Table of Contents

1. Executive Statement ............................................................................................................. 3
2. Bureau Strategic Framework ............................................................................................... 5
3. Goals and Objectives............................................................................................................ 8
4. Cross-cutting Management Objectives or Management Goal ............................................... 16
1. Executive Statement

The FY 2019 President’s Budget chapter *Strengthening the Federal Workforce* and the President’s Management Agenda’s Cross-Agency Priority Goal *Developing a Workforce for the 21st Century* ¹ both open with the following statement: “Federal employees underpin nearly all the operations of the Government, ensuring the smooth functioning of our democracy.”

The Bureau of Human Resources (HR) is responsible for the Department of State’s greatest asset – our people. The Department has three distinct personnel systems: Civil Service (CS), Foreign Service (FS), and Locally Employed Staff (LE Staff). HR’s functions span the full course of our employees’ service with the Department, from pre-hire to post-retirement. HR is responsible for recruiting and hiring new employees; providing benefits, compensation and support for employees and their families; handling assignments and transfers of FS employees; evaluating performance; promoting and facilitating professional development and, with the Foreign Service Institute, training; helping bureaus identify and develop personnel with necessary skills and experience; providing assistance to employees and their families in times of need; and in the case of the FS, maintaining contact with employees after retirement. HR aligns the diverse skills and capabilities of American and foreign national employees with positions domestically and at more than 275 posts worldwide to effectively carry out the Department’s goals and priorities. In addition, the HR Bureau promotes leadership and supports the Department’s ten Leadership & Management Principles² that apply to and should be modeled by all employees, regardless of rank or employment status (e.g., Civil or Foreign Service, Locally Employed Staff, or contractors). The Department relies on all employees to represent appropriately the U.S. Government in the course of carrying out its mission. The Foreign Service Core Precepts and the Office of Personnel Management’s Executive Core Qualifications³ also set clear expectations for employees.

*The mission of the Bureau of Human Resources (HR) is to recruit, retain, sustain, and empower a diverse, talented workforce capable of succeeding today, in 2025, and beyond, to effectively carry out the Department’s foreign policy goals and priorities.*

HR’s overarching strategic goal is to ensure that the Department has the people with the right skills in the right place at the right time to “Build a 21st Century Workforce” in support of its mission. HR’s goals reinforce the State/USAID Joint Strategic Plan (JSP) FY 2018-2022 goal to “Ensure Effectiveness and Accountability to the American Taxpayer.” In addition to promoting efficiency, aligning with the President’s Management Agenda and the 2018 Federal Workforce

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² The Department of State’s Ten Leadership and Management Principles can be found in 3 FAM 1214 - [http://fam.a.state.gov/FAM/03FAM/03FAM1210.html](http://fam.a.state.gov/FAM/03FAM/03FAM1210.html)
Priorities Report, HR works to support a workforce that is diverse, flexible, and talented. Implementing the JSP, HR promotes work-life wellness, supports flexible work schedules, and offers employment opportunities overseas for family members.

**Recruit:** Attract and hire diverse, highly talented, and well-qualified candidates with the skills to advance U.S. values, interests, and goals at home and around the world.

**Retain:** Retain a high-performing, professionally developed and agile workforce that adapts to internal and external challenges and needs, and helps drive a committed, resilient, and effective organization that thrives in a dynamic and demanding 21st century environment.

**Sustain:** Sustain an organizational culture that values leadership, merit and integrity, promotes work-life wellness, engages all employees, encourages collaboration, and empowers and supports employees and their families.

**Diversity:** Attract and cultivate a workforce reflecting the strengths of our nation, promoting an inclusive merit-based culture that encourages collaboration, flexibility, and fairness.

**Manage Effectively and Efficiently:** Establish and meet high standards in strategic human capital leadership; program, budgetary, and risk management; and internal operations, procedures and processes so that employees concentrate on accomplishing external goals, not checking internal boxes.

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2. Bureau Strategic Framework

Strategy Outline

The illustrative strategy map below is a graphical representation of our Functional Bureau Strategy. Our goals and objectives are also outlined below:

Goal 1 - Recruit: Identify, attract, engage with and hire diverse, skilled, and competitive prospects and candidates with the skills to advance U.S. values, interests, and goals at home and around the world.

- **Objective 1.1** - Support managers, human resources professionals, and leadership throughout the recruitment and hiring process to meet their recruiting and hiring objectives.

