

PROUD TO BE



AT LABOR

2004 Report on the President's Management Agenda



U.S. Department of Labor



Dear DOL Colleagues:

In the Summer of 2001, President George W. Bush sent to Congress his President's Management Agenda (PMA), a strategy for improving the management and performance of the Federal government. The agenda called for focused efforts in five government-wide initiatives aimed at improving results to citizens.

Since 2001, employees throughout the Department have worked diligently to achieve many of the improvements necessary to meet most of DOL's PMA goals. I want to take this opportunity to thank the DOL workforce for a job well done — and to provide you this President's Management Agenda Results Report that outlines our initiatives, the results we have obtained, and the impact of our results in helping you in your work and professional lives.

The five government-wide PMA initiatives are: Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget and Performance Integration. DOL is also responsible for one of the PMA components found in only selected departments: Faith-Based and Community Initiative. Starting in this quarter, DOL will begin working in earnest on two other selected components, Real Property and Elimination of Improper Payments. With two "green" status scores in Human Capital and Budget and Performance Integration; and four "yellow" status scores on the other initiatives, we can consider ourselves to rank among the very best-managed Cabinet Departments.

We recognize that a focus on results is based on two basic principles: that we are here to serve the Nation's citizens and taxpayers; and, to be successful, DOL employees must be high-quality, well-trained, clearly directed, and properly motivated. However, we must operate and achieve high levels of DOL service and results within the bounds by which we are authorized and funded, while maintaining constant vigilance to ensure that taxpayers are getting their money's worth through the wise use of resources.

Focusing on results is good for all of us because it is the key motivator in providing valuable services to our country. From my experiences and observations at the Department, I want you to know you should all take pride in your service to America — and know that I am proud of the accomplishments you achieve day-in and day-out.

Sincerely,

A handwritten signature in black ink that reads "Elaine L. Chao". The signature is written in a cursive, flowing style.

Elaine L. Chao

**The Department of Labor
and the
President’s Management Agenda
*Proud to Be at Labor***

Background	1
President’s Management Agenda	2
Strategic Management of Human Capital	4
Competitive Sourcing	6
Improved Financial Performance	8
Expanded Electronic Government	10
Budget and Performance Integration	14
Faith-Based and Community Initiative	17
Federal Real Property Asset Management Initiative	19
Eliminating Improper Payments Program Initiative	19
Compliance Assistance	20
Next Steps — Unwavering Focus on Results	21

Proud to Be at Labor: 2004 Report on the President's Management Agenda

Background

As an employee of the U.S. Department of Labor, you know the importance of our mission: helping protect workers by ensuring safe and healthy workplaces; helping train and prepare job-seekers; and promoting the economic security of workers and their families. You and your 17,500 DOL colleagues work harder, smarter, and happier when you see the **results** of your work first-hand.

This report outlines many of the **results** DOL has achieved under the President's Management Agenda and beyond. We think you will agree that these **results** can make us all "Proud to Be at Labor."

The Department of Labor was established in 1913. Since that time, our employees have worked diligently to fulfill our mission. That mission has evolved over time to reflect changes in our dynamic American workplace and our nation's priorities. Today our mission is to:

Foster and promote the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices and other national economic measurements. In carrying out this mission, the Department administers a variety of federal labor laws including those that guarantee workers' rights to safe and healthful working conditions; a minimum hourly wage and overtime pay; freedom from employment discrimination; unemployment insurance; and other income support.

The Department published its first strategic plan, designed to meet three goals in 1997:

- Goal One: *A Prepared Workforce — Enhance opportunities for America's workforce;*
- Goal Two: *A Secure Workforce — Promote the economic security of workers and families; and*
- Goal Three: *Quality Workplaces — Foster quality workplaces that are safe, healthy and fair.*

The Strategic Plan has been updated regularly since 1997 to keep up with the changes facing America's workforce (the most recent Strategic Plan can be found at www.dol.gov/_sec/strat-plan). In 2003, DOL added a fourth goal:

- Goal Four: *A Competitive Workforce for the 21st Century.*

These strategic goals provide a concrete picture of where DOL's focus should be. Every agency within DOL contributes to one or more of these goals – from ETA (Goals One and Four) to BLS (Goals Two and Four) to OSHA (Goal Three). Every employee can match the work they do individually to one or more Strategic Goals.



To complement DOL's internal focus on Strategic Management of Human Capital and to bolster DOL's goal of A Competitive Workforce, Secretary Chao (second from left) discusses the Labor Department's new Skilled Trades Initiative on April 6 with union and industry leaders in Washington. (DOL Photo/Neshan Naltchayan).

The President's Management Agenda

As public servants, we have a responsibility to ensure that we are fulfilling our mission as effectively and efficiently as possible. In 2001, the Office of Management and Budget (OMB) released the President's Management Agenda (PMA), which is designed to help agencies meet this responsibility. OMB also designated the Deputy Secretary of Labor as the agency's Chief Operating Officer charged with day-to-day responsibility for implementing the PMA at DOL.

The PMA demands **results** in government. While DOL has long been a **results**-oriented organization, the PMA provides a set of tools that help managers achieve better **results** than before, give taxpayers more "bang for their buck," and provide DOL employees with a sense of pride.

The five government-wide goals of the PMA (which can be found in its entirety at www.results.gov) are:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded E-government
- Budget and Performance Integration

OMB rates all Federal Departments and Agencies on these goals using a "Green-Yellow-Red" Scorecard which is posted every quarter at www.results.gov. As of June 30, 2004, DOL received two "green" (highest) scores and three "yellow" (medium) scores in "Status" (or "**results** achieved") and received 5 "green" scores in "Progress" (or "plans").

- Faith-Based and Community Initiatives
- Real Property
- Elimination of Improper Payments

DOL also participates in three program initiatives that apply only to selected Federal Departments and Agencies:

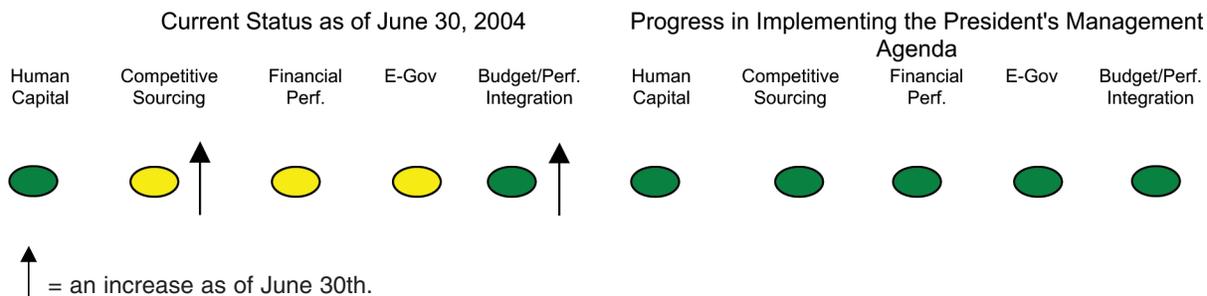
In addition, DOL has developed internal scorecards that rate its agencies on the same criteria. These scorecards are updated twice a year. As of March 31, 2004, every DOL agency had received at least four "green" scores in status or progress in the internal DOL scorecard, indicating good **results** and progress across the board (see internal DOL Scorecard, p. 3).

Beginning in 2005, DOL agencies will be rated on a new internal scorecard criterion:

- Compliance Assistance

Compliance Assistance is a priority of Secretary Chao, and requires coordination and emphasis across DOL.

Executive Branch Management Scorecard Department of Labor



In the following pages, we will outline **results** DOL has achieved in each of the areas above and how these **results** are helping you and your colleagues serve your mission and execute our four Strategic Goals.

DOL's mission is noble and necessary, never more so than in times of economic difficulty. To execute that mission, you and your colleagues must work together to execute your duties. In a word, **results** are why we are all Proud to Be at Labor.

