U.S. DEPARTMENT OF LABOR



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**STRATEGIC PLAN**

**2014-2018**

September 2014

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1. Leadership Message

A message to our employees, customers, and stakeholders regarding our plans for the future:

In 2011, the senior leadership of the Office of Workers' Compensation Programs (OWCP) developed our first strategic plan to clearly define and communicate the organization's priorities and strategies for the next 5 years. The publication of the 2011 OWCP Strategic Plan was the culmination of a comprehensive, inclusive, and transparent process that included input from more than 100 managers throughout the OWCP community. Inputs from a number of customer satisfaction surveys, employee surveys, employee discussion forums, as well discussions with OWCP stakeholder groups were all considered during the development of the new plan. Through this process, OWCP's leadership group crafted statements for the OWCP mission, vision, and core values, as well as seven core strategic goals. For each strategic goal, more detailed objectives, implementing strategies, milestones, and measures for OWCP were developed to guide the activities of every manager and employee.

A strategic plan is, by its nature, a living document that must be regularly reviewed and adjusted as circumstances dictate. Accordingly, the implementation process is not only an opportunity to hold ourselves accountable for execution of each aspect of the plan, but to revise and improve it on an ongoing basis. Thus, in 2014, OWCP leadership again met, this time to refine our Strategic Plan. We reduced the number of our Strategic Goals from seven to five, following publication of the Department's new Strategic Plan, to focus on our mission and streamline our processes. We used the feedback and results from the last several years to form an update on our goal progress and reflected on the significant accomplishments we have made as an agency during that time. Five working groups were formed at this latest meeting to address the array of issues relevant to OWCP, and each group is charged with exploring on of the following goal area on an ongoing basis:

1. **Improve claims review, adjudication, issue resolution and payment**
2. **Enhance recovery, rehabilitation and employment services**
3. **Promote collaboration and outreach with stakeholders and customer groups**
4. **Create and sustain a high performing workforce**
5. **Improve agency-wide operations, governance and infrastructure**

Because of the accountability, compassion, customer-focus, dedication, integrity and professionalism of our outstanding OWCP staff, we are meeting or exceeding all of our professional targets. We are making a difference in the lives of injured and ill workers and their families who rely on us for financial support and medical care. The leadership is continually identifying "next steps" as we move forward in the accurate, complete and timely provision of benefits to our covered workers and their families.

We hope that all OWCP employees, customers, and stakeholders will take the time to review the new OWCP Strategic Plan, once it is finalized and posted, and monitor its implementation. We welcome your feedback as we proceed with the achievement of our mission, goals, and objectives.

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1. Introduction

Our Mission

Every day, the Department of Labor’s Office of Workers’ Compensation Programs (OWCP) employees touch the lives of thousands of injured or ill workers and their families by providing or overseeing the delivery of workers’ compensation benefits. OWCP has a unifying mission and vision:

**Mission:** To protect the interests of workers who are injured or become ill on the job, their families and employers, by making timely and accurate decisions on claims, paying benefits promptly, and providing opportunities for injured workers to return to gainful work as early as feasible.

**Vision:** An innovative leader in the delivery of benefits and a responsible steward of the resources entrusted to us, respected and relied upon by those who depend on us for their health and economic well-being.

The agency administers four major compensation programs, providing compensation, medical treatment, vocational rehabilitation and other benefits to covered workers (or their eligible dependents) with a work-related injury or illness. They include:

* The Federal Employees' Compensation Act (FECA) program provides wage-loss compensation, medical treatment, return-to-work assistance and vocational rehabilitation to civilian employees of the federal government injured at work and to certain other designated groups.
* The Energy Employees Occupational Illness Compensation Program Act (Energy) provides compensation and medical benefits to eligible employees and former employees of the Department of Energy, its contractors and subcontractors, who have been diagnosed with cancer and other illnesses due to exposure to radiation or toxic substances, or to their eligible survivors.
* The Black Lung Benefits Act (Black Lung) program provides or ensures the delivery of monetary compensation and medical benefits to totally disabled miners suffering from coal mine pneumoconiosis stemming from mine employment, and monetary benefits to their dependent survivors.
* The Longshore and Harbor Workers' Compensation Act (Longshore) program minimizes the impact of employment injuries and deaths by ensuring that workers’ compensation benefits are provided promptly and properly to most waterfront employees, contractors working overseas for the U.S. government, and other designated groups.

We operate from offices across the country, including our headquarters in Washington, DC, six regional offices, and 24 district offices. OWCP’s national office consists of the OWCP Director, Deputy Director and the four workers’ compensation program divisions. In addition, the Division of Administration and Operations and the Division of Financial Administration provide agency-wide management support including strategic planning, performance monitoring, medical policy, information technology capital planning, budget formulation and execution, financial management, and internal controls.

Add Map

District office operations report into the six OWCP regional offices:

* The Northeast Region covers claimants in seven states: Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, and Vermont.
* The Mid-Atlantic Region serves claimants in six states: Delaware, Maryland, New Jersey, Pennsylvania, Virginia, and West Virginia as well as the District of Columbia.
* The Southeast Region covers claimants in eight states: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee as well as Puerto Rico and the U.S. Virgin Islands.
* The Mid-west Region serves claimants in 11 states: Arkansas, Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, and Wisconsin.
* The Southwest Region covers claimants in 10 states: Colorado, Louisiana, Montana, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah and Wyoming.
* The Pacific Region serves claimants in eight states: Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, and Washington.

Each region has at least one FECA program district office, five regions have a Longshore program district office, three regions have a Black Lung program district office, and four regions have an Energy program district office. The chart below identifies the specific district offices in each region.

| **Program** | **Regional Office** | **District Office** |
| --- | --- | --- |
|  |  |  |
| FECA  (12 district offices) | Northeast | Boston, Massachusetts  New York, New York |
| Mid-Atlantic | Philadelphia, Pennsylvania |
| Southeast | Jacksonville, Florida |
| Midwest | Cleveland, Ohio  Chicago, Illinois  Kansas City, Missouri |
| Southwest | Dallas, Texas  Denver, Colorado |
| Pacific | San Francisco, California  Seattle, Washington |
|  | Washington, DC (reports into National Office) |
| Longshore  (10 district offices) | Northeast | Boston, Massachusetts  New York, New York |
| Mid-Atlantic | Norfolk, Virginia |
| Southeast | Jacksonville, Florida |
| Southwest | Houston, Texas  New Orleans, Louisiana |
| Pacific | Honolulu, Hawaii  Long Beach, California  San Francisco, California  Seattle, Washington |
| Black Lung  (8 district offices) | Mid-Atlantic | Johnstown, Pennsylvania  Greensburg, Pennsylvania  Charleston, West Virginia  Parkersburg, West Virginia |
| Southeast | Pikeville, Kentucky  Parkersburg, Kentucky |
| Midwest | Columbus, Ohio |
| Southwest | Denver, Colorado |
| Energy  (4 district offices) | Southeast | Jacksonville, Florida |
| Midwest | Cleveland, Ohio |
| Southwest | Denver, Colorado |
| Pacific | Seattle, Washington |

Our Customers

Workers come to OWCP during what may be one of the most difficult times in their lives – when they have suffered an injury or become ill on the job. They are often concerned about their health, their income, their job status, their ability to recover and return to work, and how they will support their families. Over the next five years, nearly one million workers or their survivors will rely on OWCP to provide benefits for work-related injury or illness, including compensation, medical treatment, and assistance in returning to work. In addition to our direct customers, our claimants, we work closely with many other stakeholders, including other federal agencies, employers, vendors, contractors, insurers, labor unions, the White House, and Congress in executing our mission.

Every day, people are injured or become ill as a result of their work. All deserve medical and financial support, compassion, and consistent treatment under the law. OWCP strives to provide each worker with excellent customer service and the assistance needed in his or her unique situation. Each of OWCP’s four programs serves a different set of workers and interacts with a variety of employers, vendors and other stakeholders to get benefits into the hands of eligible workers who need them.

**Federal Employees’ Compensation Act**: The FBI agent injured in the line of duty. The Postal worker whose mail truck is hit while driving a route. The office worker who slips in the office on a rainy day. The nurse who gets a back injury lifting a patient at the VA hospital. Victims of a terrorist act or natural disaster who are working at a federal facility or job site, or the emergency management worker who suffers an injury while assisting victims of a disaster. Federal employees are injured every day in serving the American people in various capacities, and these workers rely on workers’ compensation benefits under the Federal Employees’ Compensation Act (FECA).

For nearly 100 years, the FECA program, administered by the Division of Federal Employee Compensation, has continuously evolved to meet its commitment to provide high quality service, while minimizing the financial, social and human costs of work-related injuries. FECA is the exclusive remedy by which federal employees may obtain disability, medical, and/or survivor benefits for workplace injuries.

Today, FECA provides workers’ compensation coverage to more than three million federal employees and postal workers around the world, for employment-related injuries and occupational diseases. It also covers Peace Corps and VISTA volunteers, federal petit and grand jurors, volunteer members of the Civil Air Patrol, Reserve Officer Training Corps Cadets, Job Corps, Youth Conservation Corps enrollees, and non-federal law enforcement officers when injured under certain circumstances involving crimes against the United States.

In 2013, FECA provided approximately $2.9 billion in compensation and medical benefits to 239,000 claimants with a return to work rate of 92 percent.

**Longshore and Harbor Workers’ Compensation Act**: The longshoreman injured while unloading a shipping container. The ship repairman who slips while working on the electrical system. The government contractor working overseas who falls down stairs on the base. The oil rig worker hurt when equipment malfunctions. These workers, who would not generally be well-protected by workers’ compensation in foreign jurisdictions, may be eligible for benefits under the Longshore and Harbor Workers’ Compensation Act and its extensions.

OWCP’s Division of Longshore and Harbor Workers’ Compensation administers the Longshore program, which offers workers' compensation protection to employees engaged in maritime work or in maritime occupation on the navigable waters of the United States or adjoining areas, including a longshoreman or other person in longshoring operations, and any harbor worker, including a ship-repairman, ship-builder and ship-breaker, as well as federal government contractors outside the United States and employees of private industry conducting certain operations on the Outer Continental Shelf. Longshore operates under various statutory authorities:

* The Longshore and Harbor Workers’ Compensation Act (LHWCA) – covers most waterfront workers;
* The Defense Base Act (DBA) – covers most contractors working overseas for the U.S. government;
* The Non-Appropriated Fund Instrumentalities Act (NAFIA) – covers morale, welfare and recreation workers on U.S. military installations in the continental United States and overseas; and
* The Outer Continental Shelf Lands Act (OCSLA) – covers most oil rig workers.

