




**President's Management Agenda
INTERNATIONAL TRADE ADMINISTRATION**

	CURRENT STATUS (As of December 1, 2006)	PROGRESS First Quarter, FY 2007	COMMENTS
<p>Initiative: HUMAN CAPITAL</p> <p>Bureau Lead: Ron Glaser Ruben Pedroza</p>	<div style="display: flex; flex-direction: column; align-items: center;">  <p>Color Green</p>  <p>FY 2007 Q3</p> </div> <p>Comprehensive human capital plan X developed, etc. on (2-2002; 6-2003; 6-2004; 3-2005; 5-2005) (G) X results analyzed & used (11-2002; 3-2003; 7-2004; 1-2005; 7-2005; 10-2005) (G)</p> <p>Organizational structures X current structure analyzed and restructuring begun (2-2002) (G) X structure optimized & addressing future challenges (8-2004) (G)</p> <p>Succession strategies X implemented (6/2004) (G) X continuously updated talent pool assured (9/2006) (G)</p> <p>Performance appraisal plans adhere to merit system principles, etc. X SES & mgrs. (2/2006) (G) X 60%+ of agency (2/2006) (G)</p> <p>Under representation X implemented strategies to address (10/2005) (G) X reduced & established process to sustain diversity (10/2005) (G)</p> <p>Skill gaps X workforce planning system implemented (12/2005) (G) X identify and set competency targets (7/2005; 8/2006) X significant reduction in mission critical gaps (12/2005) (G) X met competency gap targets (12/2005)</p> <p>Hiring timelines reduced X collects data & sets standard (10/2005) (3/2006) (G) X on track to meet goals (G)</p> <p>Accountability system and reviews X system developed (7/2006) (G) X conducts reviews & takes corrective action (11/2005; 1/2006; 8/2006) (G) ___ provided annual report</p>	<div style="display: flex; flex-direction: column; align-items: center;">  <p>Color Green</p> </div> <p>Actions taken this quarter:</p> <p>Comprehensive human capital plan (Tab 1)</p> <ul style="list-style-type: none"> PMA Strategic Human Capital Initiatives relating to ITA were made available to the public, via ITA OHRM's website to communicate our progress and results to employees and others interested in ITA HC matters. Continue to refine Status Binders to document accomplishments towards achievement of 8 Standards for Success. Status Binders are in DMAIC format (Define; Measure; Analyze; Implement; Control), which will enable to more easily track and achieve our goals. Made progress and achieved results on Q1 items listed on the ITA Proud to be IV. Communicated the ITA 2007-2012 Human Capital Plan to ITA employees via broadcast email. <p>Organizational structures (Tab 2)</p> <ul style="list-style-type: none"> Continued to communicate Supervisory Ratio checklist procedure to HR Specialists and customers to ensure continued progress of management spans of control towards an ITA ratio of 1:10. Finalized and implemented new OHRM structure by regrouping functions and redefining roles to better align and respond more quickly to demands for HR products and services. Delayed one level of management by eliminating Team Lead positions, which will create tighter management spans of control to an average ratio of 1:10 per group. <p>Succession strategies (Tab 3)</p> <ul style="list-style-type: none"> ITA OHRM continues to participate in the Postsecondary Intern Program (PIP) as a pipeline to attract and recruit college students for the Student Career Experience Program (SCEP). ITA OHRM continues to encourage program unit managers to hire PIP interns into entry-level positions. Conducted Pre-Assessment Leadership Effectiveness Inventory (LEI) tool on 31 employees enrolled in ITA's Supervisory Certificate Program. Met to interpret results with all 31 employees. Attended the Fall 2006 Career & Internship Fair at Florida International University, a 56% Hispanic student population university. ITA continues to send announcements to <i>minority</i> colleges and universities as a means to attract and recruit a diverse pool of qualified candidates. ITA continues to partner with universities of all backgrounds in assuring a pool of qualified candidates is available to fill positions in critical mission areas. Linked the Department's "Tools and Techniques for 	<p>OMB/OPM desired assistance None</p> <p>Risks and Barriers</p> <p>The hiring freeze, accompanied by recent buyouts, has created significant knowledge gaps. By continuing to build and refine competency models, including mission critical occupation positions, ITA will continue to narrow and close the skills gaps.</p>

