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Division of Management and Administrative Legal Services
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Washington, DC 20210
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February 29, 2024

Re: Freedom of Information Act Request No. 2023-F-10868

This letter responds to your Freedom of Information Act (FOIA) request of June 26, 2023, in which you requested A copy of the two most recent Agency Management Plans for each DOL agency. Your request was received in our office on June 26, 2023, and assigned FOIA tracking number 2023-F-10868.

OWCP conducted a search for records responsive to your request. We have located 102 pages of responsive records. Of those, we are releasing 102 pages in part. We are denying access to certain figures under 5 USC § 552(b)(2) which prohibits disclosure of records related solely to the internal personnel rules and practices of an agency.

If you have any questions regarding your request, please contact OWCP FOIA Coordinator, Zanelle Rainey, at 202-343-5977 or rainey.zanelle@dol.gov. In addition, it would be helpful to include the tracking number in any submission or to have it available at the time of a call.

If you consider this an adverse determination, you have several options available to you. You may contact the Department's FOIA Public Liaison, Thomas G. Hicks, Sr., at 202-693-5427 or hicks.thomas@dol.gov for assistance resolving disputes. Alternatively, you may contact the Office of Government Information Services (OGIS), within the National Archives and Records Administration, to inquire about the mediation services they offer. The contact information for OGIS is as follows:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road
College Park, MD 20740

You can also reach that office by e-mail at ogis@nara.gov, by phone at 202-741-5770, by fax at 202-741-5769, or by calling toll-free 1-877-684-6448.

You have the right to file an administrative appeal. Your appeal must be received by the Solicitor of Labor within 90 calendar days of the date of this initial denial letter. Address your appeal to the following office:

Attn: Freedom of Information Act Appeal
Solicitor of Labor
U.S. Department of Labor
200 Constitution Avenue, NW
Room N-2420
Washington, D.C. 20210

Your appeal may also be sent by e-mail to FOIAAppeal@dol.gov or by fax to 202-693-5538. Appeals submitted to any other address will not be accepted. Your appeal must state in writing the grounds for the appeal. It should also include a copy of the original request, the response to your request, and any supporting statement or arguments. The appeal letter, the envelope, and the e-mail subject line, should be clearly marked "Freedom of Information Act Appeal."

Sincerely,
Agency Disclosure Officer

Enclosures

United States Department of Labor

Fiscal Year 2022 Agency Management Plan

Office of Workers' Compensation Programs

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Agency Introduction:

The Office of Workers' Compensation Programs' (OWCP) fiscal year (FY) 2022 Agency Management Plan (AMP) presents the resources, activities, and strategies that the agency will employ to achieve key outcome goals and links them to the measures and milestones used to assess progress during the year. The plan supports the U.S. Department of Labor (DOL) Strategic Plan.

Alignment

The agency directly supports the Secretary's vision of helping American workers gain and hold good, safe jobs through the following DOL strategic goal and objective:

- **DOL Strategic Goal 3:** Improve administration of and strengthen worker safety net programs
- **DOL Strategic Objective 3.1:** Ensure timely and accurate income support when work is unavailable by strengthening benefits programs and program administration

Mission-Driven

Every day, OWCP employees help thousands of injured or ill workers and their families by providing or overseeing the delivery of workers' compensation benefits. OWCP's mission is:

"To protect the interests of workers who are injured or become ill on the job, their families and their employers by making timely, appropriate, and accurate decisions on claims, providing prompt payment of benefits and helping injured workers return to gainful work as early as is feasible."

OWCP's vision is to be:

"An innovative leader in the delivery of benefits and a responsible steward of the resources entrusted to us, respected and relied upon by those who depend on us for their health and economic well-being."

Over the next five years, nearly one million workers or their survivors will rely on the three Divisions within OWCP to provide benefits for a work-related injury or illness, including compensation, medical treatment, and assistance in returning to work, through the administration of four major disability compensation programs from offices across the country, including a headquarters in Washington, D.C., 24 district offices, and three Longshore program compensation districts, which include nine suboffices. Those Divisions are: (1) Division of Federal Employees' Longshore and Harbor Workers Compensation (Federal Employees' Compensation Act (FECA) program and Longshore program), (2) Division of Coal Mine Workers' Compensation (Black Lung program), and (3) Division of Energy Employees Occupational Illness Compensation (Energy program).

Two administrative offices, the Division of Administrative Operations and the Division of Financial Administration, provide mission support and ensure effective management of budget; acquisition; performance; human resources; and other operational support functions.

Strategic Portfolio: Budget Overview

The FY 2022 AMP assumes funding at the FY 2022 President's Budget Request level. Budget authority amounts for the Division of Coal Mine Workers' Compensation and Division of Energy Employees Occupational Illness Compensation are pre-sequestration. The funding for the Division of Financial

Administration and Division of Administrative Operations are embedded within the three Divisions and are not broken out in the President’s Budget.

