

United States Department of Labor

**EMPLOYMENT
STANDARDS
ADMINISTRATION**

FY 2000

Annual Performance Report

Summary

March 31, 2001

INTRODUCTION

FY 2000 marks the second year that the Department of Labor (DOL) and the Employment Standards Administration (ESA) have reported program results against the goals in the annual performance plan as required by the Government Performance and Results Act (GPRA). The 29 performance goals included in this summary report have provided a basis for targeting and measuring the accomplishments of ESA programs. Of the 29 ESA performance goals, 12 which are key to the accomplishment of the Department of Labor's Annual Performance Plan are discussed in detail in the DOL FY 2000 Annual Report on Performance and Accountability. That Report can be found at www.dol.gov/dol/_sec/public/media/reports/annual2000/main.htm. This document reports on summary results for those 12 and the remainder of the 29 ESA FY 2000 performance goals. This report can be found on the ESA website at www.dol.gov/DOL/esa/public/aboutesa/str-plan/esa00rpt.pdf.

THE AGENCY

As the largest Agency within the Department of Labor, over 4000 employees carry out the Employment Standards Administration's mission from locations in regional, district, area, and field offices throughout the country to ensure that the enforcement and benefit delivery programs are accessible to the American public. ESA administers programs to implement over 100 laws enacted by Congress to protect the basic rights of workers, including minimum wage, child labor, and overtime pay standards, equal employment opportunities for employees of Federal contractors, workers' compensation benefits, as well as workers' rights as union members. Nearly every worker in America is protected by laws and regulations administered by ESA programs.

The work of ESA is carried out by four major program offices within the Agency: the Wage and Hour Division (WHD), the Office of Federal Contract Compliance Programs (OFCCP), the Office of Workers' Compensation Programs (OWCP), and the Office of Labor-Management Standards (OLMS).

MISSION

The mission of ESA is to enhance the welfare and protect the rights of American workers.

SUMMARY PERFORMANCE OVERVIEW

ESA measured performance results on 29 performance goals in FY 2000 that represent key activities in all of the major program offices and administrative goals in the areas of financial management, information technology and human resources. Of the 29 performance goals, ESA exceeded or fully achieved 21 (72 percent) of these goals during the second year of managing

under the provisions of the Government Performance and Results Act. See *Appendix A* for a summary listing and tally of the ESA FY 2000 performance goals. *Appendix B* contains detailed data matrices, including *performance results for each ESA FY 2000 goal*.

Based on FY 2000 performance, strategies and the planned annual performance targets were reevaluated, resulting in some revisions to strategies, annual targets and FY 2001 and FY 2002 performance goals. These goals refine our efforts toward accomplishing our desired long-term outcomes. In Appendix B, we have intentionally included the FY 2001 performance goals in each data matrix, to illustrate the impact of our FY 2000 performance on our planning for FY 2001. Each matrix delineates the link to strategic and outcome goals to demonstrate how each performance goal supports overall achievement of the ESA and Departmental goals. These matrices also include summary performance for FY 1999.

STATEMENT OF DATA QUALITY IN ESA

Each of ESA's Program Offices maintains controls over its data to ensure quality. All ESA data currently meets the requirements established by the most recent OMB A-11 guidance dated July 2000. Each major program area in ESA collects and tracks data with the method that best serves the unique program requirements.

The Wage and Hour Division has an ongoing contract with the University of Tennessee to provide technical assistance in the design and conduct of compliance surveys. Extensive steps are routinely taken to ensure the integrity of Wage and Hour Division compliance estimates. This is achieved through the maintenance of high standards of data collection, editing, processing, and analysis. Procedures have been developed with the assistance and guidance of survey and statistical experts from the University of Tennessee and the Bureau of Labor Statistics.

The Office of Workers' Compensation Programs (OWCP) performance is based upon data derived from standard reports, data collections processes, or using automated data extraction programs (or a contractor's report of customer survey results). Program managers directly responsible for initial production review this data. The performance data is then compiled in a separate operation in the Division of Planning, Policy and Standards, and then distributed widely to field managers and national office reviewers. Performance results undergo continual scrutiny as they are reviewed and published numerous times during each fiscal year for various internal and external reporting purposes. Senior managers then review final performance reports for issuance in formal reporting.

In the Office of Labor Management Standards (OLMS), the reported data regarding timely report filing by labor organizations derives from the newly implemented labor organization report system (e.LORS) that supports agency administration of the LMRDA reporting program. e.LORS documents the receipt and processing of filed labor organization reports and other information required to administer the LMRDA program. The e.LORS data is closely monitored and reported on a regular basis for purposes of program administration and management, which ensures completeness and accuracy in reported performance results.

The Office of Federal Contract Compliance Programs (OFCCP) performance is derived from data contained within the Case Management System (CMS) and extracted from CMS using automated programs. CMS data are input by front-line staff responsible for initial production, then administered and reviewed by program managers who oversee those employees or administrative units. Performance data within CMS is compiled via automated processes and is continuously accessible on a real time basis to field and national office management via the Executive Information System. OFCCP staff reviews results continuously. Contractor submitted data is input to an analytical database and made available to OFCCP staff for assessments of the need for technical assistance or evaluative action.

ESA's Annual Performance Reports are based upon data derived from a variety of sources including standard reports and data collection processes, using automated data extraction programs or customer survey results. Data is reviewed by program managers in ESA regional and national offices who are directly responsible for the information. Final performance reports are reviewed by senior managers before being formally issued.

Because much of the data used in the preparation of Annual Performance Reports is in electronic form, it is essential that the confidentiality, integrity and availability of the data be constantly maintained. In order to ensure this, in FY 2000 ESA undertook several information technology (IT) initiatives. The WAN initiative, which increased the performance of ESA's IT infrastructure, ensured that data are available in a more timely and efficient manner. Steps taken in the area of IT security, including the completion of vulnerability assessments and security plans for the general support systems on which most of ESA's information resides electronically, as well as the major applications that contain the information, have helped to improve the overall protection of ESA data. In FY 2001, ESA will continue to build on the FY 2000 efforts by deploying new strategies that will increase the performance and scalability of its IT environment as well as enhancing and expanding security efforts. For example, ESA will address data confidentiality, integrity and security as a focus area in its Computer Security Awareness Training program.

In addition to the above data, reviews in each of the major program areas in ESA, the Assistant Secretary monitors performance against each of the performance goals on a quarterly basis. This provides another management review which includes the opportunity to regularly track performance and evaluate the effectiveness of the supporting strategies to maintain a focus on goal achievement.

The Office of Inspector General conducts audits under the Chief Financial Officer's Act and the Government Performance and Results Act (GPRA) to verify measured values of actual performance by all agencies of the Department. This strategy includes conducting, at various points during the course of the fiscal year, quality reviews of databases that capture performance data, and inspections of regional, area, and field offices to ensure the integrity and completeness of reported data.

ESA's Program Offices include the integration of customer service concerns into their day-to-day operations. ESA customers' feedback is instructive in measuring how well services are

provided, identifying how services might be better delivered, and determining whether ESA's program goals effectively address customers' needs. ESA Program Offices, as part of their service delivery initiatives, conduct customer surveys, using appropriate sampling techniques, to obtain feedback at a reasonable cost. Thus, the quality of ESA employees' interaction with their customers is an important element in measuring program success. As a result, any assessment of ESA programs must focus not only on performance results data, but also address how well customers' needs are being met. The reliability, responsiveness, and the soundness of technical assistance provided will be measured, for example, as ESA employees process and pay claims for workers' compensation programs, respond to worker complaints, assist employers in meeting workplace standards, issue "plain English" regulations, or provide technical assistance. Customer surveys are used by ESA's programs to survey their customers' expectations and experiences and analyze the effectiveness of their programs.

LINKAGE TO THE DOL PLAN

All of ESA's goals support two of the Department's strategic goals. They are the goals for *A Secure Workforce* to promote the economic security of workers and families; and *Quality Workplaces*, to foster quality workplaces that are safe, health, and fair. ESA supports two outcome goals for a Secure Workforce - increase compliance with worker protection laws and, protect worker benefits; and, one outcome goal for Quality Workplaces - foster equal opportunity workplaces. The direct alignment to the Department's goals is displayed in each of the performance goal matrices that appear in Appendix B.

Appendix A

Of the 29 performance goals in the ESA FY 2000 Annual Performance Plan, 21 were exceeded or fully achieved; 4 were substantially achieved; and 4 were not met.

Of the 12 ESA performance goals in the DOL FY 2000 Annual Performance Plan, 10 were exceeded or fully achieved and 2 were not met.

Goal	Summary of ESA FY 2000 Performance Results	Goal Achievement		
		Met	Not Met	Substantially Met
1.1a <i>(in DOL Plan)</i>	Increase compliance with labor standards laws and regulations including young workers to 45% (6% increase over FY 1998 performance) in the Los Angeles garment industry and by 5% in poultry processing and the nursing home industry. Establish baseline for forestry and the agricultural commodity of garlic.		✓	
1.1d <i>(in DOL Plan)</i>	To increase child labor compliance, establish baselines in the restaurant and grocery industries where data indicate that the risk of serious injury of young workers is greatest.	✓		
1.1e <i>(in DOL Plan)</i>	To increase child labor compliance among employers previously investigated, establish baselines in the restaurant and grocery industries where data indicate that the risk of serious injury to young workers is greatest.	✓		
1.1f <i>(in DOL Plan)</i>	Increase compliance by 5% among employers, which were previous violators, and the subject of repeat investigations in the Los Angeles garment industry, poultry processing and nursing homes; and establish baselines for forestry and the agricultural commodity of garlic.		✓	
1.2a	Protect standards for democratic union officer elections for union members by resolving 100% of election complaints filed under the Labor-Management Reporting and Disclosure Act (LMRDA) and related laws within statutory timeframes.	✓		
1.2b	Protect union financial integrity through appropriate enforcement action.	✓		
1.2c <i>(in DOL Plan)</i>	Achieve timely union reporting compliance such that a minimum of 87% of unions with annual receipts greater than \$200,000 timely file union annual financial reports for public disclosure access.	✓		
1.2d	Establish baseline for the number of union annual financial reports filed for public disclosure access that meet standards of acceptability.	✓		
1.3a <i>(in DOL Plan)</i>	Return Federal employees to work following an injury as early as appropriate as indicated by a 9% reduction from the baseline in the average number of production days lost due to disability. Reduce number of lost production days to 173 days in QCM cases only and establish baseline for <u>all</u> cases.	✓		
1.3b	Increase employing agency timeliness in submitting notices of injury to 53% within 14 days.	✓		
1.4a	Issue 100% of transit employee protection certifications within established timeframes.			✓

