

U.S. DEPARTMENT OF LABOR FY 2018-2022 STRATEGIC PLAN

This Strategic Plan meets the requirements of the Government Performance Results Act Modernization Act (GPRAMA) and is the foundation for the Department of Labor's (Department, DOL) planning and budget activities. As illustrated below, three Strategic Goals (Goal 1, etc.), one Management Goal, and eighteen Strategic and Management Objectives (1.1, etc.) support realization of Secretary Acosta's Vision and achievement of the Department's Mission.

Priority Goals — The Department of Labor identified four performance goals for particular focus in FY 2018-19. These goals are a subset of those used to regularly monitor and report performance. Detailed information on these goals, including measures and milestones, is available at Performance.gov. Measure data for these goals (where applicable) are included in the relevant strategic objective sections, which are noted in italics at the end of each goal statement below. ~ Job Creation: Apprenticeship Expansion:

- Enroll 1 million new apprentices (including registered programs, industry-recognized apprenticeships, and other non-registered programs) over the next five years to enable more Americans to obtain jobs that pay a family-sustaining wage through high quality earn-and-learn opportunities. By September 30, 2019, DOL will enroll 280,000 new apprentices as part of the agency's broader efforts to promote and expand apprenticeship. *ETA Strategic Objective 1.1 | ~ Worker Safety: Reduce Miner Injuries and Reduce Trenching and Excavation Hazards*
- By September 30, 2019, reduce the reportable injury rate associated with powered haulage equipment, the primary cause of miners' injuries, by 10 percent per year based on a rolling 5-year average per 200,000 hours worked. *MSHA Strategic Objective 2.2 -*
- By September 30, 2019, increase trenching and excavation hazards abated by 10 percent compared to FY 2017, through inspections and compliance assistance at workplaces covered by the Occupational Safety and Health Administration. *OSHA Strategic Objective 2.1 | ~ Combat the Opioid Epidemic:*
- By September 30, 2019, reduce the percentage of initial opioid prescriptions and duration of new opioid prescriptions for federal employees with work-related injuries by 30 percent from the FY 2016 baseline. *OWCP Strategic Objective 3.1 | ~ Administration: Implement an Enterprise-Wide Shared Services Model:*
- By September 30, 2019, begin implementation of an enterprise-wide shared services model for DOL core administrative functions. *OASAM Strategic Objectives M.1, M.2, and M.3*

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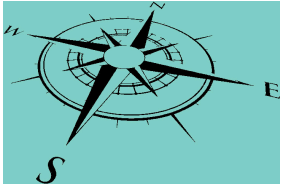
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DEMONSTRATION ONLY

DEMONSTRATION ONLY



U.S. Department of Labor (DOL)

Stakeholder(s):

R. ALEXANDER ACOSTA :
U.S. Secretary of Labor

Vision

Helping American workers gain and hold good, safe jobs.

Mission

To foster, promote, and develop the welfare of the wage earners, job seekers, and retirees of the United States; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.

DEMONSTRATION ONLY

Strategic Goal 1. Jobs

Support the Ability of All Americans to Find Good Jobs

Stakeholder(s)

Americans

1.1. Workforce

Create customer-focused workforce solutions for American workers.

In today's rapidly changing economy, many American businesses are looking to fill jobs that do not match the skill sets of Americans who are available and ready to work. In November 2017, the official unemployment rate was 4.1 percent, the lowest rate in 17 years. However, there are still more than six million Americans looking for work, and nearly one-quarter of them are longterm unemployed—that is, they have been searching for a job for more than 26 weeks. The skills gap is particularly acute in the fastest growing industry sectors of the economy, including financial services, health care, and information technology. This issue also persists in some of the more traditional sectors of the economy; there are currently 425,000 job vacancies in manufacturing and 196,000 in construction. Against this skills gap backdrop, too many American youth are graduating from universities, colleges, and high schools without the necessary skills to secure high-paying jobs in today's workforce and with significant student debt.

Stakeholder(s):

American Workers

Employment and Training

Administration (ETA) :

The Employment and Training Administration's (ETA) portfolio of programs and services help improve the competitive advantage of American businesses and American workers by providing a network for building talent development; providing opportunities for workers to acquire skills and credentials through work-based learning and other services; and connecting businesses with properly skilled workers to meet their workforce needs.

American Job Center (AJC) :

ETA oversees the American Job Center (AJC) network (one-stop system), authorized by the Workforce Innovation and Opportunity Act (WIOA). WIOA's governance structure facilitates partnerships to meet the needs of job seekers and businesses. The AJCs are uniquely positioned to convene business, education, and skill development, labor-market information, and other partners to develop robust sector-based strategies. Programs strategically aligned through this system include:

- *WIOA Title I adult, dislocated worker, and youth state formula programs;*
- *Wagner-Peyser employment services (amended by WIOA Title III) formula grants serving job seekers and employers, and providing universal access to labor exchange and labor market information services;*
- *WIOA YouthBuild program, serving youth and young adults through competitive grants;*

- *WIOA Job Corps program, serving youth and young adults at primarily residential centers operated by contracted vendors and the U.S. Department of Agriculture;*
- *WIOA Indian and Native Americans program, serving youth and adults through competitive grants;*
- *Reentry Employment Opportunities program, assisting adult and youth ex-offenders;*
- *Trade Adjustment Assistance (TAA) formula grants serving workers adversely impacted by international trade; and*
- *Unemployment Insurance, providing temporary assistance to unemployed workers, as well as providing an economic stabilizer during economic downturns (See Strategic Objective 3.2).*

Veterans Employment and Training Service (VETS) :

WIOA requires strategic coordination with the Department's Veterans Employment and Training Service (VETS), the Departments of Education, Health and Human Services, Agriculture, and Housing and Urban Development.

Department of Education :

Department of Health and Human Services

Department of Agriculture

Department of Housing and Urban Development

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Stakeholders (continued)

Apprentices :

In keeping with the WIOA focus on work-based learning, ETA will prioritize expanding and modernizing the apprenticeship system to further support industry-led efforts to expand apprenticeships, working with trade and industry groups, companies, non-profit organizations, unions, and joint labor-management organizations. Apprenticeship provides the opportunity to learn and earn, while gaining skills needed by employers.

Trade Groups**Industry Groups****Companies****Non-Profit Organizations****Unions****Joint Labor-Management Organizations****Employers :**

ETA also operates temporary and permanent employment certification programs to respond to employer needs for skilled workers that cannot be met by available U.S. workers.

Skilled Foreign Workers**Grantees :**

Much of ETA's work is carried out through grant-making and contracting authority. ETA administers program management, business engagement, performance accountability, policy development, technical assistance, and research and evaluation. ETA supports state, local, and other grantees or contractors to successfully operate programs in accordance with the appropriate legislative authority while also supporting innovation and improvement through technical assistance and capacity building activities.

Businesses :

DOL's employment and education programs use real-time labor market information to align business needs and workforce efforts. Further, workers and businesses are the driving force behind the workforce system; ETA emphasizes customer-centered design of service strategies in the AJCs. Below are the strategies that ETA will pursue to narrow the skills gap and assist American employers in filling in-demand jobs.

Workers

1.1.1. Apprenticeships

Expand Access to Apprenticeships

Evidence supports expanding high-quality apprenticeship opportunities across sectors, including manufacturing, transportation, information technology, health care, and the skilled trades. For every dollar invested in apprenticeships, there are \$27 in net benefits to the public (Mathematica, 2012).² Administrative data indicate graduates of Registered Apprenticeship programs earn an average of \$60,000 per year, and more than 8 in 10 graduates retain their employment nine months after exiting their apprenticeships. Modern apprenticeships incorporate cutting edge business-led innovations that prepare a skilled workforce for a broad range of industries, support state and regional economies, and help businesses hire and keep skilled workers. ETA is partnering across the Department with VETS, the Office of Disability Employment Policy, and the Women's Bureau, among others, on the following DOL strategies for this priority:

Strategy 1.1.1.1. Expansion

Expand apprenticeships

ETA will significantly expand apprenticeship opportunities nationally, including to veterans and transitioning service members, by supporting implementation of the President's Executive Order (EO) on Expanding Apprenticeships in America and working with trade and industry groups, companies, non-profit organizations, unions, and joint labor-management organizations.

Strategy 1.1.1.2. Sectors

Promote apprenticeships in new sectors

ETA will promote expanding apprenticeships by partnering with industry leaders across critical sectors, including manufacturing, infrastructure, cybersecurity, and health care, to increase number of high-quality apprenticeships driven by industry recognized apprenticeship programs.

Strategy 1.1.1.3. Processes

Modernize apprenticeship processes

ETA will re-engineer current processes for establishing apprenticeship programs, leveraging technology where feasible, to make it easier for both industry and apprentices to access apprenticeship programs.

Strategy 1.1.1.4. Youth

Expand access to youth apprenticeship

ETA will invest in apprenticeships that expand access to and participation among youth, specifically targeting students at accredited secondary and post-secondary educational institutions, including community colleges.

Stakeholder(s):

Youth

Strategy 1.1.1.5. Pre-Apprenticeships

Promote pre-apprenticeships

ETA will work in consultation with the Departments of Defense, Education, and Justice to promote apprenticeships and pre-apprenticeships for high school, YouthBuild, and Job Corps students, currently- or formerly- incarcerated persons, persons not currently attending high school or an accredited post-secondary educational institution, and members of America's armed services and veterans.