- **Objective 1.2** - Meet our forecasted hiring targets by 2022 by investing in national media, engaging national affinity and professional organizations, partnering with colleges and universities, and private and community groups.

- **Objective 1.3** – Improve communications with potential prospects and candidates through expanded talent relationship management and recruitment systems and timely updates of hiring actions on the USAJOBS website.

- **Objective 1.4** – Support national outreach to underrepresented groups through focusing our DIR network on both geographic and demographic diversity identified in regional and national skill-based organizations as well as diverse professional organizations.

Goal 2 - Retain: Retain a high-performing and agile workforce that, through continuous investment in professional development, is able to adapt to the Department’s changing needs, resulting in a committed, resilient, and effective organization able to meet the demands of a 21st century work environment.

- **Objective 2.1** - Align professional development and skills training with the needs of the Department by improving the Department’s efficiency in defining position needs and filling positions with applicants who possess the required skills.

- **Objective 2.2** - Increase professional development opportunities for CS and FS by developing improved rotational, excursion and detail programs, both intra-agency and inter-agency.

- **Objective 2.3** -- Develop an integrated approach to talent management that maximizes employee engagement and accountability.
Goal 3 - Sustain: Sustain an organizational culture that engages employees, encourages collaboration, empowers and supports employees and their families, and promotes the value of work-life wellness.

- **Objective 3.1** - Expand support for Department–wide employee safety, health, and wellness programs, and promote work-life balance by institutionalizing Work-Life Wellness in the Department.

- **Objective 3.2** - Support employees and their families through programs and initiatives that enhance employment opportunities for Eligible Family Members (EFMs).

- **Objective 3.3** – Enhance the working environment to allow employees to feel engaged, appreciated, and included at all levels of the organization through improved communication, mandatory leadership and supervisory training, organizational effectiveness, and enhanced employee resources.

- **Objective 3.4** – Empower employees with disabilities by providing timely and effective reasonable accommodation solutions.

- **Objective 3.5** – Improve accountability efficiencies, incorporating core principles of fair process, due process, full safeguards, and timely decision-making to achieve greater accountability and integrity in the workplace.

Goal 4 - Diversity: Ensure that the Department’s workforce reflects the strengths of our diverse nation, while promoting an inclusive culture that encourages collaboration, flexibility, and fairness throughout the organization.

- **Objective 4.1** – Promote, update, and implement the Department’s Diversity and Inclusion Strategic Plan (DISP), through a collaborative and inclusive process, with the aim of recruiting, retaining, and sustaining a skilled, diverse, and talented workforce.

- **Objective 4.2** - Improve and enhance mentoring programs to retain and sustain a diverse workforce.

- **Objective 4.3** - Expand outreach to managers who make hiring decisions to promote inclusiveness.

- **Objective 4.4** – Improve outreach to and education of all employees on available services and programs as well as inclusive practices and policies.
Goal 5 - Manage Efficiently and Effectively: In pursuit of the above goals, we will strive to further enable employees to operate efficiently and effectively, both within the HR bureau and across the Department.

- **Objective 5.1** – Ensure that the Department’s organizational policy is implemented across the Department to improve spans of control, efficiency, accountability, and cost effectiveness.

- **Objective 5.2** - Provide strategic and effective organizational advisory services by ensuring organizations are properly aligned to meet and achieve critical foreign policy goals.

- **Objective 5.3** - Provide efficient and effective HR services by improving, enhancing, and sustaining Information Technology infrastructure.

- **Objective 5.4** - Strategically expand and enhance internal and external communications.

- **Objective 5.5** - Continue streamlining and consolidating HR processes by efforts that include continuing to transfer some HR functions to the HR Service Center in Charleston, South Carolina.

- **Objective 5.6** - Improve the quality and comprehensiveness of HR data by expanding collection to include all service providers. Leverage improved/expanded data for enhanced analytical capabilities.
3. Goals and Objectives

Bureau Goal 1- Recruit: Identify, attract engage with, and hire diverse, skilled, and competitive prospects and candidates with the skills to advance U.S. values, interests, and goals at home and around the world.

a. Description and Linkages

HR recruits personnel for the Department, CS and FS, and supports our missions abroad in recruiting LE Staff. HR’s strategic recruitment focuses on developing a pipeline of competitive applicants who possess needed skills, including foreign language proficiency, and whose diversity reflects that of the national professional workforce demographics.

