

**U.S. DEPARTMENT OF COMMERCE
HUMAN CAPITAL STRATEGIC PLAN
FISCAL YEAR (FY) 2007 – 2012**

Introduction

The Department, established by a Congressional Act on February 14, 1903, is one of the oldest cabinet-level departments in the United States government. With 10 bureau level offices reporting directly to the Office of the Secretary and five additional major organizations, The Department is also one of the most complex agencies in the Federal government. The U.S. Department of Commerce (Department) Human Capital Strategic Plan (HCSP), FY 2007 – 2011, builds on the strength and commitment of the workforce to lay a foundation that will ensure the Department will fulfill its strategic mission, “to create the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.” Commerce’s critical asset in accomplishing that mission is the excellence of its workforce. Continuing to attract, maintain, and sustain a high performing workforce and recognizing and rewarding the talents of employees is crucial to success. The Department is a dynamic organization with a diverse mission that impacts national and international business, economy, telecommunications, research, trade, and even weather forecasting. The HCSP is fact-based and focused on strategic results through adherence to Merit System Principles. This plan maintains the Department’s Strategic focus:

Mission Statement:

The Department of Commerce creates the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.

Vision:

For almost a century, the Department of Commerce has partnered with U.S. businesses to maintain a healthy and prosperous America. In so doing, it has established an exemplary record of innovation of manufacturing, transportation, communications, measurement and materials. Consequently, the Department’s vision is to ensure that the U.S. remains a leader in the world economic arena.

Strategic Goals:

Goal 1: Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers

Goal 2: Foster science and technological leadership by protecting intellectual property, enhancing technical standards, and advancing measurement science

Goal 3: Observe, protect, and manage the Earth’s resources to promote environmental stewardship

Management Integration Goal: Achieve organizational and management excellence

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Human Capital Goals

Careful review of data in Appendix B and other information indicate that effective and efficient use of resources, both human and material; and adherence to laws and regulations that govern those resources will lead to a more citizen centered Department poised to complete the mission. The below listed human capital goals will result in the Department accomplishment of its goals and objectives through the strategic deployment of a capable workforce:

- Identify and effectively manage human and material resources critical to the success of the Department's strategic goals.
- Develop world-class leaders who create a high performance workforce.
- Promote a results-oriented performance culture.
- Deliver leading edge human resources consultation and solutions.
- Ensure compliance with Merit System Principles and other human capital (HC) related regulatory and legal requirements.

Strategic Environment

The Department has had major challenges over the past decade with no lessening of its impact on world business, economic, research, technology, trade, or telecommunications. The Department faces a variety of environmental challenges such as heightened information security requirements; continuity of operations during natural and terrorist threats; changes in mission focus, managing an aging workforce and a large retirement bubble; continual changes and advancements in technology; and reduced funding. These challenges will continue into the foreseeable future making predicting human capital needs difficult. This plan builds on the strength and commitment of the workforce to lay the groundwork for achieving the Commerce mission. The overarching goal is to maintain a competent and motivated workforce ready and able to support the Department's strategic objectives.

Workforce Planning

The Department workforce has grown, from 38,933, September 30, 1998, to 40,639, June 30, 2006. The 4.2% growth is less than 1% per year and was also reflected in a 5.1 % growth in mission critical occupations (MCO). Most MCO occupations experienced an increase with significant decreases in some areas such as Miscellaneous, GS-301, positions which reduced 33%. The Department experienced increases in most MCO occupations based on OPM data, such as Patent Examiners, 41%, over the same time period. The decrease in miscellaneous positions was

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due in part to increased use of more exact positions, series, and titles when directly related to the mission. The result was a decrease in use of multifaceted descriptions such as the Miscellaneous, GS-301. Overall MCO occupations increased from 46% to 51% of the Department workforce showing an increased Department focus on mission accomplishment.