Except in very limited cases, the Longshore program does not directly pay benefits to injured claimants. Rather, it oversees the delivery of wage replacement compensation, medical treatment, and vocational rehabilitation benefits to injured private sector workers, as well as death benefits to their eligible survivors in the event of work-related death. It also provides information, technical and compliance assistance, support, and informal dispute resolution services to workers, employers, and insurers, authorizes private employers to self-insure, and insurance carriers to provide coverage for benefits provided under the Act. Over the past five years, the program has facilitated the delivery of wage replacement compensation, medical treatment, and vocational rehabilitation benefits to nearly 73,000 injured private sector workers and death benefits to their survivors. In FY 2013 alone, the Longshore program created over 28,000 new injury claims and oversaw the payment of $1.35 billion in benefits to nearly 59,000 claimants.

**Black Lung Benefits Act**:  Coal mine employees, whether underground or surface miners or construction or transportation workers are regularly exposed to respirable coal mine dust which can cause chronic lung diseases such as coal workers pneumoconiosis (CWP), silicosis, massive pulmonary fibrosis, and other chronic restrictive or obstructive pulmonary disease or impairment arising out of coal mine employment - known collectively as black lung disease or ”Pneumoconiosis”. Black lung disease can lead to significant lung impairment, permanent disability, and death. Unfortunately, new cases of black lung continue to occur, even in the younger coal miners using protective equipment. According to the National Institute for Occupational Safety and Health (NIOSH), the most disabling and potentially fatal form of CWP is being observed in miners in their thirties.

OWCP’s Division of Coal Mine Workers’ Compensation is responsible for administering the Black Lung program, providing compensation to coal miners who are totally disabled by black lung disease arising out of coal mine employment, and to the miners’ eligible survivors.  The program provides two types of benefits:  monthly wage replacement and medical services.  A standard monthly benefit (income replacement) is paid to coal miners who are totally disabled by pneumoconiosis arising out of coal mine employment, and to survivors of coal miners whose deaths are attributable to the disease. The Act also provides eligible miners with medical coverage for the treatment of lung diseases related to pneumoconiosis .

In FY 2013, the Black Lung program issued over 4,700 Proposed Decision and Orders (PDO) and paid nearly $345 billion in monthly compensation and medical benefits to 41,000 miners or their families, In addition, the program monitored benefit payments and medical treatment provided by self-insured coal mine operators or their insurance carriers to an additional 4,700 beneficiaries.

**Energy Employees Occupational Illness Compensation Program Act**: The nuclear engineers and physicists. The glove box operators. The uranium miners, millers and transporters. The construction workers who built the facilities and the plumbers, electricians and others who maintained them. The office managers and janitors who kept the nuclear facilities clean and organized. These workers and others who may have been exposed to radiation and toxic substances at covered nuclear facilities turn to OWCP’s Division of Energy Employees Occupational Illness Compensation, for compensation and medical benefits for diagnosed illnesses related to

their exposures at work.

During and following World War II, through the Cold War and today, tens of thousands of Americans worked for the Department of Energy, as employees, contractors and subcontractors, to help secure America by building and safeguarding our nuclear weapons. In performing their jobs, some of which may have been top secret at the time, these workers may have been exposed to radiation or other toxic substances. The effects on the human body of some of the toxic substances were unknown; yet these workers showed up and worked every day in the interests of our security as a nation. In 2000, Congress passed the Energy Employees Occupational Illness Compensation Program Act (EEOICPA), to provide benefits to workers who have been diagnosed with cancer, beryllium disease, silicosis, or other illnesses resulting from workplace exposures in the nuclear weapons industry.

The Energy program is divided into two Parts. Part B covers employees (or their survivors) who worked for the Department of Energy or its contractors and subcontractors, Beryllium Vendors, and Atomic Weapons Employers, who are diagnosed with cancer, beryllium disease or silicosis, and their eligible survivors; and Part E covers employees of DOE contractors and subcontractors and uranium workers or their survivors, who develop any illness due to exposure to toxic substances at covered facilities. Some workers are covered by both Part B and Part E of the program. Individuals who received benefits from the Radiation Exposure Compensation Act (RECA) Section 5 are also entitled to benefits under both Parts B and E.

Since its establishment in 2001, the Energy program awarded $10.8 billion in compensation and medical benefits associated with the treatment of accepted medical conditions: $2 billion in medical benefits, $5.5 billion in compensation under Part B; and since 2005, $3.3 billion in compensation under Part E. In FY 2013 alone, over 34,000 nuclear weapons workers or their families received $922 million in compensation and nearly $392 million in medical expenses.

**Organizational Support**:

Two divisions, located in National Office, provide the administrative and financial support to the programs and regions necessary to provide high quality service to OWCP’s customers and stakeholders. These divisions work directly with program and regional leadership and their administrative staffs to ensure that OWCP has the resources needed to successfully perform its mission. While these functions can be considered “behind the scene,” they are critical to the agency’s success in meeting its customers’ needs.

**Division of Administration and Operations** (DAO): DAO provides the administrative support for OWCP, including the development of policies, procedures and standards in the areas of traditional administrative functions as well as in communications and medical and information technology (IT) policy. The division is responsible for ensuring that the agency remains in compliance with federal and departmental guidelines in such areas as human capital and travel management, procurement and contract administration, records management and the Paperwork Reduction Act. It also oversees space planning, personal property management, interagency agreements, communication with internal and external stakeholders and management of special projects. DAO ensures that OWCP obtains the IT services and business solutions to enable us to achieve our mission in an efficient and customer-focused manner and sets IT standards for the OWCP information technology infrastructure and system development process. It sets OWCP medical and rehabilitation policy, provides support to the OWCP programs, and maintains the OWCP treatment suites and fee schedule. DAO also is responsible for the day-to-day medical bill processing operations that support the FECA, Black Lung and Energy programs’ provision of medical benefits.

**Division of Financial Administration** (DFA): DFA provides the budgetary, accounting, strategic and operational planning, performance, policy, and analytic support for OWCP. Specifically, the division is responsible for budget formulation and justification for all OWCP funding sources and budget execution and financial planning for all administrative funding.  It is the primary point of contact for issues to and from the Departmental Budget Center and the Office of the Chief Financial Officer as well as the principal liaison with programs and regional directors for the planning and execution of their budgets. DFA ensures the accurate accounting of all OWCP funding streams and that there are sufficient balances to make benefit payments and reconcile fund balances with the Treasury General Ledger. It also provides audit liaison support. DFA leads the development and monitors the implementation of OWCP’s strategic plan as well as facilitates the DOL performance management process for OWCP programs. It is responsible for understanding the programs, assessing Congressional interest in OWCP’s activities, identifying potential issues, and policy clearance. In addition, DFA provides analytical support to a broad range of OWCP initiatives and program efforts.

**Our Employees**

An organization’s success depends on its workforce – the people who make the mission real. In OWCP this is especially true – our staff is the agency’s most important resource. We could not help injured and ill workers without the dedication and expertise of nearly 1,700 federal employees (claims examiners and hearing representatives, customer service representatives, workers’ compensation assistants, medical and billing specialists, physicians, program and management analysts, budget analysts, accountants, and others) assisted by several thousand contract workers (nurses and rehabilitation counselors, doctors, medical bill processors, information technology (IT) experts, etc.). Every day they perform a variety of functions to protect the interests of workers who are injured or become ill on the job, their families and employers. Specifically, they:

* Review and adjudicate claims (in the FECA, Black Lung and Energy programs) or overseeing similar work performed by employers and contractors (in the Longshore and Black Lung programs);
* Provide technical assistance to claimants and employers;
* Resolve disputes and conduct hearings;
* Pay wage replacement and medical benefits;
* Help injured workers recover and/or gain new knowledge and skills so that they can return to gainful work;
* Develop policies and procedures; and
* Provide administrative, financial and analytical support to the programs and regions to better accomplish the mission.

Given the nature of workers’ compensation programs, OWCP’s staff work in a high-volume production environment – we work with injured and ill workers who come to OWCP at one of the worst times in their lives, following a sudden injury or new diagnosis, for assistance in maintaining support for their families and obtaining medical treatment for themselves. Workers’ compensation programs generally involve detailed eligibility criteria and strict evidentiary standards, which require high-level analysis by claims examiners and can create confusion for claimants, who may or may not have legal representation. Two of OWCP’s programs are also adversarial in nature.

These factors create a complex and potentially stressful work environment for our staff, who must not only be technical experts but must also communicate well and often with a claimant community who may be in crisis. Many must know the laws, regulations, policies and procedures that govern our programs; interpret medical findings; analyze information and make informed judgments; have strong customer services skills; and maintain grace under pressure. Industry knowledge, including understanding how the insurance industry works, is also important. Some employees must have medical and legal backgrounds. Others must know how to fund and acquire resources; improve program efficiency and effectiveness; and evaluate program integrity. And all OWCP employees must have a passion for the mission and a concern for the wellbeing of others. OWCP strives to earn the trust of our claimants and stakeholders and to continue to be a leader in the area of government benefits. Without our top-notch staff, this would not be possible.

1. **Strategic Management Framework**

**OWCP’s programs have served injured and ill workers well for many years. The agency’s four programs have over 240 years of combined service. The oldest program, FECA, will be 100 years old in 2016; the newest one, the Energy program, has been in existence since 2001.**

**To ensure OWCP has the policies, processes, tools, employees, and management infrastructure necessary to continue to accomplish its mission, and meet the needs of our customers and stakeholders, the agency’s leadership has developed a strategic management framework to guide decisions and investments and to continue to build a culture of performance excellence. This framework includes a strategic plan, defining the agency’s direction for the next five years, and annual operating and operational plans which identify priorities and establish milestones, measures and targets to track and assess performance.**

**OWCP created its first strategic plan in 2011, covering the time period 2012-2016. In 2013, the Department of Labor developed a new strategic plan for 2014-2018. To ensure OWCP’s direction is aligned with the department’s direction, the agency decided to revise its original plan, updating it to cover 2014-2018. This new plan builds on both the original plan and the agency’s experience implementing it. It also considers the current environment in which the agency operates and potential future conditions. Recognizing the movement towards a more citizen-centric government, the importance of data driven decision making, the critical role that employees play in accomplishing the mission, and on-going budget constraints the plan emphasizes innovation, leveraging resources, communication, employee development and customer service.**

**The OWCP strategic plan is aligned with the DOL strategic plan. It is being** implemented concurrently with and in support of the department’s goals and priorities. The OWCP plan will be reviewed annually and updated in conjunction with the DOL Strategic Plan.



The Department of Labor’s Strategic Plan covers the timeframe 2014-2018. It is built on the Secretary’s Vision of promoting and protecting opportunity for all workers and employers. The plan includes five strategic goals – goal 4 encompasses OWCP’s mission.

**DOL Strategic Goal 4**: Secure retirement, health, and other employee benefits, and, for those not working, provide income security.