HR continuously promotes the Department’s recognizable employer brand and has an aggressive FS recruitment program that incorporates digital recruitment marketing and advertising programs that focus on undergraduate and graduate students, alumni of targeted universities, and experienced, skilled professionals throughout the United States. Diplomats in Residence (DIRs), Outreach Specialists, and a marketing consultant identify, educate, and attract prospects from diverse educational, cultural, ethnic, and geographic backgrounds, as well as with specialized experience.

This goal supports the State-USAID Joint Strategic Plan (JSP) Goal 4, Ensure Effectiveness and Accountability to the American Taxpayer, and Strategic Objective 4.3, Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively, and HR’s Five-Year Workforce and Leadership Succession Plan 2016-2020.

Risks:
Risks to accomplishing recruitment goals to maintain Foreign Service and Civil Service staffing include both internal and external factors. The internal factors mainly affect the Civil Service and include such things as ability to mobilize recruitment activities and the decentralizing nature of Department hiring processes. External factors include availability of sufficient pools of qualified applicants for the Civil Service and certain Foreign Service Specialist categories and uncompetitive salaries in certain categories. Civil Service recruitment also suffers from a cumbersome hiring process managed by OPM. Foreign Service recruitment can be hampered by a slow on-boarding process.

Key Partners and Stakeholders:

Internal
- BP to determine hiring parameters in keeping with budgetary resources
- M, FSI, and all regional and functional bureaus on current and future staffing needs, performance management, assignments/rotations/deployments, employee classification, and customer services
• Affinity groups within the Department

External
• Congress, OMB, and OPM have large control over resources and decision-making, and require constant attention and coordination
• American Foreign Service Association (AFSA), the American Federation of Government Employees (AFGE), The Association of Professional Schools of International Affairs (APSIA), the Association of Black American Ambassadors (ABAA), and the National Federation of Federal Employees (NFFE)
• Cox Foundation
• Colleges, universities, organizations, associations, and affinity groups
• American Academy of Diplomacy (AAD)
• Partnership for Public Service
• Annuitants

Objective 1.1 - Support managers, human resources professionals, and leadership throughout the recruitment and hiring process, and provide stakeholders with the tools to meet their hiring objectives.

Justification:
Federal recruitment policies and regulations are complex. HR provides expert knowledge of policies and regulations to hiring managers.

Objective 1.2 - Identify and attract diverse, skilled, and competitive candidates by investing in national media, engaging national affinity and professional organizations, partnering with colleges and universities, and private and community groups in order to meet our forecasted hiring targets by 2022.

Justification:
To successfully represent the United States around the world, the Department needs a workforce as diverse as American society itself. In addition, federal recruitment policies and regulations are complex. HR, therefore, provides expert knowledge of policies and regulations to hiring managers.

Objective 1.3. – Improve communications with potential prospects and candidates through expanded talent relationship management and recruitment systems and timely updates of hiring actions on the USAJOBS website.

Justification:
To successfully manage recruiting and hiring of employees, improve and increase talent relationship management and recruitment systems and services to applicants and registrants.
**Objective 1.4** – Support national outreach to underrepresented groups through our Diplomats in Residence (DIR) network.

**Justification:**
Establishing the Department as an employer brand requires outreach and education on diplomacy to underrepresented communities. Experienced diplomats express intellectual, cultural, social, political, and professional aspects of Foreign Service careers and are known to inspire merited individuals to take action toward a Department of State career opportunity.

**Bureau Goal 2** - Retain: Retain a high-performing and agile workforce that, through continuous investment in professional development, is able to adapt to the Department’s changing needs, resulting in a committed, resilient, and effective organization able to meet the demands of a 21st century work environment.

**a. Description and Linkages**

The intent of the FS Career Development Program (CDP), the recently-introduced Professional Development Program (PDP), and the FS assignment process is to ensure that FS employees have opportunities, including training, to develop the skills needed for performance at more senior levels. Similarly, the CS Individual Development Plans (IDPs) help to develop the skills of CS employees. These plans may provide for career-enhancing opportunities, such as the Overseas Development Program. Working with FSI, HR offers career-enhancing training opportunities for all employees.

This goal supports the State-USAID Joint Strategic Plan (JSP) Goal 4, Ensure Effectiveness and Accountability to the American Taxpayer, and Strategic Objective 4.3, Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively, and HRs Five-Year Workforce and Leadership Succession Plan 2018-2022.

