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Description of document: Department of Commerce (DOC) Human Capital Plan, 2021

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Source of document: FOIA Request
Immediate Office of the Secretary FOIA Officer
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UNITED STATES DEPARTMENT OF COMMERCE
Chief Financial Officer and
Assistant Secretary for Administration
Washington, D.C. 20230

December 17, 2021

Re: Freedom of Information Act Request DOC-OS-2022-000053

This is in response to your Freedom of Information Act Request to the Department of Commerce submitted October 10, 2021 and assigned Tracking No. DOC-OS-2022-000053. Your request was for:

“A copy of the most recent Department of Commerce Human Capital Operational Plan. I would prefer to receive the plan that was put into operation for FY2021. This is a noncommercial individual request that falls into the “all other requesters” fee category.”

Thank you for your cooperation and patience. After a search of the Agency records, we are providing you with the results of our search. Enclosed is the Department of Commerce Human Capital Operational Plan which consist of one (1) document containing twenty-four (24) pages. The document is now being released to you in its entirety.

If you have any questions or concerns or would like to discuss any aspect of your request, you may contact Tanisha Williams by email at twilliams9@doc.gov

You may also contact the Department’s FOIA Public Liaison:

Bobbie Parsons
U.S. Department of Commerce
Office of Privacy and Open Government
1401 Constitution Ave. NW, Rm 61013
Washington, DC 20230
telephone at (202) 482-3257; email at bparsons@doc.gov

Please refer to your FOIA request tracking number, DOC-OS-2022-000053, when contacting us.

In addition, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road-OGIS
College Park, Maryland 20740-6001
e-mail at ogis@nara.gov;
telephone at (202) 741-5770; toll free at 1 877-684-6448; facsimile at 202-741-5769

DOC-OS-2022-000053

December 17, 2021

You have the right to appeal this determination of your FOIA request. An appeal must be received within 90 calendar days of the date of this response letter. Address your appeal to the following office:

Assistant General Counsel for Employment, Litigation and Information
U.S. Department of Commerce
Office of the General Counsel, Room 5896
1401 Constitution Ave., NW
Washington, D.C. 20230

An appeal may also be sent by e-mail to FOIAAppeals@doc.gov or by FOIAonline, if you have an account in FOIAonline, at <https://foiaonline.regulations.gov/foia/action/public/home#>. The appeal should include a copy of the original request and initial determination, if any. All appeals should include a statement of the reasons why the records requested should be made available and why the determination was in error.

The appeal letter, the envelope, and the e-mail subject line should be clearly marked "Freedom of Information Act Appeal." The e-mail, FOIAonline, and office mail are monitored only on working days during normal business hours (8:30 a.m. to 5:00 p.m., Eastern Time, Monday through Friday). FOIA appeals posted to the e-mail box, FOIAonline, or the office after normal business hours will be deemed received on the next normal business day. If the 90th calendar day for submitting an appeal falls on a Saturday, Sunday or legal public holiday, an appeal received by 5:00 p.m., Eastern Time, the next business day will be deemed timely.

Your request is now closed.


Thank you for your cooperation and patience.

Sincerely,

**ROBERTA
PARSONS**

Bobbie Parsons

Acting Deputy Chief FOIA Officer and
Acting Deputy Program Director for FOIA/Privacy Act Operations
FOIA Officer, Immediate Office of the Secretary
Office of Privacy and Open Government

 Digitally signed by
ROBERTA PARSONS
Date: 2021.12.17 14:02:36
-05'00'

Enclosures:

Executive Personnel Policy Manual
FOIAonline Record Access Instructions

FOIAonline Record Access Instructions

1. Go to <https://www.foiaonline.gov/foiaonline/action/public/home> and select “Search request” button located on the left side of the page; you may also click on the “Search” tab at the middle of the page.
2. Enter the search term, in this case enter “DOC-OS-2021-001541” in the “*Quick Search” box.
3. The results of the search term will appear once the “GO” button is selected.
4. Click on the “Tracking Number” for example, DOC-OS-2021-001541 located in the first column of the search results. This will take you to the next screen titled “Request Details.”
5. On the “Released Records” screen:
 - a. Click on the “**DOWNLOAD ALL**” button to save the file(s) to a location of your choice, or
 - b. Select the file(s) you wish to save and click on the “**DOWNLOAD SELECTED**” button to save the files to a location of your choice.



Integrity • Inclusiveness • Excellence

Office of Human Resources Management

DEPARTMENT OF COMMERCE HUMAN CAPITAL OPERATING PLAN (HCOP) FOR FISCAL YEAR 2021



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I. Introduction

As part of the President's economic team, the Secretary of Commerce serves as the voice of U.S. business within the Cabinet. The Department of Commerce (Department) works with businesses, universities, communities, and the Nation's workers to promote job creation, economic growth, sustainable development, and improved living standards for all Americans. Through its 12 bureaus and nearly 47,000 employees located in all 50 states and 5 U.S. territories and more than 86 countries worldwide, the Department administers critical programs that touch the lives of every American. The Department's workforce is as diverse as its mission: it is made up of economists, Nobel-winning scientists, Foreign Service officers, patent attorneys, law enforcement officers, and specialists in everything from international trade to aerospace engineering.

