# HR Policy and Programs Directorate | Office of Human Resources Management

FY 2024 Performance Goals

#### **HRPPD Performance Operations Roadmap**

CBP's Workforce Is Our First Priority

#### **HRPPD Vision**

A trusted, proactive partner that forges leaning forward relationships, swiftly delivering operational solutions and driving organizational excellence for a premier employee experience People Partnerships Production We are dedicated to nurturing and growing each individual within our We commit to meeting the diverse and evolving needs of CBP's entire We are committed to balancing immediate needs with long-term goals is no small feat. FY 2024 HRPPD SES Performance Requirements **TELEWORK AND** OPM RETIREMENT WORKERS' ACCOUTABILITY AND PROGRAM / POLICY REMOTE WORK APPLICATION AUDITS COMPENSATION **IMPROVEMENTS EFFECTIVENESS DIRECTIVES HRPPD** Operational Goals **HRPRA** NPD BOU OPS TELEWORK AND REMOTE WORK **OPM RETIREMENT APPLICATION** ACCOUTABILITY AND INTEGRITY PROCESS IMPROVEMENTS: PROCESS IMPROVEMENTS: **DIRECTIVES**: Enhance organizational AUDITS: Enhance the accuracy and (C1 PRIORITY): Effectively implemen Enhance the efficiency and efficacy of nhance process capabilities to track efficiency and employee satisfaction efficiency of retirement application CBP's updated discipline policy. current business processes within the and monitor CBP settlements. through the implementation of processing by reducing audit error Business Operations Unit. comprehensive and distinct telework rates (33%). DISCIPLINE CASE TIME: Improve the PROGRAM / POLICY and remote work initiatives. timeliness of discipline case closures. EFFECTIVENESS: Strengthen WORKERS' COMPENSATION: (CROSS-FUNCTIONAL SKILL HRPPD's policy and program POLICY DEVELOPMENT: Develop DEVELOPMENT): Enhance Cross-Assess and develop a concept to DRB CASE PROPOSAL effectiveness through rigorous and Implement Five Comprehensive improve current Workers' TIMELINESS: Reduce the average Functional Skill Development Across sessment, continuous feedback, and All Team Members in the Business HR Policies Aligned with Compensation Case Management number of days. evidence-based improvements. Organizational Effectiveness and Operations Unit. processes (34%). Regulatory Compliance HR POLICY LIFECYCLE REVIEW STAKEHOLDER ENGAGEMENT RANDOM DRUG TESTING: Increase EMPLOYEE ENGAGEMENT PROCESS: Improve the efficiency, Enhance Stakeholder Engagement random drug testing rate to 20 percent Concurrently, design and execute an effectiveness, and relevance of CBP within US Customs and Border by end of 4Q, FY 2024 if funding is Protection (CBP) and the Department nitiative aimed at enhancing employee HR policies. available (33%). innovation and succession planning of Homeland Security (DHS) through strategic partnerships and **BUSINESS PROCESS** TRANSFORMATION: Optimize the communication utilization of SharePoint systems to **BRAND ENHANCEMENT:** Enhance centralize, streamline, and disseminate Brand Perception and Stakeholder knowledge, resulting in enhanced Trust within the US Customs and employee performance and Border Protection (CBP) and productivity. Department of Homeland Security (DHS) over the next fiscal year. TALENT RECRUITMENT: Conduct non-funded talent recruitment strategies for HRPPD to reinforce organizational capacity and resource requirements by leveraging non-funded hiring pipelines within DHS and across

- **HRPPD Vision:** Leaning Forward to Swift Excellence
- North Stars: The pillars of our success are grounded in our People...Partnerships...and Production.
- HRPPD Executive Requirements: Capabilities-based portfolio to execute and monitor programs and activities.
- HRPPD Operational Map: Mission specific workflows, functions, and tasks to deliver strategic objectives and goals.



Human Resources Policy and Regulatory Affairs Division (HRPRA)

# Human Resources Policy and Regulatory Affairs Division (HRPRA) FY 2024 HRPRA Performance Goals



Goal	Required Action	North Star		SES Perfo equiremen		HRM Goal/Objective			Enterprise Services Goal/Objective			C1 Priority	LOB 4
			1	2	3								
TELEWORK AND REMOTE WORK DIRECTIVES	Enhance organizational efficiency and employee satisfaction through the implementation of comprehensive and distinct telework and remote work initiatives.	Production			X	Objecti	Goal 3: Infori ve 3.3: Organ Excellence y: HR Policy I Transparency	nizational Delivery and	"Sp Objective	ESULTS – Del beed of Operat 3.3–Transforr ssign and Deliv	ions n Solution		
POLICY DEVELOPMENT	Develop and Implement Five Comprehensive HR Policies Aligned with Organizational Effectiveness and Regulatory Compliance.	Production				Objecti	Goal 3: Informote 3.3: Organ Excellence y: HR Policy Infransparency	nizational Delivery and	"Sp Objective	ESULTS – Del beed of Operat 3.3–Transforr ssign and Deliv	ions n Solution		



