunities for new funding initiatives from the Strategic and Operating Plans.</p> <p><u>OWCP-wide:</u> Create a process to normalize and smooth hiring by allocating sustainable FTE levels to each region by the beginning of each fiscal year.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>
<p>5.3b Continue to refine and improve transparent and timely budget processes.</p>	<p><u>OWCP-wide:</u> Share administrative overhead allocation with program directors.</p>	<p><u>OWCP-wide:</u> Issue initial budget forecasts by August 30.</p> <p><u>OWCP-wide:</u> Issue monthly forecasts by the 15th of each month</p> <p><u>OWCP-wide:</u> Track and reconcile expenditures.</p>	<p><u>OWCP-wide:</u> Issue initial budget forecasts by August 30.</p> <p><u>OWCP-wide:</u> Issue monthly forecasts by the 15th of each month</p> <p><u>OWCP-wide:</u> Track and reconcile expenditures.</p>

Objective 5.4: Proactively leverage information technology and services to support the dynamic operations of the organization.

Strategies	2014	2015	2016-2018
5.4a Continue OIS implementation.	<p><u>Energy</u>: Deploy all offices.</p> <p><u>Longshore</u>: Centralize Defense Base Act (DBA) case create in New York office.</p> <p><u>Longshore</u>: Deploy all offices.</p> <p><u>Black Lung</u>: Deploy all offices by September 2014.</p> <p><u>Black Lung</u>: Resolve business process issue regarding access to single case by multiple people at the same time.</p>	<p><u>OWCP-wide</u>: Complete OIS initial implementation.</p> <p><u>OWCP-wide</u>: Determine opportunities, desirability, costs and timeframes to extend back-scanning as appropriate.</p> <p><u>OWCP-wide</u>: Work on notifications, reports and capturing digital signatures</p>	<p><u>OWCP-wide</u>: Evaluate and reassess prior year activities/improvements for continued refinement.</p>
5.4b Kick-off OWCS claims processes consolidated requirements analysis.	<p><u>OWCP-wide</u>: Perform high-level process reviews</p> <p><u>OWCP-wide</u>: Share analyses with programs for validation.</p> <p><u>OWCP-wide</u>: Present results to program and agency directors.</p>	<p><u>OWCP-wide</u>: Continue detailed requirements analysis until completed.</p>	<p><u>OWCP-wide</u>: Move major applications to the Cloud.</p>

Strategies	2014	2015	2016-2018
<p>5.4c Analyze enhancement opportunities for telework capacity.</p>	<p><u>OWCP-wide:</u> Submit RITS for 1-2 telework days per week per program.</p> <p><u>Energy/Longshore:</u> Allow 1 telework day per week for Energy by September 2014 and for Longshore by October 2014.</p> <p><u>Black Lung:</u> Resolve issues related to SEATS compatibility with applications and a correspondence-generating system that is tied to PCs.</p>	<p><u>OWCP-wide:</u> Explore thin client and tablet technology.</p> <p><u>OWCP-wide:</u> Look at ways to encrypt tablets.</p> <p><u>Black Lung:</u> Allow 1 telework day per week by January 2015.</p> <p><u>Black Lung:</u> Consider FECA demo for Black Lung on how to revamp the correspondence system to 3-tier architecture.</p> <p><u>OWCP-wide:</u> Introduce laptop with cameras (vice workstations) into all future refresh cycles so that LYNC may be fully used in support of telework.</p>	<p><u>OWCP-wide:</u> Migrate shared files and electronic storage to OneDrive (this may be accelerated once OCIO addresses security issues).</p>
<p>5.4d Facilitate inter-program sharing of best practices.</p>	<p><u>OWCP-wide:</u> Establish SharePoint site to post information on best practices.</p>	<p><u>OWCP-wide:</u> Ensure participation in training on collaboration tools throughout OWCP (i.e. Lync, SharePoint, etc.).</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>
<p>5.4e Standardize electronic signatures across OWCP.</p>	<p><u>OWCP-wide:</u> Develop requirement for an all-OWCP electronic signature project.</p>	<p><u>OWCP-wide:</u> Implement an all-OWCP electronic signature project.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>

Objective 5.5: Enhance productivity and reduce costs by improving the quality of our physical infrastructure and operational environment.

