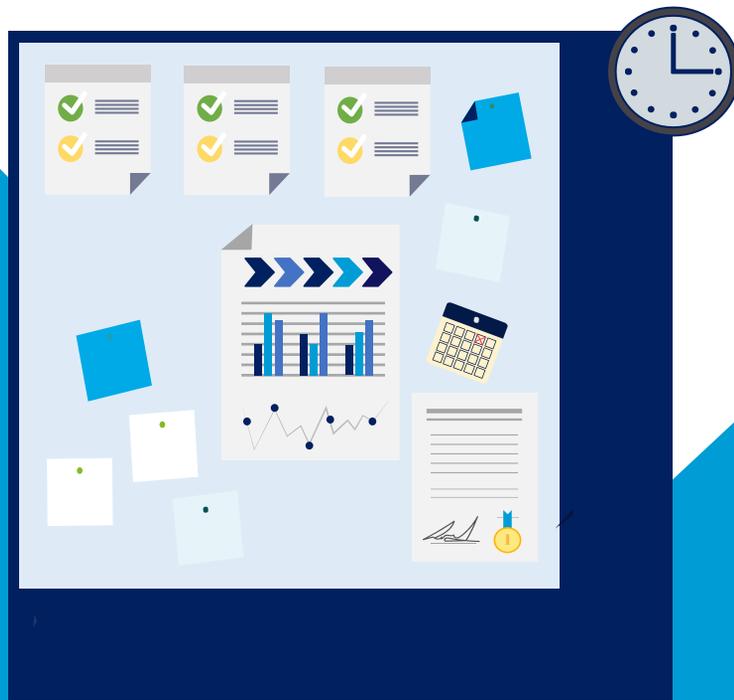




U.S. Department of Commerce  
Office of Human Resources Management  
**Human Capital Annual Report**  
FY 2024



# Introduction

As outlined in the DOC Human Capital Strategic Plan, 2023-2026, the Office of Human Resources Management (OHRM) strives to ensure the U.S. Department of Commerce (DOC) has a world-class capacity to recruit and retain highly skilled employees and solve complex and emergent talent challenges.

To implement and monitor the goals and objectives of the Strategic Plan throughout the last fiscal year (FY), OHRM developed and monitored its FY 2024 Human Capital Operating Plan (HCOP), which outlined strategic human capital (HC) and human resources (HR) administration initiatives and aligned key performance indicators (KPIs).

The FY 2024 Human Capital Annual Report summarizes OHRM's key accomplishments and progress related to both the Strategic Plan and Operating Plan.

# Key Accomplishments



## Goal 1: Enhance HC Consultation and HR Operations

### Objective 1.1: Optimize flexibility and processes by establishing and refreshing policies

- Conducted initial review of over 100 existing policies, covering areas such as delegation of HR authority, early career opportunities (Pathways), and Labor Management Forums; 4 policy updates published and an additional 3 under final review.
- Refreshed online resources for 16 priority topic areas, including telework, leave, employee relations, and the Drug-Free Workplace program.
- Launched an evaluation of the Commerce Alternative Personnel System (CAPS), resulting in an updated Operating Manual to be published in Q1 FY 2025 and a documented set of priority improvements to be executed through FY 2027.

### Objective 1.2: Leverage information technology to increase efficient automation

- Finalized concept of operations for an OHRM office dedicated to talent technology solutions and began recruiting leadership team; initial onboarding expected by Q2 FY 2025.

### Objective 1.3: Use data to drive organizational and workforce health improvements

- Designed a new, comprehensive workforce health dashboard for leadership; pilot planned for Q1 FY 2025.
- Produced quarterly reports for senior leadership on progress of staffing 8 mission critical, priority programs; ended FY 2024 with an overall program staffing rate of over 80%.

### Objective 1.4: Adjust HR professional hiring and training to target impactful skills

- Developed a new HR training resource center covering multiple functions and career levels to be published in phases throughout FY 2025.



### Additional Highlights

- Finalized special pay rates for mission critical occupations at the U.S. Patent and Trademark Office (USPTO) and Office of Security (OSY) and secured extended term appointments for critical decennial Census personnel.
- Supported a successful effort to pursue enhanced statutory authority for wage mariner shore leave at the National Oceanic and Atmospheric Administration (NOAA).
- Coordinated review and placement of over 60 experts and consultants and individuals serving across bureaus via the Intergovernmental Personnel Act (IPA).



