

USCIS Human Capital Strategic Plan

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US Citizenship and Immigration Services
Human Capital and Training Strategic Plan

HCT VISION: *We will be the recognized authority on and provider of human capital and training services so that USCIS has a well-prepared and motivated work force able to fulfill the agency's mission.*

HCT MISSION:

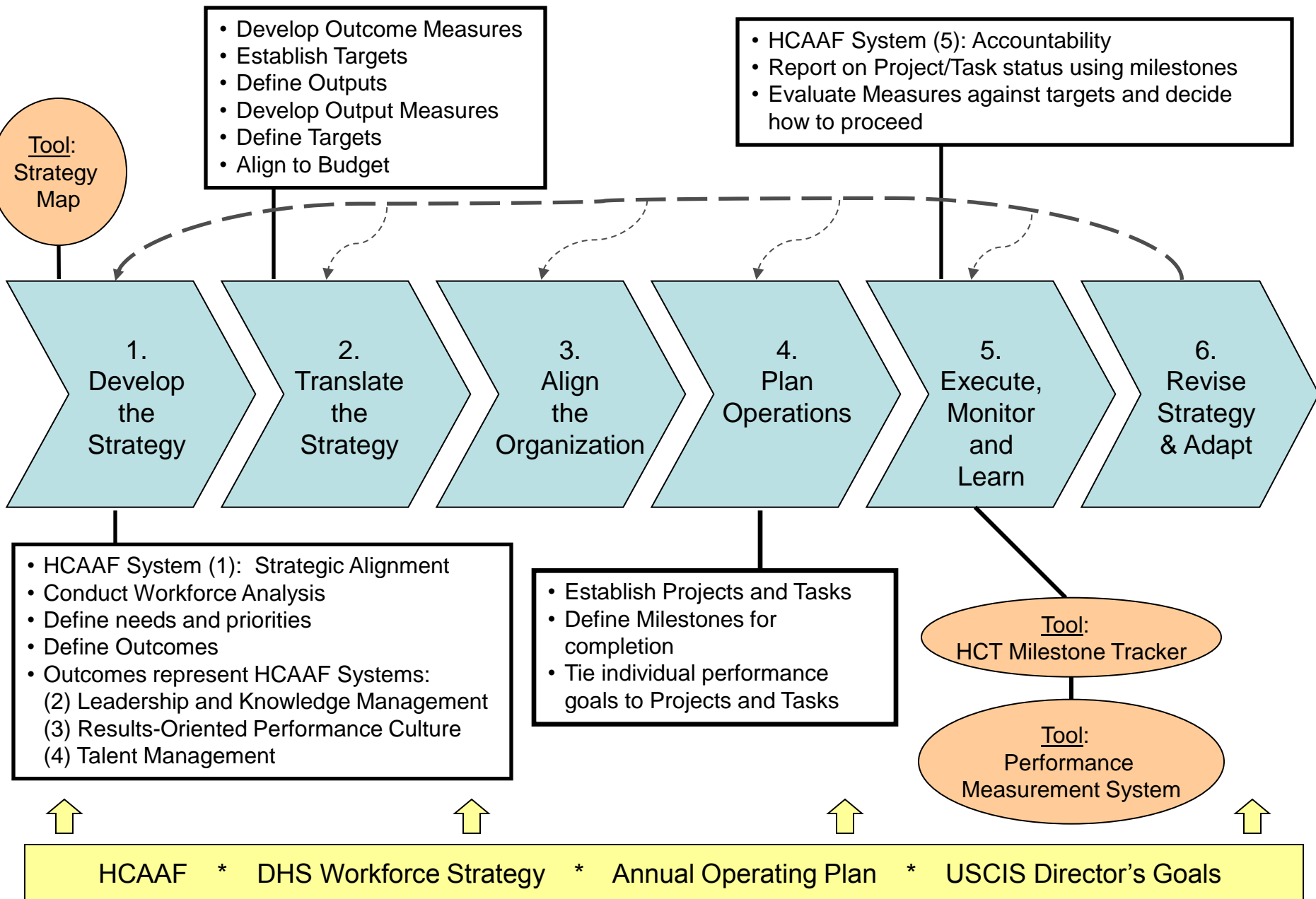
We will be strategic human capital partners and consultants across USCIS. We will:

- *Set consistent policies and standards;*
- *Provide expert guidance;*
- *Deliver high quality services;*
- *Evaluate effectiveness; and*
- *Inform decision-makers*

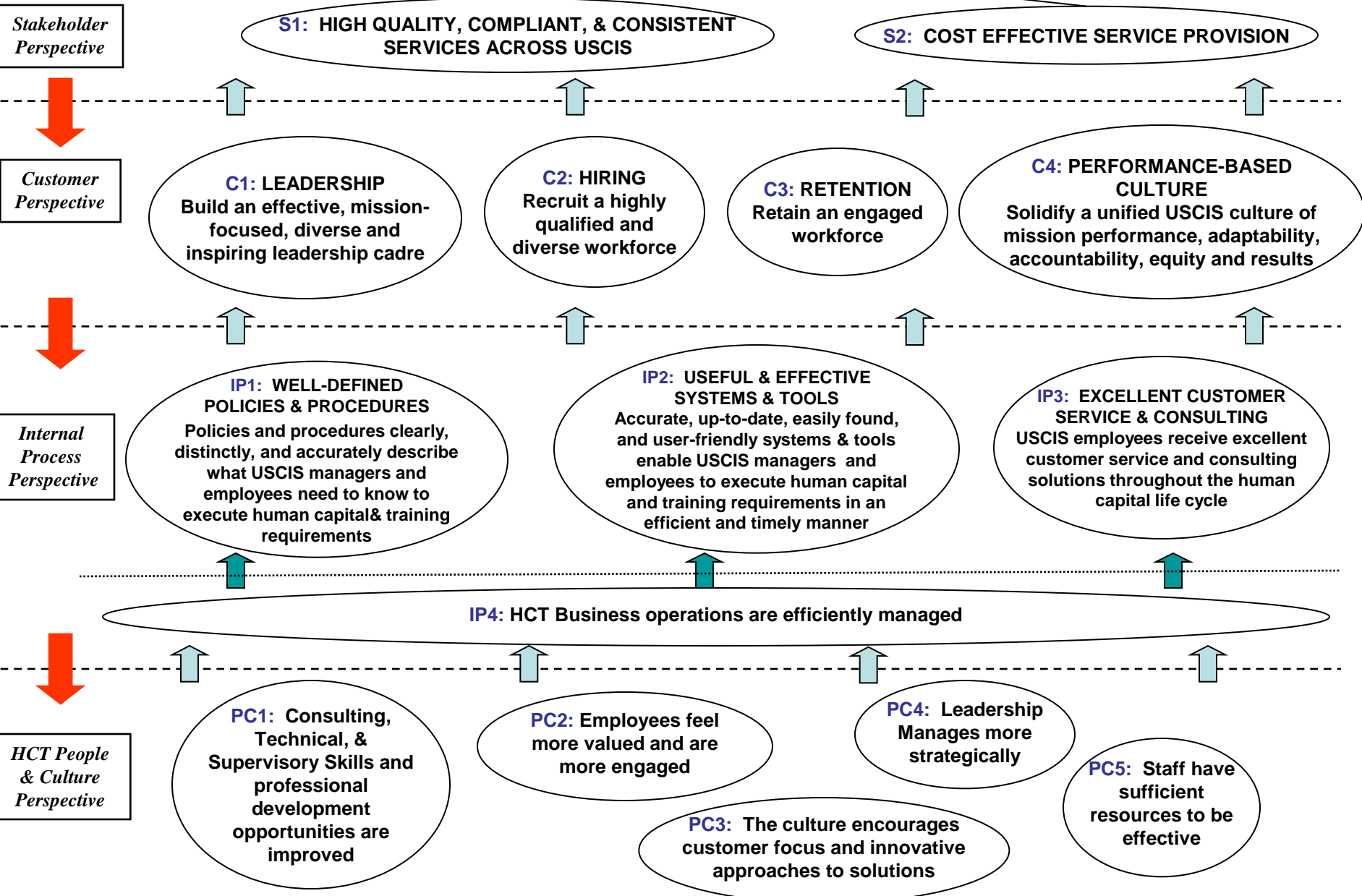
in all human capital subject matter areas. Our areas of subject matter expertise include:

- *Human resource services;*
- *Labor and employee relations;*
- *Training and professional development;*
- *Workforce planning;*
- *Leadership development and succession management; and*
- *Organizational effectiveness.*

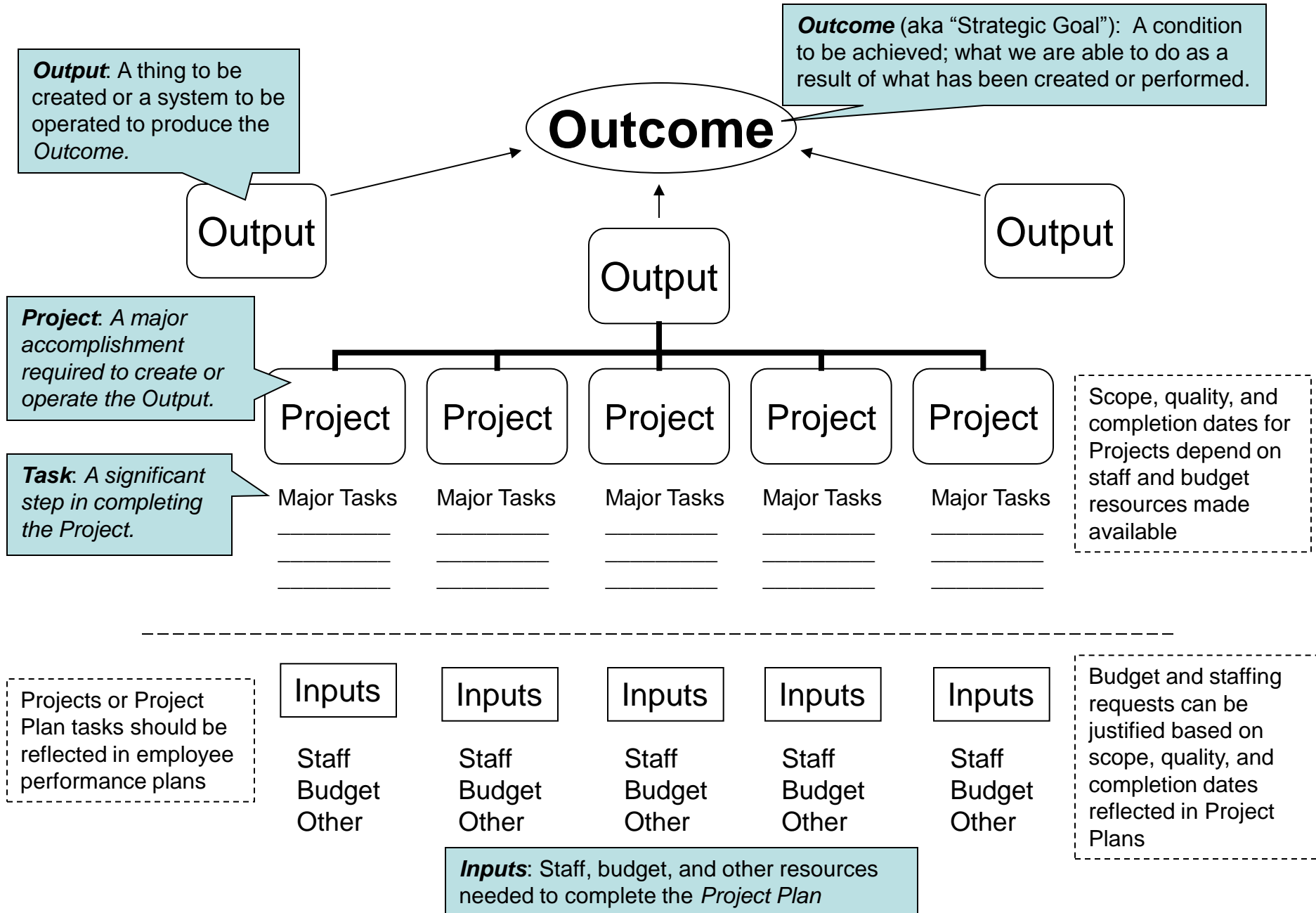
The Strategic Management Framework



HCT "Strategic Destination": We will be the recognized authority on and provider of human capital and training services so that USCIS has a well-prepared and motivated work force able to fulfill the agency's mission.



Elements of An Implementable Strategic Plan



HCT "Strategic Destination": We will be the recognized authority on and provider of human capital and training services so that USCIS has a well-prepared and motivated work force able to fulfill the agency's mission.

Stakeholder Perspective

Customer Perspective

Internal Process Perspective

HCT People & Culture Perspective

S1: HIGH QUALITY, COMPLIANT, & CONSISTENT SERVICES ACROSS USCIS

- Strong Union Relationship
- Standard PDs and PPAs

S2: COST EFFECTIVE SERVICE PROVISION

- Strategically Aligned Budget & Staffing

C1: MORE EFFECTIVE LEADERSHIP

- Leadership Development Programs
- Organizational Development Interventions

C2: A QUALIFIED WORKFORCE HIRED

- Streamlined Hiring Program
- Workforce Planning Process

C3: AN ENGAGED WORKFORCE RETAINED

- Effective Time & Attendance System
- Well-Administered Benefits
- Labor and Employee Relations Advice & Assistance
- More Consistency in Adverse & Disciplinary Actions
- Work Flexibility Options
- Mandatory HC Programs
- Workforce Resiliency Programs
- High-Caliber Immigration Training Program
