

Modernization Performance Indicators:

- ◆ Percent customer satisfaction
- ◆ Number of databases normalized, standardized, and NIEM conformant
- ◆ Number of common services provided
- ◆ Percent of ATF databases or functionality made available through a common services platform
- ◆ Percent of technology service categories within a current ATF enterprise standard
- ◆ Percent of investment \$ expenditures in alignment with enterprise standards
- ◆ Percent of technology capital investment compared to operating expenditures
- ◆ Percent of Lab infrastructure within its recommended useful life
- ◆ Percent of NIBIN infrastructure within its recommended useful life



**STRATEGIC GOAL 6
WORKFORCE**

**CHANGING WORKFORCE
COMPOSITION**

According to data from the U.S. Census Bureau, the U.S. population is undergoing a major change. In 2050, the Census Bureau estimates that less than 46 percent of the population will be non-Hispanic white, 15 percent will be African American, the Hispanic population will grow to 30 percent, and the Asian and Pacific Islander group will grow to 9.2 percent. Government agencies, including ATF, will market their careers to diverse demographic groups and increase their cultural diversity and understanding.

The “baby boomer” population is reaching retirement age. The Office of Personnel Management (OPM) predicts that 61.3 percent of the Federal workforce will retire before 2016. Government agencies must develop a new group of leaders and redesign knowledge management to plan for the potential loss of institutional knowledge and experience that will result from these retirements.



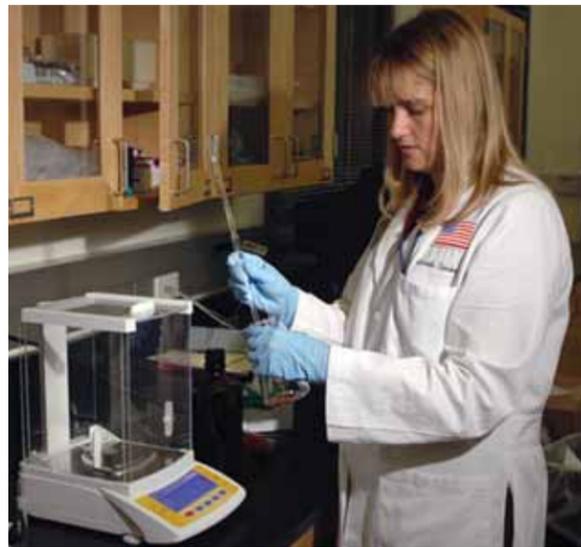
A new generation of workers will soon enter the Federal government. “Generation Y” consists of 75 million people who will enter the workforce in this decade. To attract, develop, and retain members of this talent pool and prepare them to become future leaders, government agencies, including ATF, need to modify workplace cultures, programs, and policies to meet their changing demands.

**ATF'S CURRENT WORKFORCE
ACTIVITIES**

Our workforce is ATF's core resource. Execution of our mission requires the skill and commitment of everyone in ATF. Our workforce is highly skilled, motivated, and committed to the service of our nation.



Training and Professional Development: ATF provides a comprehensive integrated leadership development program to support current and future supervisors, managers, and executives in the continuous development and enhancement of their leadership competencies. Employees have opportunities to enhance specific job skills and pursue



various career development activities through a wide variety of technical and professional skills training classes.

ATF leverages technology to provide increased training opportunities for employees through an extensive e-learning program. Employees have continual access to a suite of over 1,500 business and IT skills courses and an online reference library. ATF's virtual classroom capability allows students to attend and participate in courses taught by live instructors on the Internet, as part of a podcasting effort. This virtual classroom captures the knowledge and expertise of experienced special agents and is available throughout the Bureau. The ATF Learning Management System streamlines and automates the training request and approval processes, tracks all training completions, and supports the creation and approval of Individual Development Plans (IDPs).

Work/Life Balance Activities: ATF uses numerous work/life balance programs to increase employee satisfaction. These include

telework, flexible work weeks, retirement planning, and a pay demonstration program that links pay increases to performance. ATF also provides financial rewards to employees who obtain job-related certificates, licenses, and diplomas, and offers retention, relocation, and recruitment bonuses to provide greater opportunities for high performers. Other programs available to all employees include public transportation incentives, a health improvement program, employee recognition, and employee assistance.