Workplace benefits are vital to protecting and promoting opportunity. They ensure that workers can remain in the middle class if they face a health care challenge, retire from their jobs, or experience a workplace accident or illness. Whether health insurance, unemployment insurance, workers’ compensation, or retirement benefits, the Labor Department protects the benefits that are essential to America’s middle class.

**Strategic Objective 4.1**: Provide income support when work is impossible or unavailable and facilitate return to work.

Through the Unemployment Insurance Program (a Federal-State partnership), ETA provides assistance to workers seeking employment as well as temporary income support. Similarly, for injured or ill Federal employees and other specific groups, the Office of Workers’ Compensation Programs aims to provide income support and a path back to work for those able to take advantage of the opportunity.

Performance Goal OWCP 4.1: Provide income support when work is impossible or unavailable and facilitate return to work for workers experiencing workplace injuries or illnesses.

* Improving the speed and quality of claims intake and processing
* Improving the accuracy, timeliness, and quality of benefits
* Increasing the share of employees who return to work after sustaining a workplace injury or illness

1. **Strategic Direction**

**Vision and Core Values**

**OWCP’s strategic plan is focused on the agency’s mission:**

To protect the interests of workers who are injured or become ill on the job, their families and employers, by making timely and accurate decisions on claims, paying benefits promptly, and providing opportunities for injured workers to return to gainful work as early as feasible.

It defines the agency’s direction for the next five years, establishing a compelling vision, a set of core values, and a set of strategic goals and objectives to accomplish the mission.

Our **vision** defines the kind of agency we would like to be, building upon our experience and recognizing our special responsibilities as a federal agency. OWCP’s vision is to be:

**Vision:** An innovative leader in the delivery of benefits and a responsible steward of the resources entrusted to us, respected and relied upon by those who depend on us for their health and economic well-being.

The OWCP **core values** are the heart of our agency. We live them every day and they form the foundation on which we perform our work and conduct ourselves.  In an ever-changing world, our core values are the constant. They are not descriptions of the work we do nor the strategies we employ to accomplish our mission; rather, they are the principles underlying how we go about our work, and define how we interact with each other as well as those we serve.  They are:

* Accountability: The employees of OWCP acknowledge and are responsible for their actions and results. To achieve results, they often overcome adversity, employ innovative approaches, and courageously take risks with confidence and resolution, within the parameters of the law.
* Compassion: The employees of OWCP treat injured workers and their families sympathetically and appropriately, taking the time to understand their issues and concerns.
* Customer focus: The employees of OWCP meet the needs of our varied stakeholders by providing timely and accurate communications and decisions; making every effort to be responsive, straight forward, and attentive to our customers.
* Dedication: The employees of OWCP are enthusiastic, accountable and team-oriented with a sense of mission toward workers; their families; and their employers.
* Integrity: The employees of OWCP are honest, truthful, trustworthy and respectful in establishing our goals; in performing our work; and in our interactions with each other and with those whom we serve.
* Professionalism: The employees of OWCP are committed to excellence, at all times acting appropriately and in a manner that is acceptable and careful; completing tasks and responsibilities accurately and on time; and applying expert knowledge, skills, and experience in executing OWCP’s complex programs.

Future Direction

**OWCP**

The Office of Workers’ Compensation Programs consolidates, in one umbrella organization, several federal workers’ compensation programs administered by the Department of Labor. Over the years, OWCP has become recognized a leader in the field of workers’ compensation, with nearly a quarter of a millennia of experience across its four programs. Each program continues to evolve, adapting to changing times and new challenges.

In recent years, as resources have dwindled and interest in efficiency and cost-effectiveness continues to be paramount, OWCP has focused on ways to leverage the collective strengths of the agency to solve multiple challenges. For example, the FECA program’s online claims technology is being adapted to meet the needs of the Longshore, Black Lung and Energy programs. As a result, all four programs will be well positioned to work more effectively, eliminating steps no longer necessary in an automated environment, improving communication with claimants and other stakeholders, and enabling employees to take advantage of telework as claim files will be available electronically.

As we look to the future, OWCP will continue to use its collective strengths to respond to the challenges of 21st century – challenges such as: constrained resources for program administration; the increasing demand for transparency within government and high quality customer service; and more and more advanced technology, offering new ways of performing work, and requiring that we take a fresh look at our operations. Over the next five years, several themes will continue to underlie OWCP’s decision-making including:

* Leveraging knowledge and resources across programs and regions to maximize buying power and minimize duplication (one of the purposes of the strategic planning process is for OWCP leaders to come together, discuss issues, identify cross-cutting challenges, and look for ways to solve common problems);
* Using data and analysis to strengthen our programs to better meet the needs of our customers;
* Establishing a more focused approach to customer service; and
* Balancing timeliness, quality, customer satisfaction and employee engagement, to achieve optimal performance.

OWCP has made strides in these areas over the past several years and will continue to expand its efforts as we move into the second half of the decade. This strategic plan lays the framework for moving forward in these areas.

**FECA**

**Longshore**

**Black Lung**

**Energy**

1. Strategic Goals, Objectives, and Strategies

This plan outlines OWCP’s strategic priorities over the next several years. It is the cornerstone of our decision-making and will help to guide our investments and operations over the next five years. The leadership team has identified five strategic goal areas. Goals 1 and 2 focus on cross-cutting program improvement and performance – claims processing and benefits payment and recovery, rehabilitation and employment services. Goals 3, 4 and 5 focus on agency-wide management – collaboration and outreach, employees and governance and operations. A set of objectives have been identified to accomplish each goal. Each objective is supported by a set of strategies. An overview of the strategic goals, objectives and strategies is provided below. An Implementation Plan is presented in the *Appendix.* It provides a description of each strategic goal and greater detail on our planned activities to implement the strategy and accomplish our goals and objectives.

Strategic Goal 1: Provide timely and accurate claims processing and benefit payments (aligns with DOL Performance Goal OWCP 4.1)

Providing timely and accurate claims processing and benefit payments is at the heart of our mission. OWCP is responsible for adjudicating hundreds of thousands of claims and ensuring the payment of billions of dollars. Each year we receive approximately **XXX** new claims from injured or ill federal workers, longshore and harbor workers, contractors who work for the U.S. government overseas, coal miners, and current and former nuclear weapons workers. Each day our claims examiners across the country evaluate claims to determine whether or not a worker is entitled to receive wage replacement and/or medical benefits. If the answer is yes, benefits are paid either directly to the claimant or a family member, or to a medical provider.

To ensure we are working as efficiently and accurately as possible, OWCP is taking a comprehensive look at its policies, procedures and operational processes that support the review and adjudication of claims and early resolution of claims issues. OWCP also is strengthening its benefit payment processes to injured workers and their families to improve accuracy and timeliness, and reduce the number of improper payments. The objectives and strategies identified below are designed to strengthen our programs and support our employees in an effort to better serve our customers.

**Objective 1.1:** *Strengthen program design – laws, regulations, policies*

* Identify program needs that could be addressed through regulatory, statutory or procedural changes. Analyze input from external stakeholders concerning issues that can be addressed by changes to policies, procedures and regulations.
* Strengthen program procedures.
* Provide procedural guidance in usable and organized fashion.

**Objective 1.2:** *Enhance development and delivery of technical training*

* Identify technical training needs of employees.
* Review existing and potential new information technology (IT) capabilities and determine most efficient usage for program efficiency.
* Assess effectiveness of training.

**Objective 1.3:** *Enhance program integrity*

* Conduct accountability reviews.
* Implement quality and process improvement initiatives to enhance the timeliness and accuracy of decisions.
* Improve payment accuracy and reduce improper payments.
* *Enhance program delivery through process improvement and technology solutions*
* Implement process improvements to enhance the ability of claimants and other customers to submit timely claims and other documentation.
* Streamline the process to verify employment and earning information for claimants.

**Objective 1.5:** *Dispute resolution*

Strategic Goal 2: Provide recovery, rehabilitation and employment services (aligns with DOL Performance Goal OWCP 4.1)

Add a short introduction (see strategic goal 1)

* *Establish policies and procedures that support and improve return to work and vocational rehabilitation outcomes for injured workers*
* *Establish organizational structures and program initiatives that support and improve return to work and vocational rehabilitation outcomes for injured workers*

**Strategic Goal 3: Promote collaboration and outreach with stakeholders and customer groups**

Add a short introduction (see strategic goal 1)

* *Promote understanding and awareness of OWCP through the development and dissemination of information to key agency stakeholders, including but not limited to Congress, partner agencies, labor unions, advocates and representatives, providers, the media, industry, the academic and research communities*
* *Establish diverse communities of practice at the national and regional levels for both program-specific and corporate-level issues*
* *Customer Satisfaction Surveys – effectively engage with our customers and stakeholders in order to obtain accurate information about interactions so as to improve customer satisfaction and program performance*

**Strategic Goal 4:** [**Create and sustain a high performing workforce**](#G4)

Add a short introduction (see strategic goal 1)

* *Support employee development and improvement*
* *Build an effective management team*
* *Enhance internal communication*
* *Recruit a highly competent, diverse pool of candidates*
* R*eward and recognize performance excellence*
* *Retain high performing employees*

**Strategic Goal 5: Improve agency-wide operations, governance and infrastructure**

Add a short introduction (see strategic goal 1)

* ***Build a successful future for OWCP by establishing a planning and performing governance structure***
* ***Coordinate agency planning for continuation of essential functions during emergency situations***
* ***Provide efficient and transparent financial processes and controls***
* ***Proactively leverage information technology and services to support the dynamic operations of the organization***
* ***Enhance productivity and reduce costs by improving the quality of our physical infrastructure and operational environment***
* ***Enhance the procurement process by improving efficiency and reducing costs***
* ***Maintain and/or implement the audit component of program integrity and external audits***

1. Implementing Strategies and Measures

Implementing strategies to achieve the objectives and a set of key measures to help us determine if we are on track to achieve our goals and objectives are provided in this Section. Program performance data is derived from a number of internal sources and reports including the claims management systems, bill processing services reports, and call monitoring software. The programs will conduct quarterly and annual reviews and hold management meetings to identify deficiencies in performance against strategic objectives, plan corrective actions and track progress. Specific goals and strategies are reevaluated annually during OWCP’s development of program operational plans. A formal review of progress against annual operational and long-term goals will occur through the Department’s Quarterly Review and Analysis (QR&A) process.

Strategic Goal 1:Provide Timely and Accurate Claims Processing and Benefit Payments

**Description:** Streamline policies, procedures, and operational processes that result in the timely and accurate review and adjudication of claims. Promote timely resolution of claims issues through both informal dispute resolution and formal appellate procedures. Deliver and/or facilitate benefit payments to injured workers and their families accurately and on-time.

