

U.S. Department of Labor

Office of the Chief Information Officer (OCIO)
Enterprise Architecture Program Office (EAPO)



DOL Enterprise Transition Plan - 2011

Doc Id: DOL-ETP

April 2011

Document Revision History

Version	Date	Author	Change Sections	Description
V1.0	May 2005	DOL EAPMO	All	DOL Transition Strategy Plan for Universal Functions
V2.0	February 2006	DOL EAPMO	All	DOL Consolidated Transition Strategy Plan
V3.0	February 2007	DOL EAPMO	All	DOL Consolidated Transition Strategy Plan Update
V4.0	February 2008	DOL EAPMO	All	DOL Consolidated Transition Strategy Plan Update
V5.0	December 2009	DOL EAPMO	All	DOL Consolidated Transition Strategy Plan Update
V6.0	April 2011	DOL EAPMO	All	DOL Enterprise Transition Plan

Table of Contents

Part I – Introduction and Overview1

1 Introduction1

 1.1 Purpose.....1

 1.2 Audience.....2

 1.3 Scope.....2

 1.4 Overview of this Document.....2

2 Overview of DOL’s Enterprise Architecture5

3 Transition Plan Strategy and Approach6

 3.1 Actionable Transition Sequencing Plans.....6

 3.2 Roles and Responsibilities7

 3.3 DOL Initiative Transition Sequencing Plan Overview.....10

4 Enterprise-Wide Transitioning Activities12

 4.1 Enterprise Architecture Program.....12

 4.1.1 DOL Enterprise Architecture Management12

 4.1.2 An Integrated Approach13

 4.1.3 Enterprise Architecture FY2011 Plans14

 4.1.4 Performance Measurement.....16

 4.1.5 DOL Data Governance and Management.....17

 4.1.6 IT Standards Management20

 4.2 Business Services22

 4.2.1 Customer Service Improvement22

 4.2.2 Resource Management and Planning.....23

 4.2.3 Identity and Access Management25

 4.3 Enterprise Services26

 4.3.1 IT Infrastructure Modernization.....26

 4.3.2 Internet Protocol Version 6 (IPv6)27

 4.3.3 Managed Trusted Internet Protocol Services (MTIPS)28

 4.3.4 DOL Data Center Consolidation Initiative (DCCI).....29

 4.3.5 DOL Information Security Program.....31

Part 2: Enterprise Sequence Plan (ESP)35

Part 2A: Core Mission Lines of Business / Segments.....35

5 DOL Line of Business: Enforcement and Compliance.....36

 5.1 Segment: Labor Rights Management.....36

 5.1.1 Business Case: ESA - OLMS – e.LORS.....36

 5.1.2 Business Case: VETS – Provide electronic filing for USERRA cases39

 5.2 Segment: Regulatory Compliance Management (Core Mission)41

5.2.1	Business Case: OFCCP-Federal Contractor Compliance System.....	41
5.3	<i>Segment: Worker Safety (Mining)</i>	44
5.3.1	Business Case: MSHA - Information Processing - MSHA Standardized Information System (MSIS)	44
5.4	<i>Segment: Worker Safety (OSHA)</i>	47
5.4.1	Business Case: OSHA - Information System (OIS)	47
5.5	<i>Segment: Worker Safety and Compensation Reporting</i>	50
5.5.1	Business Case: OASAM - SHIMS (Safety and Health Information Management System).....	50
6	DOL Line of Business: General Purpose Data and Statistics.....	53
6.1	<i>Segment: Employment & Unemployment Statistics</i>	53
6.1.1	Business Case: BLS - Measuring Green-Collar Jobs.....	53
6.2	<i>Segment: Price Statistics (Core Mission)</i>	56
6.2.1	Business Case: BLS - Industrial Prices Systems (IPS) - (formerly Producer Prices and Price Indexes [PPI] Systems and International Prices [IP] Maintenance).....	56
7	DOL Line of Business: Income Security.....	58
7.1	<i>Segment: General Retirement & Disability (Core Mission)</i>	58
7.1.1	Business Case: EBSA - EFAST2	58
7.1.2	Business Case: OWCP- Integrated Federal Employees' Compensation System (iFECS)	63
7.1.3	Business Case: OWCP-Energy IT System.....	66
8	DOL Line of Business: Inspections and Auditing.....	69
8.1	<i>Segment: Inspections and Auditing (Core Mission)</i>	69
8.1.1	Business Case: OIG - e-OIG and Teammate systems.....	69
9	DOL Line of Business: Program Evaluation and Monitoring.....	72
9.1	<i>Segment: Program Evaluation and Monitoring</i>	72
9.1.1	Business Case: ETA - UI Database Management System (formerly UI ADP Support).....	72
10	DOL Line of Business: Provide Licenses, Certifications & Accreditations.....	75
10.1	<i>Segment: Provide Licenses, Certifications & Accreditations</i>	75
10.1.1	Business Case: ETA - FLC Automated Systems.....	75
Part 2B: Business Service Lines of Business / Segments.....		78
11	DOL Line of Business: Administrative Management.....	79
11.1	<i>Segment: Property Management</i>	79
11.1.1	Business Case: OASAM - E-Property Management and Inventory Initiative.....	79
12	DOL Line of Business: Budget Formulation.....	82
12.1	<i>Segment: Budget Formulation</i>	82
12.1.1	Business Case: OASAM - Departmental E-Budgeting System (DEBS)	82

13 DOL Line of Business: Information Security Management85

 13.1 *Segment: Identification and Access Security Management*.....85

 13.1.1 Business Case: OASAM - HSPD-12.....85

14 DOL Line of Business: Litigation and Judicial Activities.....89

 14.1 *Segment: Litigation and Judicial Activities*89

 14.1.1 Business Case: Adjudicatory Boards – IT Modernization Initiative.....89

 14.1.2 Business Case: The Boards – DOL Appeals Management System (AMS)90

 14.1.3 Business Case: OALJ – Case Tracking System (CTS) & General Support System (GSS)93

 14.1.4 Business Case: SOL - IT Modernization Initiative.....103

15 DOL Line of Business: Public Affairs107

 15.1 *Segment: Communications & Outreach*.....107

 15.1.1 Business Case: ODEP – Disability.gov107

 15.1.2 Business Case: OASAM - Secretary’s information management system (SIMS) 108

 15.1.3 Business Case: OPA - Enterprise Communications Initiative111

16 DOL Line of Business: Supply Chain Management.....113

 16.1 *Segment: Supply Chain Management*.....113

 16.1.1 Business Case: OASAM – eProcurement.....113

17 Appendix A – System Inventory List117

18 Appendix B – Acronyms.....157

Part I – Introduction and Overview

1 Introduction

1.1 Purpose

The Department of Labor (DOL) Enterprise Transition Plan (ETP) for Core Mission, Business, and Enterprise Services clearly identifies and articulates the investments, resources, timelines, and approach necessary to achieve the Department's vision and strategic goals defined in the DOL Strategic Plan of 2011 to 2016.

DOL's Business needs and the Federal CIO 25 Point Action Plan and are the primary drivers for the ETP and DOL's Information Technology (IT) direction. The ETP focuses on demonstrating the results of analyses for DOL processes, technology, and infrastructure; identifying opportunities for consolidation, improvements, and cost-savings and/or cost avoidance; as well as determining how to address these opportunities.

The ETP is a consolidation of Transition Plans of each of the DOL Agencies. Each of the Agency Transition Plans (ATP) includes a description of the performance objectives and the corresponding gaps that prevents the agency from achieving the intended performance objectives. The plan then summarizes the transition plans, performance measures, and target architectures that will help agencies meet their target performance objectives.

The blue print of the ETP consists of three primary components: 1) Current Architecture, 2) Performance Gap Analysis, and 3) Target Architecture.

Further development and use of this Plan provides the Department with an opportunity for continuous improvement and evolution of its environment. The factors below are the prime areas for continuous review to identify further improvement opportunities:

- Effective identification and use of resources available to the Department (or those that will be available in the future) including federal employees, hardware, software (COTS/GOTS), data, and related resources and how to account for them financially;
- Critical issues/risk factors that need to be addressed before transition can be contemplated, planned, and executed (i.e., operating deficiencies, governance, stakeholder involvement, leadership, performance measures, communications, financial management, resource development, etc); and
- Agency transition plans that are actionable to identify activities, tasks, milestones and/or other performance measures, necessary to achieve business objectives in an efficient and timely manner.

The DOL Enterprise Architecture Program Office (DOL-EAPO) will use these plans to measure performance against project milestones and deliverables for meeting business objectives during Quarterly Quality Program Reviews.

1.2 Audience

- Agency Heads and Business Executives
- Segment Owners and Constituents
- DOL Chief Information Officer and DCIO
- TRB, EASC & ITASC representatives
- The Citizen: DOL will publish the Transition Strategy Plan on DOL.gov website

1.3 Scope

The scope of this document is limited to the transition activities that apply to the business functions contained within the Core Mission, Business Services, and Enterprise Services Segment types.

DOL's architecture comprises 20 DOL Lines of Business and 34 Architectural Segments categorized as Core Mission, Business Service, or Enterprise Service. The Core Mission Segment regroups business functions and investments that directly tie into the fulfillment of DOL's Core Mission. The Business Service Segments contains business functions and investments such as HR, Finance, Procurement, etc. that support the core mission business functions. Finally, the Enterprise Service Segments consists of functions and investments that create and maintain the technological environment and infrastructure for the smooth execution of the core mission and business functions.

In addition, this document includes the definition of an overall approach to transition strategy development for use throughout the DOL EA, and a definition of the transition strategy utilized for each DOL Function.

1.4 Overview of this Document

The following provides an overview of the contents of this document:

Part I: Introduction and Overview

- Introduction: This chapter provides the purpose and scope of the DOL Enterprise Transition Plan.
- Overview of DOL's Enterprise Architecture: Provides a summary overview of DOL's Enterprise Architecture approach.
- Transition Plan Strategy and Approach: This chapter describes DOL's basic approach to Transition Planning.
- Enterprise-Wide Transitioning Activities: This Chapter describes transition activities that affect the department as a whole, including the Enterprise Architecture program. It also includes department wide Business and Enterprise Services transition activities.

Part II: Enterprise Sequence Plan (ESP)

Part IIA: Core Mission Lines of Business / Segments

- **DOL Line of Business: Enforcement and Compliance:** This chapter describes the transition activities for the Enforcement and Compliance Line of Business and its segments.
- **DOL Line of Business: General Purpose Data and Statistics:** This chapter describes the transition activities for the General Purpose Data and Statistics Line of Business and its segments.
- **DOL Line of Business: Income Security:** This chapter describes the transition activities for the Income Security Line of Business and its segments.
- **DOL Line of Business: Inspections and Auditing:** This chapter describes the transition activities for the Inspections and Auditing Line of Business and its segment.
- **DOL Line of Business: Program Evaluation and Monitoring:** This chapter describes the transition activities for the Program Evaluation and Monitoring Line of Business and its segment.
- **DOL Line of Business: Provide Licenses, Certifications & Accreditations:** This chapter describes the transition activities for the Provide Licenses, Certifications and Accreditations Line of Business and its segment.

Part IIB: Business Services Lines of Business / Segments

- **DOL Line of Business: Administrative Management:** This chapter describes the transition activities for the Administrative Management Line of Business and its segment.
- **DOL Line of Business: Budget Formulation:** This chapter describes the transition activities for the Budget Formulation Line of Business and its segment.
- **DOL Line of Business: Information Security Management:** This chapter describes the Information Security Management Line of Business and its segment.
- **DOL Line of Business: Litigation and Judicial Activities:** This chapter describes the transition activities for the Litigation and Judicial Activities Line of Business and its segment.
- **DOL Line of Business: Public Affairs:** This chapter describes the transition activities for the Public Affairs Line of Business and its segment.
- **DOL Line of Business: Supply Chain Management:** This chapter describes the transition activities for the Supply Chain Management Line of Business and its segment.

Appendices

- **Appendix A – System Inventory List.** This appendix is a list of the unclassified systems in the DOL Inventory.
- **Appendix B – Acronyms:** This appendix is a list of acronyms used within this document.

2 Overview of DOL’s Enterprise Architecture

DOL developed its Baseline EA in November of 2001 with participation across all DOL Agencies. The Baseline architecture detailed structure and components of the Departmental EA based on OMB and Federal CIO Council guidance.

A key component in developing the Baseline EA was an agreement to adopt a Federated approach to develop the Target EA. The Federated approach provides DOL Agencies the ability to develop integrated EAs through communities of interest that help DOL Agencies identify opportunities for service sharing and consolidation. Figure 1 represents DOL’s Federated EA model. This approach classifies business functions into Core Mission, Business Services, and Enterprise Services Segment Types. The model represents DOL as a triangle. The rectangles present the functions performed by agencies in three architectural segments.

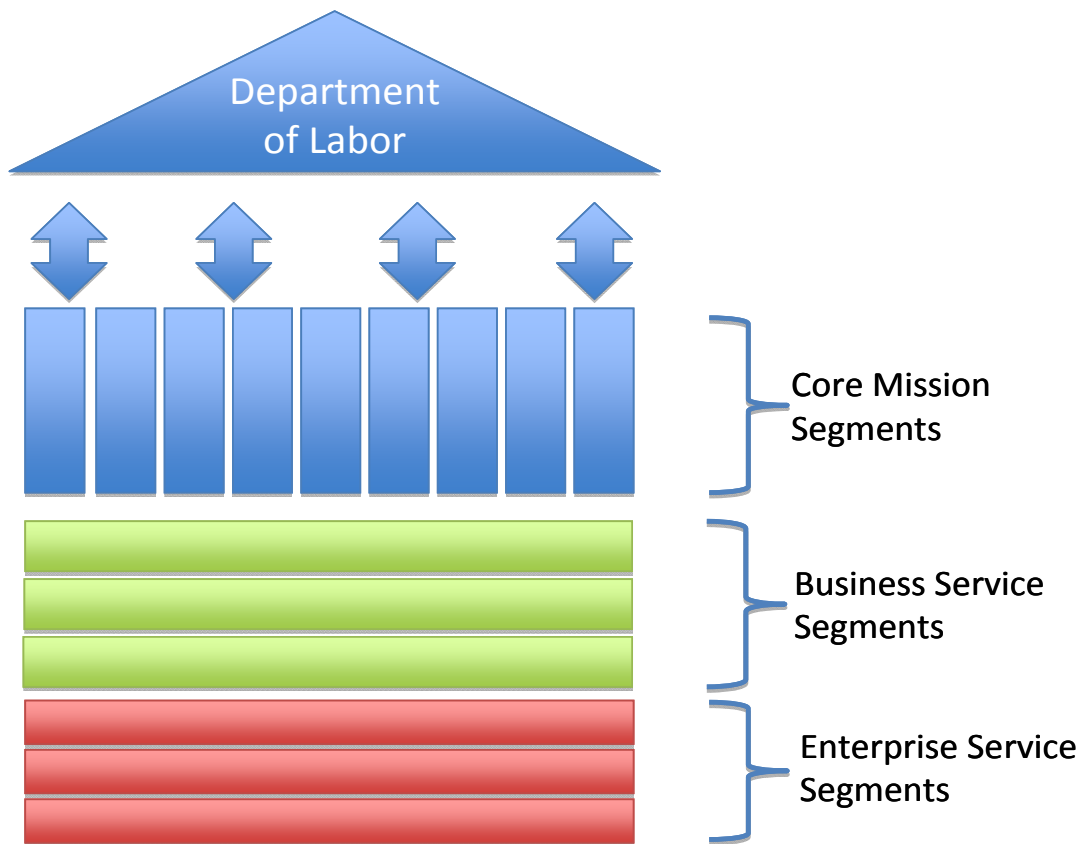


Figure 1: Federated Enterprise Architecture Model

Through its EA Program, DOL consistently reviews and analyzes commonalities of the functions within the segment to streamline and improve re-use – thereby identifying opportunities to meet the business drivers of the Department.

3 Transition Plan Strategy and Approach

3.1 Actionable Transition Sequencing Plans

The DOL Transition and Sequencing Plan for each segment type Functions is designed to clearly identify and articulate the resources, timelines and approach necessary to successfully achieve the Department’s vision and strategic goals. This plan focuses on developing a comprehensive understanding of the Department’s mission, vision and strategic plan demonstrated through its current architecture, target vision and direction, and performance gap analyses. Figure 2 is an illustration of the DOL Transition Plan. It describes associated inputs, outputs, and related processes.

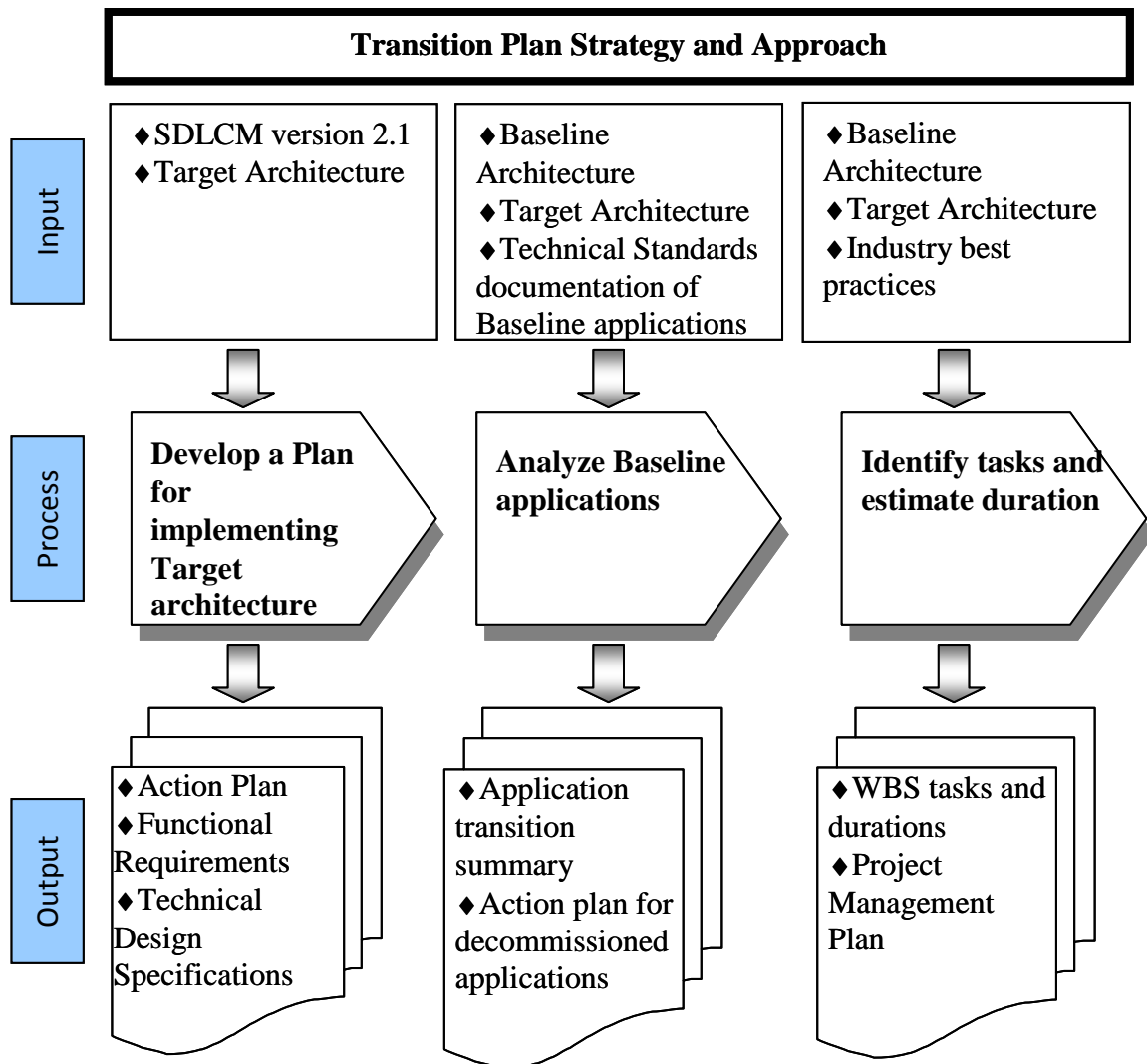


Figure 2: Transition Plan and Strategy Approach

The objective of the Transition Sequencing Plan is to outline how the Department moves from the existing baseline architecture to the target architecture. The plan considers the managerial, operational, social (culture), and technical aspects of change facing the DOL organization. The Plan sets forth a group of projects that address all of the opportunities for improvement, required business and technology prerequisites, and their inherent inter-dependencies. In addition, the Plan reflects the relationship of projects to the objectives found in the Department’s Strategic Plans and direction.

3.2 Roles and Responsibilities

The creation of a structured and cohesive environment for transitioning requires a complete understanding of roles and responsibilities, along with constant, clear, and consistent communication. Table 2 defines the Department’s EA-related roles and responsibilities.

Table 2: EA-Related Roles and Responsibilities

Role	Responsibility
Agency Heads	<ul style="list-style-type: none"> • Ensure that their respective organizations comply with the FEA and DOL Enterprise Architectures and approved DOL EA procedures, policies, and interoperability standards (as defined by the DOL EAPO and its working sub-committees) including those governing financial systems. • Ensure that their respective organizations comply with the Federal Enterprise Architecture and DOL Enterprise Architecture Standards prior to the acquisition of IT software and hardware, and any modifications to existing IT contracts or IT support contracts. • Develop and maintain EAs, as necessary and appropriate, for supporting their unique or independent mission functions. • Review agency EAs in order to identify areas of improvement or areas needing update. • Provide appropriate representatives to participate in, and support, the Enterprise Architecture Sub-Committee (EASC), and the Information Technology Architecture Sub-Committee (ITASC), as well as their respective established working groups. • Seek counsel from the Office of the Solicitor and the Office of the Chief Financial Officer, as appropriate.
Chief Information Officer (CIO)	<ul style="list-style-type: none"> • Develop, maintain, and facilitate the implementation of a sound and integrated EA to support the achievement of the Department’s mission and objectives. • Appoint a Chief Architect and allocate appropriate resources for a Departmental EA Program Office and execution of an EA Program Plan. • Develop DOL specific reference models which map to, and support, the Federal reference models and that identify and describe the Department’s EA

Role	Responsibility
	<p>capabilities and/or services</p> <ul style="list-style-type: none"> • Develop a set of DOL specific approved standards, which support the capabilities and services articulated in the reference models, enabling the development and acquisition of standardized components and/or systems to meet DOL’s mission and business needs to support an EA repository, as described in section 505. • Assist agency heads in identifying alternatives for existing (legacy) systems, and for new applications, components or systems, identifying solutions to support new, or previously un-automated, business/mission function needs. • Identify crosscutting segments or initiatives, such as security, for integration at all layers of the EA. • Determine the requirements for, and ensuring the interoperability, redundancy, and security of, DOL’s information and information systems. • Establish and oversee a DOL-wide process for governing the EA to encompass: <ul style="list-style-type: none"> - Establishing appropriate chartered organizations, as approved by the TRB, to conduct and implement EA governance; - Keeping the DOL EA complete and up-to-date at an appropriate level of detail; - Identifying a transition or migration plan for elements of the baseline EA that must be changed or replaced to achieve the target EA; - Monitoring progress on achieving elements of the target EA that are funded and approved; - Determining whether DOL and agency systems, technologies, and IT investments are in compliance with the EA principles (including methods for evaluating the levels of compliance); - Determining whether some form of waiver or exemption should be granted for individual systems, technologies or IT investments that are not identified in, or in alignment with, the target EA; - Certifying the EA alignment of definitions, models, components, systems, technologies, and/or IT investments; and - Arbitrating and resolving any discrepancies between the FEA and the DOL EA, and reporting them to the FEA Project Management Office, as appropriate. • Ensure the Department's EA compliance with applicable laws, regulations, and related requirements - including security. • Seek the counsel of the Office of the Solicitor and the Office of the Chief Financial Officer on relevant issues, as appropriate. • Develop guidance, processes, and standards for Department-wide and agency

Role	Responsibility
	support of and compliance with the EA Policy.
CPIC Team	Review the final proposed information technology investments and makes the final funding recommendations to OMB, monitors progress, and evaluates results for investment decision.
Chief Enterprise Architect (CEA)	<ul style="list-style-type: none"> • Oversee Departmental EA Management through the EA Program Office, which includes: <ul style="list-style-type: none"> - Developing EA processes, procedures and standards based on guidance issued by the Federal Enterprise Architecture Program Management Office (FEA-PMO) and other guidance issued by the Federal CIO Council, OMB, and GAO; - Developing and implementing the DOL-wide baseline and target architectures that align with and/or incorporate solutions from the FEA; and - Establishing and implementing EA Governance that integrates with the IT Capital Planning and Investment Control Process (CPIC), Security, and the Department’s System Development Life Cycle Methodology (SDLCM). • Provide a forum for agencies to exchange information about what practices are and are not effective for developing and maintaining a sound EA. • Ensure that quality assurance, risk management, and configuration management, as defined in DOL management practices, are applied to DOL EA artifacts, models and documents. • Conduct selected evaluations of DOL’s EA, including models, diagrams, definitions, products, schemas, process mappings, methods, policies, handbooks, tools, metrics or assessments. • Assist agencies with aligning their EA targets with the DOL and FEA reference models and framework. • Consult with appropriate DOL offices on statutory responsibilities to review, approve, or certify elements of the EA. • Issue additional policies, procedures, and guidance through other documents such as, but not limited to, the DOL Enterprise Architecture Handbook.
Technical Review Boards (TRB)	Responsibilities for the Enterprise Architecture and its processes, as defined and implemented by Secretary’s Orders 3-2003 and 5-2001, including the approval of Chartered sub-committees, with delegated authorities to develop, evolve, review, manage and report on various aspects of the Departmental EA and EA Program.
Office of the Solicitor	Provide legal advice and assistance to all DOL officials.

Role	Responsibility
Chief Financial Officer (CFO)	Review and approve all aspects of the EA, systems and solutions, including interfaces <i>that deal with financial management</i> as identified in the relevant laws and regulations.
Domain Owners	Initiative/Investment stakeholders that provide senior-level and sponsor participation; work with the architecture team on standards insertion and renewal, assign business line resources and oversee review of business architecture products.
Enterprise Architecture Sub Committee (EASC)	Decide strategy, planning, and prioritization related to the development and maintenance of the EA products component; Approves the initial EA; provide strategic direction and ensures organizational support; sponsors, reviews, and approves an overarching architecture management strategy; approve significant changes to the EA.
Enterprise Architecture Program Management Office (EAPMO)	Provide for management and control of EA activities as a formal program; create and maintain the EA Program plan and associated EA project plans; define tasks, resources, and schedules; provide for program management, monitoring, and control of EA product development and maintenance;
Information Technology Architecture Sub-Committee (ITASC)	Responsible for developing and maintaining IT standards at DOL. Facilitate the review and approval (through regularly scheduled interviews) for the technologies used by an investment
Information Technology Security Sub-Committee (ITSSC)	Performs an advisory function; identifies IT Security related issues and makes recommendations, and provides input from the vantage point as security practitioners to the TRB. Also conducts review of IT security–related policies, procedures, software, standards, and guidelines before general circulation to the Technical Review Board (TRB).

3.3 DOL Initiative Transition Sequencing Plan Overview

Part II describes the transition activities for DOL investments planned or in the Development, Maintenance and Enhancement (DME) life cycle. For each of these, the following information is included:

- **Business Case.** Name and Description.
- **Performance Gaps.** This identifies the specific performance gaps addressed by the business case.
- **Transition Synopsis.** This narrative describes how the investment will improve, benefit and support the mission and customer service. The narrative includes issues with the current state, the proposed (target state) vision and the transformation activities.

- **Transition Milestones.** This table provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Gap Analysis

As previously mentioned, the primary components required when developing an actionable EA, with a functional transition and sequencing plan, are the Current Architecture, the Target Architecture, and the Gap Analysis. The objective is to clearly state where you are, where you plan to be, and what are the necessary components, initiatives, and projects/steps (with a respective timeline), to get you there. The Gap Analysis is a structured technique to identify and analyze the differences between the current state and target state. The Gap Analysis supports the discussion, development, and implementation of a management plan that is both actionable and economically feasible.

The review and interpretation of information and data are structured to assist both management and technical teams in identifying the initiatives and resources necessary to “bridge the gap” between the current and target states. The review focuses on both qualitative and quantitative data, as noted in the Planning and Implementation section of the Department’s Sequencing Plan, as well as the Project Management Plan for each major initiative. By reviewing the risk and mitigation factors for the performance and functional areas of the Target Architecture, project teams can use the Gap Analysis to develop an actionable Transition and Sequencing Plan, which outlines the major milestones and timelines for effectively accomplishing DOL’s strategic objectives.

4 Enterprise-Wide Transitioning Activities

This section details the transition activities and timelines that affect the Department and all of its initiatives. These activities are a result of efforts to:

- Measure and track performance of DOL Initiatives and IT Investments through regular control reviews and assessments;
- Create a Department-wide Logical Data Model to enable increased interoperability and performance;
- Develop Technical Standards through collaboration;

These activities are broken into three major areas: (a) Enterprise Architecture Program, (b) Business Services and (c) Enterprise Services.

4.1 Enterprise Architecture Program

4.1.1 DOL Enterprise Architecture Management

DOL continues to develop and mature its Enterprise Architecture (EA), describing the current major functions and processes, information and data requirements, application systems, supporting IT infrastructure, and security. DOL's framework uses Federal and commercial best practice to implement its EA and is an integral part of the Department's strategic and capital planning processes. The Department responds to changing technology conditions by combining its EA process with the capital planning and investment management process to ensure that investments support strategic goals and are not duplicative of existing business solutions. Using this enterprise approach, the Department is able to identify duplicative resources/investments, gaps, and opportunities for internal and external collaboration resulting in operational improvements and cost-effective solutions to business requirements.

The creation and population of the EA framework enables DOL to work in partnership with other Federal Agencies to promote interoperability and information sharing. The populated framework also provides several benefits within DOL, including:

- Enterprise target architecture definitions that clearly support DOL's mission objectives and strategic business plans.
- Improved services to citizens and other stakeholders
- Identification of redundancy and consolidation opportunities
- Collaboration and information sharing within DOL and between external partners (e.g., Federal, State, Local Governments)
- Realization of cost savings/cost avoidance through improved performance
- Streamlined acquisition processes based on technology standardization and/or optimization.

- Rapid deployment of business services by reducing redundant data and business processes.

4.1.2 An Integrated Approach

The Department of Labor (DOL) is taking an integrated approach in bringing maturity to its Enterprise Architecture (EA) as well as its Enterprise Architecture Program. The DOL Integrated Governance Model (IGM) Methodology incorporates capital planning and investment control, security, EA, human capital strategies, acquisition support, and project and program management. It draws deeply on Government and industry best practices in these related disciplines, resulting in cohesive, mission-focused results. It also recognizes that all of these areas are critical to the successful implementation of the Clinger-Cohen Act, President's Agenda, OMB and GAO Guidance, as well as the federal budget process.

A major component of the IGM is assisting DOL in streamlining its many and varied governance boards and processes (e.g., Technical Review Board, IT Subcommittees, etc.) However, our capabilities in implementing the IGM go far beyond providing high-level advice and support. Our process can support the analysis and technical work for each area of the IGM including:

- Transformation Vision that focus on the Business Concept of Operations development.
- DOL and Agency Strategic Plans that align with the vision, goals, and objectives.
- EA analysis/updates that ensure technology solutions are secure and support the reengineered business direction of DOL
- Integration of requirements in accordance with OMB and FEA guidelines
- Ensuring and demonstrating alignment of the EA and Business Case (CPIC) processes.
- Governance structure analysis that streamlines, simplifies, and integrates internal reviews, prioritized decision-making, and supporting boards
- Acquisition strategies that result in reduced/shared risk and expected mission results
- Program and project management that ensure project assessment and selection, project design and build, project implementation and measurement, and project completion and lessons learned
- Human Capital strategies that ensure the workforce is prepared for the new way mission services are delivered
- Change Management processes in place to ensure that DOL stakeholders participate and support change

Within the DOL governance structures, EA serves three critical functions.

