

**U.S. DEPARTMENT OF COMMERCE
OFFICE OF HUMAN RESOURCES MANAGEMENT**



FY 2008 – 2013 STRATEGIC PLAN

***TURNING IDEAS INTO ACTION:
A BLUEPRINT FOR THE FUTURE***

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& DEPUTY CHIEF HUMAN CAPITAL OFFICER*

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Message from the
**Director, Office of Human Resources Management &
Deputy Chief Human Capital Officer**

Throughout my tenure as Director of the Office of Human Resources Management (OHRM), I have gained an ever-increasing appreciation for the dedicated, hard-working and talented employees who support the Department's mission of promoting American business at home and abroad. Since its inception in 1913, the Department has fulfilled its critical mission requirements and, in the process, distinguished itself as a quality organization. The new millennium brought forth unprecedented challenges in both the domestic and international arenas. However, because of thorough strategic business planning, the Department is well-prepared for the future.

Regardless of mission, size or nature of business, all organizations must have three important ingredients in order to perform successfully: a viable and progressive operating plan; an accompanying organizational infrastructure to support the plan and, most important, the human capital to make it happen. OHRM is the hub of the Department's human capital program. We develop, administer and implement programs that support every facet of employee worklife, and its role is integral to the Department's ability to carry out its mandate to the American people. Consequently, human capital planning represents an important link in the Department and Federal government's strategic business plan chain. This strategic plan provides a window into the future by mapping how OHRM will shape an environment that supports, nurtures, and sustains a high caliber workforce that will be up to any challenge. That is why the theme for this plan is appropriately titled, "Turning Ideas into Action: A Blueprint for the Future."

I am pleased to introduce this plan as tangible evidence of the OHRM's commitment to maintaining the Department's reputation as a world-class organization. This is a living document that will change as the needs of the Department dictate. I am fully committed to and support the plan's ambitious goals and objectives and am confident in our ability to achieve them. As you read through this plan, I am certain you will share in my pride of the Department's rich history and optimism for its bright future.

Deborah Jefferson
Director, Office of Human Resources Management
& Deputy Chief Human Capital Officer

PART I
**DEPARTMENT OF COMMERCE: ADVANCING AMERICA'S
ECONOMIC AND TECHNOLOGICAL DEVELOPMENT**

Mission Statement:

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

Vision:

For almost one 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 the U.S. remains a leader in the world economic arena.*

Program and Workforce Overview:

The Department is a major force on the world's business, economic, and technology stage and its programs encompass a spectrum of immense proportion. As illustration of its diversity, the Department gathers vast quantities of economic and demographic data, issues patents and trademarks, helps set technical standards, forecasts the weather, conducts oceans and coastal zone research, manages marine fisheries and sanctuaries, enforces international trade laws, and develops telecommunications and technology policy. The Department's impact extends from assisting a fledgling neighborhood minority-owned business to expanding exporting opportunities for American products and services throughout the world.

The Department is organized into component bureaus, which are supported by the Office of the Secretary that provides the policies, planning and administrative guidance to the bureaus and consists of the Secretary, Deputy Secretary, Chief Financial Officer and Assistant Secretary for Administration, Chief Information Officer, the Office of the General Counsel and the Assistant Secretary for Legislative and Intergovernmental Affairs. The Office of the Inspector General ensures that the Department's programs comply with applicable laws and regulations and identify areas of waste, fraud and abuse. The following table identifies the Department's operating units:

ORGANIZATION	MAJOR RESPONSIBILITIES
Office of the Secretary	Serves as the general management arm of the Department, supporting the Secretary in formulating policy and in providing advice to the President, while also providing program leadership for the Department's functions and exercising general supervision over the operating units.
Economic Development Administration	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	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	Serves as the leading source of quality data about the nation's people.
Bureau of Economic Analysis	Provides timely, relevant and accurate economic data to promote a better understanding of the U.S. economy.
International Trade Administration	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	Protects the security of the United States, which includes its national security, economic security, cyber security, and homeland security.
Minority Business Development Agency	Fosters the establishment and growth of minority-owned businesses in America. It is an 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	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	Promotes the progress of science and the useful arts by securing for limited times to inventors the exclusive right to their discoveries.
National Technical Information Service	Serves as the largest central resource for government-funded scientific, technical, engineering, and business related information.
National Institute of Standards and Technology	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.
National Telecommunications and Information Administration	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	Promotes economy, efficiency, and effectiveness and detects and prevents waste, fraud, abuse, and mismanagement in the programs and operations of the Department.