# National Programs Division (NPD)

#### National Programs Division (NPD) FY 2024 NPD Performance Goals



Goal	Required Action	Status		SES Perfo		HRM Objective/Activity	Enterprise Services	C1 Priority	LOB 4
			1	2	3				
OPM RETIREMENT APPLICATION AUDITS	Enhance the accuracy and efficiency of retirement application processing by reducing audit error rates.	Production	X			Strategic Goal 3: Inform & Guide  Objective 3.2: Benefits Guidance  Key Activity: Retirement & Benefits  Application	Goal 3: RESULTS – Deliver at the "Speed of Operations"  Objective 3.2–Strengthen ES Business Process through Innovation		
WORKERS' COMPENSATION	Assess and develop a concept to improve current Workers' Compensation Case Management processes.	Production	X			Strategic Goal 2: Strengthen & Advocate  Objective 2.2: Safety Management  Key Activity: Safety Performance  Tools	Goal 3: RESULTS – Deliver at the "Speed of Operations"  Objective 3.2–Strengthen ES Business Process through Innovation		
RANDOM DRUG TESTING	Increase random drug testing rate to 20 percent by end of 4Q, FY 2024 if funding is available (33%).	Production				Strategic Goal 2: Strengthen & Advocate  Objective 2.2: Safety Management  Key Activity: Risk Management Tools	Goal 1: PEOPLE – Build & Develop an Engaged, Mission-Ready, ES Workforce  Objective 1.3: Strengthen Employee Health, Wellness, and Retention		



Labor and Employee Relations Division (LER)

## Labor and Employee Relations Division (LER) FY 2024 LER Performance Goals



Goal	Required Action	Status		SES Perfo		HRM Objective/Activity			Ente	erprise Serv	rices	C1 Priority	LOB 4
			1	2	3								
ACCOUTABILITY AND INTEGRITY (C1 PRIORITY)	Effectively implement CBP's updated discipline policy.	Production		X		Strategic Goal 3: Inform & Guide  Objective 3.3: Organizational Excellence  Key Activity: LER Guidance and Training			Reliabi	UST – Foster a dility, Transpare Accountability 3–Establish A Component of Delivery	ency, & / ccountability	X	
DISCIPLINE CASE TIME	Improve the timeliness of discipline case closures.	Production				Strategic Goal 3: Inform & Guide  Objective 3.3: Organizational Excellence  Key Activity: LER Guidance and Training		Reliabi	UST – Foster a dility, Transpare Accountability 3–Establish A Component of Delivery	ency, & / ccountability			
DRB CASE PROPOSAL TIMELINESS	Reduce the average number of days.	Production				Objecti	Goal 3: Inform ve 3.3: Organia Excellence vity: LER Guida Training	zational	Reliabi	UST – Foster a dility, Transpare Accountability 3–Establish A Component of Delivery	ency, & / ccountability		

## Labor and Employee Relations Division (LER) FY 2024 LER Performance Goals



Goal	Required Action	Status		D SES Perfo Requirement		HRM	1 Objective/Activity	Enterprise Services			C1 Priority	LOB 4
			1	2	3							
STAKEHOLDER ENGAGEMENT	Enhance Stakeholder Engagement within US Customs and Border Protection (CBP) and the Department of Homeland Security (DHS) through strategic partnerships and communication.	Partnerships				Object	tive 3.3: Organizational Excellence tivity: LER Guidance and Training	Reliab Objective 2	RUST – Foster bility, Transpard Accountability 2.3–Establish A y Component of Delivery	ency, & y ccountability		
BRAND ENHANCEMENT	Enhance Brand Perception and Stakeholder Trust within the US Customs and Border Protection (CBP) and Department of Homeland Security (DHS) over the next fiscal year.	Production				Obje ( Key A	c Goal 3: Inform & Guide ective 3.1: Workforce Communications Activity: HRM Website Modernization	Reliab Objective ES Emplo Rela	RUST – Foster pility, Transpare Accountability 2.2–Empower byees to Build tionships that boration Acros	ency, & y and Expect Meaningful Foster		