Stakeholder(s):

Department of Defense

Department of Education

Department of Justice

High School Students

YouthBuild Students

Job Corps Students

Incarcerated Persons

Formerly-Incarcerated Persons

Persons Not Attending High School

**Persons Not Attending a Post-Secondary
Educational Institution**

Armed Service Members

Veterans

Strategy 1.1.1.6. Intergovernmental Systems & Programs

Align with federal and state systems and programs

ETA will leverage partnerships with governors and federal leaders to support greater alignment of education and workforce system programs with apprenticeship and other work-based learning opportunities.

Stakeholder(s):

States

Governors

Federal Leaders

1.1.2. Work-Based Learning & Credentialing

Expand Opportunities for Work-based Learning and Credential Attainment

ETA focuses on programs that support work-based learning, skills development, and work readiness and promotes training strategies that lead to credential attainment and closing the skills gap.

Strategy 1.1.2.1. Youth Pipeline

Develop strong youth pipeline

Demand-driven education and work-based learning programs, especially where youth receive wages, can have positive employment outcomes, labor force participation, and wage and earning increases. ETA will continue to identify and share effective approaches for programs serving youth.

Stakeholder(s):

Youth

Strategy 1.1.2.2. Adults

Expand opportunities for adults

Participants see better results when their workplace education is aligned with employer needs and employers are engaged in the training process. Lower-skilled individuals and those with multiple barriers to employment benefit from coordinated strategies across education, training, and support systems to prepare for and succeed in the workplace. ETA will work to expand integrated work-readiness and work-based learning opportunities across programs serving a diverse community of job seekers. ETA will work to identify employer-focused training opportunities and provide education on how the TAA program can support individuals.

Stakeholder(s):

Adults

Strategy 1.1.2.3. Licenses & Credentials

Support portability of licenses and credentials

ETA will continue to work with states to enable the attainment of portable licenses and credentials. ETA will also work with VETS to support transitioning service members and military spouses to attain civilian licenses.

1.1.3. Connections

Effectively Connect Employers and Skilled Workers

Accurate and current labor market data and information and guidance about career and education opportunities can help individuals make better decisions about education that lead to better outcomes, and support policy and program planning. Supporting individuals in their work search has been shown to help increase employment. As such, DOL will:

Stakeholder(s):

Employers

Skilled Workers

Strategy 1.1.3.1. Information

Enhance labor exchange and labor market information services

ETA will provide high quality job matching and labor market information services to improve employers' access to labor resources and assist their response to natural turnover in worker pools.

Strategy 1.1.3.2. Sectors

Promote demand-driven sector strategies and solutions

Results show that workplace education developed as part of an industry sector strategy can increase earnings among low-income individuals. ETA will continue to support programs and workforce solutions that facilitate workers' entry or reentry into employment in demand industries and occupations. ETA will design and develop workforce services with a customer-centered focus.

Strategy 1.1.3.3. Foreign Labor

Eliminate barriers to timely processing of foreign labor certifications

The Office of Foreign Labor Certification (OFLC) protects wages and working conditions of U.S. and foreign workers while granting eligible U.S. employers labor certifications to employ foreign labor. To manage fluctuation in workloads and maintain timely processing, OFLC has proposed cost-based fees for applicants. This would ultimately eliminate the need for Congressional appropriations.

Stakeholder(s):

Foreign Workers

1.1.4. Workforce Development

Improve the Effectiveness and Efficiency of Workforce Development Programs

The Department continues to assess data on employment outcomes and conduct rigorous studies to recommend administrative and legislative reforms that would improve program outcomes, effectiveness, and efficiency for American workers and businesses. ETA will leverage targeted evaluations designed to improve operations and outcomes in areas, such as customer service, service delivery, and effective guidance.

Strategy 1.1.4.1. Flexibility*Support state and local flexibilities*

ETA will support flexibility for governors and Local Workforce Development Boards to enable them to effectively tailor their workforce strategies to meet state and local needs.

Stakeholder(s):**States****Localities****Strategy 1.1.4.2. Evidence***Implement evidence-based programs and strategies*

ETA will collaborate with the Chief Evaluation Office to rigorously evaluate workforce and training programs and strategies and promote adoption of proven programs and strategies.

Strategy 1.1.4.3. Assistance & Oversight*Provide technical assistance and oversight*

ETA will deliver guidance, technical assistance, and oversight to help states implement workforce programs and operate AJCs in the most cost-effective and efficient ways possible, including methods for delivering services in consolidated physical locations, co-locating programs, and jointly funding the infrastructure of AJCs.

1.2. Veterans, Service Members & Spouses*Provide veterans, service members, and their spouses with resources and tools to gain and maintain employment.***Stakeholder(s):****Veterans****Service Members****Spouses of Service Members****Veterans' Employment and Training Service (VETS) :**

The Veterans' Employment and Training Service (VETS) works to ensure that the full resources of the Department, the federal government as a whole, and state and local partners are readily available to veterans seeking employment assistance and for employers seeking skilled workers — helping ensure America's veterans have pathways to job opportunity. VETS administers five major programs to meet the employment and training needs of veterans, transitioning service members, and eligible spouses:

Jobs for Veterans State Grants (JVSG) Program :

The Jobs for Veterans State Grants (JVSG) program provides funding to states for Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representative (LVER) staff.

DVOP specialists provide individualized career services to veterans with significant barriers to employment. LVER staff promote hiring veterans in communities through outreach activities with local employers.

Homeless Veterans' Reintegration Program (HVRP) :

The Homeless Veterans' Reintegration Program (HVRP) provides training and related services designed to reintegrate homeless veterans into society and the workforce.

Transition Assistance Program (TAP) :

The Transition Assistance Program (TAP) Department of Labor Employment and Career Technical Training Track (CTTT) Workshops provide assistance to the nation's transitioning service members and their spouses by providing tools to support a successful transition from military to civilian employment.

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Stakeholders (continued)

Service Connected Problems Program :

Pursuant to the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), VETS receives and investigates claims from individuals experiencing service connected problems with their civilian employment and provides information about USERRA to employers. The Veterans Employment Opportunities Act tasks VETS with investigating claims of a federal agency's failure to apply veterans' preference in hiring or during a reduction-in-force and investigating claims from veterans alleging a lack of access to a federal agency's covered employment opportunities.

HIRE Vets Awards Program :

The Honoring Investments in Recruiting and Employing (HIRE) Vets Act recognizes employers that recruit, hire, and retain veterans through a voluntary award program.

1.2.1. Data & Services

Modernize Services to Veterans and Increase Data Analytic Capability

VETS will utilize IT modernization and improved analytical capability to develop more efficient ways to address the employment needs of transitioning service members, veterans, and their spouses.

1.2.2. Grants

Focus Grant Activities to Veterans Most in Need

VETS recently increased the grant ceiling for HVRP grantees from \$300,000 to \$500,000. This increase will help grantees to serve the chronically homeless, a population that requires specialized interventions resulting in higher costs than other programs. The JVSG program will continue to serve veterans who have significant barriers to employment. Meanwhile, VETS will examine several program factors including revising the significant barrier definition; options to incorporate marginally attached veterans, including underemployed veterans, into the JVSG funding allocation. These efforts aim to improve the employment rate for veterans served by a DVOP specialist, which includes HVRP participants.

Stakeholder(s):

Veterans

1.2.3. TAP CTTT Workshops

Increase Interest, Participation, and Outcomes for the TAP CTTT Workshop

In Fiscal Year (FY) 2017, VETS began offering the CTTT workshop to help veterans learn more about career opportunities in technical occupations. This workshop offers a unique opportunity to identify skills; increase awareness of training and apprenticeship programs that lead to recognized credentials and meaningful careers; and develop an action plan to achieve career goals. VETS is also updating the CTTT curricula to emphasize the benefits of apprenticeship programs to align with President Trump's Executive Order on Expanding Apprenticeships in America.

1.3. Individuals with Disabilities

Develop evidence-based policies, practices, and tools to foster a more inclusive workforce to increase quality employment opportunities for individuals with disabilities.

Stakeholder(s):

Individuals with Disabilities

Office of Disability Employment Policy (ODEP) :

The Office of Disability Employment Policy (ODEP) coordinates with all levels of government to promote policies and practices, to increase the number and quality of employment opportunities for individuals with disabilities.

Bureau of Labor Statistics (BLS) :

According to the Bureau of Labor Statistics (BLS), the October, 2017 unemployment rate (not seasonally adjusted) for individuals with disabilities is 7.6 percent, compared to 3.7 percent for individuals without disabilities. More importantly, the labor force participation rate for people with disabilities is 21.0 percent compared to 68.3 percent for people without disabilities. This vast, untapped resource presents a ripe opportunity to grow America's workforce, increase innovation in our workplaces, and bolster our overall economy.