Strategic Alignment:

The responsibilities of the Department of Commerce are to foster U.S. business and industry; stimulate international trade; measure and analyze social development and economic activity; advance the nation's scientific and technological capabilities; and understand, predict, and protect the natural environment. These responsibilities serve as foundation for the Department's FY 2004 – 2009 strategic plan which highlights the major forces and direction of the Department's programs and resources to better serve the nation's interests. The following four strategic goals have been established to meet the Department's responsibilities:

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

The Department evaluates and analyzes key domestic and international marketplace trends in determining appropriate business strategies and initiatives. Both the public and private sectors rely heavily on the Department's information to chart their business and economic policy and program development. The Department maintains close alliances with the public and private sectors in advancing research initiatives and partnerships to create an environment that is most conducive for both domestic and global business development and economic growth.

Objectives: Advance US business interests to new global markets; enhance partnerships with private sector and non-governmental organizations; improve quality and timeliness of data to ensure that American businesses have the essential information resources to maintain its domestic and global competitiveness; enhance minority business opportunities; and plan for a comprehensive, accurate and timely 2010 census.

2 - Foster science and technology leadership by protecting intellectual property, enhancing technical standards, and advancing measurement science.

The Department recognizes the importance of maintaining a strong science and technology base as essential in ensuring America's business success and economic security. The Department establishes national policy, examines issues of technological development and innovation and promotes the integration of cutting-edge science and technology in every area of business.

Objectives: Improve overall quality of patent and trademark products and services and processing time; transition patent and trademark to an e-government environment; ensure the allocation of radio spectrum provides the greatest benefit to the nation; improve safeguards for ensuring intellectual property; advance global e-commerce and enhanced telecommunications and information services.

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

The Department is committed to advancing our understanding of the Earth's changing climatic and geophysical conditions and their roles in shaping the planet's economic, social and environmental needs. The Department has direct management responsibilities for specific national resources, and stewardship responsibilities to ensure the optimal use of national assets. Recent global natural disasters highlight the importance of the Department's work in predicting the Earth's changing conditions, developing appropriate plans and managing resources to address such conditions.

Objectives: Strengthen stewardship of marine resources to prevent depletion of dwindling marine habitats due to over-fishing and environmental factors; advance understanding of the Earth's climatic changes to plan and respond to future events; enhance knowledge of the Earth's water resources and weather patterns.

4 - Achieve Organizational and Management Excellence (Management Integration Goal).

The fulfillment of the Department's strategic goals is contingent upon having in place a support infrastructure that enables the Department to perform its work and carry out its mission through the utilization of human and material resources and identifying areas for improved efficiency of operations, practices and services.

Objectives: Broaden efforts to protect the Department's critical information security systems; improve its emergency preparedness programs; address workforce recruitment, competency, and retention issues; promote improvements to Departmental programs and operations and identify measures to reduce waste and fraud.

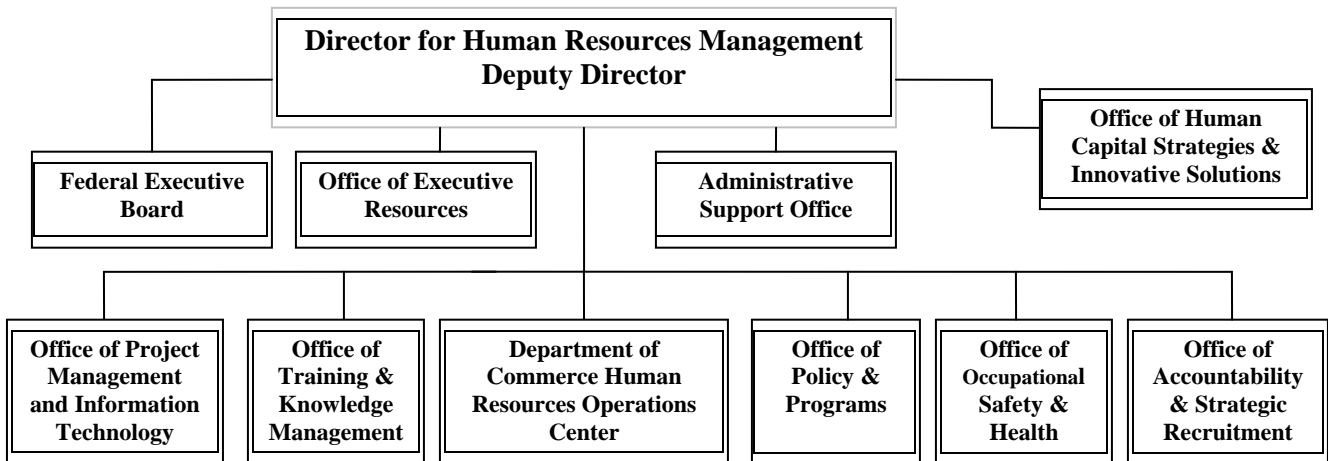
A complete and detailed description of the Department's strategic goals and objectives is contained in the Department of Commerce Strategic Plan for FY 2004 – 2009.