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		<p>Finding the Best Talent", a hiring flexibilities matrix, onto the ITA OHRM Web site and communicated to all hiring managers.</p> <ul style="list-style-type: none"> • Attended a career fair at Florida International University, a predominantly Hispanic institution with 56% Hispanic representation. • Attended and represented the Department and ITA at the 2006 HACU (Hispanic Association of Colleges and Universities). <p>Performance appraisal plans adhere to merit system principles, etc. (Tab 4)</p> <ul style="list-style-type: none"> • 100% implementation of the Department's 5-Level Performance Appraisal System, including full transition through the system for the first year. • Analysis of ITA's Final Summary Ratings for FY 2006 indicate that ITA overall rated a high percentage of employees in the Level 3 category, "sound good performance". • Refined ITA's Performance Management Website. This resource was created to assist supervisors and employees in administering the new 5-Level system. It includes many helpful tools including over 50 Frequently Asked Questions, organized by topic. • Communicated to ITA employees and supervisors end of the performance management cycle requirements. • Audited 100% of all Performance Management Summary Rating forms received with Performance Awards to ensure compliance to regulations and to ensure internal controls. • Conducted a Performance Management Information Session for high level ITA leadership on how to link performance measures to critical elements. • Communicated to Rating Officials the LMS "Building Results-Oriented Performance Plans. • Communicated to Supervisors information on new fiscal year performance plans and how to cascade organizational goals. • Communicated ITA's Strategic Plan and Goals to all employees to assist them in developing their FY 2007 Performance Plans. <p>Under representation (Tab 5)</p> <ul style="list-style-type: none"> • Attended and represented the Department and ITA at the 2006 HACU (Hispanic Association of Colleges and Universities). • Attended the Peace Corps Volunteers career fair. • Attended the Fall 2006 Career & Internship Fair at Florida International University, a 56% Hispanic student population university. • Continuing to contact Historically Black Colleges and 	