**Objective 1.1:** Strengthen program design – laws, regulations and policies

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| --- | --- | --- | --- |
| **Strategies** | **2014** | **2015** | **2016-2018** |
| **1.1.a** Identify program needs that could be addressed through regulatory, statutory or procedural changes.  Analyze input from external stakeholders concerning issues that can be addressed by changes to policies, procedures and regulations. | OWCP-wide: Solicit and analyze input from employees.  OWCP-wide: Encourage collaboration between national and regional offices through regular meetings, policy calls, steering committees. Three programs already have systems in place for this feedback and conduct regularly scheduled meetings  Black Lung: Create a policy steering committee in 2014. | OWCP-wide: Solicit input from stakeholders.  OWCP-wide: When town hall meetings or other public events are held, gather any ideas or questions about program policies that may come from advocates, other Departments and outside stakeholders. | OWCP-wide: Analyze input gathered from employees and stakeholders and review on an ongoing basis for changes to policies that may be required. |
| **1.1.b** Strengthen program procedures. | OWCP-wide: Streamline clearance process. | OWCP-wide: Establish protocols for timely updates of procedures. |  |
| **1.1.c** Provide procedural guidance in a usable and organized fashion. | OWCP-wide: Identify areas where access and usability of guidance could be improved. | OWCP-wide: Make access to guidance more user-friendly. | OWCP-wide: Provide access to guidance available to employees in a shared forum that is searchable and continuously updated. |

**Objective 1.2:** Enhance development and delivery of technical training

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| --- | --- | --- | --- |
| **Strategies** | **2014** | **2015** | **2016-2018** |
| **1.2.a** Identify technical training needs of employees | OWCP-wide: Solicit employee input (e.g. surveys, suggestion boxes, team meetings).  OWCP-wide: Review findings from accountability reviews to determine whether there are areas requiring training. | OWCP-wide: Identify training needs that result from stakeholder engagement and begin to collect these ideas in a database or other listing  OWCP-wide: Begin to review findings from QR&A data, and operational plans to determine whether there are areas requiring training. | OWCP-wide: Analyze the information obtained in the prior years from the employees, the operational plans, and stakeholders and develop a plan to incorporate newly gathered information into training materials as a norm that can be used each year. |
| **1.2.b** Review existing and potential new IT capabilities and determine most efficient usage for program efficiency | OWCP-wide: Identify all existing IT capabilities available in OWCP. | OWCP-wide: Review existing IT capabilities to determine how these capabilities can be leveraged for use with training and policy materials. Assess potential new IT capabilities that can further enhance program efficiencies | OWCP-wide: Share findings regarding IT resources and maximize usage nationwide as appropriate |
| **1.2.c** Assess effectiveness of training | OWCP-wide: Identify methods of assessment (subject specific spot audits, review of work in particular subject area in which training was conducted within 3-5 months of training). | OWCP-wide: Implement methods identified for evaluating training. | OWCP-wide: Identify a process for establishing new ways to evaluate training on an annual basis (establish a norm for this type of assessment) |

**Objective 1.3:** Enhance program integrity

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **1.3.a** Conduct accountability reviews. | OWCP-wide: Hold follow-up meeting with the cross-program accountability review team to determine how the changes made in FY 2013 have been put into practice. | OWCP-wide: Share accountability findings division-wide.  OWCP-wide: Determine whether there are additional best practices that could be shared across programs as implementation of OIS becomes OWCP-wide. | OWCP-wide: Implement changes identified in the previous years related to OIS that could be leveraged to the other programs. |
| **1.3.b** Implement quality and process Improvement initiatives to enhance the timeliness and accuracy of decisions and the resolution of disputes. | Black Lung: Implement a pilot program on the Black Lung program to allow for a secondary review of medical evidence by 413(b) doctors for claimants without representation.  Black Lung: Implement a sample/spot check initiative on the Black Lung program  FECA: Implement a tiger team to reduce the time to make decisions and issue payments to insurance carriers for War Hazards claims. | Black Lung: Expand the pilot program on the Black Lung Programs to allow for a secondary review of medical evidence by 413(b) doctors for all claims.  Black Lung: Implement a Joint Quality Control Project with NIOSH on the Black Lung program.  Energy: Work with NIOSH on the Energy program to enhance the decision process for both Part B and E claims.  FECA: Collaborate with the insurance industry to streamline the decision process for War Hazards claims. |  |
| **1.3.c** Improve payment accuracy and reduce improper payments. | * OWCP-wide: Begin to share best practices for ensuring accuracy of payments across programs. Develop work group for this analysis. * OWCP-wide: Develop regular audits for review of payments (outside of accountability review process). * OWCP-wide: Analyze vetting/ process flow across programs to ensure quality control over individual or multiple payments. | * OWCP-wide: Streamline internal payment processes across programs.   OWCP-wide: Develop materials for distribution regarding how to properly complete claims for monetary compensation accurately and timely.  OWCP-wide: Implement regular audits for review of payments.  OWCP-wide: Implement changes to process flow across programs identified the previous year. | OWCP-wide: Distribute materials regarding how to properly complete claims for monetary compensation accurately and timely. Create training tutorial for this process.  OWCP-wide: Increase use of electronic submission of forms and other documents/leverage IT improvements. |

**Objective 1.4:** Enhance program delivery through process improvement and technology solutions

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **1.4.a** Implement process improvements to enhance the ability of claimants and other customers to submit timely claims and other documentation. | FECA: Expand the use of ECOMP to additional departments and agencies.  Longshore: Pilot the electronic submission of injury reports for Longshore and DBA employers and carriers.  Longshore/Energy: Implement central case create capabilities for the Longshore and Energy programs | Longshore: Implement a process for electronic submission of documentation on the Longshore program.  FECA: Collaborate with insurance carriers to allow for electronic submission of War Hazards Act claims information. | Energy/Black Lung: Implement a process for electronic submission of documentation on the Energy and Black Lung programs. |
| **1.4.b** Streamline the process to verify employment and earning information for claimants | Energy: Collaborate with SSA and IRS to eliminate the need for claimants’ signatures on SSA 581 Forms for the Energy program.  OWCP-wide: Work with SSA to enable the digital fax submission of data requests | OWCP-wide: Work with SSA to enable the email submission of data requests for all OWCP programs. | FECA/Black Lung: Seek statutory changes for the FECA and Black Lung Programs to eliminate the need for claimants’ signatures on SSA 581 Forms.  OWCP-wide: Work with SSA to enable the direct access for Claims Examiners to obtain earnings and employment data from SSA files to support claims development and adjudication. |

**Objective 1.5**

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| **Strategies** | **2014** | **2015** | **2016-2018** |
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**Performance Measures:**

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| --- | --- | --- | --- |
| **Measures/Milestones** | **Fiscal Year** | | |
| **2014** | **2015** | **2016-2018** |
|  |  |  |  |
| **FEC 1a**: Percent of wage-loss claims timely processed within 14 days: claims not requiring further development | 92.0% | 90.0% |  |
| **FEC 1b:** Percent of wage-loss claims timely processed within 90 days: all claims |  | 90.0% |  |
| **FEC 4:** Percent of PERS that are closed within 180 days: All Claims | 90.0% | 95.0% |  |
| **FEC 5a:** Percent of Notice of Injury filings by non-Postal Agencies within 10 work days | 90.0% | 93.0% |  |
| **FEC 5b:** Percent of wage-loss claims filed by non-Postal Federal employers within 5 work days | 90.0% | 80.2% |  |
| **FEC 6a:** Percent of payments to medical providers checked against HHS OIG List of Excluded Individuals Entities | 90.4% | 83.0% |  |
| **FEC 6b:** Percent of payments to Beneficiaries matched against the weekly Death Master File (weekly) | 78.0% | 95.0% |  |
| **FEC 6c:** Percent of timely submission of adjudication file to Treasury Do Not Pay (monthly) | 83.0% | 90.0% |  |
| **FEC 7a:** Percent of CA1/2 (non-postal) claims eligible to be filed in compliance with the electronic filing regulation | 95.0% | 95.0% |  |
| **FEC 7b:** Percent of CA7 (non-postal) claims eligible to be filed in compliance with the electronic filing regulation | 90.0% | 87.0% |  |
| **FEC Qa:** Percent of sampled FECA compensation payments (stemming from a FECA form CA-7) rated as accurate | 95.0% | 76.0% |  |
| **FEC Qb:** Percent of sampled PER review cases with ongoing compensation benefit payments rates as accurate | 87.0% | 83.0% |  |
| **LS 1:** Percent of First Report of Injury filed within 30 days for Defense Base cases | 83.0% | 85.0% |  |
| **LS 2:** Percent of First Payment of Compensation issued within 30 days for Defense Base Act cases | 62.0% | 65.0% |  |
| **LS 3**: Percent of First Report of Injury filed within 30 days for non-DBA cases | 85.0% | 85.0% |  |
| **LS 4:** Percent of First Payment of Compensation issued within 30 days for non-Defense Base Act cases | 85.0% | 85.0% |  |
| **LS 5c:** Average number of days to resolve disputed issues at district offices – **All Acts** | 120 | 120 |  |
| **LS 5d:** Average number of days to resolve disputed issues at district offices – **DBA cases only** | 130 | 130 |  |
| **LS Qa:** Percent of informal conference actions sampled for quality are rated as correct | 90.0% | 92.0% |  |
| **LS Qb:** Percent of dispute resolutions sampled for quality are properly coded and tracked | N/A | baseline |  |
| **CM 1:** Average number of days to render Proposed Decision and Order (PDO) on Black Lung (BL) claims | 220 | 235 |  |
| **CM 3**: Average number of days for development of medical evidence on BL claims | 85 | 82 |  |
| **CM 5**: Average number of days to complete 413(b) secondary medical review | N/A | 50 days |  |
| **CM Qa:** Aggregate percentage of sampled BL initial claims process that meet appropriate standards during accountability reviews | 88.0% | 90% |  |
| **EE 4a:** Average number of days between filing date and final decision for cases sent to NIOSH when a hearing is held | 485 | Contextual |  |
| **EE4b:** Average number of days between filing date and final decision for cases sent to NIOSH when a hearing is not held (Part B and E). | 315 | Contextual |  |
| **EE 4c:** Average number of days between filing date and final decision for cases not sent to NIOSH when a hearing is held | 354 | 333 |  |
| **EE 4d:** Average number of days between filing date and final decision for cases not sent to NIOSH when a hearing is not held | 165 | 160 |  |
| **EE 5:** Percent of telephone inquiries responded to within 1 work day | 93.0% | 93.0% |  |
| **EE 7:** Average time (days) to process initial claims (Part B and Part E) | 100 | 100 |  |
| **EE 8:** Average annual cost of Home Health Care services | Contextual | Contextual |  |
| **EE Qa:** Percent of sampled Part B and Part E initial claims rated as being accurate | 85.0% | 90.0% |  |
| **EE Qb:** Percent of sampled Part B and Part E claims with final decisions rated as being accurate | 85.0% | 90.0% |  |
| **EE Qc:** Percent of sampled recommended decisions approved as a result of a new SEC rated as being accurate | 85.0% | 90.0% |  |
| **EE Qd:** Percent of sampled Part B and Part E home health care authorizations rated as being accurate | 85.0% | 90.0% |  |
| **Milestone OWCP 1:** Implement Web-Enabled Electronic Document Submission (WEEDS) in the Longshore, Energy, and Black Lung programs by September 30, 2015. |  | Complete |  |
| **Milestone F1** (FECA): Upgrade the Employees’ Electronic Compensation Operations and Management Portal (ECOMP) with enhancements allowing agencies to upload CA-16 forms by June 30, 2015. |  | Complete |  |
| **Milestone F2** (FECA): Upgrade the Employees’ Electronic Compensation Operations and Management Portal (ECOMP) with enhancements allowing agencies to upload CA-3 forms by September 30, 2015. |  | Complete |  |
| **Milestone E1** (Energy): DEEOIC will develop an electronic system to share information with NIOSH by September 30, 2015. |  | Complete |  |
| **Milestone L1** (Longshore): Longshore will develop a secure FTP connection for its carriers to submit documents en masse and in an imaged and indexed format by September 30, 2015. |  | Complete |  |
| **Milestone B1** (Black Lung): Evaluate the effects that digital radiology and the increase in physicians has on claims processing timeliness. Completion Date: 9/30/2015. |  | Complete |  |
| **Milestone B2** (Black Lung): Develop a quality measure for the spot audits of random case files to ensure that quality is increasing in concert with the adjustment of PDO processing times. The measure will focus on whether the decision is correct overall, whether the decision is well-reasoned based on the evidence of record and whether the decision meets the regulatory/statutory and procedural requirements. Completion Date: 9/30/2015 |  | Complete |  |
| **Milestone B3** (Black Lung): Work with the Solicitor of Labor (SOL) to develop a measure for 413(b) PDOs that are appealed to the ALJ. Completion Date: 9/30/2015. |  | Complete |  |