Appendix A

Goal	Summary of ESA FY 2000 Performance Results	Goal Achievement		
		Met	Not Met	Substantially Met
1.5a <i>(in DOL Plan)</i>	Increase by 5% (over FY 1999 performance) the number of Federal contractors brought into compliance with the EEO provisions of federal contracts via OFCCP's compliance evaluation procedures.	✓		
1.5b <i>(in DOL Plan)</i>	To increase compliance with the equal employment opportunity requirements among Federal contractors, establish a methodology by the end of FY 2000 to measure the effectiveness of OFCCP's education, technical assistance and outreach efforts.	✓		
1.5c <i>(in DOL Plan)</i>	To narrow the wage gap for protected groups within the Federal contractor reporting community, establish a methodology by the end of FY 2000 to identify wage disparities.	✓		
2.1a <i>(in DOL Plan)</i>	Each area of the country will be surveyed for all four types of construction at least every three years, and the resulting wage determinations validly reflect locally prevailing wages/benefits. In FY 2000, implement scanning technology and develop knowledge management technology; and complete analysis of BLS data and decide whether a Davis-Bacon reengineering or reinvention approach will be pursued in FY 2001.	✓		
2.1b	Implement new Service Contract Act (SCA) wage determination methodology and ensure that the Davis-Bacon Act (DBA) wage determination issuance process keeps pace with wage survey process improvements.			✓
2.2a	Improve customer satisfaction with FECA services by 6 percentage points (over FY 1997 base) as measured by an index of customer survey scores and other measures. Establish new baseline.		✓	
2.2b	Improve the quality of claims actions as measured by average accountability review Quality Index scores to 76.5.		✓	
2.3a <i>(in DOL Plan)</i>	Produce \$66 million in cumulative first-year savings (FY 1999 -2000) through Periodic Roll Management.	✓		
2.3b <i>(in DOL Plan)</i>	In the FECA program, save an additional \$5 million over FY 1999 compared to amounts charged through full-year implementation of fee schedules for inpatient hospital and pharmacy services; and save \$1.5 million compared to amounts charged for physician services through the Correct Coding Initiative.	✓		
2.4a	To increase customer satisfaction among employers subject to Wage and Hour enforcement intervention, establish baseline in FY 2000. <i>Note: Goal 2.4b was completed in FY 1999.</i>	✓		

Appendix A

Goal	Summary of ESA FY 2000 Performance Results	Goal Achievement		
		Met	Not Met	Substantially Met
2.4c	Reduce the average time required to reach a Longshore and Harbor Worker's Compensation Program case resolution in cases with disputed issues when measured against the baseline. In FY 2000, complete system programming for entering and generating goal-related data and establish a performance baseline after data analysis.			✓
2.4d	Increase Black Lung benefit claims for which, following an eligibility decision by the district director, there are no requests for further action from any party pending one year after receipt of the claim. In FY 2000, finalize and implement new regulations. Develop materials to provide all parties with information about the revised claims development and adjudication process.			✓
2.4e	Increase customer satisfaction with OFCCP services by 1% over FY 1999 performance.	✓		
2.5a	Assure that ESA financial systems substantially comply with applicable Federal law, regulations and accounting standards, and that 4 of ESA's 5 financial systems are free from material non-conformance.	✓		
2.5b	Expand the ESA Wide Area Network (WAN) to provide increased performance and scalability of access to ESA Information Systems for ESA regional staff; upgrade remote access to provide more services to flexiplace workers in support of an increasing number of participants; and develop a "warm/hot" site capability for ESA Information Technology (IT) applications and service.	✓		
2.5c	Perform vulnerability assessment as required by Presidential Decision Directive (PDD) 63 - Critical Infrastructure Protection Plan (CIPP) and OMB Circular A-130, and revise ESA's Information Technology (IT) Disaster Recovery Plan.	✓		
2.5d	Train two additional DHRM training specialists with the skills/abilities to produce computer-based training courses.	✓		
2.5e	Develop and deliver quality training for the Federal Employees' Compensation (FEC) program's "imaged" environment. In FY 2000, begin training FEC Claims Examiners (CEs) in the use of imaging software.	✓		

Appendix B

1.1a	DOL Strategic Goal 2 :	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.1:	Promote compliance with employment standards and worker protection laws.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 2.1A)</i>	<p>Increase compliance with labor standards laws and regulations including young workers in nationally targeted industries. In FY 2001, increase compliance in the garment industry to 85% in San Francisco and 42% in New York City; in agricultural commodities - to 47% in onion, 80% in tomato, and 70% in lettuce; and in the health care industry - to 62% in residential health care (assisted living facilities).</p> <p>FY 1999: <u>Garment</u>: 5% increase in San Francisco and New York City (Rev.) <u>Agricultural Commodities</u>: establish baseline for onions, lettuce and cucumbers <u>Health Care</u>: establish baseline for residential health care (assisted living facilities)</p> <p>FY 2000: <u>Garment</u>: 45% in Los Angeles (6% increase over FY 1998 performance) <u>Agricultural Commodities</u>: establish baseline for garlic <u>Poultry Processing</u>: 5% increase <u>Forestry</u>: establish baseline <u>Health Care</u>: 5% increase in nursing homes</p> <p><i>Supporting Budget Activity</i></p> <p><i>Wage and Hour Division : P&F Schedule Activity #1</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: <u>Garment</u>: The goal of increasing compliance to 45% in the Los Angeles garment industry was not achieved. The compliance survey found the level of compliance to be 33% -- not a statistically significant change over the level of 39% in 1998. The previous strategy to increase compliance included education and outreach, independent monitoring of contractors and some enforcement. Wage and Hour is modifying its strategy to focus on the enforcement component of the strategy more. Wage and Hour is increasing the consequences for noncompliance by both garment contractors and manufacturers by seeking administrative action against chronic violators, stepping up civil litigation, referring more cases for criminal prosecution, and pursuing more enforcement actions against retailers.</p> <p><u>Poultry Processing</u>: The goal was not met. The compliance survey found that there is essentially zero compliance in this industry – a decrease from the 40% level of compliance in 1998. Wage and Hour is reaching out to stakeholders to communicate the nature and cause of the violations and to obtain their input for developing a plan for future action.</p>

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1.1a Cont.	<p><u>Healthcare (nursing homes)</u>: The goal was not met. The compliance survey found the level of compliance to be 40% -- a drop from the 70 percent compliance level found in 1997. Wage and Hour is reaching out to the stakeholders to communicate the nature and cause of the violations and to obtain their input for developing a plan for future action.</p> <p><u>Forestry</u>: The goal was met. The compliance survey of forestry (planting and thinning) determined a baseline level of compliance of 30%.</p> <p><u>Agriculture</u>: The goal was met. The compliance survey of garlic production determined a baseline level of compliance of 38%.</p> <p>FY 1999: <u>The garment goal was not met.</u> The compliance rate in San Francisco is 74%. (The 1997 level was 79% up from 57% in 1995.) The compliance rate in New York City is 35%. (The first survey in 1997 was at 37%.) To assure goal will be met in the future, developed compliance education and strike forces. Also, cases will continue to be developed for criminal prosecution and a new office will be opened in Brooklyn. <u>The remaining goals were met.</u> Established compliance baselines of 65% for lettuce, 49% for cucumbers, and 42% for onions. A compliance baseline of 57% for residential health care (assisted living facilities) was also established during FY 1999.</p>
Indicator	Trends in compliance/violation rates by industry (NAIC Code); changes in results of compliance surveys in targeted industries.
Data Source	Wage Hour Investigator Support and Reporting Database (WHISARD); results of compliance surveys
Baseline	<p>79% compliance in the San Francisco garment industry (1997)</p> <p>37% compliance in the New York City garment industry (1997)</p> <p>22% compliance in the Los Angeles garment industry (1994)</p> <p>75% compliance in tomato commodity (1996)</p> <p>49% compliance in cucumber commodity (1999)</p> <p>42% compliance in onion commodity (1999)</p> <p>65% compliance in lettuce commodity (1999)</p> <p>70% compliance in the nursing home industry (1998)</p> <p>57% compliance in residential health care (assisted living facilities) (1999)</p> <p>40% compliance in the poultry processing industry (1998)</p> <p>38% compliance in garlic commodity (2000)</p> <p>30% compliance in forestry (planting and thinning (2000)</p>
Comment	Because there is no unbiased industry-wide database on labor standards violations or compliance, Wage and Hour faces a challenge in determining industry-wide levels of compliance, measuring changes in compliance and attributing causality for any changes. To determine the impact of Wage and Hour efforts, a statistically sound method for establishing baselines and measuring compliance was developed using investigation-based compliance surveys of targeted industries and areas. Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.

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1.1d	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.1:	Promote compliance with employment standards and worker protection laws.
	FY 2001 ESA Performance Goal <i>Supporting Budget Activity</i>	Increase child labor compliance (by __ percentage points over established baselines) in the restaurant and grocery industries where data indicate that the risk of serious injury of young workers is greatest. (Activities ongoing in FY 2001 to support goal accomplishment in FY 2002.) FY 1999: New Goal for FY 2000. FY 2000: Establish baselines. <i>Wage and Hour Division : P&F Schedule Activity #1 Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: The goal was met. The compliance surveys established a baseline of 79% in full service restaurants, 70% in fast food restaurants, and 82% in grocery stores. FY 1999: N/A
	Indicator	Trends in compliance rates in those selected industries (NAIC code) where data indicate risk of serious injury to young workers is greatest. Specific program interventions to be completed during FY 2001 will be determined based on assessment of the results of the FY 2000 compliance survey. Targeted percentage of program improvement will be set following assessment of the results of the FY 2000 compliance survey. Accomplishment of targeted improvement will be measured by the FY 2002 compliance survey.
	Data Source	Wage Hour Investigator Support and Reporting Database (WHISARD); results of compliance surveys; industry data indicating serious injuries of young workers.
	Baseline	79% compliance in full service restaurants (2000) 70% compliance in fast food restaurants (2000) 82% compliance in the grocery stores (2000)

Appendix B

1.1d Cont.	Comment	
		<p>Because there is no unbiased industry-wide database on labor standards violations or compliance, Wage and Hour faces a challenge in determining industry-wide levels of compliance, measuring changes in compliance and attributing causality for any changes. To determine the impact of Wage and Hour efforts, a statistically sound method for establishing baselines and measuring compliance was developed using investigation-based compliance surveys of targeted industries and areas.</p> <p>Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.</p>

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1.1e	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.1:	Promote compliance with employment standards and worker protection laws.
	FY 2001 ESA Performance Goal	Achieve child labor compliance by __% of the employers previously investigated in the restaurant and grocery industries where data indicate that the risk of serious injury to young workers is greatest. (Activities ongoing in FY 2001 to support goal accomplishment in FY 2002.) FY 1999: New Goal for FY 2000. FY 2000: Establish baselines. <i>Supporting Budget Activity</i>
	Performance Results	FY 2000: The goal was met. The compliance surveys established baselines of 53% in full service restaurants, 73% in fast food restaurants 72% in grocery stores. FY 1999: N/A
	Indicator	Trends in compliance rates in those selected industries (NAIC code) where data indicate risk of serious injury to young workers is greatest. Specific program interventions to be completed during FY 2001 will be determined based on assessment of the results of the FY 2000 compliance survey. Targeted percentage of program improvement will be set following assessment of the results of the FY 2000 compliance survey. Accomplishment of targeted improvement will be measured by the FY 2002 compliance survey.
	Data Source	Wage Hour Investigator Support and Reporting Database (WHISARD); results of compliance surveys; industry data indicating serious injuries of young workers.
	Baseline	53% compliance in reinvestigated full service restaurants (2000) 73% compliance in reinvestigated fast food restaurants (2000) 72% compliance in reinvestigated grocery stores (2000)

Appendix B

1.1e Cont.	Comment	
		<p>This goal is to increase the level of compliance as a result of a Wage and Hour enforcement intervention. Data on entities covered in an investigation-based compliance survey that have previously been investigated by Wage and Hour, will be analyzed to compare those entities' compliance to the rest of the survey universe and to the entities prior compliance history. Data on the outcomes or repeat investigations will also be used to evaluate the relative effectiveness, or return on investment, of the various types of interventions.</p> <p>Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.</p>