#### Business Operations Resource (BOU) Center

# HRPPD Business Operations FY 2024 BOU Performance Goals



Goal	Required Action	Status		SES Perfoi Requirement		HRM	Objective/Activity	Enterprise Services			C1 Priority	LOB 4
			1	2	3							
PROCESS IMPROVEMENTS	Enhance the efficiency and efficacy of current business processes within the Business Operations Unit by employing Lean methodology and technology integration over the next fiscal year, to yield a measurable 15% improvement in process speed and a 10% reduction in resource utilization.	Production				Strategic Goal 4: Focus & Accelerate  Objective 4.1: Transformation & Technology  Key Activity: HRM Business Process Transformation		Goal 3: RESULTS – Deliver at the "Speed of Operations"  Objective 3.2–Strengthen ES Business Process through Innovation				
EMPLOYEE DEVELOPMENT (CROSS- FUNCTIONAL SKILL DEVELOPMENT)	Enhance Cross-Functional Skill Development Across All Team Members in the Business Operations Unit.	People				Objective	Goal 4: Focus & Accelerate  4.4: HRM Empowerment ctivity: HRM Training & Development	Engage	OPLE – Build a ed, Mission-R Workforce .1–Equip the l for Success	ES Workforce		

## HRPPD Business Operations FY 2024 BOU Performance Goals



Goal	Required Action	Status		SES Perfoi Requirement		HRM	Objective/A	HRM Objective/Activity			jective/Activity Enterprise Services			C1 Priority	LOB 4
			1	2	3										
EMPLOYEE ENGAGEMENT	Concurrently, design and execute an initiative aimed at enhancing employee innovation and succession planning.	People				Objecti Key Activity	c Goal 2: Stre Advocate ive 2.3: Enga y: Employee E Action Plans	gement Engagement	Engage	PLE – Build & ed, Mission-Re Workforce 1–Equip the E for Success	•				



# HRPPD Performance Operations (OPS)

## HRPPD Performance Improvements FY 2024 OPS Performance Goals



Goal	Required Action	Status		SES Perfo		HRM Objective/Activity	Enterprise Services	C1 Priority	LOB 4
			1	2	3				
PROGRAM / POLICY EFFECTIVENESS	Strengthen HRPPD's policy and program effectiveness through rigorous assessment, continuous feedback, and evidencebased improvements.	Production	X			Strategic Goal 3: Inform & Guide  Objective 3.3: Organizational Excellence  Key Activity: LER & HR Policy Analytics	Goal 3: RESULTS – Deliver at the "Speed of Operations"  Objective 3.3–Transform Solution Design and Delivery		
PROCESS IMPROVEMENTS	Enhance LER understanding and management of employee grievances through comprehensive information dissemination and robust analytics.	Production	X			Strategic Goal 3: Inform & Guide  Objective 3.3: Organizational Excellence  Key Activity: LER & HR Policy Analytics	Goal 3: RESULTS – Deliver at the "Speed of Operations"  Objective 3.2–Strengthen ES Business Process through Innovation		
HR POLICY LIFECYCLE REVIEW PROCESS	Improve the efficiency, effectiveness, and relevance of CBP HR policies.	Production				Strategic Goal 3: Inform & Guide  Objective 3.3: Organizational Excellence  Key Activity: LER & HR Policy Analytics	Goal 3: RESULTS – Deliver at the "Speed of Operations"  Objective 3.2–Strengthen ES Business Process through Innovation		

## HRPPD Performance Improvements FY 2024 OPS Performance Goals



Goal	Required Action	Status		SES Perfo		HRM	HRM Objective/Activity			Enterprise Services			LOB 4
			1	2	3								
BUSINESS PROCESS TRANSFORMATION	Optimize the utilization of SharePoint systems to centralize, streamline, and disseminate knowledge, resulting in enhanced employee performance and productivity.	Production				Objective Key Activity	ioal 4: Focus & e 4.1: Transfor Technology y: HRM Busine Transformatio	rmation & ess Process	"Sp Objecti	RESULTS – Del eed of Operati ive 3.2–Streng rocess throug	ions" ithen ES		
TALENT RECRUITMENT	Conduct non-funded talent recruitment strategies for HRPPD to reinforce organizational capacity and resource requirements by leveraging non-funded hiring pipelines within DHS and across government.	Partnerships				Objective	Goal 1: Build & 1.1: Targeted ivity: Amplify Techniques	d Sourcing Sourcing	Engage	OPLE – Build & ed, Mission-Re Workforce I.2–Optimize S Hiring	eady, ES		



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