Strategic Goal 2: Recovery, Rehabilitation, and Employment Services

**Description:** Assist workers in obtaining early post-injury nurse intervention and return to services, vocational rehabilitation and job placement assistance as soon as they are able.

Note: Strategic Goal 2 applies to the FECA and Longshore programs only.

**Objective 2.1:** Establish policies and procedures that support and improve return to work and vocational rehabilitation outcomes for injured workers

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| --- | --- | --- | --- |
| **Strategies** | **2014** | **2015** | **2016-2018** |
| **2.1a** Expand the universe of vocational rehabilitation (VR) counselors and field nurses. | FECA/Longshore: Establish a new regional contracting mechanism for the provision of VR and nurse intervention services to expand the scope and range of these services. (FECA, LS – different timeframes) | FECA/Longshore: Establish a new regional contracting mechanism for the provision of VR and nurse intervention services to expand the scope and range of these services. (FECA, LS – different timeframes. |  |
| **2.1b** Bring greater consistency in the delivery of nurse and VR services. | FECA/Longshore: Establish a new regional contracting mechanism for the provision of VR and nurse intervention services to expand the scope and range of these services. (FECA,LS – different timeframes) | FECA/Longshore: Establish a new regional contracting mechanism for the provision of VR and nurse intervention services to expand the scope and range of these services. (FECA, LS – different timeframes) |  |
| **2.1c** Improve the timely assignment and provision of nurse and VR services/ assistance. | FECA: Establish procedures and performance metrics/goals to report on timely nurse assignment using injury track dates and disability start dates. |  |  |
| **2.1d** Increase referrals to VR | FECA: Establish and track new nurse referral to VR goals.  Longshore: Promote VR to injured workers via targeted mailings.  Longshore: Create rehab web page |  |  |
| **2.1e** Establish clearer, more effective procedures for the utilization of VR counselors and field nurses. |  | FECA/Longshore: Publish new VR handbook to compliment the new regional contracts requirements. (  Longshore: Update LS VR procedures via new part in the LS procedures manual. |  |
| **2.1f** Pursue opportunities to partner with various employers, stakeholders and communities of practice to identity pilot, demonstration and proof of concept programs/ policies. | FECA/Longshore: Establish an OWCP cross-program working group to share and discuss policies, and leverage procedures and best practices for improving return to work (RTW) and VR service delivery.  FECA/Longshore: Investigate and review best practices among state agencies and employers to develop new approaches and alternatives to improve RTW and placement outcomes. | FECA/Longshore: Establish an OWCP cross-program working group to share and discuss policies, and leverage procedures and best practices for improving RTW and VR service delivery.  FECA/Longshore: Investigate and review best practices among state agencies and employers to develop new approaches and alternatives to improve RTW and placement outcomes. | FECA/Longshore: Establish an OWCP cross-program working group to share and discuss policies, and leverage procedures and best practices for improving RTW and VR service delivery.  FECA/Longshore: Investigate and review best practices among state agencies and employers to develop new approaches and alternatives to improve RTW and placement outcomes. |

**Objective 2.2:** Establish organizational structures and program initiatives that support and improve return to work and vocational rehabilitation outcomes for injured workers

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| --- | --- | --- | --- |
| **Strategies** | **2014** | **2015** | **2016-2018** |
|  |  |  |  |
| **2.2a** Improve access to timely medical treatment by increasing the use of CA16 (FECA medical authorizations) by federal agencies. (FECA only) | FECA: Create an electronic CA16 form available to employing agencies through the ECOMP portal.  Establish a tracking mechanism to measure its use among ECOMP agencies. Report on its use and establish EA goals for its use. | FECA: Expand access to and use of an electronic CA16 form available to employing agencies through the ECOMP portal.  FECA: Use the tracking mechanism to measure its use among ECOMP agencies. Report on its use and establish EA goals for its use. |  |
| **2.2b** Create more effective/efficient systems to facilitate VR and nurse intervention/ assistance | FECA: Develop a disability management portal (DMP) to facilitate the electronic assignment of nurses and VR counselors and to support communications between those entities and the FECA program.  FECA/Longshore: Continue to expand the use of Agency Review Imaging to improve agency case management. | FECA: Expand access to and use of the electronic assignment of nurses and VR counselors and to support communications between those entities and the FECA program.  FECA/Longshore: Continue to expand the use of Agency Review Imaging to improve agency case management. |  |
| **2.2c** Improve the timely reporting and claims filing rate of injuries by federal agencies (FECA only). | FECA: Extend the POWER initiative beyond 2014 in continue capturing improvement in timely filing of claim and RTW outcomes in federal agencies.  FECA: Continue to expand agencies enrollment in ECOMP to facilitate improvement in timely filing. | FECA: Extend the POWER initiative beyond 2014 in continue capturing improvement in timely filing of claim and RTW outcomes in federal agencies.  FECA: Continue to expand agencies enrollment in ECOMP to facilitate improvement in timely filing. | FECA: Extend the POWER initiative beyond 2014 in continue capturing improvement in timely filing of claim and RTW outcomes in federal agencies.  FECA: Continue to expand agencies enrollment in ECOMP to facilitate improvement in timely filing. |
| **2.2d** Expand the employment opportunities of injured workers following VR. | FECA: Create and deploy a candidate bank (Labor for America) to establish a national link between FECA claimants and private sector employers\job opportunities. | FECA: Create and deploy a candidate bank (Labor for America) to establish a national link between FECA claimants and private sector employers\job opportunities. | FECA: Create and deploy a candidate bank (Labor for America) to establish a national link between FECA claimants and private sector employers/job opportunities. |
| **2.2e** Create incentives for employers to retain/hire/re-employ injured workers. | FECA: Baseline | FECA: Expand the use of FECA assisted re-employment authority and other hiring incentives (Schedule A, Veteran’s preference, reasonable accommodation assistance) by using Labor for America as a vehicle to market and deliver those hiring incentives.  FECA: Track, measure and report their use. Set goals, as appropriate. |  |
| **2.2f** Develop a more attractive non-federal employer/job universe for injured worker to purse re-employment opportunities. | FECA: Identify employers and organizations that have an interest in or an obligation to hire individuals with disabilities, such as federal contractors, and develop job training and marketing strategies that will attract more FECA claimants to jobs in these fields or with these companies. | FECA: Identify employers and organizations that have an interest in or an obligation to hire individuals with disabilities, such as federal contractors, and develop job training and marketing strategies that will attract more FECA claimants to jobs in these fields or with these companies. | FECA: Identify employers and organizations that have an interest in or an obligation to hire individuals with disabilities, such as federal contractors, and develop job training and marketing strategies that will attract more FECA claimants to jobs in these fields or with these companies. |

**Performance Measures:**

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| **Measures/Milestones** | **Fiscal Year** | | |
| **2014** | **2015** | **2016-2018** |
|  |  |  |  |
| **FEC RTW1:** Percent of Federal employees with serious work-related injuries or illnesses coming under FECA’s Disability Management (DM) that are reemployed by non-Postal Federal Agencies within 2 years of their DM start date | 92.0% | 92.0% |  |
| **FEC RTW2** – Government-wide Lost Production Day (LPD) Rate in non-Postal Agencies |  | Contextual |  |
| **FEC RTW1P**: Percent of Federal Employees with serious work-related injuries or illnesses coming under FECA’s Disability Management (DM) that are reemployed by 2 years of their DM start day (Postal) | Contextual | Contextual |  |
| **FEC RTW2P**: Government-wide Lost Production Day (LPD) Rate in Postal Service | Contextual | Contextual |  |
| **FEC 5aP**: Percent of Notice of Injury Filings by Postal Service within 10 work days | Contextual | Contextual |  |
| **FEC 5bP**: Percent of wage-loss claims filed by Postal Service employers within 5 working days | Contextual | Contextual |  |
| Increase the number of Longshore, harbor workers, and US contractor personnel working overseas that return to work |  |  |  |
| Increase in the number of injured federal employees certified for Schedule A Placement |  |  |  |
| Increase in the number of injured federal employees hired using Schedule A authority |  |  |  |
| Increase in the number of injured employees who complete a vocational rehabilitation program that they initiate:   * FECA * LS/DBA |  |  |  |

Strategic Goal 3:Promote Collaboration and Outreach with Stakeholders and Customer groups

**Description:** Foster understanding and awareness of OWCP priorities, initiatives, and results through effective external outreach and data sharing. This may include communications; town halls, speaking engagements, and meetings; outreach, public education, and cooperation with our stakeholders, partners, and customer groups, establishing data sharing agreements and participation in data analysis forums

**Objective 3.1:** Promote understanding and awareness of OWCP through the development and dissemination of information to key agency stakeholders, including but not limited to Congress, partner agencies, labor unions, advocates and representatives, providers, the media, industry, the academic and research communities.