PART II

OFFICE OF HUMAN RESOURCES MANAGEMENT: MISSION, VISION AND CORE OPERATING PRINCIPLES

Organizational Structure:

The Office of Human Resources Management (OHRM) is one of nine directorates under the Office of the Chief Financial Officer and Assistant Secretary for Administration and is organized in the following structure:



Mission Statement:

OHRM's mission is to develop and manage value-added human resources policies and programs, and provide expert consultation, services and solutions in an efficient and customer-focused manner; and to provide our employees with the tools necessary to address our customer's needs. We are committed to the fair selection and development of our diverse workforce.

Vision:

OHRM's vision is to contribute to the achievement of the Department of Commerce's organizational and management excellence by becoming a preeminent government leader in the management and development of human resources.

Guiding Core Principle:

Promote the Department of Commerce as an employer of choice.

Operating Principles:

In fulfilling its responsibilities as a mainstream support organization, OHRM adheres to the following principles:

RESPECT

We foster an environment in which each individual is valued, respected and heard.

ACCOUNTABILITY

We recognize the importance of our work in support of the Department's mission, and take full responsibility for our actions in contributing to the effectiveness of public service.

INTEGRITY

We conduct ourselves in a professional and ethical manner, conscientiously uphold merit principles in conducting our business activities and are open, honest and fair in our dealings with customers.

INNOVATION

We use continuous process improvement to drive our growth and achieve excellence in the quality of our programs, practices and service delivery to our customers within and outside the Department.

COLLABORATION

We partner with management, employees, and labor organizations in developing and implementing human capital programs, operations, practices and services that add value to the Department.

DEDICATION

We assist every employee in reaching his or her full potential in both performance and reward and value individual differences as key toward creating a positive and productive work environment.

EMPOWERMENT

We are entrusted with maximum delegated authority and ownership to provide the highest level of quality and timely support to our internal and external customers.

PART III

HUMAN CAPITAL STRATEGIC PLANNING: BUILDING ON SUCCESS

Context of Human Capital Strategic Planning:

Federal human capital planning is part of a cohesive, seamless and transparent framework that begins at the highest level of government and cascades through each Federal agency, its subordinate organizations and ultimately to each and every employee. The purpose for this linkage is to ensure that all Federal agencies are in harmony with and support the Administration by creating an interdependent relationship to meet the vast needs of the nation. It is not unlike the relationship of branches to a tree or tributaries to a river; each system is dependent on the other for its sustenance and growth. OHRM serves such a relationship with its bureaus, the Department of Commerce and the Federal government. The following legislative and operational initiatives form the context for the Department's human capital strategic plan:

Government Performance and Results Act (GPRA) -

The current federal interest in managing for results is driven in large part by the Government Performance and Results Act of 1993. GPRA holds federal agencies accountable for using resources wisely and achieving program results. GPRA requires agencies to develop a five-year strategic plan, which outlines long-term goals and objectives; an annual performance plan which details annual performance commitments toward achieving the strategic plan's goals and objectives; and an annual performance report which evaluate the agency's progress toward achieving performance commitments. The authorizing legislation that created GPRA specifically identifies human capital as a critical component toward meeting Federal agencies' performance goals.