27-Apr-04

DOL Status vs. March 2004 Progress
 Summary of Agency Implementation
 of the President's Management Agenda

	Strategic Management of Human Capital		Competitive Sourcing		Improved Financial Management		Expanded E-Government		Budget/Performance Integration		Faith-Based and Community Initiatives	
	DOL Status	DOL 3/04	DOL Status	DOL 3/04	DOL Status	DOL 3/04	DOL Status	DOL 3/04	DOL Status	DOL 3/04	DOL Status	DOL 3/04
ETA	▲	■	▲	■	■	■	■	■	■	■	■	■
EBSA	■	■	■	■	■	■	■	■	■	▼	□	□
ESA	▲	■	■	■	■	■	▲	■	▲	■	□	□
ESA -- W&H	▲	■	■	■	■	■	■	■	■	■	□	□
ESA -- OFCCP	▲	■	■	■	■	■	■	■	■	■	□	□
ESA -- OLMS	▲	■	▲	■	■	■	▲	■	▲	■	□	□
ESA -- OWCP	■	■	■	■	■	■	▲	■	▲	■	□	□
OSHA	■	■	▲	■	■	■	▲	■	■	■	□	□
MSHA	▲	■	▲	■	■	■	▲	■	■	■	□	□
BLS	■	■	▲	■	■	■	▲	■	▲	■	□	□
ODEP	■	▲	■	■	■	■	▲	■	▲	■	■	■
OASAM	▲	■	▲	■	■	■	▲	■	▲	■	■	■
ILAB	■	▲	■	■	■	■	■	■	■	■	■	■
VETS	■	■	■	■	■	■	■	■	■	■	■	■
WB	■	■	■	■	■	■	■	■	■	■	■	■
OMB 2nd Quarter '04 DOL Scores	▲	■	■	■	■	■	■	■	■	■	■	■

▲▼ = An increase/decrease in status or progress as of March 2004

PROUD TO BE AT LABOR

"I like being here. I've called in sick twice in 32 years, both times from the hospital. The enthusiasm and energy has actually re-energized me. ... Our purpose is to make sure the taxpayers are getting what they're paying for. These days I am getting up and dressed and showered around 6:45. My wife says, 'What are you doing?' I say, 'I can't wait to get in the office. We're really doing a lot.'"

- David Gerson, a 32-year employee with the Employees' Compensation Appeals Board

Strategic Management of Human Capital

"Human Capital" is an economist's way of saying employees. To "manage DOL's human capital" is to keep you and your colleagues well trained, rewarded, accountable, equipped to produce quality work, and prepared to face new challenges. With a score of "green" on the OMB Scorecard in this area, Labor can be proud that we have produced top-notch results and can anticipate performing better than ever.

We have met these expectations. The "Getting to Green" ceremony featured OMB Deputy Director for Management Clay Johnson III and Office of Personnel Management Director Kay Coles James. Director James gave DOL an honorary award – a "Kermit the Frog" puppet displayed in a glass case. As Director James said at the ceremony, quoting Kermit, "It's not easy being green!"



It's not easy being green — DOL becomes the first Cabinet Department to reach "green" in the Human Capital PMA Initiative. Deputy Secretary Steven Law and Assistant Secretary for Administration and Management Patrick Pizzella are congratulated by OMB Deputy Director for Management, Clay Johnson, III, and OPM Director Kay Coles James. (DOL photo:Neshan Naltchayan)

A key component of our "green" score is employee accountability. Every one of our DOL employees now knows precisely when and how their performance is rated. In the past, if you rotated from agency to agency within DOL, there was a strong possibility that your performance standards varied significantly. One agency would use a 3-level ratings system, while others used 4- or 5-level systems. Some of you would be rated at the end of

the DOL fiscal year (Sept. 30), while others were rated at the end of the calendar year. In the past, some of you had very vague performance standards like "Use your time effectively." This created great difficulty with managers trying to rate

Initiative owner: Patrick Pizzella, Assistant Secretary for Administration and Management, Chief Human Capital Officer.

Manager: Daliza Salas, Director, Human Resources Center

DOL employees on an objective, balanced basis. Today, all employees are rated on a 5-level system by the same date, September 30. All managers and supervisors throughout DOL are rated against wide-ranging management standards, such as leadership and coalition building, along with more specific functional standards tied directly to their job duties.

Any good team needs a strong bench, and another result in our human capital area is our development of future managers. We have installed an SES Candidates program, where 49 people at the GS-15 or equivalent level have worked on a rotational basis performing upper-management activities while undergoing testing and reviewing to determine whether they could perform at an SES level. In a similar fashion, the Management Development Candidates program takes GS-12, GS-13 and GS-14 employees and their equivalents and trains them to move to management positions. We have also developed the MBA Fellows and Interns programs, a Secretarial initiative launched in 2002. This program was set up to attract Masters of Business Administration degree-holders to DOL so that DOL would benefit from the latest private-sector management practices. As of July 2004, we have attracted 45 MBA Fellows to DOL to participate in a two-year rotation period, where they are assigned specific projects within various agencies. After their two-year rotation is completed, they are ready to apply for full-time positions at Labor.

Labor has also developed individual career-training plans for 27 occupations that the Department's leaders have identified as essential to achieving its mission and goals. We must recruit, select, train and develop a workforce to meet successfully the needs of these 27 occupations. The list of occupations appears on the following page.

Department of Labor Mission Critical Occupations By Agency

Bureau of Labor Statistics (BLS)	Mine Safety and Health Administration (MSHA)
Economist - (Series 0110)	Mining Engineers - (800 Series)
Mathematical Statistician - (Series 1529/1530)	Mine Safety and Health Inspector - (Series 1822)
Computer Specialist - (Series 2210)	Office of the Assistant Secretary for Administration and Management (OASAM)
Employee Benefits Security Administration (EBSA)	Human Resource Specialist - (Series 0201)
Benefits Advisor - (Series 0301)	Computer Specialist - (Series 2210)
Auditor - (Series 0511)	Office of the Chief Financial Officer (OCFO)
Pension Law Specialist - (Series 0958)	Accountant - (Series 0510)
Investigator - (Series 1801)	Office of the Inspector General (OIG)
Employment Standards Administration (ESA)	Auditor - (Series 0511)
Wage & Hour Compliance Specialist - (Series 0249)	Criminal Investigator - (Series 1811)
Equal Employment Specialist - (Series 0360)	Occupational Safety and Health Administration (OSHA)
Workers Compensation Claims Examiner - (Series 0991)	Safety & Occupational Health Specialist - (Series 0018)
Investigator - (Series 1801)	Industrial Hygienist - (Series 0690)
Employment and Training Administration (ETA)	Office of the Solicitor (SOL)
Unemployment Insurance Program Specialist - (Series 0106)	Attorney - (Series 0905)
Manpower Development Specialist - (Series 0142)	Veterans' Employment and Training Service (VETS)
Apprenticeship & Training Representative - (Series 0243)	Veterans' Employment Representative/Employment Program Specialist - (Series 0301)
Workforce Development Specialist - (Series 0301)	
Grants Management - (Series 1101)	

Rewarding our Best Performers

In FY 2003, DOL increased the bonus pool for non-SES employees for the first time since 1984. Since FY 2001, DOL has increased the bonus pool for SES and Senior Level executives three times.

One area of ongoing focus is streamlining our hiring process. Some of the hiring delays are for good reason – there are some necessary checks and balances to ensure the government does not play favorites when hiring. But other delays can be reduced, particularly through the use of technology. Labor has developed the DOL Online

Opportunities Recruitment System (DOORS), which is scheduled for Department-wide implementation on October 1, 2004. This system will allow job applicants to track the progress of their applications and help DOL managers follow the course of the hiring process. All of these areas are detailed in the DOL Human Capital Strategic Plan: 2003-2008. You can find this Strategic Plan at www.dol.gov/_sec/2003/humancapital/main.html.

"Green" agencies in Human Capital as of March 31, 2004, include ETA, ESA/Wage and Hour, ESA/OFCCP, ESA/OLMS, MSHA, BLS, and OASAM.

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"I measure **results** by the number of miners that go home every day. We were losing 150 to 200 a year, and in 2002 we lost a record-low 27 coal miners, and we produced more coal than ever before. Quecreek was as hard a situation as there could be, and it turned out well. There was a real team-building process. Working collectively, with the state, MSHA, and industry personnel. Everybody was goal-oriented."

- Ray McKinney, Coal Mine Safety and Health Administrator, Mine Safety and Health Administration, a key participant in the July 28, 2002, rescue of 9 miners trapped in the Quecreek mine in Western Pennsylvania

Competitive Sourcing

Competitive Sourcing is not new – the Department of Defense has been successfully using this process since 1979, and the original bulletin discussing the government's operating commercial activities (which became OMB Circular A-76) was published in 1955. Competitive Sourcing need not be mysterious – Labor has offered hundreds of hours of training to discuss the impact of Competitive Sourcing and has published cost comparison forms for each of our competitions in FedBizOpps.