The Department's senior leadership is committed to ensuring and sustaining a workplace culture that promotes sound principles and policies related to effective Performance Management. This commitment has been reflected in results from the Federal Employee Viewpoint Survey (FEVS). Commerce has consistently ranked in the Top 5 for the Best Places to Work across the Federal Government for large agencies. Two indices that show positive trends over the last four cycles are the Employee Engagement Index and New Inclusion Quotient Index. The Department and its bureaus leverage FEVS data to enhance the work environment and promote management practices that enable increased employee engagement and improved organizational performance.

Defining the HCOP

The Human Capital Operating Plan (HCOP) is a comprehensive roadmap with directions on how the DOC can fulfill its strategic goals related to people, resources, and technology. The HCOP is the Department's human capital implementation document, describing how we will execute the human capital strategies in the DOC Strategic Plan and Annual Performance Plan. The Chief Human Capital Officer (CHCO) establishes the HCOP, in collaboration with Commerce's senior management team. Beyond the Strategic Plan and Annual Performance Plan, the HCOP provides ongoing opportunities to influence the strategic human capital direction and to communicate with senior leaders.

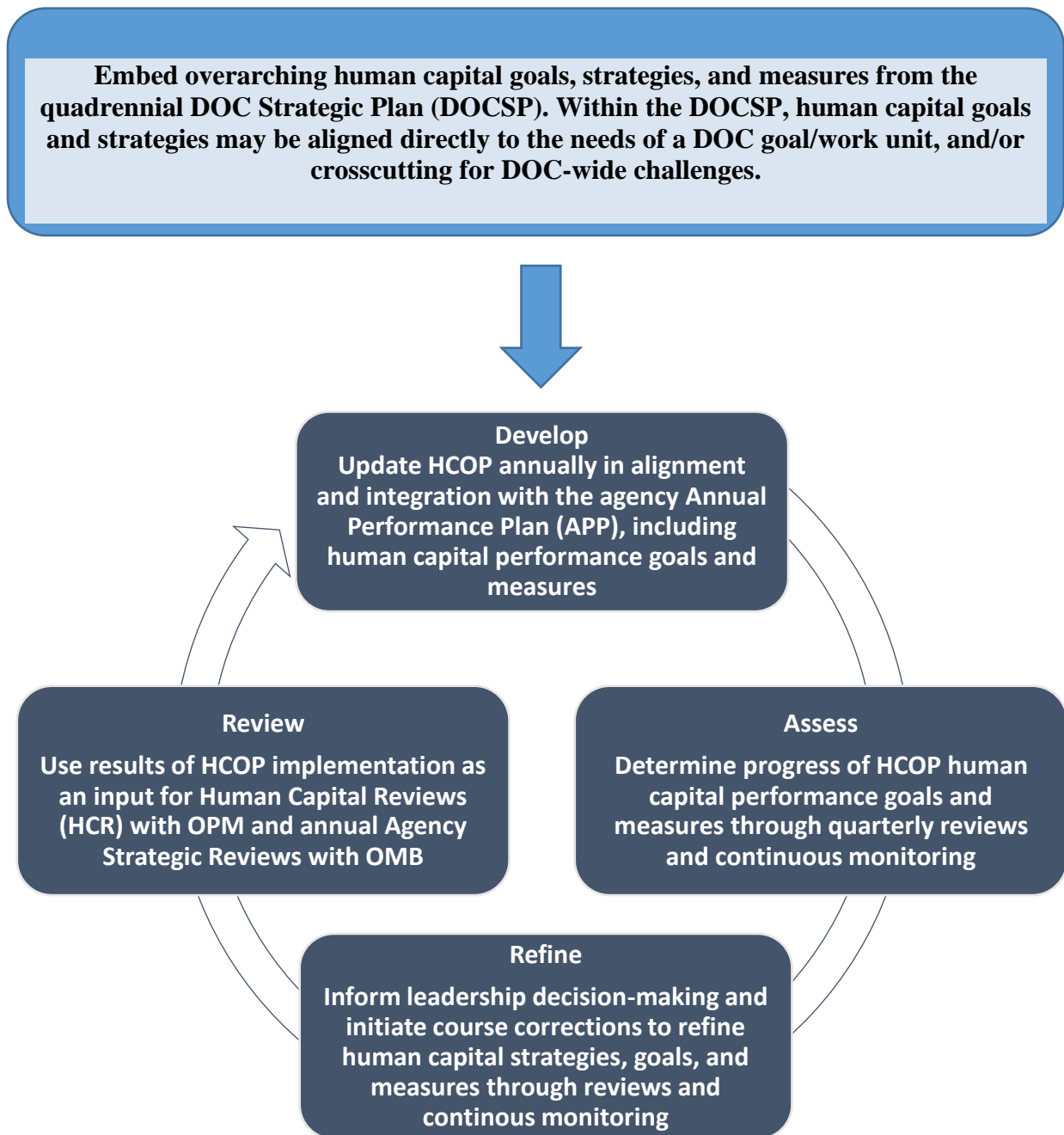
The increased visibility and improved integration of strategic human capital planning in the Department's Strategic Plan is intended to enhance organizational outcomes by streamlining the strategic alignment of people with mission. The regulations for Strategic Human Capital Management, Title 5, Code of Federal Regulations (CFR) 250 Subpart B, reinforce this enhancement by replacing the Strategic Human Capital Plan with the HCOP, which focuses on implementation. The HCOP is to be reviewed and approved annually, and updated as needed; it will be made available to the Office of Personnel Management (OPM) upon request.