FY 2022 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Division of Federal Employees’ Longshore and Harbor Workers Compensation (Salaries and Expenses, Special Benefits Fair Share, and Longshore Trust)	\$221,729,000	900
American Rescue Plan Act of 2021 Funding	\$22,664,000	137
Division of Coal Mine Workers’ Compensation (Parts B & C)	\$46,434,000	169
Division of Energy Employees Occupational Illness Compensation (Parts B & E)	\$141,348,000	408
Advisory Board for Toxic Substances and Worker Health	\$519,000	1
Office of Energy Ombudsman E ¹	\$969,000	2
Office of Energy Ombudsman B ¹	\$767,000	3

¹The Office of the Ombudsman is within DOL, but independent from OWCP.

Strategic Portfolio: Theme and Strategy Overview

For FY 2022, OWCP has identified a set of themes and supporting strategies that align with our agency's strategic objective.

Theme Number	Theme Name	Strategy	Strategy Short Name
1	Improve Claims Processing and Benefits Delivery	1.1: Efficient Processing of Workers' Compensation/Occupational Illness Claims	Claims Processing
1	Improve Claims Processing and Benefits Delivery	1.2: Oversight of Benefits Delivery	Benefits Delivery
1	Improve Claims Processing and Benefits Delivery	1.3: Implement Innovative Information Technology (IT) Systems	IT Modernization
2	Strengthen Customer Experience and Stakeholder Engagement	2.1: Maintain Strategic Partnerships	Outreach
3	DOL as a Model Workplace	3.1: Equipping and Building a Stronger Federal Workforce	Human Resources Management

Agency Theme, Strategies, and Activities

Agency Theme: Improve Claims Processing and Benefits Delivery

Strategy 1.1: Efficient Processing of Workers' Compensation/Occupational Illness Claims

Providing timely claims processing is at the heart of OWCP's mission. OWCP is responsible for adjudicating hundreds of thousands of claims each day. OWCP's claims examiners across the country evaluate claims to determine whether or not a worker is entitled to receive wage replacement, medical benefits, or other compensation. In FY 2022, OWCP programs will continue to focus on strengthening claims adjudication processes.

Activities:

- **Increase Return-to-Work Outcomes** (FECA program): The Office of Management and Budget (OMB) created the Protecting Employees, Enabling Reemployment (PEER) Initiative, which allows federal departments and agencies to recommit to safety goals and ensure that the workforce receives timely benefits through a modern and efficient workers' compensation system. In coordination with the Occupational Safety and Health Administration, the FECA program will work with agencies across the federal government to meet their individualized performance targets in FY 2022 by conducting at least one quarterly meeting to discuss progress and challenges (Measures: **FEC RTW 4**; **FEC RTW 5**; **FEC 5c**; and **FEC 5d**). The PEER Initiative requires all federal agencies to file forms via the Employees' Compensation Operations & Management Portal (ECOMP), which improves the speed of forms filing, benefits delivery, and return-to-work.
- **Process Coronavirus Disease 2019 Claims** (FECA program): All federal employees who develop coronavirus disease 2019 (COVID-19) while in the performance of their federal duties are entitled to workers' compensation coverage, including appropriate medical care and wage-loss compensation. In FY 2022, consistent with the passage of the American Rescue Plan Act (ARPA) of 2021, OWCP will develop new policies and procedures for the handling of COVID-19 claims under the FECA program, and will work alongside the Office of Human Resources within the Office of the Assistant Secretary for Administration and Management to ensure adequate staff are hired and trained to implement the FECA provisions of ARPA. OWCP will also enhance its legacy case management desktop application (Integrated Federal Employees' Claims System), create new COVID-19 specific forms and filing procedures and options in ECOMP, and begin the development of an intelligence-driven COVID-19 analytics business processing dashboard and reporting tool. To ensure the quality of COVID-19 claims adjudication and ancillary transactions, OWCP will also create a web-based claims processing, auditing, and quality assurance tracking system, all of which will be integrated into the ECOMP platform.
- **Process Non-COVID-19 Claims Impacted By the Pandemic** (FECA, Black Lung, and Energy programs): The FECA, Energy, and Black Lung programs implemented temporary flexibilities in non-COVID-19 cases that recognize the challenges claimants faced in obtaining initial and second opinion medical appointments, submitting supporting medical evidence, and receiving information from other federal departments due to social distancing mandates across the country.
 - In FY 2022, the FECA program will continue to advise its claims staff to be flexible in granting requests for rescheduled second opinion and referee medical exams due to COVID-19. However, it will continuously assess the necessity of its policy based upon the prevalence of COVID-19 in the community as well as any relaxation of social distancing, masking, and quarantine protocols.
 - All coal miners who file claims for Black Lung benefits are entitled to a complete pulmonary examination at the Department's expense. However, due to the COVID-19 pandemic a significant number of approved physicians suspended these examinations for an extended period in FY 2020. Although approved physicians slowly resumed performing exams in FY 2021, the Black Lung program expects that most providers will continue to work at reduced capacity indefinitely. To mitigate the impact of the delays in receiving exam

results, OWCP will concurrently complete all other possible claims development while the exam results are pending so that the program can issue a decision as soon as possible once the exam results are received.

