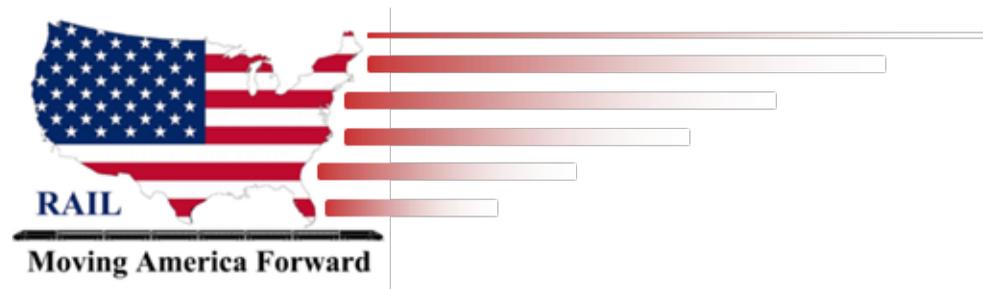




U.S. Department of Transportation
Federal Railroad Administration

Strategic Human Capital Plan Implementation Plan

September 30, 2014



Introduction and Purpose

The Strategic Human Capital Plan (SHCP) is a framework for FRA to become an organization that attracts and retains a capable, diverse, motivated and collaborative workforce. This Implementation Plan provides further details on how SHCP goals and objectives will be accomplished through FRA Champions, the activities necessary to accomplish the goals and objectives, as well as implementation timeframes (symbols for each objective reflect the anticipated completion quarter). The Implementation Plan also prioritizes the goals and objectives to provide a structured path of activities over the next two years. For years 3-5 of the SHCP, implementing teams will recommend revisions to maintain the SHCP's relevance and usefulness in light of changing visions, goals, and needs of the agency.

To achieve SHCP objectives, FRA will:

1. Designate one or more senior-level champions and establish a governance structure to ensure the SHCP is implemented. Champions will select Objective team members who represent both headquarters and the field, monitor the implementation and accomplishment of SHCP objectives and report back to leadership.
2. Ensure that appropriate data is captured and analyzed to inform decision-making, ensure progress and measure success.
3. Ensure HR service delivery is innovative, responsive and supports the implementation team in achieving the SHCP Goals and Objectives.



In the first quarter of the Implementation Plan, FRA has committed to the following immediate activities.

Goal	Champion	Intensity of Effort
G3.O1. Establish an education/training oversight steering group	<i>AA for Administration</i>	High
G5.O2. Conduct Quarterly All-Hands meetings	<i>Planning and Performance Officer</i>	Low
G6.O1. Review and update the current performance management policy	<i>HR Director</i>	Low
G7.O4. Create a “Unify FRA” Award	<i>Executive Director, Strategic Goal Team</i>	Low
G9.O2. Review and revise the annual staffing plan	<i>Executive Director, Associate Administrators, Chief Counsel</i>	Moderate
G10.O1. Provide quarterly reports containing key human resource data	<i>HR Director</i>	Low

Strategic Human Capital Objective and Activity Implementation Schedule

Objective	Activity	FY2015				FY2016				FY2017	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	-2019	
People											
Goal 1: Competencies											
G1.O1. Identify and define needed competencies for FRA employees to successfully fulfill the FRA mission <i>Champions: AA for Railroad Safety/CSO and AA for Railroad Policy Development</i>	<ol style="list-style-type: none"> 1. Create a schedule and prioritize positions to be reviewed. Assessments will be completed in priority order. 2. Review the recently published DOT competency models and select those appropriate for use in FRA. 3. Evaluate the competencies needed to support new programs, new technologies and non-technical/soft skills, such as: <ol style="list-style-type: none"> a. Risk reduction, PTC, community planners, etc. b. Flexibility, communication (written/oral), negotiations, etc. 4. Draft competencies. 5. Review drafts with FRA subject matter experts 6. Revise and finalize competencies. 			●							
G1.O2. Incorporate competencies into position descriptions, vacancy announcements, interview questions, performance standards, and training development <i>Champion: HR Director</i>	<ol style="list-style-type: none"> 1. Update HR documents to reflect new competencies as the competency reviews are finalized. 2. Circulate updated documents for use by personnel. 					●					
Goal 2: Recruiting											
G2.O1. Develop a strategic recruitment plan <i>Champions: HR Director, Civil Rights Director</i>	<ol style="list-style-type: none"> 1. Determine critical skill positions for each major office. 2. Develop a strategic recruitment plan for critical skill positions. 3. Review the DOT Executive Agent recruiting announcement templates, especially with regards to the current “selective factor” for Rail Inspectors requiring applicants to have experience in rail accident investigations, to develop a 		●							●	