However, competitive sourcing is still a relatively new phenomenon in domestic Agencies like Labor. DOL's Competitive Sourcing efforts began with the publication of the Department's Federal Activities Inventory Reform (FAIR) Act inventory for 2001, which identified 3,451 full-time equivalents (FTE) performing work that potentially could be accomplished by private sector contractors. These 3,451 FTE were considered to be performing "commercial activities." In March 2001, Sean O'Keefe, then OMB Deputy Director, issued a memorandum requesting that all Federal Agencies develop plans to implement competitive sourcing programs.

DOL is committed to using public-private competition as a management tool to improve performance and lower the costs of commercial activities that support its mission. Despite a slow start, DOL has made significant progress in FY 2004 in establishing an infrastructure for the reasoned application of competition to commercial activities currently performed by its personnel. These efforts have resulted in a status upgrade on the PMA scorecard from red to yellow.

*Initiative owner: Patrick Pizzella, Assistant Secretary for Administration and Management.
 Manager: Al Stewart, Director, Business Operations Center*

DOL initiated its first competition in February 2004 and has since undertaken a number of additional studies to identify the most cost-effective public or private sources to meet a variety of needs. Studies are being conducted to assess the best sources for several functions, including printing and reproduction services, reports disclosure and examination services, LAN workstation team services, invoice payment activities, statistical systems support, and administrative support. DOL management selected these activities after concluding from a strategic review of its workforce

Competitive Sourcing Competitions in 2004

February 20	OASAM printing and reproduction services (completed July 23)
April 20	OASAM invoice payment activities (completed June 2)
April 21	ESA/OLMS reports disclosure and examination services (completed July 30)
May 10	OASAM Information Technology Center LAN Workstation Team services (completed May 24)
May 27	MSHA Statistical Systems Support, Injury and Employee Information Support and Physical Science Technical Support
June 9	OSHA Administrative Support (completed June 16)
June 17	BLS Conference Center Services
June 29	ETA Finance and Accounting services

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"I'm proud of how we're handling competitive sourcing. We're working with the contracting officer and keeping employees involved in the process. Our managers are frank and open ... not having any hidden agendas."

- *Bonnye Newkirk, a 29-year DOL employee with the Office of Labor-Management Standards, Employment Standards Administration*

inventory that competition offers the potential for notable improvements in managerial efficiency, operational effectiveness, and increased economy, regardless of whether the service is provided by the government or the private sector. In four of the five competitions completed to date, DOL employees demonstrated that they are more efficient and cost-effective than comparable private sector sources. DOL estimates cumulative cost avoidance of about \$9 million over five years. It should not come as a surprise that the public sector has won most of the competitions at Labor; a recent report published at www.results.gov revealed the government won 89% of the competitions in FY 2003.

DOL has taken a number of steps to ensure that competition is rational and fair.

- DOL established an Office of Competitive Sourcing in December 2003 to oversee and direct competitive sourcing efforts DOL-wide. The Office provides one-on-one and group training in the functions required to conduct public-private competition, including market research and analysis, preliminary planning, the development of performance work statement and in-house staffing plans for achieving the most efficient organization, and post-competition oversight.
- A communications plan was put in place to ensure that employees are treated with dignity and respect throughout the competition process and that unions are apprised of actions that affect bargaining unit employees.

- Agreements were reached with a number of highly qualified consulting contractors to ensure that program offices have ready access to the technical support they need to prepare and execute competitions in a timely manner.
- The Department has served as the main host of an interagency forum to facilitate the sharing of best practices and lessons learned across agencies.

No DOL agencies has earned a "green" score in status yet on competitive sourcing, but ETA, ESA/OLMS, OSHA, MSHA, BLS and OASAM are leading with "yellow" status scores.

To institutionalize competitive sourcing as a regular management practice, DOL has developed a long-term competition plan shaped around the workforce and mission needs of the Department. Consistent with the recommendations made by the Office of Management and Budget in its recent report to Congress on agencies' competitive sourcing efforts, DOL's plan focuses on strategically grouped activities where the opportunity for a favorable return on investment and improved efficiencies is greatest. Equally important, competitive sourcing efforts are being aligned with the Department's human capital initiative to facilitate the identification of redundancies and unbalanced staffing and enable the redeployment of resources to other program activities.

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"I was born in Korea and came to the United States when I was a girl. My parents were college-educated, but because of the language problem they were funneled into low-wage positions, and they struggled to get paid minimum wage and worked overtime when I was growing up. ... After law school, I joined the Department of Labor because what we do hits such a core part of my being. I was supervising ERISA litigation, and I heard about the WYNS case, where hundreds of Chinese garment workers, primarily women, and primarily new to the country, were being exploited. I really felt professionally as well as personally this was such an important case; it was such an outrage that I wound up working full-time on the case. We won the case so that 80 percent of the money recovered goes to the workers."

- Theresa Gee, a Counselor in the San Francisco Regional Solicitor's Office

Improved Financial Performance

You may feel removed from the financial aspects of Labor – maybe you are an inspector, an investigator, or a surveyor. We want to discuss our **results** in the financial initiative on terms meaningful to you.

Improving your financial performance is a lot like balancing your checkbook. When you do this properly, there are no surprises. At any point in time, you know what checks you can or can't afford to write, you can monitor your savings, and plan according to your financial goals. Well-managed financial organizations at Labor function the same way. The purpose of this initiative is to work toward a "no-surprise" accounting of our funds – and to make sure we know what we are spending on which activities so that we can perform them as efficiently as possible.

The Initiative in DOL

The FY 2002 audit of DOL's Financial Statement found that all financial management systems in DOL complied with the Federal Financial Management Improvement Act (FFMIA). Department-wide, this fundamental statutory compliance provides a key indicator of the accountability and credibility of DOL's financial information.

Beginning in FY 2003, DOL made important changes to improve the timeliness of this information. At the end of FY 2003, DOL received its seventh consecutive "clean audit" supporting the Department's reputation as a provider of accurate financial information. As part of a Government-wide initiative, DOL instituted quarterly unaudited financial statements. Instead of waiting until year's end to balance the books, DOL's accounts are now balanced every quarter. This process has also accelerated end-of-year reporting, and financial management information is becoming more and more timely and useful. The Department plans to have FY 2004's audited financial statements released by November 15.

Beginning in April 2003, managerial cost accounting efforts intensified in a Department-wide effort called the "Cost Analysis Manager," or CAM. CAM is a powerful tool that can help demonstrate fiscal accountability for Federal funds, improve the management and **results** of federal programs, and reduce the cost of programs. CAM supports sound decision-making by transparently providing managers and decision makers the full cost of programs. The CAM initiative tailors managerial cost accounting to the specific needs of each agency, yet brings a consistent approach to costing programs across the Department. By the end of FY 2004, cost models for nearly all the Department's major programs will be complete.



DOL offers a variety of training opportunities, from essential skills to executive management training. (DOL photo: Jerry Frishman)

Within Labor, all agencies stand at "yellow" in improved financial management. EBSA, OSHA, MSHA, BLS, ODEP, OASAM, ILAB, VETS, and WB are leading DOL with "green" progress scores.

The Improper Payments Act of 2002 greatly expanded the Department's efforts to identify and reduce erroneous payments and to improve the integrity of benefit payments. Targeting overpayments in the unemployment insurance program, DOL held a national unemployment insurance integrity conference in April 2003 and established a new overpayment detection performance measure. DOL has also proposed legislative changes that would give States access to the National Directory of New Hires; this would greatly enhance efforts to identify newly hired claimants who continue to receive benefits. Under the provisions of a recent memorandum of understanding between DOL and the Social Security Administration (SSA), States can verify in real time the validity of claimants' social security numbers and other personal information. Over the long term, these efforts will result in more accurate benefit payments, reduce program costs, and lower payroll taxes.

In FY 2004, to improve fiscal integrity of the Department, the Office of the Chief Financial Officer (OCFO) conducted the first round of quarterly attestation meetings with most DOL agencies. At each meeting, the CFO emphasized the importance of the attestations, discussed personally with each agency head their efforts to address open audit issues, and provided an overview of Sarbanes-Oxley's implications for the Federal government. This focus will accelerate the

remediation of audit findings and improve internal controls within the Department.