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| --- | --- | --- | --- |
| **Strategies** | **2014** | **2015** | **2016-2018** |
| **3.1.a** Social media:  In coordination with OPA, develop a rotating schedule for each program to provide Twitter tweets, blogs, and other forms of social media announce-ments about program-related information. | OWCP-wide: OWCP Communications Specialist will meet with OPA to finalize the media that OWCP will contribute to and the schedule of contributions. | OWCP-wide: Each program will establish a structured schedule, identify contributors and event types that will be routinely disseminated through social media. | OWCP-wide: Each program contributes regularly towards social media event types and information that have been identified. |
| **3.1.b** Increase participation in conferences, meetings and webinars:  Develop a marketing strategy for each program to increase stakeholder requests for OWCP participation in external conferences and meetings. | OWCP-wide: Identify stakeholders (if not clearly identified); gather contact information; and identify appropriate and effective ways to interact. | OWCP-wide: Each program/region will develop strategies to engage, or increase engagement with stakeholders. | OWCP-wide: Implement strategies and assess results |
| **3.1.c** Web presence:  Streamline and provide uniformity to every program’s web content? Home page structure? | OWCP-wide: OWCP Communications Specialist will meet with OPA to determine whether they recommend any changes to create a uniform structure for the programs’ home pages. | OWCP-wide: Each program proposes revised home page content using OPA guidance, and submits changes to OPA to effect revisions. | OWCP-wide: All programs will have published a streamlined, uniform home page. |
| **3.1.d** Data sharing:  Each program will develop a list of stakeholder-valued data points and develop a strategy for publishing that data for public consumption. Potential publishing sites include data.gov, DOL data warehouse, each program’s home page, etc. | OWCP-wide: Each program will establish a workgroup to identify stakeholder-valued data points. | OWCP-wide: Each program will create a mechanism/ application to disseminate the data points to the public or a vehicle by which they can access the data, and also be able to assess how often the data are accessed. | OWCP-wide: Assess the dissemination/ access of the data through evaluation/ solicitation of feedback from users. |
| **3.1.e** National outreach toolkit:  Create a national outreach toolkit for each program that includes easily digestible information for use by all regions. The toolkit may include program-related information such as mission, goals, key performance indicators, current and future IT initiatives, upcoming policy or procedural changes designed to improve the stakeholder experience, instructions on how to participate in customer satisfaction surveys, etc. | OWCP-wide: Each program should create a workgroup and identify basic elements that will be included in the national outreach toolkit. | OWCP-wide: Create a toolkit based on the determinations by the workgroups and distributed to all regional/district offices. | OWCP-wide: The work groups will assess the effectiveness of the tool kit and make revisions/updates. |
| **3.1.f** E-mail:  Develop an OWCP tool for program specific stakeholders to subscribe to info blasts. | OWCP-wide: Each program will meet with OPA to discuss viability of govdelivery.com service or an alternative, based on program needs. | OWCP-wide: Each program will include in their Home Page a hypertext link that allows users to “subscribe to email updates”. | OWCP-wide: Each program will assess participation rates from self subscribers and make recommendations for changes to improve enrollment rates. |
| **3.1.g** Appearance on other DOL media – DOL newsletter, FRANCES, etc. |  |  |  |

**Objective 3.2:** Establish diverse communities of practice at the National and Regional level, for both program-specific and corporate-level issues.

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **3.2.a** National level – program-related communities of practice:  Establish “Core Mission” communities of practice at the national level and establish a structured meeting schedule. (POWER Return to Work Council, Defense Base Act Roundtable, etc.) | OWCP-wide: Each program will identify a community of practice to establish. | OWCP-wide: Each program will establish a community of practice and implement a regular schedule of meetings. | OWCP-wide: Each program will identify and implement a second community of practice to establish. |
| **3.2.b** Regional level – program related communities of practice:  Establish “Core Mission” communities of practice at the regional level and establish a structured meeting schedule. (e.g. Field Federal Safety and Health Council, etc.) | OWCP-wide: Each region will identify a community of practice to establish. | OWCP-wide: Each region will establish a community of practice and implement a regular schedule of meetings. | OWCP-wide: Each region will identify and implement a second community of practice to establish. |
| **3.2.c** Corporate level communities of practice:  Establish “Corporate Level” communities of practice and establish a structured meeting schedule. (e.g. Federal Benefits Working Group, SSA Data Group) | OWCP-wide: OWCP will identify a corporate level community of practice and identify and assign program head/regional director participants. | OWCP-wide: OWCP will establish a corporate level community of practice and implement a regular schedule of meetings. | OWCP-wide: OWCP will identify and establish a second corporate level community of practice and identify and assign program head/regional participants. |

**Objective 3.3:** Customer Satisfaction Surveys - effectively engage with our customers and stakeholders in order to obtain accurate information about interactions so as to improve customer satisfaction and program performance.

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| **Strategies** | **2014** | **2015** | **2016-2016** |
| **3.3.a** Improve and finalize survey questions:  Continually enhance program survey questions to elicit user experience information. | OWCP-wide: Consult with BLS, Office of Survey Methods and Research (OSMR) on optimal survey practice approach. | OWCP-wide: Each program will review and finalize a set of survey questions to elicit user experience information. | OWCP-wide: OWCP and each program will gather/analyze data from surveys to continually enhance survey questions.  OWCP-wide: Each program will develop a structured prospective timetable for conducting customer satisfaction surveys on a regular basis. |
| **3.3.b** Create new ways for customers to provide feedback:  Increase response rate to program surveys. | OWCP-wide: OWCP will develop and deploy a toll-free, customer satisfaction survey number for each of the four programs. | OWCP-wide: OWCP will consult with OSMR to assess response rate and make recommendations for improvements on the survey. | OWCP-wide: Each program will review its response rates and conduct analysis on whether other transactional approaches of engagement with customers would result in a higher response rate. |
| **3.3.c** Focus groups:  Track, report and use the customer survey results to inform operational policies:  OWCP will utilize customer feedback to inform policy and processes. | OWCP-wide: OWCP will track and analyze feedback, providing it to the programs on a biannual basis (QR&A?) to inform existing/future training and other efforts as appropriate. | OWCP-wide: Each program will develop an action plan that addresses the results from the customer surveys. | OWCP-wide: Each program will use the follow-up results from the enhanced surveys and additional focus groups to gauge the effectiveness of their respective action plans. |
| **3.3.d** OWCP will conduct customer/ stakeholder focus groups to inform on improvements/changes to policies and processes. | OWCP-wide: OWCP will gather/analyze information obtained from surveys to identify specific cohorts for focused discussions. | OWCP-wide: OWCP will allocate resources to conduct focus group research and share the results with all the programs to inform on policy and process changes. | OWCP-wide: OWCP will commission follow-up focus groups to ascertain whether changes in policy and process obtained the desired results. |

**Performance Measures:**

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| **Measures/Milestones** | **Fiscal Year** | | |
| **2014** | **2015** | **2016-2018** |
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| **Milestone OWCP 2**: Each program will  develop a revised home page content using  OPA guidance by September 30, 2015. |  | Complete |  |
| **Milestone OWCP 3**: Develop an OWCP tool for program specific stakeholders to subscribe to information blasts by September 30, 2015. |  | Complete |  |
| **Milestone OWCP 4**: Develop an OWCP-wide telephone call timeliness standard by September 30, 2015. |  | Complete |  |
| Improve customer satisfaction ratings for core service areas including – professionalism, responsiveness, timeliness, courteousness, and overall satisfaction |  |  |  |
| Increase access to OWCP websites. Annual number of website hits. |  |  |  |
| Increase the number of outreach events with stakeholder and customer groups depending on the need and budget |  |  |  |

Strategic Goal 4: Create and sustain a high performing workforce

**Description:** Create and foster the highest quality environment for all of our employees through leadership, communication, and collaboration; recruitment, development, recognition, engagement, and retention.

**Objective 4.1:** Support employee development and improvement.

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| **Strategies** | **2014** | **2015-2016** | **2017-2018** |
| **4.1.a** Promote Individual Development Plans | OWCP-wide: Offer IDP to all OWCP employees  OWCP-wide: Collect and maintain library of IDPs. | OWCP-wide: Create OWCP Career Develop-ment Tool (CDT) on OWCP intranet for employee use – to initially include: 1) sample IDPs by position; 2) links to available resources; and 3) a mechanism whereby users can rate training that has been taken so others can evaluate courses for their own IDP needs. | OWCP-wide: Enhance the OWCP CDT based on employee feedback –including focus group and survey results.  OWCP-wide: Assess feasibility for addition of a self-assessment tool of core competencies to assist staff with targeting useful training. |
| **4.1.b** Develop plan for district, regional and nationwide training | OWCP-wide: Analyze results from 2013 training survey.  OWCP-wide: Provide summary results to programs and outline program-specific requests.  OWCP-wide: Make recommendations for remaining FY14 training dollars based on survey results. | OWCP-wide: Seek input from all staff with a very short (e.g., 3 question) survey focusing on desired training, and provide results of survey for action in FY 2016.  OWCP-wide: Form 1 focus group to drill down further than all employee survey.  OWCP-wide: Create protocol for training dollar set aside. | OWCP-wide: Elicit other improvements/ opportunities from focus group.  OWCP-wide: Consider forming additional focus groups. |

**Objective 4.2**: Build an effective management team

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **4.2.a** Formalize succession planning:  Collect and build library of IDPs/EDPs for key position  Identify key positions competencies; library sortable by competency | OWCP-wide: Collect on SharePoint | OWCP-wide: Supervisory competencies | OWCP-wide: Other key management positions |
| **4.2.b** Develop/implement a management training approach:   * Supervisory Resource Guide * Supervisor and aspiring supervisor learning tool * Self assessment tool | OWCP-wide: Collection | OWCP-wide: Curriculum search and recommendations | OWCP-wide: Create tool |
| **4.2.c** Institute a Supervisory Mentorship Program:   * Create list of OWCP management mentors * Create IDP for aspiring mentors * Create list of mentors outside of OWCP * Develop mentor expectations * Assign mentors at attainment of new management level within one month * Survey mentor/mentee | OWCP-wide: Collect and maintain list  OWCP-wide: Create IDP  OWCP-wide: Guideline  OWCP-wide: Create reporting requirement | OWCP-wide: Collect and maintain list  OWCP-wide: Reassess for effectiveness  OWCP-wide: Survey to evaluate success |  |
| **4.2.d** Facilitatecollaboration and development opportunities:  Collect and create opportunities for collaboration through cross training and details | OWCP-wide: Collect success stories | OWCP-wide: Create Executive Leadership Program |  |