Hiring Programs: ATF seeks to know the communities we serve by incorporating their diversity and cultures into our organization. ATF embraces the distinct role that diversity serves in achieving our success. ATF uses four types of hiring programs to ensure that ATF has an avenue to acquire the highest qualified individuals. ATF uses Merit Promotion to recruit and select candidates with civil service



competitive status. Delegated Examining Unit (DEU) authority allows ATF to hire candidates who do not have competitive status, either within or outside of government. Special agents and IOIs are hired under Excepted Service authority. Special hiring

programs are used to hire veterans and persons with disabilities. Programs for veterans include the Veterans' Preference, Veterans Recruitment Appointment (VRA) authority, and the Veterans Employment Opportunities Act (VEOA). The "Operation Warfighter" program allows ATF to further focus on veterans' opportunities.

Alignment to DOJ's Strategic Plan. DOJ's mission is "...to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide Federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans."

The three primary DOJ strategic goals for FY 2007 - FY 2012 are:

- ◆ Prevent terrorism and promote the Nation's security;
- ◆ Prevent crime, enforce Federal laws, and represent the rights and interests of the American people; and
- ◆ Ensure the fair and efficient administration of justice.

As a critical component of DOJ, ATF shares this vision and dedication to the American people and is committed to meet the strategic goals set forth by DOJ. Furthermore, in accordance with the DOJ Management Initiatives and Human Capital guidance, ATF will focus its resources and attention on business modernization and workforce strategies. The figure below illustrates the alignment of ATF's strategic goals with DOJ's strategic goals.

	DOJ Strategic Plan FY 2007-2012		
	Goal 1: Prevent Terrorism and Promote the Nation's Security	Goal 2: Prevent Crime, Enforce Federal Laws and Represent the Rights and Interest of the American People	DOJ Management Initiatives
Explosives, Bombs, and Bombings	✓	✓	
Illegal Firearms Trafficking	✓	✓	
Criminal Groups and Gangs	✓	✓	
Fire and Arson	✓	✓	
Workforce			✓
Modernization			✓

Figure 4: Alignment to DOJ Strategic Plan



Figure 5: Strategic Management Approach

Strategic Management Approach. The Office of Strategic Management (OSM) facilitated the development of this Strategic Plan, which is an ongoing Bureauwide effort. Key players in this endeavor include members of the Strategic Leadership Team (SLT), which consists of ATF's Director, Deputy Director, Assistant Directors, and Deputy Assistant Directors. In addition, cross-functional Strategic Priority Action Committees (SPACs), comprised of senior level managers and subject matter experts, developed the strategic objectives and strategies linked to the strategic goals. Internal stakeholders at



headquarters and the field reviewed this Plan, and their input is incorporated into the Plan.

ATF has institutionalized a management process and structure to implement the Strategic Plan. The Strategic Management Approach is a roadmap to measure progress towards meeting the plan, link the budget to strategic goals, and adjust the plan according to changing external conditions and priorities.

Using the Strategic Management Approach, the SLT, SPACs, and OSM work in coordination to move through all five steps in the cycle. The SPACs develop action plans for all of the goals, strategic objectives, and strategies. These action plans identify the operational processes, skills and technology, human capital information, and other resources required to implement the goals and strategies.



The SPACs review and revise ATF's outcome-based performance measures that demonstrate the value that ATF brings to the public. The Strategic Plan also drives ATF's budget. The SPACs and SLT work to formulate budget requests and use the goals, strategic objectives, and strategies laid out in the Strategic Plan as a guide. OSM facilitates this process and provides strategic guidance, support, and coordination.



The aforementioned groups continue to oversee the implementation of the Strategic Plan to ensure that ATF's actions are in line with its stated goals. ATF continually strives towards measureable results that reduce violent crime and make America safer.



ATF considers strengthening its workforce to be a strategic management goal, as shown below.