The HCOP Life Cycle

As with any process life cycle, there is a sequenced flow of information and actions. The HCOP life cycle has four phases, each representing specific activities for developing and utilizing the strategic initiatives and plans to meet the outlined objectives. The Department began by linking the human capital operating initiatives to tactical activities within the bureaus. These linkages are closely tied to key performance indicators that assess and measure the achievement of annual organizational goals and objectives to fulfill the diverse agency mission. The second phase of the life cycle involves continuous monitoring and assessment against identified metrics to determine agency progress, as well as comparison across governmental organizations with similar demographics and workforce environments. The third phase undertakes adjustments and refinement of practices, policies, and procedures to inform key decision-making authorities, and aligns resources to enable process improvements, service stabilization, and quality assurance in meeting targeted goals. Finally, the life cycle is complete with the review phase, where results are documented and benchmarked as foundational material for the next annual cycle.

Figure 1 below depicts the development and implementation life cycle of the HCOP.

Figure 1. HCOP Life Cycle



The HCOP in Context with the Federal Performance Framework

The HCOP is the human capital implementation plan for the Department. It provides the detailed actions the Department will execute at the operating level, with intermediate goals and measures, to achieve the overarching human capital strategies and priorities stated in the DOC Strategic Plan or Annual Performance Plan. This table identifies the differences among the three types of plans, which help the DOC move from human capital strategy to implementation.

Figure 2. Differences in the DOCSP, APP, and HCOP

| <i>Plan</i> | <i>Purpose</i> | <i>Timeframe</i> | <i>Focus</i> | <i>Description</i> |
|--|-----------------------------|-----------------------------------|----------------|---|
| <i>DOC Strategic Plan (DOCSP)</i> | Long-term Planning | <u>4 years</u> • 2018–22 | Strategy | <ul style="list-style-type: none"> • Presents DOC’s long-term objectives, describing general and long-term goals the agency aims to achieve, what actions the DOC will take in coordinating resources to realize those goals, and how it will address challenges or risks. • Includes long-term strategic goals and objectives for human capital. |
| <i>Annual Performance Plan (APP)</i> | Sequencing and Prioritizing | <u>1 year</u> • 2021 | Prioritization | <ul style="list-style-type: none"> • From the strategic goals and objectives in the DOCSP, establish APPs that describe the level of performance to be achieved during the next fiscal year. • Describes how strategic goals (including HC goals) will be achieved, identifies priorities among the goals, and explains how the DOC will monitor progress. |
| <i>Human Capital Operating Plan (HCOP)</i> | Tactical Planning | <u>Updated Annually</u> • 2021 | Implementation | <ul style="list-style-type: none"> • Identifies short-term specific actions the DOC will take each year to achieve the <u>human capital goals and priorities stated in the APP</u>. • Identifies who is responsible, what resources are required, and what timeframes are expected. • Identifies the intermediate <u>human capital performance measures and metrics</u> the DOC will use through its quarterly reviews to evaluate progress. |

The HCOP Is Tactical, Not Strategic

Using the HCOP is key to enabling successful outcomes from the DOC's strategic planning process. But it is important to note the HCOP itself is not a strategy document. It is briefly and concisely focused on tangible outcomes and short-term measures. It has a tactical look and feel. Often referred to throughout the year, the HCOP is a dynamic document used to assess progress and enable timely adjustments based on actual performance and data. In this way, the HCOP serves as a powerful accountability and alignment mechanism for stakeholders up, down, and across the agency:

- **DOC Senior Leaders** use the HCOP to chart progress on the DOC's strategic human capital initiatives, and ensure the CHCO has the resources and support they need to deliver on the agency's annual goals and objectives.
- **The CXO Partners (Finance, Procurement, IT, etc.)** use HCOP results as a conversation starter with the CHCO and DOC Senior Leaders about the specific financial, contractual, IT, and other resources needed to execute the agency's human capital strategies.
- **The CHCO** uses the HCOP to align senior DOC leaders and CXO partners around a specific human capital operating agenda for the year; prioritize the work of the human capital team; and through quarterly reviews, monitor, evaluate, and communicate progress on an ongoing basis.
- **HR Practitioners** use the HCOP to gain "line of sight" into the Department's human capital priorities, and align their individual work plans to support those priorities.
- **Hiring Managers** use HCOP results to inform their decisions on attracting, developing, and retaining the talent needed to accomplish their missions.

The HCOP results support effective oversight and evaluation of the DOC's human capital strategies. The human capital performance measures and metrics developed as part of the HCOP should be used:

- As a foundation for DOC quarterly reviews, and an early feedback system when chosen strategies/improvements are not achieving desired outcomes; and
- To inform annual performance reviews.