- 1) New investments are included agency's portfolio based on having a guiding blueprint.
- 2) It establishes the baseline against which the performance of existing investments is measured.
- 3) The EA serves as an often-referenced snapshot that can positively affect day-to-day business decisions.

In looking to extend the DOL EA Program, we are applying the discipline of EA to ensure that our own EA program has a strategic target direction, prioritized activities, performance managed processes, and configuration managed work products.

4.1.3 Enterprise Architecture FY2011 Plans

4.1.3.1 Architecture Program Assessment

DOL completed an assessment of its EA artifacts and EA program, which described opportunities and processes for improving the EA Program for effective use in IT investment decision-making. These opportunities became the basis for designing and sequencing our FY2011 activities and plans for FY2012.

4.1.3.2 On-Going Governance

DOL will continue to mature its Governance process to meet DOL and Federal directives, guidance, and laws. The governance process fosters alignment of current and future IT initiatives within DOL and its component agencies to DOL's strategic business objectives. The DOL governance process uses a federated approach that includes all component agencies in the EA review and approval process. It serves as a way to share knowledge of all agencies' IT investments to uncover opportunities for component reuse, interoperability, and consolidation. This federated approach enables DOL to identify ways to increase benefits to the Department and citizens. The governance program assists with marketing DOL's use of EA through the quality assurance of EA artifacts and investments as they are developed and enhanced at each stage of the SDLCM.

DOL will also continue to review and approve all major IT investments by tracking and monitoring them throughout the SDLCM. This goal is achieved through regularly scheduled Technology Review Board and the EASC and ITASC, as well as, the DOL quarterly Capital Planning and Investment Control (CPIC) reviews of which EA and Security are an integral part.

DOL will establish EA program metrics to evaluate outcomes of the use of EA in investment decision-making.

4.1.3.3 Communications Plan and Agency EA Training Workshops

A series of EA training workshops for each DOL agency will provide instruction on how to use EA in the investment decision process, the benefits of using EA and, most importantly, requirements for the use and documentation of EA at each stage of the SDLCM. In addition, training workshops and other communications vehicles help

agencies use their architectures in decision-making, preparation of the EA sections of the Exhibit 300's etc.

4.1.3.4 EA Tools

4.1.3.4.1 Enterprise Architecture Handbook

The effective use of EA in driving business decisions in DOL and its component agencies requires a detailed process and program. The Enterprise Architecture Handbook series describes the detailed requirements for the use of EA and for the governance review and approval processes. The end state EA Handbook will describe the "How To" and will be a practical guide to assist agencies in their internal review and approval processes for their Target Enterprise Architectures. The Handbook will describe the integration of EA, Security and the IT Capital Planning and Investment Control process in the DOL governance process, and for compliance with Federal and legislative requirements.

The Handbook volumes use a collaborative approach for development. Planned activities include:

- Release of a DOL Data Management Policy and Handbook
- Release of EA Governance and Performance Management Handbook
- DOL Transition Planning Guide and Performance Management Handbook that complies with the Federal Enterprise Architecture Performance Reference Model and required for all Exhibit 300s
- Release of Standards Management Volume of the DOL Handbook

4.1.3.4.2 Departmental Enterprise Architecture Management System (DEAMS)

DOL is working to integrate its Governance structure with the EA, Security and CPIC processes using Trous Technologies suite of tools as a decision-making risk management tool. The Department is also integrating DOL's strategic planning and performance metrics into DEAMS so that DOL and DOL agency decision-makers are able to work from the same statistical (results-driven) operations model as the tactical project managers working to implement the initiatives. The Governance Process focus, thus, is top-down, business-driven, and results-oriented to keep everyone using one integrated repository of information to aid the difficult and ever challenging process of supporting the executive decision-makers.

Portal Enhancements

The planned activities include:

- Launch of an enhanced Business Portal
- Launch of the new Data Portal
- Launch of an enhanced Performance & Transition Planning Portal

EA Development

The planned activities include:

- Phase I release of the Agency Transition Plan and sequencing activities.
- Phase I release of the DOL Technology Transition Roadmap that will identify technologies near sunset and recommended transition strategy with gap and SWOT (strength, weaknesses, opportunities and threats) analysis findings, assumptions, risk and constrains (people, technology, budget).

4.1.4 Performance Measurement

DOL has placed a substantial emphasis on measuring and managing the performance of its IT initiatives against an agreed upon set of standards and best practice guidelines. DOL's two primary methods of measuring and evaluating performance goals set by the Agencies are:

Outcomes-Based Performance to ensure that IT investments directly support DOL and Agency strategies and programmatic goals

Project Performance against the Plan to ensure that the project itself is meeting all DOL EA, Capital Planning, Security, and SDLCM requirements

Other ways DOL tracks the performance of initiatives include the following:

- IT Investment Planning and Control
- Tech Stat Reviews (presently being developed)
- Systems Development Life Cycle
- Earned Value Management
- IT Project Quarterly Reviews
- Enterprise Architecture Assessments
- IT Security Assessments

In FY 2011, DOL will begin to launch several training programs to enhance its guidance to Agencies for the development of comprehensive measures to determine if an investment is achieving the expected benefits and efficiently and effectively supporting the agency's mission. DOL's performance management process incorporates federal best practices and directs agencies to develop IT performance measure that cover four management areas that include (1) mission and business results; (2) processes and

activities; (3) customer results; and (4) technology. The DOL will also place greater emphasis on performance quality using methodologies such as SMART (Specific, Measurable, Achievable, Realistic and Time-based).

4.1.5 DOL Data Governance and Management

In June 2007, the DOL Enterprise Architecture Program Management Office (EAPMO) distributed a data assessment survey to all DOL agencies. The purpose of the survey was to assess DOL's current data governance processes and opportunities for near-term and long-term improvement. Using an industry best practice assessment from Gartner, DOL's Data Architecture maturity level ranked as Level 2 ("Reactive").

The assessment found the following weaknesses:

- No cohesive, integrated approach to the governance of DOL information and data assets to position DOL for improved mission performance and innovation;
- No common DOL-wide business glossary of metadata;
- Data sharing across DOL and other agencies are minimal;
- Data sharing methodologies were not deemed efficient and there was significant duplication of data;
- The value of business data has not been demonstrated or realized;
- A substantial amount of relevant data exists in the form of "data islands", few of which are linked, and most are rarely promoted to knowledge;
- Isolated pockets of information are difficult to translate into knowledge; and
- Managing data has many risks associated with accuracy, completeness, timeliness, appropriateness, use, access, storage, privacy, security and disclosure, etc.

In June 2008, The DOL EA Program Office (EAPO) produced the DOL Data Governance Plan to address these issues.

Goals, Governance Metrics and Success Measures, and Funding Strategies

Goals

There are universal goals expected from DOL's Data Governance Program such as enabling better decision-making, protecting the needs of data stakeholders, building standards, repeatable processes, cost reduction, and increased effectiveness, etc. These are obvious high-level goals, which are valid to DOL.

The Goals (Purpose) of Data Management and thus Data Governance for DOL as defined in the DOL Data Management Policy are:

- A high-level view of the data and information owned and maintained by DOL in a format that is easily understood by DOL business process owners and subject matter experts (SMEs) and not just "data people";

- The promotion of horizontal and vertical information sharing, collaboration across DOL agencies, programs, and E-Government services;
- The establishment of a reference artifact for DOL data and information that can be shared with the public, Federal, State, Local, and Foreign Governments as well as other national and international organizations;
- Accessibility, privacy, security, reliability, integrity, and assurance of information and systems;
- Development, maintenance, and application of DOL-specific reference models containing a profile of approved international, national, industry, and de facto standards for use in the technical evaluation, review, and approval of new systems or enhancements to existing systems;
- Compliance with legislative mandates, guidance and policies; and
- Ensure and maintain integration of the Data Management Policy with the DOL System Development Life Cycle Management (SDLCM).

Additional Goals established for the Data Governance Work Group include:

- Retain and improve the usefulness of data from legacy systems.
- Harmonize and normalize data from different systems that use varying formats, field names, and data characteristics.
- Reconcile inconsistent or redundant terminology into a single taxonomy and data dictionary providing agreed upon definitions and properties for each data element.
- Promoting and enforcing the use of enterprise-wide data standards, common vocabulary, reports, and the development and use of standardized data.
- Enable DOL to easily integrate, synchronize, and consolidate data from different departments; exchange data with other organizations in a common format; and communicate effectively through shared terms and report formats.
- Enable enterprise standardization for data and systems to make use of merged data for additional knowledge discovery and increased advantage when dealing with external data suppliers.
- Promote data accuracy, completeness, consistency, validity, and timeliness across DOL data assets.
- Prioritize data management requirements and recommend initiatives to the OCIO

Governance Metrics and Success Measures

This area will be the short turn focus of the Data Governance Work Group (DGWG) to establish additional Metrics and Success Measures.

The initial Metric is the degree of completion of the Enterprise Logical Data Model. This data model is a derivative of the Department Subject Area Taxonomy. There are currently twenty-two subject areas as shown in Figure 3 that have been identified within the DOL data architecture. Five of the 22-subject areas rank as a high priority due to the universal nature of the subjects they address. One of these subject areas, Enforcement and Compliance is the first phase of ELDM development. Along with this subject area, a special case subject area, DOL Common Components is in the implementation phase. Determining what subject areas to address—and in what order of priority—provides DOL a way to measure the success of its Data Governance. With the approval of the Enforcement and Compliance and DOL Common Components subject area, the completion of the ELDM will be 8.7% complete by March 2011.

DOL Notional Enterprise Subject Area Model

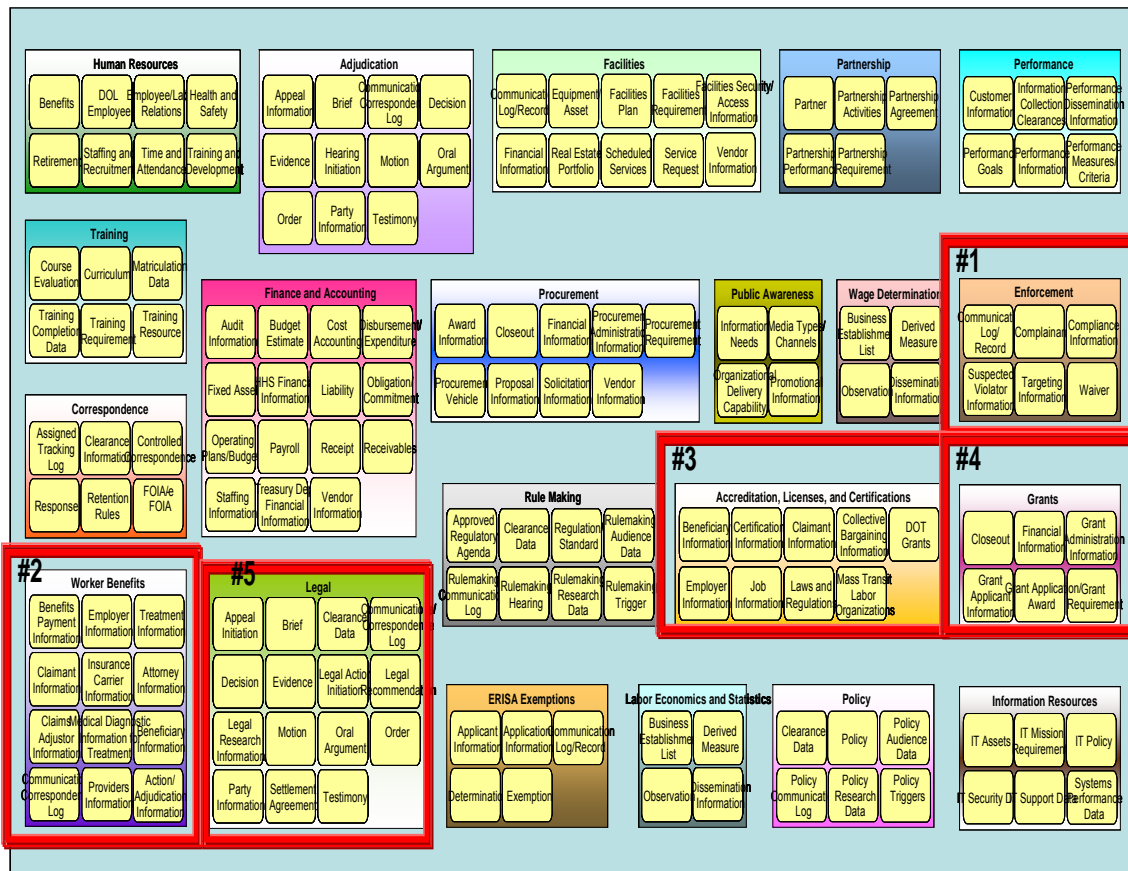


Figure 3: DOL Notional Enterprise Subject Area Model

Timelines

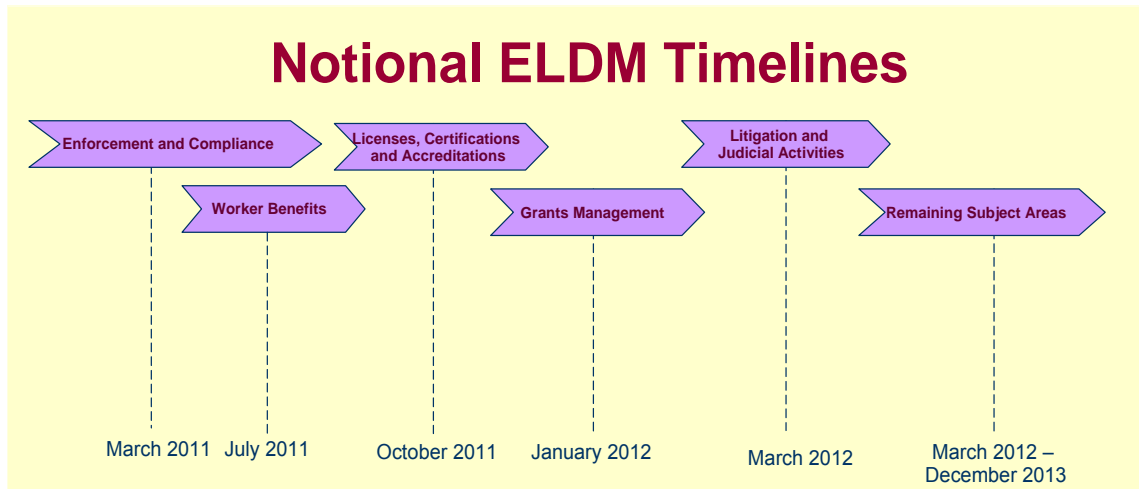


Figure 4: Notional ELDM Timelines

DOL Data Management Policy

DOL's Data management Policy ensures that DOL Data is governed with rigor and discipline in the best interest of DOL. A key goal of this policy is to balance the achievement of a DOL's Core Mission with the need to make incremental short-term improvements in existing data architectures, processes, and applications.

4.1.6 IT Standards Management

Technology Standards are an integral part of the Federal and DOL's Technology Reference Model (TRM). DOL has strengthened its TRM and technology standards through a program to identify, evaluate, and select new and emerging technologies for DOL use.

DOL has collaboratively developed a Technical Standards Reference Model (TSRM), with approval by the IT Architecture Sub-Committee (ITASC) and Technology Review Board. Updates to the TSRM occur on a regular basis with inputs by the various DOL governance processes on a regular basis.

As next steps, DOL will enhance its Standards Management process by adding or complying with the following:

- Clear Line of sight (vision, goals, BRM, SRM, TRM) to understand the impact to business
- EAPMO's Technology compliance/migration best practices

- Federal CIO's Cloud first policy and impact on current standards management practice
- Federal CIO's 25 point implementation plan and impact on current standards management practice
- Promote benefits of Standards Catalog use DOL wide (e.g. encourage procurement to leverage standards catalog).

DOL will conduct the following steps to update and implement the TSRM Department-wide:

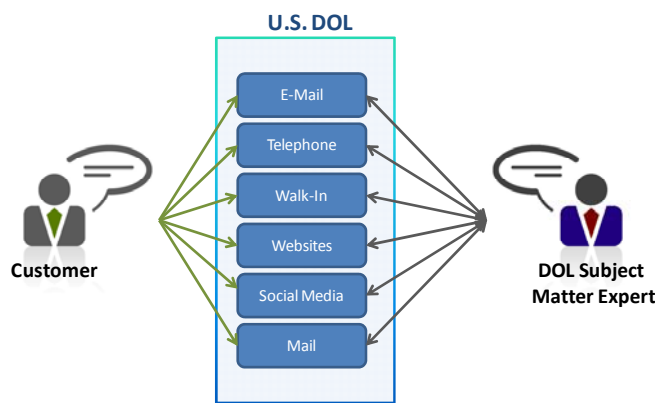
- Review emerging technology standards in the following areas during FY2011 thru FY 2014:
 - Mobile Workforce
 - Platforms for application delivery to mobile computing devices (e.g., J2ME)
 - Standards for browser based delivery to mobile computing devices
 - Possible incorporation of Tablet PCs into device inventory
 - Service Oriented Architecture
 - Emerging standards for the Enterprise Service Bus (e.g., Java Business Integration, Web Services for Remote Portlets)
 - Emerging Web Services standards and paradigms (e.g., WS-*, Representational State Transfer [REST])
 - Vendor and open source offerings to enable SOA
 - Security Management
 - Online collaboration
 - Wiki based tools for co-operative editing and sharing
 - Document repositories
 - Develop a short list of recommendations for review to the IT Architecture Sub-Committee
 - Finalize technical standards using the approved standards life cycle process
 - Identify additional technology for review and incorporation into the standards document

4.2 Business Services

4.2.1 Customer Service Improvement

Introduction:

DOL is creating a culture of superior customer service to provide timely, accurate, complete, courteous, easy to access, and professional service. This directly maps to the Secretary’s vision of “Good Jobs for Everyone” and will support that vision by providing consistent information and customer service across all communication channels. This superior customer service experience will extend across all programs within DOL.



Regardless of communication channel used by our customers, DOL Subject Matter Experts will provide them the right information using the communication channel the customer prefers.

Vision:

The vision of this Customer Service Improvement effort is to provide a superior customer service experience, exceptional customer service satisfaction and by delivering high quality services beyond customer expectation. This initiative will make it possible for customers to navigate the multiplicity of DOL services - along with their potential complexities - with complete transparency, and all DOL services will be completely accessible to the public. The Department will fulfill this vision by constantly striving to meet and exceed our customers’ needs and expectation by simplifying interactions with DOL through our One DOL program.

This effort to improve Customer Service experience will also meet the needs of those with English as a second language (ESL) and those with Limited English proficiency (LEP). The goal is to meet the needs of all customers including those that are high-tech, low-tech or no-tech (online and offline customers). It will provide all customers with a one-stop customer service experience. This initiative will be both a proactive and reactive solution that empowers customers through self-help solutions and improved customer service processes.

Business Gap:

The Department often deals with people who are going through challenging times of their lives in regards to employment and benefits issues. Moreover, some of our customers do not have Internet access, a cell phone, or speak English, and may even

walk into DOL buildings asking for help. As a result, the public is entitled to the highest level of customer service that fully addresses customer satisfaction, experience and expectation. The Department is accountable at all times to those that are in need of mission-specific services.

To meet this challenge, DOL will implement better customer service communication, monitor and track public contacts, and streamline business processes. Through this initiative, DOL will improve, enhance, and continuously monitor the experiences, expectations and satisfaction of both the DOL employees and the public. The Department will institute a system of continuous feedback from the public and DOL staff that will:

- Optimize customer satisfaction;
- Optimize efficient use of DOL resources;
- Enhance the customer experience;
- Effectively and positively manage internal DOL cultural change;
- Enhance all communications channels for greater access by the public in support of customer service; and
- Manage all supporting technological changes and supporting business processes.



The benefit to agencies and to the internal DOL workforce is a key factor in the success of Customer Service improvement within DOL. Some of the benefits will help DOL and agencies meet their mission, goals and objectives more efficiently through greater collaboration and through shared services. Moreover, these benefits will in turn address customer satisfaction, experience and expectation through a highly motivated and highly trained workforce. The interrelationship between people, process, technology/capabilities and structure is critical to the overall success of this effort.

The overall effort will also include the creation of a transition plan that will focus on the current state to the future state of DOL Customer Service. A key component of the transition plan will focus on organizational change.

4.2.2 Resource Management and Planning

DOL has established a priority ensuring that efforts to release the Secretary's vision of "Good Jobs for Everyone" are included in employee performance plans and standards.

To promote diversity in recruitment, hiring DOL will continue its two-tiered strategy grounded on outreach (internal and external) and the provision of technical assistance. The DOL will also implement its strategic objective to comply with the President's Memorandum on Hiring Reform and OPM requirements concerning performance management systems. To meet these and other objectives, the DOL Human Resources Line of Business (HR LOB) is a framework that supports common government-wide solutions for modern, cost effective, standardized, and inter-operable HR functions and systems across the Federal government. It maximizes the automation of HR processes in support of the strategic management of human capital while utilizing the Enterprise Architecture framework. The five HR LOB initiatives are:

1. e-Clearance - Provides automated, on-line security investigative forms for employees and contractors;
2. EHRI e-OPF - Consolidates dispersed paper Official Personnel Files and SF 50s into a single electronic system;
3. EHRI e-Reporting - Provides workforce analysis/planning tools;
4. e-Training – Provides a centralized Learning Management System with one-stop access to products and services using the Learning Link system; and
5. e-Recruit - Provides a fully automated DOL Online Opportunities Recruitment System (DOORS) recruitment tool fully integrated with OPM's USAJOBS.

To continue closing internal gaps for these services, a number of business modernization efforts are underway and include:

EHRI e-Reporting: Incorporates internal workforce planning tools with OPM tools to improve workforce analysis, forecasting, and reporting capabilities; and to continue to expand the electronic exchange of HR data between internal and external Federal agencies.

e-Clearance: Streamlines and standardizes the investigation and reinvestigation process through more automation and less reliance on paper files and to increase the usage of electronic background investigation request forms.

e-Training: Increases the number of on-line training modules; and to unify, simplify and increase access to e-Learning products and services while reducing redundancies and achieving economies of scale in the purchase and development of e-Learning content.

EHRI e-OPF: Continues the replacement of DOL's paper Official Personnel Folders with electronic versions and increase the capacity to transfer electronic OPFs to external Federal agencies.

e-Recruit - DOORS: Increases the performance of agency human resources organizations by expanding their access to a broader range of applicants using DOORS. Also provides the ability to continue using the ACSI Survey to measure customer satisfaction with the DOORS system and to use feedback to improve the system.

HRLoB- Shared Service Center

DOL currently uses in-house HR (PeoplePower), time and attendance (PeopleTime), and HR reporting (Brio Query/Portal) systems. Although this suite of tools – referred to as the HR Management System or “HRMS” - is highly customized to meet DOL’s requirements, it is showing its age. DOL deployed the first system in 1998. In 2006, DOL identified the need to upgrade based on several failed upgrade attempts. DOL’s HR systems reside on a software platform that is antiquated; no longer supported by the software vendor; does not support key HR functionality; and is increasingly prone to errors and failures. Lacking vendor support, the patchwork of maintenance and upgrades are increasingly difficult, costly, and time consuming.

The migration to a Shared Service Center (SSC) will enable DOL to focus on managing its HR processes rather than its HR systems, avoiding the costs associated with updating and supporting its antiquated HR systems, and improving the responsiveness of its HR organization. Although there are both Federal and private SSCs, the public-private competitions outlined in OMB Circular A-76 were under moratorium in FY 2010 (when the request for proposal [RFP] was developed and distributed). Therefore, DOL’s business requirement is to upgrade its HRMS through migration to a Federal SSC.

In addition, the Office of Management and Budget’s (OMB) FY 2011 passback halted funding for the development, modernization, and enhancement (DME) projects to upgrade internal agency HR systems. Instead, advance the initiative to centralized government-wide functions, OMB will fund migrations to an authorized HRLOB SSC.

The SSC will benefit the public by enabling DOL’s employees to better achieve DOL’s strategic goals of ensuring safe and healthy workplaces, and fair compensation, assuring high quality work life environments, securing health benefits and income security, preparing workers for good jobs, and producing timely and accurate data on economic conditions of workers.

DOL expects to be able to increase the reliability of its HR system, reduce the number of errors in its HR processes and reports, significantly reduce the amount of time reconciling data between disparate systems, and improve the accuracy of its payroll process. DOL is in the planning phase and has recently awarded the proposal to a qualified Federal SSC. Currently, DOL is negotiating an Interagency Agreement (IAA) and Memorandum of Understanding (MOU) to begin work. Though the DOL expects the migration for completion in FY2013, funding may affect the project schedule.

4.2.3 Identity and Access Management

The DOL Enterprise Identity Access Management (IAM) program began the second phase implementation of the Homeland Security Presidential Directive #12 (HSPD-12) in 2011. The first phase of HSPD-12 was PIV-II, which has been operational since 2008. The focus of DOL’s IAM program is to design and develop a framework of people, processes, and technologies intended to standardize and enhance the DOL’s capability of managing identity data across multiple systems. Thus, the IAM program will provide a

centralized system for the full lifecycle management of identities/credentials for DOL employees and contractors. Identity lifecycle management entails the creation, control, management of entitlements, and provisioning and de-provisioning of identities/credentials to targeted applications and systems within DOL that require a common and secure identity management and authentication framework

In addition, IAM will provide a framework for controlling and auditing access to DOL designated IT systems (i.e., Access Control/Access Management). IAM will provide access to the IT systems based on managed privilege, or authorization, attributes for personnel accessing those systems. In addition, IAMS will log access transactions (logical and eventually physical) in order to support access transaction auditing and reporting.

4.3 Enterprise Services

4.3.1 IT Infrastructure Modernization

DOL is committed to an IT Modernization Program aimed at improving the IT infrastructure at the level and quality of services available to our agencies.

Some of the changes to the IT infrastructure are the result of OMB's direction, such as reducing the number of Internet lines, consolidating data centers, reducing the cost of our IT operations, and improving their energy efficiency. At the same time, externally driven changes can be leverage to improve—perhaps dramatically improve—other elements of the Department's IT infrastructure.

With proper planning, DOL will be able to invest in new IT solutions, such as secure wireless services to better support staff on the front lines of our work. Modernizing the Department's IT platform also should enable the development of a common, easily accessible and broadly shared data base for business information, better support implementation of agency operating plans, and yield significant cost savings for DOL agencies.

DOL has begun the planning phase of this effort by engaging in an open and honest conversation with employees in all agencies, at multiple levels in both the regional and national offices. The change process begins with developing a future vision, understanding stakeholders, initial communications and engaging leadership as depicted in Figure 5.

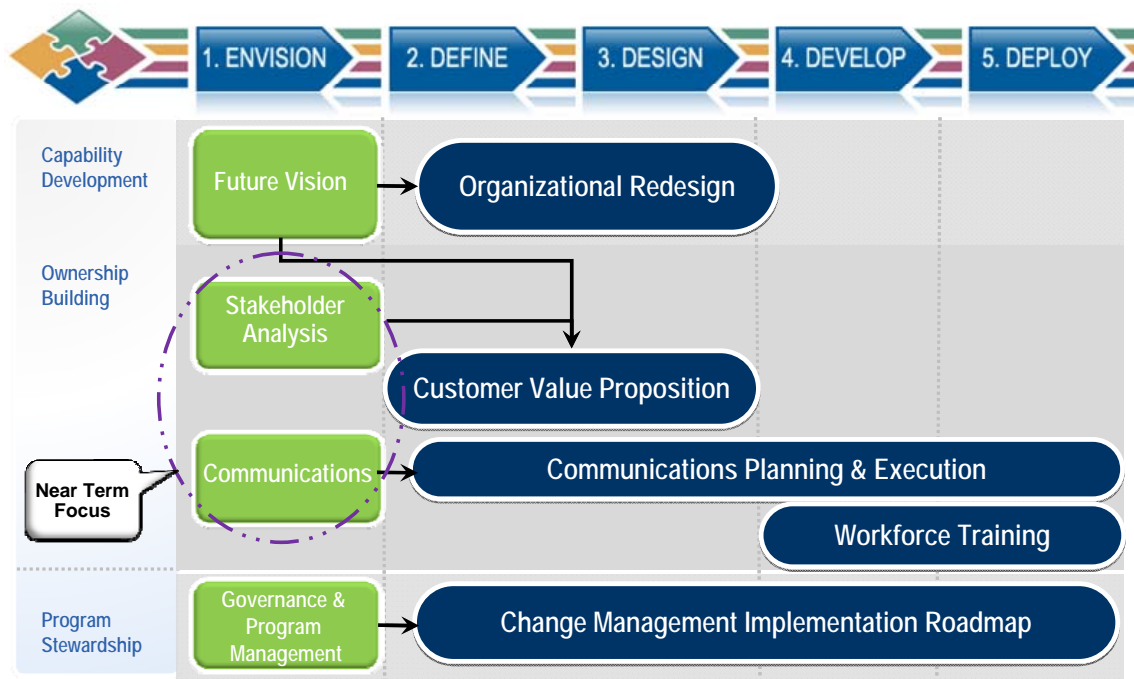


Figure 5: IT Modernization Timeline

- Engaging stakeholders at the beginning of the process will identify change activities and begin initial dialog.
- Initial communications will inform stakeholders of the path forward, their role in the program and create a framework for ongoing dialog
- Building on initial stakeholder inputs will assist in better defining the vision for modernization and help mitigate risks to success

A key success factor is the ongoing leadership engagement and buy-in from stakeholders. After the collection of information from the stakeholders, DOL will map out a strategy and roadmap to achieve the goals of the IT infrastructure modernization program; which are to provide better IT services, reduce redundant services and costs; and provide cost savings that DOL can reinvest into agency specific IT programs.

4.3.2 Internet Protocol Version 6 (IPv6)

The Federal Guidance regarding IPv6 continues to evolve, which has resulted in sweeping changes to the Transition Strategy originally developed to meet the guidance as issued in 2007. The Enterprise Services Office (ESO) is currently developing the plan to meet the 2012 and 2014 mandates and to integrate IPv6 timelines with other ongoing initiatives. The MTIPS (TIC) vendor will play a central role in meeting this initial (2012) mandate, as their services will stand between DOL and all external connections that are required to support the IPv6 protocol. DOL is currently in the process of evaluating strategies to meet this mandate including:

- Outsourcing to “cloud based” hosting services that will provide an IPv6-compliant environment
- Updating existing systems to natively support the IPv6 protocol and leveraging MTIPS supplier to provide IPv6 external support
- Hybrid approach using the best model to suit the application type

Current guidance from OMB mandates that internal systems that communicate with external systems must be capable of supporting the native IPv6 Protocol by the end of fiscal year 2014. This guidance continues to evolve however meeting this mandate will require sweeping infrastructure upgrades to the DOL IT environment. The IT Infrastructure Modernization Initiative is currently working to define the Target Technical Architecture that will define the specifics and help to mold the IPv6 Transition Plans.

4.3.3 Managed Trusted Internet Protocol Services (MTIPS)

The MTIPS Project is progressing and DOL is preparing to award to the successful bidder within the next three-four weeks. The proposals requested that vendors provide a number of architectural options to meet the DOL and Federal requirements for MTIPS. Following the award, DOL will work with the successful vendor to select the appropriate architecture and develop the transition plan that best meets the DOL requirements.

The MTIPS infrastructure systems will reside at the perimeter of the DOL IT environment and provide a consistent security perimeter for all external connections. This perimeter consists of:

- Managed Firewall Services
- Intrusion Detection and Prevention Systems
- Anti Virus / Anti Spam
- Content Filtering
- Einstein v2 filtering
- Secure Remote Access

The implementation strategy for this initiative is currently under development and is somewhat linked to the overall architecture; however the initial goal for phase I (June 2011) will be to ensure all ‘external’ destined traffic can be processed and evaluated by the Einstein infrastructure. DOL can meet the initial goal by a combination of replacing existing facilities with MTIPS circuits and consolidating Internet Access points within existing facilities thereby enabling DOL to take some advantage of economies of scale by using higher capacity access points at a commensurately lower cost per megabit/second.