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1.1f	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.1:	Promote compliance with employment standards and worker protection laws.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 2.1D)</i>	<p>Increase compliance by 15 percentage points (10-15 percentage points based on years surveys are conducted) among employers which were previous violators and the subject of repeat investigations in nationally targeted industries. In FY 2001, improve reinvestigation compliance rates in the garment industry to 90% in San Francisco and 57% in New York City; in agricultural commodities - to 64% in tomato, 47% in onion, and 48% in lettuce; and in the health care industry - to 60% in residential health care (assisted living facilities).</p> <p>FY 1999: <u>Garment</u>: establish baseline for San Francisco and New York City (Rev.) <u>Agriculture Commodities</u>: establish baseline for lettuce, cucumbers, and onions <u>Health Care</u>: establish baseline for residential health care (assisted living facilities)</p> <p>FY 2000: <u>Garment</u>: 5% increase in Los Angeles <u>Agriculture Commodities</u>: establish baseline for garlic <u>Health Care</u>: 5% increase in nursing homes <u>Forestry</u>: establish baseline <u>Poultry</u>: 5% increase</p> <p><i>Supporting Budget Activity</i></p> <p><i>Wage and Hour Division : P&F Schedule Activity #1</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: <u>Garment</u>: Goal accomplishment could not be measured for the Los Angeles garment industry. During FY 2000, it was determined that the FY 1998 baseline (25%) did not include a large enough sample to be statistically reliable. Therefore, a statistically valid baseline (37%) was established in FY 2000 using a valid sample size.</p> <p><u>Poultry Processing</u>: The goal was not met. The compliance survey found the level of compliance to be zero – a decrease from the 40% level of compliance in 1998. Wage and Hour is reaching out to the stakeholders to communicate the nature and cause of the violations and to obtain their input for developing a plan for future action.</p> <p><u>Healthcare (nursing homes)</u>: The goal was not met. The compliance survey found the level of compliance to be 41%. Wage and Hour is reaching out to the stakeholders to communicate the nature and cause of the violations and to obtain their input for developing a plan for future action.</p>

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<p>1.1f Cont.</p>		<p>Forestry: The goal was met. The baseline level of compliance for employers previously investigated in forestry (planting and thinning) was established at 15%.</p> <p>Agriculture: The goal to develop a baseline of compliance for previous violators was not met because there were not a sufficient number of garlic producers previously found in violation (and thus in the survey) to develop a statistically valid baseline. We will have a sufficient number of previous violators from this survey to determine a statistically valid baseline in the next survey cycle.</p> <p>FY 1999: Goal was met. Compliance baselines of 86% and 52%, respectively, were established for the San Francisco and New York City garment industries. Established compliance baseline of 43% for lettuce, 42% for onions and 37% for cucumbers. Established baseline of 55% in residential health care (assisted living facilities).</p>
	<p>Indicator</p>	<p>Trends in compliance/violation rates by industry (NAIC code); changes in results in compliance surveys in targeted industries.</p>
	<p>Data Source</p>	<p>Wage Hour Investigator Support and Reporting Database (WHISARD); results of compliance surveys.</p>
	<p>Baseline</p>	<p>Industry/sector-specific baseline data</p> <p>37% compliance in reinvestigated Los Angeles garment industry (2000)</p> <p>86% compliance in reinvestigated San Francisco garment industry (1999)</p> <p>52% compliance in reinvestigated New York City garment industry (1999)</p> <p>76% compliance in reinvestigated nursing home industry (1997)</p> <p>55% compliance in reinvestigated residential health care (assisted living facilities) (1999)</p> <p>40% compliance in reinvestigated poultry processing (1998)</p> <p>43% compliance in reinvestigated lettuce commodity (1999)</p> <p>42% compliance in reinvestigated onion commodity (1999)</p> <p>37% compliance in reinvestigated cucumber commodity (1999)</p> <p>59% compliance in reinvestigated tomato commodity (1998)</p> <p>15% compliance in reinvestigated forestry (planting and thinning) (2000)</p> <p>Baseline for garlic to be determined.</p>
	<p>Comment</p>	<p>This goal is to increase the level of compliance as a result of a Wage and Hour enforcement intervention. Data on entities covered in an investigation-based compliance survey that have previously been investigated by Wage and Hour, will be analyzed to compare those entities' compliance to the rest of the survey universe and to the entities prior compliance history. Data on the outcomes or repeat investigations will also be used to evaluate the relative effectiveness, or return on investment, of the various types of interventions. Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.</p>

Appendix B

1.2a	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.2:	Safeguard union democracy and financial integrity.
	FY 2001 ESA Performance Goal <i>Supporting Budget Activity</i>	Protect standards for democratic union officer elections for union members by resolving 100% of election complaints filed under the Labor-Management Reporting and Disclosure Act (LMRDA) and related laws. FY 1999: New goal for FY 2000. FY 2000: 100%. <i>Office of Labor-Management Standards: P&F Schedule Activity #5 Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: The goal was met for FY 2000. An indicator that standards for democratic union officer elections are being protected is that all (100%) election complaints filed under the LMRDA are timely investigated and resolved by appropriate dispositive action. Standards for democratic union officer elections were protected through the final resolution of 163 union member complaints regarding union officer elections through the 4th quarter. Legal action was initiated with regard to 18 complaints; remedial supervised elections were certified in 26 cases; and determinations were made with regard to 119 complaints filed by union members that remedial action was not warranted because no violations affecting election outcome had occurred. <u>Data Quality:</u> The reported data derives from the OLMS Case Data System (CDS), which includes information regarding all OLMS case activity. Case data is entered into the CDS by field staff and is contemporaneously made available for review within the agency. CDS is used for program management and assessment and is routinely monitored for completeness and accuracy. CDS data, including data used to report performance results, are subject to continual scrutiny in that they are reported internally on a periodic basis and reviewed in detail by agency managers. FY 1999: N/A
	Indicator	Percentage of union member complaints timely investigated and resolved by appropriate dispositive action.
Data Source	OLMS Case Data System.	

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1.2a Cont.	Baseline	100%.
	Comment	<p>The timely resolution of union officer election complaints is an important safeguard for union democracy of direct benefit to union members. All such complaints filed under the LMRDA must be investigated and enforcement action, when warranted, must be filed within-statutory time limits.</p> <p>Note: The agency has a legal obligation to investigate all union officer election complaints filed by members in accordance with the LMRDA and to initiate enforcement action when warranted within statutory time limits. Therefore, the annual target is 100%.</p>

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1.2b	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.2:	Safeguard union democracy and financial integrity.
	FY 2001 ESA Performance Goal	<p>Protect union financial integrity through appropriate enforcement action.</p> <p>FY 1999: New goal for FY 2000. FY 2000: Protect union financial integrity through appropriate enforcement action.</p> <p><i>Supporting Budget Activity</i></p> <p><i>Office of Labor-Management Standards: P&F Schedule Activity #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was met. An indicator of union financial integrity protection is that individuals convicted of embezzlement and other crimes are barred from union office holding and employment. As a result of appropriate OLMS enforcement action, 165 convicted individuals were barred from union office holding and employment during FY 2000.</p> <p><u>Data Quality:</u> The reported data derives from the OLMS Case Data System (CDS), which includes information regarding all OLMS case activity. Case data is entered into the CDS by field staff and is contemporaneously made available for review within the agency. CDS is used for program management and assessment and is routinely monitored for completeness and accuracy. CDS data, including data used to report performance results, are subject to continual scrutiny in that they are reported internally on a periodic basis and reviewed in detail by agency managers.</p> <p>FY 1999: N/A</p>
	Indicator	Performance indicators demonstrating protection of union assets and financial integrity include the number of individuals barred from union office holding and employment due to convictions resulting from agency investigation.
	Data Source	OLMS Case Data System.
Baseline	No performance target is suitable for this goal; therefore, no baseline data is provided.	

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1.2b Cont.	Comment	Union protections resulting from criminal enforcement action are important safeguards for union democracy and financial integrity. Note: Significant indicators of program impact on union financial integrity include the number of individuals convicted of embezzlement and other crimes that are barred from union office and employment as a result of OLMS enforcement actions. These can only be determined at the end of a given fiscal year; therefore, targets have not been included for this goal.
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1.2c	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.2:	Safeguard union democracy and financial integrity.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 2.1E)</i> <i>Supporting Budget Activity</i>	Achieve timely union reporting compliance such that a minimum of 88% of unions with annual receipts greater than \$200,000 timely file union annual financial reports for public disclosure access. FY 1999: Increase by 6% (to 85%). FY 2000: Minimum of 87% of unions with annual receipts greater than \$200,000 timely file union annual financial reports for public disclosure. <i>Office of Labor-Management Standards: P&F Schedule Activity #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: The goal was met for FY 2000, as 87.2% of unions with annual receipts greater than \$200,000 timely filed union annual financial reports for public disclosure access. Although a higher timely filing rate (89.8%) was achieved in FY 1999, overall performance against this goal has trended higher since the baseline was established in FY 1997. Agency compliance assistance efforts and delinquent reports programs and initiatives have had a positive influence on achieving the performance improvements, and these efforts will be continued. <u>Data Quality:</u> The reported data regarding timely report filing by labor organizations derives from the newly implemented OLMS labor organization report system (e.LORS) that supports agency administration of the LMRDA reporting program. e.LORS documents the agency's receipt and processing of filed labor organization reports and other information required to administer the LMRDA program. The e.LORS data is closely monitored and reported on a regular basis for purposes of program administration and management, which ensures completeness and accuracy in reported performance results. FY 1999: 89.8% of unions with annual receipts greater than \$200,000 timely filed union annual financial reports for public disclosure access.
	Indicator	Percentage of financial reports timely filed for public disclosure availability.
	Data Source	Labor Organization Reporting System.

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1.2c Cont.	Baseline	Timely filing of annual financial reports required of unions with annual receipts over \$200,000: 79% in FY 1997.
	Comment	The indicators reflect union compliance with laws established to ensure democratic practices and financial integrity in unions in the American workforce.

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1.2d	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.2:	Safeguard union democracy and financial integrity.
	FY 2001 ESA Performance Goal	Increase to 68% the number of union annual financial reports filed for public disclosure access that meet standards of acceptability. FY 1999: New goal for FY 2000. FY 2000: Baseline established. <i>Supporting Budget Activity</i>
	Performance Results	FY 2000: The goal was met. Baseline data was developed in FY 2000 by conducting computerized desk audits on a sample of filed LM-2, LM-3, and LM-4 reports. Projecting from that sample, 63% of LM-2/3/4 union annual financial reports filed for public disclosure access met standards of acceptability in FY 2000. FY 1999: N/A
	Indicator	Percentage of filed union reports that meet established agency standards of acceptability.
	Data Source	Labor Organization Reporting System.
	Baseline	FY 2000: 63%.
	Comment	The accuracy and completeness of statutorily required union financial reports is critical to objectives of the LMRDA to promote union democracy and financial integrity through the public disclosure of reported information. Beginning in 2001, all filed LM-2/3/4 reports will be automatically reviewed for compliance with standards of acceptability under a new reports processing system. Performance targets will be reviewed based on data developed under that new system.