Likewise, information obtained through the DOC's quarterly and annual performance reviews can be used to make updates or course corrections to the HCOP, as needed throughout the year.

II. Human Capital Operating Plan

The DOC Strategic Plan and Annual Performance Plan

The CHCO and other DOC leaders have identified the human capital risks and opportunities relating to specific agency goals and work units. Human capital challenges impacting the DOC as an enterprise have also been identified.

In the following pages, a summary of the goals identified in the Department’s Strategic Plan and Annual Performance Plan is provided, followed by the action plans for the Department’s Human Capital Goals.

Human Capital Goals, Initiatives, Metrics, and Evaluation

The following approach has been used throughout the development of the plan.

- **Human Capital Goals:** Human capital goals are statements of the result or achievement toward which effort is directed. Human capital goals can be long- or short-term and may be expressed specifically or broadly.
- **Initiatives:** Initiatives identify the milestones that must be taken, who is responsible, what resources are required, and what timeframes are expected.
- **Metrics:** Values that indicate the state or quality level of that which is being measured. Metrics are measurements, either qualitative or quantitative, that provide a basis for evaluating effectiveness and efficiency of performance. Performance metrics inform the evaluation section of the Human Capital Framework (HCF).
- **Evaluation:** Evaluation is the process to assess how well HCOP goals, strategies, and actions achieve the intended results or outcomes. Throughout the year, quarterly reviews will be conducted and, if needed, course corrections of strategies and action items when results or outcomes are not achieving the desired outcomes. As applicable, other evaluation activities (e.g., independent studies) will inform the progress of HCOP actions. In addition, an effective evaluation system includes an analysis of the effectiveness, efficiency, and compliance of human capital programs. The culmination of these evaluation efforts will be reviewed by the DOC and OPM in the annual Human Capital Review (HCR).

FY 2018-FY 2022 Strategic Plan Goals and Objectives

Strategic Goal 1 – Accelerate American Leadership

| | |
|-------------------------|---|
| Strategic Objective 1.1 | Expand Commercial Space Activities |
| Strategic Objective 1.2 | Advance Innovation |
| Strategic Objective 1.3 | Strengthen Intellectual Property Protection |

Strategic Goal 2 – Enhance Job Creation

| | |
|-------------------------|---|
| Strategic Objective 2.1 | Increase Aquaculture Production |
| Strategic Objective 2.2 | Reduce and Streamline Regulations |
| Strategic Objective 2.3 | Strengthen Domestic Commerce and the U.S. Industrial Base |
| Strategic Objective 2.4 | Increase U.S. Exports |
| Strategic Objective 2.5 | Increase Inward Investment into the United States |

Strategic Goal 3 – Strengthen U.S. Economic and National Security

| | |
|-------------------------|---|
| Strategic Objective 3.1 | Enforce the Nation’s Trade Laws and Security Laws |
| Strategic Objective 3.2 | Enhance the Nation’s Cybersecurity |
| Strategic Objective 3.3 | Reduce Extreme Weather Impacts |
| Strategic Objective 3.4 | Deploy Public Safety Broadband |

Strategic Goal 4 – Fulfill Constitutional Requirements and Support Economic Activity

| | |
|-------------------------|--|
| Strategic Objective 4.1 | Conduct a Complete and Accurate Decennial Census |
| Strategic Objective 4.2 | Provide Accurate Data to Support Economic Activity |

Strategic Goal 5 – Deliver Customer-Centric Service Excellence

| | |
|-------------------------|---|
| Strategic Objective 5.1 | Engage Commerce Employees |
| Strategic Objective 5.2 | Accelerate Information Technology Modernization |
| Strategic Objective 5.3 | Consolidate Functions for Cost Savings |

HUMAN CAPITAL OPERATING PLAN (HCOP) FOR FISCAL YEAR 2021

FY 2021 Annual Performance Plan & FY 2019 Annual Performance Report

Performance Indicators Related to Human Capital

| Federal Employee Viewpoint Survey Employee Engagement Index | | | | | | | |
|--|---|----------|----------|---------|----------|---------|---------|
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Target | 67% | 67% | 69% | 71% | 71% | 73% | 73% |
| Actual | 68% | 69% | 71% | 71% | 73% | TBD | |
| Status | Exceeded | Exceeded | Exceeded | Met | Exceeded | TBD | |
| Trend | Varying | | | | | | |
| Notes | OPM delayed the 2020 FEVS administration; and therefore, results are TBD. | | | | | | |

| Federal Employee Viewpoint Survey New Inclusion Quotient Index | | | | | | | |
|---|---|---------|----------|---------|----------|---------|---------|
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Target | 66% | 64% | 64% | 66% | 66% | 68% | 68% |
| Actual | 63% | 63% | 66% | 66% | 67% | TBD | |
| Status | Not Met | Not Met | Exceeded | Met | Exceeded | TBD | |
| Trend | Varying | | | | | | |
| Notes | To streamline the FEVS core items and add COVID-19 related questions, OPM decided to exclude some questions in the 2020 FEVS administration, including some used to calculate the New IQ index. Therefore, 2020 FEVS New IQ scores will not be available in 2020, based on guidance as of now. Whether OPM will leave them off in 2021 and 2022 is still TBD. | | | | | | |

| Percentage of Normal Priority Personnel Action Requests (PARs) Completed on Time | | | | | | | |
|---|---|---------|---------|---------|---------|---------|---------|
| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Target | N/A | N/A | N/A | 98% | 98% | 98% | 98% |
| Actual | N/A | N/A | N/A | 97% | 92% | TBD | |
| Status | N/A | N/A | N/A | Met | Met | TBD | |
| Trend | TBD | | | | | | |
| Notes | Recompeting contract for PAR services. Attaining 90–100% of target is considered Met. | | | | | | |