- The Energy program saw an increase in claims for ancillary medical services when states, businesses, and providers began to lessen COVID-19 restrictions. The program will continue to work with the Department of Energy (DOE) and the Social Security Administration to ensure that the program is prepared to receive any backlogged requests for information and process cases as they are returned.
- **Regulatory Updates for Improved Program Administration** (FECA and Longshore programs): In FY 2022, the FECA and Longshore programs will publish updated regulations that will improve program administration.
 - The FECA program intends to publish a Notice of Proposed Rulemaking with regulatory changes that would provide increased economic savings; uniform schedule award eligibility; more efficient processing of claims and payment of benefits; more choices and quicker access to healthcare; and stronger anti-fraud efforts as well as fine-tuning to reflect statutory changes and administrative practices. The FECA program will also include updates related to the administration of ARPA.
 - The Longshore program intends to publish a Notice of Proposed Rulemaking that will promote accountability, ensure fairness, and propose new rules for imposing and reviewing civil money penalties prescribed by the Longshore Act. The new rules will set forth the procedures to contest OWCP's civil money penalty determinations; the Longshore Act sets out monetary penalties that OWCP may assess against Longshore employers or their insurance carriers when they fail to timely file certain reports or falsify those reports, or when employers discriminate against employees for exercising their rights under the Act.

The Longshore program also intends to publish a Notice of Proposed Rulemaking in early FY 2023 to modernize and speed claims processing; the existing regulations will be revised to require parties to file documents electronically, unless otherwise required by statute or allowed by OWCP; codify authorization of electronic-signature use; and streamline the settlement process.

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
FEC RTW 4	FECA RTW 2-year post-DM	92%	■	■	■	■	■
FEC RTW 5	FECA RTW 45-day COP	Not Applicable	■	■	■	■	■
FEC 5c	FECA E-file Notice of Injury/Illness	99%	■	■	■	■	■
FEC 5d	FECA E-file Wage-loss Claims	98%	■	■	■	■	■

Activity Milestones

Milestone ID	Milestone Description	Milestone Due Date
None at this time	Not Applicable (N/A)	N/A

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
None at this time	Not Applicable (N/A)	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None at this time	Not Applicable

Agency Theme, Strategies, and Activities

Agency Theme: Improve Claims Processing and Benefits Delivery

Strategy 1.2: Oversight of Benefits Delivery

Providing accurate benefit payments is at the heart of OWCP's mission. OWCP is responsible for ensuring the payment of billions of dollars. In FY 2022, OWCP programs will focus on performing reviews to ensure the quality of decisions made by claims examiners, providing accurate compensation and medical payments to claimants, expanding availability of providers, and implementing internal controls to reduce fraud, waste, and abuse.

Activities:

- **Reduce Improper Payments** (FECA, Energy, and Black Lung programs): The challenge of preventing improper payments remains a top priority for OWCP.
 - The FECA program processes approximately \$3 billion in payments annually on over 200,000 cases. In FY 2022, the program will perform ongoing program integrity efforts through data analytics, payment audits, and improper payment reporting which supports the Department's objective of reducing improper payments. The FECA program has continued to make strides with reducing the rate, exceeding the goal of 3.15% last year by achieving a 2.34% improper payment rate (Milestone: **OWCP 1.2-2 FECA**).
 - Throughout FY 2022, the Energy program will continue its efforts to reduce improper payments through the ongoing evaluation of medical bills and other payment-related issues. The Program Integrity Team within the Performance Management Branch will continue to conduct monthly reviews of the accuracy and appropriateness of payments to claimants and providers.
 - The Black Lung program will transition to an enhanced Prepayment Do Not Pay (DNP) initiative in FY 2022. This new process will review available databases to confirm award eligibility and prevent improper payments before the release of any funds. District Office staff will receive extracts and DNP match results for review prior to the disbursement of payments. In addition, the program will continue to review and analyze medical bills on a monthly and annual basis using established sampling methods to identify and correct improper payments.
- **Accurately and Appropriately Reduce Overpayments** (FECA program): Under the Federal Employees Retirement System (FERS), federal employees are eligible to receive Social Security Act (SSA) retirement benefits and the calculation of that benefit includes their Federal employment. Under the FECA, benefits for disability are reduced by SSA benefits paid based on age and attributable to the employee's Federal service. This reduction is referred to as the FERS Offset. If an employee is receiving FECA wage-loss benefits and elects to receive SSA retirement benefits, the FECA program is required to offset its compensation payments. Despite being advised, claimants rarely notify the FECA program that they begin receiving SSA retirement benefits. When they do advise the FECA program, claims examiners must individually request this data from SSA who manually calculates and provides an individual case based determination that is used to offset FECA payments. This situation results in large overpayments due to the long time lags.

To resolve this problem, in FY 2022, the FECA program will: (1) establish a dedicated debt unit to address the large backlog of known FERS overpayments that have yet to be declared in a way that ensures accurate calculations and fault findings in the preliminary decisions and fair compassionate review of financial evidence and repayment options as final decisions are issued and (2) continue to work with SSA and the Treasury Department to find automated ways to be alerted of concurrent dual benefits receipt without relying on claimants to notify the program and calculate the proper offset amount.