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1.3a	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.3:	Minimize the human, social, and financial impact of work-related injuries.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 2.2D)</i> <i>Supporting Budget Activity</i>	Return Federal employees to work following an injury as early as appropriate indicated by a 2% reduction from the FY 2000 baseline in the average number of production days lost due to disability. FY 1999: Reduce to 178 days (QCM cases only). FY 2000: Reduce to 173 days (QCM cases only); establish baseline for all cases. <i>Office of Workers' Compensation Programs: P&F Schedule Activity #3</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: This goal was exceeded. Average LPD measured for Quality Case Management (QCM) cases in FY 2000 was 164 days. This represents a shortening of the average time away from work of 25 days when compared to the FY 1997 baseline year. The reduction also equates to a \$17.7 million savings in compensation costs. ESA/OWCP revised the LPD measure and established a new baseline. The new indicator will capture LPD in all time-loss cases, for both FECA wage-loss cases and during the first 45 days (continuation-of-pay period) while new cases are still with the employing agencies. A new LPD baseline representing <u>all</u> cases was established at 68.3 workdays. <u>Data Quality</u> -- The data for this indicator are drawn directly from automated case records laying out the number of days of disability payment for each and every FECA claimant who falls into the specified cohort of cases. The data is therefore extremely precise. It is not sampling data, nor estimated data (except where rounding is necessary to account for partial days of disability). While we have not published the definition and methodology for LPD in the ESA/OWCP procedures manual or in program bulletins, these are documented in the automated system report programming. Additional documentation is maintained by OWCP staff involved in report production and data compilation. This latter documentation is shared with program management who ensure that the methodology remains consistent. FY 1999: This goal has been exceeded. Average LPD for cases measured in FY 1999 was 173 days against a target of 178 days. This is nearly a 9 %

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1.3a Cont.		reduction compared to the FY 1997 baseline. The 16-day reduction compared to the FY 1997 baseline represents a savings in compensation benefits of \$9.6 million for the cases measured.
	Indicator	Average number of days lost due to disability for all cases.
	Data Source	Federal Employees' Compensation Act (FECA) data systems; Federal agency payroll offices; Office of Personnel Management employment statistics.
	Baseline	Interim baseline for Quality Case Management (QCM) cases only is the FY 1997 actual - 189 workdays. FY 2000 baseline: 68.1 (revised by .2 workdays in 1 st quarter FY 2001 to reflect receipt of late data.
	Comment	In FY 2000, ESA revised the LPD measure and established a new baseline covering all federal employee injuries. Data for this much larger cohort requires that federal agencies capture and report "Continuation of Pay" data. Because the inclusion of thousands of temporary Census 2000 workers employed by the Department of Commerce would disproportionately skew the national result, the Commerce Department is excluded from the baseline calculation.

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1.3b	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.3:	Minimize the human, social, and financial impact of work-related injuries.
	FY 2001 ESA Performance Goal <i>Supporting Budget Activity</i>	Increase employing agency timeliness in submitting notices of injury to 55% within 14 days. FY 1999: 51% FY 2000: 53% <i>Office of Workers' Compensation Programs: P&F Schedule Activity #3 Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: This goal was exceeded. Average time of submission of Notices of Injury from employing agencies was 56% within 14 days. This is a marked improvement over the FY 1997 average of 41%. The goal represents an average of low and high performing agencies, and a wide disparity exists among them in this regard. We continue to work with the agencies to implement fundamental and complex changes within their systems to improve performance. FY 1999: The goal has been exceeded. Overall filing time of Notice of Injury reports improved again in FY 1999 to 52.7 percent within 14 days, or 11.7 percentage points above baseline.
	Indicator	Average time between agency supervisors' authorization and receipt of claim forms by FECA.
	Data Source	FECA data systems.
	Baseline	FY 1997 average: 41%.
Comment	This goal focuses on FECA's working relationship with Federal employers and their role in providing services to their injured employees. Agencies' prompt injury reporting supports FECA program goals to intervene earlier in new injury cases to speed recovery and return to work and, overall, to provide better services to injured workers	

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1.4a	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.4:	Protect the rights of affected mass transit workers when grant funds are used to acquire improve, or operate a transit system.
	FY 2001 ESA Performance Goal	Issue 100% of transit employee protection certifications within established timeframes. FY 1999: 100% FY 2000: 100% <i>Office of Labor-Management Standards: P&F Schedule Activity #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>
	Supporting Budget Activity	
	Performance Report	FY 2000: The goal was substantially met. 98% of 1,311 transit employee protection certifications were issued within established timeframes, that is within 60 days of referral. A total of 27 certifications that presented complex issues or unusual circumstances were not certified within the 60-day period. In some instances delay can be attributed to the insufficiency in applications for certification and employer-employee disputes over terms and conditions of the employee protection provisions at issue. The employee protections program data system is monitored to ensure continuing reliability. FY 1999: In FY 1999, 98% of employee protection certifications were completed (950) within 60 days of referral, as provided for in the Guidelines. Ten certifications that presented complex issues or unusual circumstances were not certified within the established 60-day period. Delays in certification may be encountered when an application does not contain sufficient information for a referral/review and certification, when complex
		issues relating to the application must be resolved before an application can be processed, or when the parties are in dispute over terms and conditions and the dispute is not resolved in a timely way.
	Indicator	Number of employee protection certifications completed within 60 days.
	Data Source	Employee Certification Tracking System.
Baseline	1997: 96%	
Comment	The timely issuance of employee protection arrangement certifications is critical to protecting the rights of mass transit workers when Federal funds are used to acquire, improve or operate a system.	

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1.5a	DOL Strategic Goal 3:	Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair
	DOL Outcome Goal 3.2:	Foster Equal Opportunity Workplaces
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.5:	Federal contractors achieve equal opportunity workplaces.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 3.2A)</i>	<p>Federal contractors achieve equal opportunity workplaces as demonstrated by:</p> <ul style="list-style-type: none"> ▪ Improving the equal employment opportunity performance of federal contractors and subcontractors within industries where data indicate the likelihood of equal employment opportunity problems is greatest. In FY 2001, identify those industries where data indicate the likelihood of equal employment opportunity problems is greatest and establish baselines; ▪ Improving the equal employment opportunity performance of federal contractors and subcontractors that have had prior contact with OFCCP through evaluations, outreach, or technical assistance. In FY 2001, establish baselines; and, ▪ Reducing compensation discrimination by federal contractors and subcontractors. In FY 2001, establish baselines. <p>FY 1999 (Rev): Establish new baseline.</p> <p>FY 2000: Increase by 5% (over FY 1999 performance) the number of Federal contractors brought into compliance with the EEO provisions of federal contracts via OFCCP’s compliance evaluation procedures. (Note: Goal and methodology were reevaluated/revised in FY2000.)</p> <p><i>Office of Federal Contract Compliance Programs: P&F Schedule Activity #2 Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was fully achieved. ESA brought 3,353 contractors into compliance, exceeding its FY 2000 goal by 20%, and FY 1999 performance by 27%. ESA met and surpassed its goal through a combination of proactive strategies. ESA increased its commitment of human resources to resolve compliance evaluations and complaint investigations containing major systemic discrimination and/or compensation issues. ESA focused intense attention and programmatic resources on accomplishment of the Equal Opportunity (EO) Survey, the agency's highest performance priority this fiscal year, achieving a response rate of approximately 90%.</p> <p>During the fourth quarter of FY 2000, ESA completed work on revising its strategic and performance goals for the OFCCP program, including the establishment of new performance indicators (outcome measures). The goal for contractors brought into compliance will be considered an outcome</p>
<i>Supporting Budget Activity</i>		

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<p>1.5a Cont.</p>	<p>measure of ESA's strategic goal of <i>Federal contractors achieve equal opportunity workplaces</i>. Work on baseline establishment, methodology and performance reporting processes for this goal is underway. With the assistance of the contractor provided by DOL/OASAM, we expect to successfully establish baseline methodology and performance measures for the new goal during the second quarter, FY 2001, and establish baselines by the end of FY 2001.</p> <p>The new goal, which appears in the ESA FY 1999-FY 2004 Strategic Plan is:</p> <p>Federal contractors achieve equal opportunity workplaces as demonstrated by:</p> <ul style="list-style-type: none"> ▪ Improving the equal employment performance of federal contractors and subcontractors within industries where data indicate the likelihood of equal employment opportunity problems is greatest (<i>in FY 2001 we will identify those industries and establish baselines</i>); ▪ Improving the equal employment opportunity performance of federal contractors and subcontractors that have had prior contact with OFCCP through evaluations, outreach, or technical assistance (<i>in FY 2001 we will establish baselines of EEO performance</i>); and ▪ Reducing compensation discrimination by federal contractors and subcontractors (<i>in FY 2001 we'll use EEO Survey data to establish compensation baselines</i>). <p><u>Data Quality</u> - ESA/OFCCP's Annual Performance Reports are based on data contained within (1) its Case Management System (CMS) and extracted from CMS using automated programs, and (2) compiled customer satisfaction survey results. CMS and survey data are input by enforcement staff responsible for initial production, then administered and reviewed by program managers who oversee those employees or administrative units. Customer satisfaction survey results are compiled and published annually. Performance data within CMS is compiled via automated processes and is continuously accessible on a real-time basis to field and national office management via the Executive Information System. Results are continuously reviewed by the Division of Program Operations and are published numerous times each year for internal and external customers.</p> <p>FY 1999: Ninety-three percent of the goal was met. In FY 1999, OFCCP brought fewer Federal contractors into compliance because it was found that more Federal contractors were already in compliance for various reasons. OFCCP brought 2,648 contractors into compliance.</p> <p>he proportion of contractors found to be in compliance has increased by 66 percent since 1994. A number of factors have led to increased awareness among Federal contractors and contributed to this outcome, including, ESA's outreach programs, public education, voluntary compliance awards, industry best practices, and technical assistance efforts. In addition, workhours expended on technical assistance to Federal contractors increased by 30 percent over FY 1998, from 29,232 hours in FY 1998 to 37,966 hours in FY 1999.</p>
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1.5a Cont.	Indicator	Trends/changes in compliance and violation rates and EEO-1 data. Trends/Changes in compensation and other data gathered from evaluations and from federal contractor data. Trends/changes in data gathered from customer satisfaction surveys.
	Data Source	EEO-1 data file; Case Management System; federal contractor data; customer satisfaction survey; compliance reviews within industries.
	Baseline	Baselines will be established by the end of FY 2001.
	Comment	During the fourth quarter of FY 2000, ESA completed work on revising its strategic and performance goals for the OFCCP program, including the establishment of new performance indicators (outcome measures). The goal for contractors brought into compliance will be considered an outcome measure of ESA's strategic goal of <i>Federal contractors achieve equal opportunity workplaces</i> . We expect to successfully establish baseline methodology and performance measures for the new goal and establish baselines by the end of FY 2001.