1.3.1. Policies & Practices

Conduct Analyses, Research, and Evaluation of the Most Successful Disability Employment Policies and Practices

ODEP will conduct research to identify practices and policies to efficiently and effectively help individuals with disabilities gain and maintain employment and help employers to recruit, hire, retain, and advance the careers of individuals with disabilities. ODEP research will also identify state and local government policies that may create artificial barriers to disability employment and conduct pilots when necessary to find the most impactful policies and practices. ODEP will work broadly with key stakeholders such as employers, employer organizations, states, localities, disability organizations, and will disseminate innovative and proven policies and practices through outreach campaigns and by collaborating with these key stakeholders. ODEP's efforts will be supported by targeted technical assistance to employers so that they can more easily implement and adopt evidence-based policies and practices. ODEP does not have independent regulatory or enforcement authority and thus relies on collaborations with federal and non-federal partners to formulate, interpret, and disseminate policy guidance for adoption and implementation.

Stakeholder(s):

Employers

Employer Organizations

States

Localities

Disability Organizations

1.3.2. Partnerships & Policy

Leverage Partnerships to Drive Policy Change

Stakeholder(s):

Disabled Workers :

Beginning in FY 2018, ODEP will leverage new and existing partnerships to develop policy solutions to address known and emerging disability employment issues. For example, dwindling American labor force participation may be, in part, a result of American workers leaving the workforce annually due to injury or illness, often resulting in permanent disability, with many going on to receive state or federal disability benefits. Research indicates that many of these individuals may be able to remain in the workforce through timely, effective interventions including employment services.

Centers for Occupational Health and Education (COHE) :

The President's FY 2018 Budget supports early intervention demonstrations to test promising Stay At Work/Return To Work (SAW/RTW) strategies, for example Washington State's Centers for Occupational Health and Education (COHE) program.

DOL Chief Evaluation Office :

Accordingly, beginning in FY 2018, ODEP, in partnership with ETA, The Department's Chief Evaluation Office, the Social Security Administration, the Department of Education, and Department of Health and Human Services, will develop and test strategies to return ill or injured workers to the workplace in order to delay or reduce the need for disability benefits.

ODEP :

ODEP will continue to promote state level adoption and implementation of evidence-based policies and effective practices by collaborating with state organizations; improve access to training, transition services, and employment-related supports and accommodations for job seekers with disabilities by coordinating with other federal agencies; and help public and private businesses seeking to hire talented college students with disabilities through the Workforce Recruitment Program (WRP).

Job Seekers with Disabilities

Businesses

College Students with Disabilities

Community Rehabilitation Providers :

In addition, subject to funding availability, ODEP will assist community rehabilitation providers to increase competitive integrated employment, promote apprenticeships for youth and young adults, support the accessibility of the workforce system, and work with states to implement services to return injured and disabled veterans to competitive integrated employment.

1.4. Information

Provide timely, accurate, and relevant information on labor market activity, working conditions, and price changes in the economy.

Stakeholder(s):

Bureau of Labor Statistics (BLS) :

The Bureau of Labor Statistics (BLS) is the principal federal statistical agency responsible for measuring labor market activity, working conditions, and price changes in the economy. Its mission is to collect, analyze, and disseminate some of the nation's most sensitive and important economic data to support public and private decision-making. Like all federal statistical agencies, BLS executes its statistical mission with independence. BLS serves the general public, Congress, the Department of Labor and other federal agencies, state and local governments, and business and labor, by providing data products and services that are accurate, objective, relevant, timely, and accessible, as well as technical assistance and consulting services.

Congress

The Public

Federal Agencies

State Governments

Local Governments

Businesses

Labor

1.4.1. Labor Market, Working Conditions & Prices

Provide Sound and Impartial Information regarding Labor Market Activity, Working Conditions, and Price Changes in the Economy for Decision Making

Many of BLS's statistical products are used by the general public, educational institutions, and the public workforce system to help individuals make informed decisions about their careers and to find good jobs. For example, the Local Area Unemployment Statistics (LAUS) program provides timely information on labor force and unemployment trends for states and local areas. LAUS data are used in the allocation of federal funds to states and local jurisdictions covered by 25 assistance programs across 9 Departments and independent agencies in areas such as employment, training, public works, and welfare assistance. Information for LAUS partially comes from the Current Population Survey (CPS), a monthly household survey which BLS also administers and is the primary source of data on employment status, characteristics of the labor force, and emerging trends and changes in the employment and unemployment status among various groups of workers. CPS data also include information about the methods used by unemployed persons to find employment. BLS also runs the Occupational Employment Statistics (OES) program, a comprehensive source of regularly produced occupational employment and wage rate information for each state, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands, broken out by metropolitan areas and divisions. These data are a critical input to states' production of jobs in demand to support the Workforce Innovation and Opportunity Act. OES data also are used throughout the Occupational Outlook Handbook and other related career publications, which are used by states and local areas to provide advice for job seekers on topics such as potential job growth and required training. BLS identified high-level strategies to achieve its strategic objective that are consistent with the Principles and Practices for a Federal Statistical Agency and the Interagency Council on Statistical Policy's quality dimensions:

Strategy 1.4.1.1. Data & Analysis

Continue to produce objective data and analyses that are timely, accurate, and relevant

Strategy 1.4.1.2. Products & Processes

Improve the timeliness, accuracy, and relevance of BLS products and processes, and develop new products that reflect economic changes and meet the needs of its broad customer base

Strategy 1.4.1.3. Information & Outreach

Inform current and potential customers about the availability and uses of BLS information products; reach out to current and potential customers to understand their needs for economic information; and ensure that the content, presentation, and delivery of BLS information products match its customers' needs

Strategy 1.4.1.4. Data Collection

Improve data collection processes, maintain high response rates, and optimize the balance between quality, cost, and respondent burden in BLS data collection programs, while ensuring the confidentiality of respondents and their data

As BLS strives to accomplish its mission to provide sound and impartial information to a diverse group of customers and stakeholders, it will work to address demands for new and additional data, declining survey response rates, and barriers to sharing data between federal agencies. BLS regularly identifies structural shifts in the economy that translate into different, and sometimes new, demands for data as industrial sectors supersede others, and as consumer goods replace others. Within resource constraints, BLS will continue to develop and publish new surveys and products to meet the data needs of the American public. BLS also faces declining survey response rates, primarily due to competing surveys, less willingness on the part of respondents to participate, and concerns about safeguarding respondent confidentiality. BLS is addressing this challenge by upgrading strategic communications, offering alternative response modes to reduce burden, and using more alternative data sources. Finally, BLS continues to promote the sharing of existing economic data among BLS, the Census Bureau, and the Bureau of Economic Analysis, and to improve the nation's economic statistical system by aligning each agency's data outputs and developing new ways to track emerging economic trends. BLS is addressing this challenge by monitoring and responding to new developments related to data sharing.

Stakeholder(s):

Census Bureau

Bureau of Economic Analysis

Strategy 1.4.1.5. Website

Ensure that BLS data, products, and services on the BLS website are easy to find, understand, and use.

1.5. Women

Formulate policies and initiatives to promote the interests of working women.

The WB conducts quantitative and qualitative research, in conjunction with policy analysis, to influence the development of evidence-based policies and initiatives that promote the interest of working women. The WB

will work in collaboration with DOL program agencies and other federal partners to provide policy guidance and input on programmatic changes to support the needs of women and their families. The WB collaborates with national, state, and local organizations, governments, and employers, providing technical assistance, resources, and education. The WB will continue to promote the interest of working women by promoting women's entrance and retention in a diverse set of occupations that offer higher wages and better benefits and where women are traditionally underrepresented, including science, technology, engineering, and math (STEM) jobs, and apprenticeship and pre-apprenticeship programs.

Stakeholder(s):

Working Women

Women's Bureau (WB) :

The Women's Bureau (WB) provides leadership on policies and initiatives that impact the 74 million women in the U.S. labor force. For nearly a century, the WB is the only federal office exclusively concerned with serving and promoting the interests of women in the workforce. The WB works to create parity for women in the labor force by conducting research and policy and data analysis; informing and promoting policy change; and increasing public awareness and education.

Strategic Goal 2. Safety & Fairness

Promote Safe Jobs and Fair Workplaces for All Americans

Stakeholder(s)

American Workers

2.1. Working Conditions

Secure safe and healthful working conditions for America's workers.

Stakeholder(s):

American Workers

Occupational Safety and Health

Administration (OSHA) :

The Occupational Safety and Health Administration (OSHA) is authorized by the Occupational Safety Health Act of 1970 (OSH Act) to ensure employers provide safe and healthful conditions for working men and women free of recognized hazards by setting and enforcing standards and providing training, outreach, education, and technical assistance.

Employers

Workers

States :

In about 40 percent of the country, workplace safety and health is the responsibility of states, through State Plans. Federal OSHA and State Plans work to inspect approximately 7.7 million establishments in the United States. While the likelihood of a workplace receiving an inspection in a given year is low, OSHA continues to target high-risk industries for inspection and enforcement activity.

High-Risk Industries

Whistleblowers :

OSHA also administers the whistleblower protection provisions of Section 11(c) of the OSH Act. Section 11(c) prohibits any person from discharging or in any manner retaliating against any employee because the employee has exercised rights under the OSH Act. Since the passage of the OSH Act, Congress has expanded OSHA's whistleblower protection authority to protect workers from retaliation under 22 federal laws. These laws protect workers who report violations of various airline, commercial motor carrier, consumer product, environmental, financial reform, food safety, health care reform, nuclear, pipeline, public transportation agency, railroad, maritime, and securities laws.