HUMAN CAPITAL OPERATING PLAN (HCOP) FOR FISCAL YEAR 2021

| | |
|-------------------|---|
| Indicators | A. Mission-Critical Occupation Staffing B. Permanent Attrition C. Hiring Timeline D. Candidate Quality E. Veteran Hires |
| Description | These indicators represent a combination of measures focusing on strategic recruitment and retention, and the Department's efforts to achieve and maintain an inclusive, engaged, and productive workforce. These indicators permit a comprehensive assessment of the Department's efforts to strategically manage its human capital. Such an assessment is critical to ensure the workforce contains the necessary skill sets to carry out the Department's mission. |

| A. Mission-Critical Occupation (MCO) Staffing (Average deviation of populations from targets) | | | | | | | | |
|--|--|------------|---------|---------|---------|---------|----------|---------|
| | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020` | FY 2021 |
| Target | 5% | 5% | 5% | 5% | 5% | 5% | 5% | TBD |
| Actual | 5% | 10% | 8% | 9% | 9% | 3% | TBD | |
| Status | Met | Almost Met | Met | Met | Met | Met | TBD | |
| Trend | Stable | | | | | | | |
| Notes | <p>An average 5% deviation from a given target equates to a staffing level of 95% to 105% of what would be the 100% target. An average deviation of 10% (or 90% to 110% of what would be the 100% target) is considered met for the purposes of this report. In HRstat, an average deviation of 10% is considered "almost met."</p> <p>Mission-Critical Occupations: Economist, Human Resources, Contract Specialist, Information Technology Specialist, Miscellaneous Administration and Program Management, Management Program Analyst, Fishery Biologist, Accounting and Budgeting Group, Engineering and Architecture Group, General Attorney, General Business and Industry, Trade Specialist, Patent Examiner, Physical Scientist or General Physical Science, Physicist, Hydrology, Chemistry, Meteorologist, Oceanography, Mathematical Statistician, Statistician, Computer Science, and General Inspections, Investigations and Compliance</p> | | | | | | | |

HUMAN CAPITAL OPERATING PLAN (HCOP) FOR FISCAL YEAR 2021

| B. Permanent Attrition (rate of permanent employees that intentionally separated, without agency incentive or action) | | | | | | | | | |
|--|---|----------|---------|---------|---------|----------|----------|---------|---------|
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Target | 11% | 11% | 7% | 7% | 7% | 7% | 7% | 7% | TBD |
| Actual | 6% | 7% | 7% | 7% | 7% | 5% | 5% | TBD | |
| Status | Exceeded | Exceeded | Met | Met | Met | Exceeded | Exceeded | TBD | |
| Trend | Positive | | | | | | | | |
| Notes | Indicator began in FY 2013. During FY 2015, the measure parameters were refined to better align with employee engagement by excluding nature of action codes, such as death and separations initiated by agency action, that do not reflect an employee's deliberate desire and intention to leave the agency. Based on the analysis of Commerce-wide and Government data, the target was revised in FY 2015. | | | | | | | | |

| C. Hiring Timeline (Average number of calendar days to complete hiring actions) | | | | | | | | | | |
|--|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Target | 80 | 80 | 65 | 65 | 65 | 65 | 65 | 65 | 65 | TBD |
| Actual | 84 | 103 | 91 | 88 | 101 | 89 | 92 | 105 | TBD | |
| Status | Met | Not Met | Not Met | Not Met | Not Met | Not Met | Not Met | Not Met | TBD | |
| Trend | Negative | | | | | | | | | |

| D. Candidate Quality (Percentage of managers saying referred applicants had skills to perform the job) | | | | | | | | | | |
|---|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Target | | | 70% | 70% | 70% | 70% | 70% | 70% | 70% | 70% |
| Actual | 61% | 62% | 63% | 64% | 62% | 54% | 57% | 60% | TBD | |
| Status | | | Met | Met | Not Met | Not Met | Not Met | Not Met | TBD | |
| Trend | Varying | | | | | | | | | |
| Note | This target is based on the percentage of managers who provided a rating of 8 or higher on a scale of 1–10 to the question, "Applicants referred had the skills to perform the job" in the Chief Human Capital Officer's Management Satisfaction Survey. | | | | | | | | | |