DOL has begun a three-year replacement of its core accounting system with a state-of-the-art financial information system, which will provide the means for our financial management community to transform from a workforce confined by transaction processing to a workforce sought out for its value-added expertise.

DOL Results

On the June 30 OMB scorecard, the Department was rated "yellow" for status and "green" for progress in Improved Financial Performance. Improving financial management involves both technological and cultural changes, and will take time, but it will also leave a lasting legacy. Once completed, the new financial management information system will assist us in deploying our limited resources to improving programs for at least a decade to come. Efforts like CAM to provide timely, accurate, and useful information will

Initiative owner: Samuel T. Mok, Chief Financial Officer

Manager: Greg James, Associate Deputy Chief Financial Officer

enable program managers and policy officials better to manage the resources entrusted to our stewardship as a Department. Better-informed decisions will help secure the best performance from the Department's programs in providing service to the American people.

PROUD TO BE AT LABOR

"Being selected as part of the inaugural class of the Department's MBA Fellows Program has been both an honor and a privilege. The knowledge I have gained has afforded me the opportunity to better serve the public while enhancing my own skills. Assignments in the Office of the Chief Financial Officer, the Human Resources Center, the New York Regional Office of the Secretary's Representative, and the Departmental Budget Center, have improved my business acumen and complemented lessons learned while in business school. I am proud of the contributions I have made to achieving the Department's mission, and look forward to future opportunities for growth within the Department of Labor."

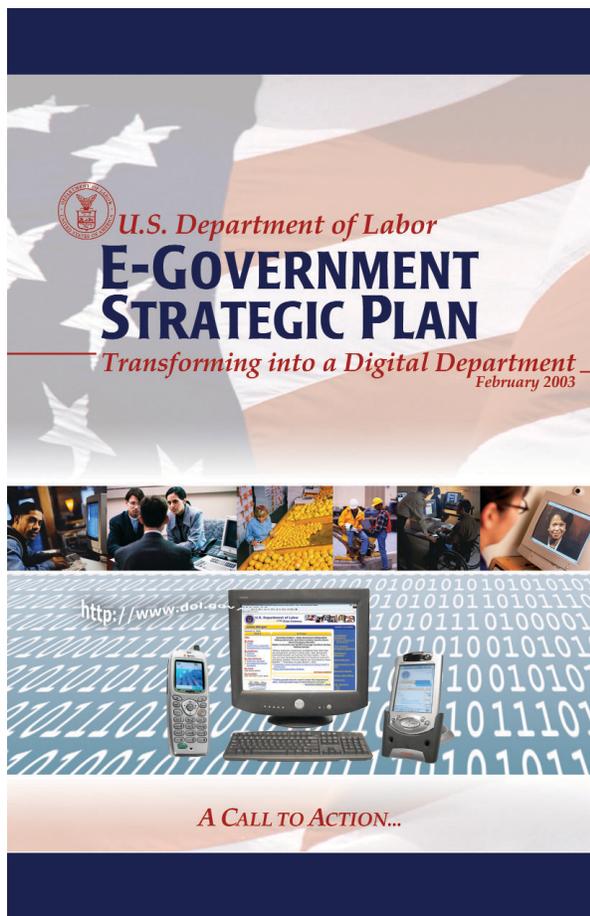
Philip Wong — MBA Fellow

Expanded Electronic Government

DOL has made it a policy to do more with less by leveraging agencies' IT progress, streamlining and consolidating IT contracts, and minimizing redundant efforts. The goal: producing **results** for the workers, employers and other stakeholders who need easily navigable access to DOL information and services more and more.

DOL in 2001

Beginning in FY 2001, the Department established goals to expand and improve access to its automated services. The focus was to reduce risks, improve efficiencies, and contain costs through greater integration of Departmental IT systems. Internally, these efforts were to help DOL employees do their jobs well by providing them with quality, reliable automated tools and simpler access to useful information.



The Initiative in DOL

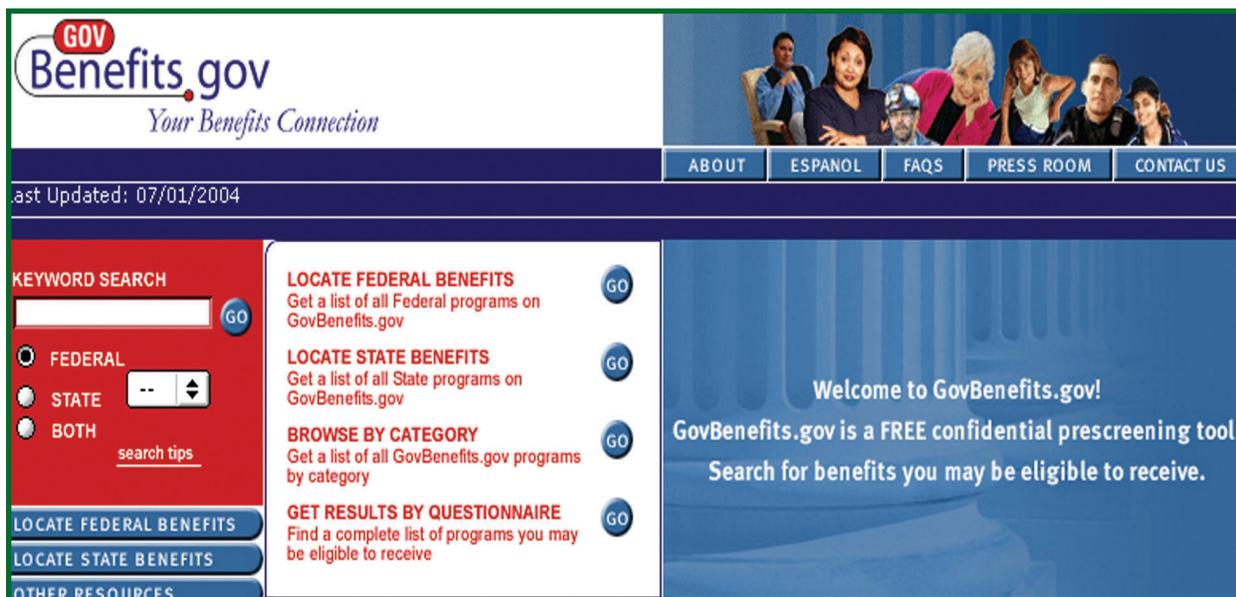
Effective management of information technology is a critical success factor for nearly every facet of our operations. The Department has continued to expand how it uses information technology to improve performance and serve customers. In FY 2003, we presented our E-Government Strategic Plan (at www.dol.gov/_sec/e_government_plan/egov_stratplan_toc.htm). This plan identifies the strategies the Department will employ to become a "digital department" to better serve its customers. These strategies include implementing a comprehensive, integrated E-Government framework to support the following key elements: Better Customer Relationships, Improved Organizational Capability, Enterprise Architecture, Security and Privacy, and Burden Reduction.

Better customer relationships require that we be customer-centric — creating an environment for understanding and improving the customer relationship. To facilitate this improved relationship, the Department categorized customers to help it identify opportunities for common approaches and to enable it to leverage economies of scale. DOL associated its services with the following major customer groups: citizens, employers, other governments, and DOL employees.

In our efforts to transform the way we serve our customers, the Department became one of the managing partners of GovBenefits.gov, one of the 24 Presidential Priority Initiatives.

GovBenefits.gov, a partnership of many Federal agencies and organizations, is designed to provide improved, personalized access to government assistance programs. It links the citizen to applicable government benefits programs via a Web-based online screening tool that does not require the citizen to provide personally identifiable information.

The Department also launched DisabilityInfo.gov, a Web portal that collects all Federal government information for people with disabilities in one place. DisabilityInfo.gov is the product of a collaborative effort between several Federal agencies containing Web links that direct customers to information on civil rights, education, employment, housing, health care, technology, and transportation, among other subjects. The site is designed to be a one-stop source of government information relevant to people with disabilities, their families, employers, and service providers.



The Department implemented an IT Capital Investment Management process for selecting, controlling, and evaluating IT investments. This process includes an automated IT portfolio evaluation and investment tool, with review and decision-making through a Technical Review Board composed of DOL agencies' IT professionals. In 2002, 70 percent of DOL Major IT initiatives operated within 10 percent of cost, schedule, and performance objectives. In 2004, 93 percent of completed projects which have moved into the operational stage are operating within 10 percent of cost, schedule, and technical performance.