Chief Human Capital Officers Act -

The Chief Human Capital Officer Act of 2002 was enacted as part of the Homeland Security Act of 2002 and requires the heads of the 24 Executive departments and agencies to appoint Chief Human Capital Officers (CHCOs) and establish a Chief Human Capital Officers Council "to advise and coordinate the activities of the agencies of its members on such matters as modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources operations and organizations."

The Chief Human Capital Officer is charged with:

- Setting the workforce development strategy of the agency;
- Assessing workforce characteristics and future needs based on the agency's mission and strategic plan;
- Aligning the agency's human resources policies and programs with organization mission, strategic goals, and performance outcomes;

- Developing and advocating a culture of continuous learning to attract and retain employees with superior abilities;
- Identifying best practices and benchmarking studies; and
- Applying methods for measuring intellectual capital and identifying links of that capital to organizational performance and growth.

Human Capital Assessment and Accountability Framework (HCAAF) -

The HCAAF is a compass that provides direction to Federal human capital management, coincides with the goals set forth in GPRA, and fulfills the requirement established under the Chief Human Capital Officers Act of 2002 for assessing the effective management of human capital. The HCAAF’s framework rests on five standards:

- **Strategic Alignment (planning and goal setting);**
- **Leadership and Knowledge Management (implementation);**
- **Results-Oriented Performance Culture (implementation);**
- **Talent Management (implementation);**
- **Accountability (evaluating results).**

Department of Commerce Strategic Plan -

The Department’s Management Integration Goal is an integral component to the Department’s Strategic Plan. The Management Integration Goal represents the Department’s key link to and catalyst for OHRM’s strategic plan which is also aligned to the Department’s Strategic Plan. It focuses on achieving organizational and management excellence through the programs and services of Departmental Management. One of the performance goals under the Management Integration Goal is to *“Identify and effectively manage human and material resources critical to the success of the Department’s strategic goals.”*

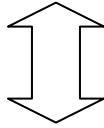
Human Capital Planning Model:

The following model illustrates how human capital planning relates to the systems described above. The model also underscores that everyone in every organization of the Department serves an important role that helps form the links to the chain that enables both the Department and Federal government to meet current and future challenges in all business areas.

HUMAN CAPITAL PLANNING MODEL

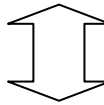
Government **P**erformance **R**esults **A**ct

Federal agencies are held accountable for improving government programs, operations and services and must develop multi-year plans and evaluation standards to ensure continuous improvement.



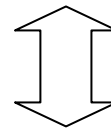
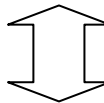
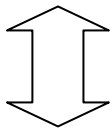
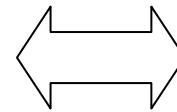
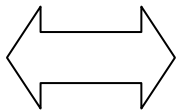
Chief **H**uman **C**apital **O**fficers **A**ct

Establishes agency human capital accountability requirements



Department of Commerce Strategic Plan

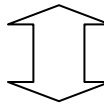
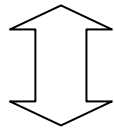
Management Integration Goal



Component Bureaus' Strategic Goals

OPM & OMB Human Capital Standards

External Stakeholders



Employees' Performance Plans

DOC/OHRM Human Capital Strategic Plan

Challenges:

The greatest challenge facing the Department, as throughout Federal government, is the recruitment and retention of high performing individuals to meet the demanding work of the future. High rates of turnover are anticipated in most of the Department's 23 mission-critical occupations, with more than 50% of these employees eligible for retirement in the next five years:

OCCUPATION	SERIES	OCCUPATION	SERIES
Economist	0110	Physical Science	1301
Human Resources Specialist	0201	Physicist	1310
Misc. Administration & Program	0301	Hydrologist	1315
Management and Program Analyst	0343	Chemist	1320
Fish Biology	0482	Meteorologist	1340
Accounting & Budget	0500	Oceanographer	1360
Electronics Engineer	0855	Mathematical Statistician	1529
Attorney	0905	Statistician	1530
General Business and Industry	1101	Computer Science	1550
Acquisition	1102	General Inspection, Investigation, and Compliance	1801
Trade Specialist	1140	Information Technology Management	2210
Patent Examiner	1224		

The projected increase in retirements will not only affect the occupations listed above, but cuts across all occupations and grade levels. It is especially serious at the SES and management levels where retirements could significantly deplete the senior executive corps. Finally, special attention must be directed to ensuring that employees throughout the Department will have the essential competencies to meet ambitious mission requirements.

