DOL Human Capital Strategic Implementation Plan

Major Initiative	Milestone or Activity	Indicator	Accountability	Timeframe
A.	**Strategic Alignment**			
A.1 Develop and regularly update the Human Capital Strategic Plan and OASAM Strategic Plan to support DOL's business goals and strategies.	**A.1.2** Update the HR Strategic Plan	Date of distribution and publication on LaborNet of update	HRC	Q1 annually
	A.1.2 Update the OASAM Strategic Plan	Date plan updated	HRC	Q4/FY 2005 and annually thereafter
A.2 Maintain DOL support for human capital initiatives through a management cross-cut budget initiative.	**A.2.1** Develop management cross-cut funding requests for e-HR initiatives	Specific cross-cut proposals approved for funding	HRC	Q3 annually
	A.2.2 Implement approved management/IT cross-cut proposals	Number of proposals successfully completed	HRC lead; Agencies for specific plans	Q3 annually
B.	**Workforce Planning and Deployment**			
B.1 Complete five-year restructuring and consolidation initiatives.	**B.1.1** Progress on implementation of restructuring and consolidation initiatives	Ratings on Agency Scorecards	Agencies for specific initiatives	Q1/FY 2004 and semi-annually thereafter
B.2 Provide information on the DOL workforce to improve workforce planning and analysis capability.	**B.2.1** Implement a DOL At-A-Glance Workforce Profile System to evaluate workforce trends	At-A-Glance reports published on LaborNet	HRC	Q1/FY 2004 and semi-annually thereafter
B.3 Provide support for competitive sourcing DOL-wide including guidance to managers on responding to personnel changes.	**B.3.1** Provide all managers with additional operational guidance on implementation of Career Transition Assistance and Placement Program	Date of distribution and publication on LaborNet	HRC	Q4/FY 2005
	B.3.2 Prepare a Quarterly Competitive Sourcing Initiatives Status Report	Date report completed	HRC	Q3/FY 2005 and quarterly thereafter
B.4 Conduct a DOL assessment of the impacts of Civil Service reform and the Workforce Flexibility Act of 2004 initiatives.	**B.4.1** Prepare a DOL Assessment Report of the impacts of Civil Service reform	Date completed	HRC	Q4/FY 2006
	B.4.2 Develop a DOL-wide Implementation Plan for implementing changes from the Workforce Flexibility Act of 2004	Date plan submitted	HRC	Q1/FY 2007
C.	**Leadership and Knowledge Management**			
C.1 Maintain SES and mid-level management development and training programs based on succession planning needs.	**C.1.1** Assess management development needs	Turnover analysis of supervisory positions	Agencies to set needs; HRC for data analysis	Q1/FY 2004 and annually thereafter
	C.1.2 Launch new SES Candidate Program	Number of candidates	Agencies and HRC	Q4/FY 2005 and as determined needed thereafter
	C.1.3 Launch new mid-level Management Development Program	Number of candidates	Agencies and HRC	Q4/FY 2005 and as determined needed thereafter
C.2 Continue the MBA Fellows Program.	**C.2.1** Select MBA Fellows class	Candidates selected and job offers made	HRC lead, Agencies provide positions	Q3/FY 2004 and annually thereafter
C.3 Continue the Mentoring Program.	**C.3.1** Solicit participants for the Mentoring Program	Program announced and mentors and mentees selected	HRC	Q2/FY 2004 and annually thereafter
C.4 Provide DOL agencies with information acquired from entrance and exit surveys for consideration in program/policy development.	**C.4.1** Conduct an Exit Survey System Pilot	Date pilot started	HRC lead, agency participation	Q3/FY 2005
	C.4.2 Analyze exit survey results and provide a quarterly findings report to agencies	Date report completed	HRC	Q4/FY 2005
	C.4.3 Implement a DOL-wide Exit Survey System	Date system implemented	HRC lead, agency participation	Q2/FY 2006