This initial strategy will use the existing hub-spoke model for access to external connections but will give way to a more “cloud like” access method using the DOLNet

as the access point to a common service model. Longer-term strategies will tie directly into other initiatives like DCCI and IPv6 to ensure compliance with these diverse mandates.

4.3.4 DOL Data Center Consolidation Initiative (DCCI)

The U.S. Department of Labor's (DOL) Data Center Consolidation Initiative (DCCI) is part of our Information Technology (IT) strategy to adopt a consistent approach to managing IT infrastructure, IT assets and data throughout the Department. It is part of our IT Modernization and "Green IT" initiatives, as defined in the Strategic Sustainability Performance Plan (SSPP), and is the DOL response to the Federal-wide data center consolidation initiative (FDCCI). This DOL-wide initiative aims at reducing the total number and overall expense of DOL data centers, associated energy costs, and physical space allocations. All agencies within the Department are involved in this program, and solutions to meet the objectives of this program will be Departmental solutions versus agency specific solutions.

To achieve these results, the scope of the DCCI will include all facilities where DOL servers are currently stored. These facilities support automated information processing and data storage operation on behalf of the entire Department including development, test, and production workloads. These facilities include Tier I-IV data centers, server rooms, server closets, office areas, "cloud" environments, processing centers, hosting and co-location services.

To meet the stated goals of the FDCCI as well as the DOL mission, our strategy has multiple areas of focus, but all address a specific segment of the technical environment. The prioritization of the strategies is based on internal analysis and has full executive support. The three strategies are:

1. **Strategy I** - Mission Critical Production Facilities in the Metropolitan District of Columbia (DC) Area - Establish one or two DOL data centers for hosting production facilities in the metro area to meet minimum Tier I requirements. Consolidating the metro area data centers into one or two facilities that utilizes "best practices" (hot aisle / cold aisle design, floor tile layout, etc), will result in more efficient cooling and increased energy savings. This includes reducing the energy and space footprint through virtualization and evaluating "cloud" services for DOL services and applications. This consolidation will result in approximately fifty percent (50%) of the DOL hardware infrastructure being relocated based on current inventory counts. Strategy I will begin in Q1FY11 with significant time spent conducting inventory of current investments, analysis of hosting options, selection of a hosting facility, and planning the actual move. The consolidation will occur in FY12 and FY13 as a sequence of physical moves, grouped by agency, followed by the decommissioning of the vacated space. Agency-driven server virtualization will continue to occur although a brief hold on changes instituted just prior and following the actual moves.
2. **Strategy II** - Non-Metropolitan DC Production, Regional, and Secondary Facilities - This will establish an optimum number of DOL data centers for hosting production facilities in areas outside the DC metro area that align with continuity of operation

facilities and balanced workloads for optimum performance. By consolidating the non-metro area data centers (regional and secondary facilities) into larger facilities that utilizes “best practices” hot aisle / cold aisle design, floor tile layout, etc., will result in more efficient cooling and increased energy savings. This includes reducing the energy and space footprint through virtualization and evaluating “cloud” services for DOL services and applications. The objective is to standardize the facilities to gain operational efficiencies while reducing facilities maintenance costs. Strategy II will begin in FY2012 with analysis and planning of optimal infrastructure configurations of the sites. Implementation will begin in FY2013.

3. **Strategy III - State Offices, Small Offices, and Processing Centers -** Reduce the number of server closets across multiple DOL offices and state offices by assessing alternate technologies such as virtual desktops. This strategy will include an analysis and re-engineering of the delivery mechanisms for state office services. Strategy III will begin in FY12 and continue into FY15. DOL intends to establish strategic positioning for processing centers at the end of the contract. Improvements in operational efficiencies, remote server management, and on-site staff support are expected. Since most of the server closets are adequately controlled using routine office-type air conditioning, savings from reduced cooling are not anticipated.

The DOL plan will consider all options to achieve consolidation including use of existing DOL facilities that meet Tier I requirements. These facilities could provide additional capacity, and use of Federal data centers, which provide hosting services to other agencies. DOL will also consider outsourced data centers that have existing contractual arrangements with GSA or other Federal agencies including the Networx contract, and those available commercially. The DOL strategy, while executing the DCCI, is to continue to seek efficiencies, improve performance, enhance security, and reduce costs through a number of tactical activities. These tactical activities include:

- **Continued implementation of server virtualization.** This will continue throughout all three strategies. While some agencies are further along, it is expected all will have a high degree of virtualization by the end of FY15.
- **“Cloud Computing” for agency applications.** DOL will continue to research and assess the viability of “cloud” alternatives for applications running on traditional hardware. The speed at which DOL agencies transition to the “cloud” will be based the service provider’s ability to meet or exceed current capabilities, reduce operational costs, address security, privacy, and records management requirements and meet the future needs of the Department.
- **Decommission unused servers and storage hardware.** Because of virtualization and technology refreshment, DOL will replace older and inefficient hardware and from its inventory. Agencies are strongly encouraged to consider the “green IT” characteristics (high efficiency power supplies for example) of any hardware before acquisition. Reduced power consumption and thus lower energy costs are expected.

- **Enable power-saving features on existing hardware.** Agencies will be strongly encouraged to leverage existing technologies that support reduced power consumption during periods of low activity. An operational strategy for implementing these features across agencies will be developed and provided to the technical staff.
- **Optimize efficiency of existing DOL Tier I+ facilities.** The existing DOL Tier I+ agencies will be assessed for operational efficiency, opportunities for further rack / space utilization, and implementation of “best practices”. This includes hot aisle / cold aisle design, airflow management, blanking unused rack positions, floor tile placement, active / occupancy sensors, and minimizing air leaks in raised floor systems.

Reducing the number of data center facilities and associated carbon footprint across the Department results in a single unified solution that meets DOL’s requirements as well as the goals of the FDCCI.

4.3.5 DOL Information Security Program

4.3.5.1 DOL Security Direction

The Department of Labor (DOL) Computer Security Program has a sustained leadership position among its component agencies. The effective working relationship between Departmental agencies and the Office of the Chief Information Officer (OCIO) Security team continues to be a very important factor in the continued success of DOL’s Computer Security Program. This positive and professional relationship contributes to shared strategic program goals. DOL is confident that the sustained efforts of its stakeholders will continue to strengthen the posture of the Department’s Cyber Security Program while addressing the government-wide growing concerns and new Federal mandates for safeguarding Federal information systems and sensitive data such as personally identifiable information.

4.3.5.2 Security Architecture

In collaboration with the DOL Enterprise Architecture Program Management Office (EAPMO), the OCIO Security team will assist in the development and maintenance of a security architecture that identifies and defines the major security services needed to protect the enterprise business functions and processes, along with information and application systems. This security architecture shall provide a high-level framework within which to identify enterprise security policies and manage the distribution, utilization, and administration of security services throughout the enterprise. OCIO Security will model this framework through the Department’s EA solution and address all architectural layers that include Performance, Business, Data, Application, Technology and Security. The framework will be consistent with the Federal Enterprise Architecture (FEA) Security and Privacy Profile and the DOL Consolidated Target Enterprise Architecture.

The security architecture shall enable DOL and the agencies to implement an enterprise-wide approach to security within the design, development, deployment, and

use of information, applications, and infrastructure in a manner consistent with federal policies, guidelines, and the DOL SDLCM.

4.3.5.3 Cloud Computing

Cloud Security is an example of the instantiation of DOL's Security Architecture, applied to a near-term, tangible program. The Federal CIO's 25-point implementation plan is driving the adoption of Cloud Computing services as a cost efficiency measure across the Federal Government. DOL has begun developing a plan for aligning with the Federal CIO requirements.

For Cloud Computing, the Federal implementation plan calls for a shift to a "Cloud First" policy within 12 months. DOL is in the process of implementing a single, uniform policy and process for evaluating cloud-based-solutions as the default for all new projects.

DOL has identified three "must move" services, plans to migrate one of the identified candidate services within 12 months, followed by the remaining two within 18 months

To support these activities, OCIO Security is also developing policy to support the requirement for and secure implementation of cloud computing services, working with Enterprise Architecture Program Management Office and the Capital Planning office to begin developing the standard process for cloud-based solution evaluation.

4.3.5.4 Continuous Monitoring

The Department currently has plans in place to improve upon its Continuous Monitoring Program by automating many of the program activities and by performing agency specific customized security controls testing and program evaluations that will focus on the agencies high-risk vulnerabilities and control weaknesses. This focus of the improved Continuous Monitoring Program will ensure effective monitoring of security controls throughout a system's ATO period. This will ensure use of resources strategically with the intent to ensure controls are properly implemented and maintained. The use of automated tools will ensure timely identification and correction of vulnerabilities while reducing the number of manual processes.

4.3.5.4.1 Enterprise Security Continuous Monitoring Tool

The Department has begun the process for evaluating, selecting and procuring DOL's Enterprise Security Continuous Monitoring Tool. The goal is to provide a centrally managed, uniform platform enterprise tool for agencies and the Department to scan/maintain detailed asset inventory information vulnerability and configuration scanning and management capabilities, and provide automated reporting. This tool will support Cyberscope-based OMB FISMA automated data feeds and will be Security Content Automation Protocol (SCAP) compliant. Ultimately, this Security Continuous Monitoring tool will enhance DOL's security risk and compliance by providing mechanisms to disseminate near real time, audience-relevant risk and compliance information across DOL. The high-level functionality focus areas include:

- Dashboards& reporting (Executive to Engineer level)

- Integration with Federal applications (Cyberscope) and existing 3rd party tools
- Network Discovery/Asset Inventory and Management
- Configuration Management
- Vulnerability Assessment

This tool will equip DOL with the capability to make more informed and timely risk based decisions as well as promote security awareness at the senior leadership levels.

4.3.5.5 Risk Management

DOL's approach to Risk Management is grounded in NIST Special Publication 800-39, which provides an integrated, organization-wide program for managing information security risk to organizational operations (i.e., mission, functions, image, and reputation), organizational assets, individuals, other organizations, and the Nation resulting from the operation and use of DOL information systems. DOL is working toward implementing a structured approach for managing risk that is intentionally broad-based, with the specific details of assessing, responding to, and monitoring risk on an ongoing basis in line with other supporting NIST security standards and guidelines. One example of this work is DOL's Security Risk and Compliance Dashboard effort.

4.3.5.5.1 Security Risk and Compliance Dashboards

The DOL Security Risk and Compliance Dashboards are a phased compliance and oversight methodology and automated tool that focus on the management of quantitative and qualitative performance metrics.

The four major objectives for the DOL RMCP include:

1. Establish an information baseline for DOL agencies capturing the most significant systems security information;
2. Incorporate a metrics process within the DOL security compliance and oversight function based on the qualitative and quantitative analysis of each agencies' FISMA artifacts and deliverables and the analysis of system weaknesses for trends, impact, and resolution efforts;
3. Design Security Control Assessment (SCA) and control validation best practice recommendations; and
4. Develop a reporting process that communicates risk determinations, increases management awareness and commitment, and establishes a process to monitor trends.

4.3.5.6 Identity and Access Management – Logical Access Controls

In response to previous HSPD-12 and emerging Federal Identity Credential and Access Management requirements, DOL is working towards leveraging the PIV card as the primary means to provide stronger authentication for all information systems. A Logical

Access Control (LACS) focus group was created with the purpose of supporting the requirements of OMB FISMA metrics to include the evaluation of using DOL-issued PIV cards to perform two-factor authentication with DOL workstations. As part of the evaluation, the focus group is in development of a DOL-wide policy for using the DOL-issued PIV cards as an authentication mechanism and addressing many of the associated people, process and technology challenges.

In FY2010 DOL successfully launched a LACS Pilot that demonstrated the feasibility of the performing Domain Authentication via PIV card. This production-based pilot accomplished its objectives of integrating existing software and hardware components and proving the interoperability of the DOL PIV card. DOL efforts are ongoing to ensure LACS capabilities are standardized and implemented across all DOL agencies.

4.3.5.7 Information Security and Privacy Training

In accordance with Federal Information Technology security training requirements, DOL established enterprise security and privacy training policies and procedures stipulating requirements for general security and privacy awareness training and role-based training for executives and IT security professionals

A coordinated improvement of IT security skills within the Department provides DOL employees with the tools necessary to improve their knowledge base and professional skills. This effort aligns with the DOL Information Technology Annual Performance goal to "Provide Better and More Secure Service to Citizens, Businesses, Government, and DOL Employees to Improve Mission Performance". DOL works diligently to ensure the DOL Federal employees and contractor staffs are continually encouraged to meet their IT Security and Privacy training through various resources such as the DOL online learning system, Learning Link. DOL established a three-tiered approach, which includes progressive minimum training requirements for personnel with significant security responsibilities. DOL is currently collaborating with other federal agencies to join the Federal Virtual Training Environment, which will provide DOL employees with access to specialized, high-quality information security training.

Part 2: Enterprise Sequence Plan (ESP)

Part 2A: Core Mission Lines of Business / Segments

5 DOL Line of Business: Enforcement and Compliance

5.1 Segment: Labor Rights Management

5.1.1 Business Case: ESA - OLMS – e.LORS

The Electronic Labor-Organization Reporting System (e.LORS) facilitates the receipt, registration and disclosure of reports filed by the public under the Labor Management Reporting and Disclosure Act of 1959.

Investment Title: ESA - OLMS Electronic Labor Organization System (eLORS)

The ESA - OLMS Electronic Labor Organization System (eLORS) business case addresses the following business performance gaps:

- LMRDA requires 60 election complaints be resolved within 60 days
- Burdensome ACES Digital Signature
- e.LORS has an increasing number of software bugs
- The Web disclosure site provides limited search capability.
- Some LM forms provide limited search
- Some forms are not fully web enabled
- Issues with Adobe Forms
- Some LM Forms are not available for public disclosure

Transition Synopsis

The Office of Labor-Management Standards (OLMS) administers the Labor-Management Reporting and Disclosure Act, which establishes safeguards for union democracy and financial integrity and requires public disclosure and reporting. The Electronic Labor Organization Reporting System (e.LORS) is the major information technology system.

To address gaps identified in the current Operational Analysis, OLMS is planning for a modernization of e.LORS. This effort would effect implementation of LMRDA special activity reports, including the employer and consultant reports required to be filed to disclose agreements to persuade employees concerning their collective bargaining rights. Employer and consultant persuader reporting is a Department of Labor priority to promote effective worker voice in the workplace. The planned e.LORS improvements are necessary to give full effect to the current regulatory efforts to enhance employer and consultant reporting. OLMS will also be unable to make needed improvements to the web site the public uses to access the public disclosure data. Public disclosure is a key OLMS function, as it is required by statute, and is essential to OLMS overarching goal of increased transparency of labor and management finances and activities.

Continued upgrades and patching have degraded the system over time and approximately 44 percent of all IT costs are spent maintaining systems operations. Should the e.LORS modernization effort not occur, the application will continue to degrade and maintenance costs will continue to increase.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Electronic Labor Organization Reporting System	EFS-Task 3.1 LM-2 User Interface (S)	12/2009	- Burdensome ACES Digital Signature - Issues with Adobe Forms	- Increase the % of electronically filed reports: 36.5 % (09/2013)
Electronic Labor Organization Reporting System	EFS-Task 4 Authentication (S)	12/2009	- Burdensome ACES Digital Signature - Issues with Adobe Forms	- Increase the % of electronically filed reports: 36.5 % (09/2013)
Electronic Labor Organization Reporting System	EFS-Task 5 Middle Tier Application Development	12/2009	- Burdensome ACES Digital Signature - Issues with Adobe Forms	- Increase the % of electronically filed reports: 36.5 % (09/2013)
Electronic Labor Organization Reporting System	EFS-Task 3.2/3 - LM-3/LM-4 User Interface (S)	5/2010	- Burdensome ACES Digital Signature - Issues with Adobe Forms	- Increase the % of electronically filed reports: 36.5 % (09/2013)
Operations and Maintenance	EFS- Task 7 Transition to Ops and Maintenance	6/2010	- Burdensome ACES Digital Signature	- Increase the % of electronically filed reports: 36.5 % (09/2013)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
			- Issues with Adobe Forms	
Operations and Maintenance	Phase out of Paper forms complete (S)	12/2010	- Some forms are not fully web enabled	- Increase the % of electronically filed reports: 36.5 % (09/2013)
Operations and Maintenance	Marks completion of the FY11 Application Support Activities (S)	9/2011	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY12 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2012	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY13 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2013	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY14 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2014	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY15 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2015	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY16 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2016	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY17 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2017	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY18 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2018	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Electronic Labor Organization Reporting System	FY19 e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2019	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages
Electronic Labor Organization Reporting System	FY20 and beyond e.LORS Operations and Maintenance activities to support OLMS mission and goals	9/2020	- e.LORS has an increasing number of software bugs	The measurement points are in planning stages

5.1.2 Business Case: VETS – Provide electronic filing for USERRA cases

The eCase Management Solution will address deficiencies of the current business process and the existing UIMS support system. The investment will incorporate process and automation improvements suggested by a Six-Sigma-Light Study, and address the concerns and recommendations of the GAO audit outcome.

The proposed eCase Management solution will address the business initiatives of VETS by closing the following process gaps:

- Collaboration between stakeholders and enforcement partners
- Reduction in the filing of merit less complaints by protected individuals
- Identify significant security and privacy weakness.

Transition Synopsis

Currently VETS relies on USERRA Information Management System (UIMS) and E1010 for collecting and processing Uniformed Service Personnel’s complaints with regard to re-employment. The legacy UIMS system is an electronic system that does not provide for electronic case management capabilities that are vital for efficient processing of the claims. UIMS also does not provide a process to support closure of cases within 90 days as mandated by USERRA. Collaboration and communication amongst stakeholders is lacking in efficiency due to manual processes and long turn around time, and improved data integrity and Ad-hoc reports are all gaps that are not fully addressed within UIMS.

The eCase Management Solution is being proposed to address deficiencies of the current business process and the existing UIMS support system. The investment will incorporate process and automation improvements suggested by a Six-Sigma-Light Study, and address the concerns and recommendations of the GAO audit outcome.

Through the investment in the six-sigma study, VETS has taken steps to improve its business processes. VETS investment in an eCase management system will further support the enhancement of their business processes, and will include a mechanism for decision-making based on verifiable data rather than by assumption.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
UIMS	Provide electronic case management capabilities	FY 2012 FY 2013 FY 2014 FY 2015 FY 2016	Resolution of veteran's claims significantly exceeds 90 day threshold	Reduce number of days for case resolution to 90 by implementing an electronic case file process (90 days)
UIMS	Provide a uniform process within an electronic case management solution to support case investigation and inter-agency collaboration	FY 2012 FY 2013 FY 2014 FY 2015 FY 2016	USERRA issues not identified and addressed correctly	Increase the ratio of separating Service Members to the total numbers of claim filed: (114 Separating/deactivating service member per claim filed)
UIMS	Identify and address significant security and privacy weakness.	FY 2012 FY 2013 FY 2014 FY 2015 FY 2016	Hardcopy case files are shipped to regional administrative offices and to DOJ/OSC offices, constituting an inherent transit risk of Personally Identifiable Information (PII) loss	Improve security event and user activity auditing
UIMS	Provide electronic case management capabilities	FY 2012 FY 2013 FY 2014 FY 2015 FY 2016	Delays in notifying claimant about the initiation of the claims	Reduce initial response notification to claimant : (3 business days)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
UIMS	Shorter case response and case resolution times	FY 2012 FY 2013 FY 2014 FY 2015 FY 2016	Ineffective in opening and tracking of case findings	Reduce initial response time to non-electronically filing claimants

5.2 Segment: Regulatory Compliance Management (Core Mission)

5.2.1 Business Case: OFCCP-Federal Contractor Compliance System

The FCCS will replace OFIS, improving business processes and workflow to reduce costs for the Department, ensure business continuity and ensure the American public benefits from the rights afforded through EEO laws using more reliable data & technology.

The OFCCP-Federal Contractor Compliance System business case addresses the following business performance gaps:

- Two-Tiered Design Concerns
- Lack of Consistency
- Jurisdiction Problems
- Limited Contractor Data
- Inadequate Analytical/Statistical Capabilities
- Data Redundancy & Conflicts
- Client/Server Constraints

Transition Synopsis

The OFIS system has been in place since 1999 and has been in steady state since 2006. The OFIS system has numerous technology and functionality deficiencies that affect the agency’s ability to support their workforce at an optimal level.

This FCCS Target Architecture provides a recommended set of applications and platform design parameters to develop a new system to support the business efficiently. This system will provide the following benefits to OFCCP, DOL, and the public workforce:

- Automation to increase OFCCP employee efficiency – Increasing the business functionality and creation of a web-based Graphical User Interface (GUI) will allow employees to more readily access the system at all locations, even when performing off-site investigations, and will support a greater level of document and case management features. This will increase the quality, integrity, and speed with which pertinent data is captured and available to all stakeholders.
- Increased Reporting capabilities – By expanding the real-time system usage and adding workflow management and case management services capabilities, the amount of data readily available for reporting will greatly increase. By incorporating Business Intelligence (BI) functions, the executive dashboard and ad-hoc reporting capabilities will improve the ability for OFCCP to better track and provide meaningful data to all stakeholders.
- Greater agency transparency – Increasing the amount and quality of data and introducing expanded reporting features allow OFCCP to provide the public with increased, direct access to all information. This increased transparency aligns with a primary presidential initiative to expand transparency across the Federal Government.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
FCCS Implementation	Deployment 1 - Fulfill OFCCP case management business needs, functions, and performance gaps not provided by the current OFIS solution by deploying a core set of interrelated case management services.	September 2012	Two-Tiered Design Concerns Lack of Consistency Inadequate Analytical/Statistical Capabilities Data Redundancy & Conflicts Client/Server Constraints	Compliance evaluations by October 2014. 75% of compliance officers trained by October 2014. +/- percentage actual costs to budgeted costs for project by October 2014. 75% of compliance officers satisfied with new system by October 2015. 2900 completed compliance evaluations by October 2015.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
				<p>85% of compliance officers trained by October 2015.</p> <p>+/- percentage actual costs to budgeted costs for project by October 2015.</p> <p>85% of compliance officers satisfied with new system by October 2016.</p> <p>3300 completed compliance evaluations by October 2016.</p> <p>90% of compliance officers trained by October 2016.</p> <p>+/- percentage actual costs to budgeted costs for project by October 2016.</p>
FCCS Implementation	Deployment 2 - Priority enhancements of DM, RM, CM, Workflow and BI/Reporting. Web Services Automation for External Systems Data Collaboration. Solicitor's Office (SOL) Law Manager Interface.	May 2013	Jurisdiction Problems	<p>The system will support publishing 80% of the case management content in XML format for re-use by external applications by July 2013.</p> <p>The system will be capable of supporting a geographically dispersed workforce across multiple networks to support a jurisdiction failure rate reduction of 30% by May 2014.</p> <p>+/- percentage actual costs to budgeted costs for project by October 2014.</p>
FCCS Implementation	Deployment 3 - SAS Automation (Scheduling & Statistics), Federal Contractor data upload capability (AAP, Corporate Docs)	January 2014	Limited Contractor Data	<p>The system will automate the compliance scheduling process to allow list generation to complete within 60 days of initiation by June 2014.</p> <p>The system will select eligible contractors with top selection scores for a compliance review in each OFCCP region in accordance with the current agency model to a rejection rate of <15% by January 2015.</p>

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
				The system will provide a portal capability where contractors can upload and classify 100% of their Affirmative Action Plans by June 2014. +/- percentage actual costs to budgeted costs for project by October 2015.

5.3 Segment: Worker Safety (Mining)

5.3.1 Business Case: MSHA - Information Processing - MSHA Standardized Information System (MSIS)

MSIS is a Web-enabled database application providing mission critical support for enforcement, compliance assistance, and training activities required to achieve MSHA's mission and to execute requirements of the Mine Act-1977, 30 CFR & MINER Act-2006.

Investment Title: MSHA - Information Processing - MSHA Standardized Information System (MSIS)

The MSHA - Information Processing - MSHA Standardized Information System (MSIS) business case addresses the following business performance gaps:

- Impoundment Safety
- Privacy risk
- Outdated legacy application supporting investigations
- Training
- Mine industry emergency response preparedness
- Obsolete IT applications for processing health samples
- Lack of Agency-wide data analysis and reporting capability

Transition Synopsis

The MSHA Standardized Information System (MSIS) provides a centralized resource for Enterprise Data by integrating business processes into a central system, allowing MSHA to eliminate redundancies between mainframe and stand-alone systems. Maintenance and reporting will be simplified under the centralized system, including key indicators that will support management decisions.

Some of the target consolidation has already taken place, including integration of the Honeywell mainframe that supported Coal and Metal-Nonmetal enforcement data as well as Assessment data. We are in the process of reengineering health samples processing and incorporating the Technical Support System (including Mission Support Reporting System, Project tracking System, and Personnel System) into MSIS. We are also in the process of adding enhancements to the Hazardous Condition Complaint system that will enhance tracking and reporting.

Several initiatives are currently in the planning stages, including improvements to Rock Dust and Methane gas analysis and data collection, Part 50 conversion from the main frame.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
MSHA Standardized Information System (MSIS) Maintenance	Health Samples Reengineering	4/2012	Provide flexibility to address new rules changes for samples	The reengineered application will reduce the time required to implement sample rule processing changes by 25 percent over the time required for samples rule changes with the legacy system. (4/2012)
MSHA Standardized Information System (MSIS) Maintenance	TSSI	12/2011	Consolidate TSSI functions and reporting on the MSIS platform	The number of systems needed to track Technical Support data will be reduced to one. Risks associated to making changes and providing maintenance for the system will be reduced since currently only one individual can do this and on MSIS has an entire maintenance team. This is also an important step in converting our

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
				legacy systems off the mainframe.(12/2011)
MSHA Standardized Information System (MSIS) Maintenance	Part 50	9/2012	Reduce redundancy by incorporating Part 50 into MSIS.	Accuracy of data is improved by providing mechanisms for storing data changes after year-end close. Cost reductions and greater security compliance will be realized by moving this last remaining application of the mainframe. (9/2012)
MSHA Standardized Information System (MSIS) Maintenance	Mt Hope Lab	1/2013	Increase data integrity and reporting by add sample information to MSIS	Reduce data entry errors and decrease time it takes to process samples by 15 percent. (01/2013)
MSHA Standardized Information System (MSIS) Maintenance	Incorporate Special Investigations tracking in MSIS	The milestone target data is in planning stages	Reduce data redundancy and increase reporting capability	Consolidate 17 special investigation databases to provide program area reporting on special investigations for authorized personnel.
Hazardous Condition Complaints Enhancements	Receive and Process MSHA Escalation Report	The milestone target data is in planning stages	Complaints captured by National Contact Center cannot be reconciled to MSIS complaints	All complaints captured by National Contact Center can be reconciled to reduce the number of NCC complaints that cannot be verified as a valid HCC complaint by 5 percent.
Hazardous Condition Complaints Enhancements	Improve data accuracy	8/2011	Critical data attributes are missing or unverified. Dependencies between attributes are also unverified.	Reduce the number of complaints that cannot be completely verified due to inaccurate or missing information by 5 percent.
Training Plan Advisor	On-line data entry and electronic submittal of training plans	9/30/2013	Allow Mine Operators to submit training plans on-line	Increase the % of electronically filed training plans
Student Information System	Collect academic information on Mine Safety and Health Administration students	9/30/2014	Automate tracking of inspector training	Have more inspectors trained on time

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Auto-payment	On-line payment and collection	9/30/2014	Allow Mine Operators to submit payments on-line	Increase the % of payments collected on-line
Installment Plan	Allow for payment plans for dockets	9/30/2014	Allow Mine Operators to pay penalties in installments	Increase the % of payments collected in installments

5.4 Segment: Worker Safety (OSHA)

5.4.1 Business Case: OSHA - Information System (OIS)

OIS is OSHA's automated suite of applications for Consultation, Compliance Assistance, Homeland Security/Emergency Response, Enforcement, as well as reporting and analytical tools to enable strategic placement of resources.

The OSHA - Information System (OIS) business case addresses the following business performance gaps:

- OIS: Inhibited Trend Identification
- OIS: Double Entry Requirement
- OIS: Multiple System Access Requirement
- OIS: Discontinued NCR Hardware

Transition Synopsis

Current State

The current state of operations includes the following Performance Gaps, which OIS is designed to close:

1. Inhibited Trend Identification - The current IMIS system cannot incorporate mission critical data collected under existing regulatory authority, and with data collected by outside organizations on behalf of OSHA. The gap inhibits OSHA from recognizing trends in occupational fatalities and injuries/illnesses. The gap will be closed by OIS's analytical tools enabling OSHA to recognize trends and optimize resource placement.

2. Double Entry Requirement - The IMIS application is inflexible and results in redundant (double) data entry for Federal and State field investigators, and State Consultation staff, which is an inefficient use of human capital. Handwritten notes taken during work site consultation, and inspection activities are taken to the local office for entry into IMIS.
3. Multiple System Access Requirement – Currently users must access multiple systems and re-enter information from one system into another. In addition, information appliances such as PDA's, digital recorders, etc., cannot interface with the IMIS.
4. Discontinued NCR Hardware - IMIS is currently hosted on Intel 386 based National Cash Register (NCR) hardware, located at 225 field sites. NCR discontinued this hardware over ten years ago, parts are no longer manufactured, and hence maintenance is problematic and expensive. OIS will eliminate the NCR hardware and its software that lacks critical functionality for management reporting and analysis, plus the reliance on individual (local) databases.

OIS will position OSHA to reduce fatalities, injuries, and illnesses through automated compliance, enforcement and outreach activities. It will be used by 2,300 Federal employees of which 1,100 are enforcement staff; 26 State OSHA Programs with 3,100 enforcement staff/users; Consultation programs in 50 states with 500 safety and health consultants. OIS will incorporate open standards middleware to facilitate data integration from Federal OSHA, State OSHA Plans, State Consultation Programs, and OSHA Laboratory business processes. OIS will utilize analytical tools that will enable OSHA to identify trends in injuries, fatalities, and illnesses; provide visibility into work populations with the highest risk of injury/illness; enable OSHA to place resources where they are needed most; and to produce reports necessary to manage day-to-day operations.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Inhibited Trend Identification	% Reduction in the Number of Invalid Inspections: 10% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Inhibited Trend Identification	% Increase in the Number of Companies That Do Not Pay Penalties Across Multiple Jurisdictions: 5% 09/2012

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Inhibited Trend Identification	% Increase in the Use of OIS for Issuing Citations and Notices:50% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Inhibited Trend Identification	% Increase in the Use of OIS for Issuing Consultation Notices: 50% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Inhibited Trend Identification	% Reduction in the Time Spent on Invalid Inspections: 7% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Inhibited Trend Identification	% Increase in the Number of Flagged Case Reports (avoid schedule conflict): 10% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Double Entry Requirement	% Decrease in the Turnaround Time for Citation Processing: 10% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Double Entry Requirement	% Decrease in the Turnaround Time for Issuing Hazard Notices: 10% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Double Entry Requirement	% Decrease in Health Enforcement Case Lapse Time: 10% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Double Entry Requirement	% Decrease in Safety Enforcement Case Lapse Time: 10% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Multiple System Access Requirement	% Increase in the Use of OIS for Issuing Consultation Notices: 50% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Multiple System Access Requirement	% Increase in the Number of Ad Hoc Reports Processed: 10% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Discontinued NCR Hardware	% Reduction in Maintenance Cost Post OIS Deployment: 33% 09/2012
OIS Project	OIS 3: Full Deployment and Post Implementation Performance	09/2012	Discontinued NCR Hardware	% Reduction in the Number of Individual (local) Databases Once OIS is Deployed: 10%

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
				09/2012

5.5 Segment: Worker Safety and Compensation Reporting

5.5.1 Business Case: OASAM - SHIMS (Safety and Health Information Management System)

The Safety and Health Information Management System (SHIMS) is a DOL hosted web-based information management system that allows agencies across the Federal government to electronically file and submit work-related illness and injury claims.