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1.5b	DOL Strategic Goal 3:	Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair
	DOL Outcome Goal 3.2:	Foster Equal Opportunity Workplaces
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.5:	Reduce the incidence of federal contractors out of compliance with their contractual Equal Employment Opportunity (EEO) obligations.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 3.2B)</i> <i>Supporting Budget Activity</i>	This goal was revised and incorporated into Goal 1.5a. FY 1999: New goal for FY 2000. <i>Office of Federal Contract Compliance Programs: P&F Schedule Activity #2</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: This goal was met. During the fourth quarter ESA/OFCCP completed work on the revision of its strategic and performance goals, including the establishment of new performance indicators (outcome measures). For FY 2001 and beyond, the effectiveness of ESA/OFCCP's education, technical assistance and outreach efforts will be considered an outcome measure of ESA's strategic goal of Federal contractors achieve equal opportunity workplaces. Work on baseline establishment methodology and performance reporting processes for this goal is underway. With the assistance of the contractor provided DOL, we expect to successfully establish baseline methodology and performance measures for ESA/OFCCP's new strategic goal during the second quarter, FY 2001, and establish baselines by the end of FY 2001. <i>(Reference Goal 1.5a)</i> FY 1999: N/A
	Indicator	Number of Federal contractors brought into compliance following education, technical assistance and outreach efforts by the Office of Federal Contract Compliance Programs (OFCCP).
	Data Source	Case file information; weekly reports; Case Management System.
	Baseline	To be established in FY 2001.
	Comment	

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1.5c	DOL Strategic Goal 3:	Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair
	DOL Outcome Goal 3.2:	Foster Equal Opportunity Workplaces
	ESA Strategic Goal 1:	Create better workplaces by increasing employer and employee awareness of, commitment to, and involvement in assuring fair wages and equal employment opportunity, minimizing the impact of work-related injuries, and safeguarding union democracy.
	ESA Outcome Goal 1.5:	Reduce the incidence of federal contractors out of compliance with their contractual Equal Employment Opportunity (EEO) obligations.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 3.2C)</i> <i>Supporting Budget Activity</i>	This goal was revised and incorporated into Goal 1.5a. FY 1999: New goal for FY 2000. <i>Office of Federal Contract Compliance Programs: P&F Schedule Activity #2</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: The goal was met. Work is proceeding on the Equal Opportunity (EO) Survey, an important Equal Pay Initiative project. ESA/OFCCP executive staff members are currently discussing the EO Survey Pilot with contractor organizations across the country. ESA/OFCCP has conducted an analysis of its findings from the approximately 6,100 EO Surveys that have been received to date. It has further submitted the results of this analysis to the Office of Management and Budget as part of the process for obtaining Paperwork Reduction Act approval. During the fourth quarter ESA/OFCCP completed work on the revision of its strategic and performance goals, including the establishment of new performance indicators (outcome measures). For FY 2001 and beyond, the effectiveness of ESA/OFCCP in reducing compensation discrimination (i.e., the "wage gap") will be considered an outcome measure of ESA's strategic goal of Federal contractors achieving equal opportunity workplaces. Work on baseline establishment methodology and performance reporting processes for this goal is underway. With the assistance of the contractor provided by DOL/OASAM, we expect to successfully establish baseline methodology and performance measures for ESA/OFCCP's new strategic goal during the second quarter, FY 2001, and establish baselines by the end of FY 2001. <i>(Reference Goal 1.5a)</i> FY 1999: N/A
Indicator	Narrow the wage gap between men and women within the federal contractor reporting community.	

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1.5c Cont.	Data Source	To be determined by the end of FY 2000. Probable sources will be data from EO Survey, case file information, and BLS data.
	Baseline	To be established in FY 2001.
	Comment	

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2.1a	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.1:	Respond effectively to legal mandates.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 2.2G)</i>	<p>Each area of the country will be surveyed for all four types of construction at least every three years, and the resulting Davis-Bacon wage determinations validly reflect locally prevailing wages/benefits. In FY 2001, complete development of all aspects of a revised Davis-Bacon system.</p> <p>FY 1999: Implement new data collection form and automated printing and mailing process and test whether automation can increase the accuracy and timeliness of the survey process and wage determinations.</p> <p>FY 2000: Implement scanning technology and develop knowledge management technology; and complete analysis of BLS data and decide whether a reengineering or reinvention approach will be pursued in FY 2001.</p> <p><i>Supporting Budget Activity</i></p> <p><i>Wage and Hour Division: P&F Schedule Activity #1</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: Planned milestones to further the long term goal of issuing timely and accurate wage determinations were successfully completed in FY 2000. Wage and Hour completed the following reinvention implementation objectives:</p> <ul style="list-style-type: none"> • The Bureau of Labor Statistics (BLS) completed the last of four National Compensation Survey (NCS) fringe benefit pilot surveys. In addition, BLS provided ESA/Wage and Hour with 1998 Occupational Employment Statistics (OES) construction industry survey data for selected metropolitan areas, and BLS provided a report of its OES pilot program testing the feasibility of collecting information on the union status of employees. ESA/Wage and Hour staff have completed a preliminary analysis of these BLS data and the BLS results will be compared with the reengineered wage survey program. <p>Also, ESA/Wage and Hour completed its FY 2000 Davis-Bacon reengineering implementation objectives:</p> <ul style="list-style-type: none"> • Development of an electronic version of the WD-10 form was completed. Because the electronic WD-10 has the same data elements as the paper version that was cleared by OMB in FY 1999, the electronic form does not require formal OMB clearance. The electronic form will be implemented in FY 2001.

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<p>2.1a Cont.</p>	<ul style="list-style-type: none"> • The Automated Survey Data System (ASDS) was updated to accommodate the standard mailing/printing process with Census. Mass mailings utilizing the Census mail facility commenced and are now a standard part of the wage survey process. • An imaging/scanning program was developed to facilitate electronic data entry from the new WD-10 form. <p>A second Computer Assisted Telephone Interface (CATI) pilot test was conducted. A CATI system will apply screen-based telephony technology and utilize the analyst's computer terminal to facilitate the processing of both incoming and outgoing calls. This CATI technology will be integrated subsequently with the Knowledge Management Prototype System.</p> <p>Having considered both alternatives at the end of FY 2000 a recommendation was made for a revised wage determination system. That recommendation is currently under review by the new Administration. Once a decision is made, implementation of that process will begin.</p> <p>FY 1999: Target activities for FY 1999 were accomplished. Wage and Hour completed the following reinvention implementation objectives:</p> <ul style="list-style-type: none"> • BLS completed two fringe benefit pilot surveys (Jacksonville, FL and Tucson, AZ) in FY 1998. Two additional fringe benefit pilots surveys (Salt Lake City, UT and Toledo, OH) were conducted in FY 1999. BLS published the results of the Salt Lake City survey in the third quarter, and they expect to publish the results of the Toledo survey in the first quarter of FY 2000. • During the second quarter, BLS calculated Occupational Employment Statistics (OES) survey results for the construction industry in selected Metropolitan Statistical Areas (MSA). These OES data are based on two-thirds of the full OES sample. Results from the full OES sample will not be available until the beginning of the third quarter of FY 2000. • A preliminary evaluation of the first three fringe benefit pilots and the two-thirds OES sample has been conducted. Although both surveys produced results by occupation for the construction industry as a whole, the surveys produced only a small amount of data broken down by type of construction. A more detailed final analysis of the BLS data will be conducted in FY 2000, after data from the full OES sample are available. <p>Also, Wage and Hour completed Davis-Bacon reengineering implementation objectives to:</p> <ul style="list-style-type: none"> • Implement the new WD-10 and have the electronic version prepared for clearance. OMB cleared the new paper WH-10 form during the fourth quarter, and the new form will be used for all future Davis-Bacon wage surveys. An electronic version of the WD-10 form has been drafted and will be submitted to OMB for clearance during FY 2000. • Test the efficiency and effectiveness of the new automated printing and mailing process using the Census Bureau. The new processes will be used for all future Davis-Bacon wage surveys.
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2.1a Cont.		<ul style="list-style-type: none"> • Test a computer application which provides for the display of automated contractor information and associated WD-10s at the beginning of the business process to help analysts manage WD-10s during the entire cycle of collection, analysis and follow-up. • Implement a field test of the Computer Assisted Telephone Inquiry (CATI) system. A preliminary review of the hardware and telephony capabilities of the Wage and Hour regional offices has been conducted. A prototype CATI system, applying screen-based telephony technology utilizing the analyst's computer terminal to facilitate the processing of both incoming and outgoing calls, was successfully tested during the fourth quarter as part of the Colorado survey. • Test the imaging process. An imaging program has been developed to facilitate data entry from the imaged document. The program was tested with sample data and pilot tested with actual data during the fourth quarter as part of the Statewide survey of Colorado.
	Indicator	Survey Planning database maintained by Construction Resource Analysis (CRA) measures the length of time since the last survey in every county.
	Data Source	Survey Planning database (CRA).
	Baseline	Baseline to be determined and goal achieved in FY 2002.
	Comment	Although some incremental improvements may be realized and conceptual changes validated, almost all of the improvement will be accomplished at the end of the process when the reengineered system is fully implemented.

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2.1b	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.1:	Respond effectively to legal mandates.
	FY 2001 ESA Performance Goal	<p>Revise automated systems to accommodate new SCA wage determination methodology and to integrate the revised DBA wage determination system.</p> <p>FY 1999: Evaluate new BLS SCA survey data sources; and ensure that DBA wage determination issuance process keeps pace with wage survey process improvements.</p> <p>FY 2000: Implement new SCA wage determination methodology and ensure that DBA wage determination issuance process keeps pace with wage survey process improvements.</p> <p><i>Supporting Budget Activity</i></p> <p><i>Wage and Hour Division: P&F Schedule Activity #1</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was substantially achieved. Utilizing feedback from stakeholders, possible approaches were evaluated based upon the needs of the SCA program and the SCA contracting environment. While these alternatives are further evaluated, most SCA wage determinations were updated based upon the annual increase in the Employment Cost Index (ECI).</p> <p>The Bureau of Labor Statistics (BLS) provided Wage and Hour 1998 Occupational Employment Statistics Survey (OES) construction industry data for selected metropolitan areas. The 1998 data are based upon the full OES sample, and they provide an accurate indication of the occupational detail that will be available under the OES program. BLS also provided a more detailed report of its OES pilot to test the feasibility of collecting data on union status. A preliminary analysis of the OES and National Compensation Survey (NCS) survey results has been prepared. The results of this analysis will be compared with the results of the reengineering initiative to facilitate a decision on a long-term approach to Davis-Bacon wage surveys and determinations.</p> <p>FY 1999: The evaluation of the new BLS SCA survey sources was completed. As improvements were made in the DB wage survey program, they were adopted for all new surveys (e.g., Census mailings and revised WD-10 form).</p>
Indicator	Length of time from receipt of survey data to issuance of wage determination.	

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2.1b Cont.	Data Source	Service Contract Act (SCA) and Davis-Bacon Act (DBA) Wage Determination Data Bases
	Baseline	Baseline to be determined and goal achieved in FY 2002.
	Comment	The goal is currently being met; however, as new survey data are phased in under SCA, and more surveys are completed under DBA, achieving this goal will be extremely challenging.

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2.2a	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.2:	Improve performance in the delivery of services to injured workers and in the administration of FECA.
	FY 2001 ESA Performance Goal <i>Supporting Budget Activity</i>	<p>Improve customer satisfaction with FECA services by __ percentage points as measured by an index of customer survey scores and other measures. In FY 2001, reevaluate/revise goal and methodology; and establish baseline for a customer service index.</p> <p>FY 1999: 4% over FY 1997. FY 2000: 6% over FY 1997. Establish new baseline.</p> <p><i>Office of Workers’ Compensation Programs: P&F Schedule Activity #3 Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was not met. The survey of claimants conducted in April 2000 measured a slight decline in the overall satisfaction level, from 56% claiming to be "very" or "somewhat satisfied" in 1998 to 52% in this year's survey. This latest survey incorporated changes recommended by the Office of Inspector General to improve the FY 1998 version. These changes resulted in a higher response rate of 54%, up from 44% for the 1998 survey.</p> <p>The survey results confirmed that OWCP claimants remain generally dissatisfied with telephone response timeliness, accessibility to program staff, and the claims filing process.</p> <p>In response to these continuing customer service problems, OWCP has launched a broad initiative to completely rethink and retool its customer services approach, primarily in the area of communications. Dubbed “Communications Redesign”, this is a major, multi-faceted effort to dramatically improve our performance in this area. Also, in conjunction with Communications Redesign, we plan to continue to pursue development of an index of customer service measures which will include survey results for other customer groups and other indicators selected as best reliable predictors of successfully meeting customer needs and producing high levels of customer satisfaction.</p> <p>FY 1999: No measurement was taken in FY 1999. The customer survey scheduled for 1999 was deferred pending a report by the Office of Inspector General. The OIG found weaknesses in the survey instrument which OWCP had used in 1998 and issued several recommendations in May 1999, too late to measure customer satisfaction in FY 1999.</p>