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	<p>tailored recruitment plan.</p> <p>4. Provide targeted guidance on “How to Apply for a Federal Job” that is specific to FRA.</p> <p>a. Develop link on vacancy announcements on “How to Apply” and link to FRA recruitment video.</p>										
<p>G2.O2 Develop a network with diverse stakeholders</p> <p>Champions: <i>HR Director, Civil Rights Director</i></p>	<p>1. Document FRA’s stakeholders for purposes of recruitment.</p> <p>2. Conduct strategic outreach with key stakeholders, such as the Railroad Retirement Board, professional organizations, targeted secondary schools and Native American Tribes.</p> <p>3. Develop and implement a process for identifying additional stakeholders.</p> <p>4. Develop strategic partnerships and long-term relationships with select colleges and universities.</p> <p>a. Identify colleges and universities for targeted recruitment activities.</p> <p>b. Cultivate relationships with the career centers and key academic degree program areas.</p> <p>c. Attend job fairs and seek opportunities to promote the FRA mission in the classroom.</p> <p>d. Maximize the use of OPM’s Pathways Program and identify opportunities to create an intern program tailored to FRA’s mission.</p> <p>e. Work with select professors to partner with students on research/special projects.</p> <p>f. Serve as a guest speaker at universities to raise awareness of FRA and encourage interest in FRA’s mission.</p> <p>5. Increase use of social media and other venues for targeted recruitment activities (ex. Facebook, Twitter, LinkedIn, etc).</p> <p>a. Explore advertising opportunities on local radio</p>			●							●

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	<p>stations and newspapers.</p> <p>6. Develop and implement local recruitment strategies and coordinate with the American Federation of Government Employees (AFGE).</p> <ol style="list-style-type: none"> Identify hard to fill positions/locations. Create a local presence in those areas. Conduct outreach to local high schools and junior colleges. 										
<p>G2.O3. Develop goals and measure the use of recruiting sources and different types of appointments, e.g., the Pathways Program, Veterans Recruitment Appointment, Veterans Employment Opportunities Act, Disabled Veterans, Schedule A, Military Spouses, etc.</p> <p><i>Champions: HR Director, Civil Rights Director</i></p>	<ol style="list-style-type: none"> Measure the return on investment for strategic outreach to include metrics such as: number of contacts made, number of applicants per group, number of applicants interviewed per group, and number of applicants hired per group. Measure the return on investment for college and university recruitment efforts to include metrics such as: number of contacts made per job fair, number of applicants per job fair, number of applicants interviewed per job fair, and number of applicants hired per job fair. Measure the return on investment to include metrics such as: number of appointments, years of service at FRA, exit interview statistics, etc. 					●				●	
<p>G2.O4. Encourage different strategies to augment recruitment efforts</p> <p><i>Champions: AA for Railroad Safety/CSO and AA for Railroad Policy Development</i></p>	<ol style="list-style-type: none"> Demonstrate successes with new ideas and employees hired from the outside. 					●					

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Goal 3: Training/Professional Development											
G3.O1. Establish an education/training oversight steering group <i>Champion: AA for Administration</i>	<ol style="list-style-type: none"> 1. Develop a charter on how the steering group will provide oversight. 2. Develop a roadmap to evaluate and recommend training and professional development activities. 3. This steering group should pursue development opportunities for all aspects of the FRA workforce, including: <ol style="list-style-type: none"> a. Entry-level employees. b. Technical/SME workforce employees interested in supervisory positions. c. Current mid- and senior-level supervisors and managers. 	●									
G3.O2. Develop an integrated, multi-year training and professional development curriculum <i>Champion: AA for Administration</i>	<ol style="list-style-type: none"> 1. Develop framework that includes classroom training, on-the-job training, vocational experience, self-guided training, shadowing, exposure to the field, etc. 2. Increase awareness of available courses and programs. 3. Maintain a system for registering for and managing training completed by individuals. 4. Establish standard evaluation forms to collect participant satisfaction with the training. 5. Disseminate training to the field. <ol style="list-style-type: none"> a. Explore distance-learning methods. b. Equip employees to optimize training (connectivity, webcam, hardware, software). 6. Integrate into the onboarding process. 7. Include ad-hoc “get to know the industry” training. 8. Oversee the implementation of a multi-year training curriculum. 9. Evaluate the effectiveness of the curriculum. 		●								

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
G3.O3. Implement the use of Individual Development Plans (IDPs) <i>Champion: HR Director</i>	<ol style="list-style-type: none"> Complete at the beginning of the rating cycle. Train managers to assist employees in developing and implementing IDPs. Design a template that provides a menu of options (i.e. exposure, soft skills, technical). 					TBD					
G3.O4. Implement FRA Intern Program and Railroad Safety Inspector Trainee Program, and develop measurements of success <i>Champion: AA for Administration</i>	<ol style="list-style-type: none"> Develop program. Recruit participants. Evaluate effectiveness. 			●							
Goal 4: Leadership Development											
G4.O1. Review supervisor training and identify potential improvements and benchmarks <i>Champion: AA for Administration</i>	<ol style="list-style-type: none"> Benchmark other Operating Administrations/Agencies. Incorporate Office of Personnel Management (OPM) Performance Management Revisions. Identify weak supervisory skills and develop courses to strengthen skills. Explore reinstating the leadership development program. 			●							
G4.O2. Implement rotational assignments <i>Champion: Civil Rights Director</i>	<ol style="list-style-type: none"> Provide Regional leaders with exposure to HQ. Open up working group and committee participation as developmental opportunities. 				●						●