Strategies	2014	2015	2016-2018
<p>5.5a Analyze and implement reduction opportunities for space rent.</p>	<p><u>OWCP-wide:</u> Form OWCP work group and establish charter.</p> <p><u>OWCP-wide:</u> Collect and analyze regional data such as floor plans, numbers of FTE, numbers of contract staff, and telework days.</p> <p><u>OWCP-wide:</u> Reduce 10% over 2 years from \$17M budget.</p>	<p><u>OWCP-wide:</u> Continue support of DOL-wide best practices group.</p> <p><u>OWCP-wide:</u> Develop and implement space strategic plan that identifies opportunities for space reduction.</p> <p><u>OWCP-wide:</u> Determine opportunities or requirements to further leverage technology for space reduction</p> <p><u>OWCP-wide:</u> Develop, implement and monitor record retirement/record storage plans and implementation activities.</p> <p><u>OWCP-wide:</u> Demonstrate innovative space configurations in place at other government agencies, involving the union to the greatest extent possible.</p> <p><u>OWCP-wide:</u> Work with the unions, HRC Labor Relations, programs and RDs to promote hoteling.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>

Strategies	2014	2015	2016-2018
<p>5.5b Support the efficient and cost-effective acquisition and deployment of IT commodities (MFD, laptops, wireless technology).</p>	<p><u>OWCP-wide:</u> Collect requirements for OWCP-wide copier/printer/multi-function device (MFD) replacements planned under DOL-wide agreement</p>	<p><u>OWCP-wide:</u> Fully implement PrintWise strategies throughout OWCP.</p> <p><u>OWCP-wide:</u> Negotiate then implement OWCP attrition of personal printers.</p> <p><u>OWCP-wide:</u> Participate in MFD and Wireless Program Review Boards.</p> <p><u>OWCP-wide:</u> Facilitate efforts to improve existing IDIQ to include desired tablets, thin client devices, laptops and other mobile devices (i.e. smartphones).</p>	<p><u>OWCP-wide:</u> Participate in the DOL Identity Management Program as early as feasible (avoiding purchase of additional RSA tokens).</p>
<p>5.5c Decommission and remove legacy technology.</p>	<p><u>OWCP-wide:</u> Establish regular cycles for upgrades and refreshes.</p>	<p><u>OWCP-wide:</u> Develop and implement decommission plan for Avaya and SunGard.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/improvements for continued refinement.</p>
<p>5.5d Enhance asset management.</p>	<p><u>OWCP-wide:</u> Establish requirements for enhanced asset management.</p>	<p><u>OWCP-wide:</u> Implement asset management system and process changes across OWCP.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/improvements for continued refinement.</p>

Strategies	2014	2015	2016-2018
<p>5.5e Implement and/or support internal and external functionality.</p>	<p><u>OWCP-wide:</u> Establish OWCP hiring exception/ review process and promote manager use and access to forms and templates via SharePoint for hiring exception processes and reviews.</p> <p><u>OWCP-wide:</u> Pilot eClass to provide a library of position descriptions</p> <p><u>OWCP-wide:</u> Monitor the Financial and Administrative (F&A) metric of 80-days-to-hire.</p> <p><u>OWCP-wide:</u> Assist with implementation of HRWorks in February 2014 as replacement for PeoplePower and PeopleTime.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>

Objective 5.6: Enhance the procurement process by improving efficiency and reducing costs.

Strategies	2014	2015	2016-2018
<p>5.6a Further consolidate National Office contracts acquisition planning and processing functions in DAO.</p>	<p><u>OWCP-wide:</u> Hold bi-weekly meetings with Procurement, AI Stewart, OSDBU and Procurement Policy.</p> <p><u>OWCP-wide:</u> Fully allocate existing contracts among DAO contracts team resources.</p> <p><u>OWCP-wide:</u> Reassign DEEOIC services and maintenance contracts to DAO.</p> <p><u>OWCP-wide:</u> Reassign OWCP-wide service contracts from DFEC to DAO.</p> <p><u>OWCP-wide:</u> Request approval to expand the OWCP Contracting Officer's warrant to include GSA procurements under the Simplified Acquisition Threshold.</p>	<p><u>OWCP-wide:</u> Continue bi-weekly meetings with Procurement, AI Stewart, OSDBU and Procurement Policy.</p> <p><u>OWCP-wide:</u> Complete reassignment of DEEOIC services contracts to DAO.</p> <p><u>OWCP-wide:</u> Complete reassignment of OWCP-wide service contracts from DFEC to DAO.</p> <p><u>OWCP-wide:</u> Realign COR staffing as DAO assumes additional contracts.</p> <p><u>OWCP-wide:</u> Identify opportunities to leverage volume purchases using OWCP and DOL vehicles.</p> <p><u>OWCP-wide:</u> Continue participating in DOL-level boards and committees to shape policies related to the acquisition of IT products and services.</p> <p><u>OWCP-wide:</u> Review contracts and acquisition plans for opportunities to streamline contract resources.</p>	<p><u>OWCP-wide:</u> Continue bi-weekly meetings with Procurement, AI Stewart, OSDBU and Procurement Policy.</p> <p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>

Objective 5.7: Maintain and/or implement the audit component of program integrity and external audits (e.g. OIG, GAO).