2.1.1. Enforcement

Maintain a Strong Worker Safety Enforcement Program

OSHA uses a combination of strategies when working with employers and employees. OSHA invests in credible enforcement practices for recalcitrant employers and to provide the appropriate deterrent. While OSHA

recognizes the need for a balanced approach through different strategies for employers based on their commitment to workplace safety and health, enforcement is the underpinning of the OSH Act. Strong, deterrent strategies will be used for employers that disregard their obligation under the OSH Act, including those with a history of willful and repeat violations and criminal violations. OSHA's inspection regime remains active and with various data sets, enforcement will target bad actors and recalcitrant employers.

2.1.2. Safety & Health

Help Employers Attain Workplace Safety and Health Excellence

OSHA will maintain a strong, effective enforcement program — if an employer does not follow the law, OSHA will take enforcement action. OSHA also provides compliance assistance with the goal of helping all employers improve safety and health performance. OSHA's compliance assistance activities are integral to ensuring stakeholders understand how to comply with OSHA regulations. When OSHA assigns safety and health priorities through regional and national emphasis programs, it uses outreach tools to communicate expectations and best practices.

Stakeholder(s):

Employers :

Voluntary and cooperative programs are available to employers who want to partner with OSHA to achieve and model compliance. OSHA will expand the Voluntary Protection Program, bringing more employers into the program and ultimately providing safer workplaces for more employees... For employers who lack information or resources or are hesitant to engage with OSHA, OSHA works with other employers in their industry who have achieved excellence in safety and health, or have industry best practices, to reach this segment of employers.

Safety Professionals

Businesses :

OSHA provides compliance assistance resources to address businesses of all sizes and offers an array of resources specifically for small businesses that may not have a full time safety and health professional. These resources include the on-site consultation program and compliance assistance specialists who can provide outreach and training to employers to understand how to provide a safe and healthy workplace.

Small Businesses

OSHA Partners :

OSHA also partners with a broad variety of stakeholders, including state governments, employers and employees, unions, trade organizations, and health and safety professionals to better leverage resources and increase efforts to encourage employers to exceed minimum compliance with the OSH Act and implement safety and health programs.

State Governments

Employees

Unions

Trade Organizations

Health Professionals

2.2. Mining

Prevent fatalities, disease, and injury from mining and secure safe and healthful working conditions for America's miners.

Coal production hit an all-time low in 2016. However, with the President's initiative to invest in U.S. infrastructure, MSHA anticipates an increase in Metal and Non-Metal industry production and employment as the demand for construction materials such as cement, crushed stone, limestone, and other construction products increases. MSHA will need resources to complete mandated inspections and provide compliance assistance to mine operators. MSHA will maintain the current level of mine emergency response, field investigations, and participation in accident investigations, as funding levels allow. MSHA will also direct resources to continue its review of existing standards and to provide mandated approvals and certifications of products and equipment.

Stakeholder(s):

American Miners

Mine Safety and Health Administration (MSHA) :

The Mine Safety and Health Administration (MSHA) works to prevent fatalities, disease, and injury from mining and secure safe and healthful workplaces for America's miners. Under the Federal Mine Safety and Health Act of 1977 (Mine Act), mine operators, with the assistance of the miners, have the primary responsibility to prevent unsafe and unhealthful conditions. MSHA encourages mine operators to take ownership of health and safety by developing prevention-focused health and safety management programs. MSHA promotes safety and health through inspections and enforcement, stakeholder outreach, education and training, and improved regulations. Effective approaches to reducing the risk of injury and disease to miners include workplace examinations, hazard recognition and elimination, continual monitoring of the work environment to protect against new hazards, and compliance with MSHA safety and health standards. MSHA also protects the rights of miners. The Mine Act gives miners the right to be full participants in their own safety and health by participating in the inspection process through a representative of their choosing, speaking out about hazards, refusing to work in dangerous conditions, and exercising other rights.

2.2.1. Enforcement

Enforce the Mine Act

Strong Mine Act Enforcement — The foundation of MSHA's enforcement strategy is the mandatory inspections it conducts at active mines in the United States and its territories. This enforcement mandate is essential to protect miners and advance a culture of safety and health in the mining industry. Data collected through the inspection process enables MSHA to monitor and address health and safety trends on an industry- or sector-wide basis. MSHA's enforcement strategies include:

Strategy 2.2.1.1. Underground Mines

Inspect underground mines.

Mandated inspections of all underground mines four times per year and all surface mines twice per year, as required by the Mine Act. These inspections provide a firsthand look at conditions in each mine and allow for direct interaction with operators and miners to help secure safe and healthy work environments in the mining industry.

Strategy 2.2.1.2. Violators

Take prompt action against chronic violators.

Vigorous enforcement of Mine Act Section 104(e) and the 2013 Pattern of Violations Rule by targeting mines with a history of recurrent significant and substantial (S&S) violations of mandatory safety or health standards, where the mine operator exhibits a troubling disregard for the health and safety of miners. MSHA will take prompt action against chronic violators to ensure that miners are afforded vital safety and health protections.

Strategy 2.2.1.3. Targeting

Focus on mines with specific conditions, problems, or compliance issues that merit increased attention.

Targeted inspections focus on mines with specific conditions, problems, or compliance issues that merit increased attention. Factors could include the number of violations or closure orders issued; indications of advance notification of inspections that prevent inspectors from observing violations; frequent hazard complaints or hotline calls; plan compliance issues; inadequate workplace examinations; and high numbers of accidents, injuries, illnesses or fatalities.

2.2.2. Rights

Protect the Rights of Miners

Miners must be knowledgeable about their rights under the Mine Act in order to identify safety and health hazards to the mine operator or MSHA without fear of reprisal. They also have the right to expect the expeditious abatement of identified hazards. If unsafe or unhealthful conditions exist, miners have a right to request an MSHA inspection. To ensure that miners' rights are protected, MSHA will review all discrimination investigations to protect a miner's right to report health and safety hazards without fear of retaliation. MSHA will inform the industry and miners of their rights and responsibilities under the Mine Act by providing training and distributing educational materials at the mine site.

Stakeholder(s):

Miners

2.2.3. Outreach, Education & Training

Provide Outreach, Education, and Training

MSHA will expand compliance assistance to mine operators to help operators understand and follow regulations and identify solutions to hazards associated with mining injuries, illnesses, and fatalities. MSHA gives special attention to the leading causes of mining fatalities, including powered haulage, falls, and machinery accidents.

Stakeholder(s):

Coal Mine Operators :

For example, through its voluntary Compliance Assistance Program (CAP), MSHA provides coal mine operators assistance to improve miner safety and health and recently refocused the program on less-experienced miners, who account for a majority of recent fatalities.

Mine Health and Safety Academy :

MSHA's central training facility, the Mine Health and Safety Academy, currently serves as an industry-wide training hub. MSHA will modernize its training programs by replacing outdated services with cost-effective delivery approaches, such as distance learning, and conduct a limited number of instructor evaluations and audits of operator-provided training, while continuing to train its inspectors and industry representatives. Additionally, MSHA will expand its customer base and evolve the Academy from a historically inward-focused institution to a center of excellence for a broader spectrum of stakeholders.

DOL Agencies :

To accomplish this, MSHA will offer use of Academy facilities to other DOL agencies, which also will save cost vis-à-vis commercially available conference venues, and to non-DOL governmental entities for a fee.

Non-DOL Governmental Entities

2.3. Wages & Working Conditions

Secure lawful wages and working conditions for America's workers.

Stakeholder(s):

American Workers

Wage and Hour Division (WHD) :

The Wage and Hour Division (WHD) enforces minimum wage, overtime, and other wage laws so that America's workers receive wages required by law and businesses that play by the rules can operate on a level playing field with their competitors. Collectively, these laws cover most private, state, and local government employment workers and protect more than 135 million America's workers in more than 7.3 million establishments throughout the United States and its territories. WHD is responsible for enforcing and administering:

- *The minimum wage, overtime, child labor, anti-retaliation, and break time for nursing mothers provisions of the Fair Labor Standards Act (FLSA);*

- *The prevailing wage requirements and wage determination provisions of the Davis Bacon Act (DBA) and Related Acts (DBRA), Service Contract Act (SCA), Contract Work Hours and Safety Standards Act (CWHSA), Walsh-Healey Act, and Copeland Act, an anti-kickback law;*
- *The wages and working conditions under the Migrant and Seasonal Agricultural Worker Protection Act (MSPA);*
- *The Family and Medical Leave Act (FMLA);*
- *The Employee Polygraph Protection Act (EPPA);*
- *The field sanitation and temporary labor camp standards in agriculture and certain employment standards and worker*

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Stakeholders (continued)

- *protections of the Immigration and Nationality Act (INA); and*
The garnishment provisions of the Consumer Credit Protection Act.

2.3.1. Enforcement

Maintain a Strong, Data-Driven Enforcement Program

WHD is committed to maximizing its resources to achieve the greatest impact on compliance and deterrence. WHD will use better strategies to plan the optimal deployment of resources and resolutions of cases, focusing investigations on employers with the most serious violations. This data-driven decision-making allows WHD to focus resources where the opportunity to affect compliance is the greatest, ensuring WHD allocates a larger share of resources to programs and enforcement strategies backed by strong evidence of effectiveness.