- Cross-Cutting Strategic HC Initiative Management

C4: SOLIDIFIED PERFORMANCE-BASED CULTURE

- Standard, Quality-Driven Performance Goals
- Results-Oriented Recognition Program

IP1: WELL-DEFINED POLICIES & PROCEDURES

- Up-To-Date HR Guidance
- Systematic Exit Process
- Improved SES Hiring & Evaluation Process
- Efficient MD and SOP Development Process
- Process Improvement Program

IP2: USEFUL & EFFECTIVE SYSTEMS & TOOLS

- Full-fledged Position Management Program
- Efficient Process for Accessing Personnel Data
- Well-Constructed Workforce Planning Capability
- Succession Planning Process
- Learning Tools for Continuous Improvement
- Accessible, Useful HCT Contacts & Resources
- HCAAF-Compliant Strategic Management Framework

IP3: EXCELLENT CUSTOMER SERVICE & CONSULTING

- Timely, Relevant, Responsive Training Consulting Services
- Improved Training & Communication for Supervisors Addressing LER Issues
- Effective Communication System for HCT's External Customers

IP4: HCT BUSINESS OPERATIONS ARE EFFICIENTLY MANAGED

- Timely, Accurate Customer Service for HCT in HR, Procurement, Budget, Equipment, Facilities
- Standard Business Processes
- Internal/Self Audit Process

PC1: IMPROVED STAFF SKILLS

- Staff Skill Improvement
- Staff Professional Development

PC2: MORE ENGAGED EMPLOYEES

- Effective Internal Communication System
- Motivational Internal Recognition Program

PC3: INNOVATIVE CULTURE

- Internal Organizational Development
- Executive Coaching

PC4: STRATEGIC MANAGEMENT

- Strategic Plan and Implementation Facilitation

PC5: NECESSARY RESOURCES

- Sufficient IT and Communications Equipment