Strategies	2014	2015	2016-2018
5.7a Enhance OWCP internal process to monitor external audits.	<p><u>OWCP-wide:</u> Establish SharePoint site for all OIG/GAO audits.</p> <p><u>OWCP-wide:</u> Draft design of site for review by affected Program Heads, DFA and DAO.</p> <p><u>OWCP-wide:</u> Determine and provide site access to individuals at appropriate levels.</p> <p><u>OWCP-wide:</u> Document audit monitoring process.</p>	<p><u>OWCP-wide:</u> Refine and implement audit monitoring process.</p>	<p><u>OWCP-wide:</u> Evaluate and reassess prior year activities/ improvements for continued refinement.</p>
5.7b Support timely hiring of program integrity staff.	<p><u>OWCP-wide:</u> Coordinate development of PDs, evaluative factors and vacancy announcements.</p> <p><u>OWCP-wide:</u> Announce and recruit all positions NLT September 30, 2014.</p>	<p><u>OWCP-wide:</u> Complete on-boarding process for positions.</p>	

Performance Measures:

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018⁵ Target	Alignment with Objectives
OWCP SG5.1: % of agency invoices submitted electronically (DOL F&A measure)	Q2: 50% Q3: 75% Q4: 100%	Q2: 50% Q3: 75% Q4: 100%	Q2: 50% Q3: 75% Q4: 100%	5.6
OWCP SG5.2: % of payment center invoice interest incurred due to late payment (DOLF&A measure)	100%	Not a FY 2015 measure	TBD	5.3, 5.6

⁵ Note: For planning purposes the FY 2016-2018 targets were held constant. They will be updated in the 4th quarter of FY 2015 upon completion of the FY 2016 Operating Plan.

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018⁵ Target	Alignment with Objectives
OWCP SG5.3: % of agency delinquent debts referred to the Treasury Cross Servicing Program w/in 6 months of establishment of receivable (DOL F&A measure)	95%	95%	95%	5.3, 5.7
OWCP SG5.4: % of agency approved spend plans submitted timely (DOL F&A measure)	100%	100%	100%	5.3
OWCP SG5.5: % of agency contracts per quarter awarded within target (DOL F&A measure)	100%	100%	100%	5.6
OWCP SG5.6: % of agency contract dollars per quarter completed (DOL F&A measure)	85%	85%	85%	5.6
OWCP SG 5.7: Number of agency unauthorized commitments that require ratification (DOL F&A measure)	0	0	0	5.6
OWCP SG 5.8: % of agency contract dollars awarded to small businesses (DOL F&A measure)	33.5% DOL-wide target	33.5% DOL-wide target	33.5% DOL-wide target	5.6
OWCP SG 5.9: % of agency contract dollars awarded to women-owned businesses (DOL F&A measure)	5%	5%	5%	5.6
OWCP SG 5.10: % of agency contract dollars awarded to service-disabled, veteran-owned small businesses (DOL F&A measure)	3% DOL-wide target	3% DOL-wide target	3% DOL-wide target	5.6
OWCP SG 5.11: % of agency contract dollars awarded to HUBZone firms and small businesses (DOL F&A measure)	3% DOL-wide target	3% DOL-wide target	3% DOL-wide target	5.6
OWCP SG5.12: % of agencies' contracts meeting the CPARS reporting threshold that have a "Contractor Performance Assessment" completed (DOL F&A measure)	80%	80%	80%	5.6
OWCP SG5 13: Timely response to external auditor's request (DOL F&A measure)	100%	100%	100%	5.7

Measures/Milestones	FY 2014 Target	FY 2015 Target	FY 2016-2018 ⁵ Target	Alignment with Objectives
OWCP SG5.14: % of agency quarterly certification of agency internal control and financial management provided to OCFO by the due date (DOL F&A measure)	100%	100%	100%	5.3, 5.7
Percent increase in positive response rates on the following internal communication FEVS question:				
OWCP SG5.15: Managers communicate the goals and priorities of the organization (Q. 56)	69.5% (FY 2013 baseline)	74.5%	TBD	5.1

*Note: Administrative and Financial measures and targets and the percent improvement targets for FEVS are set at the department level.