The Department of Commerce strategically plans and documents workforce needs based on its defined strategic goals. For example, one of the challenges facing Commerce is the USPTO's emphasis on quality and productivity. Excellence in examiner staffing through certification and re-certification of knowledge, skills and abilities and the use of electronic tools are to ensure the workforce has the competencies and tools they need for quality patent processing. Continually analyzing the workforce and analyzing MCOs is one method the Department uses to identify competencies essential to achieving strategic goals. Automating systems used to validate progress in closing competency gaps is also integral to defining organizational needs and ensuring resources, and establishing an appropriate structure to meet those needs. The Strategic Link, Performance Goals, and Key Objectives crosswalk with the Implementation Plan in Appendix A ensures that activities that relate to managing the workforce are implemented. The Department of Commerce Accountability Plan makes measuring the impact of activities a regular part of the Human Capital Management process.

The DOC Succession Plan 2007-2011 analyzes extensive workforce demographic data for the most populous occupations Department-wide to identify the mission-critical occupations (MCOs) necessary for mission accomplishment. The analysis aligns with emerging missions, revised budgets and Administration priorities. Historical trends in hiring and training are also considered. The plan is a flexible document that is implemented, re-evaluated, and updated as Commerce needs and key business areas change. Workforce planning is a critical component of Leadership and Knowledge Management, Strategic Alignment and Talent Management. Accountability is built into workforce planning to ensure management and human resources work together to regularly analyze staffing data and trends and incorporate the results in management decisions. The Department of Commerce Accountability Plan lays out a plan to ensure work initiative benefits are captured and communicated.

Commerce is also committed to maintaining an adequate pool of potential leaders sufficient across the MCOs to ensure efficient operations, practices, and services. Commerce succession targets are based on developing and maintaining bench strength of 8% greater than the FY 2006 number of Department leadership and management positions in mid to senior level leadership programs intended to address projected attrition rates.

One of the FY 2006 Annual Performance Plan Measures for Department Management is to "further the Department's strategic management integration goal by supporting the management infrastructure needed to carry out the Department's mission." The performance goal links with workforce planning, "Identify and effectively manage human and material resources critical to the

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success of the Department’s strategic goals.” Measures of attainment include “effectively use competitive sourcing” to ensure good stewardship of dollars. Another measure is to “acquire and maintain diverse and highly qualified staff in mission-critical occupations.” Race and National Origin (RNO) data along with gender information measures the Department’s progress in achieving diversity. The assessment is critical to ensure the Department has the right people in the right place at the right time to carry out the Department’s critical work. Both areas are addressed in the Implementation Plan in Appendix A and the Department of Commerce Accountability Plan FY 2007 – 2011. Additional critical data is in Appendix B of this plan. The data will be captured quarterly and used to detect trends as other data is added to allow for data mining to determine cause and effect as well as to review for observable trends.

Challenges

As demands for higher productivity and service levels grow, the Department frequently must adjust program operations to meet evolving needs while facing funding limitations. Smooth and sound integration of program demands, performance results, and budget realities will continue to be an objective and a challenge of the Department.

Managing its programs from within aging physical facilities and ensuring the safety and security of staff, information, and customers is a challenge the Department plans to meet through modernization efforts which will satisfy technical, scientific, and safety and security requirements.

The growing technological orientation of its work and a highly competitive market challenge the Department’s managers to attract and retain high quality workers. The Department must employ the right people in the right jobs at the right time while assuring that its workforce is representative of the nation’s population. Identification of competencies for mission-critical occupations will help the Department to perfect workable succession plans, and maintaining an ambitious fill-time with the help of automated rating tools will enable the Department to replace mission-critical employees expeditiously.

Information security, critical infrastructure protection, and privacy are among the Department’s most important challenges, as the Department, and society in general, depend more and more on electronic communication. The Department puts a high priority on these issues to ensure that its systems, data, products, and services are protected; privacy is maintained; and operations continue unaffected by potential attempts at disruption. The Department also focuses attention on challenges resulting from the increasing use of the World Wide Web to provide data and information to citizens and businesses in the Department’s program areas, and to support transaction-oriented e-government that offers efficiencies for both Departmental operations and the Department’s customers.

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The threat of terrorism continues to challenge the Department to improve its security policies, programs, and initiatives so that its response to threats to personnel, assets, and operations is swift and effective.