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		<p>Universities (HBCUs) and Hispanic institutions to communicate open vacancies using the QuickHire diversity feature.</p> <ul style="list-style-type: none"> Communicated Hispanic under-representation to ITA leadership and hiring managers. Continue to track diversity within PBViews. Data has been gathered and entered into PBViews. Communicated to ITA management, monthly Diversity data via the ITA Diversity Web site. The website provides analyzed data and information to hiring managers that will assist them in making more informed diversity hiring decisions. ITA's minority percentages Sep 1 2006 – as compared to Civilian Labor Force: <table border="1"> <thead> <tr> <th>Minority Group</th> <th>ITA %</th> <th>CLF %</th> </tr> </thead> <tbody> <tr> <td>Hispanic</td> <td>4.1</td> <td>12.6</td> </tr> <tr> <td>Women</td> <td>53.1</td> <td>45.6</td> </tr> <tr> <td>Native Ame Ind.</td> <td>0.01</td> <td>0.6</td> </tr> <tr> <td>Asian</td> <td>5.5</td> <td>4.1</td> </tr> <tr> <td>Black</td> <td>17.9</td> <td>10.1</td> </tr> </tbody> </table> <ul style="list-style-type: none"> OHRM continues to advertise jobs to the widest possible area of consideration to target underrepresented minority groups by using the Automated Commerce Employment System's (ACES) Diversity Notification feature, which sends employment opportunities and notices to minority institutions. <p>Skill gaps (Tab 6)</p> <ul style="list-style-type: none"> Created a database used by OHRM to target employees in Mission Critical Occupations (MCOs) for data collection on developmental activities. This data is used to monitor the progress/measurable results in closing the skill gaps in MCOs. Conducted Pre-Assessment Leadership Effectiveness Inventory (LEI) tool on 31 employees enrolled in ITA's Supervisory Certificate Program. Met to interpret results with all 31 employees. In an effort to close skills gaps in series 0201, trained OHRM staff on advance position management and classification. Communicated to Rating Officials the LMS "Building Results-Oriented Performance Plans. Linked the Department's "Tools and Techniques for Finding the Best Talent", a hiring flexibilities matrix, onto the ITA OHRM Web site and communicated to all hiring managers. Communicated to Supervisors information on new fiscal year performance plans and how to cascade organizational goals. Continue to refine competency models for mission critical 	Minority Group	ITA %	CLF %	Hispanic	4.1	12.6	Women	53.1	45.6	Native Ame Ind.	0.01	0.6	Asian	5.5	4.1	Black	17.9	10.1	
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		<p>occupations including series – 1140, 1101, and 0110.</p> <ul style="list-style-type: none"> • OHRM continues to align its training program with ITA's strategic goals. OHRM continues to define those competencies required to achieve ITA's strategic goals, measure existing competencies, and close competency gaps with appropriate training for mission critical occupations. • Attended and represented the Department and ITA at the 2006 HACU (Hispanic Association of Colleges and Universities). • Attended the Peace Corps Volunteers career fair. • Attended the Fall 2006 Career & Internship Fair at Florida International University, a 56% Hispanic student population university. <p>Hiring timelines reduced (Tab 7)</p> <ul style="list-style-type: none"> • Reduced hiring the timeline for ITA from previous quarter from 48.1 to <u>33.1 business days</u>. This improvement is well below the 45-day hiring goal. • Linked the Department's "Tools and Techniques for Finding the Best Talent", a hiring flexibilities matrix, onto the ITA OHRM Web site and communicated to all hiring managers. • Communicated the importance of entering data into STM for the Quarterly Hiring Timeline Table via emails and meetings to HR Specialists. • Communicated to HR Specialists the STM data requirements for reporting on individual vacancy timelines. This assists HR Specialists in tracking the 45-Day Hiring Model. • Communicated to all employees the migration to Recruitment One Stop (ROS). Hiring Managers, Employee and Applicant Guides on this migration are located on ITA OHRM's Website. • HR Specialists continue to meet to develop more efficient methods for further reducing the hiring timeline below 45 days. <p>Accountability system and reviews (Tab 8)</p> <ul style="list-style-type: none"> • Received results from the Department on the 2006 HR Performance Measurement Survey (HRPS). Compared to the 2005 survey, ITA OHRM improved in the overall question "Overall, my servicing HR office met my needs" 2005: 46.9% favorable; 2006: 54.1 favorable. • Posted the ITA Human Capital Scorecard Quarterly results to the ITA OHRM Web site. • Made progress on items listed on the ITA Proud to be IV. • Communicated ITA Human Capital Initiatives to ITA employees via the ITA Administrative Pursuits, a biweekly ITA eNewsletter. 	