KPI	Summary Definition	Target	Actual
Employee Engagement Index	Average positive responses for designated FEVS items	>=75%	76%
OHRM Website Engagement	Monthly website quality assurance scores	>=90%	98%
Time to Hire	Average number of calendar days to hire DOC positions	<=80 days	127 days

# Key Accomplishments



## Goal 2: Increase Recruitment of Top Talent

### Objective 2.1: Intensify multi-channel outreach, including to targeted populations

- Released the first ever DOC Talent Strategy, 2024-2026, outlining 5 goals and 10 supporting objectives intended to optimize efforts to recruit talent and enable meaningful, multi-part DOC careers involving different roles.
- Matured DOC Careers LinkedIn page, securing more than 4,000 followers and receiving over 250,000 impressions for published content promoted to high potential talent.

### Objective 2.2: Offer more early career opportunities, including paid internships

- Designed early career talent dashboard with staffing trend data to be shared quarterly with leadership throughout FY 2025.
- Revised policies for early career opportunities to expand eligibility, streamline hiring, and increase pay flexibility; publication planned for Q1 FY 2025.

### Objective 2.3: Emphasize demonstration of skills in hiring, including through expert input and assessments

- Finalized skills-based hiring guide for hiring managers and HR professionals; publication planned for Q1 FY 2025.

### Objective 2.4: Encourage economies of scale, including sharing prospective talent

- Developed shared certificate policy to be published in early Q1 FY 2025.
- Published comprehensive calendar of recruiting events to better connect with prospective talent and ensure shared understanding among internal outreach stakeholders.



### Additional Highlights

- *Published guide to assist bureaus in strengthening recruitment of hard-to-fill law enforcement roles.*
- *Partnered with bureau chief financial officers to launch a comprehensive Financial Management Internship Program.*
- *Provided guidance and tracking for surge hiring associated with the CHIPS and Science Act, Bipartisan Infrastructure Law (BIL), and the Inflation Reduction Act (IRA).*



KPI	Summary Definition	Target	Actual
MCO Staffing Targets	Average onboard deviation bureau-defined targets	75% >= target	98%
Careers Page Engagement	Average monthly views on DOC Careers Page posts	10,000/month	22,000
Early Career Hiring Rate	Annual number of Pathways program participants	>=175	337

# Key Accomplishments



## Goal 3: Maximize Retention of Skilled High Performers

### Objective 3.1: Expand available continuous learning and health and wellness resources

- Released the first ever DOC Learning and Development Strategy, 2024-2026, outlining 5 goals and 10 supporting objectives intended to foster an agency culture of creativity and continuous learning.
- Benchmarked 3 organizations, including leading DOC bureaus and federal agencies, to support enhancement of DOC wellness health and wellness support.

### Objective 3.2: Assist employees in navigating career progression, including internal moves

- Procured a new platform (Open Opportunities) for all bureaus to advertise details and rotational opportunities.

### Objective 3.3: Revitalize department-wide leadership development offerings

- Designed and launched the initial cohort (50 employees) of the Secretary's Leadership Seminar in partnership with the Harvard Business School.
- Designed and launched the Women's' Leadership Development Program, 60 employees completed the 5-week pilot program.
- Completed planning for a revised Senior Executive Service Candidate Development Program (SES CDP); program to launch with over 25 participants in Q2 FY 2025.

### Objective 3.4: Provide tools to facilitate workforce and organizational analyses

- Drafted and socialized new strategic workforce planning framework to be published and promoted in Q1 FY 2025.
- Enhanced suite of planning tools to improve organizational analysis and planning efforts; toolkit to be published in phases beginning in Q1 FY 2025.



### Additional Highlights

- Established DOC-wide working groups on executive coaching, employee mentoring, and training needs assessment to design pilot programs for launch in FY 2025.
- Supported the development of over 30 DOC leaders through White House Fellows program as well as the General Services Administration (GSA) Excellence in Government and Chief Executive Officer programs.
- Oversaw recognition of 600 employees through the 75<sup>th</sup> Secretary's Honor Awards and 29<sup>th</sup> Chief Financial Officer/Assistant Secretary for Administration Awards.



KPI	Summary Definition	Target	Actual
DOC Attrition Rate	Percentage of permanent employees separated	<=7%	4%
Advertised Course Fill Rate	Average fill rate for advertised courses across topics	80% at 100%	90%
Course Satisfaction Rate	Number of positive reviews of instructor led courses	90% satisfied	98%