**Risks:**
Risks to retaining staff can include both internal and external factors. Internal factors could include such things as lack of appropriate employee development programs and lack of Civil Service promotion opportunities. External factors could include inability to compete with more lucrative private sector opportunities.

**Key Partners and Stakeholders:**

**Internal:**
- HR maintains relationships with the three unions covering DOS employees, American Foreign Service Association (AFSA), American Federation of Government Employees (AFGE), and National Federation of Federal Employees (NFFE). HR consults and

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bargains, as appropriate, with respect to conditions of employment, including personnel policies, practices, and matters affecting working conditions.

- HR works closely with the Foreign Service Institute (FSI) on issues related to training, supporting efforts to enhance and reshape the Department’s Leadership Development Continuum.

**Objective 2.1 - Align professional development and skills training with the needs of the Department by improving the Department’s efficiency in defining position needs, filling positions with applicants who possess the required skills, and supporting employees to participate in external training opportunities.**

**Justification:**
Providing professional development opportunities to employees is key to maintaining high rates of engagement, retaining a skilled workforce, and ensuring employees are prepared to meet leadership challenges throughout their careers. FS personnel require professional development opportunities throughout their careers to prepare for new assignments as well as for promotion to the senior ranks. CS personnel need professional development opportunities to prepare them for more senior responsibilities. Better study of mission critical occupations and Department needs should inform the type of training offered in order to produce the agile and skilled workforce we seek.

**Objective 2.2 - Increase professional development opportunities for CS and FS by developing improved rotational, excursion and detail programs, both intra-agency and inter-agency.**

**Justification:**
Changing demands of the Department’s mission require flexibility in hiring, training, and assigning personnel.

**Objective 2.3 - Develop an integrated approach to talent management that maximizes employee engagement and accountability.**

**Justification:**
A large portion of the Foreign Service moves around the world every two to three years. Changing demands of a challenging operational environment require flexibility in the development and deployment of existing skills and expertise. The Foreign Service assignment process is in need of reform to maximize the use of personnel resources and move from a decentralized to a centralized HR platform.

**Bureau Goal 3 - Sustain:** Sustain an organizational culture that engages employees, encourages collaboration, empowers and supports employees and their families, and promotes the value of work-life wellness.

**a. Description and Linkages**
HR continues to develop programs (noted below) that support employee work-life wellness. HR is reinforcing efforts to engage employees throughout the Department and overseas, including through a new Strategic Communication Unit reporting to the Director General.

This goal supports the State-USAID Joint Strategic Plan Goal 4, Ensure Effectiveness and Accountability to the American Taxpayer, and Strategic Objective 4.3, Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively, and HR’s Five-Year Workforce and Leadership Succession Plan 2018-2022.

**Risks:**
Risks to sustaining an organizational culture that engages employees and promotes work-life balance include both internal and external factors. Internal factors include lack of awareness of work-life and other programs. Pressures from frequent moves and difficult and dangerous living conditions poses strains on Foreign Service families. Other factors could include lack of ability to maintain relevant work-life wellness, eligible family member employment, or accountability and discipline programs. External factors could include impact of economic conditions, or support from agencies outside the organization that don’t share the Department’s priorities.

**Key Partners and Stakeholders:**

Internal:
- Department leadership, down to individual supervisors, is critical to the organizational culture.
- IRM, in providing infrastructure to accommodate flexible work schedules, is important to our ability to help employees sustain work-life balance.

External:
- The Department works with other agencies with a presence overseas to help sustain work-life balance.
- OPM is an important partner in developing policies and guidance supporting work-life balance.

**Objective 3.1 – Expand support for Department–wide employee safety, health, and wellness programs, and promote work-life balance by institutionalizing Work-Life Wellness in the Department.**

**Justification:**
With two-career families becoming more of the norm, in the FS as well as CS, helping employees balance the demands of family and work is increasingly important to workforce retention, morale and effectiveness.
Objective 3.2 - Support employees and their families through programs and initiatives that enhance employment opportunities for Eligible Family Members (EFMs).

Justification:
As indicated above, the Department workforce includes an increasing number of two-career families, including tandem couples. Especially for families serving overseas, Department help in maintaining some semblance of a career for accompanying spouses is important for morale and retention.

Objective 3.3 – Enhance the working environment to allow employees to feel engaged, appreciated, and included at all levels of the organization through improved communication, mandatory leadership and supervisory training, organizational effectiveness, and enhanced employee resources.