**Objective 4.3**: Enhance internal communication

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **4.3.a**  Hold meetings:   * Director/Program Head meetings with staff * RD meetings | OWCP-wide: Full staff bi-annually; DO visits – quarterly |  |  |
| **4.3.b** Send notifications:   * Email blasts to all employees * Email blasts to supervisors * Employee Newsletter | OWCP-wide: As necessary  OWCP-wide: Introduction to Resource Guide – bi-Monthly | OWCP-wide: Ongoing opportunities |  |
| **4.3.c** Community(s) of Practice | OWCP-wide: Establish two | OWCP-wide: Best practices and consider expansion | OWCP-wide: Consider further expansion |

**Objective 4.4:** Recruitment

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **4.4.a**  Maintain OWCP Diversity and Inclusion program/committee. | OWCP-wide: Promote diversity and inclusion activities |  |  |
| **4.4.b** Create resource guide – create a library of PDs, CBQs, announcements, interview questions | OWCP-wide: Collection |  |  |
| **4.4.c** Develop road map for recruitment:   * Create a strategic roadmap for recruitment actions, types/timeframes * Develop recruitment outreach strategies |  | OWCP-wide: Flow chart of options, timeframes, restrictions  OWCP-wide: Identify outreach opportunities | OWCP-wide: Develop best practices |

**Objective 4.5:** Rewards and Recognition

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **4.5.a** Develop OWCP performance awards program | OWCP-wide: Develop and implement OWCP- wide performance award plan addressing bonuses, time off and QSIs | OWCP-wide: Evaluate and revise if necessary |  |
| **4.5.b** Recognize employees | OWCP-wide: Reinstitute Time Off policy  OWCP-wide: Collect regional award best practices | OWCP-wide: Review data and revise if necessary  OWCP-wide: Institutionalize best practices  OWCP-wide: Research available department and government-wide awards  OWCP-wide: Create samples |  |
| **4.5.c**  Formalize innovation programs | OWCP-wide: Expand use of Director’s public email address to include submission of suggestions  OWCP-wide: Implement and publicize tools such as the department’s *Idea Mill* | OWCP-wide: Innovation Edition of OWCP Newsletter |  |

**Objective 4.6:** Retention

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **4.6.a** Survey departing employees: conduct exit interviews | OWCP-wide: Collect/create exit interview questions | OWCP-wide: Conduct exit interviews | OWCP-wide: Collect data and analyze results |
| **4.6.b**  Retain current employees:   * Survey 1 – 5 year employees * Survey 5 – 15 year employees * Survey 15+ year employees |  | OWCP-wide: Create and give survey | OWCP-wide: Collect data and analyze results; Conduct focus groups |

**Performance Measures:**

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| **Measures/Milestones** | **FY** | | |
| **2013 Baseline** | **2015** | **2016-2018** |
| Achieve an increase in positive response rates on the following training/development 2015 FEVS questions (baseline 2013): |  |  |  |
| **OWCP SG4.1**: Q18. My training needs are assessed. | 38.5% | 43.5% |  |
| **OWCP SG4.2**: Q 46. My supervisor provides me with constructive suggestions to improve my job performance. | 62.8% | 67.8% |  |
| **OWCP SG4.3.** Q47: Supervisors/team leaders in my work unit support employee development. | 55.6% | 60.6% |  |
| **OWCP SG4.4:** Q68. How satisfied are you with the training you receive in your present job? | 40.4% | 45.5% |  |
| Achieve a 5% increase in positive response rates on the following leadership 2015 FEVS questions: |  |  |  |
| **OWCP SG4.5:** Q56. Managers communicate the goals and priorities of the organization. | 69.5% | 74.5% |  |
| **OWCP SG4.6:** Q57. Managers review and evaluate the organization’s progress toward meeting its goals and objectives. | 72.6% | 77.6% |  |
| Achieve a 5% increase in positive response rates on the following internal communication 2015 FEVS question: |  |  |  |
| **OWCP SG4.7**: Q64. How satisfied are you with the information you receive from management on what’s going on in your organization? | 41.9% | 46.9% |  |
| **OWCP SG4.8:** Average days to hire (DOL F&A measure based on OPM standard of 80 days) | 80 days | 80 days |  |
| Achieve a 5% increase in positive response rates on the following rewards and recognition 2015 FEVS question: |  |  |  |
| **OWCP SG4.9:** Q3. I feel encouraged to come up with new and better ways of doing things. | 39.8% | 44.8% |  |
| **OWCP SG4.10**: Q31. Employees are recognized for providing high quality products and services | 34.6% | 39.6% |  |
| **OWCP SG4.11**: Q65. How satisfied are you with the recognition you receive for doing a good job? | 40.7% | 45.7% |  |
| **Milestone OWCP 5**: Collect and analyze data from departing employees using the Department’s exit interview survey (if available) by September 30, 2015. |  | Complete |  |

\*Note: Administrative and Financial measures and targets are set by OASAM

Strategic Goal 5:Improve Agency-Wide Operations, Governance, and Infrastructure

**Description:**

**Objective 5.1:** Build a successful future for OWCP by establishing a planning and performance governance structure.

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **5.1a** Align the OWCP Strategic, Operating, and Operational Plans with performance measures and OWCP leadership performance plans | * OWCP-wide: Conduct OWCP leadership offsite to discuss/revise OWCP Strategic Plan * OWCP-wide: Update OWCP Strategic Plan to align with new DOL Strategic Plan * OWCP-wide: Develop and implement an approach to align Operating Plan with new OWCP Strategic Plan * OWCP-wide: Develop and implement an approach to align Operational Plan with Operating Plan and new OWCP Strategic Plan * OWCP-wide: Develop and begin implementation of a communication plan to share OWCP Strategic Plan with employees and other stakeholders within 30 days of plan finalization | * OWCP-wide: Develop a graphic clarifying alignment among the plans * OWCP-wide: Draft an article for the OWCP Newsletter on the OWCP planning framework |  |
| **5.1b**  Develop and implement a strategic planning framework, cycle/process and mechanisms to: regularly review and track progress in implementing the OWCP Strategic Plan; identify accomplishments and obstacles; and refine the plan, as needed |  | * OWCP-wide: develop and implement planning framework, cycle/process and tracking mechanisms |  |
| **5.1c** Establish a quarterly review process to assess and discuss operating/operational plans performance results, identify opportunities and strategies for improvement, and prepare for performance discussions with the Deputy Secretary and departmental senior leadership. | * OWCP-wide: Develop a graphic describing/defining the quarterly review process | * OWCP-wide: Complete the development of the OURS system, which will allow managers to analyze progress throughout the quarter |  |

**Objective 5.2:** Coordinate agency planning for continuation of essential functions during emergency situations.

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **5.2a** Enhance OWCP, departmental and government-wide continuity of operations plans (COOP) and Council of Governments (COG) effort. | * OWCP-wide: Update essential personnel list. * OWCP-wide: Update nationwide OWCP phone trees. * OWCP-wide: Complete * reconstitution exercises and planning documents. * OWCP-wide: Perform quarterly telework exercises. * OWCP-wide: Perform quarterly Alert Fine Test exercises (includes GETS card). * OWCP-wide: Complete upgrade and stabilization of agency remote access solution to support entire agency functionality. | * OWCP-wide: Refine and test COOP plans (written COOP plan, field testing, functional plan and equipment) and share with all employees. * OWCP-wide: Consider options for improved availability during unscheduled events. | * OWCP-wide: Evaluate and reassess prior year activities/improve-ments for continued refinement. |

**Objective 5.3:** Provide efficient and transparent financial processes and controls.

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **5.3a** Refine budget formulation processes to advance OWCP's strategic goals | OWCP-wide: Hold joint meeting with budget analysts, DAO contracts, BTS and programs to plan for FY 2014.  OWCP-wide: Hire new budget supervisor  OWCP-wide: Complete FY 2014 budget passback exercise.  OWCP-wide: Meet with program directors to review FY 2014 budgets. | OWCP-wide: Establish and articulate an internal process with a timeline.  OWCP-wide: Incorporate Operational Plan end-of-year results into budget.  OWCP-wide: Identify opportunities for new funding initiatives from the Strategic and Operating Plans.  OWCP-wide: Create a process to normalize and smooth hiring by allocating sustainable FTE levels to each region by the beginning of each fiscal year. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |
| **5.3b** Continue to refine and improve transparent and timely budget processes | OWCP-wide: Share administrative overhead allocation with program directors. | OWCP-wide: Issue initial budget forecasts by August 30.  OWCP-wide: Issue monthly forecasts by the 15th of each month  OWCP-wide: Track and reconcile expenditures. | OWCP-wide: Issue initial budget forecasts by August 30.  OWCP-wide: Issue monthly forecasts by the 15th of each month   * OWCP-wide: Track and reconcile expenditures. |

**Objective 5.4:** Proactively leverage information technology and services to support the dynamic operations of the organization.

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **5.4a** Continue OIS implementation | Energy: Deploy all DEEOIC offices by December 2013.  Longshore: Centralize DBA case create in New York DLHWC office by October 2013.  Longshore: Deploy all DLHWC offices by November 2013.  Black Lung: Deploy all DCMWC offices by September 2014.  Black Lung: Resolve DCMWC business process issue regarding access to single case by multiple people at the same time. | OWCP-wide: Complete OIS initial implementation.  OWCP-wide: Determine opportunities, desirability, costs and timeframes to extend back-scanning as appropriate.  OWCP-wide: Work on notifications, reports and capturing digital signatures | OWCP-wide: Evaluate and reassess prior year activities/improve-ments for continued refinement. |
| **5.4b** Kick-off OWCS claims processes consolidated requirements analysis | OWCP-wide: Perform high-level process reviews  share analyses with programs for validation.  OWCP-wide: Present results to program and agency directors. | OWCP-wide: Continue detailed requirements analysis until completed. |  |
| **5.4c** Analyze enhancement opportunities for telework capacity | OWCP-wide: Submit RITS for 1-2 telework days per week per program.  Energy/Longshore: Allow 1 telework day per week for DEEOIC and DLHWC by September 2014.  Black Lung: Resolve DCMWC issues related to SEATS compatibility with applications and a correspondence-generating system that is tied to PCs. | OWCP-wide: Explore thin client and tablet technology.  OWCP-wide: Look at ways to encrypt tablets.  Black Lung: Allow 1 telework day per week for DCMWC by January 2015.  Black Lung: Consider DFEC demo for DCMWC on how to revamp the correspondence system to 3-tier architecture.  OWCP-wide: Introduce laptop with cameras (vice workstations) into all future refresh cycles so that LYNC may be fully used in support of telework. | OWCP-wide: Migrate shared files and electronic storage to OneDrive (this may be accelerated once OCIO addresses security issues). |
| **5.4d** Facilitate inter-program sharing of best practices | OWCP-wide: Establish SharePoint site to post information on best practices. | OWCP-wide: Ensure participation in training on collaboration tools throughout OWCP (i.e. Lync, SharePoint, etc.). | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |
| **5.4e** Standardization of electronic signatures across OWCP | OWCP-wide: Develop requirement for an all-OWCP electronic signature project. | OWCP-wide: Implement an all-OWCP electronic signature project. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |

**Objective 5.5:** Enhance productivity and reduce costs by improving the quality of our physical infrastructure and operational environment.