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		<ul style="list-style-type: none"> • Assessed HR Specialists during Performance End of Year Appraisals regarding the task "Enter 45-day hiring model data into STM" . HR Specialists are held accountable for results. • ITA OHRM concluded a 100% accountability review of all Official Personnel Folders (OPFs) to ensure compliance with OPM Audit requirement and to ensure OPFs are ready for converting to eOPF. • Audited 100% of all Performance Management Summary Rating forms received with Performance Awards to ensure compliance to regulations and to ensure internal controls. • Communicated to all Rating Officials to update the Performance Management Tracking System (PMTS) spreadsheet. • Communicated to all ITA workforce via its bi weekly on line newsletter, the LMS "Building Results-Oriented Performance Plans on line course. • Communicated ITA's Strategic Plan and Goals to all employees to assist them in developing their FY 2007 Performance Plans. • ITA Strategic Plan for 2007-2012 includes "Human Capital Accountability" as a goal. • ITA submitted to the Secretary of DOC its Statement of Assurance for FY 2006. This addresses ITA's Accountability internal controls. • Created a database used by OHRM to target employees in Mission Critical Occupations (MCOs) and solicit data on developmental activities. This data is used to monitor the progress/measurable results in closing the skill gaps in MCOs. • Linked the Department's "Tools and Techniques for Finding the Best Talent", a hiring flexibilities matrix, onto the ITA OHRM Web site and communicated to all hiring managers. • Continue to refine Status Binders to document accomplishments towards achievement of 8 Standards for Success. Status Binders are in DMAIC format (Define; Measure; Analyze; Implement; Control), which will enable to more easily track and achieve our goals. • Continue to communicate the importance of documenting results to all OHRM leadership. • Based on the Department's Human Capital Accountability System Plan, refined the <i>ITA Self-Audit and Accountability Guide</i> for use by all of OHRM to assure appropriate level of internal controls. • Further developed performance metrics. Entered data into PB Views for all 7 of its current performance metrics. • Improved ITA's Performance Management Website. • Continue to hold HR Specialists accountable for entering 45-Day hiring model data into STM, our primary resource for tracking our hiring timelines. 	

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		<ul style="list-style-type: none"> • Employees from ITA OHRM participate as members of the Department's Accountability Audit Team. This provides ITA OHRM with an opportunity to keep informed on the latest accountability methods of assuring internal controls. <p><u>Planned actions for next quarter:</u></p> <p>Comprehensive human capital plan</p> <ul style="list-style-type: none"> • Will review Human Capital Plan and begin to draft the 2007-2012 plan. <p>Organizational structures</p> <ul style="list-style-type: none"> • Will continue to communicate Supervisory Ratio checklist procedure to HR Specialists. <p>Succession strategies</p> <ul style="list-style-type: none"> • Will implement the ITA Leadership Competency model as part of a succession strategy plan to ensure future leadership competencies gaps are identified, and to assure that there is a leadership candidate pool and recruitment pool from which to choose that has the required leadership competencies necessary to fill these gaps. <p>Performance appraisal plans adhere to merit system principles, etc.</p> <ul style="list-style-type: none"> • Will assemble a focus group to assess FY 2006 lessons learned and how to best improve the FY 2007 performance management process. • Will continue to conduct periodic random audits of Employee Performance Files (EPF) utilizing the ITA's EPF SOP and ITA's Self-Audit and Accountability Guide. <p>Under representation</p> <ul style="list-style-type: none"> • Will partner with the Office of the Secretary's OS OHRM to coordinate a briefing for hiring managers on benefits of hiring veterans. • Will continue to send vacancy announcements to Historically Black Colleges and Universities (HBCUs) and Hispanic institutions. • Will continue to gather and enter diversity data into PBViews. • Will continue to analyze and monitor diversity data by Program Unit (results available on Diversity Profile website). • Will communicate to Hiring Managers the Department of Labor's Workforce Recruitment Program– Opening the Doors and Creating Opportunities for Disabled employees, a database that contains may resumes of applicants with disabilities. 	