DOL recently began an assessment of its Earned Value Management System against the approved government-wide standards. A pilot implementation of an Earned Value Tool is scheduled to begin in FY 2004. We also rolled out a new investment management tool, eCPIC (Electronic Capital Planning and Investment Control), for

use during the FY 2006 budget process. Training was also provided for DOL agencies.

Even though developing enterprise-wide applications is not simple, their connection to how well we do our work is simple. DOL will do a better job of meeting its strategic goals — having a workforce that is prepared, secure, and competitive and having workplaces that are safe — if we use information technology to streamline business processes.

The Department's Enterprise-wide Directory Service (EWDS) will simplify, unify and synchronize DOL's many directory functions, including email services. This will enable the Department to be more responsive to the public, government organizations, and employers. We have established our baseline directory service, and a pilot implementation of Windows 2003 Active Directory is underway.

PROUD TO BE AT LABOR

"GovBenefits.gov is a little over two years old, and since its initial launch back in April of 2002, we've had over 11 million visitors to the site. That alone makes me feel very, very proud of what I've done here because that's 11 million people that I can say that the website has helped, whether to find benefits or just to find information about some of the benefit programs that are out there and available through the federal or state governments."

- Denis Gusty, Program Manager, GovBenefits.gov

The Department is implementing an enterprise-wide E-Procurement Solution (EPS). The goal of EPS is integration of all acquisition activities throughout DOL. The EPS has been implemented in a total of 10 component agencies. Already, implementation has resulted in improved accuracy and an increased rate of electronic transactions. In addition, EPS implementation continues to meet all schedule, cost, scope and quality goals for IT project management.

The Department has made significant strides in the effectiveness of its Cyber Security Program. Congress highlighted DOL's results in Cyber Security by giving us the grade of "B" in the most recent report card scoring all federal departments and agencies that produce annual FISMA reports. This grade was the highest among Cabinet Agencies, while the government as a whole averaged a "D." The DOL Chief Information Officer, our Inspector General, and our Agency Security Officers are working to produce results that ensure that our electronic information is secure, private and protected. Our focus is on ensuring the integrity and confidentiality of the information we process, as well as ensuring that it is readily available in the most secure manner possible. This approach has resulted in the assured protection of our information technology assets and the accomplishment of our FY 2004 milestones.

The Government Paperwork Elimination Act amends the Paperwork Reduction Act in order to minimize the burden of federal paperwork demands on the American public through the implementation of information technologies. The act sets forth two purposes: (1) to encourage replacing paper information collection processes with electronic processes and (2) to enable federal agencies to achieve the purpose of the paperwork more effectively. Those of you

Initiative owner: Patrick Pizzella, Assistant Secretary for Administration and Management, Chief Information Officer
Manager: Thomas Wiesner, Deputy Chief Information Officer

with responsibility for supporting this effort in the Department have worked cooperatively to bring about the results we have achieved. We are now on target to reach our goal of having 100 percent of our manual processes that were designated practicable under the Government Paperwork Elimination Act automated by the end of FY 2004.

DOL Results

Since then, DOL employees have continued to achieve despite declining budgetary resources. The hard work and support of our IT professionals have contributed to our success in achieving the desired results in the areas of: cyber security, capital planning and investment, government paperwork elimination, Web-based procurement solutions, enterprise-wide directory service, and a common architecture. In addition, the cooperation of all employees to support efforts such as completing our annual Computer Security Awareness Training has contributed to the Department achieving its Cyber Security goals.

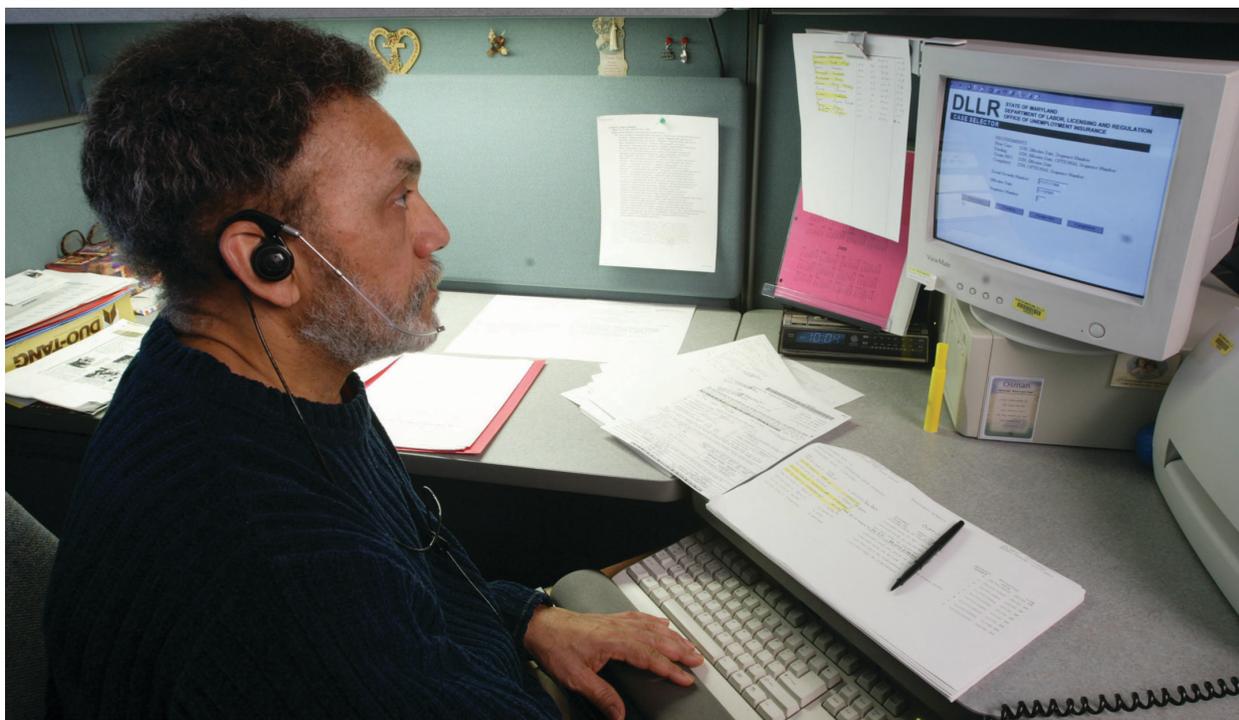
Assisting America's Workforce through E-Government

Improve Union Transparency: The Employment Standards Administration's Office of Labor-Management Standards completed a new software system in March 2004 to allow labor organizations to complete annual financial disclosure reports electronically and submit the reports via the Internet. The system was developed to facili-

PROUD TO BE AT LABOR

"My first day at DOL was Sept. 10, 2001. My second day here, I was talking to the acting RA when the planes hit. Later I got the assignment to be the ERS2 ("hot site") facility. I am delighted to take this on... We have all the equipment, and we've tested it several times. The plan is in place, and we think the plan is good."

- a Regional Administrator of the Office of the Assistant Secretary for Administration and Management whose location was selected as a "hot site" to which DOL staff can re-locate in event of an emergency



Unemployment Insurance claim agents in 36 states now take claims by telephone to improve both speed and quality of service to the unemployed. (DOL photo: Shawn Moore)

tate the implementation of new reporting requirements affecting the largest labor organizations that took effect on July 1, 2004. The software is a Web based application that will allow the regulated community to import data into the form, perform calculations and validations, edit the data, attach electronic signatures and submit the report via the Internet (www.dol.gov/esa/regs/compliance/olms/revisedlm2.htm). Union members will ultimately be able to search these reports electronically via DOL Web sites.

Improving DOL's Internal Efficiency and Effectiveness

Timely Safety and Health Reporting: DOL developed a web-based electronic reporting tool that reduced the life cycle duration for processing workplace injury claims. As a result, DOL improved data and performance measurement and is the current leader among Federal Agencies in timeliness of reporting injuries and illnesses among its workforce. In an effort to assist other federal Departments and Agencies comply with certain aspects of the President's Safety and Health and Return-to-Employment (SHARE) initiative, DOL began offering its software to other government agencies for free. As of March 2004,

11 Departments or Federal Agencies have accepted the software, including the Departments of Education, Commerce, Health and Human Services, Transportation, Housing and Urban Development, and Transportation Security Administration.