	C.4.4 Develop and pilot a New Hires Survey System	Date pilot started	HRC	Q4/FY 2006
C.5 Ensure that web sites are user friendly and navigable.	**C.5.1** Publish/revise materials and place them on the HR Community Web Site	Number of new/revised materials available online	HRC	Q4/FY 2005 and annually thereafter
	C.5.2 Prepare and distribute a report identifying web site content to content managers	Date report completed	HRC	Q4/FY 2005 and quarterly thereafter
D.	**Results Oriented Performance Culture**			
D.1 Increase diversity DOL-wide and increase specific representation in management and mission-critical occupations.	**D.1.1** Prepare annual EEOC MD-715 report and submit to the EEOC	Date plan submitted	HRC	Q2/FY 2005 and annually thereafter
	D.1.2 Prepare annual Federal Equal Opportunity Recruitment Plan and Disability Plan	Date plan submitted	HRC	Q1/FY 2004 and annually thereafter
	D.1.3 Evaluate effectiveness of current targeted outreach programs	Date evaluation completed	HRC	Q1/FY 2004 and annually thereafter
D.2 Analyze linkage of performance to compensation.	**D.2.1** Assess the current linkage of performance to compensation through awards.	Date assessment completed	HRC	Q4/FY 2006
D.3 Implement competency-based performance management.	**D.3.1** Update DPR 430	Date completed	HRC lead, agency participation	Q4/FY 2006
	D.3.2 Conduct negotiations	Date started	HRC lead, agency participation	Q1/FY 2007
E.	**Talent**			
E.1 Reduce knowledge and skill gaps DOL-wide.	**E.1.1** Assess progress on implementation of agency Skill Gap Assessment Action Plans	Ratings on Agency Scorecards	Agencies for specific initiatives	Q4/FY 2005 and semi-annually thereafter
	E.1.2 Reassess skill gaps in mission critical occupations to determine if gaps have been closed as outlined in agency Skill Gap Assessment Action Plans	Percentage of skill gaps identified that have been eliminated	HRC lead, agency participation	Q4/FY 2007

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F.	**Accountability**			
F.1 Improve DOL's accountability system by using a metrics plan, accountability reviews, and methods for measuring progress.	**F.1.1** Conduct regular agency reviews using PMA-based Agency Scorecards	Agencies rated on scorecards	HRC	Q2/FY 2004 and semi-annually thereafter
	F.1.2 Conduct a routine check of DOL's FTE Utilization Rate	DOL Monthly Employment Analysis Memorandum (FTE Report)	HRC	Q4/FY 2002 and annually thereafter
F.2 Share best practices across DOL, working together to resolve scorecard and other issues.	**F.2.1** Collect agency best practices as part of Scorecard review process	Best Practices shared with agencies	HRC, in conjunction with agencies	Q3/FY 2004 and semi-annually thereafter
F.3 Analyze results of the Federal Human Capital Survey (FHCS).	**F.3.1** Analyze results of the FHCS	Date analysis complete	HRC and OPM	Q4/FY 2005 and biennially thereafter
	F.3.2 Post FHCS results on LaborNet	Date of distribution and publication on LaborNet	HRC	Q1/FY 2006 and biannually thereafter
G.	**e-HR Initiatives**			
G.1 Improve the e-Recruit hiring process through the use of the DOL Online Opportunities Recruitment System (DOORS).	**G.1.1** Hire new employees in a timely manner based on the 45-Day Hiring Model	Number of days to hire	HRC, in conjunction with agencies	Q1/FY 2005 and quarterly thereafter
	G.1.2 Create a vacancy announcement using competency based questions	Percentage of vacancy announcements with competency based questions	HRC, in conjunction with agencies	Q1/FY 2005 and quarterly thereafter
	G.1.3 Implement a FAX Imaging System to enhance DOORS	Date FAX Imaging System implemented	HRC, in conjunction with agencies	Q2/FY 2006