Justification:
Employee engagement is recognized as a key factor in workforce satisfaction and, therefore, effectiveness and retention.

Objective 3.4 – Enhance the empowerment of employees with disabilities by providing timely and effective reasonable accommodation solutions.

Justification:
Providing opportunities and IT accessibility services for employees with disabilities promotes the Department’s goals for an inclusive workforce.

Objective 3.5 – Improve accountability efficiencies, incorporating core principles of fair process, due process, full safeguards, and timely decision-making to achieve greater accountability and integrity in the workplace.

Justification:
Increased focus on accountability is consistent with the Joint Strategic Plan Goal 4, Ensure Effectiveness and Accountability to the American Taxpayer. Experience has shown that all employees benefit from continued guidance on how to write an effective and successful Employee Evaluation Report (EER).

Bureau Goal 4 – Diversity: Ensure that the Department’s workforce reflects the strengths of our diverse nation, while promoting an inclusive culture that encourages collaboration, flexibility, and fairness throughout the organization.

a. Description and Linkages
Increasing diversity in the workforce is a primary focus of Department recruiting efforts. Improving diversity throughout all levels of the workforce is also a goal of workforce management overall within the framework of the merit promotion system and the Foreign Service Act.

This goal supports the State-USAID Joint Strategic Plan Goal 4, Ensure Effectiveness and Accountability to the American Taxpayer, and Strategic Objective 4.3, Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively, and HR’s Five-Year Workforce and Leadership Succession Plan 2018-2022.

**Risks:**
Risks to achieving and sustaining diversity through all levels of the workforce include both internal and external factors. Internal factors include lack of Civil Service promotion opportunities, attrition of mid-level Foreign Service employees, and perceptions that the Department is not an inclusive workplace. External factors include lack of available pools of qualified candidates and lack of external support by external partners to support diversity and inclusion programs.

**Key Partners and Stakeholders:**

**Internal:**
- As part of the Diversity and Inclusion Strategic Plan (DISP), HR works closely with the Office of Civil Rights and engages with the Employee Affinity Groups (EAGs) to assist with diversity and inclusion issues.
- Other Department of State Bureaus

**External:**
- OPM holds Executive departments and agencies accountable to the President for effective HR management for all federal employees.
- HR works with various colleges, universities, organizations, and associations to recruit diverse talent.

**Objective 4.1** – Promote, update, and implement the Department’s Diversity and Inclusion Strategic Plan (DISP), through a collaborative and inclusive process, with the aim of recruiting, retaining, and sustaining a skilled, diverse, and talented workforce.

**Justification:**
The DISP serves as the fundamental strategic document describing the Department’s diversity and inclusion goals.

**Objective 4.2** – Continue to improve and enhance multi-phase initiatives in our iMentor mentoring program to retain and sustain a diverse workforce.
Justification:
Experience shows that effective mentoring is important to employee career development, morale, and retention.

Objective 4.3 - Expand outreach to managers who make hiring decisions that promote inclusiveness.

Justification:
Department Civil Service hiring processes are diffuse, with responsibilities shared between bureaus/offices and HR. Encouraging collaboration with external partners can potentially expand recruiting pools among under-represented groups and encourage diversity.

Objective 4.4 – Improve outreach to and education of all employees on available services and programs as well as inclusive practices and policies.

Justification:
A strong and diverse staff is pivotal for the success of any organization. Transparency and education are crucial in showing employees that they are valued and supported.
4. Cross-cutting Management Objectives or Management Goal

Management Goal 5 – Manage Efficiently and Effectively: In pursuit of the above goals, we will strive to further enable employees to operate efficiently and effectively, both within the HR bureau and across the Department.

a. Description and Linkages

Through first rate IT, an active internal and external communication strategy and increased consolidation of HR service for clients, HR seeks to provide the best possible service to all employees.

This goal supports the State-USAID Joint Strategic Plan Goal 4, Ensure Effectiveness and Accountability to the American Taxpayer, Strategic Objective 4.3, Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively, and HR’s Five-Year Workforce and Leadership Succession Plan 2018-2022.

Risks:
Risks to managing efficiently and effectively include both internal and external factors. Internal factors could include such risks as lack consensus on internal prioritization of resources. External factors include vulnerability of computer systems to threats from viruses and hackers and lack of sufficient support from external partners or available technological solutions.