ETA, EBSA, ESA/OLMS, ESA/OWCP, OSHA, MSHA and BLS are leading Labor with "green" status scores in E-Government.

Budget and Performance Integration

The Initiative in DOL

The Government Performance and **Results** Act of 1993, later reinforced by the President's Management Agenda, called for integration of performance and budget. Under the leadership of the Departmental Budget Center (DBC), DOL began a concerted effort to integrate budget and performance information.

The DBC established and coordinated the work of a series of task groups that included staff members from organizations throughout the Department to create the first DOL performance-based budget for the FY 2004 budget cycle. The goal was to produce performance-based budget guidance and a budget submission format that would become the standard, fully integrated budget and performance document. The new budget template was the catalyst for meeting the budget requirements throughout all phases of the budget cycle as required by the Department, OMB, and the Congress, and it would also include narrative and data showing the linkages of performance, **results**, resources, and justifications.

These task groups reconvened to review the lessons learned from the FY 2004 submission and make improvements in the template for FY 2005.

Improvements were made to the narrative information linking resources with **results**, in cost allocation to ascribe full costs to budget activities and performance goals, and in overall presentation of the material. By combining a Performance Budget Overview as the first section of the OMB Submission and in the Congressional Justification of the FY 2005 budget this marked DOL's first completely integrated performance budget.

These integrated budgets ensure that past performance drives the justifications for future budget requests. An invaluable tool for measuring performance fairly across DOL agencies is the Program Assessment Rating Tool, or PART, which was introduced by OMB across the government. To date, 40 percent of DOL's programs and activities have been rated by the PART, and they are helping us prioritize where to apply our resources.

*Initiative owner: Patrick Pizzella, Assistant Secretary for Administration and Management.
Managers: Kim Locey, Director, Departmental Budget Center; Jim McEntire, Director, Center for Program Planning and Results*

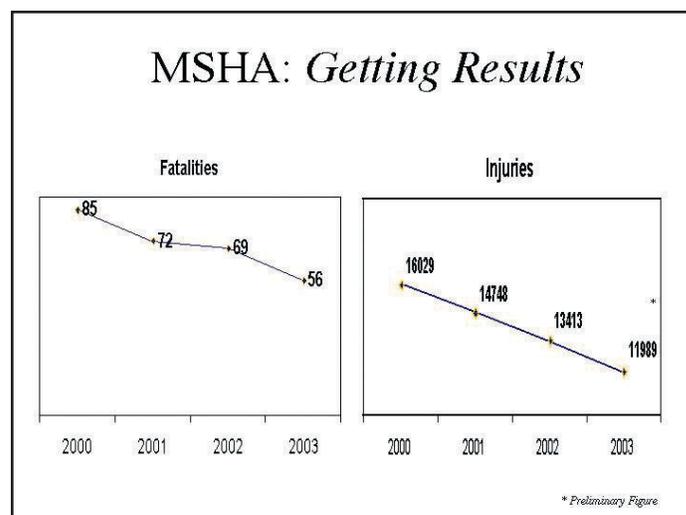
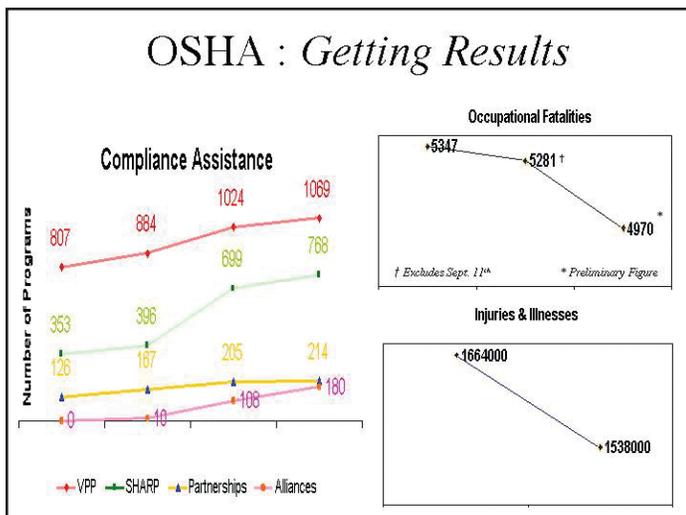
Many of our agencies are doing well at performing under flat or declining resources. From a discretionary spending standpoint, over the last 10 years, DOL's budget has increased slightly from \$10.6 billion to \$11.9 billion.

DOL PART PROGRAM SCORES

Program	2004 Rating	2005 Rating
BLS	Moderately Effective	Effective
EBSA	Results Not Demonstrated	Results Not Demonstrated
ETA/Trade Adjustment Act	Results Not Demonstrated	Ineffective
ETA/Dislocated Workers	Results Not Demonstrated	Adequate
ETA/Youth Activities	Results Not Demonstrated	Ineffective
ETA/Older Americans	Results Not Demonstrated	Ineffective
ETA/Migrant & Seasonal Farmworkers	--	Ineffective
ETA/UI Administrative Grants	--	Moderately Effective
ESA/OFCCP	Results Not Demonstrated	Results Not Demonstrated
ESA/FECA	Moderately Effective	Moderately Effective
ESA/Black Lung	--	Moderately Effective
ESA/WHd Davis-Bacon Act	--	Results Not Demonstrated
MSHA	--	Adequate
OSHA	Adequate	Adequate

U.S. Department of Labor - PART Schedule

	DOL PROGRAM BASELINE	FY 2006 PART	FY 2007 PART	FY 2008 PART
EMPLOYMENT & TRAINING ADMINISTRATION				
Training & Employment Services:				
1	Adult Employment & Training Activities			X
2	Dislocated Worker Employment & Training Activities			
3	Youth Activities			
4	Job Corps	X		
5	Native Americans	X		
6	Migrants and Seasonal Farmworkers			
7	National Programs (Pilots & Demonstrations)			X
8	Community Service Employment (Older Americans)			
9	Responsible Reintegration of Young Offenders		X	
10	Apprenticeship Training		X	
STATE UNEMPLOYMENT INSURANCE & EMPLOYMENT SERVICE OPERATIONS (SUIESO)				
11	Unemployment Insurance			
12	Employment Service - State Grants	X		
Employment Service - National Activities				
13	One Stop		X	
14	Foreign Labor Certification - Perm.	X		
15	Foreign Labor Certification - H1B	X		
16	Work Opportunity Tax Credit			X
17	Trade Adjustment			
18	H1B Training Grants			X
19	Disability Program		X	
20	EMPLOYEE BENEFITS SECURITY ADMINISTRATION	R		
21	PENSION BENEFIT GUARANTY CORP.	X		
EMPLOYMENT STANDARDS ADMINISTRATION				
Enforcement of Wage & Hour Standards				
22	Other Wage-Hour Programs		X	
23	Wage Determination			
24	Office of Labor Management Standards		X	
25	Federal Contractor EEO Standards	R		
Federal Programs for Workers' Compensation				
26	FECA			
27	Black Lung			
28	Longshore		X	
29	Energy Employees' Occupational Illness Compensation Fund			X
30	Disabled Coal Miners			X
31	OCCUPATIONAL SAFETY & HEALTH ADMINISTRATION			
32	MINE SAFETY & HEALTH ADMINISTRATION			
33	BUREAU OF LABOR STATISTICS			
DEPARTMENTAL MANAGEMENT				
34	Faith-Based and Community Initiatives			X
35	Small Business Programs		X	
36	Solicitor		X	
37	International Labor Affairs	X		
38	Women's Bureau		X	
39	Civil Rights			X
40	OFFICE OF DISABILITY EMPLOYMENT POLICY			X
VETERANS' EMPLOYMENT & TRAINING				
41	Disabled Veterans Outreach Program/Local Veterans Employment Program			X
42	National Veterans Training Institute (NVTI)			X
43	USERRA/Veterans Preference			X
44	Homeless Vets		X	
OFFICE OF INSPECTOR GENERAL				
45	Labor Racketeering	--	--	--
46	Audit and Investigations	--	--	--



Given these budget constraints, it is remarkable that many of our agencies are performing at historic levels of performance. Both OSHA and MSHA have reduced on-the-job illnesses, injuries and fatalities in recent years.