HUMAN CAPITAL OPERATING PLAN (HCOP) FOR FISCAL YEAR 2021

| <i>E. Veteran Hires (Percentage of new hires that are veterans)</i> | | | | | | | | | |
|--|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Target | | 16.4% | 20.2% | 27.5% | 25.9 | 23.2% | 22.7% | 22.7% | TBD |
| Actual | 13.4% | 12.5% | 13.7% | 13.9% | 10.2% | 13.9% | 13.3% | TBD | |
| Status | | Not Met | Not Met | Not Met | Not Met | Not Met | Not Met | TBD | |
| Trend | Negative | | | | | | | | |

Human Capital Goals and Federal Workforce Priorities Overview

Human Capital Goals

The Department has identified four Human Capital Goals. These goals have been identified to support the strategic goals and priorities identified in the DOC Strategic Plan and Annual Performance Plan. The goals below will be accomplished based upon clearly defined strategies and specific action items.

1. Workforce Analysis
2. Empower and Engage Commerce Employees
3. Improve Internal and External Service Delivery Processes
4. Maximize Employee Performance

Federal Workforce Priorities

In addition, Commerce has identified two specific Federal Workforce Priorities outlined in OPM's 2018 Federal Workforce Priorities Report to support and incorporate within the HCOP. These workforce priorities fully align with our stated Human Capital Goals; supporting these priorities will augment the outcome of each strategy.

- Priority 2: Deploying Communication Tools
- Priority 3: Securing Technological Solutions for Human Capital Analysis

The Human Capital Framework (HCF)

During the design of the Strategic Plan and APP, alignment was maintained with the Human Capital Framework as defined in Title 5, CFR 250 Subpart B.

Each Human Capital Goal identifies the Strategic Planning Goal and the corresponding Human Capital Framework System.

Human Capital Goals Implementation Plans

| | | | |
|---|-----------------------------|-----------------|---------------|
| 1. Goal: Workforce Analysis | | | |
| Strategic Plan and APP Alignment: Goal 5 – Deliver Customer-Centric Service Excellence | | | |
| Human Capital Framework System(s): Talent Management | | | |
| Resources: Census Statistical Data Management (SDM) Council and Federal Data Science Occupational Series Coalition for advisory services; Office of Personnel Management for draft data scientist flysheet; Funding and acquisition support for Tableau licenses | | | |
| Initiative 1A: Assess classification of positions performing data scientist work | | | |
| Milestones | Owner | Due Date | Status |
| Share planned 30-day timeline and subject matter expert (SME) review group documentation with the Federal Data Science Occupational Series Coalition | Census | 10/8/2020 | |
| SDM team receives and reviews flysheet upon receipt of instructions from Classification, Data Science Subcommittee, and other key stakeholders | Census | 10/15/2020 | |
| Comments are compiled and reviewed by classification for compliance | Census | 10/21/2020 | |
| Response is submitted to the HRD Chief for final review and submission to OPM | Census | 10/30/2020 | |
| Review position descriptions to incorporate a parenthetical by reviewing existing information based on current series that are possibly performing Data Science work (2210, 1529, 1530, etc.) | Census HRD and Program SMEs | 12/31/2020 | |
| Based on final guidance from OPM related to the data science series, reassess a course of action based on the need to either classify as a new series or move forward with the usage of a parenthetical. | Census | 12/31/2020 | |
| Initiative 1B: Identify skills gaps for mission-critical occupations | | | |
| Milestones | Owner | Due Date | Status |
| 1Bi. Establish standard Mission-critical occupation definitions, including criteria for establishment and maintenance of MCO status | OHCS | 12/31/2020 | |
| 1Bii. Analyze currently identified MCOs against newly established definition for DOC MCOs | OHCS | 3/31/2021 | |
| 1Biii. Analyze 3 occupational series meeting the newly defined MCO criteria for skill gaps | OHCS | 6/30/2021 | |
| 1Biv. Identify the skill gaps of MCOs analyzed and propose strategies for closing the gaps | OHCS | 9/30/2021 | |

HUMAN CAPITAL OPERATING PLAN (HCOP) FOR FISCAL YEAR 2021

| Metrics | Target | Actual |
|--|---------------|---------------|
| 1A. Number of positions conducting Data Science work | 25 | |
| 1A. Number of position descriptions classified using either the flysheet or newly developed occupational series for Data Scientist | 20 | |
| 1A. Number of Data Scientists hired | 10 | |
| 1B. Percentage of currently identified MCOs analyzed for relevant designation | 100% | |
| 1B. Number of newly identified MCOs analyzed for skill gaps | 3 | |
| 1B. Number of MCOs with strategies for closing skill gaps | 3 | |