<p>Strategic Goal: Workforce Attract, develop, and retain an expert workforce to execute the ATF mission in the emerging business environment.</p> <p>Performance Goal Statement: Attract, develop, and retain an expert workforce to execute the ATF mission.</p>	<p>Strategic Objective 1: Implement a comprehensive recruitment strategy focused on selecting a diverse and committed workforce.</p>	<p>Strategies</p> <p>1. Market Work/Life Flexibility and Employee Incentives: Attract top candidates to our workforce by building a culture that supports work/life flexibility options and employee incentives.</p> <p>2. Utilize Targeted Recruitment Programs: Enhance the diversity and skill of our workforce through targeted recruitment programs designed to reflect the population we serve.</p> <p>3. Establish Critical Mix of Professional Disciplines: Establish the right critical mix of professional disciplines, and administrative and technical personnel, to respond successfully to the multidimensional aspects of our mission.</p> <p>4. Ensure Rapid Recruitment and Integration: Ensure candidates are rapidly recruited and integrated into our workforce by streamlining application and selection procedures, and efficiently conducting a high quality clearance process.</p>
	<p>Strategic Objective 2: Foster retention and career advancement by providing opportunities for the continuous professional development of every employee.</p>	<p>1. Offer Innovative Benefits, Flexible Work, and Recognition Programs: Increase employee job satisfaction through an integrated retention program that includes meaningful work, innovative benefits, flexible work options, and effective recognition programs.</p> <p>2. Enhance Training and Professional Development Opportunities: Enable our employees' continued self-development through enhanced training and development opportunities that meet their needs at all stages of their careers.</p> <p>3. Implement Targeted Leadership Development Program: Enhance accountability and overall workforce performance by providing a comprehensive integrated leadership development program that supports current and future supervisors, managers, and executives in the continuous development and enhancement of their leadership competencies.</p>

<p>Strategic Goal: Workforce (cont.) Attract, develop, and retain an expert workforce to execute the ATF mission in the emerging business environment.</p> <p>Performance Goal Statement: Attract, develop, and retain an expert workforce to execute the ATF mission.</p>	<p>Strategic Objective 3 Streamline the complaint and disciplinary processes to fairly and expeditiously address and resolve workplace disputes.</p>	<p>Strategies</p> <p>1. Enhance the Dispute Resolution Program: Foster an environment of open communication and respect in the workplace by emphasizing the use of Alternative Dispute Resolution (ADR) to resolve workplace disputes informally at the lowest possible level to minimize organizational disruption, preserve internal and external relationships, and efficiently utilize the Bureau's financial and human capital resources.</p> <p>2. Provide Management and Employees the Resources Needed to Proactively Resolve Workplace Disputes: Support a healthy work environment by developing and implementing education and training programs that assist managers and employees in addressing and resolving workplace disputes.</p> <p>3. Improve the Efficiency of the Discrimination Complaint Process: Promote a discrimination-free work environment by preventing, processing and resolving workplace disputes in a timely and effective manner. Continue to explore innovative ways to improve the overall management of the complaint process.</p>
	<p>Strategic Objective 4: Develop and implement succession strategies to transfer knowledge to and foster leadership in the next generation.</p>	<p>1. Increase Mentoring, Training, and Development Opportunities: Develop the next generation of ATF leaders through focused mentoring, training, and developmental opportunities.</p> <p>2. Implement Knowledge Transfer and Succession Planning: Improve our retirement and attrition forecasting capability and align the results to a targeted recruitment plan and a process for transferring knowledge.</p> <p>3. Strengthen Relationships with Former ATF Employees: Strengthen relationships with retirees and other former ATF personnel to encourage their participation in recruitment, mentoring, training, and advocacy.</p>

Workforce Performance Indicators:

- ◆ Recruitment, Development, and Retention Index score in the Federal workforce survey
- ◆ Job Satisfaction Index score in the Federal workforce survey
- ◆ Personal Work Experience Index score in the Federal workforce survey
- ◆ Leadership Index score in the Federal workforce survey
- ◆ Performance Culture Index score in the Federal workforce survey
- ◆ Percent of respondents answering favorably to "Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated" in the Federal workforce survey
- ◆ Percent of respondents answering favorably to "Prohibited Personal Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated" in the Federal workforce survey
- ◆ Learning (Knowledge Management) Index score in the Federal workforce survey



**APPENDIX A:
POLICY ENVIRONMENT**

ATF's operations are guided by Federal statutes, the Code of Federal Regulations, formal memoranda of understanding, international partnerships, and policy guidance. Federal statutes, such as the GCA, the NFA, the Arms Export Control Act, and sections of the Organized Crime Control Act of 1970 (including the Safe Explosives Act) govern

ATF's critical mission activities. ATF enforces these statutes and regulations with a multi-disciplined and balanced approach, in accordance with guidance issued by DOJ.

In accordance with Presidential Directives, ATF will continue to play a key role in shaping the national response to domestic incidents and coordinating efforts with partners to ensure safety for all Americans.



Figure 6: Policy Environment for ATF Strategy