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2.2a Cont.		<p>One of the OIG recommendations was to not solely rely on customer surveys, but to use a combination of measures to gauge customer satisfaction. As a result, OWCP is studying several options and in FY 2000 will construct an index of customer satisfaction measurement in a revised performance goal. An improved survey will be tested in January 2000.</p>
	Indicator	<p>Index of customer survey results (and other measures as developed) indicating satisfaction.</p>
	Data Source	<p>Compilation of results from questionnaires (and other survey and measurement tools as developed).</p>
	Baseline	<p>FY 1997 (54%); new baseline to be established in FY 2001.</p>
	Comment	<p>An index comprised of several, rather than the previous single, indicators will increase the validity and reliability of findings and will sharpen the analysis, enabling OWCP to make specific improvements.</p> <p>In response to continuing customer service problems, ESA/OWCP has launched a broad initiative to completely rethink and retool its customer services approach, primarily in the area of communications. Dubbed "Communications Redesign," this is a major, multi-faceted effort to dramatically improve our performance in this area. Also, in conjunction with Communications Redesign, we plan to continue to pursue development of an index of customer service measures which will include survey results for other customer groups and other indicators selected as best reliable predictors of successfully meeting customer needs and producing high levels of customer satisfaction.</p>

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2.2b	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.2:	Improve performance in the delivery of services to injured workers and in the administration of FECA.
	FY 2001 ESA Performance Goal	<p>Improve the quality of claims actions as measured by average accountability review Quality Index scores to 78.5.</p> <p>FY 1999: 74.5 FY 2000: 76.5</p> <p><i>Supporting Budget Activity</i></p> <p><i>Office of Workers’ Compensation Programs: P&F Schedule Activity #3</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was not met. The average Quality Index score of the 12 individual district offices for the FY 1999-2000 rating period was 73.5 or 3 points below target. Individual scores varied widely from a low of 56 to a high of 87. Each office that scored below expectations in any performance area covered by the Index have been required to develop corrective action plans, the progress of which will be monitored by the National Office.</p> <p>FY 1999: The goal was not met. The Quality Index average was 72.9, a slight increase over the baseline of 72.5, but below the FY 1999 target</p> <p>FECA program accountability reviews produce the QI scores. The process requires district offices to address quality performance deficiencies, which are identified by the review, with formal corrective action plans. This feature of the review process works directly to support performance improvement and achievement of program goals. FY 1999 performance is a reflection of first-year results using the QI scoring scheme. While the annual target was not reached, the program believes it can achieve the longer-range goal, particularly because of the corrective action feature built into the accountability review process.</p>
	Indicator	Nationwide average of Quality Index scores, consisting of the average of twelve individual district office index scores from accountability reviews conducted over a two-year period.
	Data Source	Findings of accountability reviews of FECA district offices.
Baseline	Quality Index results for FY 1997/1998: 72.5	

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2.2b. Cont.	Comment	The indicator measures the accuracy of claims decisions affecting base entitlement to benefits. The goal strengthens program integrity and service delivery.
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2.3a	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.3:	Enhance the fiscal integrity of managed public trust funds.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 2.2E)</i> <i>Supporting Budget Activity</i>	Produce \$95 million in cumulative first-year savings (FY 1999 -2001) in the FECA program through Periodic Roll Management. FY 1999 (Rev): \$19 million in first-year savings. FY 2000: \$66 million in cumulative first-year savings. <i>Office of Workers’ Compensation Programs: P&F Schedule Activity #3</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: This goal was exceeded. Cumulative first-year savings for FY 1999-2000 was \$72 million. PRM productivity remained higher than expected. One-half of all reviews in FY 2000 resulted in either an adjustment to continuing benefit amounts or a termination of benefits. FY 1999: This goal was been exceeded. PRM case review actions produced an additional \$20.8 million in FECA compensation benefit savings.
	Indicator	The fiscal year amount of total periodic payment (compensation benefit) reductions in PRM universe cases.
	Data Source	Periodic Roll Management System; Automated Compensation Payment System.
	Baseline	For all cases with benefit actions in the measurement year, the periodic payment amount paid at time of their entry into the PRM universe, compared to the periodic payment amount after benefit reduction. The methodology for measuring savings from compensation benefit adjustments and terminations was revised to coincide with PRM’s integration into permanent operations. PRM cases, in the measurement year, to total reductions produced in the baseline year <u>but not counting PRM case reductions</u> .
Comment	Periodic Roll Management has proven highly successful in identifying potential for return to work and resolving cases leading to greater savings in benefit compensation (an additional \$317 million between 1992 and 1998).	

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2.3a Cont.		<p>In FY 1999, Congress appropriated resources to fully staff all offices and integrate PRM into FECA program operations. This is accelerating savings in Federal workers' compensation costs, and increasing the potential for returning workers to employment after recovery from an injury.</p> <p>Note: Decisions on cases under PRM review often result in adjustment or termination of benefits. On a case-by-case basis, and beginning with the first payment cycle after the benefit action, savings are scored for the remainder of the measurement (fiscal) year, producing the "first-year" savings for the case. First-year savings for all cases acted on in the measurement year are then combined producing the total first-year savings. The cumulative sum of first-year savings is matched against the goal as stated for each measurement year.</p>
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2.3b	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.3:	Enhance the fiscal integrity of managed public trust funds.
	FY 2001 ESA Performance Goal <i>(DOL Strategic Plan PG 2.2F)</i> <i>Supporting Budget Activity</i>	<p>In the FECA program, reduce the average annual cost for physical therapy and psychiatric services by 1% through focus reviews of services charged. (Note: This intermediate goal will assist the agency in developing strategies to reach the overall cost reduction goal. Reduction of overall average medical costs will be measured against a FY 2000 baseline.)</p> <p>FY 1999: Save 19% versus amounts billed for FECA medical services subject to fee schedules.</p> <p>FY 2000: In the FECA program, save an additional \$5 million over FY 1999 compared to amounts charged through full-year implementation of fee schedules for inpatient hospital and pharmacy services; save \$1.5 million compared to amounts charged for physician services through the Correct Coding Initiative.</p> <p><i>Office of Workers’ Compensation Programs: P&F Schedule Activity #3 Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was exceeded. OWCP saved \$34.5 million (61% over target) using fee schedules for Inpatient and Pharmacy services. The result was due, in large part, to a 37% increase in charges for these services. This was consistent with the 32% overall increase in charges subject to fee schedules (including Outpatient Hospital and Physician charges) in FY 2000.</p> <p>The Correct Coding Initiative's review to identify duplicate and other improper billings added another \$7.6 million in savings for FY 2000, or \$6.1 million above the CCI annual goal.</p> <p>When combined with fee schedule savings on Outpatient Hospital and Physician charges, total medical savings from fee schedules and the CCI were \$154 million in FY 2000.</p> <p>OWCP has revised the medical savings strategic plan goal. The new goal sets an overall average cost per case reduction of 2% by FY 2004. Annual performance goals will target reductions in average costs for selected medical conditions. We will support these objectives in a program of enhanced cost-containment strategies including Focus Reviews to ensure that proper treatment regimens are followed, central automated-assisted processing of requests for medical.</p>

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<p>2.3b Cont.</p>		<p>treatment authorization, continuation of bill review to identify duplication or other improper practices, and development of treatment guidelines for use by the provider community.</p> <p>FY 1999: Both the original and revised goals have been exceeded. The original goal was to save \$10.67 million against amounts billed for inpatient hospital and pharmacy services subject to new fee schedules, and through specialized review for improper billings for physician/professional services.</p> <p>The new fee schedules (which became effective January 1999) alone exceeded the target by 54%, and produced \$16.5 million in savings. Implementation of medical bill review was delayed and the full complement of Medical Coding Specialists was not brought on board and trained until September 1999. No savings resulted from bill review.</p> <p>The revised goal was to reduce total amounts billed for medical services by 19%. Application of all fee schedules in FY 1999 reduced billings by \$122.9 million or 22%.</p> <p>As a result of its growing experience with cost control, OWCP revised the original savings goal by broadening it to include the results of physician/professional fee schedules which have been in effect for several years. This revision more fully reflects the impact of cost control on medical charges.</p>
	<p>Indicator</p>	<p>For Fee Schedules, Correct Coding Initiative, and Focus Reviews, savings are calculated by comparing amounts paid to amounts billed for drugs, hospital, and physician services in each performance year (e.g., paid versus billed in FY 2001).</p> <p>Average case costs for all cases receiving medical services after adjustment for inflation.</p> <p>Average case costs for services paid for selected medical conditions adjusted for inflation and changes in industry practices.</p>
	<p>Data Source</p>	<p>FECA Medical Bill Pay System</p>
	<p>Baseline</p>	<p>Fee Schedule and Correct Coding Initiative Baselines: Amounts charged for medical services in each fiscal year that performance will be measured.</p> <p>Fee Schedule Baseline: Amounts billed for drugs, hospital and physician services in the measurement year.</p> <p>Overall Average Medical Cost Baseline: Average annual cost per case in FY 2000 for each medical condition selected for review.</p>
	<p>Comment</p>	<p>The FECA program uses Fee Schedules to set payment levels for standard categories of billed medical services. A special automated bill review, the Corrective Coding Initiative (CCI) identifies medical providers' duplicate and abusive billing practices, and facilitates evaluation and resolution of</p>

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2.3b Cont.		<p>questionable bills before payment is authorized. Focus Reviews identify proper treatment or payments for selected medical conditions. These mechanisms, along with procedural changes and other quality controls, will result in overall reduction of program medical costs.</p> <p>Note: In FY 2000, FECA piloted Focus Reviews of a selected few types of medical conditions. The pilot will enable FECA to perfect the review technique and determine individual performance year targets beginning in FY 2001.</p>
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2.4a	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.1:	Increase Compliance with Worker Protection Laws
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.4:	Foster organizational excellence and increase collaboration.
	FY 2001 ESA Performance Goal	Increase customer satisfaction among employers subject to Wage and Hour enforcement intervention. (Activities ongoing in FY 2001 to support goal accomplishment in FY 2002.) FY 1999: No goal – baseline year is FY 2000. FY 2000: Baseline established. <i>Supporting Budget Activity</i>
	Performance Results	FY 2000: The goal to establish a baseline was met. Ninety-two percent of employers surveyed rated Wage and Hour in the combined “Fair-Good-Very Good” categories. FY 1999: N/A
	Indicator	Customer survey.
	Data Source	Customer survey responses.
	Baseline	FY 2000: 92%.
	Comment	Customer feedback on the effectiveness and quality of Wage and Hour’s enforcement interventions is important data for enabling the agency to make informed decisions about how to modify interventions to further improve employers’ compliance.

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2.4c	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.4:	Foster organizational excellence and increase collaboration.
	FY 2001 ESA Performance Goal	<p>To reduce the average time required to resolve disputed issues in Longshore and Harbor Worker’s Compensation Program contested cases, establish a performance baseline by the end of FY 2001 and begin data collection for performance tracking.</p> <p>FY 1999: Complete the process of defining a case resolution. FY 2000: Complete system programming for entering and generating goal-related data and establish a baseline against which to measure performance.</p> <p><i>Supporting Budget Activity</i></p> <p><i>Office of Workers’ Compensation Programs: P&F Schedule Activity #3 Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was substantially met. System programming was completed and data collection started. However, goal refinement at mid-year required extending the data collection period to a full year to ensure an inclusive baseline. The target for establishing a baseline is now May 2001.</p> <p>FY 1999: By September 30, 1999, a definition of “case resolution” was developed and distributed to program district directors and OWCP regional directors.</p>
	Indicator	The average number of days elapsed between the date a dispute is received in a Longshore case from any party and the date that the dispute-is resolved.
	Data Source	Longshore Case Management System.
	Baseline	An average of <u> </u> days elapsed nationwide in FY 2001 between the dispute receipt date and the dispute resolution date.
Comment	Reducing the average time required to resolve disputed issues reflects increased cooperation among the parties and increased voluntary compliance with Longshore statutes and procedures.	