Strategic Alignment

In addition to internal and external reviews that touch upon Department human capital issues, there is general interest in human capital from the President to Congress and the American people. The President's Management Agenda (PMA) reflects a strategy for improving the management and performance of the Federal Government and making the Department more "citizen-centered." The PMA is focused on government improvement in five critical areas:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration

Commerce assures that these initiatives are implemented consistently Department-wide. The HCSP is part of the effort to strengthen all critical PMA areas through strategic human capital management. The HCSP goals align well with the Department's strategic goals. For example, Identify and effectively manage human and material resources critical to the success of the Department's strategic goals, aligns with all three Department goals including the Management Integration Goal. Developing world-class leaders who create a high performance support the Management Integration Goal: Achieve organizational and management excellence.

Promoting a results-oriented performance culture will ensure goals 2 and 3 are met:

Goal 2: Foster science and technological leadership by protecting intellectual property, enhancing technical standards, and advancing measurement science, and

Goal 3: Observe, protect, and manage the Earth's resources to promote environmental stewardship.

Both goals are achieved by a high performing workforce, a workforce that is results focused and rewarded for achieving the mission through performance plans that align with the Department's mission and objectives.

Without a human resources team that can provide sound advice, process actions correctly, and maintain the history of the workforce well, managers spend more time resolving human resources issues and researching answers to pressing problems. Ensuring that human resources representatives deliver leading edge human resources consultation and solutions give managers the quality consultative services they need to maintain their focus on the mission. Ensuring compliance with Merit System Principles and other human capital related regulatory and legal

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requirements give managers and employees the trust in the system that is needed to ensure the mission is accomplished.

The HCSP is also aligned external Department initiatives. The Office of Management and Budget (OMB), Standards for Success, and the Office of Personnel Management (OPM), Human Capital Scorecard, link “scorecard” results with the Department’s progress in implementing human capital initiatives. Both incorporate a wide range of human capital factors including citizen-centered organizational structure that is “delayed” and mission oriented; progress towards closing skill gaps, using career progression as a roadmap for movement within career areas; all aspects of performance management; and ensuring knowledge is maintained and managed within the Department workforce. OPM dimensions include the Human Capital Assessment and Accountability Framework (HCAAF) key areas of Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Accountability.

The Department’s HCSP provides a human capital framework that aligns OPM and OMB requirements as well as with the Department of Commerce Strategic Plan FY 2004 – FY 2009. The Department of Commerce Human Capital Accountability System Plan FY 2007 – 2011, and the U.S. Department of Commerce Succession Plan Fiscal Year 2007 – 2011, which are adjuncts to the overall human capital management. The HCSP was developed to ensure Department-wide implementation efforts are holistic and move the Department towards attaining strategic goals and objectives. The HCSP includes an effective implementation plan and a communications plan that are flexible enough to allow changes in initiatives as the Department develops insight into which initiatives best move the Department towards results and how to best communicate those results. The HCSP is also linked to budget realities. Adequate leadership support and resources, both human and fiscal, are critical to the success of any plan. The Department HCSP constitutes a comprehensive roadmap to ensure a strong workforce, able to meet the mission challenges of today and the future.

Human Capital Strategic Plan Resources

The Department integrates financial and budget information to determine how best to allocate limited resources. Planning and budgeting for HC initiatives are integrated into the bureau and OHRM Budget processes. There is no budget dedicated solely to HCSP. OHRM utilizes the following resources to complete HCSP initiatives for the Department:

- Inter-bureau resources
- OHRM resources (budget and human)
- OPM supplemental support
- Formal developmental program participants

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The Chief Financial Officer and Assistant Secretary for Administration/Chief Human Capital Officer (CHCO) and Director, Office of Human Resources Management provide the leadership support for HCSP activities throughout Commerce in advising the head of the Department and Senior Staff in carrying out the Department's responsibilities for human capital management.

Communication Plan

The Department recognizes communication as a critical component of any plan that requires a corporate effort to implement. An informed and participative workforce involved in making decisions that impact them is more likely to be committed to and positively engaged in taking on a leadership role in accomplishing the Department's mission. As a result effective human capital management will be embraced by all segments of the workforce. The attached chart is the communication plan for the Department of Commerce Human Capital Strategic Plan for FY 07 – 2011.