The FECA program will adjust policies in order to minimize overpayments resulting from inconsistent application of the impairment rating guides that occur when a claimant with an existing schedule award submits a claim for an increased schedule award but receives a lower impairment rating.

- **Home Health Care Management** (Energy program): Over the past several years, the Energy program experienced an increase in home health care and medical bill costs. The program has increased resources to improve timeliness and quality of home health care management including the centralization of medical benefit case adjudication activities, development of improved case management resources, and publication of more clear procedural guidance (Measure: **EE Qd**). Throughout FY 2022, the Energy program will provide education to claimants and providers about available home health care benefits, processes and procedures, and the limitations imposed under the Energy Employees Occupational Illness Program Act.
- **Improve Fraud Prevention** (FECA program): The FECA program processes approximately \$3 billion in payments annually; preventing fraud is a high priority. The program utilizes a robust analytics platform to detect problematic trends and anomalous billing patterns from medical providers and works with Inspectors General government-wide to support prosecution efforts. In order to keep pace with nefarious providers, the FECA program will continue to detect new and emerging medical and prescription fraud schemes in tandem with its Pharmacy Benefits Manager (PBM) and implement controls to curtail them.
- **Financial Management of the Special Workers' Compensation Fund** (Longshore program): The Longshore program annually collects industry assessments that support the Special Workers' Compensation Fund. In FY 2022, the program will collect an estimated amount and then a final adjusted amount as part of the program's obligations to ensure the Fund has adequate resources to pay benefits from those entities that utilize the Fund (Measure: **LS 6**).
- **Revised Self-Insurance Process** (Black Lung program): OWCP previously revamped the process for evaluating applications from coal mine operators to self-insure their Black Lung benefits liabilities. The updated process involves a more thorough protocol for reviewing self-insurance applications, as well as new forms to collect the necessary financial information, with the goal of ensuring that OWCP authorizes self-insurance only for those coal mine operators who are financially sound and able to post adequate security. In FY 2022, OWCP will ensure that appropriate policies and procedures are in place to protect the Black Lung Disability Trust Fund from assignment of additional liabilities, fulfill the Secretary's fiduciary duty to safeguard Black Lung Disability Trust Fund assets, and ensure the payment of benefits to coal miners and their survivors.
- **Compliance and Penalty Enforcement** (Longshore program): The Longshore program can assess a civil monetary penalty when an employer or insurance carrier fails to timely report a work-related injury or death (33 U.S.C. 930(e)) or fails to timely report its final payment of compensation to a claimant (33 U.S.C. 914(g)). The program notifies employers and insurance carriers subject to assessment of a civil penalty of the late or missing report and provides employers and insurance carriers an opportunity to explain why a penalty is not warranted before a penalty is assessed (Measures: **LS 7** and **LS 8**).
- **Conduct Quality Assurance Reviews** (FECA, Black Lung, Longshore, and Energy programs): Staff (Quality Assurance Analysts, Claims Examiners, etc.) conduct quality reviews and spot audits on various aspects of the development, adjudication, and payment of claims in order to supplement the existing annual accountability review process. Additionally, all programs will conduct annual quality assurance reviews on claims and implement appropriate training based on the results of those reviews throughout the year to ensure accuracy and proper claims handling (Measures: **FEC Qb; LS Qa; CM Qb; CM Qd; EE Qa; EE Qb; and EE Qd**; Milestones: **OWCP 1.2-3 FECA, OWCP 1.2-4 Energy, and OWCP 1.2-5 Energy**).
- **Claims Management Training** (Energy, FECA, and Black Lung programs): OWCP will introduce innovative, video-based training modules for field staff to facilitate the sharing of best practices.
 - In FY 2022, the Energy program will introduce innovative, video-based training modules for district office staff in order to facilitate the sharing of best practices. Topics will include: the importance of claimant data

validation (Q1), advising a claimant of documentation needed to support their claim (Q1), and best practices for subcontractor employment verification (Q2). Additionally, new training modules for Hearing Representatives will be developed and implemented in Q4 (Milestone: **OWCP 1.2-6 Energy**). The Energy Program will also incorporate some interactive, live instruction training where appropriate and feasible.