	G.1.4 Implement workload reporting using Business Intelligence tools	Date BI tools on-line and available for use	HRC, in conjunction with agencies	Q2/FY 2006
G.2 Implement a manager-initiated e-Classification module fully integrated with e-Recruit.	**G.2.1** Establish a Project Team	Date Project Team appointed	HRC, in conjunction with agencies	Q4/FY 2005
	G.2.2 Conduct a Requirements and Fit Gap Analysis	Date Requirements and Fit Gap Analysis completed	HRC	Q2/FY 2006
	G.2.3 Stand-up and pilot system	Date Pilot completed	HRC, in conjunction with agencies	Q2/FY 2007
	G.2.4 Implement e-Classification System DOL-wide	Date implementation completed	HRC, in conjunction with agencies	Q4/FY 2007
G.3 Digitize the Official Personnel File (e-OPF).	**G.3.1** Establish Project Team	Date Project Team established	HRC, in conjunction with agencies	Q4/FY 2005
	G.3.2 Complete an e-OPF Assessment	Date e-OPF Assessment completed	HRC	Q1/FY 2006
	G.3.3 Conduct e-OPF System Pilot in 2 agencies	Date pilot completed	HRC, in conjunction with agencies	Q3/FY 2006
	G.3.4 Deploy e-OPF System DOL-wide	Date e-OPF implemented	HRC, in conjunction with agencies	Q4/FY 2006
	G.3.5 Cleanse/purge OPFs	Date completed	HRC, in conjunction with agencies	Q1/FY 2007
	G.3.6 Scan paper files into electronic system (Back-file conversion)	Date scanning completed	HRC, in conjunction with agencies	Q2/FY 2007
G.4 Enhance HR data analysis and reporting capabilities.	**G.4.1** Implement EHRI e-Reporting analytic tools	Date tools implemented	HRC, in conjunction with agencies	Q2/FY 2007
G.5 Implement an e-Learning Management System (LMS) that provides a DOL-wide architecture for learning management and provides flexibility for course development.	**G.5.1** Complete an Executive Business Case/Requirements Analysis	Date completed	HRC, in conjunction with agencies	Q1/FY 2006
	G.5.2 Select a service provider	Date service provider selected	HRC	Q3/FY 2006
	G.5.3 Conduct e-LMS Pilot	Date pilot completed	HRC, in conjunction with agencies	Q2/FY 2007
	G.5.4 Complete migration to e-Training provider	Date migration completed	HRC, in conjunction with agencies	Q4/FY 2010
G.6 Streamline the initiation of background investigations and security clearances.	**G.6.1** Sign Implementation Agreement for e-QIP with OPM	Date signed	HRC	Q1/FY 2006
	G.6.2 Conduct e-QIP Pilot	Date pilot completed	HRC, in conjunction with agencies	Q3/FY 2006
	G.6.3 Implement e-QIP DOL-wide	Date implementation completed	HRC, in conjunction with agencies	Q2/FY 2007
G.7 Migrate to a Shared Service Center.	**G.7.1** Sign SSC SLA and develop Transition Plan for migration	Date Plan completed	HRC, in conjunction with agencies	Q2/ FY 2007
	G.7.2 Transition to Shared Service Center	Date transition completed	OPM, HRC, and agencies	Q2/FY 2008
	G.7.3 De-commission PeoplePower	Date de-commissioning completed	HRC and agencies	Q3/FY 2010
G.8 Ensure that the NFC Payroll System is operating in compliance with performance and migration requirements.	**G.8.1** Develop processes to support the NFC Payroll migration	Number of operating procedures published	OCFO/HRC	Q4/FY 2006
H.	**Worklife Initiatives**			
H.1 Increase employee participation in Worklife programs.	**H.1.1** Develop and distribute marketing plan	Date plan completed	HRC	Q4/FY 2005
	H.1.2 Implement marketing plan DOL-wide	Date plan implemented	HRC	Q1/FY 2006
	H.1.3 Monitor and analyze program participation	Number of participants	HRC	Ongoing
	H.1.4 Prepare Worklife Programs Participation Report	Date report completed	HRC	Q4/FY 2006 and semi-annually thereafter
H.2 Publish a new combined Welcome to DOL and Benefits and Services At-A-Glance Guide.	**H.2.1** Place the Welcome to DOL and Benefits and Services At-A-Glance Guide on LaborNet	Date placed on LaborNet	HRC	Q1/FY 2006