VII. Implementing Our Plan with a Culture of Performance Measurement and Accountability

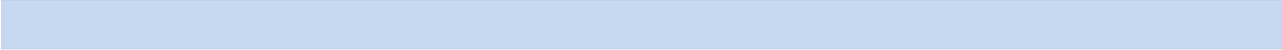
Each OWCP program will continue to utilize well-established systems and processes for identifying, monitoring, balancing program priorities and correcting program management deficiencies. Program performance data is derived from a number of internal sources and reports including the claims management systems, bill processing services reports, call monitoring software, and the OWCP Uniform Reporting System (OURS). The programs will conduct quarterly and annual reviews and hold 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 operating and operational plans. A formal review of progress against annual operational and long-term goals will occur through OWCP's Quarterly Review and Analysis (QR&A) process. This entails evaluation of district office timeliness, workflow, quality and outcome results across an array of key mission activities. Organizational performance deficiencies will be identified by comparing performance to established program standards and any corrective actions instituted. As necessary, program managers discuss performance results and plans corrective actions directly with regional and district office management. In addition, the Director of OWCP meets with the Deputy Secretary at the end of every quarter to discuss performance results.

Performance ratings for OWCP managers and supervisors are 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 and quality targets are cascaded down to non-supervisory staff in their performance standards.

OWCP also is continuing to enhance its customer survey and feedback activities to ensure we understand how our claimants view their interactions with us. We will use survey results to assess how best to improve responsiveness and the quality of assistance provided; improve outreach and the communication of information to better explain the claims process and ensure that claimants understand their rights of appeal; and provide additional services, as feasible, that may have been identified through the survey. In addition, OWCP leaders are carefully reviewing the results of the Office of Personnel Management's (OPM) annual Federal Employee Viewpoint Survey (FEVS). Employee satisfaction and morale is critical to building a high-performing organization. Engaged employees generally are productive and effective employees.

Each year the program offices 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 his/her 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 information technology and fiscal controls.

Identified program deficiencies are tracked, remediation plans are monitored and corrective actions are documented. OWCP is also subject to ad hoc OIG and General Accountability Office (GAO) audits of the programs' structure or management that may require that corrective actions be taken within established timeframes. In addition, OWCP began to expand its program integrity initiatives (improper payments, etc.) across its programs in 2014 and will continue these efforts in 2015 and beyond.



VIII. OWCP Leadership Team Concurrence

We, the senior leadership of OWCP, are committed to working with the men and women of our agency and with our stakeholders, partners, and customers, to efficiently and fairly implement this Strategic Plan and to turn it into reality. – *September 2014*

Director, OWCP: Gary Steinberg, (Acting)

Goal Team 1:

Team Leads: Rachel Leiton, Sam Shellenberger, Bob Sullivan

Team Members: Sally Carn, Jim Bibeault, Carol Campbell, Tisha Carter, Valerie Jackson, Rae Ellen James, Jay Mariani, Jack Mercer, Jeff Nesvet, Richard Robilotti, Colleen Smalley, Richard Stanton, John Sullivan, Julia Tritz, David Widener

Goal Team 2:

Team Leads: Maggie Fernandez, Doug Fitzgerald , John McKenna

Team Members: Marco Adame, Rholanda Basnight Cathy Carter, Pete Krah, Theresa Magyar, Jim Polcyn, Nigel Strozier, Marcus Tapia, Andy Tharp, Mark Reinhalter, Angella Winn

Goal Team 3:

Team Leads: Tony Rios, Zev Sapir

Team Members: Vicky Ashby , Larry Botts, Todd Bruininks, Rhonda Chappelle, Kelliane Conaway , Jerry Delo, Doug Dettling, Carolyn King, Chuck Lee, Tirzah Leiman-Carbia, Carrie Rhoads, Karen Spence, Joyce Vail, John Vance

Goal Team 4:

Team Leads: Mike Chance, Christy Long, Sharon Tyler

Team Members: Vincent Alvarez, , Roger Belcher, David Duhon, David Miller, Susan Morales, Annette Prindle, Benjamin Taddeo, Gloria Taylor, Jennifer Valdivieso

Goal Team 5:

Team Leads: Mike Tyllas, Dean Woodard

Team Members: Shanti Ananthanayagam, Paul Beckham, Steve Cohen, Shantoyia Gates, David Groeneveld, Rick Hanna, Lynda Kramer, Lorraine Rardain, John Scott, Jatin Wahi