- The Black Lung program will continue to implement high quality, video-based multimedia training modules with broad application potential for Black Lung claims staff. The self-paced e-Learning modules targeted for release in FY 2022 include Medical Elements of Entitlement and Weighing Medical Evidence. Due to the complexity of these topics, the two large modules will be broken down into several smaller modules, which will enable the program to publish the initial training modules beginning in Q2. In addition, the program will employ interactive, live instruction training programs with the opportunity for questions and answers to address more targeted training needs in individual offices.
- The FECA program will continue to update its web-based video training modules to address new training needs; in addition, the program created a new Workforce Development Unit to both address the training needs of the ARPA Hiring Surge in Q4 of FY 2021 and to address ongoing training needs for the program. This unit includes four dedicated trainers (**Milestone: OWCP 1.2-1 FECA**).
- **Expand Availability of Medical Providers for Claimants and Improve the Cost-effectiveness of Bill Processing Services** (OWCP-wide): In FY 2022, OWCP will solicit a combined medical provider network (MPN) and medical bill processing (MBP) services contract. The MPN services will assure a sufficient number of physicians who are willing and available to treat injured workers. The MBP services will replace an existing contract that is progressing toward the end of the period of performance with a new approach that reduces the administrative costs of the services (**Milestone: OWCP 1.2-11 DAO**).
- **Solicit and Award a PBM Services Contract** (Black Lung and Energy programs): Building upon the successes of the FECA PBM, OWCP will award a PBM services contract for the Energy and Black Lung programs to improve drug safety for claimants; add a mail-order services capability; create an evidence-based drug formulary; enhance customer support for claimants; and provide enhanced claimant support for specialty drugs (**Milestones: OWCP 1.2-9 DAO and OWCP 1.2-10 DAO**).

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
LS 6	Longshore Assessments	91%	■	■	■	■	■
LS 7	Longshore Pre-penalty Notices of Injury	93%	■	■	■	■	■
LS 8	Longshore Pre-penalty Notices of Payment	96%	■	■	■	■	■
FEC Qb	Quality- FECA PERs	83%	■	■	■	■	■
LS Qa	Quality – Longshore Informal Conference Actions	89%	■	■	■	■	■
CM Qb	Black Lung Spot Audit Error Rate	0.0%	■	■	■	■	■
CM Qd	Black Lung Properly Designated Responsible Operator Merit Claims	97%	■	■	■	■	■

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
EE Qa	Quality – Energy Sampled Initial Claims	92.00%	■	■	■	■	■
EE Qb	Quality – Energy Sampled Final Decisions	97.00%	■	■	■	■	■
EE Qd	Quality – Energy Home Health Care Authorizations	87.00%	■	■	■	■	■

Activity Milestones

Milestone ID	Milestone Description	Milestone Due Date
OWCP 1.2-1 FECA	Complete new employee training curriculum and implement new employee assessment criteria	12-31-2021
OWCP 1.2-2 FECA	Conduct the annual Improper Payment Audit	8-31-2022
OWCP 1.2-3 FECA	Conduct quality assurance reviews and supervisory sampling throughout the year, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2022
OWCP 1.2-4 Energy	Conduct quality assurance reviews throughout the year, supervisory sampling, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2022
OWCP 1.2-5 Energy	Continue to expand the use of the Accountability Review Tracking System to provide an easily accessible and central way for managers at all levels to assess and report on the quality of work	9-30-2022
OWCP 1.2-6 Energy	Complete new video based training modules	9-30-2022
OWCP 1.2-9 DAO	Solicit a PBM services contract for the Black Lung and Energy Programs	12-31-2021
OWCP 1.2-10 DAO	Award a PBM services contract for the Black Lung and Energy Programs	Target Date: 4-30-2022
OWCP 1.2-11 DAO	Solicit a MPN-MBP services contract for all programs	Target Date: 6-30-2022

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
OWCP-Risk-03	<p>Without timely calculations from Social Security Administration (SSA), FECA claimants will incur overpayments for cases where an offset is needed, but has not been put in place.</p> <p>The longer it takes to receive accurate calculations, the larger the overpayment becomes and the larger the burden on claimants to repay the funds.</p>	<p>OWCP signed an agreement with Treasury's Do Not Pay program to receive a list of matches of concurrent OWCP and SSA payees.</p> <p>OWCP is working on automating the Federal Employees Retirement System Calculation Transmittal request process.</p>	15	Moderate

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None at this time	Not Applicable

Agency Theme, Strategies, and Activities

Agency Theme: Improve Claims Processing and Benefits Delivery

Strategy 1.3: Implement Innovative Information Technology Systems

OWCP relies on Information Technology (IT) systems to adjudicate hundreds of thousands of claims and ensure the accurate payment of billions of dollars each year. In addition, OWCP uses data analytics to identify trends and drive process improvements. In FY 2022, OWCP will implement new strategies to enhance IT systems used by the programs in order to increase the efficiency and accuracy of claims adjudication and benefit delivery and to track and assess data trends to improve program performance.

Activities:

- **Evaluate Claims Management Systems** (OWCP-wide): To improve the timeliness and accuracy of its claims processing, it is critical that OWCP's systems and infrastructure are effective and modernized to meet future processing needs. OWCP will evaluate our current IT systems to determine the optimal modernization approach, which will improve accessibility of claims information for claimants, employers, and will improve the accuracy of data across all programs (Milestone: **OWCP 1.3-2 DAO**).
- **Electronic Claim and Document Submission** (Longshore program): The Longshore program will continue to increase the number of industry insurance carriers and self-insured employers and mutuals to allow their private claims systems to connect to OWCP's system and to increase electronic submission of supporting documentation and correspondence, thereby eliminating the need to manually create cases and to reduce the receipt of paper correspondence and forms used in the later life of a claim (Measures: **LS 1a**; **LS 2a**; **LS 3a**; and **LS 4a**).
- **Departmental Enterprise eFile/eServe System**: OWCP is assisting in the Department's development of a new electronic filing/serving system for its administrative boards (the Boards) and the Office of Administrative Law Judges (OALJ). The OALJ has not yet fully transitioned from paper processing, thus requiring OWCP to handle paper files created by OALJ in an otherwise completely digital case file. In FY 2022, OWCP will continue to work with the Office of the Chief Information officer (OCIO), OALJ, and the Boards, to improve the system-to-system connections between those organizations and OWCP. OWCP's primary focus will be on improving the efficiency and effectiveness of current functionality and developing additional automated transfer of digital files, not currently processed through the eFile/eServe system.
- **Expand Use of ECOMP** (FECA and Energy programs): ECOMP allows medical providers, injured workers, and Federal employers securely and electronically communicate and exchange documents in near real-time, which reduce the staff burden in copying and mailing case files to claimants, and the time it takes claimants to access their case files. Over the past two years, OWCP expanded ECOMP's use to serve stakeholders of all workers' compensation programs administered by OWCP, and in FY 2022 will improve accessibility and functionality.
 - The Energy program will continue to finalize the development of the Energy program's ECOMP portal, which affords claimants access to their digital case files, which will improve customer satisfaction, reduce the time it takes for claimants to see their case files, and reduce the staff burden in copying and mailing case files to claimants. In FY 2022, the program's ECOMP portal will be expanded to allow employee claimant's Authorized Representatives' direct access to their case files and if possible, sole survivor claimants and their Authorized Representatives as well (Milestone: **OWCP 1.3-1 Energy**).
 - The FECA program will complete enhancing ECOMP to accommodate the COVID-19 claims adjudication and tracking processes necessary to carry out its statutory mandates under ARPA of 2021.

- **Automated Claims Processing** (Energy and Black Lung programs): OWCP will work with OCIO to improve automated claims processing capabilities to increase adjudication outcomes and timeliness.
 - The Energy program will complete development and implementation of the Ancillary Medical Services Module in the Energy Case System to improve efficiency and accuracy in adjudication of requests for authorization of post-approval for medical equipment and services.
 - After implementation of artificial intelligence for annual benefit evaluations in FY 2021, the Black Lung program will continue to identify areas that may be amenable to expanding its use. Further, the program will implement the automatic entry of diary codes into the system after the receipt of specific evidentiary documents.

- **Use of Business Intelligence Tools** (Black Lung and Energy programs): OWCP will continue to improve management reporting and tracking of various performance metrics using business intelligence tools. In FY 2022, OWCP will develop new reporting capabilities, performance dashboards, and tracking mechanisms to make performance data more easily accessible to the field.
 - The Energy program will continue to improve management reporting and tracking of various performance metrics utilizing low cost and integrated business intelligence tools, such as Microsoft Power BI, that works effectively with the Microsoft SQL server and database used by the program.
 - The Black Lung program will continue to improve the timeliness and efficiency of claims processing by focusing on maintaining a balanced approach to claims inventory management while minimizing the number of claims pending for more than a year. The program will utilize Microsoft Power BI dashboards to better understand the age and size of its inventory of pending claims and provide supervisors with the necessary tools to effectively identify action items and understand performance results (Measure: **CM 9**).

- **Improve Content and Accessibility of Program Webpages** (Energy program): Throughout FY 2022, the Energy program will continue to find solutions to improve and enhance its public facing website, increasing program transparency by proactively publishing information to the Public Reading Room, improving claimant and medical provider experience by developing customer centric web pages that specifically tailors information and processes to each appropriate audience, and improving its 508 compliance for stakeholders with alternative audio or visual needs.

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
LS 1a	First Report of Injury Filed – DBA cases	94%	■	■	■	■	■
LS 2a	First Payment of Compensation Issued – DBA cases	Not Applicable (N/A)	■	■	■	■	■
LS 3a	First Report of Injury Filed – non-DBA cases	91%	■	■	■	■	■
LS 4a	First Payment of Compensation Issued – non-DBA cases	N/A	■	■	■	■	■
CM 9	Pending Black Lung claims resolved by the end of the fiscal year	Baseline	■	■	■	■	■

Activity Milestones

Milestone ID	Milestone Description	Milestone Due Date
OWCP 1.3-1 Energy	Expand ECOMP’s secure portal capabilities, so the Division of Energy Employees Occupational Illness Compensation employee claimant’s Authorized Representatives can see their digital case files and claims status updates through data integration between ECOMP, Energy Compensation System, and OWCP Imaging System	9-30-2022

Milestone ID	Milestone Description	Milestone Due Date
OWCP 1.3-2 DAO	Work with the Office of the Chief Information Officer to evaluate OWCP's current information technology systems and determine the optimal modernization approach to best meet the needs of the four programs	9-30-2022