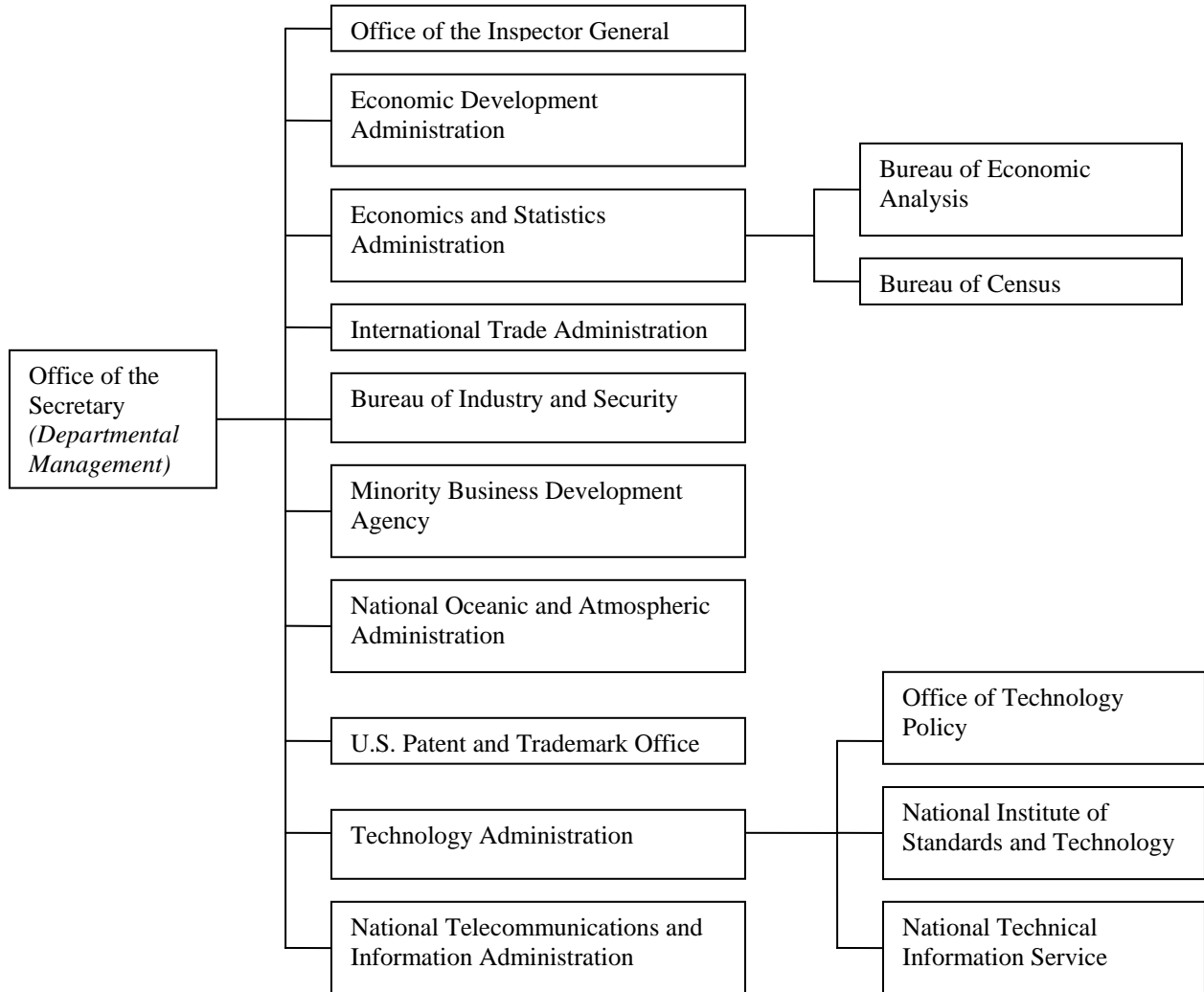
First line supervisors are responsible for ongoing communication with employees, but all segments of the workforce must be engaged in a two-way communication and accountability system to help the workforce understand and remain engaged in the planning, implementing, and assessing programs related to human capital management. The Department has implemented the following communication plan framework that describes appropriate communication activities to keep the workforce apprised of our human capital goals, activities, programs and accomplishments as we move forward. Departmental and bureau communication plans and plan frameworks are working documents that change as better communication methods prove more effective and efficient. These changes will ensure that the Communication Plan will continue to be a viable roadmap to successful workforce engagement.