Stakeholder(s):

WHD :

WHD uses the complete set of tools it has available for enforcement, including litigation; thorough investigations; collection of back wages and the use of civil monetary penalties; and, when appropriate, its "hot goods" authority. WHD has more than 200 offices across the country, staffed with trained investigators who work to protect the rights of wage earners and level the playing field for employers. WHD is in the field to identify where the data and the evidence indicate the problems are largest, emerging business models are more likely to lead to violations, and workers are least likely to exercise their rights.

2.3.2. Compliance Assistance

Modernize Compliance Assistance

Demand for accessible information about the laws WHD enforces remains high. For instance, in FY 2016 alone, WHD's webpages were viewed more than 35 million times. Compliance assistance to employers is a central component of WHD's efforts to meet its mission and proactively prevent violations. WHD uses a multi-pronged approach to improve compliance, including investigations in high-violation industries, engagement and education of private and public stakeholders, and the use of communications tools and compliance assistance. To protect fair and vigorous competition, WHD must conduct its business smarter and more effectively by assessing existing evidence determining how to best achieve its goals.

2.4. Retirement, Health & Benefits

Improve the security of retirement, health, and other workplace-related benefits for America's workers and their families.

The Department is committed to protecting retirement, health, and other employee benefits, thereby advancing the retirement security and health of our nation's workers and retirees... EBSA's mission is carried out in a complex and evolving economic and regulatory environment. The retirement and health benefits security of workers, retirees, and their families continue to be significant factors in the overall financial security of the American public. In the ensuing decades since the enactment of ERISA in 1974, there has been a dramatic shift in the retirement savings marketplace from employer-sponsored defined benefit plans to participant-directed

401(k) plans, coupled with the widespread growth in assets in Individual Retirement Accounts and Annuities (IRAs). EBSA accomplishes its mission by developing effective regulations; assisting and educating workers, plan sponsors, fiduciaries, and service providers; and vigorously enforcing the law. EBSA is committed to promoting policies that improve health benefits, encourage retirement savings, and protect employer-sponsored benefits. EBSA's economic research program continues to focus on issues affecting all the benefit programs for which it is responsible. EBSA assists plan fiduciaries and others in understanding their obligations under ERISA by providing interpretive guidance and making related materials available through its website and publications, training programs, and more. EBSA is also committed to helping workers and retirees understand their benefits and receive the benefits they have earned.

Stakeholder(s):

American Workers

Families

Employee Benefits Security

Administration (EBSA) :

The Employee Benefits Security Administration (EBSA), through its enforcement of Title I of the Employee Retirement Income Security Act of 1974 (ERISA) and related health benefits laws, protects the security of retirement and health plan benefits and assets for all workers who have employer-sponsored plans. EBSA is charged with protecting more than 150 million workers, retirees and their families who are covered by nearly 694,000 private retirement plans, 2.2 million health plans, and similar numbers of other welfare benefit plans. Together, these plans hold estimated assets of \$9.3 trillion.

Retirees

Federal Retirees :

Additionally, EBSA administers provisions of law governing fiduciary conduct for the Thrift Savings Plan (TSP) under the Federal Employees' Retirement System Act of 1986 (FERSA). As the retirement vehicle for nearly all federal government employees, TSP is the world's largest employee contributory plan with almost five million participants and \$500 billion in assets.

Employers

2.4.1. Enforcement

Leverage Strategic Enforcement

The primary objectives of EBSA's enforcement program are to improve ERISA compliance by recovering losses and unjust profits stemming from misconduct by plan fiduciaries and service providers and to increase the deterrent impact of its enforcement efforts on employee benefit plans, participants, and beneficiaries. It is especially critical that EBSA deploy its limited resources carefully and effectively because of the sheer size of the universe it regulates as compared to available resources. An effective enforcement program has overlapping and related attributes that include: effective targeting and data analysis; prompt detection and pursuit of violations; the successful pursuit of monetary recoveries; non-monetary results that promote compliance with ERISA; and the aggressive and timely pursuit of participant tips and complaints. EBSA focuses its enforcement resources on National Enforcement Projects, Major Case and Employee Contributions priorities, and regional projects. The Major Case initiative, in particular, seeks to obtain maximum benefit from EBSA's scarce resources by focusing on those cases that have the greatest potential to have a significant impact on large numbers of plans or plan participants. Additionally, EBSA plans to expand its analytical capabilities and

continue developing advanced targeting methods that include the incorporation of external data to enhance its ability to identify potential targets for investigation.

2.4.2. Assistance, Outreach & Education

Strengthen Compliance Assistance, Consumer Outreach, and Education

EBSA's outreach and education programs educate vulnerable workers about options to protect their retirement and health benefits when facing job loss and about the need to save for retirement. EBSA educates plan officials and their service providers about health and retirement laws and regulatory guidance, fiduciary responsibilities, retirement plan options for small employers, fees, new requirements under health laws, and other current topics. EBSA leverages its limited resources through the use of its website, social media, and partnerships with numerous organizations to reach specific audiences. EBSA also continues to develop plans, such as the Call Quality Assurance Program, aimed at assessing the technical accuracy and quality of inquiry responses. In FY 2017, EBSA's Benefits Advisors obtained recoveries of \$418.7 million through their efforts, contributing to the agency's total recoveries of over \$1.1 billion for direct payment to plans, participants and beneficiaries.

2.4.3. Regulation & Research

Promote High-Quality Regulatory and Research Activities

EBSA's regulatory program addresses issues proactively and directly supports the Department's objective to improve health benefits and retirement security for all workers. The cornerstone of a strong regulatory program is robust economic analysis and research capability. Based on sound science, EBSA's research program aims to shape regulations that minimize the most serious harm without imposing undue costs. Increasingly, this involves sophisticated data analysis.

2.5. Federal Contractor Employees

Promote fair and diverse workplaces for America's federal contractor employees.

Stakeholder(s):

Federal Contractor Employees

Federal Contractors

Office of Federal Contract Compliance Programs :

The Office of Federal Contract Compliance Programs' (OFCCP) mission is to protect America's workers by ensuring nondiscrimination and supporting voluntary compliance by federal contractors and subcontractors; promote diversity through equal employment opportunity; and enforce the law, with a particular emphasis on systemic and high-impact cases. OFCCP administers and enforces three laws that require nondiscrimination and equal employment opportunity through affirmative action: Executive Order (EO) 11246, as amended; Section 503 of the Rehabilitation Act of 1973 (Section 503), as amended; and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) of 1974, as amended. Together, these laws prohibit discrimination in employment based on race, color, religion, sex, sexual orientation, gender identity, national origin, dis-

ability, or status as a protected veteran. In addition, EO 11246 also prohibits discrimination against federal contractor employees and job applicants for discussing, disclosing, or inquiring about pay.

Government Accountability Office (GAO) :

Many of OFCCP's strategies, initiatives, and activities for Fiscal Years 2018 through 2022 are in response to recommendations in the September 2016 Government Accountability Office (GAO) Report: Strengthening Oversight Could Improve Federal Contractor Nondiscrimination Compliance.

2.5.1. Enforcement & Impact

Strong Enforcement and Emphasizing High-Impact Projects

Strong Enforcement and Emphasizing High-Impact Projects — OFCCP recognizes the importance of ensuring that federal contractors and subcontractors understand their obligations under the law and the need for information and other resources to voluntarily comply with those mandatory obligations. OFCCP will utilize compliance assistance sessions and seminars to inform contractors — especially first-time contractors and small businesses — of their obligations. At the same time, OFCCP will balance the need for quality compliance evaluations along with ensuring that non-compliant contractors are held accountable for failing to meet their mandatory obligations. This ensures equal employment opportunity for workers and competitiveness for employers that play by the rules. OFCCP will also emphasize systemic and high-impact cases to leverage the deterrence value.

Stakeholder(s):

Contractors

Small Businesses

2.5.2. Assistance & Engagement

Expand Compliance Assistance and Stakeholder Engagement

OFCCP will support voluntary contractor compliance through compliance assistance tools, resources, and incentives; assisting contractors in locating victims of discrimination that are due financial or other remedies resulting from contractors entering into a conciliation agreement (CA) with OFCCP; and creating a comprehensive digital outreach strategy for improving engagement with three types of contractors and other stakeholders, including new and small contractors, construction contractors, and supply and service contractors. OFCCP strategically engages external stakeholders to educate and empower workers to make informed decisions about exercising their employment rights. OFCCP's outreach strategy emphasizes increased community engagement and establishing meaningful relationships with stakeholders to reach workers most at risk of experiencing workplace discrimination. These stakeholders include community-based organizations, advocacy groups, employee resource groups, job placement providers, unions, and state and local government and intergovernmental agencies.

Stakeholder(s):

Contractors

Intergovernmental Agencies

New Contractors

Small Contractors

Construction Contractors

Supply Contractors

Service Contractors

Community-Based Organizations

Advocacy Groups

Employee Resource Groups

Job Placement Providers

Unions

State Government Agencies

Local Government Agencies

2.6. Global Fairness

Promote a fair global playing field for American workers and businesses.