Investment Title: OASAM - SHIMS (Safety and Health Information Management System)

The OASAM - SHIMS (Safety and Health Information Management System) business case addresses the following business performance gaps:

- Agencies were delinquent in timely submission of injury and illness claim forms having to do with workers compensation
- Agencies do not have a way to collect OSHA-301 forms
- Submission of forms in hardcopy results in manual intensive process to record data in OWCP
- Multiple agencies developed systems to capture workers compensation forms resulting in costly duplication of effort

Transition Synopsis

The objective of Safety and Health Management Information System (SHIMS) is to meet the goals of Government POWER (Protecting Our Workforce and Ensuring Reemployment) initiative by improving workplace safety and the health of federal employees, while also reducing hardship, dislocation, and financial costs that often result from on-the-job accidents.

SHIMS was implemented by DOL in 2006 as an application hosting service that can be utilized by other Government agencies as Shared Services. The SHIMS hosting program is currently used by four government agencies and MOU is signed or in process for expanding the reach of the program to additional four agencies (FEAMS, HHS, DoS and NRC). SHIMS is expected to become available to nine agencies by 2016.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
SHIMS Project	Hosting SHIMS for Other Government Agencies	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	<p>Multiple agencies developed systems to capture workers compensation forms resulting in costly duplication of effort</p> <p>Agencies do not have a way to collect OSHA-301 forms</p> <p>Submission of forms in hardcopy results in manual intensive process to record data in OWCP</p>	<p>Increase number of Government agencies using SHIMS hosting Solution: (9 agencies)</p> <p>Decrease percentage total injury cases filed by employee: (1.97%)</p> <p>Decrease number of injury and illness claims that are not submitted to OWCP via SHIMS: (338 claims)</p>
SHIMS Project	Operation and Maintenance	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Submission of forms in hardcopy results in manual intensive process to record data in OWCP	<p>Maintain percentage of claims submitted on time: (95% of claims)</p> <p>Decrease percentage total lost work time due to injury cases filed by DOL employees: (1%)</p> <p>Decrease percentage Lost Production Days (LPD): (25.6%)</p>

6 DOL Line of Business: General Purpose Data and Statistics

6.1 Segment: Employment & Unemployment Statistics

6.1.1 Business Case: BLS - Measuring Green-Collar Jobs

Building on the infrastructure of the QCEW & OES programs, this project would produce new data on employment, wages & more, for workers whose primary activities are defined as "green". Data would be published by industry, geography, & occupation.

The BLS – Measuring Green-Collar Jobs business case addresses the following business performance gaps:

- BLS does not currently publish data on employment by industry in the green economy.
- BLS does not currently publish data on occupational employment and wages for workers at businesses in the green economy.

Transition Synopsis

Measuring Green-Collar Jobs directly supports the Secretary of Labor's Vision of Good Jobs for Everyone. It supports DOL Strategic Goal 5, to "produce timely and accurate data on the economic conditions of worker and their families," and DOL Outcome Goal 5.1, to "provide sound and impartial information on labor market activity, working conditions, and price changes in the economy for decision making, including support for the formulation of economic and social policy affecting virtually all Americans." This investment affects two programs within the BLS, namely, the Quarterly Census of Employment and Wages (QCEW) program and the Occupational Employment Statistics (OES) program.

The Quarterly Census of Employment and Wages (QCEW) program publishes a quarterly count of employment and wages reported by employers covering 98 percent of U.S. jobs, available at the county, metropolitan statistical area, State and national levels by industry. Its main customer is the US public. The current architecture supporting these releases represents an IT system that cannot currently develop and publish a Green Goods and Services Industry Jobs Series.

QCEW was appropriated funding to develop its IT systems in order to support sampling, estimation, data review, publication, and the release of Green Goods and Services Industry Jobs Series. The future architecture represents an addition to the current IT system that will support the new jobs series.

QCEW transformation activities include developing, testing, reviewing, and validating a new IT system to publish green goods and services industry job series data.

The Occupational Employment Statistics (OES) program produces employment and wage estimates for over 800 occupations. These are estimates of the number of people employed in certain occupations, and estimates of the wages paid to them. Self-employed persons are not included in the estimates. These estimates are available for the nation as a whole, for individual States, and for metropolitan and non-metropolitan areas; national occupational estimates for specific industries are also available. Its main customer is the US public. The current architecture supporting these releases represents an IT system that cannot currently support the development and publication of a National Green series and a State Green series.

OES was appropriated funding to enhance its IT systems in order to support sampling, estimation, data review, publication, and the release of both a National Green series and a State Green series. The current architecture will be enhanced to create an architecture that will support the new National series.

OES transformation activities include enhancing, testing, reviewing, and validating an improved IT system to publish National and State green series data.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Measuring Green-Collar Jobs	QCEW - Green Goods and Services Industry Jobs Series Release	03/2012	Data on employment by industry in the green economy are not currently published by the BLS.	QCEW – Number of green goods and services industry jobs series published: 2011 – TBD – 09/2011 2012 – TBD – 09/2012
	OES - National Green Series Release	09/2012	Data on occupational employment and wages for workers at businesses in the green economy are not	OES – National and State green series published: 2011 – TBD – 09/2011 2012 – TBD – 09/2012

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
			currently published by the BLS.	

6.2 Segment: Price Statistics (Core Mission)

6.2.1 Business Case: BLS - Industrial Prices Systems (IPS) - (formerly Producer Prices and Price Indexes [PPI] Systems and International Prices [IP] Maintenance)

BLS developed application systems supporting the PPI and IPP programs, which are PFEIs. Both programs are major indicators of inflationary trends and produce data on price changes in the U.S. economy.

The BLS - Industrial Prices Systems (IPS) - (formerly Producer Prices and Price Indexes [PPI] Systems and International Prices [IP] Maintenance) business case addresses the following business performance gaps:

- Legacy sub-systems require modernization to a more secure, stable, and expandable computing platform and architecture.

Transition Synopsis

The IPS directly supports the Secretary of Labor's Vision of Good Jobs for Everyone. It supports DOL Strategic Goal 5, to “produce timely and accurate data on the economic conditions of workers and their families,” and DOL Outcome Goal 5.1, to “provide sound and impartial information on labor market activity, working conditions, and price changes in the economy for decision making, including support for the formulation of economic and social policy affecting virtually all Americans.”

Both PPI (Producer Price Index) and IPP (International Price Program) are designated as Principal Federal Economic Indicators and are used as major indicators of inflationary trends in the economy. Its main customer is the U.S. public, but other customers include government entities such as the Bureau of Economic Analysis and the Federal Reserve. IPS will maintain and modernize the PPI and the IPP computing systems and benefit its customers by ensuring the continued timely publication of PPI and IPP news releases, improving the quality and accuracy of its indexes and providing additional measures sought by customers.

Building on the modernization effort completed in March 2010, IPS will modernize the remaining legacy IPS subsystems with ones based on a more secure, stable, and expandable computing platform and architecture. PPI will publish, on an experimental basis, new index structures that reflect both goods and services in its stage of processing-type outputs. PPI also will make a new method for reporting pricing data via the Web available to an initial group of survey respondents. The programs will maintain and modernize computing tools that support their six areas of business: sampling, initiation, monthly pricing, calculation of index estimates, publication, and index structures and weights.

Transformation activities affecting the quality of IPS outputs as well as service to its customers include: improve management for field collection activities; leverage work completed on PPI Re-pricing for IPP's enhanced micro data review system; plan how and when to provide the PPI Index variance information to data users; and conducting a business case analysis of how to better incorporate annual revisions to index structures and weights into IPP's index estimation process.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
IPS Maintenance and Enhancements	PPI Web Repricing Production Prototype Release	June 2011	Legacy sub-systems require modernization to a more secure, stable, and expandable computing platform and architecture.	Number of sub-systems providing PPI electronic data collection to survey respondents: 2011 – 2 releases (1 production prototype, 1 full production) – (09/2011)
	PPI Web Repricing Full Production	September 2011		

7 DOL Line of Business: Income Security

7.1 Segment: General Retirement & Disability (Core Mission)

7.1.1 Business Case: EBSA - EFAST2

EFAST2 is a new Web-based system supporting mandated electronic filing of Form 5500 returns. EFAST2 replaced the legacy paper-based EFAST production system.

The EBSA – EFAST2 business case addresses the following business performance gaps:

- Improve EBSA Customer Satisfaction Index.
- Improve the effectiveness of ERISA related enforcement efforts.
- Increase pension plan asset protection efforts through more effective enforcement and compliance efforts.
- Reduce public reporting burdens by increasing real-time access to filing data.
- To improve the average processing time.

Transition Synopsis

The Employee Retirement Income Security Act of 1974 (ERISA) and provisions of the Internal Revenue Code require certain employee benefit plans (e.g., pension plans, health plans) to submit information on their size, funding, operations, and other characteristics annually to the Federal government on Form 5500 Series Returns/Reports. The ERISA Filing Acceptance System 2 (EFAST2) is a "collaborative initiative" among three agencies (The Department of Labor (DOL) Employee Benefit Security Administration (EBSA), the Internal Revenue Service (IRS), and the Pension Benefit Guaranty Corporation (PBGC)) designed to collect, process and disclose data and images from over one million Form 5500 series filings submitted each year to Government. The information collected on the Form 5500 allows EBSA to administer Titles I & III of ERISA, allows IRS to administer Titles II & III of ERISA and allows PBGC to administer Title IV of ERISA.

EFAST2 also allows these agencies to administer the Pension Protection Act, which includes provisions for the collection and distribution of Form 5500 data to the Government. The EFAST2 system is the primary source of Form 5500 information used by Government regulators in enforcing ERISA, PPA and related regulations, and is therefore critical in protecting health and retirement benefits of American workers.

EFAST2 was implemented on 12/30/2009 to replace the legacy, paper-based EFAST system. EFAST2 addresses the following performance gaps: 1) Reduce the total Form 5500 processing-cycle turnaround time from over 90 days (under legacy EFAST) to 1 day. 2) Accuracy improved to 100% through electronic filing and automated edit checking performed prior to acceptance of a filing. 3) Provide real-time access to filing status and public access to submitted filings within one day of their receipt.

Recent healthcare legislation and other new requirements may require future changes to the EFAST2 system, which could increase Program costs. This legislation and other potential system changes are still being assessed for scope, schedule and cost impacts.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Project - EFAST2	Milestones - EFAST2 2QFY11	3/2011	- To improve the average processing time.	EFAST2 Quarterly Management Reporting
	Milestones - EFAST2 3QFY11	6/2011	- Reduce public reporting burdens by increasing real-time access to filing data.	PART Assessment: Increase Ratio of closed civil cases with corrected fiduciary violations
	Milestones - EFAST2 4QFY11	9/2011	- Improve the effectiveness of ERISA related enforcement efforts.	PART Assessment: Increase the ratio of criminal cases accepted for prosecution to cases referred. PART Assessment: Customer Satisfaction Index (CSI) for employee

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
			<ul style="list-style-type: none"> - Increase pension plan asset protection efforts through more effective enforcement and compliance efforts. - Improve EBSA Customer Satisfaction Index. 	<p>benefit plan participants</p> <p>Expected: PART Assessment expected the in February of following year</p> <p>Public Disclosure inquiries provided within 10 seconds, 90% of the time.</p> <p>Contact Center- First Call Contract Resolution During Initial Call.</p> <p>1-day processing time.</p>
Project - EFAST2	<ul style="list-style-type: none"> Milestones - EFAST2 1QFY12 Milestones - EFAST2 2QFY12 Milestones - EFAST2 3QFY12 Milestones - EFAST2 4QFY12 	<ul style="list-style-type: none"> 12/2011 3/2012 6/2012 9/2012 	<ul style="list-style-type: none"> - To improve the average processing time. - Reduce public reporting burdens by increasing real-time access to filing data. - Improve the effectiveness of ERISA related enforcement efforts. - Increase pension plan asset protection efforts through more effective enforcement and compliance efforts. - Improve EBSA Customer Satisfaction Index. 	<p>EFAST2 Quarterly Management Reporting</p> <p>PART Assessment: Increase Ratio of closed civil cases with corrected fiduciary violations</p> <p>PART Assessment: Increase the ratio of criminal cases accepted for prosecution to cases referred.</p> <p>PART Assessment: Customer Satisfaction Index (CSI) for employee benefit plan participants</p> <p>Expected: PART Assessment expected the in February of following year</p> <p>Public Disclosure inquiries provided within 10 seconds, 90% of the time.</p> <p>Contact Center- First Call Contract Resolution During Initial Call.</p> <p>1 day processing time.</p>

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Project - EFAST2	Milestones - EFAST2 1QFY13 Milestones - EFAST2 2QFY13 Milestones - EFAST2 3QFY13 Milestones - EFAST2 4QFY13	12/2012 3/2013 6/2013 9/2013	- To improve the average processing time. - Reduce public reporting burdens by increasing real-time access to filing data. - Improve the effectiveness of ERISA related enforcement efforts. - Increase pension plan asset protection efforts through more effective enforcement and compliance efforts. - Improve EBSA Customer Satisfaction Index.	EFAST2 Quarterly Management Reporting PART Assessment: Increase Ratio of closed civil cases with corrected fiduciary violations PART Assessment: Increase the ratio of criminal cases accepted for prosecution to cases referred. PART Assessment: Customer Satisfaction Index (CSI) for employee benefit plan participants Expected: PART Assessment expected the in February of following year Public Disclosure inquiries provided within 10 seconds, 90% of the time. Contact Center- First Call Contract Resolution During Initial Call. 1 day processing time.
Project - EFAST2	Milestones - EFAST2 1QFY14 Milestones - EFAST2 2QFY14 Milestones - EFAST2 3QFY14 Milestones - EFAST2 4QFY14	12/2013 3/2014 6/2014 9/2014	- To improve the average processing time. - Reduce public reporting burdens by increasing real-time access to filing data. - Improve the effectiveness of ERISA related enforcement efforts.	EFAST2 Quarterly Management Reporting PART Assessment: Increase Ratio of closed civil cases with corrected fiduciary violations PART Assessment: Increase the ratio of criminal cases accepted for prosecution to cases referred. PART Assessment: Customer Satisfaction Index (CSI) for employee

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
			<ul style="list-style-type: none"> - Increase pension plan asset protection efforts through more effective enforcement and compliance efforts. - Improve EBSA Customer Satisfaction Index. 	<p>benefit plan participants</p> <p>Expected: PART Assessment expected the in February of following year</p> <p>Public Disclosure inquiries provided within 10 seconds, 90% of the time.</p> <p>Contact Center- First Call Contract Resolution During Initial Call.</p> <p>1 day processing time.</p>
Project - EFAST2	<ul style="list-style-type: none"> Milestones - EFAST2 1QFY15 Milestones - EFAST2 2QFY15 Milestones - EFAST2 3QFY15 Milestones - EFAST2 4QFY15 	<ul style="list-style-type: none"> 12/2014 3/2015 6/2015 9/2015 	<ul style="list-style-type: none"> - To improve the average processing time. - Reduce public reporting burdens by increasing real-time access to filing data. - Improve the effectiveness of ERISA related enforcement efforts. - Increase pension plan asset protection efforts through more effective enforcement and compliance efforts. - Improve EBSA Customer Satisfaction Index. 	<p>EFAST2 Quarterly Management Reporting</p> <p>PART Assessment: Increase Ratio of closed civil cases with corrected fiduciary violations</p> <p>PART Assessment: Increase the ratio of criminal cases accepted for prosecution to cases referred.</p> <p>PART Assessment: Customer Satisfaction Index (CSI) for employee benefit plan participants</p> <p>Expected: PART Assessment expected the in February of following year</p> <p>Public Disclosure inquiries provided within 10 seconds, 90% of the time.</p> <p>Contact Center- First Call Contract Resolution During Initial Call.</p> <p>1 day processing time.</p>

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Project - EFAST2	Milestones - EFAST2 1QFY16	12/2015	- To improve the average processing time.	EFAST2 Quarterly Management Reporting
	Milestones - EFAST2 2QFY16	3/2016	- Reduce public reporting burdens by increasing real-time access to filing data.	PART Assessment: Increase Ratio of closed civil cases with corrected fiduciary violations
	Milestones - EFAST2 3QFY16	6/2016	- Improve the effectiveness of ERISA related enforcement efforts.	PART Assessment: Increase the ratio of criminal cases accepted for prosecution to cases referred.
	Milestones - EFAST2 4QFY16	9/2016	- Increase pension plan asset protection efforts through more effective enforcement and compliance efforts. - Improve EBSA Customer Satisfaction Index.	PART Assessment: Customer Satisfaction Index (CSI) for employee benefit plan participants Expected: PART Assessment expected the in February of following year Public Disclosure inquiries provided within 10 seconds, 90% of the time. Contact Center- First Call Contract Resolution During Initial Call. 1 day processing time.

7.1.2 Business Case: OWCP- Integrated Federal Employees' Compensation System (iFECS) Investment Identification

The Integrated Federal Employees' Compensation System (iFECS) processes injury claims, pays workers' compensation benefits, and processes medical bills. DFEC is initiating a reemployment of persons with disabilities plan.

This iFECS business case addresses the following business performance gaps:

- Centralizing DFEC's case create and imaging functions will increase program efficiency
- DFEC's current financial reporting mechanism is uneconomical and outdated
- EDI is inefficient in meeting FECA goals
- Lack of ability to submit FECA claims electronically
- DFEC IVR system technology is outdated and does not support technology upgrade to facilitate improved performance
- DFEC's iFECS system has several deficiencies that lead to system inefficiency
- iFECS coding schema is outdated

Transition Synopsis

OWCP/DFEC has identified several opportunities to improve methodologies currently employed by the program, namely: improving the efficiency of its existing Interactive Voice Response (IVR) system; enhancing the efficiency of its claims submission process; and automating workload processing procedures. The first enhancement involves the replacement and expansion of DFEC’s IVR system. Upgrading the IVR technology will provide monitoring and reporting capabilities for analyzing workforce performance and supporting workload projections. The second enhancement requires the development of a Web-based portal solution to replace the current EDI-based system. This proposed system will enable all Federal employers and claimants to e-file DFEC forms and claims information at minimal/negligible costs to the agencies. The web portal will allow users to select, initiate, complete, electronically sign and submit forms online through an interactive internet environment. The final enhancement of the iFECS system requires the consolidation of case create and document imaging operations. This consolidation will not only lower costs but also improve DFEC customer services and maximize controls for closer supervision of the case creation operations.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Fairshare Initiative	Complete Case-create centralization	08/2011	Centralizing DFEC's case create and imaging	OWCP/DFEC: Savings in the FECA program through consolidation of case

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
			functions will increase program efficiency	create and imaging functions. Baseline to be established in FY 2011 with incremental improvements slated through 2014
Fairshare Initiative	Complete E-Comp enhancement	08/2011	EDI is inefficient in meeting FECA goals Lack of ability to submit FECA claims electronically	OWCP/DFEC: Savings in the FECA program through reduction in contract staff costs because of electronic submission of forms. Baseline to be established in FY 2011 with incremental improvements slated through 2014
Fairshare Initiative	Complete IVR system upgrade	07/2011	DFEC IVR system technology is outdated and does not support technology upgrade to facilitate improved performance	OWCP/DFEC: Savings in the FECA program through reduction of contract staff and maintenance costs for IVR. Baseline to be established in FY 2011 with incremental improvements slated through 2014
ICD-10	Begin ICD-10 Upgrade	10/2011	iFECs coding schema is outdated	OWCP/DFEC: The percentage of time the iFECs system is available except for scheduled outages. NOTE; This is an on-going measurement that is expected to be maintained at 99.9%. If ICD-10 is not completed on time it will drastically affect this measurement.
ICD-10	Complete ICD-10 Upgrade	09/2012	iFECs coding schema is outdated	OWCP/DFEC: The percentage of time the iFECs system is available except for scheduled outages. NOTE; This is an on-going measurement that is expected to be maintained at 99.9%. If ICD-10 is not completed on time it will drastically affect this measurement. FY1012 goal is 99.9% with measurement continuing through 2016.

7.1.3 Business Case: OWCP-Energy IT System

Provides lump sum compensation/medical benefits to covered employees or their qualifying survivors incurring injury resulting from workplace exposure to radiation/beryllium/silica, in support of congressional mandate.

The OWCP-Energy IT System business case addresses the following business performance gaps:

- Current DEEOIC system requires manual processing that is redundant and inefficient

Transition Synopsis

OWCP/DEEOIC has identified a need to improve the efficiency of its current case management processing system. The DEEOIC is currently operating two systems, each of which is marginally configured to support two benefits programs. These two individual systems result in redundant business processes, inefficient claims-taking and program reporting, and the additional financial and operational burdens involved with maintenance. Thus, there is a need to develop one unified system to support both benefits programs. The development of a single case management system will also accommodate new business processes and rules, improve claims processing efficiency, and bring the OWCP technology base into conformance with Federal and Department of Labor (DOL) target enterprise architecture objectives and goals.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
ECS Implementation	Complete ECS Implementation	12/2011	- Current DEEOIC system requires manual processing of claims that is redundant and inefficient	- OWCP/DEEOIC: Keep the yearly rate of change of operations and maintenance costs at or below the annual inflation factor: Baseline established in FY 2010. Goals for FY 2011-2014 to measure the maintenance savings of the new system.
Architecture Scalability Review	Complete ASR	10/2011	Currently OWCP has 5 stove-pipe systems with independent development. OWCP	Recommendation of whether ECS is scalable to meet the needs of all five OWCP applications. 10/2011.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
			wants to examine the scalability of the new ECS to determine if all five systems could be combined with ECS as the base.	
OWCS funding request	Obtain funding for combining all OWCP systems into a single OWCS system	FY 2013 Budget request date	Currently OWCP has 5 stove-pipe systems with independent development. Several are outdated and will require increasing maintenance or upgrading over the next few years.	Obtain funding for the OWCS system (10/2011)
OWCS	Requirements analysis	1 st Qtr 2013	Currently OWCP has 5 stove-pipe systems with independent development. Several are outdated and will require increasing maintenance or upgrading over the next few years.	Size of the OWCP infrastructure footprint on the GSS Baseline to be established in FY2012 with a reduction expected from 2013-2017 as more pieces of OWCS are deployed.
OWCS	Deploy imaging usable component	4 th Qtr. 2013	Currently OWCP has 5 stove-pipe systems with independent development. Several are outdated and will require increasing maintenance or upgrading over the next few years.	Number of PII incidents reported. Baseline to be established in FY2012 with a reduction expected beginning in FY 2013 and continuing to reduce or maintain at a reduced level through FY 2017
OWCS	Start development	2 nd Qtr FY 2014	Currently OWCP has 5 stove-pipe systems with independent development. Several	Operations and Maintenance costs Baseline to be established in FY2012 with a reduction expected beginning in FY 2013 and continuing to reduce or

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
			are outdated and will require increasing maintenance or upgrading over the next few years.	maintain at a reduced level through FY 2017
OWCS	Deploy usable components for DLHWC and DCMWC	4 th Qtr. 2015	Currently OWCP has 5 stove-pipe systems with independent development. Several are outdated and will require increasing maintenance or upgrading over the next few years.	Time to create an Energy, BL, or Longshore claim in the system. Baseline in FY 2015. Reductions expected beginning FY2016 through 2017
OWCS	Complete Development and Deploy usable component for DFEC	4 th Qtr 2016	Currently OWCP has 5 stove-pipe systems with independent development. Several are outdated and will require increasing maintenance or upgrading over the next few years.	Time to create a FECA claim in the system. Baseline to be established in FY 2017

8 DOL Line of Business: Inspections and Auditing

8.1 Segment: Inspections and Auditing (Core Mission)

8.1.1 Business Case: OIG - e-OIG and Teammate systems

A. The Investigative Management Information System support provides for the collection and tracking of information and documentation related to investigations within the Office of Labor Racketeering and Fraud Investigation. It also allows managers to analyze, track and report on case management.

The OIG eOIG/IMIS business case addresses the following business performance gaps:

- Improve performance goal tracking.
- Increase the accuracy of case data.
- Enhance the user interface to quickly provide users with critical information.

B. The OIG Information systems provides the capability to efficiently collect, store, manage, analyze, and disseminate electronic agency mission critical data internally, as well as to its stakeholders.

The OIG – e-OIG business case addresses the following business performance gaps:

- Improve Audit and Management Reporting
- Increase data access time and reduce report writing time
- Enhance user access by creating new interface.

Transition Synopsis

A. The existing system tracks performance manually by agents and operators reviewing each in order to determine their performance each quarter. The current project entails the system to provide an automated evaluation of case statistics, creation of reports and linking them to each individual case for management review.

The initial opening of a case requires the agent to have a detailed knowledge of the current IMIS system which provides no checks or balances to ensure that conflicting information is not entered. The proposed system entails the creation of a step by step data entry project (i.e. a creation wizard) where the user can only select options based on the user’s previous data selections.

The current user interface does not provide dynamically built information pages based on the type of user logging on to IMIS. This often requires significant period of time searching for the information required. The planned enhancements include the creation of home pages that will be displayed based on the user’s role within the system (i.e. agent, manager, etc.).

B. The existing AIRS reporting uses COBOL code, which was state-of-art twenty years ago. While still functional, the coding is slower and less user friendly. The current project involves writing the code in Coldfusion language – a modern interpreted language that will improve user functionality and reduce time to research, consolidate and write reports.

The Teammate upgrade is two parts. The first is to migrate the application and associated data to its own server to increase accessibility and response time. The second phase is to upgrade to the newest version of Teammate, R9, which has improved functionality.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Improve IMIS performance goal tracking	<ol style="list-style-type: none"> 1. Creation of Performance Goal Management Module. 2. Creation of a Performance Goal Report Module. 	May 30, 2011	<ol style="list-style-type: none"> 1. Reduce time on report generation. 2. Provide performance goals and status visibility 	Reduction of employee time spent in generating reports.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
New Case Open Process	Increase the accuracy report information.	July 24, 2011	<ol style="list-style-type: none"> 1. Increase case information accuracy. 2. Reduce effort in time when opening a case. 	<ol style="list-style-type: none"> 1. Accuracy of case information 2. Improve reporting accuracy
Improve user interface.	Creation of an Agent <ol style="list-style-type: none"> 1. Home page. 2. Creation of a case manager home page. 3. Creation of headquarters manager home page 	September 15, 2011	<ol style="list-style-type: none"> 1. Increase usability of the system. 2. Reduce time spent researching case information. 	<ol style="list-style-type: none"> 1. Enhance user experience. 2. Facility user time spent in locating required information.
AIRS Upgrade	<ol style="list-style-type: none"> 1. Rewrite AIRS in Coldfusion language (currently written in COBAL language). 2. Test and migrate application. 	September 15, 2011	<ol style="list-style-type: none"> 1. Improve user interface to allow greater access to reports and to data. 2. Increase semi-annual audit report writing time by improving data access. 	Reduce semi-annual reports from three weeks to two weeks.
TeamMate Upgrade	<ol style="list-style-type: none"> 1. Install Teammate application on its own server and import data. 2. Upgrade to Teammate R9 version. 	November 30, 2011	<ol style="list-style-type: none"> 1. Improve usability of Teammate application to the user. 2. Allow faster access to reports and to data. 3. 	Increase audit reports and tracking time for the auditors and managers.

9 DOL Line of Business: Program Evaluation and Monitoring

9.1 Segment: Program Evaluation and Monitoring

9.1.1 Business Case: ETA - UI Database Management System (formerly UI ADP Support)

This Unemployment Insurance (UI) system collects, stores, manages and generates reports on UI claims, payments, taxes, and related activities. It also tracks data on state UI programs and supports timely and accurate UI payments.

The ETA - UI Database Management System (formerly UI ADP Support) business case addresses the following business performance gaps:

- Detect Overpayments
- Payment Timeliness
- Establish Tax Accounts Promptly & Facilitate Reemployment

Transition Synopsis

The Resource Justification Model (RJM) is a data collection system that collects Unemployment Insurance (UI) administrative expenditures from the most recently completed fiscal year (FY). It is used by the state workforce agencies (SWAs) to operate their respective UI programs. The current system consists of two Excel Workbooks with multiple worksheets. Each SWA submits sufficiently detailed data in a structured format as described in ET Handbook 410, 4th Edition. SWAs are required to enter data from their accounting system(s) (external system) into the RJM worksheets. The RJM has separate worksheets for each workload function for claims and employer activities, as well as each non-workload function (e.g. Benefit Payment Control, UI Performs, and Support). SWAs are required to enter three year's worth of information on the RJM worksheets; the previous year, current year and next (budget) year. This process is time consuming and error prone. If the worksheets are not done in order or pre-coded formulas are deleted it may cause the user to begin over the process again or cause the submission of incorrect data. RJM has five process modules before the process is deemed completed. The five modules are:

- Module 1 Data Collection,
- Module 2 Data Review,
- Module 3 Analysis and Evaluation,
- Module 4 Allocation, and

- Module 5 Monitoring

Module 1 – Data Collection is the process which occurs when the SWAs enter their data into the RJM worksheets within the established format. The SWAs will compile the notebook that includes the narrative description of the budget request and the conversion of accounting data, and copies of the accounting documents that were used to prepare the request.

Module 2 – Data Review is the process where the National and Regional Offices conduct a detailed review of the SWAs submissions. This review is done when the SWAs send their data to the NO and RO.

Module 3 – Analysis and Evaluation is the process where the NO will review the SWAs' data for consistency and will compile the RJM data into an external database for allocation process.

Module 4 – Allocation is the process where the NO distributes the available funds based on submitted data.

Module 5- Monitoring is the process where the NO in conjunction with the RO conduct continuing review focusing on data integrity.

The above process is a manual method of data entry, mailing, reviewing, re-mailing, correcting and resubmitting the data by e-mail, fax, or mail. The proposed method is to deliver an automated system that will follow the current business processes with improved enhancements and better workflow. The automated web-based system will allow the SWAs, National and Regional Offices the ability to enter, review, process and complete the RJM process in a shorter time frame with fewer corrections. The automated system will have business logic that will validate the data prior to the SWAs submitting the data for review and approval, to ensure the calculations of allocated funds are correct. The new automated system will remove the need for the NO to compile the SWAs worksheets into a separate database as this process will be incorporated into the new system. The SWAs will log into the RJM system and enter their data to be stored into a centralized database. This will give the National and Regional Offices the ability to query the data as needed as well as the ability to quickly research the status of the current process. With the automated application, the ability to delete or remove the formulas (edit speculations) will no longer exist. The automated application will also remove the need to e-mail, mail or call SWAs for corrections. The system will generate messages to the appropriate SWAs staff informing them of any issues with their submitted data. The new automated application will allow the SWAs the ability to attach source documents so that the National and Regional Offices can view and verify that data submitted by the SWAs.

Currently, UI is gathering and verifying the business processes, requirements and any additional enhancements that Program Office staff thinks the new automated application should include. Due to the change of ADP contract and the loss of key personnel during the transition, UI has not been able to begin development of this new application. The new ADP contract was awarded on February 1, 2011 and not all IT staff have been hired. Currently, the focus is on maintaining the current system until the contract is fully staffed and a dedicated developer can be assigned.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Develop RJM Module	Mixed Lifecycle (DME and OM) Design and develop a new web-based application to replace the current Excel Resource Justification Model (RJM) model in use	10/1/2011	This is currently a manual process. It is cumbersome to the user and prone to human error.	At the time of the issuance of this paper, OUI is in the requirements gathering phase. Addressing Performance Gaps and (future) Measurements are too preliminary to address.

10 DOL Line of Business: Provide Licenses, Certifications & Accreditations

10.1 Segment: Provide Licenses, Certifications & Accreditations

10.1.1 Business Case: ETA - FLC Automated Systems

This initiative addresses the needs of the Employment and Training Administration's Office of Foreign Labor Certification, supporting Foreign Labor Certification (FLC) programs.

The ETA - FLC Automated Systems business case addresses the following business performance gaps:

- Improve Efficiency in Case Processing.
- Need to increase percent of accepted H-2A applications.
- Improve Efficiency in Case Processing H-1B.