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
G6.O2. Review rating standards to be used across FRA <i>Champions: Executive Director/Associate Administrators/Chief Counsel</i>	<ol style="list-style-type: none"> 1. Train to the established standards. 2. Promote/enforce consistent application among offices. <ol style="list-style-type: none"> a. Promote accountability and consistency of ratings at the AA level. 		●								●
G6.O3. Communicate and train managers and employees on the FRA performance management process <i>Champion: HR Director</i>	<ol style="list-style-type: none"> 1. Develop a training plan and curriculum (in progress) that includes: <ol style="list-style-type: none"> a. Developing performance plans. b. Setting expectations. c. Providing continuous feedback. 2. Identify high performing supervisors to provide insight. 3. Reinforce training throughout the year. <ol style="list-style-type: none"> a. Include as brown bag session topic. 		●								●
G6.O4. Implement an automated performance management system <i>Champion: HR Director</i>	<ol style="list-style-type: none"> 1. Benchmark other agencies to identify system strengths and weaknesses. 2. Evaluate systems for fit with FRA. 3. Identify budget and procure the automated system. 4. Implement and utilize the system. 									●	
Goal 7: Rewards and Recognition											
G7.O1. Educate managers and employees on FRA's awards policies and procedures <i>Champion: HR Director</i>	<ol style="list-style-type: none"> 1. Email announcement to all FRA employees. 2. Prepare an annual communication in May. 			●							●

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
G7.O2. Review options for enhancing FRA’s approach to distributing limited award resources <i>Champion: HR Director</i>	<ol style="list-style-type: none"> Gather employee feedback (survey/focus groups). Document options including aligning Special Act awards to Strategic Goals. Engage key stakeholders, including Federal Employee Union representatives, in the process. 		●								
G7.O3. Review non-monetary recognition practices and procedures <i>Champions: HR Director, Region 6 RA</i>	<ol style="list-style-type: none"> Identify and document non-monetary recognition options. Engage key stakeholders, including Federal Employee Union representatives, in the process. Provide training and education for supervisors on the importance of non-monetary recognition. Implement non-monetary reward changes. 					●					
G7.O4. Create a “Unify FRA” Award <i>Champions: Executive Director, Strategic Goal Team</i>	<ol style="list-style-type: none"> Design the award criteria. (<i>Strategic Goal Team</i>) Communicate the award policy, nomination and selection process to all FRA employees. 	●									
Structure/Policies											
Goal 8: Onboarding and Offboarding											
G8.O1. Develop a formal 12-month onboarding process <i>Champion: AA for Administration</i>	<ol style="list-style-type: none"> Review existing onboarding processes from FRA offices (headquarters and regional) as well as other DOT and Federal offices. Design the onboarding to include FRA awareness/orientation materials for new employees on FRA’s mission, programs and accomplishment. Recruit and train mentors. Implement the new on-boarding program. 				●						

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
G8.O2. Formalize FRA's offboarding procedures and practices <i>Champion: AA for Administration</i>	<ol style="list-style-type: none"> Review existing offboarding processes from FRA offices (headquarters and regional) as well as other DOT and Federal offices. Create an exit interview process, including standard interview questions to identify targeted areas for improving the FRA experience for employees. Complete implementation of a new offboarding program. 		●								
Goal 9: Position Management											
G9.O1. Train managers and supervisors on FRA's position management policy and the organizational structure <i>Champion: HR Director</i>	<ol style="list-style-type: none"> Develop and deliver training. 									●	
G9.O2. Review and revise the annual staffing plan <i>Champions: Executive Director, Associate Administrators, Chief Counsel</i>	<ol style="list-style-type: none"> Collaborate with FRA Offices to address succession planning, competency/skills, program initiatives, priorities, and resource changes. Communicate the process (facilitated by HR). Ensure accountability by: <ol style="list-style-type: none"> Setting schedules and deadlines Considering when the budget is communicated to divisions when setting the schedule. 	●									●
G9.O3. Maintain organizational charts on FRANet with appropriate information <i>Champion: IT Director, HR Director</i>	<ol style="list-style-type: none"> Determine process for updating. 					TBD					

Objective	Activity	FY2015				FY2016				FY2017 -2019	Annual
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
G10.O4. Identify opportunities for knowledge transfer between employees <i>Champion: TBD</i>	<ol style="list-style-type: none"> 1. Evaluate opportunities for knowledge-sharing. 2. Promote opportunities. 3. Evaluate the effectiveness of efforts. 					TBD					