Stakeholder(s):

American Workers

American Businesses

Bureau of International Labor Affairs (ILAB) :

The Department's Bureau of International Labor Affairs (ILAB) promotes a fair global playing field for workers and businesses in the United States by enforcing trade commitments, strengthening labor standards, and combating international child labor, forced labor, and modern slavery. When other countries fail to enforce their labor laws or abide by their trade-related labor commitments, they receive an unfair subsidy that can undermine the competitiveness of goods made in the U.S.

2.6.1. Trade Agreements & Preference Programs

Effectively Monitor and Enforce Labor Provisions of U.S. Trade Agreements and Preference Programs

Stakeholder(s):

ILAB :

ILAB negotiates, monitors, and enforces the labor provisions of trade agreements and trade preference programs to help ensure that workers in the U.S. are not pitted against workers in exploitative conditions.

Interagency Partners :

ILAB complements enforcement efforts with targeted technical cooperation and works with interagency partners, as well as businesses and workers, to improve compliance with labor standards. Independent research suggests that including labor obligations in trade agreements leads to better labor laws and enforcement in trade partner countries.

Businesses

American Workers

Trade Partner Countries

Inter-American Development Bank (IADB) :

The Inter-American Development Bank (IADB) found that the number of labor inspectors and inspections increased by approximately 20 and 60 percent respectively in countries with a U.S. Free Trade Agreement (FTA).

Government Accountability Office (GAO) :

The Government Accountability Office (GAO) confirmed that U.S. bilateral and regional trade agreement partners have improved domestic labor laws and enforcement.

United States International Trade Commission (USITC) :

The United States International Trade Commission (USITC) found that labor provisions led to better laws and enforcement among trading partners with FTAs.

2.6.2. Slavery & Child Labor

Combat International Child Labor and Modern Slavery

Stakeholder(s):

ILAB :

ILAB also produces congressionally mandated research on child labor, forced labor, and modern-day slavery, including the Findings on the Worst Forms of Child Labor; List of Goods Produced by Child Labor or Forced Labor; and List of Goods Produced by Forced or Indentured Child Labor. These reports are tools for the U.S. government to use when making trade enforcement and procurement determinations. ILAB oversees technical cooperation projects and works with governments, workers, and companies to eliminate labor abuses and help keep products made under exploitative labor conditions out of the U.S. market, including funding primary data collection and analysis in more than 90 countries.

2.6.3. Labor Standards

Strengthen Global Labor Standards

Stakeholder(s):

ILAB :

ILAB represents U.S. interests on labor and employment issues at the International Labor Organization (ILO), G-20, Organization for Economic Cooperation and Development (OECD), and other multilateral institutions. ILAB leads U.S. engagement to improve labor standards and shape policy priorities among trading partners. ILAB conducts and supports research that facilitates policy engagements to prevent other countries from engaging in exploitive labor practices. ILAB works closely with DOL's domestic agencies and other U.S. government partners to further policies that support quality job creation in the United States.

International Labor Organization (ILO)

G-20

Organization for Economic Cooperation and Development (OECD)

Multilateral Institutions

2.7. Unions

Promote union financial integrity, transparency, and democracy.

Stakeholder(s):

Unions

Office of Labor-Management Standards (OLMS) :

The Office of Labor-Management Standards (OLMS) enforces and administers the Labor Management Reporting and Disclosure Act (LMRDA) and related

laws. These laws primarily establish safeguards for union democracy and financial integrity and require public reporting by unions, union officers, union employees, employers, labor consultants, and surety companies.

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Stakeholders (continued)

Union Officers

Union Employees

Employers

Labor Consultants

Surety Companies

2.7.1. Financial Integrity

Promote Financial Integrity

Unions and their officers are responsible for almost \$20 billion in assets and annual receipts. To help ensure that these resources remain safe, OLMS conducts targeted audits of union finances to detect fraud or embezzlement and conducts criminal investigations to pursue enforcement action against law violators. OLMS constantly seeks new ways to identify fraud and embezzlement. By becoming more effective at selecting unions to audit, OLMS more efficiently uses its resources to deter and detect wrongdoing and avoids burdening compliant unions. OLMS will promote union financial integrity through the International Compliance Audit Program (I-CAP), a critical OLMS program to be reinstated in FY 2018, by conducting audits of unions to uncover embezzlement, fraud, and other criminal and civil violations of the LMRDA. OLMS will use a case predicate tracking system and a risk-based “red flag” model to increase the percent of selected audits that result in a criminal case. Through enhanced audit targeting strategies, OLMS seeks to offset the reduced number of compliance audits by increasing the percentage of those audits that result in a criminal case.

2.7.2. Financial Transparency

Promote Financial Transparency

Union financial transparency is affected by the timeliness with which unions file required annual reports. Transparency is supported by OLMS efforts to make these reports available to union members, other government officials, researchers, and the general public. Failure to file or to file in a timely manner negatively impacts the ability of union members to review and understand their union’s financial transactions, participate in the governance process, and make informed decisions during union officer elections. Filing is performed through the OLMS website. Built-in data checks in the process help ensure accuracy. OLMS has committed to increasing the percent of forms filed electronically. OLMS has mandated electronic filing (e-filing) for labor organization reports. The required e-filing for some of these reports begins in 2018. Because of the expected transition challenges, OLMS anticipates that it may take up to two years for all labor organization reports to be submitted through e-filing. Further, mandatory filing of labor organization reports will only encompass about 80 percent of all Labor Management forms. As such, OLMS expects a continued gradual increase in the percent of electronic filers. OLMS may face resistance to e-filing in the regulated community and the lack of e-filing capability for some forms. OLMS will mitigate this risk through further outreach and compliance assistance.

2.7.3. Democracy

Promote Democratic Unions

The LMRDA establishes democratic standards for conducting union officer elections, including the frequency and method of election, voter secrecy, voting rights of members, and the rights of members in good standing to be candidates. Title IV of the LMRDA also provides that union members may file a complaint with the Secretary

of Labor after pursuing internal union remedies. OLMS investigates each properly filed election complaint and, if a violation is found that may have affected the election outcome, OLMS seeks to remedy any such violation by supervising a new election. If the union does not voluntarily agree to an OLMS-supervised remedial election, the Secretary of Labor shall file a civil suit within 60 days after the member filed the complaint. Due to this statutory limitation, OLMS must investigate election complaints expeditiously. Timely resolution of election complaints is a paramount goal of OLMS. By improving its election case processing and resolution time, OLMS can better protect union democracy. OLMS may experience labor union resistance when OLMS seeks to remedy violations by supervising a new election. OLMS will mitigate delays in these cases by expediting negotiation of voluntary agreements with unions for supervised re-run elections. OLMS will also employ an early-intervention system to engage in earlier discussions among the investigators, field managers, and the Office of the Solicitor of Labor (SOL) on complex cases. Early SOL involvement will expedite negotiation of voluntary agreements.

Stakeholder(s):

Unions

Union Members

Secretary of Labor

Office of the Solicitor of Labor (SOL)

Strategic Goal 3. Compensation & Benefits

Administer Strong Workers' Compensation and Benefits Programs

Stakeholder(s)

Workers

3.1. Workers' Compensation

Provide workers' compensation benefits for workers who are injured or become ill on the job.

Stakeholder(s):

American Workers

Office of Workers' Compensation

Programs (OWCP) :

The Office of Workers' Compensation Programs (OWCP) provides benefits for workers who are injured or become ill on the job.

Federal Employees' Compensation Act (FECA) Program :

The Federal Employees' Compensation Act (FECA) Program provides wage-loss compensation, payment for medical treatment, return-to-work assistance, and vocational rehabilitation for federal civilian employees and postal workers who are injured or ill because of their work, and compensation to eligible survivors in case of death.

Longshore and Harbor Workers' Compensation (Longshore) Program :

The Longshore and Harbor Workers' Compensation (Longshore) Program oversees the delivery of benefits by private sector employers and insurance carriers to injured workers engaged in certain maritime and related employment, and to federal government contractors working overseas.

Black Lung Benefits (Black Lung) Program :

The Black Lung Benefits (Black Lung) Program oversees or provides compensation and medical benefits to coal miners who are totally disabled due to pneumoconiosis resulting from coal mine employment, and monetary benefits to their eligible survivors.

Energy Employees Occupational Illness Compensation (Energy) Program :

The Energy Employees Occupational Illness Compensation (Energy) Program provides compensation and medical benefits to employees or survivors of employees of the Department of Energy (DOE) and contractors or subcontractors of DOE, who worked on the nation's nuclear weapons program and became ill due to exposure to radiation or toxic substances.

3.1.1. Opioids

Combat the Opioid Epidemic and Protect the Health of Injured Workers

President Donald Trump rightfully declared the opioid crisis a public health emergency. Reducing the overuse and rate of new addictions would have a positive impact on the current opioid crisis. To that end, it is imperative that initial encounters with prescription opioids are limited in supply and duration to only what is appropriate and necessary.

Stakeholder(s):

Injured Workers

FECA Program :

Accordingly, the FECA program will set performance targets aimed at reducing the instances and duration of new opioid prescriptions for Federal and United States Postal Service (USPS) employees with work-related injuries. The target goal will be a reduction in initial prescriptions and in the duration of prescriptions of ten percent from FY 2017 to FY 2019.