Transition Synopsis

The Foreign Labor Certification Systems (FLCS) investment provides the systems that enable the Office of Foreign Labor Certification (OFLC) staff to process employer-filed labor certification applications that, when granted, permit U.S. employers to hire foreign workers, temporarily and permanently, to fill jobs essential to the U.S. economy when there are not sufficient domestic workers who are able, willing, qualified, and available to perform the job.

The LCA and PWD systems are integrated by the iCERT System, a one-stop visa portal system. Implemented in FY 2009, the iCERT System improved access for U.S. employers to employment-based visa application services and established a foundation for future next generation case management systems.

The remaining case management systems, H-2A, PERM, and H-2B, are stand-alone systems and lack many of the capabilities that exist in the iCERT System. This has resulted in substantial administrative inefficiencies, costly maintenance, and a lack of communication among the modules to combat fraud and abuse.

Enhancements to each of the case management systems will be delivered in three phases: Phase 1 will integrate all systems into the iCERT System to address regulatory changes, improve efficiency, reduce maintenance costs, and combat fraud and abuse. Phase 2 will deliver additional functionality to further improve workflow processes. Phase 3 will

deliver enhanced management and analytical reporting to improve program administration, transparency, and public access to OFLC decision making.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
PERM Phase 1	PERM Phase 1 -- Project Management PERM Phase 1 -- Requirements Definition PERM Phase 1 – Design PERM Phase 1 – Development PERM Phase 1 – Test PERM Phase 1 -- Implementation	11/30/11 11/30/11 3/4/11 3/4/11 7/22/11 7/22/11	Reduce substantial administrative inefficiencies, costly maintenance, and a lack of communication among the modules to combat fraud and abuse.	Percent of employer applications for permanent labor certification under the streamlined system that are resolved within six months of filing. 78% (9/30/11) Percent reduction in annual maintenance cost 1-2% (9/30/11)
H-2A Phase 1	H-2A Phase 1 -- Project Management H-2A Phase 1 -- Requirements Definition H-2A Phase 1 – Design H-2A Phase 1 – Development H-2A Phase 1 – Test H-2A Phase 1 -- Implementation	9/30/11 12/28//10 1/6/11 7/5/11 8/30/11 8/30/11	Reduce substantial administrative inefficiencies, costly maintenance, and a lack of communication among the modules to combat fraud and abuse.	Percentage of H-2A applications with no pending state actions processed within 15 days of receipt and 30days from the date of need. 99% (9/30/11) Percent reduction in annual maintenance cost 1-2% (9/30/11)
H-2B Phase 1	H-2B Phase 1 -- Project Management H-2B Phase 1 -- Requirements Definition H-2B Phase 1 – Design H-2B Phase 1 – Development H-2B Phase 1 – Test H-2B Phase 1 -- Implementation	12/30/11 3/17/11 3/17/11 8/31/11 10/28/11 11/14/11	Reduce substantial administrative inefficiencies, costly maintenance, and a lack of communication among the modules to combat fraud and abuse.	Percent of H-2B applications resolved within 60 calendar days of the filing date 99% (9/30/11) Percent reduction in annual maintenance cost 1-2% (9/30/11)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
iCERT Portal/LCA/PW Phase 1	iCERT Portal/LCA/PW Phase 1 -- Project Management iCERT Portal/LCA/PW Phase 1 -- Requirements Definition iCERT Portal/LCA/PW Phase 1 -- Design iCERT Portal/LCA/PW Phase 1 -- Development iCERT Portal/LCA/PW Phase 1 -- Test iCERT Portal/LCA/PW Phase 1 -- Implementation	3/5/12 4/26/11 4/26/11 4/26/11 10/12/11 12/9/11 12/23/11	Reduce substantial administrative inefficiencies, costly maintenance, and a lack of communication among the modules to combat fraud and abuse.	Percent of H-1B applications processed within seven days of the filing date for which no prevailing wage issues are identified. 100% (9/30/11) Percent of Prevailing Wage applications resolved within 60 calendar days of the filing date. 99% (9/30/11) Percent reduction in annual maintenance cost 1-2% (9/30/11)

Part 2B: Business Service Lines of Business / Segments

11 DOL Line of Business: Administrative Management

11.1 Segment: Property Management

11.1.1 Business Case: OASAM - E-Property Management and Inventory Initiative

DOL enterprise-wide property management system (EPMS) to record, track, and verify information pertaining to accountable property through decentralized oversight by the Office of the Assistant Secretary for Administration and Management

The E-Property Management and Inventory Initiative business case addresses the following business performance gaps:

- eProperty - Lack of frequent audits and reporting
- eProperty - Unable to manage asset through its lifecycle, from procurement to retirement, is not currently available within the management system, and is therefore not auditable
- eProperty - Management reporting requirements cannot be supported with current reporting functionality
- eProperty - Lack of integration with DOL's financial systems
- eProperty - Lack of bar-coding functionality, requiring more manual input than would be needed with the existence of bar-coding capabilities.

Transition Synopsis

E-Property 2.0 is an automated DOL tool that provides support for compliance with the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 483), Section 202 (b). Under this act, each executive agency is required to maintain adequate inventory controls and accountability systems to track and manage property under its control. OASAM/Business Operations Center (BOC) is responsible for tracking and maintaining the current property records (DLMS 2-100). The data that is collected within the system is used to conduct asset inventories/audits and to conduct capitalization activities.

During the eProperty Baseline Analysis, two major issues were voiced multiple times by key stakeholders at various agencies. The first major issue was the need for consistent, uniform definitions and standards for personal property management. Secondly, key stakeholders identified the integral need to establish accountability for personal property management within the Department of Labor at the appropriate grade levels.

Additionally, for better lifecycle management of assets, this initiative should be integrated with the Procurement and financial system to ensure seamless interoperability with procurement and financial data. Due to changes on DOL financial system and transition to new acquisition management system, these goals have not been achieved and the envisioned target of the system is providing these capabilities.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
E-Property	Conduct annual audits	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of frequent audits and reporting	Maintain number of annual full agency audits conducted of e-Property operations to verify utilization and accuracy of system information :(One audit per year).
E-Property	Enhancement of eProperty Management System	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of bar coding functionality, requiring more manual input then would be needed with the existence of bar coding capabilities.	Increase percentage of DOL sub-agencies utilizing eProperty system to maintain physical accountability of the assets completing inventories:(97% of DOL sub-agencies)
E-Property	Enhancement of eProperty Management System	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of bar coding functionality, requiring more manual input then would be needed with the existence of bar coding capabilities.	Reduce number of defects in EPMS system:(100 defects)
E-Property	Integration of asset management with acquisition process	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Unable to manage asset through its lifecycle, from procurement to retirement, is not currently available within the management system, and is therefore not auditable	Increase percentage Completion of Integration with acquisition processes: (100% Integration)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
E-Property	Integration of asset management with DOL financial process	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of integration with DOL's financial systems	Increase percentage Completion of Integration with DOL Financial System : (100% Integration)

12 DOL Line of Business: Budget Formulation

12.1 Segment: Budget Formulation

12.1.1 Business Case: OASAM - Departmental E-Budgeting System (DEBS)

This investment automates the budget formulation, publication & reporting process using a collaborative and integrated budget environment. It empowers the Department to streamline & accelerate responses to requirements & improves transparency.

The Departmental E-Budgeting System (DEBS) business case addresses the following business performance gaps:

- Inconsistent definition and organization of budget data entities
- Lack of centralized and secure database
- Inconsistent, non-repeatable budget formulation process
- Lack of resource availability for budget analysis, customer service and reporting
- Inefficiencies in budget formulation

Transition Synopsis

Currently DEBS instituted a comprehensive, repeatable, Department-wide process for formulation, publication and reporting Agency and Department budget submissions, assuring the resulting budget is accurately aligned with the Department's strategic and performance goals and with statutory requirements.

The envisioned target of DEBS is to streamline the budget formulation, reporting and approval process by further integration of internal and external systems that can improve the budget information accuracy and consistency.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Departmental E-Budgeting System (DEBS)	Conduct annual customer satisfaction survey	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Inconsistent definition and organization of budget data entities	Maintain stakeholder satisfaction
Departmental E-Budgeting System (DEBS)	Operations and Maintenance	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of resource availability for budget analysis, customer service and reporting Inefficiency in budget formulation, publication and reporting process	Maintain agency budget professionals Job satisfaction:(82% Satisfaction) Maintain percentage of agency budget offices using DEBS:(100% Usage)
Departmental E-Budgeting System (DEBS)	Interoperability with DOL Internal Systems	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of integration with DOL internal systems (eCPIC, NCFMS)	Maintain number of agencies integrating budget formulation & exhibit 300 submissions:(12 Agencies)
Departmental E-Budgeting System (DEBS)	Interoperability with DOL External Systems	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Inconsistent, non-repeatable budget formulation process	Decrease number of budgets requiring re-work:(Zero re-work)
Departmental E-Budgeting System (DEBS)	Interoperability with DOL External Systems	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Inconsistent, non-repeatable budget formulation process	Maintain cost benefits associated with integrated budget environment: (50% Cost saving)
Departmental E-Budgeting System (DEBS)	Interoperability with DOL External Systems	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of centralized and secure database	Maintain accurate and timely budget & performance data:(92% accuracy, timeliness and efficacy)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Departmental E-Budgeting System (DEBS)	Interoperability with DOL External Systems	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Inefficiencies in budget formulation	Maintain percentage of collaborative budget formulation experiences: (80% collaborative)

13 DOL Line of Business: Information Security Management

13.1 Segment: Identification and Access Security Management

13.1.1 Business Case: OASAM - HSPD-12

Implements the DOL segment of the federal HSPD-12 initiative directed by OMB M-05-24. Establishes a strong electronic identity proofing process, to issue PIV cards to eligible federal and contractor employees, for use in accessing PACS/LACS solutions.

The HSPD-12 business case addresses the following business performance gaps:

- Lack of Department-wide business process for PIV enrollment for employees and contractors
- DOL lacks an access credential that can be leveraged for access to external applications using PIV Card
- Repetitive manual processes and duplicate data stores
- Lack of an integrated identity management with the PIV system
- Lack of DOL-wide common government-compliant identification credentials
- Lack of a Federal-wide compliant identification credential for access control
- Current manual processes are inconsistent across Agencies, time-consuming, and inefficient.
- Manual de-provisioning from the various data stores and applications

Transition Synopsis

The DOL Enterprise Identity Access Management (IAM) is second phase implementation of Homeland Security Presidential Directive #12 (HSPD-12) which is initiated at 2011. The first phase of HSPD-12 was PIV-II that is in operational phase since 2008. The focus of the DOL Enterprise Identity and Access Management (IAMS) program is to design and develop a framework of people, processes, and technologies intended to standardize and enhance the DOL's capability of managing identity data across multiple systems. Thus, the IAMS program is to provide a centralized system for the full lifecycle management of identities/credentials for DOL employees and contractors. Identity lifecycle management entails the creation, control, management of entitlements, and provisioning and de-provisioning of

identities/credentials to targeted applications and systems within DOL that require a common and secure identity management and authentication framework.

In addition, IAMS will provide a framework for controlling and auditing access to these DOL designated IT systems (i.e., Access Control/Access Management). IAMS will provide access to the IT systems based on managed privilege, or authorization, attributes for personnel accessing those systems. In addition, IAMS will log access transactions (logical and eventually physical) in order to support access transaction auditing and reporting.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Identity and Access Management	PIV II - Operation and Maintenance	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of Department-wide business process for PIV enrollment for employees and contractors	Decrease number of business days take to issue a PIV card from sponsorship to PIV card issuance:(10 Business days)
Identity and Access Management	IAM Core Release	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Repetitive manual processes and duplicate data stores	Decrease average time (hours) to provision logical access to an internal user:(2 Hours average time)
Identity and Access Management	IAM Core Release	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Manual de-provisioning from the various data stores and applications	Decrease average time to de-provision a user's logical access from DOL IT systems integrated with IAM Framework upon separation from the Department: (2 Hours average time)
Identity and Access Management	PIV II - Operation and Maintenance	09/2011 09/2012 09/2013 09/2014 09/2015	Lack of DOL-wide common government-compliant identification credentials	Decrease percent of manually de-provisioned user accounts in PIV System: (Zero percent) Increase number of

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
		09/2016		<p>employees/contractors with PIV-II cards:(100 percent of employees/contractors)</p> <p>Increase percentage of employees/contractors with PIV-II cards: (90 percent of employees/contractors)</p> <p>Increase percent of employees with PIV-II cards:(95 percent of employees)</p> <p>Increase percentage of employees that have been issued PIV cards: (95 percent of employees)</p> <p>Increase percentage of contractors that have been issued PIV cards: (95 percent of contractors)</p> <p>Increase percentage of contractors background investigation completed: (100 percent of contractors)</p> <p>Increase percentage of employees background investigation completed : (100 percent of employees)</p>
Identity and Access Management	IAM Core Release	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of a Federal-wide compliant identification credential for access control	Maintain percentage of DOL applications that leverage PIV card as a credential: (100 percent of applications)
Identity and Access Management	IAM Core Release	09/2011 09/2012 09/2013 09/2014 09/2015	Current manual processes are inconsistent across Agencies, time-consuming, and inefficient	Maintain percentage of planned applications integrated with the IAM Framework: (100 percent of applications)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
		09/2016		
Identity and Access Management	IAM Core Release	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	DOL lacks an access credential that can be leveraged for access to external applications using PIV Card	Maintain percentage of external Federal applications required to use the PIV card for access control that have been enabled to use DOL PIV card: (100 percent of applications)
Identity and Access Management	IAM Core Release	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of an integrated identity management with the PIV system	Maintain percentage of PIV sponsorship records that are electronically populated from existing identity data sources: (100 percent of records)

14 DOL Line of Business: Litigation and Judicial Activities

14.1 Segment: Litigation and Judicial Activities

14.1.1 Business Case: Adjudicatory Boards – IT Modernization Initiative

The Adjudicatory Boards (Administrative Review Board [ARB], Benefits Review Board [BRB], and the Employees' Compensation Appeals Board [ECAB], hereafter referred to collectively as the Boards, review appeals under a variety of workers' compensation benefit and employee protection laws. These services focus on protecting the rights of America's worker. The solution enhances the sharing and management of information, and automates paper-based processes.

The IT Modernization Initiative business case addresses the following business performance gaps:

- Redundant Hardware Configurations
- Flexible Reporting
- Electronic Document Management
- Enable Registration with DOL Appeals Web Portal for Electronic Service and Filing (e-Registration)
- Augment Manual Distribution of Documents (Document Service) with Electronic Document Service (e-Service)
- Non-Existent Electronic Access to Case-Status for Citizens from the Web (e-Status)
- Non-Existent Workflow Process
- Augment manual receipt of documents filed by participants with electronic document filing (e-Filing)
- Automated posting of Final Decisions and Orders to DOL Appeals Web Portal
- Redundant, Limited, and Outdated Software Systems for Appeals Tracking and management
- Secure Environment (Security)

Transition Synopsis

The Boards currently have three separate appeals management systems that utilize outdated, obsolete technology. These systems are difficult to maintain, not user friendly, provide management limited support, and run the risk of failure.

The Boards have done a cost benefits analysis (CBA), and have identified a COTS tool solution that meets its appeals management requirements.

This investment will give users a single point of entry in an environment that is not network-access or account prohibitive. It will support the Boards’ individual workflow process requirements, simplify business processes, and unify information flows across lines of business. The development of an IT solution (DOL Appeals) for the BOARDS will ultimately provide better quality service to the citizen, reduce redundant costs, allow for readier access to government services, and make the partnering agencies more transparent and accountable.

These operational improvements will be achieved by implementing an enterprise-level, Web-based, solution that provides all the capabilities required to plan, track, monitor, and report on appeals in addition to providing the flexibility to adapt to future requirements or changes to laws and regulations without the need for program changes to the source code. Moreover, the software’s configurability will give the Boards the ability to modify the application as their business processes evolve without having to rely on a vendor thus further reducing risk and cost of ownership over time.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Project	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
DOL Appeals	Implement of Application	09/21/2011		1. Decrease case processing time (9/2012) 2. Decrease in Complaints/Inquiries (9/20/12) 3. Accountability Management (9/2012) 4. Automation and Analysis (9/20/12)

14.1.2 Business Case: The Boards – DOL Appeals Management System (AMS)

DOL Appeals is an IT collective project to consolidate the Boards’ three outdated, obsolete appeals management systems into a single, simple but robust, integrated system. The goal of this project is to achieve an efficient case processing/management and reporting system to support the Boards’ daily operations while simplifying and enhancing the delivery of services to the public (e.g., e-filing) and to increased accessibility and availability of information (e.g., case-status).

DOL Appeals in its final state will be a single, shared fine-tuned case tracking, management and production information system, including a comprehensive case tracking system to assist with resource allocation, management and workflow, permitting the retirement of the Boards' at risk legacy systems. It will also provide customers and other related stakeholders an interactive, comprehensive website for information on matters involving the status of appeals, access and search ability of relevant statutes, regulations and procedures, e-filing, and Frequently Asked Questions (FAQs). DOL Appeals will provide employees of the Boards an intranet website structure to staff both in the office and off-site (e.g., on travel, ill, Telework) with access to reference materials, e-mail and other intra-office communications.

The DOL Appeals Management System business case addresses the following business performance gaps:

- Redundant Hardware
- Redundant, Limited, Outdated Software Solutions
- Secure Environment
- Reporting Flexibility
- Non-Existent Workflow Support
- www.dol.gov/appeals.../eStatus
- Electronic Document/Records Management
- Automated Posting of Final Decisions & Orders
- www.dol.gov/appeals.../eRegistration
- www.dol.gov/appeals.../eService
- www.dol.gov/appeals.../eFiling

Transition Synopsis

The Boards currently have three separate appeals management systems that utilize outdated, obsolete technology. These systems are difficult to maintain, not user friendly, provide management limited support, and run the risk of failure. The Boards have done a cost benefits analysis (CBA), and have identified a COTS tool solution the meets its appeals management requirements.

This investment will give users a single point of entry in an environment that is not network-access or account prohibitive. It will support the Boards' individual workflow process requirements, simplify business processes, and unify information flows across lines of business. The development of an IT solution (DOL Appeals) for the BOARDS will ultimately provide better quality service to the citizen, reduce redundant costs, allow for readier access to government services, and make the partnering agencies more transparent and accountable.

These operational improvements will be achieved by implementing an enterprise-level, Web-based, solution that provides all the capabilities required to plan, track, monitor, and report on appeals in addition to providing the flexibility to adapt to future requirements or changes to laws and regulations without the need for program changes to the source code. Moreover, the software's configurability will give the Boards the ability to modify the application as their business processes evolve without having to rely on a vendor thus further reducing risk and cost of ownership over time.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Project	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
DOL Appeals	Implement of Application	09/21/2011	Redundant Hardware Redundant, Limited, Outdated Software Solutions Secure Environment Reporting Flexibility Non-Existent Workflow Support www.dol.gov/appeals.../eStatus Electronic Document/Records Management Automated Posting of Final Decisions & Orders www.dol.gov/appeals.../eRegistration www.dol.gov/appeals.../eService www.dol.gov/appeals.../eFiling	1. Decrease case processing time (9/2012) 2. Decrease in Complaints/Inquiries (9/20/12) 3. Accountability Management (9/2012) 4. Automation and Analysis (9/20/12)

14.1.3 Business Case: OALJ – Case Tracking System (CTS) & General Support System (GSS)

The purpose of the Joint OALJ Case Tracking System (CTS) and the General Support System (GSS) solution/services is to provide a framework and approach to coordinate and manage OALJ cases through its web-based tracking system, which resides on its self-managed IT network. CTS and GSS as interrelated systems provide the public via its website all OALJ judge issued decisions. CTS is the system that supports mission critical judicial activity through the storage of caseload data plus business rules. This case management system is in steady state and reported under an OMB Exhibit 53. GSS is the network infrastructure that supports OALJ and is the secured infrastructure where CTS resides. Jointly CTS and GSS remain mission critical systems and heavily utilized in the performance of issuing judicial documents for the agency. The Goal of this Initiative is to maintain a robust Case Tracking System and underlying infrastructure for OALJ with plans to close the business needs gaps as identified in OALJ's Enterprise Architecture.

OALJ is headquartered in Washington, D.C., and has seven District Offices:

- Boston, Massachusetts
- Cherry Hill, New Jersey
- Cincinnati, Ohio
- Covington, Louisiana
- Newport News, Virginia
- Pittsburgh, Pennsylvania
- San Francisco, California

OALJ's mission is to render fair and equitable decisions under the governing law and the facts of each case they preside over. Its future service delivery is founded on three fundamental concepts: continued program integrity, client service, and sustainable mission productivity.

OALJ hears and decides cases arising from labor-related statutes and regulations. They preside over formal hearings, conducted under the Administrative Procedures Act, in over 80 separate case areas. These case areas, fall under four general headings; (1) Black Lung Benefits Act; (2) Longshore and Harbor Worker's Compensation Act; (3) Immigration, and (4) Traditional case areas (e.g. cases where DOL brings case, whistle blower, etc.).

The Case Tracking System (CTS) & General Support System (GSS) business case addresses the following business performance gaps:

A. Promulgate Procedural Rules – OALJ will update and develop new Procedural Rules to define policy and procedures for conducting orderly hearings.

Assumptions:

- The overall objective is to update Part 18 to mirror the current Federal Rules of Civil Procedure.
- The revised rules will reflect current federal practice and procedures as applicable to administrative adjudications at the Department of Labor; identify clarify arcane rules; accommodate technologies that were not prevalent when last updated in 1983; address applicable interpretative case law; accommodate the differences between federal courts and ALJs; accommodate special requirements of the Department of Labor; and be accommodating to updates as federal practice and court technology evolves.

B. e-Registration – OALJ will enable public registration with the OALJ Web Portal to support Electronic Service and Filing.

Assumptions:

- Registered claimants will have the option for electronic receipt and/or electronic submission of official documents to/from OALJ.
- There will be an approval process for submission of electronic registration to OALJ to validate the validity and accuracy of the claimants' relevant data.
- There will be an approval process for requests to receive electronic service (e-Service) from OALJ to validate the validity and accuracy of the claimants' relevant data.
- There will be an approval process for request to electronically submit (file) official documents to OALJ to validate the validity and accuracy of the claimants' relevant data.
- There will be authentication of registered users when interacting or exchanging documents with the Appeals Boards through the OALJ Web Portal

- e-Registration will lead to streamlined communication using an electronic correspondence process versus the manual process.
- e-Registration will improve case processing due to faster and more reliable methods of communicating that will reduce lag time between correspondence.
- e-Registration will require implementation of electronic document storage and management as a source for document distribution.
- Participation in e-Registration will be voluntary based on the claimant's electronic registration and approval.
- Traditional manual document service will remain available.
- Registration is not required to access public information posted on OALJ's Web Portal (general information, Final Decisions and Orders, appeals status/e-Status).

C. OALJ will update Software Licenses to maintain current with Microsoft End-of-Service Life Migrations.

Assumptions:

- OALJ will update Software Licenses to maintain current software (SW) utilities due to non-performance of Microsoft at SW end-of-life.

D. Document Issuance Automation IT security improvement

Assumptions:

- Reduce resource cost by the reduction of errors caused by the manual process
- Streamlined communication using a electronic correspondence process verse the manual process
- Improve case processing due to faster and more reliable method of communicating which will also reduce lag time between correspondence
- Requires implementation of electronic document storage and management as a source for documents to be distributed
- Requires implementation or OALJ Web Portal participant registration and approval (e-Register)

- Participation is voluntary based on participant electronic registration and approval
- Traditional manual document service remains available
- Requires a DM/RM DOL Enterprise-wide solution

E. OALJ Website (web portal) will align with the Department's Enterprise Architecture and current departmental modernization initiatives.

Assumptions:

- The web site content will be restructured to align with Investment 2) Provide Legal Research data.
- The web site will provide Web 2.0 features to enable citizens to be actively notified of newly published information.
- The web site will provide citizens with a "what's new" listing that consolidates the notification of Benchbook, Digest, Newsletter, and Court Procedure updates.
- The web site will provide citizens with the capability to perform effective legal research.
- The web site will provide citizens the ability to retrieve additional information regarding the current status of a case.
- The web site will provide citizens experienced with the OALJ web site with efficient navigational access to items of most interest.
- The web site will provide citizens not experienced with the OALJ web site with helpful introductory and Hearing Process explanatory information.
- The web site will provide mobile browser support to the citizens.
- The web site will provide citizens with supplementary options to query and obtain case decision documents and case status.
- The web site will provide citizens with 'crumb trail' navigational aids.
- The web site will provide the ability to configure role based OALJ content contributor security rights.
- The web site will provide a template based content delivery.
- The web site will provide the ability for OALJ content contributors to securely, efficiently, and timely post new and updated content.

F. CTS will provide citizens with an Electronic Filing (e-Filing) option.**Assumptions:**

- e-Filing will reduce resource cost by the reduction of errors caused by the manual processing.
- e-Filing will streamline communication using an electronic correspondence process verse the manual process.
- e-Filing will improve case processing via faster and more reliable communications that will reduce lag time between correspondences.
- e-Filing requires implementation of electronic document storage and management as a destination for documents received.
- Requires implementation of OALJ Web Portal participant registration and approval (e-Register)
- e-Filing participation is voluntary based on the participant's electronic registration and approval.
- Traditional manual document filing will remain available.
- e-Filing requires a DM/RM DOL Enterprise-wide solution.

G. A key objective of CTS is to facilitate efficient, accurate, relevant Legal Research.**Assumptions:**

- CTS will provide the ability to store and retrieve documents for a database or file system.
- CTS will eliminate the need to retain hardcopies of documents.
- CTS will provide additional control over managing documents.
- CTS will provide the ability to track documents.
- CTS will provide internal legal research for judicial staff.
- CTS requires a DM/RM DOL Enterprise-wide solution.

Transition Synopsis

Impact Performance Objectives Gap for Promulgate Procedural Rules:

- Newly defined/updated/implemented procedural rules for court hearings

Gap addressed by Milestone:

a. Develop OALJ Procedural Rules

- Research best practices of agencies and courts on hearing procedure
- Draft proposed rules or amend existing rules as warranted
- Deliberate on proposed rules

b. Clear OALJ Procedural Rules

- Coordinate with the Office of the Solicitor on publication of formal rules in the Federal Register
- Maintain web page describing applicable rules and linking to up-to-date text of the rules
- Notify e-mail subscribers of changes to rules
- Educate OALJ staff and public about rules changes

Conclusion:

Court rules and procedures are required to conduct orderly hearings. The OALJ is an entity within the Executive Branch of the United States Federal Government yet performs a judicial function and must operate in a manner similar to the Federal District Courts. OALJ procedures are governed by the Administrative Procedure Act (APA) and standards of the legal profession. In addition, the OALJ is subject to Executive Orders, Regulations, and governance that are not applicable to the Judicial Branch of government. All of these factors are assessed in the formulation of Procedural Rules. Procedural Rules define how hearings are conducted, the standards for and submission of evidence, and procedures for case participant interaction with the OALJ, and are required for OALJ to fulfill the Service "Conduct Hearings". These procedural rules are reviewed every 25 - 30 years because gaps in law develop over time. OALJ started this project in the 4th Quarter of FY 2009.

Impact Performance Gap for Enabling Registration to OALJ Web Portal:

- Enable addition of electronic service (e-Service) and electronic filing (e-Filing) to services provided on the OALJ Web Portal
- Reduce the use for paper

Conclusion:

In order to provide the option for citizens to use electronic service (e-Service) and electronic filing (e-Filing) services provided on DOL Appeals Web Portal the appeals boards must allow electronic registration with the DOL Appeals Web Portal. Registrations must go through an approval process to verify the email address submitted and approval by the appeals boards for the requested service. Registration is not required to get public information posted on DOL Appeals Web Portal. Registration, and approval, is required to use e-Service or e-Filing. e-Register is a precursor to both e-Service and e-Filing. Electronic Service (e-Service)

Impact Performance Gap for Microsoft End of Service Life Agreements:

- System Management Server (replaced with MS System Center)
- SQL 2005 (to 2008 in the future)
- Windows Server 2003 to 2008 R2 (in the future)
- Windows XP to Windows 7
- Crystal Reports v10 (to future version)

Conclusion:

ALJ updated Software will bring ALJ's operating system and software utilities into current DOL acceptable standards.

Impact Performance Gap for Document Issuance Automation – IT Security:

- Provide a mechanism to capture, retain, retrieve and archive/destroy distributed documents
- An automated process which eliminates current manual processes by incorporating detailed business rule, data, and workflow information/triggers, and electronic event management
- Reduce the use for paper

Conclusion:

Reducing the quantity of documents served manually will reduce the possibility of errors in packaging and labeling. Allowing, but not requiring, claimants to receive documents electronically improves customer service. Electronic Document Service (e-Service) will enable participants to receive documents in their preferred format.

Impact Performance Gap for Website Alignment with Enterprise Architecture:

- Provide segments of the citizenry with the information most pertinent for them.
- Provide pro-active notification of new or modified content to citizens.
- Enable timely dissemination of information.
- Enrich the citizen user experience with OALJ
- Enable effective legal research.
- Enable efficient and secure content contribution to the web site.

Conclusion:

Citizen access to the restructured and 'needs appropriate' web site content, along with content change notification, trail crumb navigation, and "What's New" features will provide a rich user experience with OALJ. Legal research and Case Docket status features will improve the effectiveness of OALJ Hearings.

Impact Performance Gap for Electronic Filing:

- Provide a mechanism for capture, retain and retrieve filed documents

- An automated process which eliminates current manual processes by incorporating detailed business rule, data, and workflow information/triggers, and electronic event management
- Reduce the use for paper

Conclusion:

Augmenting manual document filing with electronic document filing will reduce the manual labor required by participants to print label and mail paper documents and reduce the manual labor required by the appeals to receive filings. Allowing, but not requiring, appeal participants to file documents electronically improves customer service. Electronic Document Filing (e-Filing) will enable participants to file or submit documents in their preferred format. This process will provide a more efficient process for public and the provider of the services to streamline different aspects of the process.

Impact Performance Gap for Legal Research:

- Ability to store document electronically
- Reduce distribution cost

Conclusion:

A Document Management application will reduce the cost associate with the storage, retrieval and shipping of case information to make available to the public.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Upgrade ALJ End-of-Service Licenses	Update SQL, System Center, and Windows Server Software	3/31/11	Reduce costs and streamline hardware/software utilities	Upgrade SQL for better database performance, utilize System Center to better manage required monthly security updates, upgrade Windows Server software to align with Microsoft supported licenses

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Promulgate Procedural rules	Draft new rules and coordinate with SOL to receive input/feedback	12/30/11	Establish new Rules/Procedures for OALJ cases	All rules reviewed and updated with feedback incorporated
Promulgate Procedural rules	Final Publication and Educate Staff and Public	9/28/12	Establish new Rules/Procedures for OALJ cases	All rules published and in use by Staff and Public
Enable Electronic Registration into ALJ portal	Develop, Configure, Test, and Deploy e-Registration site (for DOL internal use)	6/30/11	Afford designated users to perform pilot ESR managed services	Select SOL litigation staff and designated support staff access ESR module and begin managing specified ALJ case types
Enable Electronic Registration into ALJ portal	Develop, Configure, Test, and Deploy e-Registration site (for Public use)	6/30/12	Afford designated Public users to perform pilot ESR managed services	Select/Approved Public access to ESR module and begin managing specified ALJ case types
Implement e-Registration to the Public	Develop, Configure, Test, and deploy secured e-Registration portal for the General public	12/30/12	Afford all users with access to ESR managed services	Public access to ALJ ESR module to request documents related to cases authorized by ALJ judges
Update OALJ website to align with DOL/EA requirements	Review and establish electronic mechanism for the Public to access OALJ website with better management controls	8/30/11	ALJ website presented and managed with functions/services that are acceptable to DOL requirements with approved EA technologies	Render OALJ website in DOL provided format.
Develop Electronic Filing Mechanism	Develop, Configure, Test, and deploy secured e-Filing utility/mechanism	9/30/11	Provide a mechanism for constituents and DOL agencies to file documents electronically	Perform assessment analysis to determine best approach for providing Electronic Filing
Provide Better Legal Research Mechanisms	Identify a DM/RM solution that will manage documents and provide requires search and research capabilities. Awaiting DOL DM/RM service	9/30/12	Provide better legal research mechanisms	TBD – Develop CBA

14.1.4 Business Case: SOL - IT Modernization Initiative

Manages legal services provided to program agencies, OMB and other government entities. These services are focused on protecting the rights of America's worker. The solution promotes sharing of information and automates paper-based processes.