These challenges are substantiated by recent trends in Federal service demographics. According to the Office of Personnel Management Federal Workforce Overview: FY 1994 – FY 2004 Special Focus Research Brief that examines hiring and retirement trends in the Federal government:

- As of FY 2004, 50-59 year olds comprised nearly one-third of the full-time, permanent, white collar workforce.

- Only six of 23 occupational families' employment numbers increased, while the others decreased.
- Administrative jobs increased from 33.2% to 40.7%, while clerical jobs fell from 15.1% to 7.1%.
- New hire's average salary and grade have steadily increased.
- Separation rates were highest with those in miscellaneous occupations including patent and trademark.
- The average retirement age was 58.7.
- The number of retirements will peak between 2008 and 2010.

Human Capital Evaluation:

Human capital is one of five initiatives identified in the 2001 President's Management Agenda (PMA) that are regularly evaluated based on "HCAAF Standards for Success" which were developed by the President's Management Council. A standard describes the critical human capital management outcomes for agencies to strive toward in each of the five human capital systems addressed through the HCAAF. Strategic human capital management requires a reliable and valid set of metrics that provides an accurate baseline against which individual agency progress can be assessed. Required outcome metrics are provided for the three systems that implement strategic human capital plans and programs: Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management.

PART IV HUMAN CAPITAL PERFORMANCE OBJECTIVES

Overarching OHRM Strategic Planning Objective: Achieve Organizational and Management Excellence

The central motivation behind this strategic planning effort is to support the Department-wide strategic goal to “Achieve Organizational and Management Excellence.” OHRM, as the hub of Commerce’s human capital program, plays a leadership role in Commerce’s efforts to attract and retain a high-quality workforce. Through policy direction, oversight and administrative services, OHRM is disseminating and supporting best practices amongst HR offices in every Department of Commerce bureau, and helping to make Commerce an “employer of choice” amongst current and prospective civil servants.

The following human capital performance objectives were developed through a rigorous process, taking into account the current and future business needs of the organization. They reflect the critical human capital issues facing the department and identify specific strategies for addressing them.

The plan is centered on four areas of human capital management where OHRM will focus significant attention and resources over the next five years. Within each area are specific *performance objectives*. For each performance objective, the plan lays out a plan of action (*strategies*) for achieving the objective, the resulting outcomes we expect to see from the strategies (*anticipated outcomes*), and the ways in which we will measure our success in achieving these anticipated outcomes (*outcome metrics*).

A. Talent Management

Performance Objective

Further Establish Commerce as an Employer of Choice

Strategies	Anticipated Outcomes	Outcome Metrics
<p>1) Recruit, build capabilities and retain a highly skilled and motivated HR staff in the area of Talent Management</p> <p>2) Improve quality of hiring measurement tools (e.g., questions, KSAs, competency assessment tools)</p> <p>3) Provide education, tools and training for HR professionals and hiring managers on best practices for recruiting and hiring high quality candidates</p> <p>4) Train front-line managers on the art of retention</p> <p>5) Disseminate to bureaus best practices for orienting new employees during their first year and promoting effective worklife policies for all employees</p>	<ul style="list-style-type: none"> ➤ Mission Critical Occupations (MCOs) are filled with high quality candidates ➤ Increase in level of job satisfaction amongst Commerce employees ➤ Hiring timelines are met ➤ Level of management satisfaction with the quality of new hires increased ➤ A diverse workforce is maintained ➤ Transparent and open competition for employment opportunities 	<ul style="list-style-type: none"> • Yearly improvement of responses to the Management Satisfaction Survey • Yearly improvement on the Job Satisfaction and Talent Management indices in the Annual Employee Survey • Time interval between close of job announcement to applicant notification maintained at or below OPM benchmarks • Yearly decrease in attrition rates • Positive feedback from Annual Accountability and Delegated Examining Unit audits on hiring process and regulatory compliance

B. Leadership and Knowledge Management

Performance Objective

Succession Planning meets the Department's needs to ensure superior leadership is available and historical knowledge is retained