Summary

The Department will continue to be challenged in the years ahead to cope with significant changes in the way the government hires and compensates its civilian workforce. Flexible approaches to recruiting and employee pay that are based on employee performance represent challenges that, if adopted and implemented with care as planned in the HCSP, are likely to result in a more competent, satisfied, and successful workforce. The Department is already, in some organizations, preparing for the potential overhaul of human resources activities through its demonstration projects which highlight pay for performance. The Department will seek approaches to implementation of changes in human resources management that will help it compete with private sector employers to recruit a diverse, highly specialized, and increasingly technical workforce. The Department of Commerce's HCSP includes a strategy to develop leadership skills to ensure pools of quality leaders are available to meet the challenges ahead. Succession planning and knowledge management are the keys to successful mission accomplishment. Demographic data and the HCSP reflect that Commerce is focusing on critical mission competencies as it moves forward in the 21st century.

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DEPARTMENTAL ORGANIZATION CHART



Department of Commerce Bureaus and Major Responsibilities

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ORGANIZATION	MAJOR RESPONSIBILITIES
Economic Development Administration (EDA)	Works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes in assisting distressed communities address problems associated with economic distress such as recovering from the economic impacts of natural disasters, the closure of military installations and other federal facilities.
Economics and Statistics Administration (ESA)	Provides broad and targeted economic data, analyses and forecasts for use by Federal Government agencies, businesses and others, as well as develops domestic and international economic policy.
Bureau of the Census (Census)	Serves as the leading source of quality data about the nation's people.
Bureau of Economic Analysis (BEA)	Provides timely, relevant and accurate economic data to promote a better understanding of the U.S. economy.
International Trade Administration (ITA)	Strengthens the competitiveness of U.S. industry, promotes trade and investment, and ensures fair trade and compliance with trade laws and agreements.
Bureau of Industry and Security (BIS)	Protects the security of the United States, which includes its national security, economic security, cyber security, and homeland security.
Minority Business Development Agency (MBDA)	Fosters the establishment and growth of minority-owned businesses in America. It is entrepreneurially-focused and committed to wealth creation in minority communities and is the only federal agency created specifically for the purpose of improving minority-owned business opportunities.
National Oceanic and Atmospheric Administration (NOAA)	Focuses on the condition of the oceans and the atmosphere through providing environmental information products, environmental stewardship services and performing scientific research on ecosystems, climate, weather and water, and commerce and transportation.
Patent and Trademark Office (PTO)	Promotes the progress of science and the useful arts by securing to inventors, for limited times, the exclusive right to their discoveries.

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ORGANIZATION	MAJOR RESPONSIBILITIES
Technology Administration (TA)	Advocates for technological innovation in the government policy arena, analyzes factors that affect U.S. technological innovation and competitiveness, develops and promotes measurements, standards, and technology to enhance productivity, trade, and the quality of life and provides access to information that stimulates innovation and discovery.
National Technical Information Service (NTIS)	Serves as the largest central resource for government-funded scientific, technical, engineering, and business related information.
National Institute of Standards and Technology (NIST)	Promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve American's quality of life.
Office of Technology Policy (OTP)	Works in partnership with the private sector to develop and advocate national policies and initiatives that use technology to build America's economic strength, promote the creation of high-wage jobs, and bring about improvements in American's quality of life.
National Telecommunications and Information Administration (NTIA)	Serves as the President's principal adviser on telecommunications and information policy issues, and in this role frequently works with other Executive Branch agencies to develop and present the Administration's position on these issues.
Office of Inspector General (OIG)	Promotes economy, efficiency, and effectiveness and detects and prevents waste, fraud, abuse, and mismanagement in the programs and operations of the Department

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Department of Commerce Human Capital Roles and Responsibilities