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2.4d	DOL Strategic Goal 2:	A Secure Workforce – Promote the economic security of workers and families
	DOL Outcome Goal 2.2:	Protect Worker Benefits
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.4:	Foster organizational excellence and increase collaboration.
	FY 2001 ESA Performance Goal	<p>To increase Black Lung benefit claims for which, following an eligibility decision by the district director, there are no requests for further action from any party pending one year after receipt of the claim, in FY 2001 train staff on the new regulations and finalize regulations-dependent language in the initial finding package. Establish a performance baseline by the end of the fiscal year.</p> <p>FY 1999: Implement initial findings package designed to more effectively provide all parties with information about decisions made on individual claims.</p> <p>FY 2000: Finalize and implement new regulations. Develop materials to provide all parties with information about the revised claims development and adjudication process.</p> <p><i>Supporting Budget Activity</i></p> <p><i>Office of Workers’ Compensation Programs: P&F Schedule Activity #3</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: This goal was substantially met. The program has submitted its current revised regulatory proposal for publication as a final rule (pending OMB approval). The final rule remained unpublished at the end of the fiscal year. Informational materials concerning revised claims development and adjudication process were completed and are currently under review.</p> <p>Note: OMB cleared the revised regulatory proposal on December 1, 2000 (following the end of the FY 2000 fiscal year). A final rule was published in the <i>Federal Register</i> on December 20, 2000, with implementation effective January 19, 2001.</p> <p>FY 1999: The program implemented part of its revised initial findings package in July, 1999. The remainder of the findings package is awaiting finalization of the new regulations, which may impact the language use in some of the form revisions.</p>
	Indicator	Percentage of claims filed which are subject to the new Black Lung regulations on which no requests for further proceedings (reconsideration, modification, informal conference, formal hearing) are pending one year after receipt of the claim by the program.
Data Source	Black Lung Automated Support Package.	

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2.4d Cont.	Baseline	To be determined.
	Comment	This performance target will capture the results of program efforts to minimize adversity and maximize cooperation among the parties to cases with disputed issues.

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2.4e	DOL Strategic Goal 3:	Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair
	DOL Outcome Goal 3.2:	Foster Equal Opportunity Workplaces
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.4:	Foster organizational excellence and increase collaboration.
	FY 2001 ESA Performance Goal	<p>This goal was revised and incorporated into Goal 1.5a.</p> <p>FY 1999: 5% over FY 1998 base</p> <p><i>Supporting Budget Activity</i></p> <p><i>Office of Federal Contract Compliance Programs: P&F Schedule Activity #2</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: The goal was met. Customer satisfaction survey results indicated a significant increase (3.8%) in FY 2000 customer satisfaction with OFCCP services, which far exceeds the 1% goal for FY 2000. The consistency element of customer satisfaction increased by 16% over FY 1999, the cooperation element increased by 2.4%, and the communication element remained at the same high level as in FY 1999. OFCCP’s overall success is attributed to improvements in communication with management and field staff on the results of the 1999 customer satisfaction survey and increased compliance officer training. Other factors attributing to the excellent results in this report include greater emphasis on providing technical assistance and partnering with the contractor community.</p> <p>During the fourth quarter OFCCP completed work on the revision of its strategic and performance goals, including the establishment of new performance indicators (outcome measures). For FY 2001 and beyond, customer satisfaction will not be a goal in and of itself, but will instead be considered a component of OFCCP's outcome measures of improving the equal employment opportunity performance of federal contractors through evaluations, outreach, and/or technical assistance. Work on baseline establishment methodology and performance reporting processes for this goal is underway. With the assistance of the DOL/OASAM contractor we expect to establish baseline methodology and performance measures for OFCCP's new strategic goal during the second quarter, FY 2001, and establish baselines by the end of FY 2001. (<i>Reference Goal 1.5a</i>)</p> <p>FY 1999: Although survey results indicated a 3.5% and a 2.5% increase in two measured elements of customer satisfaction and an overall increase in customer satisfaction of 2.4%, OFCCP did not meet its stated goal of a 5%</p>

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<p>2.4e Cont.</p>		<p>increase in customer satisfaction with OFCCP services. The results were:</p> <p style="padding-left: 40px;">Communication: 8.1 out of 10 Cooperation: 8.1 out of 10 Consistency: 6.2 out of 10</p> <p>With increased customer satisfaction and a partnership approach, the effectiveness and success of OFCCP's contact with federal contractors will be measured and enhanced so OFCCP will better address and remedy findings. The result will be an increase in the number of contractors brought into voluntary compliance. Given that the baseline customer satisfaction ratings were at nearly 80 percent, a 1% increase poses a challenge.</p>
	<p>Indicator</p>	<p>Customer survey results.</p>
	<p>Data Source</p>	<p>Compilation of results from questionnaires.</p>
	<p>Baseline</p>	<p>FY 1998: Communication -- 7.9 out of 10 Cooperation -- 7.8 out of 10 Consistency -- 6.3 out of 10</p>
	<p>Comment</p>	

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2.5a	<p>DOL Strategic Goal 2: 3:</p>	<p>A Secure Workforce – Promote the economic security of workers and families Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair</p>
	<p>DOL Outcome Goal 2.1: 2.2: 3.2:</p>	<p><i>Increase Compliance with Worker Protection Laws</i> <i>Protect Worker Benefits</i> <i>Foster Equal Opportunity Workplaces</i></p>
	<p>ESA Strategic Goal 2:</p>	<p>Secure public confidence through excellence in the management and delivery of ESA’s programs and services.</p>
	<p>ESA Outcome Goal 2.5:</p>	<p>Design and implement management systems and procedures to support ESA goals and objectives.</p>
	<p>FY 2001 ESA Performance Goal</p> <p><i>Supporting Budget Activity</i></p>	<p>Assure that ESA financial systems substantially comply with applicable Federal law, regulation and accounting standards, and that all 5 of ESA’s financial systems are free from material non-conformance.</p> <p>FY 1999: Establish baseline for ESA financial systems that are free from material non-conformance under FFMIA. FY 2000: Assure that ESA systems substantially comply with applicable standards and that 4 of the 5 systems are free from material non-conformance.</p> <p><i>Wage and Hour Division: P&F Schedule Activity #1</i> <i>Office of Federal Contract Compliance Programs: P&F Schedule #2</i> <i>Office of Workers Compensation Programs: P&F Schedule #3</i> <i>Office of Labor Management Standards P&F Schedule #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	<p>Performance Results</p>	<p>FY 2000: The goal was met. All original workplan items agreed to with the OCFO and the OIG were accomplished.</p> <p>Backwage Collection and Disbursement System (BCDS) The BCDS 2000 system was implemented September 30th on schedule. Testing and confirmation of the data conversion process from the old system to the new BCDS 2000 system was completed on schedule. Training materials were developed and WHD regional and National Office staff, along with select OMAP, OCFO and OIG staff, were trained on the new BCDS 2000 system in September. System technical support staff were in each WHD regional office during the first week of system implementation to reinforce training skills learned and to ensure a smooth system start-up.</p> <p>Civil Money Penalty (CMP) System This goal was met. Implementation occurred during September 2000 to coincide with year-end closing. CMP oversight is ongoing. Regional and National Office Ending Adjustment Report modifications and development of a system administration tool in WHISARD were completed. These</p>

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2.5a Cont.		<p>improvements along with the other system improvements made during the year complete the changes requested by OIG and bring the CMP system into compliance with FFMIA requirements.</p> <p>FY 1999: Financial activities during FY 1999 resulted in three of the five ESA financial systems reported in the Annual DOL Financial Statement Audit being free from FFMIA material non-conformance. This result establishes the baseline for this performance goal.</p>
	Indicator	Annual Department of Labor Financial Statement Audit reporting all ESA systems free from material non-conformance under FFMIA.
	Data Source	OIG audits, A-127 Reviews, JFMIP Financial Management Systems Compliance Reviews.
	Baseline	FY 1999: 3 of the 5 ESA financial systems reported in the Annual DOL Financial Statement Audit are free from FFMIA material non-conformance.
	Comment	

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2.5b	DOL Strategic Goal 2: 3:	A Secure Workforce – Promote the economic security of workers and families Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair
	DOL Outcome Goal 2.1: 2.2: 3.2:	<i>Increase Compliance with Worker Protection Laws</i> <i>Protect Worker Benefits</i> <i>Foster Equal Opportunity Workplaces</i>
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.5:	Design and implement management systems and procedures to support ESA goals and objectives.
	FY 2001 ESA Performance Goal	Provide hardware and software design and maintenance support to ESA's Information Technology (IT) infrastructure and support Program-related IT needs; define, design and begin implementation of modifications to ESA's IT architecture to support the development of external web-based Agency applications; expand the ESA WAN and deploy technologies to efficiently use telecommunications capabilities to provide increased performance and scalability of access to ESA Information Systems for ESA field staff; enhance the capabilities of the "warm/hot" site; and provide continuing support for ESA's mission critical IT systems through the negotiation, purchase and installation of a new Database Management System licensing agreement. FY 1999: Expand web capabilities to support increased public information via Internet in support of Agency public awareness and outreach efforts. FY 2000: Expand WAN to provide increased performance and scalability of access to ESA Information Systems for Regional staff; upgrade remote access to provide more services to flexiplace workers; and develop a “warm/hot” site capability for ESA IT applications and service. <i>Supporting Budget Activity</i>
	Performance Results	FY 2000: The goal was met. ESA completed both phases of its plan to increase the performance and scalability of its infrastructure, as well as the development of an alternative site which will ensure that IT support of critical business processes will continue in spite of an external or internal disruption. In addition, ESA developed, and successfully prototyped, a new technology which will minimize bandwidth use for client-server applications. This will allow ESA to rollout the Department’s Automated Time and Attendance System to its field offices in FY 2001. <i>Wage and Hour Division: P&F Schedule Activity #1</i> <i>Office of Federal Contract Compliance Programs: P&F Schedule #2</i> <i>Office of Workers Compensation Programs: P&F Schedule #3</i> <i>Office of Labor Management Standards P&F Schedule #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>

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<p>2.5b Cont.</p>		<p>Work continued on increasing and expanding ESA's web presence during the fourth quarter. The Division of Statutory Services within the Office of Labor-Management Standards developed a web presence which provides ESA customers with documents related to Mass Transit Employee Protections. The Federal Employees' Compensation Program website was revised to include information on Federal Worker 2000 in response to the Presidential initiative, added an electronic version of a handbook on injury compensation for Federal employees, and began adding Volume 49 of the ECAB decisions to its Resource Library.</p> <p>FY 1999: This goal was met. Using elaws, an interactive Departmental Internet system that provides advice and information on specific laws or regulations based on a user's particular situation, added access to Fair Labor Standards Act information to help employers and employees understand FLSA requirements. Expanded ESA Internet site to include a section on the Freedom of Information Act, which includes information on how to make a FOIA request and Reading Room material. Created a series of web pages related to Labor Departments in the States, which include a listing of each State's main office, minimum wage rates, and State laws affecting the employment of minors.</p> <p>Deployed several major program-related critical application upgrades, including 100% field investigator access to WHISARD, Wage and Hour's client server investigation system. Completed initiative to provide network connectivity to all ESA offices (all ESA offices 100% connected to the ESA network) which will be the basis for increased Internet and Intranet access. Finalized plans for implementation of architecture necessary to support expanded web-based Agency applications and expansion of the ESA Wide Area Network. Increased Internet access in field offices and ensured Agency-wide access to DOL Lifelong Learning initiative.</p>
	<p>Indicator</p>	<p>An increase in the number of program Internet-based self-services provided to the public and other government agencies and the utilization of those services. An increase in the number of administrative and program-specific applications and services provided to the ESA field office employees and the utilization of those services.</p>
	<p>Data Source</p>	<p>Collection of applications and services housed on the ESA Internet which provide self-service capabilities to the public and other government agencies. If available, utilization statistics of those services will also be used. Collection of applications and services provided to the ESA field office employees. If available, utilization of those services will also be used.</p>
	<p>Baseline</p>	<p>The increased number of self-service applications available to ESA customers. Increased availability of program-specific applications and administrative applications.</p>
	<p>Comment</p>	<p>In FY 2001, ESA will build on existing efforts to extend capabilities and services to front-line workers. This will include deployment of more administrative and Program-specific applications. ESA will expand its wide</p>