Now that the overall performance budget has undergone two years of major overhaul, there are fine-tuning improvements planned for FY 2006. This fine-tuning is intended to tie budget submissions to past performance more directly and actively than before. Generally, improvements are being made in presentation of narrative material and data displays, and we look forward to a smoother process leading to a more user-friendly, readable document.

DOL Results

On the June 30 OMB scorecard, the Department was upgraded to “green” in status for Budget Performance Integration – becoming one of only two Cabinet Departments to achieve that score to date. While the result of the Budget and Performance Integration element of the PMA is most evident in the budget submission, there have been other important actions completed to make the culture of DOL more attuned to performance management. We have greatly consolidated the number of goals in our departmental plans so that the critical few are highlighted. These Department- and agency-level goals and targets have become a part of an employee's personal performance standards where appropriate. The integration of budget and performance has led to increased communication and interaction among the staff and has served as a decision-making tool for program direction and resource levels as well as for support in the day-to-day management of DOL's programs.

Within Labor, ESA/OWCP and BLS are leaders with “green” status scores as of March 2004.



DOL Gets to Green. Robert Shea, Counselor to OMB's Deputy Director for Management and Portfolio Manager of BPI, celebrates DOL's BPI “green” status upgrade on July 22, 2004. (DOL Photo Max Krupka)

Faith-Based and Community Initiatives

DOL in 2001

The Center for Faith-Based and Community Initiatives (CFBCI) at DOL was created by Executive Order 13198 on January 29, 2001. Prior to 2001, DOL had partnered with a few nationally recognized faith-based organizations.

The Initiative in DOL

The goal of the Faith-Based and Community Initiative is to identify and remove barriers that prevent faith-based and community organizations that provide social services from accessing federal funding. Building upon principles contained in the 1996 Charitable Choice law, the initiative seeks to safeguard the religious character of providers and the religious liberty of beneficiaries while affirming that no public grants or contracts are expended for “inherently religious activities” such as worship, instruction or proselytizing.

The Initiative has three main goals:

- Identify and work to eliminate improper federal barriers to effective faith-based and community-serving programs through legislative, regulatory, and programmatic reform;
- Stimulate private giving to nonprofits, faith-based programs, and community groups by expanding tax deductions and through other initiatives; and,
- Pioneer a new model of cooperation through federal initiatives that expand the involvement of faith-based and community groups in the full range of federal social services programs.

DOL's Office of Faith-Based and Community Initiatives has given support to several organizations helping Americans prepare for and find meaningful, honest work.

OFBCI has provided support for organizations serving released offenders. Statistics show that, without intervention, almost 3 in 5 returning inmates will be charged with new crimes within three years of their release from prison; 2 in 5 will be re-incarcerated. CFBCI is committed to help-

ing ex-offenders successfully transition back into their communities and local workforce. DOL launched Ready4Work: A Business, Faith, Community and Criminal Justice Partnership demonstration program to provide grants to faith-based and community organizations (FBCOs) that provide transition services and employment linkages to ex-offenders.

CFBCI has also undertaken projects to foster new partnerships between FBCOs and the local Workforce Investment Boards that design and administer workforce development strategies.

Initiative owner: Brent Orrell, Director, Center for Faith-Based and Community Initiatives.

CFBCI has been working with DOL grant-making agencies since FY 2002 to ensure that FBCOs are able to compete for discretionary grants. So far, DOL has awarded direct grants to more than 150 FBCOs and 12 states to link FBCOs to the nation's workforce investment system, to reduce ex-offender recidivism plaguing communities across America, to improve education to reduce child labor in Benin, Zambia, and the Philippines, to reduce the number of children involved in sex trafficking in Thailand, to modify the homes of Americans with disabilities in order to make it easier for them to work, to mentor youth with disabilities, to prevent the spread of HIV/AIDS in Ugandan workplaces, and to rehabilitate, train and place homeless veterans in jobs.

A major initiative of CFBCI is to reach out to the business community and link them with faith-based and community organizations that can help meet their employment needs. Many sectors like health care, retail, and hospitality are facing a serious workforce shortage, and many employers are forced to recruit employees from overseas because of the lack of qualified American workers. CFBCI sees this as a real opportunity to educate both the employers and the faith-based and community organizations.

New regulations were published in 2003 and 2004 to ensure (1) the equal treatment of faith-based organizations that apply for and administer Federal financial assistance, (2) the ability of individuals to purchase religious training with Individual Training Accounts, and (3) the hiring

rights of faith-based contractors. All grant-making agencies have implemented measures to open competitive grant programs (for which non-government and non-business entities are eligible to apply) to FBCOs. In addition, DOL recently approved a simplified solicitation for grant application (SGA) template for use by all grant-making agencies. Providing a simplified template for agencies will help them draft clear, concise SGAs for new or small organizations that are seeking Federal funding.

DOL **Results**

The Center for Faith-Based and Community Initiatives (CFBCI) conducted an audit of the U.S. Department of Labor (DOL) to identify "barriers to the full participation of faith-based and other community organizations in the delivery of social services." The findings were submitted to the White House Office of Faith-Based and Community Initiative (WHOFBCI) and included in the August 2001 report produced by the White House titled, "Unlevel Playing Field: Barriers to Participation by Faith-Based and Community Organizations in Federal Social Service Programs." CFBCI used the report to formulate a long-term plan of action to reduce barriers to faith-based and community organizations (FBCOs), which was approved by Secretary Chao in November 2002. Other results include:

- CFBCI worked with ETA, ILAB, ODEP, VETS, and OSHA to award \$42 million in grants to FBCOs and states.
- ETA and CFBCI issued a Training and Employment Guidance Letter in 2002 that directed states to incorporate small and intermediary FBCOs into Workforce Investment Act (WIA) activities and programs.

- CFBCI launched Ready4Work, a three-year, \$22.5 million program to assist FBCOs that provide mentoring and other transition services for men and women returning from prison. Elements of Ready4Work served as the model for President Bush's 4-year, \$300 million prisoner re-entry initiative announced in his January 20, 2004, State of the Union Address.

Because 85 percent of DOL workforce development funds are managed at the local level, CFBCI has undertaken projects to foster new partnerships between FBCOs and the local Workforce Investment Boards that design and administer workforce development strategies. The Touching Lives and Communities Project bridges the divide between the local Workforce Investment Boards and FBCOs and provides models for successful partnership.

CFBCI continues to improve FBCO access to DOL grants through simplified grant solicitation formats. By way of Executive Order 11246, DOL announced a new regulation in 2003 that restores the right of faith-based organizations (FBOs) that contract with the Federal Government to hire staff in accordance with their religious views. At the same time, DOL announced a proposed regulation that will permit individuals to use Individual Training Accounts (ITAs) funded under the Workforce Investment Act to pay for religious training.

PROUD TO BE AT LABOR

"I was eager to contribute to our efforts in the Middle East. I was part of a DOL \$5 million grant for demobilization for former militants. It was a pleasure to represent the Department of Labor. It felt like we made a difference – we *did* make a difference. We set up 18 employment centers, and six vocational centers. We set the stage for USAID to take it to the next level."

- Craig Davis of the Bureau of International Labor Affairs, who worked in Iraq and Jordan from August 2003 - June 2004

Federal Real Property Asset Management Initiative

The Initiative in DOL

Just launched in mid-2004, Federal Real Property Assessment Management is the newest component of the PMA and will bolster the Department's ongoing efforts of fiscal responsibility and efficient management.

Initiative owner: Patrick Pizzella, Assistant Secretary for Administration and Management, Senior Real Property Officer.
Manager: Al Stewart, Director, Business Operations Center

According to FY 2003 financial statements, the Federal government currently owns billions of dollars in real property assets. In addition, the government also owns or manages one in every four acres of land in the United States. While much of the Federally owned real and personal property assets are used to support agency missions, it is not clear how many of these properties are actually being used in an efficient manner. For instance, much of the government's real property no longer serves the needs for which it was originally intended. As a result, there is a great deal of underused and unneeded real property within the Federal government.

Consistent with the initiative, we have established a Senior Real Property Officer at Labor – the Assistant Secretary for Administration and Management. DOL's Senior Real Property Officer will serve on the Federal Real Property Council to facilitate the success of our asset management plans. The Council will establish appropriate performance measurements for evaluating the costs and benefits involved with acquiring, repairing, maintaining, operating, managing, and disposing of Federal real properties. The Council will also serve as a clearinghouse for best practices in evaluating actual progress in the implementation of real property enhancements.