<i>Roles and Responsibilities</i>	
Secretary, Deputy Secretary, Bureau Heads/Equivalent	<ul style="list-style-type: none"> • Commit to an integrated, Department-wide approach to human capital management through commitment to the human capital plan and resources to support the plan • Clearly communicate support for implementation • Hold subordinate managers accountable for results
Department of Commerce Chief Human Capital Officer and Office of Human Resources Management	<ul style="list-style-type: none"> • Develop Department-wide human capital policy and provide program oversight • Assess internal and external factors that may affect the Department's ability to obtain and retain a highly skilled, productive workforce • Provide timely workforce planning and analysis • Participate early in program planning and implementation with respect to resource requirements • Develop human capital programs, practices, and tools that support the Department's ability to achieve mission success, with input from bureau Principal Human Resources Management (PHRM) Directors and Human Resources Offices (HROs) • Assess and report Department progress in human capital management • Ensure effective communication of the plan throughout the Department • Update the plan as needed
Bureau Principal Human Resources (HR) Directors	<ul style="list-style-type: none"> • Provide timely workforce planning and analysis • Develop human capital programs, practices, and tools that support the Bureau's ability to achieve mission success, with input from HROs • Implement the human capital plan • Communicate the plan's elements throughout their respective bureaus • Assess internal and external factors that may impact ability to reach objectives • Participate early in program planning and implementation with respect to resource requirements • Assess and report on the bureau's progress in meeting the plan objectives • Identify areas for attention/improvement • Achieve desired human capital results
Human Capital and Accountability Functional Partnership Group	<ul style="list-style-type: none"> • Provide regular input/feedback on the plan • Promote the plan throughout the Department • Work to ensure the plan's successful implementation

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Roles and Responsibilities

Human Resources Offices	<ul style="list-style-type: none"> • Participate in the development and implementation of the Bureau’s Human Capital Plan improvement initiatives • Incorporate human capital considerations in Office Strategic and/or implementation plans • Ensure that individual HRO human capital strategies are aligned with the Bureau’s and Department’s Strategic Human Capital architecture • Make effective use of human capital-related data, practices, and tools • Identify impediments to and opportunities for improvement in the management of human capital • Produce the desired human capital results
Management Officials	<ul style="list-style-type: none"> • Integrate human capital initiatives into organizational and employee performance plans • Support human capital planning and implementation actions
Employees	<ul style="list-style-type: none"> • Understand the HCSP link with bureau and Department strategic plans • Provide feedback for human capital improvements
Unions	<ul style="list-style-type: none"> • Work with management on relevant human capital issues through collaborative efforts

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Department of Commerce Strategic Links, Goals, and Objectives

<i>Department of Commerce Strategic Links, Goals, and Strategies</i>		
STRATEGIC LINK	PERFORMANCE GOALS	KEY OBJECTIVES
<p>A. Strategic Alignment:</p> <p>The Department HC management strategies are aligned with mission, goals, and organizational objectives and integrated into strategic plans, performance plans, and budget.</p>	<p>GOAL:</p> <p>A. Identify and effectively manage human and material resources critical to the success of the Department’s Strategic Goals.</p> <p>Performance Goals:</p> <p>A.1. Advance human capital policies and technology to support the Department’s business enterprise.</p> <p>A.2. Embrace the Department’s community to strengthen dynamic partnerships.</p>	<p>A.1.1. Ensure alignment of Mission Critical Occupations (MCOs), career patterns, training needs, workforce structure, and performance outcomes with the Department’s strategic business plan.</p> <p>A.1.2. Use enabling technology to ensure that automated systems support the Department mission, improve operational efficiency, and reduce costs.</p> <p>A.2.1. Ensure maximum flexibility and utilization of worklife activities such as telework, job-sharing, safety, and health, etc.</p> <p>A.2.2. Ensure currency and consistency of use in accountability activities that allow for stakeholder input.</p> <p>A.2.3. Share HR best practices across the Department and expand HR partnership activities.</p>

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Department of Commerce Strategic Links, Goals, and Strategies