Federal Employees

United States Postal Service (USPS)

Employees

OWCP :

In addition to taking an aggressive stance to control the overuse of opioids, the FECA program is combating medical provider fraud. OWCP will fully staff its newly created Branch of Program Integrity, Fraud Prevention & Prescription Management to improve the monitoring of opioid drug use among injured workers receiving benefits with full funding for this unit in the FY 2019 budget.

Branch of Program Integrity, Fraud Prevention & Prescription Management

FECA Fraud Investigations Unit :

As part of this new branch, OWCP will establish a FECA Fraud Investigations Unit that will receive and process incoming investigative reports of injured worker and provider fraud, review reports to determine if other potential fraudulent activities are occurring, and actively monitor claims to ensure that FECA district offices are consistently taking timely and appropriate actions.

3.1.2. Benefits Delivery

Improve Oversight of Benefits Delivery

Over the past few years, changes in the health care and pharmaceutical sectors presented significant challenges. The dramatic increase in the prescribing of compounded drugs in the FECA program and the expansion of the home health care industry, along with the nationwide opioid public health emergency, had real impacts on the health of OWCP's beneficiaries and on program costs.

Stakeholder(s):

OWCP :

OWCP will continue to strengthen its oversight of medical benefits through development and refinement of policies and procedures for pharmaceutical and home health care benefits. OWCP plans to acquire Pharmacy Benefit Management services for all of its programs and will pursue statutory changes to provide DOL access to the Federal Price Ceiling for drugs. OWCP will also centralize the home health care approval process in its Energy program to manage program costs and to improve consistency of adjudication and coordination of care.

3.1.3. Productivity & Claims Processing

Provide Timely/Accurate Claims Processing and Enhance Productivity

Stakeholder(s):

OWCP Workers' Compensation System (OWCS) :

To improve the timeliness and accuracy of its claims processing, OWCP will build an integrated claims processing and management system — the OWCP Workers' Compensation System (OWCS) — over the next six years. OWCS will improve accessibility of claims information for claimants, employers, and for the appellate process, and will improve the accuracy of data across all programs.

Longshore Program :

OWCP expects the Longshore program to begin testing OWCS by the end of 2018 and all OWCP's programs will transition to OWCS by 2023. The Longshore program will use improved electronic claims filing, case creation, and claims management systems to drive shorter compliance timeframes. It will also conduct ongoing and quarterly performance management meetings with stakeholders to ensure that the program addresses emerging issues that may impede performance. In addition, the program will use its statutory and regulatory authority where necessary to foster greater compliance with its programmatic goals including the issuance of penalties for late injury reporting and late first payments.

Black Lung Program :

The Black Lung program will focus on managing the age of pending claims. Over the past several years, the program has faced a rising volume of incoming claims. More incoming claims coupled with the loss of experienced staff resulted in a larger inventory of claims in progress. In order to address this challenge, the program will promote effective claims inventory

management by implementing critical initiatives in a continuing effort to maximize productivity. First, the program will continue to utilize prototype Claims Examiner performance standards with specific aged claims production targets and equalize the distribution of incoming claims across the country. Finally, the program will begin to benefit from new claims staff hired in FY 2018 as they become fully trained and productive, and will continually reassess our staffing needs in support of this goal.

Energy Program :

The Energy program will maintain timely and accurate claims processing through a continued focus on quality and process improvements. The program will build on prior successes by continuing to expand the utilization of electronic imaged case files, conducting quality reviews on claims processing, and implementing appropriate training based on the results of those reviews.

3.2. Unemployment Benefits

Support states' timely and accurate benefit payments for unemployed workers.

Stakeholder(s):

States

Unemployed Americans

Employment and Training

Administration (ETA) :

The Employment and Training Administration (ETA) administers the Unemployment Insurance (UI) Program, which provides partial income replacement to qualifying unemployed workers while they seek work.

Unemployed Workers :

To be eligible for benefits, unemployed workers must have worked recently, be involuntarily unemployed, be able and available for work, and be actively seeking work.

Communities :

In addition, UI is an important economic stabilizer combatting economic downturns by injecting purchasing power into the economy for communities facing plant closures, mass layoffs, and changes in industry sectors. The program also helps keep trained but unemployed workers attached to the labor force by requiring them to continue seeking employment while they receive benefits.

Federal-State UI Program :

Pursuant to the Federal-State UI program, established by Title III of the Social Security Act and the Federal Unemployment Tax Act, ETA provides program funding grants to state UI agencies to operate the program. In accordance with federal law, states have flexibility to set benefit amounts, duration, and eligibility requirements and determine eligibility and employer liability, assess and collect taxes, and make benefit payments. ETA provides broad policy guidance for administration of the program, delivers technical assistance to states, monitors states' program performance and integrity, and oversees conformity of states' laws and compliance of states' practices with federal UI laws.

States :

The UI program faces challenges at the state level. Many state trust funds are insufficiently solvent and ill-positioned to absorb the increased benefit costs associated with a recession. This, in turn, leads to states' need for emergency federal assistance during recessions. State UI operations are also very dependent on information technology (IT) systems and many states have antiquated and inflexible systems. These and other challenges contribute to poor program performance and integrity.

3.2.1. Unemployment Insurance

Strengthen Unemployment Insurance

Stakeholder(s):

ETA :

ETA has identified critical strategic priorities for the UI program aimed at improving program viability, performance and integrity, and accelerating the re-employment of unemployed claimants.

3.2.2. Integrity

Help states prevent benefit fraud and reduce benefit overpayments and underpayments.

Stakeholder(s):

UI Integrity Center :

Integrity Strategies — ETA has invested in the development of the UI Integrity Center, a state-driven source of innovative program strategies to address UI improper payments and reduce fraud.

National Association of State Workforce Agencies :

The Center is operated by the National Association of State Workforce Agencies and governed by a steering committee composed of representatives of states and ETA.

ETA :

ETA will continue to provide additional tools, resources, and technical assistance to help states prevent benefit fraud and reduce benefit overpayments and underpayments. ETA will monitor the effectiveness of these strategies through the annual improper payment rate for the UI program as well as the state-level rates measured by the Benefit Accuracy Measurement program.

3.2.3. Priority States

Identify states with major challenges

Designation of High Priority States — As part of its efforts to reengineer UI benefit operations accountability, ETA has developed a comprehensive approach that integrates overall program performance, program integrity, and state operational practices to identify states with major challenges in these areas.

Stakeholder(s):

ETA :

ETA will work with states designated as "High Priority" due to poor performance to provide on-site monitoring and deliver intensive technical assistance aimed at the identified areas of deficiencies.

States

3.2.4. Reemployment

Promote reemployment

As a strategy for improving program performance nationwide, ETA will continue to fund and promote Reemployment Services and Eligibility Assessments, which evidence and research have shown to be an effective strategy to accelerate reemployment. ETA, through UI, will also continue to be an active partner in the implementation and operation of the Workforce Innovation and Opportunity Act, connecting UI claimants with the reemployment services offered through the public workforce system. ETA's priorities for the UI program include the following:

Stakeholder(s):

ETA :

Reemployment Strategies — ETA commits significant technical assistance resources to promote innovative reemployment service delivery strategies, improve integration of the UI program with the workforce system, and connect UI claimants to reemployment services.

Unemployed Workers :

The UI program is the entry point for unemployed workers to American Job Centers, where they receive services that speed their return to work.

American Job Centers

Strategy 3.2.4.1. Funding & Activities

State administrative funding and national activities supporting the UI system

Strategy 3.2.4.2. Reemployment Services & Eligibility Assessment

A permanent and mandatory Reemployment Services and Eligibility Assessment program and expansion of the voluntary program in the interim

Strategy 3.2.4.3. UI Integrity

Support for the UI Integrity Center of Excellence and integrity legislative proposals

Stakeholder(s):

UI Integrity Center of Excellence

Strategy 3.2.4.4. State Funds

Solvency for state UI trust funds

Strategy 3.2.4.5. Parental Leave

Paid parental leave

Stakeholder(s):

New Parents

Strategy 3.2.4.6. UI IT Systems

Support for state consortia to modernize their UI IT systems.

Stakeholder(s):

State UI IT Consortia

DEMONSTRATION ONLY

Management Goal. Enterprise Services

Optimize the Department of Labor's Enterprise Services' Opportunities

M.1. Human Resources

Improve human resources efficiency, effectiveness, and accountability.

Stakeholder(s):

Office of the Assistant Secretary for Administration and Management's (OASAM)

OASAM Human Resources Center (HRC) :

The Office of the Assistant Secretary for Administration and Management's (OASAM) Human Resources Center (HRC) provides leadership, guidance, and technical expertise on all human capital areas to the Department... HRC oversees accountability reviews and implements accountability processes to improve HR efficiency, effectiveness and compliance with laws and regulations.

HRC Director :

The Director of HRC serves as the Department's Chief Human Capital Officer (CHCO). HRC provides policy and guidance in such areas as recruitment, pay, benefits, training and development, management of human resource and personnel systems, employee engagement, workforce planning and analysis, employee and labor-management relations, and diversity and inclusion.