The IT Modernization Initiative business case addresses the following business performance gaps:

- No central access to matter management information
- Manual workload and resource management for supervisors
- Manual workload management for employees
- Manual paper-based processing of matter/case files
- Inadequate database technology for matter management data
- Inadequate database technology for evidential data
- Inability to respond to recent regulatory changes in FRCP
- Manual paper-based processing of evidence documents
- No central access to evidence information
- Limited electronic evidential data sharing

Transition Synopsis

The Solicitor's Office (SOL) ensures that the Nation's labor laws are forcefully and fairly applied to protect the Nation's workers. However, it currently lacks the technology to keep up with an increasing workload. Not only is its caseload increasing, but cases today involve an increasing amount of electronic data. The IT Modernization project includes 2 new development efforts that will replace 2 legacy systems.

Matter Management

The Matter Management Initiative (MMI) will replace the Office of the Solicitor Legacy Workload Management Systems. These legacy systems track all significant legal matters referred to the various regional or national offices of the SOL. The legacy systems designed in the 1970's are outdated, manually intensive, and are quickly nearing the end of their planned

service life. In addition, some users are hampered by a lack of ready access to the information they require to do their job efficiently. MMI will modernize, streamline, and simplify matter management and time tracking processes for all SOL offices across the nation. MMI will provide a comprehensive case management tool, offering improved interaction between the offices, while still providing the functionality that is currently available within the current legacy applications. The consolidated repository will streamline data entry and reporting through timesheet views and expanded data accessibility. MMI will be implemented through a customized COTS solution throughout SOL national, regional and sub-regional offices supporting approximately 700 attorneys, docket clerks, and paralegals.

The Matter Management Initiative will decommission 5 Workload Management Systems. The transition includes implementation of MMI in 3 phases. Phase 1 of the Matter Management initiative will decommission 2 legacy systems and add a capability to manage legal holds preservation requests associated with litigation and support robust management reporting. Phase 2 replaces another 2 legacy systems while adding workflow and integration with Outlook to manage court dates and other legal deadlines as well as providing a foundation for document management. Phase 3 completes the transition by replacing the remaining legacy system and implementing a robust document management interface to eliminate paper based processing of documents. The overall benefit to the government and to the citizens will be in the form of more efficient management of labor law cases and litigation through the improved capabilities provided to attorneys and other legal staff.

Evidence Management

The Evidence Management Initiative (EMI) will replace Litigation Support Systems (LSS) which no longer meets the needs of today's labor enforcement lawyer. It is the primary goal of EMI to far exceed the functions and abilities of LSS and processes currently in use; specifically, but not limited to, the areas of document management, volume handling, and searching. EMI will automate the organization's use and control of electronically stored information (ESI), including evidence and discovery items related to a legal matter. The legacy LSS does not allow DOL to comply with e-discovery requests from opposing counsel and the Federal court, has limited electronic sharing of common evidential data, provides for a manual paper-based manipulation of evidence that could be stored electronically to improve attorney productivity, and is comprised of outdated legacy system technology that cannot keep pace with the volume and variety of evidence file formats or the technology utilized by opposing counsel, and is not able to respond to recent regulatory changes in the Federal Rules of Civil procedure regarding e-discovery.

EMI will provide an integrated system of evidence management for sharing among paralegals, trial attorneys, and appellate attorneys and investigators and other enforcement personnel. EMI will provide the means for efficient collection, storing, locating, reviewing, sorting, analyzing, and reorganizing of evidence information in the development of litigation

strategies. EMI will be supported with a suite of COTS technology solution that manages the evidence information obtained through e-discovery activities and from DOL enforcement program agencies (e.g., inspection reports citations). EMI will decommission the Litigation Support Systems. The transition includes rollout of a suite of litigation support tools. With technology-based tools such as EMI, SOL will be able to process more complex and ground-breaking enforcement cases resulting in better protection of the rights of America’s workers.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Matter Management Initiative (MMI)	WMS/MMI DME - Implement Phase 1 Application	09/2011	- No central access to matter management information - Manual workload and resource management for supervisors - Manual workload management for employees - Inadequate database technology for matter management data	- Matter Processing Efficiency: 51.50 Pending Matters Closed Per Attorney (09/2012) - Reporting Cycle Timeliness: 7.76 Days (09/2012) - Customer Satisfaction – Problem Reports: 177 Complaints (09/2012) - System Availability: 64 Complaints (09/2012)
Matter Management Initiative (MMI)	WMS/MMI DME - Implement Phase 2 Application	09/2012	- Manual workload management for employees - Manual workload and resource management for supervisors	- Matter Processing Efficiency: 52.97 Pending Matters Closed Per Attorney (09/2013) - Reporting Cycle Timeliness: 7.33 Days (09/2013) - Customer Satisfaction – Problem Reports: 167 Complaints (09/2013) - System Availability: 60 Complaints (09/2013)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Matter Management Initiative (MMI)	WMS/MMI DME - Implement Phase 3 Application	09/2013	<ul style="list-style-type: none"> - Manual paper-based processing of matter/case files 	<ul style="list-style-type: none"> - Matter Processing Efficiency: 53.95 Pending Matters Closed Per Attorney (09/2014) - Reporting Cycle Timeliness: 6.90 Days (09/2014) - Customer Satisfaction – Problem Reports: 149 Complaints (09/2014) - System Availability: 54 Complaints (09/2014)
Evidence Management Initiative (EMI)	LSS/EMI DME – Implement Application	06/2012	<ul style="list-style-type: none"> - Inadequate database technology for evidential data - Inability to respond to recent regulatory changes in FRCP - Manual paper-based processing of evidence documents - No central access to evidence information - Limited electronic evidential data sharing 	<ul style="list-style-type: none"> - Litigation Processing Volume: 20,107 Enforcement Litigation Matters (09/2013) - Attorney Litigation Productivity: 41.39 Litigation Matters Per Attorney (09/2013)

15 DOL Line of Business: Public Affairs

15.1 Segment: Communications & Outreach

15.1.1 Business Case: ODEP – Disability.gov

Disability.gov is the one-stop source for disability-related resources. This multi-agency web collaboration synergizes 22 Federal partner programs, simultaneously improving online access and citizen participation while dramatically reducing costs.

The Disability.gov business case addresses the following business performance gaps:

- No single source of disability-related information - Multiple Federal websites organize information according to bureaucratic hierarchy; not citizen-centric.
- Lacking State and Local Information - Most information on the site is Federal-centric; Governance Board wants more state and local information available.

Transition Synopsis

Disability.gov is a "one stop" site created to reduce barriers for individuals with disabilities. It disseminates critical information while at the same time saving taxpayers' dollars. Federal, State and local governments collaborate to provide timely, personalized, public access to information about employment, housing, transportation, income support, health care, technology, and other programs for persons with disabilities. Everyday, Disability.gov fulfills its mission to link persons with disabilities and other interested individuals with comprehensive information so that they can effectively navigate their worlds, and ultimately, more effectively participate in their communities and the workforce. For many first time visitors, it is critical that they find the information they need quickly and easily while simultaneously making them aware of ancillary resources they might find beneficial. The site is continuously reviewed by subject matter experts to ensure that all resources are of high quality and applicable to the user's needs while remaining easy to use. Customer satisfaction is monitored using several methods to ensure user's needs are being met and give them a voice in how the site improves.

While the investment has had many cloud-like features in its technical architecture and acquisition strategy from inception, Disability.gov is actively pursuing, in conjunction with the CIO, an enhanced migration to cloud infrastructure as a service

(IAAS) in order to leverage greater fiscal efficiency and maintain operational flexibility. Completion is expected within 12 months.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Operate and Maintain Disability.gov	Cloud Migration - IaaS	1/2012	No single source of disability-related information	Decrease Operations and Maintenance Costs per User: 75% of total burstable capacity costs
Operate and Maintain Disability.gov	Maintenance and Operations	9/2020	No single source of disability-related information	Maintain Application Availability (Uptime) at or above: 99.000000 (9/30/2011)
Operate and Maintain Disability.gov	Maintenance and Operations	9/2020	No single source of disability-related information	Maintain Application Availability (Uptime) at or above: 99.000000 (9/30/2012)
Operate and Maintain Disability.gov	Maintenance and Operations	9/2020	No single source of disability-related information	Maintain Application Availability (Uptime) at or above: 99.000000 (9/30/2013)
Operate and Maintain Disability.gov	Maintenance and Operations	9/2020	No single source of disability-related information	Maintain Application Availability (Uptime) at or above: 99.000000 (9/30/2014)

15.1.2 Business Case: OASAM - Secretary’s information management system (SIMS)

Secretary's Information Management System (SIMS) is a document management tool for controlling correspondence addressed to DOL. SIMS FOIA will include additional features for tracking Freedom of Information Act (FOIA) requests.

The Secretary’s information management system (SIMS) business case addresses the following business performance gaps:

- FOIA - Lack of centralized tracking system

- FOIA - Lack of well trained resources
- FOIA - Lack of Document Management capabilities
- FOIA - Inconsistency and lack of standard tracking of FOIA requests
- FOIA - Manual and resource intensive process for consolidating component agency reports
- FOIA - Delays in responding to inquiries
- Manual Routing and Assignment is labor intensive
- The paper based process is resource intensive and lacks the ability to adequately track timely responses to client requests

Transition Synopsis

SIMS and SIMS FOIA are correspondence tracking system that manage and respond to inquiries referred to DOL by DOL agencies, citizens and other government agencies.

Currently these systems are mainly used for tracking the status of inquiries without any integration with Document and Record Management systems or Electronic Case Management. The envisioned target for these systems is to add document management and workflow capabilities that can increase efficiency and timeliness of responses to the constituents' inquiries

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
SIMS	Provide workflow capability and automated routing of correspondences	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Manual Routing and Assignment is labor intensive	Increase percentage of requests that are processed within 30 business days (90% requests)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
FOIA	Provide training for FOIA officers and coordinators	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of well trained resources	Increase number of Trained FOIA Coordinators (665 persons)
FOIA	Enhancement of FOIA automated services	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Delays in responding to inquiries	Increase percentage of FOIA inquiries submitted through the web interface (50% inquiries)
FOIA	Implement Case Management functionality to the FOIA system	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Delays in responding to inquiries	Reduce average response time of FOIA requests (20 Days)
FOIA	Provide additional tracking and reporting capabilities	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Delays in responding to inquiries	Reduce percentage ratio of FOIA inquiries in backlogs: (35% of inquiries)
FOIA	Integration with Document Management System	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of Document Management capabilities	Increase percentage of Document Management functionalities utilized for FOIA related correspondences: (100% of documents)

15.1.3 Business Case: OPA - Enterprise Communications Initiative

The Enterprise Communications Initiative (ECI) is the DOL centralization of Web services, e-correspondence, language translation and contact centers. The ECI will increase the transparency of DOL information to the public, while decreasing its cost.

The Enterprise Communications Initiative business case addresses the following business performance gaps:

- ECI: Silo-ed structure of DOL agencies
- ECI: Need for collaborative authoring and editing of information
- ECI: Need to maintain ECI Service level
- ECI: Need for an enterprise wide Collaborative Workspace system
- ECI: Lack of scalable and automated Content Management processes

Transition Synopsis

The Enterprise Communications Initiative (ECI) is the DOL centralization of Web services, e-correspondence, language translation and contact centers. ECI centralizes the communication channels namely Internet, Intranet, Translation services, and Email Correspondence across the DOL.

This investment benefits the public by increasing the transparency and consistency of DOL information, while decreasing associated costs. There are several separately funded and maintained web operations within DOL, resulting in significant, unnecessary costs and resource duplication. The current DOL environment is inefficient and has resulted in resource duplication across DOL. Under ECI, all information dissemination services will be centralized into a single, multi-layered, citizen-centered communication strategy.

The ECI has DME projects and Steady State support efforts ongoing throughout the implementation of the ECI. The ECI's DME projects included long-term strategic Web projects to centralize and enhance the DOL Web capability and it includes short-term projects in response to agency requests or DOL emergency situations.

As part of the transition strategy, ECI will make available an enterprise-wide content management system, which will provide searchable, consistent and authoritative DOL content at a lower overall cost to the Department. The ECI will also provide Online Collaboration services to all DOL agencies.

OPA will also provide leadership in achieving the Department’s vision to transform its customer service experience. This transformation will drive DOL into an operation whose services are not only timely, accurate, and complete, but also courteous, easy-to-access, and professionally handled across all agencies and programs. DOL’s ‘customer first’ mentality will ensure that all customer requests are handled efficiently and effectively, regardless as to how or through what communication channel they are received.

DOL will develop a customer service program that will leverage the right mix of people, information and technology to significantly enhance customer service. DOL will create customer service policies, procedures, and performance measures to ensure an effective customer service program. The performance measures will allow the Department to monitor, enhance and optimize the level of services provided to the public. DOL will create a customer service culture that will strengthen program relationships across the enterprise, as well as with its customers. It will employ easy-to-use systems that will empower and assist customers in resolving their requests, regardless as to how they interact with the Department.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Web Content Management System (WCMS)	Web Content Management System (WCMS)	12/2011	- ECI: Silo-ed structure of DOL agencies - ECI: Lack of scalable and automated Content Management processes	- ECI Decrease in broken links: 280 unit (09/2016) - ECI Average cost of maintaining applications in LaborNet and DOL.gov: 149 hrs (09/2016)
Online Collaboration (OC)	Offer new Enterprise-wide Services to DOL	7/2011	- ECI: Silo-ed structure of DOL agencies - ECI: Need for a single online solution for employees and stakeholders to collaborate efficiently.	- ECI Number of agencies using at least one OPA DEC provided enterprise communication (EC) service: 28 (09/2016)

16 DOL Line of Business: Supply Chain Management

16.1 Segment: Supply Chain Management

16.1.1 Business Case: OASAM – eProcurement

Enterprise-wide electronic procurement management system.

The eProcurement business case addresses the following business performance gaps:

- EPS does not adequately support the needs of the acquisition community – not reliable
- Benefits of the investment made on a yearly basis for the subscription/license cost fees from the vendors does support the cost of investment.
- EPS integrates with only two of the eight Federal System Acquisition Management (SAM) (formerly known as the Integration Acquisition Environment (IAE)) component systems (Central Contractor Registration (CCR) and Federal Procurement Data System-Next Generation (FPDS-NG)).
- EPS consists of two different COTS products (requisition and contract) provided by two (2) different vendors that does not provide DOL with a single accountability for resolving technical and/or help desk issues, addressing new requirements, etc.
- Current reporting functionality does not support Management reporting requirements.
- Significant interface failures between the systems – EPS, E-grants (DOL Grants Management System), New Core Financial Management System (NCFMS)
- Financial data not properly being captured in NCFMS – potential ADA/Lapse of Funds Issues
- Significant increase in workaround thereby circumventing policies – causing potential audit issues
- A lack of streamlined acquisition processes has increased workload – significant duplication; re-work and increasing risk of errors in the documents and Government-wide reporting.
- Disruptive to the operation of the program offices – significant re-work, probability of increase ratifications to carry out missions, inability to track expenditures/obligations.

Transition Synopsis

The current DOL Electronic Procurement System (EPS) was rolled out incrementally by DOL agencies and regions and was fully deployed to all DOL users in 2005. Due to performance gaps of the current system the EPS working group in 2009 recommended to OASAM to explore other options to address the business and performance gaps that resulted to transition of EPS to a new Cloud based Acquisition Management System (AMS).

The DOL Acquisition Management System (AMS) funds an investment to migrate DOL's Acquisition information system to a secure shared cost-effective vendor-hosted environment. Migrating to a shared vendor-hosted environment enables DOL to focus on managing its Acquisition processes rather than its Acquisition system and related technologies, avoiding the costs associated with updating and supporting its legacy Electronic Procurement System (EPS), and improving the responsiveness of its procurement organization. This investment benefits the public by enabling DOL to support delivery of essential mission-driven citizen services through accountable and transparent procurement of a wide array of products and services in order to achieve its strategic goals. In December 2009, DOL executed market research to gain insight into the available alternatives to its current system and created a Rough Order of Magnitude cost estimate to acquire, migrate, operate and maintain a procurement system that would fully integrate with related internal and external systems.

Transition Milestones

The table below provides a summarized view of the transition milestones along with the addressed gaps and the performance improvement measurements.

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
e-Procurement	Provide electronic workflow procurement / acquisition process with adequate business intelligence embedded into the system	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Slow process of orders or award of contracts.	Decrease average number of days to Process an order: (16 Days)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	There is a lack of streamlined acquisition processes which has increased workload significant duplication; re-work and increasing risk of errors in the documents and Government-wide reporting	Increase number of internal IT Systems integrated with AMS: (3 IT Systems)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Dramatic increase in workaround sometime circumventing policies - potential audit issues	Increase percentage of Customers Satisfied with acquisition Services (85% Satisfaction)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	No clear metrics for controlling the quality of end-user training	Maintain percentage of users trained pass the test with at least a 90% score of correct answers: (80% of users)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Slow process of orders or award of contracts	Decrease average number of days to process an order: (23 Days)
Acquisition Management System Project	Improve usage of certain features of the system and reduce the reliance on the EPS Help Desk. Features include milestone plans (Contracting) and p-card purchasing and Invoice Reconciliation	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Large number of help desk calls which are not resolved in a timely manner impact user satisfaction.	Reduce number of help desk calls: (1927 calls)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Large number of help desk calls which are not resolved in a timely manner impact user satisfaction.	Decrease average number of help desk calls per user: (2 calls per user)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Lack of adequate risk planning and risk management	Maintain percentage of significant risk events that were not identified in relevant risk management and project management plans: (5% of significant risk events)

Projects	Milestones	Target Date	Performance Gaps	Measurements (with expected achievement date)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Number of detected POA&M items that remain unresolved	<p>Maintain number of high security Vulnerabilities that are detected in security scan and are not remediated within 90 days of discovery: (Zero)</p> <p>Maintain number of Medium security Vulnerabilities that are detected in security scan and are not remediated within 160 days of discovery: (Zero)</p> <p>Maintain number of Low security Vulnerabilities that are detected in security scan and are not remediated within 270 days of discovery: (Zero)</p>
e-Procurement	Improve interface between EPS and FPDS	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	DOL non-compliant with Federal mandates such as PMA in a cost-effective manner.	Reduce percentage of EPS actions NOT exported and approved to FPDS through EPS: (2% EPS actions
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Unplanned system maintenance windows results to interruption of acquisition services	Maintain percentage amount of time for unplanned system or application maintenance: (0.2%)
Acquisition Management System Project	Acquisition Management System (AMS)	09/2011 09/2012 09/2013 09/2014 09/2015 09/2016	Unpredictable system availability results to interruption of acquisition services	Maintain percentage of time that AMS system will be available to end-users: (99.9%)

17 Appendix A – System Inventory List

Org	System Name	System Acronym	System Mission/Purpose	System Owner
BLS	Consumer Price Index	CPI	The CPI system is a major application which produces the Consumer Price Index, a Principal Federal Economic Indicator (PFEI) and the nation’s chief measure of retail price change. The objective of the Consumer Price Index is to measure the average change over time in the prices paid by urban consumers for a market basket of goods and services. The CPI has three principal uses: First, as a current measure of inflation, used by both the private sector and the government; second, as a deflator of other economic series, such as the national income and product accounts; and third, as a means of adjusting dollar values, such as Social Security payments.	W John Layng
BLS	Current Employment Statistics System	CES	The objective of the CES system is the preparation of current estimates of non-farm employment, hours, and earnings each month. Data used in CES is collected from a sample of 400,000 employers by state agencies participating with BLS, by regional office collection centers, and directly by the BLS National Office. EDI is the most frequently used collection mode, while CATI, Touchtone Data Entry (TDE), and the World Wide Web (WEB) are each used by about one-quarter of the respondents. For establishments that do not use the above methods, data are collected by the State agency using mail, FAX, transcript, magnetic tape or computer diskette.	Ken Robertson

Org	System Name	System Acronym	System Mission/Purpose	System Owner
BLS	Current Population Survey System	CPS	<p>Current Population Survey (CPS) System provides national labor and economic statistics to the American public, Congress, other Federal agencies, state and local governments, businesses, and labor as the monthly Employment Situation. The system maintains information about the nation's working population and provides strategic information on employment, unemployment, and other leading economic indicators. CPS was developed and implemented for BLS approximately in the early 1950's. Using CPS, BLS performs statistical analysis on data, prepares estimates, and publishes those estimates in the monthly Employment Situation press release. Economic decisions are based on these monthly estimates. CPS also reports periodically on displaced workers, contingent workforce, job tenure, and the U.S. working poor. Under an inter-agency agreement between BLS and the Census Bureau, the staff from the Census Bureau collects data for CPS through telephone and face-to-face surveys conducted on samples of the U.S. population. The data are collected, edited, and weighted by the Census Bureau and then stored on the Census-BLS shared UNIX server. BLS processing begins with the running of a SAS program that checks for errors and anomalous information. If data errors are found they are reported to Census, corrections are made, and the file is returned. A non-confidential extract file is produced from the Census data and is transferred to the UNIX server at BLS to be used as input for TPL processing. Tabulated estimates of the input are generated via TPL software in postscript and non-postscript format. Database load files are also produced in ASCII format from data sources generated during TPL processing. The database load files are transferred as ASCII text files via FTP to the input folder on the Windows server. These are used to load tabulated CPS data into the time-series databases. The postscript output is printed in the PSB ground floor computer room on two-sided 3-hole punched paper, which is picked up and delivered to the Chief of the DUPS branch and placed in notebooks for use as a data reference source. A calculation procedure is run to create and load the database with needed time-series data unobtainable from the load files. The procedure computes estimates for selected series by executing a set of stored calculations. The Time Series database is updated. Data required for producing LABSTAT updates are extracted into the appropriate extract files onto the Windows server. The extract files are reformatted and saved on the LABSTAT ZUNI1 UNIX server</p>	Dorinda Allard

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>under a designated LABSTAT user ID. The LABSTAT staff loads estimates obtained from the LABSTAT extract file into a temporary database location where they undergo validation. Once approved, the estimates are stored permanently elsewhere in the database and released to the public according to a prescribed schedule. Data required for producing publication quality tables are extracted directly from the CPSERVO database using a TPL ODBC connection. The TPL software is used to generate publication quality tables for the Employment Situation news release and the Employment & Earnings monthly periodical. The Chief, DUPS, receives a copy of the printed tables, and a copy of the tables on a removable disk. Refer to 5 below, Monthly CPS Data Flow Diagram, for an illustration of the flow of data through the CPS system. The CPS System processes monthly, quarterly, and annual survey data. The CPS System is hosted in the BLS computing environment, specifically the LAN/WAN Infrastructure. The servers are located in the Postal Square Building. The system processes or houses the following Sensitive But Unclassified (SBU) data: • Microdata collected under a pledge of statistical confidentiality • Pre-release derived estimates BLS business requirements, the OMB Order Providing for the Confidentiality of Statistical Data, and the Confidential Information Protection and Statistical Efficiency Act of 2002, require the protection of the microdata and the system housing them. However, the sensitivity of the microdata does not rise above the norm in BLS. The pre-release derived estimates include Principal Federal Economic Indicators, which OMB has determined are among the most important produced by federal statistical agencies. The data are of special importance to the BLS mission and special measures above and beyond that provided other BLS systems and data are needed.</p>	
BLS	International Price Program	IPP	<p>The International Price Program is the primary source of information on price changes in the international sector of the U.S. economy. The IPP data provide information on internationally traded goods and services and on the U.S. trade position. This information allows for an accurate measure of the U.S. trade deficit and supports critical economic policy decisions related to both international trade issues and analysis of domestic inflation. The IPP Application and its sub-systems have been developed to produce the Import and Export Price Indexes.</p>	William F Alterman

Org	System Name	System Acronym	System Mission/Purpose	System Owner
BLS	LABSTAT	LABSTAT	LABSTAT is the central repository of data and textual information for the Bureau of Labor Statistics and is considered the agency's database of record. The data collected is gathered from various surveys, some of the most popular being the Consumer Price Index, National Employment Hours and Earnings, and Labor Force Statistics. Users from within BLS, from other Federal, state, or local governments, and from the public, access the database from various points through the LABSTAT Public Access System including the World Wide Web (WWW) and File Transfer Protocol (FTP). Frequent users of BLS are able to use the FTP site to download LABSTAT data in the form of flat file partitioned according to program specifications.	Rick Kryger
BLS	LAN/WAN Infrastructure	LAN/WAN	The LAN/WAN Infrastructure System provides the core computing and communications resources and supports all major and non-major administrative and economic applications within the Bureau of Labor Statistics. The majority of this system is physically located in the Postal Square Building located in Washington, D.C. Also, part of the system are the six regional offices, representing eight separate locations. These offices are physically located in Government-leased buildings in twenty-four major U.S. cities. This system maintains connectivity to the SunGard mainframe facility as well as state offices, the U.S. Department of Labor, the U.S. Census Bureau, and the Internet.	Ricky Kyger
BLS	Major Sector Productivity System	MSP	Major Sector Productivity, also known as MSP, is a Bureau of Labor Statistics (BLS) System. MSP was developed in the early 1990s and has been operational ever since. MSP provides national productivity and costs statistics to the American public, Congress, other Federal agencies, the Federal Reserve System, businesses and labor. The system gathers information on output, prices compensation, profits, employment and hours from the Bureau of Economic Analysis, U.S. Department of Commerce; the Bureau of the Census; the Board of Governors of the Federal Reserve System; and other offices in the Bureau of Labor Statistics. The collected data are used to prepare and publish estimates of output per hour and related measures twice each quarter in the Productivity and Costs news release.	Michael J. Harper

Org	System Name	System Acronym	System Mission/Purpose	System Owner
BLS	Management Information System	MIS	The BLS Management Information Systems Program is a group of systems/applications used to monitor and manage agency financial, staffing, and other administrative resources. The data in MIS are primarily financial or HR in nature, along with some additional types of administrative data for example, conference room reservation information, parking permit information, etc. Data sources are both external and internal to the Bureau. For example, financial data are derived from and provided to the DOL E Procurement system and DOLAR\$. DOL PeoplePower is a major source of the HR data in MIS.	Stuart Rust Jr
BLS	National Compensation Survey System	NCS	The National Compensation Survey (NCS) provides comprehensive measures of occupational earnings; compensation cost trends, benefit incidence, and detailed plan provisions. Detailed occupational earnings are available for metropolitan and non-metropolitan areas, broad geographic regions, and on a national basis.	Philip M Doyle
BLS	National Longitudinal Survey	NLS	The Bureau of Labor Statistics sponsors the NLS program to obtain information about how people respond to changes in the broader economy and how they make transitions through various stages of their lives. The NLS program currently includes three ongoing surveys, the National Longitudinal Survey of Youth 1979 (NLSY79), the NLSY79 Child and Young Adult Survey, and the National Longitudinal Survey of Youth 1997 (NLSY97).	Charles R Pierret
BLS	Occupational Safety and Health Statistics System	OSHS	The OSHS System annually estimates the number and frequency of nonfatal injuries and illnesses occurring in the workplace. Nonfatal work-related injury and illness data are collected through the survey of Occupational Injuries and illnesses. The survey collects descriptive case information, including the case characteristics and demographic descriptions of the injured and ill workers, for the more serious incidents, those that require at least one day of recuperation away from work. The Census of Fatal Occupational Injuries provides similar information for fatal work-related injuries and illnesses.	John W Ruser

Org	System Name	System Acronym	System Mission/Purpose	System Owner
BLS	Producer Price Index	PPI	The objective of the PPI system is to measure the average change in the selling prices of domestic producers of goods and services over time. The PPI estimates are a major economic indicator. The final output of the PPI component systems are several major aggregate measures of price change organized by manufacturing sector, stage of processing, and durability of products in the United States.	David M Friedman
EBSA	Employee Retirement Income Security Act Filing Acceptance System	EFAST2	The EFAST2 Major Application is a tri-agency program managed by EBSA. Its primary purpose is to capture and process data filed electronically in support of EBSA's final rule entitled "Electronic Filing of Annual Reports." The information filed in these reports is provided to the DOL, the IRS, PBGC, and the public. The Form 5500 will assist the agencies in fulfilling compliance, research, and public disclosure requirements. EFAST2 provides electronic access to filing and actuarial information to the public within 90 days of receipt as required by the Pension Protection Act of 2006.	Ron Allen
EBSA	Enforcement Management System	EMS	EMS supports the mission of the Employee Benefits Security Administration to protect the integrity of pensions, health plans, and other employee benefits for more than 150 million people. While EMS supports all parts of the mission of the Agency, the primary focus of EMS is to: Deter and correct violations of the relevant statutes through strong administrative, civil and criminal enforcement efforts to ensure workers receive promised benefits. EMS does also have some focus on other parts of the EBSA mission: Assist workers in getting the information they need to exercise their benefit rights. Assist plan officials to understand the requirements of the relevant statutes in order to meet their legal responsibilities. Develop policies and regulations that encourage the growth of employment-based benefits.	Virginia Smith

Org	System Name	System Acronym	System Mission/Purpose	System Owner
EBSA	General Support System (EBSA)	GSS	The Employee Benefits Security Administration protects the integrity of pensions, health plans, and other employee benefits for more than 150 million people. The GSS supports the Agency mission is to: 1. Assist workers in getting the information they need to exercise their benefit rights. 2. Assist plan officials to understand the requirements of the relevant statutes in order to meet their legal responsibilities. 3. Develop policies and regulations that encourage the growth of employment-based benefits. 4. Deter and correct violations of the relevant statutes through strong administrative, civil and criminal enforcement efforts to ensure workers receive promised benefits.	Will Williams
EBSA	Technical Assistance and Inquiries System	TAIS	TAIS supports the mission of the Employee Benefits Security Administration to protect the integrity of pensions, health plans, and other employee benefits for more than 150 million people. Specifically, the system helps the agency to: - Assist workers in getting the information they need to exercise their benefit rights. Additionally, TAIS supports the other parts of the EBSA mission to: - Assist plan officials to understand the requirements of the relevant statutes in order to meet their legal responsibilities. - Deter and correct violations of the relevant statutes through strong administrative, civil and criminal enforcement efforts to ensure workers receive promised benefits. - Develop policies and regulations that encourage the growth of employment-based benefits.	Sharon Watson
ETA	E-Grants	E-Grants	The mission objective of this system resource is to more effectively manage grants and programs throughout DOL. The system supports DOL's Strategic Goals: o Strategic Goal 1 -- A Prepared Workforce o Strategic Goal 2 -- A Competitive Workforce o Strategic Goal 3 -- Safe and Secure Workplaces	Laura Watson

Org	System Name	System Acronym	System Mission/Purpose	System Owner
ETA	Employment and Training Administration General Support System	ETA-GSS	ETA's mission is to implement a national workforce system that is citizen-centered and provides workers with the information, advice, job search assistance, income maintenance, and training needed to acquire and keep a good job. This mission also provides employers with the benefit of a database of skilled workers enabling them to manage their workforce strategically. With ETA's mission in full force, employers are better prepared to ensure high performance, greater public accountability, high quality service, and customer satisfaction. Additional benefits to employers include the ability to work collaboratively with partners and stakeholders in business, labor, and in state, and local governments. The ETA Local Area Network/Wide Area Network provides the ETA community with the technological tools to acquire, store, and maintain information. The system supports the following DOL Strategic Goals: 1. Strategic Goal 1 -- A Prepared Workforce 2. Strategic Goal 2 -- A Competitive Workforce 3. Strategic Goal 3 -- Safe and Secure Workplaces 4. Strategic Goal 4 -- Strengthened Economic Protections	Andre Brown
ETA	Enterprise Business Support System	EBSS	ETA's mission is to capture data for program-related activities and provide cost and performance information to program support staff and managers. The system supports the following DOL Strategic Goals: • Strategic Goal 1—A Prepared Workforce. This goal is achieved by the provision of effective training and support to end users of the EBSS application. • Strategic Goal 2—A Competitive Workforce. Various modules within EBSS greatly enhance participants' ability to be competitive in the workforce. • Strategic Goal 3—A Safe and Secure Workplace. The EBSS development team maintains a commitment to excellence and exercises good judgment in making the workplace safe and secure.	David A. Wilson

