Introduction

The mission of the U.S. Department of Commerce (DOC) is to create the conditions for economic growth and opportunity for all communities. Nearly 50,000 employees from the Department's headquarters and 13 bureaus work to execute this mission and deliver critical services directly to U.S. businesses and the public. This workforce includes traditional civil service employees from a range of professions as well as uniformed service officers, diplomats, badged law enforcement officers, and patent examiners.

To meet the Department's mission and support its diverse workforce, the Office of Human Resources Management (OHRM) is responsible for policies, programs, and activities covering all aspects of human capital (HC) management and human resources (HR) administration. OHRM strives to ensure DOC has a world-class capacity to recruit and retain highly skilled employees and solve complex and emergent talent challenges. In keeping with this aim, I present the **DOC Human Capital Strategic Plan, 2023-2026.**

This strategic plan includes a series of targeted goals and objectives to be implemented and monitored through an accompanying annual Human Capital Operating Plan (HCOP). This plan is designed to align with the DOC Strategic Plan 2022 - 2026 and the Annual Performance Plan and Annual Performance Report, 2022 - 2024. This plan is also designed to align with the government-wide priorities contained in the Office of Personnel Management (OPM) quadrennial Federal Workforce Priorities Report, 2022.

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Goals and Objectives

The three strategic goals and 12 supporting objectives below are intended to foster a culture of customer experience excellence and set clear direction for priority investments and initiatives.

Goal 1: Enhance HC Consultation and HR Operations

Objective 1.1: Optimize flexibility and processes by establishing and refreshing policies
To facilitate organizations addressing talent challenges with creativity and efficiency

Objective 1.2: Leverage information technology to increase efficient automation
To reduce manual work and errors, while increasing the speed of customer service

Objective 1.3: Use data to drive organizational and workforce health improvements
To enable mission leaders to make data-driven decisions to improve the future state of the workforce

Objective 1.4: Adjust HR professional hiring and training to target impactful skills
To ensure that all employees, including mission leaders, are supported by a world-class HR workforce

Goal 2: Increase Recruitment of Top Talent

Objective 2.1: Intensify multi-channel outreach to highly skilled populations
To generate interest in DOC job opportunities with a larger and more capable pool of talent

Objective 2.2: Offer more early career opportunities, including paid internships
To increase the use of multi-year career paths aimed at maintaining and increasing organizational expertise

Objective 2.3: Emphasize demonstration of skills in hiring, including through expert input and assessments
To guarantee confirmation and efficient acquisition of critical skills with greater mission leader involvement

Objective 2.4: Encourage economies of scale, including sharing prospective talent
To build collaborative relationships across organizations and reduce duplicative recruitment activities

Goal 3: Maximize Retention of Skilled High Performers

Objective 3.1: Expand available continuous learning and health & wellness resources
To improve the health and wellness of the workforce and ensure DOC is viewed as a model employer

Objective 3.2: Assist employees in navigating career progression, including internal moves
To boost the retention of mission critical skills and foster multi-job careers across DOC organizations

Objective 3.3: Revitalize department-wide leadership development offerings
To develop the next generation of agency leaders capable of addressing increasingly complex mission challenges

Objective 3.4: Provide tools to facilitate workforce and organizational analyses
To assist organizational leaders in diagnosing talent challenges and planning for succession in critical roles