DOL Results

Consistent with the initiative, DOL is working to strengthen accountability in the practice of managing our Federal real property. This will include

determining how effectively DOL's properties are being managed. In addition, we have established a DOL team to better implement the initiative – which will oversee the development of a DOL plan to improve the management of our real property assets.

Real Property Owned or Leased* by DOL

	ETA/Job Corps	MSHA	Totals
Sites	123	3	126
Buildings	3122	17	3139

*Does not include buildings leased through GSA

Eliminating Improper Payments Program Initiative

The Initiative in DOL

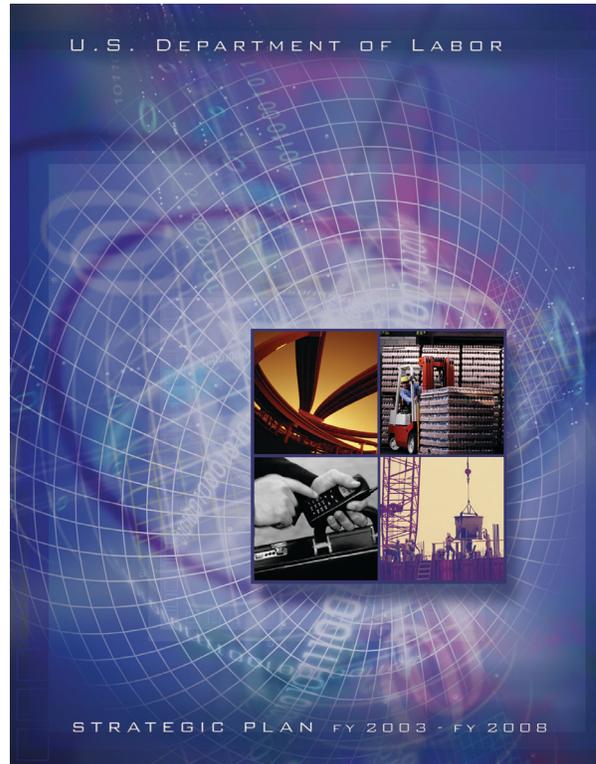
Just launched in August 2004, this initiative is aimed at eliminating improper Federal payments. Based on recent estimates, Federal agencies make more than \$35 billion in improper payments each year. An improper payment occurs when Federal funds go to the wrong recipient, the recipient receives the incorrect amount of funds, or the recipient uses the funds in an improper manner. Eliminating such payments is central to the Administration's efforts to improve financial performance government-wide, enhance the integrity of Federal programs, and ensure that limited Federal resources are used for their intended purpose. The Improper Payments Information Act (IPIA) of 2002 establishes a framework for improved performance on the measurement and reduction of improper payments. However, meeting the requirements and visions of the IPIA will necessitate increased attention to this critical issue.

DOL will be one of 15 Federal agencies scored under this new PMA component. As much as any other current management initiative, the Administration's effort to eliminate improper payments can help to ensure that taxpayer resources are spent wisely and efficiently. With the addition of this initiative, the status of agency efforts to eliminate improper payments will now be measured. In doing so, the Administration can better ensure that Federal agencies are held accountable for achieving results in their improper payment reduction efforts.

Compliance Assistance

Over the last several years, compliance assistance has become a crucial, innovative tool to optimize the protection of workers' safety, health, pensions, and fair wages. At the request of Secretary Chao, the Office of the Assistant Secretary for Policy has adopted the "green-yellow-red" scorecard approach of the PMA and is instituting a first-ever DOL Compliance Assistance Scorecard. Agencies can "Get to Green" on compliance assistance by making it an integral part of their service to workers, employers and other stakeholders. For most agencies, this will include specialized training and certification of front-line DOL employees in compliance assistance techniques. Over the coming months, OASP and agencies will share cutting-edge compliance assistance strategies and continue to brainstorm on how compliance assistance can advance Labor's mission to protect and serve workers.

The Office of Compliance Assistance in OASP is working with agency compliance assistance liaisons to develop a scorecard with which to evaluate agencies on their progress. Evaluating agencies will push the commitment to compliance assistance further than ever before, as agency heads will be held accountable for their agencies' success in this effort.



Initiative owner: David Gray, Acting Assistant Secretary for Policy
Manager: Barbara Bingham, Director, Office of Compliance Assistance

PROUD TO BE AT LABOR

"In the past, our measures were subjective, like 'Inspectors are expected to use their time effectively.' Now we are getting front-line input in the development of our strategic planning. Our senior management sets up a kickoff meeting in April where our Director records what her priorities are; ... we videotape her and send it to everyone nationwide so everyone hears the same message and marches to the same beat. Our standards today are more objective and quantifiable, which makes it easier for us to recognize who's deserving of reward."

- Corlis Sellers, Philadelphia Regional Head of the Wage and Hour Division, Employment Standards Administration

Next Steps – Unwavering Focus on Results

While we have made great strides over the last three years to improve DOL's supporting infrastructure and operations, we do not consider the structure and operations, we do not consider the job done. We will continue to find ways to help the Department's workforce work smarter and more efficiently to meet our responsibilities to the American public.

The goal is to help you manage better by giving you management tools and information you can use, such as:

- Integrated financial and performance information to help managers make better informed decisions and more accurate forecast of expected results.
- Continued improvements in integrated performance-based budgeting.
- A strong enterprise-wide approach to E-Government that integrates customer relationship management, organizational capabilities, enterprise architecture, and security and privacy components.
- Consolidation and sharing of IT resources across the Department.
- A "best in class" outcome-based Performance Management System totally aligned with DOL's missions and goals through a fully implemented competency-based Human Resources system.
- A Department-wide skills inventory assessment tool and process for identifying individual training needs and providing increased training opportunities focused on mission-critical skill gaps.
- Expanded succession management programs.
- A fully implemented DOL online recruitment system.
- Training and advice on competitive sourcing.

Having accomplished this, we envision:

- A work environment in which human capital is viewed as a valuable and indispensable asset with a more talented and diverse workforce to serve the American public.

- A fully automated recruitment system linking the talents and diversity of the applicant pool to the needs of the Department.
- Improved processes increasing the quality and efficiency of the services we provide.
- Accrual of savings that may be used to fund mission priorities as a result of competitive sourcing initiatives.
- More accurate benefit and assistance payments to current recipients, enabling programs to serve more eligible recipients without increasing budgets.
- A "best practices" example for IT investment management.

Management Review Board

Established in August 2001, the MRB provides a Departmental forum and decision-making body for wide ranging management issues. While membership is limited to DOL senior staff, the OMB Labor Branch Chief routinely attends these monthly meetings. Special guests are often invited to present – including Clay Johnson III, Karen Evans, and Robert Shea of OMB; Patricia McGinnis of the Council for Excellence in Government; and Howard Messner of NAPA.



Assistant Secretary Patrick Pizzella, Human Resources Director Daliza Salas, and Office of Workforce Planning and Diversity Director Dennis Sullivan meet with MBA Fellows — future leaders of the Department of Labor. (DOL Photo Neshan Naltchayan)

Proud to Be at the Department of Labor

"I love my job. And I love it because this Department is so wonderful and the people that I work with ... in this Department are unparalleled in all my experiences."

— *Secretary of Labor Elaine L. Chao*

"I think the Labor Department is very unique in the government in that although we're an agency of about ... 17,000 people, ... we operate almost like a small family company in the sense that there's very, very little hierarchy in this organization."

— *Jim Jones, Office of the Assistant Secretary for Policy*

"It feels nice to get a compliment in an e-mail ... *I really appreciate what this person did for us ... Your folks really did a good job ...* Sometimes that comes out of the clear blue, and that makes me feel good, and I make sure that the employees share in that."

— *Al Stewart, Director of Business Operations*

"What's really happening within MSHA is a cultural change. It's not to say that the old MSHA was broken. It's got a ... very rich history ... But we'd reached a plateau in performance in terms of injury ... and accident reduction ... So we're actually transforming the agency through our strategic planning process, upgrading some of the skills of our people, providing additional support, and we're also opening up all of the tools that are available to us in the Mine Act."

— *John Correll, Mine Safety and Health Administration*

"It's a very exciting job. No two days are the same. I really enjoy working with the agencies here in the Department. We have committed people that really want the very best for our employees."

— *Daliza Salas, Director of Human Resources*



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