STRATEGIC LINK	PERFORMANCE GOALS	KEY OBJECTIVES
<p>B. Leadership and Knowledge Management: Department leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the organization. KM must be supported by an appropriate investment in training and technology.</p>	<p>GOAL:</p> <p>B. Develop world-class leaders who create a high performance workforce.</p> <p>Performance Goals:</p> <p>B.1. Establish a strong infrastructure to support continued training and development.</p> <p>B.2. Align workforce competencies with business requirements.</p> <p>B.3. Create a dynamic learning environment of world-class training and development opportunities for the general workforce.</p> <p>B.4. Enhance leadership capacity at all organizational levels.</p>	<p>B.1.1. Integrate continuous learning initiatives with current, short-term planning process.</p> <p>B.1.2. Use enabling technology to ensure that automated systems support HC initiatives, improve operational efficiency, and reduce costs.</p> <p>B.2.1. Link the Department’s succession planning efforts with training and development planning.</p> <p>B.2.2. Develop core competency requirements for Mission Critical Occupations (MCOs) and other mainline occupational groups and grade levels.</p> <p>B.2.3. Ensure the Department has current knowledge skills inventories identifying skills, competencies, and career patterns of MCOs.</p> <p>B.3.1. Establish training needs based on Department career patterns to assist supervisors in developing effective training plans.</p> <p>B.3.2. Support a variety of training options.</p> <p>B.4.1. Ensure newly hired supervisors and managers have the skills needed to accomplish the objectives of the organization.</p> <p>B.4.2. Assess the results of</p>

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		<p>leadership development programs and their impact on leadership succession and competency attainment.</p> <p>B.4.3. Ensure newly appointed executives are successful in accomplishing the Department's mission.</p>
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Department of Commerce Strategic Links, Goals, and Strategies

STRATEGIC LINK	PERFORMANCE GOALS	KEY OBJECTIVES
<p>C. Results-Oriented Performance Culture:</p> <p>The Department has a diverse, results-oriented, high performing workforce and a performance management system that differentiates between high and low performance and effectively links individual, team, unit performance to organizational goals and objectives.</p>	<p>GOAL:</p> <p>C. Promote a results-oriented performance culture.</p> <p>Performance Goals:</p> <p>C.1. Establish a supportive work environment to ensure maximum performance and productivity.</p> <p>C.2. Create an effective, efficient and accountable performance management structure.</p>	<p>C.1.1. Encourage teamwork.</p> <p>C.2.1. Ensure adequate emphasis on the importance of training on performance results.</p> <p>C.2.2. Ensure link to mission; and current and meaningful career patterns, employee performance plans, training needs, and hiring competency requirements.</p>

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Department of Commerce Strategic Links, Goals, and Strategies

STRATEGIC LINK	PERFORMANCE GOALS	KEY OBJECTIVES
<p>D. Talent Management:</p> <p>The Department has closed skills, knowledge, and competency gaps and deficiencies in Leadership and Mission Critical Occupations (MCOs), and has made meaningful progress toward closing skills, knowledge, and competency gaps and deficiencies in all occupations used in the Department.</p>	<p>GOAL:</p> <p>D. Deliver leading edge human resources consultation and solutions.</p> <p>Performance Goals:</p> <p>D.1. Ensure the effective deployment and utilization of the workforce to meet the Department’s ongoing business needs.</p> <p>D.2. Develop and implement strategies to enhance the recruitment and retention of a highly skilled and diverse workforce.</p> <p>D.3. Maintain a high level of HR staff competence and professionalism.</p>	<p>D.1.1. Ensure maximum HR flexibility, effectiveness, and efficiency.</p> <p>D.2.1. Establish the Department as an “Employer of Choice” with a diverse workforce.</p> <p>D.2.2. Establish the Department mission as unique and as an “Employer of Choice.”</p> <p>D.2.3. Contribute to knowledge management by retaining quality employees.</p> <p>D.3.1. Establish Department HR specialists as world class advisors who assist in successfully meeting the Department’s human capital needs.</p>

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Department of Commerce Strategic Links, Goals, and Strategies

STRATEGIC LINK	PERFORMANCE GOALS	KEY OBJECTIVES
<p>E. Accountability:</p> <p>Department human capital management decisions are guided by a data-driven, results-oriented planning and accountability system. Results of the Agency accountability system must inform the development of HC goals and objectives, in conjunction with the Agency’s strategic planning and performance budgets. Effective application of the accountability system contributes to the Agency’s practice of effective HC management in accordance with the MSPs and in compliance with Federal laws, rules, and regulations.</p>	<p>GOAL:</p> <p>E. Ensure compliance with Merit System Principles and other human capital related regulatory and legal requirements.</p> <p>Performance Goals:</p> <p>E.1. Implement effective improvement measures to maintain a vigorous flexible and valued human resources program.</p>	<p>E.1.1. Ensure programs and activities show positive results and align with the Department mission and objectives.</p>