Strategies	Anticipated Outcomes	Outcome Metrics
<p>1) Create policies that support the fostering of effective leadership bench strength and knowledge management</p> <p>2) Perform workforce analysis to inform and shape the business strategy of Commerce bureaus</p> <p>3) Design and manage comprehensive leadership development programs</p>	<ul style="list-style-type: none"> ➤ Leadership and management skills gaps are closed ➤ Greater number of employees with knowledge, skills and abilities to step into leadership roles 	<ul style="list-style-type: none"> • Improved scores on leadership and knowledge management index in the annual employee survey • Highly qualified candidates are available to fill mission critical occupations. Time-to-fill rates remain within government average

C. Results-Oriented Performance Culture

Performance Objective

Implement a performance management and reward system that effectively differentiates between high and low performers

Strategies	Anticipated Outcomes	Outcome Metrics
<p>1) Promote effective performance management systems that are intuitive to use and apply</p> <p>2) Educate Commerce employees about pay for performance policies and practices, utilizing OHRM website and other communications vehicles</p> <p>3) Train managers about the effective application of performance management methods and practices</p>	<ul style="list-style-type: none"> ➤ Individual performance is aligned with agency mission ➤ Skill gaps of managers and HR professionals in the application of performance management methods and practices are closed ➤ Greater transparency in pay for performance policies and practices 	<ul style="list-style-type: none"> • Scoring from the SES and General workforce performance appraisal assessment tools (PAAT) • Yearly improvement on the Results-Oriented Culture Index in the Annual Employee Survey • Ability of the Dept to maintain SES certification by meeting OPM/OMB requirements

D. Human Capital Accountability System

Performance Objective

Establish a more robust, systematic evaluation of agency's human capital management and results

Strategies	Anticipated Outcomes	Outcome Metrics
<p>1) Annually review human capital programs to ensure compliance</p> <p>2) Dedicate sufficient staff with appropriate competencies to conduct reviews</p> <p>3) Implement plans, program guides, and delegations of authority to ensure effective monitoring responsibilities.</p> <p>4) Conduct annual reviews of delegated examining operations</p> <p>5) Communicate to staff and stakeholders evaluation/accountability results</p>	<p>➤ Timely completion of required annual reviews of bureau's human capital system, including compliance with merit system principles, laws, rules and regulations</p> <p>➤ Robust feed-back loops that guide efforts to improve OHRM policies, practices and procedures</p> <p>➤ Quality assurance process for transactions are in place</p>	<ul style="list-style-type: none"> • 100% of DEU annual audits are reviewed for compliance within 30 days after date received • 100% of oversight audit draft reports issued within 90 days after the last day of the audit • 100% of oversight audit final reports are issued within 90 days of receiving response to draft audit reports • 100% of bureau scorecards reviewed quarterly • Scoring results provided to bureaus within 15 days of the end of the quarter

**PART V
HUMAN CAPITAL PLAN IMPLEMENTATION
AND ACCOUNTABILITY**

Roles and Responsibilities:

The successful implementation of the human capital plan rests on the support of all employees throughout the Department. Senior management must make human capital a priority and communicate its importance to their managers and supervisors on a continuing basis. The accomplishment of human capital and other business-related performance goals must be clearly established into organizational and employee performance plans. Finally, strong labor-management partnerships will ensure a total dedicated effort. In short, the fulfillment of this plan's overarching goals, performance goals and key objectives can only be achieved through a collaborative and sustained effort from all segments of the workforce as described below. The responsibilities for fulfilling specific key objectives are detailed in Appendix A.

RESPONSIBLE PARTY	ROLE
Secretary, Deputy Secretary, Bureau Heads/ Equivalent	Maintain commitment to the human capital plan and hold subordinate managers accountable in meeting the plan's goals.
Human Capital Management and Accountability Functional Partnership Group	Provide regular input/feedback to OHRM on the plan; promote the plan throughout the Department and work with ORHM in ensuring the plan's successful implementation.
Office of Human Resources Management	Provide Department-wide human capital policy and program development oversight; ensure effective communication of the plan throughout the Department; update the plan; prepare internal and external reports on the plan.
Bureau Principal HR Managers	Implement the human capital plan; communicate the plan's elements throughout their respective bureaus; report on the bureau's progress in meeting the plan and identify areas for attention/improvement.
Management Officials	Integrate human capital initiatives into organizational and employee performance plans; support human capital planning and implementation actions.
Employees	Understand their link with their bureaus and Department's strategic performance plans; provide feedback for human capital improvements.
Unions	Work with management on relevant human capital issues through collaborative efforts.