HUMAN CAPITAL OPERATING PLAN (HCOP) FOR FISCAL YEAR 2021

| |
|--|
| 2. Goal: Empower and Engage Commerce Employees |
| Strategic Plan and APP Alignment: Goal 5 – Deliver Customer-Centric Service Excellence |
| Human Capital Framework System(s): Talent Management, Strategic Planning and Alignment |
| Resources: FTE and/or detail opportunity to support coaching initiative; Office of the Chief Information Officer (OCIO) or Enterprise Services (ES) staff to provide technical consultation for coaching initiative; Use of cost-free DOL/OWCP ECOMP system |

| | | | |
|---|---------------------|-----------------|---------------|
| Initiative 2A: Develop options for a DOC-wide coaching program | | | |
| Milestones | Owner | Due Date | Status |
| 2Ai. Complete analysis of “as is” state for bureau-level coaching programs | Dep CHCO and CLO | 12/31/2020 | |
| 2Aii. Draft coaching framework for DOC bureaus to use as a reference tool across the Department | Dep CHCO and CLO | 6/30/2021 | |
| 2Aiii. Issue and roll out coaching framework for the DOC | Dep CHCO and CLO | 9/30/2021 | |
| Initiative 2B: Improve safety culture and leadership for the future advancement of the workers’ compensation program performance in support of the goals of the Protecting Employees, Enabling Reemployment Initiative | | | |
| Milestones | Owner | Due Date | Status |
| 2Bi. Meet assigned agency-specific PEER Initiative performance goals (see Division of Federal Employees’ Compensation (DFEC) Protecting Employees, Enabling Reemployment Initiative Performance Results). | OOSH and OS offices | 9/30/2021 | |
| 2Bii. Publish new HR Bulletin #248 OS OSH Program. | OOSH and OS offices | 3/31/2021 | |
| 2Biii. Delineate management’s leadership roles on workplace safety, and evaluate managers’ adherence to Department and Office of the Secretary (OS) safety policy | OOSH and OS offices | 7/31/2021 | |

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|--|---------------|---------------|
| Metrics | Target | Actual |
| 2A. Number of bureaus with programs included in “as is” analysis | 4 | |
| 2A. Percentage of tasks supporting draft framework development completed on time | 90% | |
| 2A. Percentage of framework rollout activities completed on time | 90% | |
| 2B. Percentage of CA-1 and CA-2 forms filed timely | 75% | |

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| Metrics | Target | Actual |
|---|------------------------|---------------|
| 2B. Number of lost-time cases per 100 full-time employees | At or below 1 | |
| 2B. Total Case Rate: Reduce total cases of workers' compensation claims | At or below 1 | |
| 2B. Percentage of wage-loss claim Forms CA-7 that are filed within 5 days | 80% | |
| 2B. Complete rollout of new HR Bulletin supporting OS Safety Program to OS leadership | 30 days after issuance | |

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| 3. Goal: Improve Internal and External Service Delivery Processes |
| Strategic Plan and APP Alignment: Goal 5 – Deliver Customer-Centric Service Excellence with emphasis on Strategic Objective 5.3 Consolidate Functions for Cost Savings |
| Human Capital Framework System(s): Talent Management |
| Resources: Staff from Enterprise Services Acquisition office for contract support services. |

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|--|----------------|-----------------|---------------|
| Initiative 3A: Recompete the Enterprise Services’ processing, pay, and benefits (PPB) service delivery contract | | | |
| Milestones | Owner | Due Date | Status |
| 3Ai. Announce award of new PAR, Pay, and Benefits Contract | ES | 12/31/2021 | |
| 3Aii. Design and Build and Transition (if new vendor selected) | ES | 3/31/2021 | |
| 3Aiii. Service Rehearsal Testing (SRT) of new HR platform | ES | 3/31/2021 | |
| 3Aiv. Bureau Go-Lives for HR service delivery | ES and Bureaus | 6/30/2021 | |
| Initiative 3B: Transition to a new HR platform in Service Now | | | |
| Milestones | Owner | Due Date | Status |
| Design and Build of HR Platform | ES | 3/31/2021 | |
| User Acceptance Testing (UAT) | ES | 3/31/2021 | |
| Go-Live | ES | 3/31/2021 | |

| | | |
|---|-----------------|---------------|
| Metrics | Target | Actual |
| 3A. Percentage of key program stakeholders (DMC, PHRMs, BTL & BITs, HR Ops, OHRM) receiving award announcement | 100% | |
| 3A. Percentage of processing documentation (instructions and supporting processor resources) identified, developed, and approved | 90% | |
| 3A. Number of bureaus Go-Live/transitions with PAR, Pay, and Benefits (PPB) services | 3 bureaus (TBD) | |
| 3B. Number of build sprints/cycles completed | 7 | |
| 3B. Percentage of UAT test cases completed three or more times (across all bureau testers) with successful results, and no critical or high defects open at conclusion of UAT | 95% | |

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| Metrics | Target | Actual |
|---|---------------|---------------|
| 3B. Percentage of all other UAT defects resolved or accepted with mitigation strategy in place | 100% | |
| 3B. Percentage of Go-Lives of HR Platforms implemented with the three waves of Go-Live of the PPB contract. | 100% | |

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| 4. Goal: Maximize Employee Performance |
| Strategic Plan and APP Alignment: Goal 5 – Deliver Customer-Centric Service Excellence |
| Human Capital Framework System(s): Performance Culture |
| Resources: SHRO, Acquisition, and IT staff for support services. OPM staff for technical advice and USA Performance system support. |