Key Partners and Stakeholders:

Internal:
- The Chief Information Officer (IRM), in consultation with the Chief Human Capital Officer (HR), establishes information technology guidance, overseas resources provided to projects, and certifies systems to operate within the Department.
- The Chief Information Officer (IRM), in consultation with the Office of Accessibility and Accommodations (HR/OAA) establishes goals for Section 508 Program’s maturity to reflect overall agency information technology accessibility compliance.
- HR collaborates with the Performance Improvement Officer, the Bureau of Budget and Planning, and the Office of Policy, Rightsizing, and Innovation to align staffing data and metrics and to conduct data-driven reviews both internal to HR (known as HRStat) as well as part of the Deputy Secretary’s review of Agency Priority Goals.
- State and USAID continue to consolidate administrative operations, and HR is coordinating the resulting staff reductions and reorganizations. In addition, HR is working with its USAID counterparts to harmonize certain disparate policies, such as LE Staff position grading.
- HR maintains relationships with the three unions covering DOS employees, American Foreign Service Association (AFSA), American Federation of Government Employees (AFGE), and National Federation of Federal Employees (NFFE). HR consults and
bargains, as appropriate, with respect to conditions of employment, including personnel policies, practices, and matters affecting working conditions.

External:
• In providing government-wide direction for strategic management of the federal workforce, OPM establishes standards of quality, collects workforce information, reviews and reports on agencies; and ensures that practices are consistent with laws, rules, and regulations.

Management Objective 5.1 – Ensure that the Department’s organizational policy is implemented across the Department to improve spans of control, efficiency, accountability, and cost effectiveness.

Justification:
An organization is able to have the most impact and deliver on its mission when its resources are structurally and functionally aligned with appropriate spans of control that drive efficiency, accountability and cost effectiveness.

Management Objective 5.2- Provide strategic and effective organizational advisory services by ensuring organizations are properly aligned to meet and achieve critical foreign policy goals.

Justification:
All departmental organization structures need to be aligned in ways that clearly reflect their roles in meeting critical foreign policy goals.

Management Objective 5.3: Provide efficient and effective HR services by improving, enhancing, and sustaining Information Technology infrastructure.

Justification:
Increasingly, IT is critical to the majority of HR functions. HR is committed to providing services that are more efficient so that Department employees, both domestic and abroad, can better focus on their core missions. HR has focused on expanding online services, automating functions, where possible, and extending a number of HR IT processes through inclusion of LE staff and contractors to better support bureaus and overseas posts.

HR will maintain its focus on addressing the needs of the Department’s workforce and mitigate IT performance concerns by optimizing application architectures, upgrading infrastructure to approved standard product versions, enhancing performance testing, increasing user training and help desk support, and enhancing information sharing using collaborative tools such as SharePoint.

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Management Objective 5.4 - Strategically expand and enhance internal and external communications.

Justification:
Internal communication is critical for workforce engagement. External communication is necessary for building understanding and support for Department goals in the interagency community, in Congress and among the public.

Management Objective 5.5 - Continue streamlining and consolidating HR processes (e.g., some HR functions will continue to be transferred to the HR Service Center in Charleston, South Carolina).

Justification:
Streamlining and consolidation, where appropriate, increases efficiency and improves service to our customers. The Department of State-USAID Joint Strategic Plan (JSP) Goal 4, “Ensure Effectiveness and Accountability to the American Taxpayer,” included two goals regarding human resources efficiency that are included below as performance indicators for this objective.

Management Objective 5.6: Improve quality and comprehensiveness of HR data. Leverage improved/expanded data for enhanced analytic capabilities.

Justification:
In order to make informed decisions, Department leadership must have comprehensive and accurate HR data readily available, along with the tools necessary to view data points in a flexible and intuitive format. Currently, HR data contains an unacceptably high rate of errors. Additionally, the Department lacks an enterprise-wide HR case management tool, which prevents us from gathering comprehensive information on the cost and timeliness of personnel action processing for all service providers.

To improve data quality, HR will undertake a data quality initiative that includes the performance of regularly scheduled system audits, coordination with bureaus to make timely error corrections, and conducting specialized training for HR processors. Additionally, HR will develop and implement a Department-wide case management tool to capture standardized data for all HR service providers.

To improve data access and usability, HR will implement a new HR Knowledge Center (HRKC) portal that includes intuitive dashboards and reports.