DOL Chief Human Capital Officer (CHCO)

M.1.1. Management

Improve Human Resources Management

DOL's most important asset is its workforce — the employees across the nation who carry out the Department's mission. HRC works with the Department's leaders to strengthen workforce capacity through strategies aimed at improving workforce alignment; talent management; and the performance culture. Having the right number of properly skilled employees performing their work well requires effective strategic human resources planning. The CHCO will provide DOL leadership with appropriate advice, guidance, and data to make key workforce decisions and then, to implement workforce strategies designed to achieve business outcomes. The DOL CHCO will work with DOL leadership to restructure the DOL workforce in a manner which focuses on the continuity of essential mission programs and services, succession planning, knowledge management, and utilizing appropriate HR authorities and flexibilities. Efforts will be taken to improve DOL's organizational structure, workforce alignment, and workforce investment practices.

M.1.2. Service Delivery

Improve Human Resources Service Delivery

High quality, efficient HR policy, guidance, programs, and HR services are relied upon by Departmental leaders, managers, and employees to achieve mission requirements.

Stakeholder(s):

HRC :

HRC will partner with DOL leadership, managers, employees, and DOL stakeholders to improve policies: to provide greater clarity, to make them more relevant and useful, and to provide greater consistency and transparency throughout the Department on HR matters... HRC will work within DOL's HR community to improve the quality of HR services based on manager, employee, and other customer feedback. Also, DOL HR accountability reviews will be used to identify and deploy best practices, expose inefficiencies and noncompliant actions, take corrective actions, and pursue ongoing service improvement.

OASAM :

OASAM will implement a shared services model for the delivery of DOL HR services. A realigned HR service delivery model will create greater consistency in the delivery of HR products and services across the Department; reduce overall HR costs; gain efficiency in HR service delivery through economies of scale; and improve efficiency and effectiveness of HR service delivery. The implementation of an effective shared services solution for HR service delivery will permit DOL program agencies to focus time and resources on mission-oriented outcomes.

M.2. Technology

Provide modern technology solutions that empower the DOL mission and serve the American public through collaboration and innovation.

OCIO's priorities to implement this vision include IT development and modernization, and security enhancements:

Stakeholder(s):

Office of the Assistant Secretary for Administration and Management (OASAM) :

The Office of the Assistant Secretary for Administration and Management's (OASAM) Office of the Chief Information Officer (OCIO) provides information technology leadership, products and support for DOL... OASAM will implement a shared service model for DOL IT services, products and support that leverages economies of scale, adheres to federal standards and requirements, ensures greater CIO oversight, and provides an enhanced customer experience. An IT shared services solution will allow DOL agencies and programs to operate more effectively and efficiently, and focus their resources on advancing DOL's mission.

Office of the Chief Information Officer (OCIO) :

OCIO plays a critical leadership role in driving reforms in systems development, better managing technology spending, and succeeding in achieving real, measurable improvements in mission performance. OCIO provides guidance to the Department in support of government-wide directives for capital planning, IT security, information management, and enterprise architecture.

M.2.1. Platform

Create the Enterprise Platform

Stakeholder(s):

OCIO :

OCIO will create a common environment for the enterprise platform, including standards, processes, and governance. By leveraging a common platform, DOL will eliminate redundancies and move towards, automation, increased accessibility, and enhanced security. OCIO will develop a cloud-based enterprise case management platform that will result in improved processing time of adjudication of claims and other services. OCIO will also develop a data analytics platform that will enhance DOL's use of data and advanced data analytics for making business decisions and sharing information about the American workforce. To help DOL to carry out its mission and serve the public more effectively and efficiently, OCIO will reduce its reliance on paper-based resources by pursuing a phased approach to make specific work flows electronic.

M.2.2. Applications

Modernize Legacy Applications

Stakeholder(s):

OCIO :

To protect the confidentiality, integrity, and availability of DOL to operate and execute its mission, OCIO will facilitate the modernization of legacy applications designated as high value assets (HVA) per DHS criteria by working with DOL program agencies and implementing technical standards. OCIO will also work to provide DOL program agencies with a suite of application platform solutions, and interconnectivity and compatibility between DOL applications. This will reduce the size of DOL's application portfolio and increase system efficiencies so DOL can enhance its operations and better protect America's workforce from fraud, waste, and abuse.

M.2.3. IT Infrastructure

Secure and Enhance the IT Infrastructure

Stakeholder(s):

OCIO :

To secure DOL's sensitive information and improve data integrity, OCIO will focus on modernizing and standardizing DOL's infrastructure. Following government-wide guidance, OCIO will increase DOL's overall IT security posture and shift IT investments to more efficient and secure computing platforms and technologies. OCIO will create a centralized enterprise platform to improve service delivery by procuring commodity cloud services and establishing an enterprise cloud environment allowing DOL component agencies to consume cloud services

in a centralized manner. Further, OCIO will implement enterprise-wide IT asset management solution to centrally manage all IT assets. In the course of security and enhancing the IT infrastructure, OCIO reduced the DOL's IT footprint through the consolidation of traditional data centers, promoting the use of Green IT, and reduced the cost of data center hardware. To enhance safeguards to protect mission critical and sensitive information and reduce risk of unlawful breaches and unauthorized access, OCIO will defend the shared IT environment by

— continued next page

Stakeholders (continued)

rapidly completing technology assessments and using innovative technologies.

Department of Homeland Security (DHS) :

OCIO will coordinate with the Department of Homeland Security (DHS) and OMB on implementing a Continuous Diagnostics and Mitigation (CDM) program. OCIO will also continue migrating DOL applications to incorporate personal identification verification (PIV) usage, implement a single sign-on solution for logical access, and enable standard single sign-on capabilities across DOL.

OMB

M.3. Procurement

Maximize DOL's federal buying power through effective procurement management.

Stakeholder(s):

Office of the Assistant Secretary for Administration and Management (OASAM) :

The Office of the Assistant Secretary for Administration and Management's (OASAM) Business Operations Center (BOC), Office of the Chief Procurement Officer (OCPO) provides leadership, guidance, and oversight of all procurement policy and services.

Office of the Chief Procurement Officer (OCPO) :

OCPO establishes procurement and grant policy for DOL and oversees the Department's purchase card program, suspension and debarment program, and Federal Strategic Sourcing Initiative (FSSI). OCPO also works to ensure a fair share of DOL's procurement opportunities are available to small businesses.

M.3.1. Buying

Leverage Federal Buying Power

OCPO will leverage the government's buying power, making it possible to obtain significant reductions in the price of goods and receive better services at lower costs. OCPO will leverage government-wide buying vehicles produced by OMB's FSSI and Category Management Initiatives. OCPO will also provide and promote DOL-wide procurement vehicles and Best-inClass contract solutions, reducing redundancy in procurement vehicles for the same services and gaining cost savings with DOL buying power.

M.3.2. Procurement

Centralize DOL Procurement Activities

By centralizing procurement functions, DOL will achieve economies of scale; gain managerial oversight and efficiencies to more rapidly implement government-wide procurement directives; enforce procurement legis-

lation, regulation, and policies; and strategically plan customer demands. An effective shared services solution for departmental procurement services will allow DOL program agencies to focus their resources on program delivery and mission outcomes. Developing a more highly skilled and responsive staff will improve customer service and reduce stalled procurement actions, protests to awards, and unauthorized commitments.

Stakeholder(s):

OASAM :

OASAM will implement a shared services model for the delivery of DOL procurement services.

M.4. Efficiency, Effectiveness & Fiscal Integrity

Safeguard fiscal integrity, and promote the effective and efficient use of resources.

Stakeholder(s):

Office of the Chief Financial Officer (OCFO) :

The Office of the Chief Financial Officer (OCFO) provides financial management leadership, direction, and guidance to the Office of the Secretary of Labor and all DOL program agencies on matters arising from financial statutes, as appropriate. OCFO oversees DOL-wide accounting, financial management, the budget process, and financial system, and leads the Department's annual audit of the Consolidated Financial Statements. OCFO leads efforts to examine, identify, and implement administrative cost reduction initiatives; improve efficiencies; and to ensure financial integrity across DOL.

M.4.1. Financial Stewardship

Demonstrate Financial Stewardship

Accurate and timely financial information demonstrates DOL's accountability to stakeholders and facilitates data-driven operational, budget, and policy decisions.

Stakeholder(s):

OCFO :

OCFO oversees the Department's responsibility for internal controls by assisting program management in establishing and ensuring strong controls over all financial resources in DOL. OCFO leads the Department's annual financial audit, efforts to eliminate findings resulting from the audit, and eliminating or reducing improper payments.

M.4.2. Performance, Operations & Systems

Enhance DOL Financial Performance, Operations, and Systems

Stakeholder(s):

OCFO :

OCFO supports DOL's programs by providing reliable, relevant, and timely financial information and analysis. OCFO will develop and maintain integrated accounting and program management systems through modernized financial systems. OCFO provides DOL's managers and decision makers with the financial management tools to drive

high-performance and accountability, and to responsibly manage financial resources. OCFO will also centralize all routine, transactional accounting and financial management operations across the Department to achieve greater economies of scale and improved risk mitigation.

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DEMONSTRATION