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2.5b Cont.		<p>area network and deploy technologies to efficiently use telecommunications capabilities to provide increased performance and scalability of access to field staff.</p> <p>ESA will also continue its efforts to utilize the Internet and web-based technologies to increase services to its customers. For example, the Internet can be used to provide up-to-date information to all ESA customers that have access to the Internet. Services such as outreach and education, help desks, and customer self-service centers can be provided through this technology. This technology can also be used to collect data from ESA customers, reducing the burden of having customers fill out and mail in paper forms.</p>
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2.5c	DOL Strategic Goal 2: 3:	A Secure Workforce – Promote the economic security of workers and families Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair
	DOL Outcome Goal 2.1: 2.2: 3.2:	<i>Increase Compliance with Worker Protection Laws</i> <i>Protect Worker Benefits</i> <i>Foster Equal Opportunity Workplaces</i>
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.5:	Design and implement management systems and procedures to support ESA goals and objectives.
	FY 2001 ESA Performance Goal <i>Supporting Budget Activity</i>	<p>Develop and implement an action plan to mitigate vulnerabilities identified in risk assessments conducted in FY 2000. Update ESA's system security and contingency/disaster recovery plans as necessary; develop and begin implementation of a comprehensive agency-wide Computer Security Awareness and Training Program; and, review and enhance ESA's infrastructure and related tools to ensure ESA's Information Technology (IT) environment is secure.</p> <p>FY 1999: Complete ESA IT Security plan and begin implementation of additional controls and measures in accordance with OMB Circular A –130.</p> <p>FY 2000: Perform vulnerability assessment as required by PDD 63 Critical Infrastructure Plan and revise ESA’s IT Disaster Recovery Plan.</p> <p><i>Wage and Hour Division: P&F Schedule Activity #1</i> <i>Office of Federal Contract Compliance Programs: P& F Schedule #2</i> <i>Office of Workers Compensation Programs: P&F Schedule #3</i> <i>Office of Labor Management Standards P&F Schedule #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	Performance Results	<p>FY 2000: Goal was met. Vulnerability assessments were completed (and submitted to the Office of the Chief Information Officer) for all major and general systems as well as system security plans. This included a vulnerability assessment and system security plan for the ESA general support system (LAN/WAN).</p> <p>In addition to system security, ESA began the first in a series of improvements to its computer rooms. Revised physical security controls were implemented in both the National Office and Philadelphia, and preparations were made for the installation of similar controls in the Chicago regional office. Additionally, ESA developed and implemented a Computer Room Access Policy. Other ESA IT policies and procedures are also being reviewed and revised, as necessary, to ensure that security is appropriately addressed at all levels of ESA IT operations.</p>

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<p>2.5c Cont.</p>		<p>ESA began to address disaster recovery and, as noted in Goal 2.5(b), developed an alternative site to ensure that IT support can be provided to critical mission functions in the event of an external or internal disruption.</p> <p>ESA's Disaster Recovery Plan was not revised, however. ESA is participating in Department-wide efforts to define a DOL-wide disaster recovery framework and has not revised its Plan pending the completion of this effort. The Plan will be revised in FY 2001, dependent on the completion of the DOL-wide effort.</p> <p>FY 1999: Goal was met. Security Plan was submitted for review by Office of the Chief Information Officer and Office of the Inspector General staffs. Their recommendations are incorporated into the Plan. Additional safeguards were put into place during the year including: an update of the change management control process; development and implementation of procedures for authorizing user accounts; inventories of IT hardware, software, LANs and WANs, as well as Critical Physical Assets were completed; and, in-depth contingency plans were developed to ensure business continuity. Planning for ESA's vulnerability assessment was also completed.</p>
	<p>Indicator</p>	<p>The incorporation of vulnerabilities discovered during the vulnerability assessment into the ESA IT Security Plan and ESA IT Disaster Recovery Plan as well as the existence of mitigation and contingency plans resulting from the assessment.</p>
	<p>Data Source</p>	<p>ESA IT Security Plan, ESA IT Disaster Recovery Plan, Vulnerability Assessment, contingency plans, mitigation plan.</p>
	<p>Baseline</p>	<p>ESA IT System Security Plans and IT System Security Program Plan.</p>
	<p>Comment</p>	<p>Because information technology plays a significant role in the efficient delivery of mission-critical services, it is critical to safeguard ESA information and information systems. Based on risk assessments performed in FY 2000, ESA will develop and implement an action plan to mitigate vulnerabilities identified in those assessments. In addition, ESA will continue to ensure that its system security plans and its contingency/disaster recovery plan are kept current. Because end-users often serve as the first line of security, ESA will implement a comprehensive, agency-wide Computer Security Awareness and Training Program to ensure that all ESA users understand their roles and responsibilities in ensuring the confidentiality, integrity and availability of ESA information and information resources.</p>

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2.5d	DOL Strategic Goal 2: 3:	A Secure Workforce – Promote the economic security of workers and families Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair
	DOL Outcome Goal 2.1: 2.2: 3.2:	<i>Increase Compliance with Worker Protection Laws</i> <i>Protect Worker Benefits</i> <i>Foster Equal Opportunity Workplaces</i>
	ESA Strategic Goal 2:	Secure public confidence through excellence in the management and delivery of ESA’s programs and services.
	ESA Outcome Goal 2.5:	Design and implement management systems and procedures to support ESA goals and objectives.
	FY 2001 ESA Performance Goal <i>Supporting Budget Activity</i>	Equip training specialists with the skills/abilities to administer/monitor contracts for computer based training with third-party vendors. Update ESA Training Website with current course availability. FY 1999: Test/select software package and instruction manuals; equip one training specialist with the skills/abilities to produce computer-based training courses; and post training information via the ESA Intranet. FY 2000: Train 2 additional DHRM training specialists with the skills/abilities to produce computer-based training courses. <i>Wage and Hour Division: P&F Schedule Activity #1</i> <i>Office of Federal Contract Compliance Programs: P&F Schedule #2</i> <i>Office of Workers Compensation Programs: P&F Schedule #3</i> <i>Office of Labor Management Standards P&F Schedule #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i>
	Performance Results	FY 2000: This goal was achieved. Two additional staff members have been equipped to use major features of the Quest authoring program and have built simple computer-based sequences on a tutorial basis The needs of the ESA programs for computer based training (CBT) far outweigh the available resources within DHRM. DHRM is working to develop skills in the oversight and administration of contracts to third-party developers of CBT with the ultimate objective of having all professional training staff processing the full array of creative and administrative skills required to respond to operating program needs for CBT and performance support systems. FY 1999: This objective was achieved. The authoring software package was selected and purchased. One DHRM training specialist was not only equipped with the basic skills needed to produce computer-based training (CBT), but is in fact quite fluent and has produced several CBT modules

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2.5d Cont.		<p>being used by ESA operating units. DHRM has also achieved the second part of this objective by creating an intra-net site “Getting Training in ESA,” and by posting, on a continuing basis, a variety of training–related information on ESA’s intranet.</p>
	Indicator	<p>All DHRM training specialists trained in the use of authoring software. Training courses are designed using computer-based technology.</p>
	Data Source	<p>Published CBT courses for use by ESA programs in training front-line employees. Intranet Link to “Getting Training in ESA” continuously updated with training course availability.</p>
	Baseline	<p>One training specialist trained in computed-based technology.</p>
	Comment	<p>The needs of the ESA programs for computer based training (CBT) far outweigh the available resources within DHRM. DHRM is working to develop skills in the oversight and administration of contracts to third-party developers of CBT with the ultimate objective of having all professional training staff processing the full array of creative and administrative skills required to respond to operating program needs for CBT and performance support systems.</p>

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2.5e	<p>DOL Strategic Goal 2: 3:</p>	<p>A Secure Workforce – Promote the economic security of workers and families Quality Workplaces – Foster quality workplaces that are safe, healthy, and fair</p>
	<p>DOL Outcome Goal 2.1: 2.2: 3.2:</p>	<p><i>Increase Compliance with Worker Protection Laws</i> <i>Protect Worker Benefits</i> <i>Foster Equal Opportunity Workplaces</i></p>
	<p>ESA Strategic Goal 2:</p>	<p>Secure public confidence through excellence in the management and delivery of ESA’s programs and services.</p>
	<p>ESA Outcome Goal 2.5:</p>	<p>Design and implement management systems and procedures to support ESA goals and objectives.</p>
	<p>FY 2001 ESA Performance Goal</p> <p><i>Supporting Budget Activity</i></p>	<p>Develop and deliver quality training for the Federal Employees’ Compensation (FEC) program’s “imaged” environment. In FY 2001, complete training of FEC Claims Examiners (CEs) in the use of imaging software.</p> <p>FY 1999: Complete training of FEC CEs in use of imaging applications that are available early. FY 2000: Begin training FEC CEs in the use of imaging software.</p> <p><i>Wage and Hour Division: P&F Schedule Activity #1</i> <i>Office of Federal Contract Compliance Programs: P&F Schedule #2</i> <i>Office of Workers Compensation Programs: P&F Schedule #3</i> <i>Office of Labor Management Standards P&F Schedule #5</i> <i>Program Direction and Support: P&F Schedule Activity #4</i></p>
	<p>Performance Results</p>	<p>FY 2000: This objective was achieved. DHRM and FECA delivered the OASIS training sequence in Cleveland, completing the OASIS deliveries that FEC scheduled for FY 2000. DHRM will continue work with FECA in making deliveries to the remaining FEC district offices as they are scheduled in FY 2001.</p> <p>Student performance on course-ending performance tests indicate that this sequence delivered its learning objectives in the range of 96 - 100% of the possible score.</p> <p>FY 1999: Goal was not met due to delays in software development; no imaging applications were available early. DHRM completed building and pilot tested the computer-based training module introducing FEC CEs to the use of imaging applications. (Goals for FY 2000 and 2001 will be revised to incorporate training according to the OWCP/FEC implementation schedule.)</p> <p>The training will be delivered in one district office in late January or early February 2000. The next migration by an FEC district office to an imaged environment is scheduled for May 2000. FEC plans to bring "up" a total of three more district offices in FY 2000.</p>

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2.5e Cont.	Indicator	Training modules developed and delivered. Participant performance on end of course test will average at least 75%.
	Data Source	Records of task analyses related to development of imaging applications, claims processing and computer-based training, the CD that contains the introductory courses, and end of course performance test scores.
	Baseline	Five FEC offices trained in the use of imaging software by the end of FY 2000. In FY 1999, no offices operated in an imaged environment.
	Comment	DHRM will work in conjunction with claims examiners and claims supervisors to build training modules and to keep abreast of claims processes being developed by OWCP. DHRM projects in this area are highly dependent on the program imaging software schedule established and revised, as necessary, by the FEC program.