Org	System Name	System Acronym	System Mission/Purpose	System Owner
ETA	Foreign Labor Certification System	FLCS	<p>The DOL has four strategic goals: Strategic Goal 1 -- A Prepared Workforce Strategic Goal 2 -- A Competitive Workforce Strategic Goal 3 -- Safe and Secure Workplaces Strategic Goal 4 -- Strengthen Economic Protections The FLCS support the Strategic Goal 2 -- A Competitive Workforce. Strategic Goal 2 - A Competitive Workforce - Meet the competitive labor demands of the worldwide economy by enhancing the effectiveness and efficiency of the workforce development and regulatory systems that assist workers and employers in meeting the challenges of global competition. Foreign workers may be legally hired on a temporary or permanent basis when no American workers are available, able, willing and qualified, provided their employers file applications with the Department to adequately document the need.</p>	William Carlson
ETA	Unemployment Insurance Database Management System	UI DBMS	<p>The major software applications installed on the system as part of the UIDBMS discussed in item one (1) above are information gathering tools that support the following DOL strategic goals: • Strategic Goal 1 -- A Prepared Workforce • Strategic Goal 2 -- A Competitive Workforce • Strategic Goal 3 -- Safe and Secure Workplaces • Strategic Goal 4 -- Strengthened Economic Protections The UIR provides data on how States are doing in administering the different UI programs. These reports provide the National and Regional Offices' staffs with the ability to gauge the effectiveness of each program. Whether or not a State has to improve in its performance is based on the data gathered from these reports. The staffs are able to determine if the desired outcomes are being met. If the outcomes are not being met, States are instructed to focus on the problem areas until those areas are meeting the established standards. The TPS and BAM are statistical programs to help the States manage the collection and payout of the UI program. The TPS system provides a way for the National Office to validate how the States are collecting the required taxes from the employers in their respected States. Using this application, the States and the National Office can evaluate the effectiveness of the tax collection operation. The BAM program provides a way for the States and the National Office to determine if unemployment payments are being made in a timely manner. It is used to determine if payments were made in error. The BAM software looks at timeliness rates; meaning, the time it takes a State to pay benefits to an individual that has applied for unemployment benefits. The BAM</p>	Gay Gilbert

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			software is used to analyze the causes of erroneous payments.	
JC	Job Corps Local and Wide Area Network	Job Corps LAN/WAN	<p>GENERAL SYSTEM DESCRIPTION AND MISSION/PURPOSE OF THE SYSTEM The purpose of the Job Corps LAN/WAN (GSS) is to coordinate the efforts of the Job Corps community and implement full network connectivity and access to every Job Corps Center. The LAN/WAN supports SPAMIS, Job Corps' Major Application (MA). The Job Corps LAN/WAN (Local Area Network / Wide Area Network) supports the vision of the Secretary of Labor by supporting the Job Corps program and Job Corps students. The Job Corps program supports the following outcome goals; 1) Increasing worker's incomes and narrowing wage and income inequality, 2) Assuring skills and knowledge that prepares workers to succeed in a knowledge-based economy, including in high growth and emerging industry sectors like green jobs and 3) Helping workers who are in low-wage jobs or out of the labor market find a path into middle class jobs. The Job Corps LAN/WAN closes the performance gap that Job Corps had for delivering services such as custom computer applications, email, video conferencing, online training and VOIP (Voice over IP services) to all Job Corps Centers. The Job Corps LAN/WAN supports Job Corps agency objectives by providing telecommunications services (voice, video and data) for approximately 65,000 Job Corps users including Job Corps students, staff and contractors. The LAN/WAN is comprised of 122 Local Area Networks (LANs) located throughout the continental U.S. including Alaska, Hawaii and Puerto Rico. The LAN at each Job Corps center is comprised of multiple</p>	Edward Benton

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>routers, firewalls, intrusion detection and prevention systems, content engines, multiple switches and a copper and fiber optic cable infrastructure. The LAN at each Job Corps center provides Job Corps students and staff with access to the Internet, voice services via IP (Internet Protocol)-based PBX (Private Branch Exchange) telephone systems, video conferencing services utilized for student training and meetings and access to the Job Corps Wide Area Network (WAN). The Job Corps LAN/WAN provides a secure transport for voice, data and video traffic between Job Corps centers and the Job Corps Data Center. The WAN enables Job Corps staff to access applications that are utilized to track student progress through the Job Corps program. The Job Corps WAN enables Job Corps staff to access email, office automation products such as Microsoft Office, and shared data storage. The Job Corps LAN/WAN provides Job Corps students with access to an application delivery platform that supports training applications utilized by Job Corps students to meet their educational goals.</p>	
JC	Student Pay, Allotment and Management Information System	SPAMIS	<p>GENERAL SYSTEM DESCRIPTION AND MISSION/PURPOSE OF THE SYSTEM The Job Corps SPAMIS investment supports the mission objectives of the Office of Job Corps by providing data processing capabilities that support the Job Corps student academic and vocational training goals of Job Corps, along with job placement for students upon completion of the program. SPAMIS also provides Job Corps management the reporting tools to manage performance of the program. SPAMIS (Student Pay Allotment Management Information System) pays approximately 45,000 students and supports 20,000 support staff in Job Corps. SPAMIS was established in the early 1990's to provide data processing functions for the Job Corps program. All functions within SPAMIS are designed to capture and report information that relates to many aspects of each Job Corps student. The SPAMIS System consists of nine modules, each with it's own set of functionality, to support the various support staff that work directly with the Job Corps Students. The nine SPAMIS modules are as follows; 1) Outreach & Admissions - Begins process of capturing data for potential students 2) Student Data Management @ Centers - Used to manage data for students enrolled in the program, 3) Career Transition - Used to manage data for students who have completed the program and are transitioning into employment, 4) Student Pay - Calculates payroll for</p>	Edward Benton

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>students enrolled in the program, 5) Performance Reports - A series of reports used to measure the success of the program, 6) Report Library - Online library of current and historical reports, 7) Property Tracking - Tracks property in use throughout the Job Corps community, 8) Student Survey - Used to track survey information from students who have completed the program, 9) Contractor Expenditure Tracking Tool - Used by Job Corps contractors to track expenditures at Job Corps facilities. SPAMIS is a mature system that supports the entire series of major, specialized rules for management of Job Corps student data, production of payroll and performance reporting, as well as the Workforce Investment Act and any other applicable legislative mandates. In addition, SPAMIS supports DOL Outcome Goal 1.2 Assist youth in the transition to work. Job Corps plan to continue to use SPAMIS through BY2018 and beyond.</p>	
MSHA	Mine Accident Injury and Employment System	MAIES	<p>MAIES supports the Department of Labor Outcome Goal: Reduce Workplace Injuries, Illnesses, and Fatalities by processing accident, injury, employment and coal production information mining companies submit under 30 CFR Part 50. The system provides data through which some of MSHA's GPRA goals are measured.</p>	Carrie Arendale

Org	System Name	System Acronym	System Mission/Purpose	System Owner
MSHA	MSHA General Support System	GSS	MSHA's GSS supports the DOL Outcome Goal: Reduce Workplace Injuries, Illnesses, and Fatalities. The primary function of the MSHA LAN/WAN is supporting access to MSHA's enforcement, financial, administration, and personnel data; various software applications; office automation software; Internet and Intranet connectivity; MSHA E-government websites; and e-mail. This network provides direct connectivity for two primary and three secondary sites, 14 district offices (17 districts, but some share offices), and 79 field-offices. Additionally, the network is accessible via VPN access; and provides access to leased mainframe service centers, the DOL, and the Internet. Data and information processed on and transmitted by the MSHA LAN/WAN is subject to the Privacy Act of 1974. The LAN/WAN supports the FEA, MSHA EA, and the following strategic goals: • Improve organizational performance and communication through the effective deployment of IT resources. • Establish an MSHA-wide core computing environment in compliance with statutory and policy requirements for a consistent architecture. • Enhance the ability of MSHA's employees to carry out the mission of the Agency through enhanced Information Technology. • Secure and protect Information Resources	Carrie Arendale
MSHA	MSHA Standardized Information System	MSIS	MSIS supports the DOL Quality Workplaces Outcome Goal to Reduce Workplace Injuries, Illnesses, and Fatalities by providing management information support for MSHA activities conducted to achieve MSHA's mission to protect the safety and health of the nation's miners.	Carrie Arendale
OALJ	Case Tracking System	CTS	The records and information in the CTS are used as the court docket system in administrative law judge hearings conducted pursuant to 5 U.S.C. 552, 553, 554, 556 and 557 and/or a variety of particular statutes and Executive Orders. The purpose of the system is to facilitate the processing of cases and determination of issues in hearings and appeals proceedings.	Karen Putman

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OALJ	OALJ WAN GSS	WAN	The OALJ WAN hosts one major application plus three other applications. The records and information in the major application, Case Tracking System, are used as the court docket system in administrative law judge hearings conducted pursuant to 5 U.S.C. 552, 553, 554, 556 and 557 and/or a variety of particular statutes and Executive Orders. The purpose of the system is to facilitate the processing of cases and determination of issues in hearings and appeals proceedings.	Steven Kentner
OASAM	Department of Labor Network	DOLNet	The objectives for the DOLNet system include the following: • Support DOL and agencies operational effectiveness and efficiency by achieving significant savings through cost avoidance. • Reduce and eliminate duplicate / redundant infrastructure components through consolidation into department-wide infrastructure services all within common service management and security management frameworks. • Create a unified and coordinated security framework for the protection, privacy, national security requirements of resources: information: equipment, information, and people (privacy and national security). • Provide an effective and efficient delivery and management infrastructure for e-Gov initiatives. • Increase the protection and recovery of the services in accordance with stated business mission needs of DOL and its agencies. • Implement a common Incident and Change Management process.	Steve Wright

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OASAM	Departmental E-Budgeting System	DEBS	<p>Departmental Electronic Budgeting System (DEBS') primary purpose is to automate the budget formulation process used to generate all DOL budget submissions. DEBS collects Agency level budget data to support the Departmental (DM), Office of Management and Budget (OMB), President's, and Congressional Budget Justification (CBJ) submissions. This includes the storage and retrieval of base budget data and supporting documentation for automated incorporation into documents. The budget process includes creation and analysis of budget scenarios, and then compiles the proper budget numbers and justification documentation into a pre-formatted budget document. The system primarily maintains budget data at the Agency level. The only personal data required and retained in the system are names (first and last), e-mail addresses, phone numbers, and user names. The user name and user identification are stored solely for security and audit trail purposes. System Administrators are the only personnel responsible for entry and maintenance of the PII information. The only other instance of names being displayed in the system are in graphical organization charts. Please see the DEBS Privacy Impact Assessment (PIA) document ID: DOL-DEBS-PIA, for more information. The information displayed in organization charts is publicly available as part of the Congressional budget submission. The mission of the system is to improve and enhance the Department's budget formulation lifecycle that includes formulation and publication of key budget submissions throughout the budget year. DEBS has eight objectives, including:</p> <ul style="list-style-type: none"> • Improve the accuracy and timeliness of submitting budget data. • Enhance performance and increase productivity in the DBC budgeting process. • Improve budget analysis, resource management, and management decision support. • Comply with current security controls directives to ensure management integrity and accountability over resources. • Comply with existing government regulations and congressional mandates for financial accountability, data visibility, audit requirements, and budget presentation and reporting, as well as the DOL Systems Development Life Cycle Management Methodology. • Support activities necessary to maintain DOL's "green" status on the PMA scorecard for BPI. • Deliver an Integrated Budget Environment (IBE) to achieve greater operational efficiency, organizational performance, and employee empowerment throughout the budget lifecycle. • Increase budget and performance analysis activities by integrating DOL's total resources into a 	Mark Wichlin

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			comprehensive IBE to further improve corporate governance.	
OASAM	Departmental Enterprise Architecture Management System	DEAMS	<p>The purpose of the Departmental Enterprise Architecture Management System (DEAMS) system is to capture enterprise-wide architecture information to facilitate real-time analysis of how Department of Labor (DOL) data and technologies can better support the lines of business. DEAMS encompasses a centralized approach supported by the Trous tool that is based on the concept of visual modeling. The primary method of data entry consists of utilizing a palette of visual objects called a Meta-model. These objects have properties that can be set by entering data through a detailed view for the object itself. These objects also have a set of rules with regard to how they can be related to other objects. Each of these visual objects can be connected by relating them using various types of relations. Each meta-model has its own palette of relations available that are specific to the objects being used. These meta-models can be defined through the various modules provided by the vendor. Generic meta-models will contain objects that can be laid out on to a virtual canvas that represent:</p> <ul style="list-style-type: none"> • Business Process Flows, • Business Requirements, • People (Users) and facilities, etc. <p>The actual working space within which a user will typically interact is known as the "Model." The data that defines the model may be imported through the use of Comma Separated Value (CSV), Extensible Markup Language (XML), and a database import facility. However, connecting the imported</p>	Marlene J. Howze

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>data to the visual aspect of the model will still be necessary following the import. DEAMS allows for multiple views of the same data. This separation of the visual view and the data concepts allows for DEAMS to display selected data to answer specific business questions. Multiple views allow for a complex organization such as the US Department of Labor to be modeled and still be fully manageable. Model Views might include specific business processes and their technology requirements or overviews of how DOL meets OMB's criteria. The DEAMS Team Server (described below) provides configuration management, user permission management, and a central storage facility. It provides the means of check-in and check-out for change management. When a model is checked out, a copy of the model is stored locally on the client. This copy can be altered without making changes to the version on the server. A lock is placed on the model such that only the client checking out can alter the model.</p>	
OASAM	DOL Homeland Security Presidential Directive 12 (HSPD-12) Personal Identity Verification II System	PIV-II	<p>The PIV-II System supports the DOL Strategic Goal for "Safe and Secure Workplaces". DOL issues secure and reliable forms of identification to individuals whose identity has been verified and whose background has been checked. That identification is used as the primary basis for securing access to DOL facilities and information systems respectively described as physical and logical access.</p>	Tom Holman
OASAM	Employee Computer Network/Departmental Computer Network	ECN/DCN	<p>The OASAM maintains an information technology (IT) environment to support the Office of the Secretary, the Departmental Management (DM) organization, the Department of Labor (DOL) agencies, and the department's administrative functions. The purpose of the ECN is to provide network services to all OASAM employees and to the Executive Staff in the Office of the Secretary. Whereas, the DCN is the common backbone by which DOL Agencies and regional offices access departmental shared resources such as data and exchange information within the department.</p>	Louis S. Charlier

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OASAM	E-Procurement System	EPS	<p>EPS is DOL’s Department-wide procurement system which provides all DOL agencies with the ability to submit requisitions electronically through an approval workflow. DOL’s procurement offices receive the requisitions electronically and award procurement actions. It provides a single repository for reporting on DOL procurement data. The core functionality of the web-based E-Procurement system can be divided into two primary areas: requisition processing and contract management. Requisition processing will automate the entire procurement cycle for micro and small purchases from initiation of the purchase request through closeout. The Requisition Module is provided through a customization of Commerce One’s Procurement product. Contract management functionality will support the full life cycle of a contract after receipt of the purchase request in the contracting office. This functionality encompasses solicitation development, contract award, Federal Procurement Data System (FPDS) reporting, contract administration processes, closeout and audit support. In addition to automating the procurement cycle, the system provides robust data reporting, administration capabilities, and FPDS reporting. The Contracting Module is provided through a commercial-off-the-shelf (COTS) product from Distributed Solutions Inc. called Automated Acquisition Management System (AAMS). The use of EPS enables all DOL component agencies to streamline and standardize the procurement process through the development of agency-wide requirements and implementation of consistent processes and controls. Overall, implementing EPS aims to streamline procurement processes, reduce program office and administrative burden, ensure reliable and accurate procurement related financial information, lower purchasing costs, increase productivity, create a centralized procurement database and improve customer service. Roll-out of the EPS began in July 2003 with a limited pilot implementation. Currently the system has 3100+ users, and full implementation throughout DOL was achieved in September 2005. All DOL agencies use the system to submit requisitions. The five DOL agencies with procurement authority (OASAM, Office of Inspector General (OIG), Bureau of Labor Statistics (BLS), Employee Training Administration (ETA), and Mine Safety and Health Administration (MSHA)) use the Contracting Module to award procurement actions based on the requisitions submitted from their client organizations.</p>	Carol Jenkins

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OASAM	E-Property Management System 2.0	EPMS 2.0	E-Property Management System (EPMS) 2.0 is an automated DOL tool that is used to comply with the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 483), Section 202 (b) requires each executive agency to maintain adequate inventory controls and accountability systems to track and manage property under its control. OASAM/Business Operations Center (BOC) is responsible for tracking and maintaining the current property records (DLMS 2-100). There are two types of users that will utilize EPMS 2.0 and dictates the system boundary. This includes the Web based user, which will access the site over a Secure Socket Layer (SSL) Certificate, and a LAN User, which will access the EPMS information over a Windows Client, which operates after proper Active Directory authentication over port 88.	Milton Al Stewart
OASAM	e-Recruit/DOORS System	e-Recruit	The mission of the Department of Labor's enterprise E-Recruit system is to convert DOL from a paper-based recruitment process to an electronic recruitment process that is competency-based, and standardizes automated recruitment Department-wide. E-Recruit (also referred to as "DOORS" - DOL Online Opportunity Recruitment System) fully integrates with USAJOBS, resulting in a seamless E-Recruit process. The Department of Labor is the first Federal agency to fully integrate all components of the E-Recruit System (USAJOBS and DOORS) and serves as a test agency for implementing this integration. DOORS allows the Department to meet two of the President's Management Agenda key objective areas: Strategic Management of Human Capital and E-Government.	Alvin (Chip) Black
OASAM	GovBenefits	GovBen	The GovBenefits applicaion is a centralized portal that provides benefit program information to citizens and determines potential eligibility. The GovBenefits initiative is managed by Department of Labor (DOL) in partnership with representatives from SSA, HHS, VA, HUD, USDA, State, DHS (FEMA), DOE, ED, Interior, Commerce, Transportation, SBA, Justice, and Treasury. GovBenefits is supported by the federal and state agencies that provide benefit program information. GovBenefits provides benefit information that supports DOL strategic goal 4, related to helping protect and strengthen worker economic security. The Department of Labor is committed to strengthening economic protections through programs that administer payments of temporary benefits for the unemployed and that protect workers	Curtis Turner

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			from the economic effects of work-related injuries and illnesses.	
OASAM	Relocation Management System	RMS	<p>Historically, Permanent Change of Station (PCS) transfers were processed by the OASAM Finance Office in Kansas City, MO. Software was developed by the IT manager, with input from the Regional Finance Officer and the PCS processing staff. The software is proprietary in that it was written in Visual Basic 6. The PCS processor is retiring shortly and the IT manager is approaching retirement in the next few years. In addition, the PCS function was being transferred to OASAM's Chicago office. Those retirements and support issues presented a major performance gap. In order to remedy support and technology obsolescence issues, a project team of PCS managers and ITC representatives evaluated several alternative business solutions. After reviewing the current system and various COTS products, the team decided to acquire move LINQ, a COTS product developed by mLINQS, LLC. The decision was based on the product's comprehensive functionality, reporting capabilities and cost-effectiveness. There are no current envisioned alterations to the RMS that would severely affect its operational status during updates and changes to the system environment. All infrastructure components supporting RMS are in process of being acquired, installed, and tested to ensure compliance with performance and security requirements. OASAM's Chicago Regional Office is responsible for processing all PCS vouchers for the Department of Labor, excluding MSHA. RMS is a PCS tracking system, used to track and reimburse expenditures incurred during relocation of federal employees, including the issuance of travel orders, payment of en-route expenses, payment of expenses associated with a house hunting trip, shipment of household goods, payment</p>	David MacTaggart

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>for temporary quarters and living expenses, etc. Information is also manually entered between the RMS and the DOL OCFO DOLFIN/DOLAR\$ and PeoplePower systems; DOL/OCFO National Office IRS 941 Reporting system; Treasury ECS (Electronic Certification System) and SPS (Secure Payment Systems); Treasury/IRS FEDTAXII system; and Social Security Administration SS Magnetic Media Reporting and Electronic Filing of W-2 Information systems.</p>	
OASAM	Safety & Health Information Management System - Hosting Version 4	SHIMS - Hosting 4	<p>The SHIMS Hosting Version 4 application is a computerized system that the Department of Labor provides to client agencies to file work-related injuries and illnesses compensation claims. The SHIMS application enables the submission of claims to Office of Worker Compensation (OWCP) and enhanced functionality (e.g. Hazards Tracking, Tracking of Safety & Health Training). The application also handles all aspects of Federal on-the-job injury and illness reporting. The purpose of the SHIMS is to directly support the Department of Labor's Strategic Goals of: a) Safe and Secure Workplaces -- by maximizing the use of reports and statistics, which will be more timely and accurate, to improve workplaces thus minimizing the opportunity for injury and absences; and b) Federal Government Efficiency - Reduce overall spending for workers compensation SHIMS utilizes EVM on the DME component of the investment for managing and monitoring cost, schedule, and performance. EVM compliance is a requirement in the SHIMS contracts. SHIMS plans to perform annual operational analysis on the steady state component, beginning Q1 FY08, to measure how the investment is performing relative to operational cost and schedule, addressing customer and stakeholder requirements and identifying any performance gaps. SHIMS supports the Secretary's goal "Securing safe and health workplaces, wages and overtime, particularly in high-risk industries"</p>	Stephanie Semmer

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			as well as “Facilitating return to work for workers experiencing workplace injuries or illnesses who are able to work and sufficient income and medical care for those who are unable to work”. (Budget Issue Paper FY11)	
OASAM	Secretary's Information Management System	SIMS	The Secretary's Information Management System (SIMS) is a web-based system designed to support the Executive Secretariat and all Correspondence Control Units (CCU) within the agencies of DOL by providing a management tool for controlling correspondence addressed to the DOL, and particularly to the Secretary of Labor. The SIMS application enables users to collect metadata, track document compliance, send electronic mail notifications, store images, and query, track, and report on all data. SIMS provides a single correspondence system DOL-wide and allows electronic dialogue capabilities for clearance between the Executive Secretariat, peers, and other organizations. SIMS supports the modification of the current business model and eliminates the paper process.	Elizabeth Kim
OASAM	Title-VI / VII Processing System	Title-VI/VII	The mission of TITLE-VI is to track EEO complaints by employees of entities receiving funds from DOL. The Title-VI system provides the Civil Rights Center with standardization of its processes and centralization of its data to significantly improve the collection, management and reporting capabilities of the organization. The Title-VI system provides a national view of the level of service CRC is providing to its constituents. All of the Title VI staff and management have access to the system either to track and or to provide assistance to complainants or others involved with the complaint.	Ramón Surís-Fernández

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OCFO	New Core Financial Management System	NCFMS	The New Core Financial Management System (NCFMS) is the core enterprise accounting and financial management system that implements financial management processes for the Department of Labor (DOL) and its agencies. NCFMS is integral to the DOL mission, as it directly supports the Federal Enterprise Architecture (FEA) Financial Management Line of Business (FMLoB) processes and functions. The application is based on Oracle Federal Financials running on Red Hat Enterprise Linux, and includes supporting components across two locations and one backup facility.	Kenneth Bode
OCFO	PeoplePower HR and Payroll System	PeoplePower	PeoplePower supports an “Integrated Human Resource” and a front-end “ePayroll System.” These business functions are aligned with Presidential Priority Initiatives (PPI) found in the DOL’s e-Government Strategic Plan.	Roy Abreu
ODEP	Disability.gov System	Disability.gov	The Disability.gov system leverages a common technical architecture to support two minor applications: Disability.gov Portal Service (DPS) and the Workforce Recruitment Program (WRP). The mission of the Disability.gov Portal Service is to supply Americans with disabilities and those that support, serve, and employ them with a citizen-centric comprehensive Web resource on Federally-sponsored employment, housing, transportation, income support, health care, technology, and other programs relevant to their day-to-day lives. The mission of the Workforce Recruitment Program is to provide Americans with disabilities opportunities to register for private and Federally-sponsored employment.	Kevin Connors

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OFCCP	OFCCP Information System	OFIS	<p>The Office of Federal Contract Compliance Programs (OFCCP) is a part of the worker protection agencies and U.S. Department of Labor. It has a national network of six Regional Offices, each with District and Area Offices in major metropolitan centers. The Office of Federal Contract Compliance Programs (OFCCP) promotes Federal contractors compliance with equal employment opportunity (EEO) and affirmative action laws during the performance and subject to Federal contract provisions. Through the authorities mentioned below, the OFCCP enforces non-discrimination and equal opportunity standards for all individuals, including women, minorities, Vietnam era veterans and persons with disabilities: • EXECUTIVE ORDER (EO) 11246, as amended, which prohibits discrimination in employment on the basis of race, color, gender, religion, and national origin, and requires Federal Government contractors to take affirmative action to ensure that equal opportunity is provided in all aspects of employment; • SECTION 503 OF THE REHABILITATION ACT OF 1973, as amended, which prohibits discrimination in employment on the basis of disability and requires Federal contractors to take affirmative action to employ and advance in employment qualified individuals with disabilities; and • SECTION 4212 OF THE VIETNAM ERA VETERANS' READJUSTMENT ASSISTANCE ACT OF 1974, as amended, which prohibits employment discrimination and requires Federal Government contractors to take affirmative action to employ and advance in employment, qualified covered veterans. The OFCCP also shares enforcement authority under Title 1 of the Americans with Disabilities Act and the Immigration Reform and Control Act. MONITORING CONTRACT COMPLIANCE The OFCCP monitors compliance with these equal employment opportunity and affirmative action requirements primarily through compliance evaluations, during which, a compliance officer examines the contractor's affirmative action program and investigate virtually all aspects of employment. OFCCP also investigates complaints filed by individuals alleging discrimination on the basis of race, color, sex, religion, national origin, disability or cover veteran's status. COMPLIANCE ASSISTANCE To help contractors understand their contractual obligations for EEO and affirmative action, OFCCP provides technical assistance. Staff from district offices offers guidance to contractors on how to develop affirmative action programs and what to expect during a compliance evaluation. Compliance assistance is provided through company seminars,</p>	Les Jin

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>training programs held in conjunction with industry liaison groups, and one-on-one consultations. The OFCCP protects equal employment opportunity rights of employees working for Federal contractors. Through Executive Order 11246; Section 503 of the Rehabilitation Act of 1973; affirmative action provisions of the Vietnam Era Veterans Readjustment Assistance Act of 1974; the Immigration and Nationality Act; and, the Americans with Disabilities Act, OFCCP enforces equal opportunity standards and affirmative action for women, minorities, Vietnam era veterans and persons with disabilities employed by more than 100,000 contractors that participate in the Federal procurement process.</p>	
OIG	Electronic Office of the Inspector General System	e-OIG	<p>eOIG supports the mission of two organizations within OIG: Office of Inspections and Special Investigations (OISI) and the Office of Labor Racketeering and Fraud Investigations (OLRFI). The OISI consists of the storage and management of (investigative, analysis, complaints, inspections, and evaluation) files, and supporting case tracking called ISIS. The OLRFI consists of the storage and management of investigative case files, case development, and intelligence records called IMIS. It also supports Hotline (Legal Services) and OMAP Inventory.</p>	Eugene McCoy
OIG	OIG General Support System	GSS	<p>The GSS is the geographically dispersed LAN/WAN – HQ plus 29 field office LANs that operate under the one domain (DOLOIG1) using DC/DNS at each location that supports office functions in 29 cities across the continental United States. This network also referred to as the OIG General Support System (GSS) and it supports the two (2) Major Applications (eOIG) and (TeamMate).</p>	Jones, Jon
OIG	Teammate	Teammate	<p>TeamMate stores and manages Office of Audit electronic work papers.</p>	Jorge Ruiz de Gamboa

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OLMS	Electronic Labor Organization Reporting System	eLORS	e.LORS supports the DOL strategic goal DOL Strategic Goal 2: A Secure Workforce; and OLMS Goal 2.1B Advance Safeguards for Union Financial Integrity. The Office of Labor-Management Standards (OLMS) administers provisions of the Labor-Management Reporting and Disclosure Act (LMRDA) of 1959, as amended and related laws which establish standards of conduct for labor organizations and require reporting by unions and others for public disclosure access. Labor organizations hold billions of dollars in assets that must be safeguarded for the use of the union members. OLMS is mandated by Congress for ensuring union audits and related compliance assistance activities, as well as criminal enforcement, as necessary to ensure financial integrity. This information is currently gathered for reporting to the President and Congress through the Electronic Labor Organization Reporting System (e-LORS).	Andrew Auerbach
OPA	DOL National Contact Center	NCC	The Department of Labor (DOL) established the National Contact Center (NCC) in September 2001 to support the mission and goals of the U.S. Department of Labor by providing the public with consistent, accurate, and understandable information services covering a wide range of Departmental programs and initiatives through nationwide toll-free and e-mail services. DOL-NCC delivers this service as the answers to frequently asked questions (FAQs), referral information, fulfillment of product and service requests, and compliant intake. The DOL-NCC's main toll-free help line, 1-866-4-USA-DOL, is the universal access point to all of DOL. The toll-free number is used for special one-time Secretarial events, and for answering inquiries for DOL small agencies. In all there are eleven citizen-centric information service programs that are supported at the National Contact Center. The toll-free numbers currently in operation at the DOL-NCC include: * Office of Public Affairs (OPA) – 1-866-4-USA-DOL * DOL TTY – 1-877-889-5627 * Occupational Safety and Health Administration (OSHA) – 1-800-321-OSHA * Employment and Training Administration (ETA) – 1-877-US2-JOBS * Wage and Hour Division (WHD) – 1-866-4-US-WAGE * Office of Disability Employment Policy (ODEP) – 1-866-ODEP-DOL * Women's Bureau (WB) – 1-800-827-5335 * Mine Safety and Health (MSHA) - 1-800-746-1553 * Job Corps (JC) - 1-800-733-5627 * Office of Small Disadvantaged Business Utilization (OSDBU) - 1-888-9-SBREFA The DOL-NCC is currently located in Chantilly, Virginia with additional facilities in Barbourville, Kentucky and	Tanya Lowe

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>Ft.Worth, Texas. There are approximately 100 English and Spanish speaking customer service representatives (CSRs) available in house (30 % English/Spanish bilingual), and a tele-interpretation service is immediately available to assist CSRs with over 140 additional languages. During FY 2003, a pilot program with the DOL Office of Disability Employment Policy (ODEP) successfully resulted in the training and hiring of remote, home-based CSRs with significant disabilities. Since the DOL-NCC inauguration, the Contact Center has responded to more than 8.9 million calls and over 400,000 e-mails from employers and employees. Call volume is currently exceeding 1.3 million calls and 70,000 e-mails annually. The Contact Center responds to live inquiries between 8:00 am and 8:00 pm Eastern Standard time, weekdays, except Federal holidays. The DOL-NCC also provides twenty four hours a day, seven days a week (24 x 7) coverage for the OSHA Referral and Information Line and the MSHA Emergency Line.</p>	
OPA	Web Production Environment System	WPES	<p>DOL-WPES supports the OPA business objective of improving the efficiency of information to the public; and it is a part of the DOL e-government objective to meet the public's demand for e-government services, and improve the management of its (DOL) resources. On DOL.gov (DOL public Website), DOL-WPES supports DOL E-Government objective to provide a one-stop on-line environment and resource assistance to the public with questions about DOL resources, services, and the programs available at the Department. On LaborNet (DOL Intranet), DOL-WPES supports the DOL goal of improving its management of resources, and promoting the availability of information to its employees and contractors. DOL-WPES is the on-line environment for the publishing of DOL Internet and Intranet services, and the operational applications associated with these Websites. The Websites are composed of web, database, and FAST search engine servers connected to the Employee Computer Network and the Departmental Computer Network (ECN/DCN), located at the Frances Perkins Building (Washington, D.C.).</p>	Michael Pulsifer
OSHA	Integrated Management Information System -	IMIS	<p>The system provides facilities to collect and disseminate critical metrics related to Occupational Safety and Health. The system supports the monitoring and reporting of the accomplishment of the strategic goals of</p>	Cheryle Greenaugh