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **5.5a** Analyze and implement reduction opportunities for space rent. | OWCP-wide: Form OWCP work group and establish charter.  OWCP-wide: Collect and analyze regional data such as floor plans, numbers of FTE, numbers of contract staff, and telework days.  OWCP-wide: Reduce 10% over 2 years from $17M budget. | OWCP-wide: Continue support of DOL-wide best practices group.  OWCP-wide: Identify district offices for consolidation  determine opportunities or requirements to further leverage technology for consolidation of offices.  OWCP-wide: Develop, implement and monitor record retirement/record storage plans and implementation activities.  OWCP-wide: Demonstrate innovative space configurations in place at other government agencies, involving the union to the greatest extent possible.  OWCP-wide: Work with the unions, HRC Labor Relations, programs and RDs to promote hoteling. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |
| **5.5b** Support the efficient and cost-effective acquisition and deployment of IT commodities (MFD, laptops, wireless technology). | OWCP-wide: Collect requirements for OWCP-wide copier/printer/multi-function device (MFD) replacements planned under DOL-wide agreement | OWCP-wide: Fully implement PrintWise strategies throughout OWCP.  OWCP-wide: Negotiate then implement OWCP attrition of personal printers.  OWCP-wide: Participate in MFD and Wireless Program Review Boards.  OWCP-wide: Facilitate efforts to improve existing IDIQ to include desired tablets, thin client devices, laptops and other mobile devices (i.e. smartphones). | OWCP-wide: Participate in the DOL Identity Management Program as early as feasible (avoiding purchase of additional RSA tokens). |
| **5.5c** Decommission and remove legacy technology. | OWCP-wide: Establish regular cycles for upgrades and refreshes. | OWCP-wide: Develop and implement decommission plan for Avaya and SunGard. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |
| **5.5d** Enhance asset management. | OWCP-wide: Establish requirements for enhanced asset management. | OWCP-wide: Implement asset management system and process changes across OWCP. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |
| **5.5e** Implement and/or support internal and external functionality. | OWCP-wide: Establish OWCP hiring exception/ review process and promote manager use and access to forms and templates via SharePoint for hiring exception processes and reviews.  OWCP-wide: Pilot eClass to provide a library of position descriptions  monitor the Financial & Administrative (F&A) metric of 80-days-to-hire.  OWCP-wide: Assist with implementation of HRWorks in February 2014 as replacement for PeoplePower and PeopleTime. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |

**Objective 5.6:** Enhance the procurement process by improving efficiency and reducing costs.

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **5.6a** Further consolidate National Office contracts acquisition planning and processing functions in DAO. | OWCP-wide: Hold bi-weekly meetings with Procurement, Al Stewart, OSDBU and Procurement Policy.  OWCP-wide: Fully allocate existing contracts among DAO contracts team resources.  OWCP-wide: Reassign DEEOIC services and maintenance contracts to DAO.  OWCP-wide: Reassign OWCP-wide service contracts from DFEC to DAO.  OWCP-wide: Request approval to expand the OWCP Contracting Officer’s warrant to include GSA procurements under the Simplified Acquisition Threshold. | OWCP-wide: Continue bi-weekly meetings with Procurement, Al Stewart, OSDBU and Procurement Policy.  OWCP-wide: Complete reassignment of DEEOIC services contracts to DAO.  OWCP-wide: Complete reassignment of OWCP-wide service contracts from DFEC to DAO.  Realign COR staffing as DAO assumes additional contracts.  OWCP-wide: Identify opportunities to leverage volume purchases using OWCP and DOL vehicles.  OWCP-wide: Continue participating in DOL-level boards and committees to shape policies related to the acquisition of IT products and services.  OWCP-wide: Review contracts and acquisition plans for opportunities to streamline contract resources. | OWCP-wide: Continue bi-weekly meetings with Procurement, Al Stewart, OSDBU and Procurement Policy.  OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |

**Objective 5.7:** Maintain and/or implement the audit component of program integrity and external audits (e.g. OIG, GAO).

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| **Strategies** | **2014** | **2015** | **2016-2018** |
| **5.7a** Enhance OWCP internal process to monitor external audits. | OWCP-wide: Establish SharePoint site for all OIG/GAO audits.  OWCP-wide: Draft design of site for review by affected Program Heads, DFA and DAO.  OWCP-wide: Determine and provide site access to individuals at appropriate levels.  OWCP-wide: Document audit monitoring process. | OWCP-wide: Refine and implement audit monitoring process. | OWCP-wide: Evaluate and reassess prior year activities/ improvements for continued refinement. |
| **5.7b** Support timely hiring of program integrity staff. | OWCP-wide: Coordinate development of PDs, evaluative factors and vacancy announcements  announce and recruit all positions NLT September 30, 2014. | OWCP-wide: Complete on-boarding process for positions. |  |

**Performance Measures:**

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| **Measures/Milestones** | **Fiscal Year** | | |
| **2014** | **2015** | **2016-2018** |
| **OWCP SG5.1:** % of agency invoices submitted electronically (DOL F&A measure) | Q2: 50%  Q3: 75%  Q4: 100% | Q2: 50%  Q3: 75%  Q4: 100% |  |
| **OWCP SG5.2:** % of payment center invoice interest incurred due to late payment (DOLF&A measure) | 100% | 100% |  |
| **OWCP SG5.3: %** of agency delinquent debts referred to the Treasury Cross Servicing Program w/in 6 months of establishment of receivable (DOL F&A measure) | 95% | 95% |  |
| **OWCP SG5.4**: % of agency approved spend plans submitted timely (DOL F&A measure) | 100% | 100% |  |
| **OWCP SG5.5:** % of agency contracts per quarter awarded within target (DOL F&A measure) | 100% | 100% |  |
| **OWCP SG5.6**: % of agency contract dollars per quarter completed (DOL F&A measure) | 85% | 85% |  |
| **OWCP SG 5.7**: Number of agency unauthorized commitments that require ratification (DOL F&A measure) | 0 | 0 |  |
| **OWCP SG 5.8: %** of agency contract dollars awarded to small businesses DOL F&A measure) | 33.5%  DOL-wide target | 33.5%  DOL-wide target |  |
| **OWCP SG 5.9:** % of agency contract dollars awarded to women-owned businesses (DOL F&A measure) | 5% | 5% |  |
| **OWCP SG 5.10:** % of agency contract dollars awarded to service-disabled, veteran-owned small businesses (DOL F&A measure) | 3%  DOL-wide target | 3%  DOL-wide target |  |
| **OWCP SG 5.11:** % of agency contract dollars awarded to HUBZone firms and small businesses (DOL F&A measure) | 3%  DOL-wide target | 3%  DOL-wide target |  |
| **OWCP SG5.12:** % of agencies’ contracts meeting the CPARS reporting threshold that have a “Contractor Performance Assessment” completed (DOL F&A measure) | 80% | 80% |  |
| **OWCP SG5 13:** Timely response to external auditor’s request (DOL F&A measure) | 100% | 100% |  |
| **OWCP SG5.14:** % of agency quarterly certification of agency internal control and financial management provided to OCFO by the due date (DOL F&A measure) | 100% | 100% |  |
| Ensure the OWCP strategic plan is shared with employees and stakeholders. % of employees that believe managers communicate the goals and priorities of the OWCP (From All employee survey) |  |  |  |
| Meet submission deadlines for budget and performance information to OASAM and Deputy Secretary’s office |  |  |  |

1. Implementing Our Plan with a Culture of Performance Measurement and Accountability

Each OWCP program will continue to utilize well-established systems and processes for identifying, monitoring, balancing program priorities and correcting program management deficiencies. Program performance data is derived from a number of internal sources and reports including the claims management systems, bill processing services reports, and call monitoring software. The programs will conduct quarterly and annual reviews and hold management meetings to identify deficiencies in performance against strategic objectives, plan corrective actions and track progress. Specific goals and strategies are reevaluated annually during OWCP’s development of program operational plans. A formal review of progress against annual operational and long-term goals will occur through the Department’s Quarterly Review and Analysis (QR&A) process. This entails evaluation of district office timeliness, workflow and outcome results across an array of key mission activities. Performance deficiencies will be identified by comparing performance to established program standards and any corrective actions instituted. As necessary, National Office management discusses performance results and plans corrective actions directly with Regional and District office management.

Performance ratings for OWCP managers and supervisors will be aligned to the achievement of strategic and operational plan goals. Managers’ and supervisors’ performance standards are realigned to those goals on a fiscal year cycle. Production targets are cascaded down to non-supervisory staff in their performance standards. The FECA and Energy programs developed and conducted surveys in FY 2010 to assist in measuring program impact and gauging customer needs. OWCP will use its survey results to assess how best to improve responsiveness and the quality of assistance it provides and to improve communication of information to better explain the claims process, ensure that claimants understand the claims process and rights of appeal, and provide any additional services that were identified in the survey.

Each year the National Office will convene teams of program specialists to conduct Accountability Review evaluations of the district offices. These evaluations scrutinize key mission processes for accuracy, quality, adherence to established procedures, and fiscal and operational integrity, and assess each district’s performance as measured against well-established performance levels. Findings are presented to the relevant Program Director and corrective action plans are developed in conjunction with each District Director and his/her management team. Corrective actions are reported quarterly through the QR&A. OWCP is also audited by the Department’s Office of the Inspector General (OIG) and through independent accounting firms which evaluate the programs’ institution of and adherence with information technology and fiscal controls. Identified program deficiencies are tracked and remediation plans are monitored and corrective actions are documented. OWCP is also subject to ad hoc OIG and GAO audits of the programs’ structure or management that may require that corrective actions be taken within established timeframes.

1. OWCP Leadership Team Concurrence

We, the senior leadership of OWCP, are committed to working with the men and women of our agency and with our stakeholders, partners, and customers, to efficiently and fairly implement this Strategic Plan and to turn it into reality. – date

**Director, OWCP**: Gary Steinberg, (Acting)

**Goal Team 1:**

Team Leads:

Team Members:

**Goal Team 2**:

Team Leads:

Team Members:

**Goal Team 3**:

Team Leads:

Team Members:

**Goal Team 4**:

Team Leads:

Team Members:

**Goal Team 5**:

Team Leads:

Team Members:



