

Theme #1 – DOC Workforce Excellence

GOAL:

To be a strategic business partner for the Department - providing innovative human resources solutions and supporting its workforce throughout the employee lifecycle.

OBJECTIVES	STRATEGIES
<p><u>OBJECTIVE #1</u> Develop and sustain recruitment and hiring processes that meet or exceed the Department's goals for timeliness, efficiency, diversity and quality.</p>	<p>1.1 Enhance the quality of candidates on selection certificates by improving staffing tools, techniques and assessment methods.</p>
	<p>1.2 Collaborate with bureau partners to provide flexibilities in internal DOC policies for recruiting and hiring based on the business needs of the individual bureaus.</p>
	<p>1.3 Refine tracking and reporting methods used to monitor activity against DOC's 80 day hiring model; allowing bottlenecks in the process to be easily identified and addressed.</p>
	<p>1.4 Promote a community of best practices for recruiting a diverse workforce, including veterans and persons with disabilities.</p>
	<p>1.5 Foster an enterprise-wide approach to learning and collaboration among DOC's HR practitioners.</p>
	<p>1.6 Leverage Delegated Examining and Human Capital Assessment and Accountability Framework audits to identify and promote best practices for attracting and selecting high-quality employees.</p>

Theme #1 – DOC Workforce Excellence (continued)

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OBJECTIVES	STRATEGIES
<p><u>OBJECTIVE #2</u> Improve employee retention and job satisfaction by providing workplace benefits and programs that position Commerce as an employer of choice, and by promoting a culture of safety, health, and wellness throughout the Department.</p>	<p>2.1 Provide bureau safety managers/coordinators with the tools and information needed to strengthen DOC’s culture of workplace safety, and to engage their bureau’s leadership in supporting this process.</p>
	<p>2.2 Support the OPM wellness initiative to increase DOC participation in government-wide health and wellness programs.</p>
	<p>2.3 Engage DOC managers in supporting work-life programs like telework and alternative work schedules.</p>
	<p>2.4 Improve the availability and analysis of data related to programs and initiatives that target employee retention and satisfaction.</p>
	<p>2.5 Pursue a more aggressive marketing approach to improve employee awareness about the work-life and benefits programs available to them at DOC.</p>

Theme #1 – DOC Workforce Excellence (continued)

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OBJECTIVES	STRATEGIES
<p><u>OBJECTIVE #3</u> Support the development and management of the Commerce workforce to ensure that the Department maintains the knowledge, skills, and leadership needed to meet its long-term mission goals.</p>	<p>3.1 Manage Department-wide training programs to strengthen DOC’s leadership pipeline and encourage internal placement of the graduates from these programs.</p>
	<p>3.2 Promote tools and best practices for identifying, developing and retaining high performing employees.</p>
	<p>3.3 Improve the availability and analysis of workforce data to support executive decision-making and promote a deeper understanding of human capital issues.</p>
	<p>3.4 Support bureau management teams in developing and sustaining actionable strategies for succession planning.</p>
	<p>3.5 Promote the development and use of performance plans that align employees’ work with organizational goals and include results-oriented metrics.</p>

Theme #1 – DOC Workforce Excellence (continued)

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OBJECTIVES	STRATEGIES
<p><u>OBJECTIVE #4</u> Develop innovative workforce management strategies to support cost savings initiatives and ensure that the Department's workforce remains positioned for optimal service delivery</p>	<p>4.1 Explore opportunities for shared service centers, outsourcing, and personnel relocation within the DOC HR community.</p>
	<p>4.2 Streamline and automate core HR processes to reduce the costs associated with manual processing and allow resources to be redirected to more strategic HR functions.</p>
	<p>4.3 Support Department-wide workforce reshaping efforts to help mitigate the impact of future year budget reductions.</p>
	<p>4.4 Actively pursue return-to-work efforts to reduce the workers compensation costs charged to the Department.</p>

Theme #2 – OHRM Organizational Excellence

GOAL:

To be a goal driven human resources organization that consistently achieves high levels of employee satisfaction and engagement, process efficiency, and organizational effectiveness.

OBJECTIVES	STRATEGIES
<p><u>OBJECTIVE #5</u> Sustain organizational excellence by empowering employees to drive innovation, developing a cohesive management team, and through an operational approach that is rooted in continuous process improvements.</p>	<p>5.1 Improve internal communication strategies, tools, and outlets to promote information sharing across OHRM.</p>
	<p>5.2 Drive employee development through skill-specific training, internal mentoring, and by providing opportunities for professional growth within OHRM.</p>
	<p>5.3 Create opportunities for collaboration and team-based projects designed to support OHRM’s strategic goals.</p>
	<p>5.4 Improve OHRM employee engagement through management that establishes clear goals, maintains performance accountability, and consistently recognizes and rewards performance linked to the achievement of these goals.</p>
	<p>5.5 Build leadership capacity of OHRM supervisors by pursuing developmental activities that target supervisory skills and management team cohesion.</p>
	<p>5.6 Conduct regular assessments to ensure that OHRM programs are operating effectively and identify candidates for internal process improvement efforts</p>

Theme #3 – OHRM Customer Service

GOAL:

To sustain a comprehensive approach, in responding to the diverse needs of our customers, that is distinguished within the Department of Commerce as a benchmark for customer service.

OBJECTIVES	STRATEGIES
<p style="text-align: center;"><u>OBJECTIVE #6</u> Promote a customer service culture within OHRM that emphasizes employees’ role as consultants and the development of proactive solutions that are aligned with the specific business needs of our customers.</p>	<p>6.1 Effectively communicate the “OHRM Way” and ensure that employees are trained and held accountable for supporting it.</p>
	<p>6.2 Create opportunities to improve OHRM’s knowledge of customer specific processes, programs, and needs.</p>
	<p>6.3 Expand and promote self-service tools to enhance ease of access to the transactional services that OHRM provides.</p>
	<p>6.4 Create opportunities to monitor customer satisfaction and capture feedback on OHRM products and services.</p>
	<p>6.5 Utilize Sharepoint, social media, and/or similar platforms to engage in an ongoing dialogue with OHRM customers and collaborate on special initiatives.</p>
	<p>6.6 In partnership with OHRM customers, establish and maintain service standards to drive continuous improvements in customer service delivery systems.</p>
	<p>6.7 Strengthen HR partnership groups and their role in intra-Departmental collaboration and policy development.</p>