Org	System Name	System Acronym	System Mission/Purpose	System Owner
	Legacy		OSHA (e.g. OSHA Strategic Goal # 3).	
OSHA	OSHA Web Services	Web Services	Objective 1.1 - Make all standards, regulations, and reference material available from the OSHA Home Page.	Cheryle Greenaugh
OSHA	OSHANET Local Area Network / Wide Area Network GSS	LAN / WAN	OSHANet Supports the mission and all business functions of the Occupational Safety & Health Administration (OSHA)	Cheryle Greenaugh
OSHA	SunGard Mainframe	SunGard GSS	SunGard is a primary service provider for the mainframe platform for processing major applications for Department of Labor. SunGard's mission is to provide computing and processing platform and outsourced computer services to a variety of public and private sector clients.	Cheryle Greenaugh
OSHA	Technical Information Management System	TIMS	The TIMS supports DOL's strategic goal to: "Foster quality workplaces that are safe, healthy and fair." The TIMS operation provides management decision support for several of the Agency's important programs including: development of regulations, development of Variances from the standards, and collection of industrial hygiene and safety information in respect to disaster recovery work (OSHRA module). In addition, TIMS contains files used to organize and locate technical and historical references, supporting OSHA's strategic goal to: "Maximize effectiveness and efficiency by strengthening capabilities and infrastructure."	Thomas Galassi
OSHA	Web Integrated Management Information System	WebIMIS	WebIMIS components help OSHA to meet OSHA's IT Strategic Plan objectives, primarily in support of GOAL #3 "Improve usability and usefulness of OSHA information technology resources."	Greenaugh, Cheryle

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OWCP	Automated Support Package	ASP	<p>The Office of Workers' Compensation Programs (OWCP) Division of Coal Mine Workers' Compensation (DCMWC) administers claims filed under the Black Lung Benefits Act, as amended, that provides coal miners with compensation benefits due to total disability from Pneumoconiosis (Black Lung) resulting from employment in the nation's coal mines. The Automated Support Package (ASP) is the information technology (IT) system that DCMWC uses to support its core business processes in administering the Division's business operations and the delivery of critical services in-house and to the public that the Division serves. ASP also supports the Department of Labor Strategic Goal 4B – Reduce the consequences of work-related injuries. The ASP is a major application that provides automated support to the DCMWC program by tracking the status, history, and location of claims for Black Lung benefits. It stores input and output data that maintains a history of the benefits paid plus a wide variety of account and financial data necessary to service program claimants, beneficiaries, and other interested parties. The software does not determine eligibility to receive benefits or to adjudicate claims. The software processes data and does data housekeeping, performs checks against established DOL criteria, and provides outputs of numerous types for DOL approval and action.</p>	Steven Breeskin
OWCP	Central Bill Processing	CBP	<p>The CBP outsourced business process was initiated by OWCP to process medical bills, and to authorize medical benefits. It supports the Department of Labor Strategic Goal 4B – Reduce the consequences of work-related injuries. CBP operations provide the following functions:</p> <ul style="list-style-type: none"> • Input and process bills • Provide remittance advice to providers and claimants • Provide working hour support to claimants and providers for inquiries and appeals • Provide electronic file of approved payments to OWCP for transmission to the Treasury Department • Provide medical review recommendations to Claims Examiners for prior authorization requests and appeals related to accepted conditions • Provide assistance to DOL/OWCP in using ICD-9 nomenclature to ensure the specificity and accuracy of ICD-9 codes assigned as accepted conditions • Provide statistics for quality reviews including utilization review and fraud and abuse detection • Assist in table maintenance, including the Provider Master File • Manage and track correspondence and inquiries • Maintain interfaces as defined by DOL/OWCP • Maintain, retain, and make available bill payment history as 	Cecily Rayburn

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>needed by the programs • Provide timely and accurate reports to OWCP Bill processing data is transmitted to a central location where fee schedules are applied, duplicate edits against archival history are conducted, and a payment tape is prepared for transmission to the Treasury Department. Day-to-day bill processing operations and management oversight is provided by Affiliated Computer Systems, Inc. (ACS).</p>	
OWCP	Energy Case Management System	ECMS	<p>OWCP's Division of Energy Employees' Occupational Illness Compensation (DEEOIC) developed the Energy Case Management System/DOL-ESA-OWCP-M-006, herein referred to as ECMS, as an automated system to support the program's core business processes. ECMS also supports the Department of Labor Strategic Goal 4B – Reduce the consequences of work-related injuries. ECMS is comprised of two components: ECMS-B for Part B of the Energy Employees Occupational Illness Compensation Program Act (EEOICPA) and ECMS-E for Part E of the EEOICPA. Implementation of safeguards to protect the availability, integrity, and confidentiality of ECMS is critical due to the sensitive information on the system and DEEOIC's reliance on ECMS to administer the EEOICPA efficiently. Part B of the EEOICPA went into effect on July 31, 2001 and Part E on October 29, 2004. The DOL's Office of Workers' Compensation Programs (OWCP) is responsible for adjudicating and administering claims filed by employees or former employees or certain qualified survivors. Part B of the EEOICPA was enacted to provide compensation to workers with beryllium disease, silicosis, or radiation induced cancer. Employees, or their survivors, whose claims are approved may receive a lump-sum payment of \$150,000 and medical benefits for the covered illness. In October 2004, Congress amended the EEOICPA with Part E which provides compensation and medical benefits for DOE contractor and subcontractor employees whose illnesses were caused by exposure to any toxic substance while</p>	Shelby Hallmark

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>working at a DOE facility. Qualified survivors are the spouse of the employee and children who were either under the age of 18, full time students under the age of 23, or any age and incapable of self support at the time of the employee's death. The passage of this legislation means some individuals who have received payments under the existing Part B may be eligible for a new federal payment if qualified under Part E.</p>	
OWCP	ESA General Support System	GSS	<p>OWCP, Division of Information Technology Management and Services (DITMS), oversees the management of the IT architecture and infrastructure for OWCP, OLMS, OFCCP and WHD. This includes responsibility for IT planning, systems security, and development, operation, and maintenance of the GSS IT infrastructure. DITMS manages the GSS and is responsible for providing IT support for OWCP, OLMS, OFCCP and WHD. DITMS also provides network connectivity for the Office of the Solicitor and to the Employees' Compensation Appeals Board. The GSS information technology (IT) resources perform essential functions that are vital to the efficient delivery of mission-related services. Consequently, implementation of safeguards to protect the confidentiality, integrity, and availability of the DITMS GSS'IT environment is critical to accomplishing its mission.</p>	Stephen M. Cohen

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OWCP	Integrated Federal Employees' Compensation System	iFECS	iFECS was established to provide the Office of Workers' Compensation Programs (OWCP) Division of Federal Employees' Compensation (DFEC) with an automated case management system to support DFEC core business functions in administering the Federal Employees' Compensation Act (FECA). iFECS also supports the Department of Labor Strategic Goal 4B – Reduce the consequences of work-related injuries. The system provides authorized program staff with case create, tracking, query, compensation payment, and report generation functionality. Records of claims filed, the adjudicatory status of claims paid and denied, the amount of payments issued, and eligibility status for covered medical conditions are maintained on the system. iFECS allows authorized staff to create, verify, certify, and authorize compensation transactions to establish eligibility and pay benefits. The query function provides authorized staff ready access to claimant information, and the report function allows generation of reports for case and workload management and internal and external reporting purposes.	Douglas Fitzgerald
OWCP	Longshore Case Management System	LCMS	The LCMS supports delivery of mission critical services in support to the Longshore and Harbor Workers' Compensation Act (LHWCA) and provides the Division of Longshore and Harbor Workers' Compensation (DLHWC) with case tracking and transaction history functionality on claims filed under the LHWCA. LCMS also supports the Department of Labor Strategic Goal 4B – Reduce the consequences of work-related injuries. Data on entitlement, benefit payment status and attorney fees that is maintained on the LCMS is available in accordance with the Privacy Act to user organizations via telephone and in paper format.	Michael Niss

Org	System Name	System Acronym	System Mission/Purpose	System Owner
OWCP	Longshore Disbursement System	LDS	<p>The LDS supports delivery of services in compliance with the Longshore and Harbor Workers' Compensation Act (LHWCA). The LDS provides claims processing, periodic roll maintenance, generation of DLHWC compensation benefits, and attorney fee payments. It also records & calculates all insurance carrier and self-insured employer assessments due annually for the Special Fund. Additionally, it provides claims processing and tracking capabilities and generates DLHWC approved payments for medical and vocational rehabilitation expenses program beneficiaries incur. The LDS records and calculates all insurance carrier and self-insured employer assessments due annually for the Special Fund and generates assessment notices in paper format to these groups on an annual basis. It creates and transmits payment files electronically to the U.S. Department of Treasury. U.S. Department of Treasury required software is used to transmit LDS data for Treasury's generation of compensation payments and attorney fees to DLHWC beneficiaries. DLHWC also uses the U.S. Department of Treasury's electronic certification system capability to record and certify summary payment schedules; transmit medical and vocational rehabilitation data for generation of benefit payments to and on behalf of DLHWC eligible claimants; and, to generate emergency payments to special fund claimants. Explanations of benefit payments are generated and sent with payments to medical and vocational rehabilitation providers and claimants for medical and vocational rehabilitation expenses incurred due to job-related injuries and illnesses.</p>	Michael Niss

Org	System Name	System Acronym	System Mission/Purpose	System Owner
SOL	Litigation Support Systems	LSS	<p>Litigation Support Systems (LSS) is a generic name for all SOL in-house developed Microsoft Access databases designed to assist with case investigation/litigation. Each application is totally independent and has no relationship to the other databases. There is no interconnectivity to any other external application. Each Microsoft Access database is a collection of case evidence data placed in a database for a specific case. The life of these databases is equal to the life of the case they support. Once the case is closed out, the database is archived permanently. Any number of databases may be active at any one time and in various stages of development to support on-going litigation. The Litigation Technology Office provides Information Technology (IT) services to each application. Each case uses similar software products to carry out one or more of the following functions: the finding, analyzing and/or reorganizing of evidential data in a particular case. Individual databases may be active for years since information may be subject to court orders or renewed investigations. All information in an application is unique to a specific case. Depending upon the individual case, as few as a hundred or as many as hundreds of thousands of pieces of evidence may be involved in the lawsuit or investigation and placed in a database. The cost of converting that information into an acceptable computer format is often quite expensive. The accuracy of that data is critical in obtaining a favorable court outcome for the Department. Depending upon the industry being investigated, or sued, a negative outcome may be a substantial detriment to the quality of the American Worker's job safety/environment and/or significantly impact the worker's productivity and earnings. Each LSS Microsoft Access database is an independent collection of case information. The information stored in each LSS database is critical in obtaining a favorable settlement or court outcome. Identification and development of LSS databases follow the Type IV procedures found in the SOL Case Management Standard Operating Procedures Guide. LSS is a sensitive system as it may contain privacy information. It is major information system and a major application. Security related activities are addressed in fiscal year funding requests.</p>	Susan Howe

Org	System Name	System Acronym	System Mission/Purpose	System Owner
SOL	Workload Management System	WMS	<p>These resources support the following DOL Strategic Goals: - A Prepared Workforce – SOL will conduct necessary litigation, provide advice and opinions, and support regulatory development to assist those DOL Agencies seeking to help American workers secure long-term, productive employment. - A Competitive Workforce – SOL will litigate cases referred by DOL Agencies as part of the enforcement of laws that safeguard employee wages, working conditions, and union democracy and financial integrity. SOL will also litigate cases referred by DOL Agencies to protect worker benefits. - Safe and Secure Workplaces – SOL will litigate the enforcement cases referred by DOL Agencies charged with reducing workplace injuries, illnesses, and fatalities. SOL will also litigate cases referred by DOL Agencies as part of their efforts to increase compliance with equal opportunity workplace standards and to protect the civilian employment rights of members and veterans of our military service. - Strengthened Economic Protections – SOL will conduct necessary litigation to protect and strengthen worker economic security through effective and efficient provision of unemployment insurance and worker’s compensation, ensuring union transparency, and securing pension and health benefits. These resources support the following SOL Mission: The Office of the Solicitor’s mission is to meet the legal service demands of the entire Department of Labor. SOL fulfills its mission by representing the Secretary and the client agencies in all necessary litigation, including both enforcement actions and defensive litigation, and in alternative dispute resolution activities; by assisting in the development of regulations, standards and legislative proposals; and by providing legal opinions and advice concerning all the Department’s activities. The Workload Management Systems provide the necessary information to effectively manage the resources devoted to SOL legal matters.</p>	Susan Howe

Org	System Name	System Acronym	System Mission/Purpose	System Owner
VETS	Veterans Investigative Preference and Employment Rights System	VIPERS	<p>The purpose of the VIPERS is to establish an effective automated process of collecting, consolidating, and reporting VIPERS data submitted by Veterans' Employment and Training Service (VETS) staff. The system provides the capability to interactively accept and manipulate data, then perform a roll up of information through Regional Offices to the Regional Lead Center (RLC). VIPERS has undergone enhancements to include converting the User Interface Management System (UIMS) application from MS Access to MS SQL Server in accordance with VETS target technology architecture, in order to expand the existing UIMS systems' functionality which will:</p> <ul style="list-style-type: none"> • Allow users to create and upload/download electronic case documents and associate these documents with VIPERS case information; • Create electronic 1063 and Memorandum of Agreement forms within the system; • Expand existing workflow functionality and case status tracking capabilities to include stakeholder VIPERS case management business processes; and • Allow Department of Defense (DOD), Employer Support of the Guard and Reserve (ESGR), Office of Solicitor (SOL), Office of Special Counsel (SOC), and the Department of Justice (DOJ) the ability to access and update VIPERS case information via the Internet. This will include addressing stakeholder security concerns and establishing data exchange(s) between UIMS and other existing information systems (e.g., UVPCSS and ESGR system). The VIPERS module supports interactive input and update of VIPERS case data. Data is maintained in such a way that the baseline data entered can be manipulated to provide both standard reports and flexible spreadsheet data exports for use in assisting in the analysis of VIPERS operations and outcomes. The system is accessible through the Internet. It provides information for use at several organizational and administrative levels, including: VETS field staff doing investigations, VETS supervisors and managers, VETS executive staff, and Congress. Data collected does not only include information on cases opened by investigators, but also provides output to support specified information requirements on other activities essential to the VIPERS program, such as outreach actions, employer contacts and technical assistance responses.. <p>VIPERS is a case management system based upon World Wide Web (WWW) technologies. It consists of a single database accessed by users across the internet using a web browser, such as Netscape or Microsoft's Internet Explorer. The application is maintained on a web server (Microsoft</p>	Robert Wilson

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>Information Internet Server 6.0) which, with Adobe’s Cold Fusion v 8, acts as the gateway for client requests to the VIPERS Microsoft SQL 2005 database with SP2 (service pack) and post-SP2 hot fixes, all under Windows 2003 R2 Standard server edition with all patches applied. A background job also runs as a service and periodically checks for (and processes) requests for reports. Users requesting access to the system are validated through the web server to the forms authentication on dedicated web server login procedures. Transactions are encrypted in both directions using Secure Socket Layer SSL / Transport Layer Security (TLS) data encryption. ECN/DCN utilizes a multi-tiered DMZ to segment services via the following generic rule set: the Internet can access Tier 1 services, Tier 1 services can access Tier 2 services, and Tier 2 services can access internal services through well-known ports and protocols. However, the Internet does not have direct connectivity to either Tier 2 or internal resources. The VIPERS Web server is located on Tier One of the Demilitarized Zone (DMZ) and the Database Server resides on Tier 2 of the DMZ. The system resides on an HP Proliant DL385 server located in U. S. Department of Labor in a controlled access environment in Washington, DC.</p>	
WHD	Back Wage Financial System	BWFS	<p>BWFS supports Strategic Goal Two of the DOL Strategic Plan - A Secure Workforce. More specifically, BWFS supports Outcome Goal 2.1 - Increase compliance with worker protection laws. For an employer to be in compliance with the various laws enforced by WHD, that employer must pay employees any back wages found due in the investigation of that employer. BWFS assists in the tracking of these payments, and in some instances facilitates sending these payments to the employees who are due the back wages. WHD has analyzed all agency goals so to prioritize and plan improvements to the WHD major applications. Specific examples from the WHD Performance Plan for BWFS are included below.</p> <p>*****</p> <p>PERFORMANCE MEASURE: Average Number of Days to Conclude a Complaint Based on WHD Performance Plan Outcome II A - Improve the response time/average number of days required for the WHD to conclude a complaint, excluding any case in inactive follow-up (e.g., policy review, litigation). HOW BWFS WILL ASSIST IN ACHIEVING THE GOAL: BWFS assists the WHD in reaching this goal by providing automated methods of</p>	Kebo Mendley

Org	System Name	System Acronym	System Mission/Purpose	System Owner
			<p>recording back wage information to speed the data entry process. ***** PERFORMANCE MEASURE: Increase level of compliance in low-wage industries. Based on WHD Performance Plan Outcome V, B Labor Rights Management/Low-Wage Industry Compliance - Level of compliance in low-wage industries.</p>	
WHD	Civil Money Penalty	CMP2001	<p>The CMP 2001 system supports Strategic Goal Two of the DOL Strategic Plan - A Secure Workforce. More specifically, CMP 2001 supports Outcome Goal 2.1 - Increase compliance with worker protection laws. Civil money penalties are assessed as a deterrent. The CMP 2001 system helps WHD ensure that those employers who have been assessed a fine, pay that fine. CMP 2001 tracks those payments, as well as the assessment of penalties, interest, and admin fees allowing WHD to track the history of the CMP from calculation through payment. WHD has analyzed all agency goals so to prioritize and plan improvements to the WHD major applications. One of the WHD goals that CMP 2001 supports within the WHD Performance Plan is Outcome II. Employer Recidivism: Increase level of employers' compliance following a WHD enforcement action - A. Increase by 1 percentage point the percent of prior violators who achieve and maintain substantial FLSA compliance following a full FLSA investigation. As previously mentioned, fines (CMPs) are used to deter future violations. One measure of the effectiveness of an enforcement action is whether an employer continues to violate the law following the collection of a CMP. CMP 2001 is the only system that enables WHD to track the collection of CMPs.</p>	Kebo Mendley

Org	System Name	System Acronym	System Mission/Purpose	System Owner
WHD	Wage and Hour Investigative Support System and Reporting Database	WHISARD	<p>The DOL Strategic Plan outlines the agency mission and strategic goals. The WHISARD MA supports Strategic Goal Two of the DOL Strategic Plan - A Secure Workforce. More specifically, the WHISARD MA supports Outcome Goal 2.1 - Increase compliance with worker protection laws. WHD has analyzed all agency goals so to prioritize and plan improvements to the WHD major applications. The WHISARD application directly supports WHD Strategic Goal I. of the WHD Performance Plan - Complaint Resolution: Promote compliance by maximizing the impact of complaint cases. Success toward this goal is achieved through the WHISARD application because the WHISARD application maintains a log of all complaints and complaint data, such as contact names, addresses, social security numbers, and the allegations made. The integrated automation within the WHISARD system helps the District Offices(DOs) manage cases efficiently; this mitigates the risk of losing a complaint. WHISARD also enables the DOs to conduct research on previous contacts based on complainant information and previous investigations involving the same employer for data comparison purposes. (The WHISARD application tracks the maturity of a complaint so that DOs can prioritize complaints.) CPS directly supports WHD Strategic Goal I. of the WHD Performance Plan - Complaint Resolution: Promote compliance by maximizing the impact of complaint cases. Success toward this goal is achieved because CPS provides an automated method through which to ensure that employers are properly certified in FLC/FLCE, Section 14B and 14C, and Home Worker investigations. In addition, CPS has a History Research feature that provides accurate certificate history information for investigators; this makes them more efficient in concluding a complaint case.</p>	Kebo Mendley

Org	System Name	System Acronym	System Mission/Purpose	System Owner
WHD	Wage Determination System	WDS	<p>The underlying purpose of the driving WDS legislation is to protect employee wages from being undercut as a byproduct of the competitive bidding process for federal and federally-assisted construction and service contracts. This can be accomplished only to the extent that timely and accurate determinations of prevailing wages are developed and issued. This project directly supports the Secretary's strategic goal for a secure workforce and the Wage and Hour Division's mission "to achieve and promote compliance with labor standards through enforcement, administrative, and educational programs to protect and enhance the welfare of the Nation's workers." More specifically, the WDS MA supports Strategic Goal Two of the DOL Strategic Plan - A Secure Workforce and Outcome Goal 2.1 - Increase compliance with worker protection laws. The WDS is a primary source of data for the WHD strategic plan and WHD has analyzed all agency goals so to prioritize and plan improvements to the WDS. For example, the WDS supports WHD Performance Plan Outcome IV (Ensure timely and accurate prevailing WDs). For DBRA, WHD is striving to increase by 1% the number of DBA WD data submission forms (WD-10) processed per 1,000 hours. (Current GPRA target is 1,521.)For SCA, WHD is continually striving to ensure that SCA WDs are timely and accurate by substantially updating each standard SCA WD annually. (GPRA)</p>	Kebo Mendley

18 Appendix B – Acronyms

Abbreviation	Term
Acronym	Description
ADP	Automatic Data Processing
AES	Advanced Encryption Standard
ANSI	American National Standards Institute
API	Application Program Interface
ARB	Administrative Review Board
ASAP	Automated Standard Application for Payments (Treasury System)
BICS	Bureau of Immigration and Citizenship Service
BLS	Bureau of Labor Statistics
BPA	Blanket Purchase Agreement
BRB	Benefits Review Board
BRM	Business Reference Model
BWFS	Back Wage Financial System
CA	Certificate of Authority
CAPBC	Capital Asset Planning & Business Case
CCSC	Configuration Control Sub Committee
CES	Current Employment Statistics
CES	Common Email System
CIA	Confidentiality, Integrity, and Availability
CIO	Chief Information Officer
CIP	Critical Infrastructure Protection

Abbreviation	Term
CM	Case Management
CMB	Configuration Management Board
CMIS	Case Management Information System
CMP	Change Management Plan
CMP	Configuration Management Plan
CMP	Civil Money Penalty
COI	Community of Interest
COOP	Continuity Of Operations Plan(ning)
COTS	Commercial Off-The-Shelf
CPI	Consumer Price Index
CPIC	Capital Planning and Investment Control
CPS	Current Population Survey
CPS	Certificates Processing System
CRL	Certificate Revocation List
CRLM	Civil Rights Labor Management
CSI	Customer Satisfaction Index
CSS	Cascading Style Sheets
DAA	Data Authentication Algorithm
DBMS	Database Management System
DBRA	Davis-Bacon and Related Acts
DES	Data Encryption Standard
DHS	Department of Homeland Security

Abbreviation	Term
DHTML	Dynamic HyperText Markup Language
DITMS	Division of Information Technology Management Services
DLIMS	DVOP/LVER Information Management System
DM	Document Management
DME	Development, Modernization and Enhancement
DMV	Department of Motor Vehicles
DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of Interior
DOJ	Department of Justice
DOL	Department of Labor
DOL EAPO	DOL Enterprise Architecture Program Office
DOLAR\$	DOL Accounts Receivable System
DOORS	DOL Online Opportunities Recruitment System
DRM	Data Reference Model
DSA	Designated Statistical Agencies
EAAF	Enterprise Architecture Assessment Framework
EAGH	Enterprise Architecture Governance Handbook
EAMMF	Enterprise Architecture Management Maturity Framework
EASC	Enterprise Architecture Sub Committee
EBSA	Employee Benefits Security Administration

Abbreviation	Term
EBSS	Enterprise Business Support System
ECAB	Employees' Compensation Appeals Board
ECI	Enterprise Communications Initiative
ED	Department of Education
EDI	Electronic Data Interchange
EDL	Electronic Document Library
EEOC	Equal Employment Opportunity Commission
EFAST	ERISA Filing Acceptance System
EI/CPMS	Executive Information/Corporate Performance Management System
EIA	Electronics Industry Association
EMC	Emergency Management Center
EPA	Environmental Protection Agency
EPS	E-Procurement System
ERISA	Employee Retirement Income Security Act
ESA	Employment Security Administration
ESIF	Enterprise Services Integration Framework
ESO	Enterprise Service Organization
ETA	Education and Training Administration
EU	European Union
EVMS	Earned Value Management System
EWDS	Enterprise-Wide Directory Services
FAIR	Federal Activities Inventory Reform Act

Abbreviation	Term
FCC	Federal Communications Commission
FCD	Functional Capabilities Demonstration
FEA	Federal Enterprise Architecture
FEAF	Federal Enterprise Architecture Framework
FEAPMO	Federal Enterprise Architecture Program Office
FEMA	Federal Emergency Management Administration
FERC	Federal Energy Regulatory Commission
FHA	Federal Health Architecture
FIPS	Federal Information Processing Standards
FISMA	Federal Information Security Management Act
FLC	Federal Labor Certification
FLSA	Fair Labor Standards Act
FM	Financial Management
FOIA	Freedom Of Information Act
FOUO	For Official Use Only
FPDS	Federal Procurement Data System
FTP	File Transfer Protocol
G2B	Government to Business
G2C	Government to Citizen
G2E	Government to Employees
G2G	Government to Government
GAO	Government Accountability Office

Abbreviation	Term
GILS	Government Information Locator Service
GISRA	Government Information Security Reform Act
GLB	Graham, Leech Bliley Financial Information Privacy Act
GM	Grants Management
GOTS	Government Off-The-Shelf
GPEA	Government Paperwork Elimination Act
GPRA	Government Performance and Results Act
GSA	General Services Administration
HHS	Department of Health and Human Services
HIPAA	Health Information Privacy and Accountability Act
HMAC	Hash Message Authentication Code
HR	Human Resources Management
HSPD	Homeland Security Presidential Directive 12
HTML	HyperText Markup Language
HTTPS	Hypertext Transfer Protocol Secure
HUD	Department of Housing and Urban Development
IDS	Intrusion Detection System
iFECS	Federal Employees Compensation Act System
IGM	Integrated Governance Model
IIS	Internet Information Server
ILAB	Bureau of International Labor Affairs
IMIS	Integrated Management Information Systems

Abbreviation	Term
IPMT	Integrated Project Management Team
IPv6	Internet Protocol Version 6
IRIMS	Integrated Recorded Information Management System
IRM	Information Resource Management
IRS	Internal Revenue Service
ISS	Federal Information Systems Security
ITASC	IT Architecture Sub Committee
ITIL	IT Infrastructure Library
ITS	IT Security
itSMF	IT Services Management Forum
JFMIP	Joint Financial Management Improvement Program
K-OFIS	OFCCP Information System
LABSTAT	Bureau of Labor Statistics' public Web site
LAN	Local Area Network
LEAF	Law Enforcement Access Field
LMRDA	Labor Management Reporting and Disclosure Act
LOB	Line of Business
LSS	Litigation Support Systems
MP3	Moving Pictures Expert Group Audio Layer 3
MPEG	Moving Pictures Expert Group
MRB	Management Review Board
MSHA	Mine Safety and Health Administration

Abbreviation	Term
MSIS	MSHA Standardized Information System
MSP	Major Sector Productivity System
NAFTA	North American Free Trade Act
NARA	National Archives and Records Administration
NASA	National Aerospace Administration
NCFMS	New Core Financial Management System
NCIC	FBI's National Crime Information Center
NCS	National Compensation Survey
NCR	National Cash Register
NFC	National Finance Center
NFI	President's New Freedom Initiative
NIACAP	National Information Assurance Certification and Accreditation Process
NISO	National Information Standards Association
NIST	National Institute of Standards in Technology
NOC	Network Operations Center
NSA	National Security Agency
NSF	National Science Foundation
NSTISSI	National Security Telecommunications & Information Systems Security Instruction
OALJ	Office of Administrative Law Judges
OASAM	Office of the Assistant Secretary for Administration and Management
OASP	Office of the Assistant Secretary for Policy
OCFO	Office of the Chief Financial Officer

Abbreviation	Term
OCIA	Office of Congressional and Intergovernmental Affairs
ODEP	Office of Disability Employment Programs
OFCCP	Office of Federal Contract Compliance
OFCMS	Compliance Programs Case Management System
OFEIS	OFCCP Executive Information System
OFIS	OFCCP Information System
OIG	Office of the Inspector General
OIS	OSHA Information Management System
OLMS	Office of Labor Management Standards
OLTP	Online Transaction Processing
OMAP	Office of Management Administration and Planning
OMB	Office of Management and Budget
OPA	Office of Public Affairs
OPM	Office of Personnel Management
OS	Operating System
OSBP	Office of Small Business Programs
OSHA	Occupational Safety and Health Administration
OSI	Open Source Initiative
OTE-ARS	Office of Training and Education Automated Registration System
OWCP	Office of Workers' Compensation Programs
OWS	Office of Workforce Security
PART	Performance Assessment Rating Tool

Abbreviation	Term
PBGC	Pension Benefits Guaranty Corporation
PCS	Permanent Change of Station
PDA	Personal Data Assistant
PDD	Presidential Decision Directive
PDF	Portable Document Format
PERL	Practical Extraction and Reporting Language
PHP	Hypertext Preprocessor
PIA	Privacy Impact Assessment
PIV	Personal Identity Verification
PKI	Public Key Interface
PMA	President's Management Agenda
PMBOK	Project Management Book of Knowledge
PNG	Portable Network Graphics
POA&M	Plan of Action and Milestones
PPI	Presidential Priority Initiatives
PRM	Performance Reference Model
PTO	U.S. Patent and Trademark Office
PWBA	Pension and Welfare Benefits Administration
RAM	RealAudio Metafile
RITS	Requests for Information Technology Services
SAML	Security Assertion Markup Language
SBA	Small Business Administration

Abbreviation	Term
SDLCM	Systems Development Life Cycle Methodology
SEC	Securities and Exchange Commission
SHIMS	Safety and Health Information Management System
SIMS	Secretary's Information Management System
SOA	Service Oriented Architecture
SOAP	Simple Object Access Protocol
SOC	Security Operations Center
SOL	Office of the Solicitor
SOLAR	Solicitor's Office Legal Activity Reporting
SPAMIS	Student Pay, Allotment, and Management Information System
SPP	FEA Security and Privacy Profile
SRAS	Secured Remote Access Services
SRM	Service Reference Model
SSA	Social Security Administration
SSL	Secure Sockets Layer
SSN	Social Security Number
SWA	State Workforce Agencies
TIA	Telecommunications Industry Association
TIRS	Technical Information Retrieval System
TRB	Technical Review Board
TRM	Technical Reference Model
TSRM	Technology Standards Reference Model

Abbreviation	Term
UDDI	Universal Description, Discovery & Integration
UDTI	Unified DOL Technology Infrastructure
UDTIWG	Unified DOL Technology Infrastructure Working Group
UIDBMS	Unemployment Insurance Database Management System
USDA	U.S. Department of Agriculture
VA	Veterans Administration
VETS	Veterans Employment and Training Service
VOPAR	Veterans Employment and Training Operations and Programs
VPN	Virtual Private Network
WAN	Wide Area Network
WB	Women's' Bureau
WBS	Work Breakdown Structure
WDS	Wage Determination System
WHD	Wage and Hour Division
WHI	Wage Hour Investigators
WHISARD	Wage and Hour Support and Reporting Database
WIA	Workforce Investment Act
WSDL	Web Services Description Language
WSSR	Job Corps Weekly Student Strength Report
XML	eXtensible Markup Language