PART VI 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 this OHRM Strategic Plan, 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 study changes in human resources management that will help it compete with private sector employers to recruit and retain a diverse, highly specialized, and increasingly technical workforce. The Department of Commerce's Human Capital Strategic Plan 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.

“To address the challenges that lie ahead, we realize the need for effective and efficient management of human capital. This will require strong leadership, plans, and policies that enhance our ability to acquire and retain a diverse, highly skilled workforce, as well as results-focused initiatives. These elements will propel the Department towards organizational excellence.”

***Deborah Jefferson, Director
Office of Human Resources Management
Department of Commerce***

**APPENDIX A – HUMAN CAPITAL ACCOUNTABILITY
AUDIT SCHEDULE**

FY 2008 Accountability Audit Schedule

Bureau	Coverage	Schedule
USPTO	DEU, FCIP – OPM-led	1 st Quarter, FY 2008 On-site, Alexandria, VA December 11 – 13, 2007
NOAA (Silver Spring)	Full	2 nd Quarter, FY 2008 On-site, Silver Spring, MD February 4 – 8, 2008
NOAA (Kansas City)	Full	2 nd Quarter, FY 2008 On-site, Kansas City, MO March 17 – 21, 2008
NOAA (Seattle)	Full	3 rd Quarter, FY 2008 On-site, Seattle, WA June 16 – 20, 2008
NIST	Full	4 th Quarter, FY 2008 On-site, Gaithersburg, MD July 28 – August 1, 2008
NTIS	Full	4 th Quarter, FY 2008 On-site, Springfield, VA August 11 - 15, 2008

FY 2009 – 2010 Accountability Proposed Audit Schedule

Bureau	Coverage	Schedule
DOC -IG	Full	TBD
NOAA Boulder	Full	2009
NOAA Corps	Full	2009
US & FCS	Full	2009
OS	Full	2009 (Service Center)
MBDA	Full	2009 (Service Center)
NTIA	Full	2009 (Service Center)
BIS	Full	2009 (Service Center)
ITA	Full	2009 (Service Center)
EDA	Full	2009 (Service Center)
NOAA (Silver Spring)	Full	2009
Census (HQ)	Full	2011 (decennial in 2010)
Census (National Processing Center)	Full	2011 (decennial in 2010)
USPTO	TBD	TBD

“Full” coverage in the preceding tables indicates audit team assessment in the following areas:

- Strategic Alignment,
- Talent,
- Performance Culture,
- Leadership and Knowledge Management, and
- Accountability.

In each area, the team will be looking for demonstrated results related to compliance, efficiency, and effectiveness. Full coverage meets the OPM requirement for an annual audit of Delegated Examining Unit (DEU) operations for a given year. Bureaus with DEU authority are still responsible for quarterly and annual reports to the Department of Commerce Office of Human Resources Management and to OPM, and for conducting an independent audit every year when a Department audit is not scheduled.

RESOURCES

- **Department of Commerce Strategic Plan: 2006 – 2011**
<http://www.osec.doc.gov/bmi/budget/Strategic04-1002.htm>.
- **OHRM Showcase of Human Capital Accomplishments**
http://ohrm.os.doc.gov/Strategic/PROD01_000889
- **OHRM Human Capital Summary - Case for Green**
http://ohrm.os.doc.gov/Strategic/PROD01_000889
- **Chief Human Capital Officers Act of 2002**
http://www.opm.gov/hcaaf_resource_center/3-3.asp
- **Title 5 United States Code Chapter 14**
“Agency Chief Human Capital Officers”
<http://uscode.house.gov/download/pls/05C14.txt>
- **Government Performance and Results Act of 1993**
<http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m.html>
- **Human Capital Assessment and Accountability Framework**
http://www.opm.gov/hcaaf_resource_center/2-2.asp
- **Federal Civilian Workforce Statistics: The Fact Book 2005 Edition (OPM)**
<http://www.opm.gov/feddata/factbook/index.asp>
- **U.S. Office of Personnel Management Strategic Plan 2002 - 2007**
<http://www.opm.gov/gpra/opmgpra/sp2002>
- **U.S. Office of Personnel Management Publication**
Career Patterns: A 21st Century Approach to Attracting Talent
<http://www.opm.gov/CareerPatterns/CPGuideV1.pdf>