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		<p>Skill gaps</p> <ul style="list-style-type: none"> • Will continue to refine competency models as necessary. • Will implement Individual Development Plan (IDP) eTraining for employees utilizing the Learning Management System (LMS) and develop an action plan for the implementation of individual development plans throughout ITA by end of Q1 FY 07. • Will continue to conduct Training Needs Analysis. • Will promote the use of LMS by sending ITA-wide emails with links to the LMS. <p>Hiring timelines reduced</p> <ul style="list-style-type: none"> • Will enter data into PBViews for all ITA program units. • Will communicate results to team leads. • Will assess the level of improvement to the hiring process utilizing STM data. • Will continue to communicate the importance of entering data into STM. • Will continue to streamline the recruitment process. <p>Accountability system and reviews</p> <ul style="list-style-type: none"> • Will continue to gather and report PB Views metrics. • Will complete and implement a satisfaction survey for new hires in ITA and our serviced bureaus. • Will refine the ITA OHRM Self-Audit and Accountability Guide. • Will continue to conduct periodic random audit of Employee Performance Files (EPF) utilizing the ITA's EPF SOP and ITA's Self-Audit and Accountability Guide. • Will audit internal HR systems and processes using the ITA Self-Audit and Accountability Guide. 	

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INSTRUCTIONS FOR COMPLETING THE SCORECARD FORMAT

ACCOUNTABILITY/CONTACT INFORMATION

List the following for the initiative:

- name and title of the agency's lead
- name of the OMB Resource Management Office (RMO) examiner
- name of the initiative owner's staff lead

CURRENT STATUS COLUMN

Indicate the status rating (green, yellow, or red) for the quarter. To earn a yellow or green status rating, an agency must have achieved all the yellow or green Standards for Success. (See <http://www.results.gov/agenda/standards.pdf>)

If the status rating changed from the previous quarter, the rating should be followed by an up or down arrow, as appropriate. If the rating improved from red to green or deteriorated from green to red, use two arrows. Indicate the projected date (quarter and year) of the next status improvement. If the agency has already achieved green status for the initiative, the note can be deleted.

Example: Next ↑

est. by
FY 2006
Q4

The current status column has been standardized to present a check list for the Standards for Success. All standards are preceded by an underscored space () where you should indicate (with a check or X) if the standard has been achieved. The presentation of the standards varies somewhat by initiative. Usually yellow and green standards are grouped under a topic area with the yellow standard listed first. When necessary a (Y), (G), or (G+) follows the standard to indicate whether it is a yellow, green, or maintaining green standard.

An agency must meet all the specifications of the standards to receive a check mark. (See <http://www.results.gov/agenda/standards.pdf> for the full description of the standard.) Due to space constraints, short hand descriptions have been used to identify the standards in the quarterly scorecards.

Space is provided to indicate the date that the standard was originally achieved or is expected to be achieved.

- Enter a date in each space indicated.
- Present the date as the month or quarter and the year.
- If the standard has been achieved, enter the date when it was first achieved. For instance, if an agency received its first clean audit opinion for its FY 2000 financial statements (and has received clean opinions each year since then) the date would be 3/2001, not the date corresponding to the most recent audit.
- It is understood that future dates are approximate and that estimates may change each quarter.
- In cases where a standard was achieved long ago, either an estimate or a less than symbol (<) with the word date should be entered in the space.
- If an estimate cannot be provided due to significant uncertainty, enter TBD in the space provided for the date.

Use bold to highlight any standard that was achieved in the past quarter

PROGRESS COLUMN

Indicate the progress rating (green, yellow, or red) for the quarter based on the definitions listed below:

Definitions of Progress Evaluation

GREEN: Implementation is proceeding according to plans agreed upon with the agencies.

YELLOW: Slippage in implementation schedule, quality of deliverables, or other issues requiring adjustments by agency in order to achieve initiative on a timely basis.

RED: Initiative in serious jeopardy. Unlikely to realize objectives without significant management intervention

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If the progress rating changed from the previous quarter, the rating should be followed by an up or down arrow, as appropriate. If the rating improved from red to green or deteriorated from green to red, two arrows should be used.

List key actions completed in the past quarter and key actions planned for the following quarter. Significant actions, either completed or planned, should be highlighted using bold typeface.

COMMENTS COLUMN

Provide additional information as necessary to enhance the presentation.

OVERALL

The quarterly scorecards should not exceed one page per initiative.

Do not delete or modify any of the standards listed in the status column.