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|--|--------------|-----------------|---------------|
| Initiative 4A: Assess Census HQ USA Performance pilot | | | |
| Milestones | Owner | Due Date | Status |
| 4Ai. Compile existing feedback data on USA Performance pilot | Census | 10/31/2020 | |
| 4Aii. Design closeout survey to deploy after the end of the FY20 performance year | Census | 10/31/2020 | |
| 4Aiii. Deploy survey to pilot participants, and collect results | Census | 11/30/2020 | |
| 4Aiv. Create and conduct post-pilot focus group session(s) | Census | 12/30/2020 | |
| 4Av. Compile all results, and create an overall draft assessment of the pilot program | Census | 1/15/2021 | |
| 4Avi. Finalize assessment, and deliver to stakeholders | Census | 1/31/2021 | |
| Initiative 4B: Develop options for automated performance management systems including CAPS, 5 level, and other systems as appropriate | | | |
| Milestones | Owner | Due Date | Status |
| 4Bi. Define current challenges with performance management process | NIST | 6/30/2021 | |
| 4Bii. Determine business requirements and functionality needed | NIST | 6/30/2021 | |
| 4Biii. Conduct market research for performance management systems | NIST | 9/30/2021 | |
| 4Biv. Identify options for performance management systems | NIST | 9/30/2021 | |

| | | |
|--|---------------|---------------|
| Metrics | Target | Actual |
| 4A. Percentage of supervisors satisfied and interested in moving forward | 60% | |
| 4A. Percentage of pilot group that used USA Performance | 80% | |
| 4A. USA Performance Pilot Survey response rate | 50% | |
| 4A. Number of focus group participants | 50 | |
| 4B. Number of options developed for performance management system | 2 | |

Federal Workforce Priorities Implementation Plans

For the two specific Federal Workforce Priorities identified for the Department, the following actions will be used for successful implementation.

| |
|---|
| <i>FWPR Priority 2: Deploying Communication Tools</i> |
| Objective: Maximize the successful use of virtual tools to improve cross-bureau communication |
| Strategies: Virtual Conference and Virtual Communication Tools |
| Resources: Existing Virtual Tools (e.g., WebEx Meeting and Training Center, Microsoft Teams, Skype for Business, and the Commerce Learning Center) and OCIO and Conference Services staff for technical/advisory support; SHRO staff to serve as conference team members |

| Initiative 5A: Conduct Departmentwide Annual Human Resources Conference | | | |
|--|------------------------------|-----------------|---------------|
| Milestones | Owner | Due Date | Status |
| 5Ai. Ensure IT support systems are available and appropriate technology tools are available. | PTO and HR Planning Team | 11/30/2020 | |
| 5Aii. Complete Conference Agenda to include sessions, times, and speakers. | PTO and HR Planning Team | 12/31/2020 | |
| 5Aiii. Collaborate with the conference committee to ensure planning is completed and all project plan items have been met. | PTO and HR Planning Team | 12/31/2020 | |
| 5Aiv. Finalize registration site, and test for accuracy to assist participants with registration. | PTO and Learning Center Team | 12/31/2020 | |
| 5Av. Work with the technicians and the conference services team to identify appropriate platform(s). | PTO and HR Planning Team | 1/31/2021 | |
| 5Avi. Test platforms with speakers and committee members by initiating dry runs before the event. | PTO and HR Planning Team | 2/28/2021 | |

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| Initiative 5B: Identify virtual tools (e.g., Google Meet, GoToMeeting, Webex, Skype, etc.) and their uses to improve communications across DOC HR offices | | | |
|--|--------------|-----------------|---------------|
| Milestones | Owner | Due Date | Status |
| 5Bi. Identify existing virtual tools used across the Department, and assess their effectiveness and functional capacity | HCCS | 12/15/2020 | |
| 5Bii. Identify if current virtual tools need to be streamlined in an effort to improve communication across the DOC | HCCS | 3/15/2021 | |
| 5Biii. Assess if new technology sources would best benefit the Department in an effort to improve communication across the DOC | HCCS | 6/15/2021 | |

| Metrics | Target | Actual |
|--|---------------|---------------|
| 5A. Post-conference survey response rate | 25% | |
| 5B. Customer satisfaction survey response rate | 100% | |
| 5B. DOC HR offices using virtual tools | 100% | |

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FWPR Priority 3: Securing Technological Solutions for Human Capital Analysis

Objective: Provide standard, user-friendly human capital analytics for DOC-wide leadership

Strategies: Coordinate HC analysis across bureaus

Resources: License for Tableau software; Funding for contractor staff; OCIO staff for software installation

Initiative 6A: Update DOC Human Capital Workforce Assessment Dashboard

| Milestones | Owner | Due Date | Status |
|---|-------|------------|--------|
| 6Ai. Obtain appropriate licenses for staff to update/maintain HC Workforce Assessment Dashboard | OHCS | 10/15/2020 | |
| 6Aii. Develop training guide and provide training to staff on maintaining the dashboard | OHCS | 11/30/2020 | |
| 6Aiii. Share with bureau POCs HC Workforce Assessment Dashboard tools for use | OHCS | 12/31/2020 | |

| Metrics | Target | Actual |
|---|--------|--------|
| 6A. Number of Tableau software licenses obtained and downloaded to workstations | 10 | |