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
OWCP-Risk-01	<p>OWCP receives contracting services from both the Office of the Chief Information Officer (OCIO) and the Office of the Senior Procurement Executive (OSPE). FY 2021 includes several pending critical acquisition efforts, including Information Technology (IT) development (OWCS - a priority for both OWCP and the CIO) and maintenance contracts, a pharmacy processing bridge contract, and Pharmacy Benefits Management (PBM) services for the Black Lung and Energy programs.</p> <p>OWCP has experienced delays in the acquisition process, which include protests and exorbitant pricing due to the need to award bridge contracts when no immediate competitive acquisition approach is feasible.</p>	<p>OWCP began holding tripartite discussions with OSPE and SOL to ensure that acquisition strategies are appropriate and defensible (due to risk of protest) up front.</p> <p>OWCP also began including the Senior Procurement Executive personally in development discussions for acquisition strategies, to further improve pricing outcomes and to reduce risk.</p> <p>The Administrative Officer meets with the Senior Procurement Executive monthly to review status of priority acquisitions.</p> <p>OWCP is documenting issues in its shared services risk-monitoring tool, to escalate systemic problems to shared services senior executives and the Assistant Secretary for Administration and Management.</p>	35	Low

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
OWCP-Risk-02	OWCP transferred the management of most IT-related work to DOL's OCIO at the beginning of FY 2021. If any of the risks are realized, OWCP will experience service delivery failures to stakeholders or increased cost/reduced capability.	<p>(1) OWCP documented responsibilities in its memorandum of understanding that effectuated the IT shared services transition and OCIO Service Level Agreements (SLAs) that document a detailed expectation of service levels.</p> <p>(2) OWCP hired or assigned Full-Time Equivalent staff to serve as Business Process Owners (BPOs), to provide close coordination and monitoring of OCIO services, post transition. These BPOs meet regularly with OWCP and OCIO stakeholders to promote collaboration that reduces risk and to document successes and failures of IT shared services, especially in relation to the standards set in the SLAs.</p> <p>(3) OWCP will document and track significant incidents of failure in OWCP's Shared Service Risk Monitoring system, a system that documents and creates a detailed record of the actions, failures, the timeline of events, and the steps taken to correct or mitigate the failures. OWCP will regularly escalate and report these significant issues to senior OCIO leadership as a means to improve the service provided by OCIO.</p> <p>(4) OWCP will retain through December 31, 2021, the oversight of the Employees' Compensation Operations & Management Portal, a critical priority for OWCP and the Department, which will require significant program knowledge and control for successful implementation of the Protecting Employees, Enabling Reemployment White House initiative.</p> <p>(5) The OWCP Director meets bi-weekly with the CIO to promote effective collaboration and address issues.</p> <p>(6) OCIO added additional resources to supplement the OWCS technical team.</p>	35	Low

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
OWCP-Risk-04	OWCP's new enterprise claims management system will replace several aging systems. While OWCP transferred the system to OCIO management with existing functional problems, the problems and a replacement development/maintenance contract remain unresolved.	<p>OWCP's Director met with the CIO to discuss concerns and requested a written plan and timeline to increase system reliability.</p> <ul style="list-style-type: none"> • OCIO deployed a safeguard to better monitor the issuance of orders to stakeholders. • OCIO will deploy redundancies for critical system operations. 	72	Low

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None at this time	Not Applicable

Agency Theme, Strategies, and Activities

Agency Theme: Strengthen Customer Experience and Stakeholder Engagement

Strategy 2.1: Maintain Strategic Partnerships

OWCP believes that communication, collaboration, and outreach with claimant communities and other stakeholders are essential to the successful accomplishment of its mission. OWCP strives to provide each worker with excellent customer service and the assistance needed for his or her unique situation. In addition to its claimants, OWCP's other stakeholders are partners in accomplishing its mission. In FY 2022, OWCP will continue to build and leverage stakeholder relationships to improve the quality of decisions and of the overall adjudication and benefit delivery process.

Activities:

- **Continue Stakeholder Engagement and Outreach** (OWCP-wide): OWCP will continue to routinely and situationally engage customer/stakeholder groups to provide updates on program activities and improvements and to collect direct feedback regarding services. This may take the form of meetings (including town hall meetings), participation in industry conferences, meetings with physicians and other healthcare providers, and other outreach activities. The programs will continue to look for virtual ways to hold public meetings, as feasible.
 - Specifically, the Energy program will continue to work with the Joint Outreach Task Group, comprising leadership from DOE, Department of Health and Human Services (HHS), DOL, and the National Institute for Occupational Safety and Health (NIOSH) and DOL Ombudsman offices, to educate the public, claimants, medical providers, and physicians about the program including issues related to the program's medical benefits, provide updates regarding new Special Exposure Cohort classes, and other new initiatives. The program will also continue to convene regional training workshops for Authorized Representatives, as appropriate. In addition, the Energy program will continue to work cooperatively with the Advisory Board on Toxic Substances and Worker Health to identify areas of needed policy improvements with regard to the application of medical health science to the case adjudication process.
- **Continue Black Lung Stakeholder Partnerships** (Black Lung program): In FY 2022, the Black Lung program will continue its work with the Miner's Health Collaborative (or Joint Collaborative), which is comprised of leadership from OWCP, DOL's Mine Safety and Health Administration (MSHA), HHS's Health Resources and Services Administration (HRSA), and the Center of Disease Control and Prevention's NIOSH. OWCP's work with HRSA will focus on developing methods and practices to improve the delivery of diagnostic and claims services, strengthening grantee commitment to producing reports timely, and mitigating the impact of COVID-19. The program will also continue to work with MSHA, HRSA, and NIOSH to share information and data in an effort to advance common objectives related to the prevention, detection, and treatment of black lung disease among U.S. coal miners, and to coordinate vaccination outreach efforts. The program will assess the effectiveness of this collaboration by evaluating stakeholder feedback and input at two annual Black Lung conferences in June 2022 and September 2022.
- **Improve Customer Experience** (Energy program): The Energy program's Stakeholder Engagement Analyst and Customer Experience Strategist will work to identify ways to improve the program's understanding of feedback from what stakeholders currently tell the program through correspondence and other communications, as well as work to develop a future-state data collection and surveying toolset. In FY 2022, the Energy program will conduct three to four surveys in order to gather stakeholder feedback at various points in the adjudication process in order to identify potential issues and trends in service quality and/or delivery. The program will collect and analyze feedback to inform improvement strategies the program will implement throughout the fiscal year. Additionally, the Energy program remains the designated High Impact Service Provider for OWCP and will continue to report its quarterly customer experience results to OMB and on performance.gov, conduct the

annual customer experience self-assessment, and identify its customer experience strengths and opportunities for improvement (Milestones: **OWCP 2.1-1 Energy**, **OWCP 2.1-2 Energy**, and **OWCP 2.1-3 Energy**).

- **Advance Equity and Support to Underserved Communities** (Black Lung and Energy programs): OWCP will work to implement its Agency Equity Plan and focus efforts on external outreach and coordination and program accessibility and inclusion.
 - In FY 2022, the Black Lung program will reach out to the U.S. Department of the Interior (DOI)/Indian Affairs (IA) to better serve the community of American Indian coal miners located in the southwestern part of the United States on or near the Navajo Nation. The program will collaborate with federal partners to overcome language, cultural, and geographic barriers and develop effective outreach strategies to ensure unfettered access to program services and benefits. The Black Lung program will conduct initial outreach to federal partners (DOI-IA; HHS-HRSA; HHS-Indian Health Service; OWCP Division of Energy Employees Occupational Illness Compensation; and Congressional Committees on Native American Affairs) by July 31, 2022 to develop plans and best practices. The program will also work directly with Navajo Nation leadership to facilitate robust and effective outreach to this historically underserved community of coal miners. The Black Lung program will work with stakeholders to determine the best approach—whether it be written materials such as brochures, leaflets and mailers, electronic communications, and/or in-person outreach events, to engage miners within the Navajo community by September 30, 2022 (Milestones: **OWCP 2.1-4 Black Lung Equity** and **OWCP 2.1-5 Black Lung Equity**).
 - In FY 2022, the Energy program will conduct customer experience surveys to gather feedback that can inform strategies for advancing equity and better engaging traditionally disenfranchised communities. The survey will provide space for respondents to provide optional demographic information. The program will design survey questions to identify barriers of entry to the programs in order to ascertain whether there are specific groups that are disparately experiencing challenges.

The Energy program’s underserved communities are typically low-income, from rural populations, and American Indians and/or those residing on American Indian reservations. To date, Resource Centers have experienced an increase in the number of calls about the Energy program, as well as an increase in the number of initial claims received. Based on the analysis of the survey results, the Energy program will strategize solutions to address those challenges and make program improvements that address equity and access. The program will send out the survey during Q1, results collected during Q2, and analysis and planning for next steps during Q3 (Milestone: **OWCP 2.1-8 Energy Equity**).

- **Advance Racial Equity and Combat Poverty in Affected Communities** (Black Lung, Energy, FECA, and Longshore programs): OWCP will work to implement activities to protect workers and contribute to the fight to combat poverty, including racialized poverty.
 - The FECA program will enhance ECOMP to advance racial equity and support underserved communities including those in poverty and in particular among Black and other communities of color by collecting additional voluntary information from claimants on their race, religion, sexual orientation, marriage type (same sex), and disability status; and by offering additional non-binary gender options for filing forms, expanded from the current binary-only gender options available (Milestone: **OWCP 2.1-12 FECA Equity**).
 - In FY 2022, the Black Lung program will conduct research and consult with stakeholders and community leaders to evaluate opportunities to increase coordination, communication, and engagement with coal miners of color. This will include conducting outreach efforts targeted to reach coal miners of color and ensure they have knowledge of and access to federal workers’ compensation benefits where eligible.

The Black Lung program provides monthly workers’ compensation benefits in the form of income replacement and medical benefits to eligible disabled coal miners. Coal mining communities are currently and historically poor, and receipt of Black Lung benefits can serve as a powerful tool to combat poverty in communities most affected. Utilizing the results of the stakeholder and community research,

the Black Lung program will determine effective tools to inform and engage coal miners of color, which may include written materials, electronic communications, and/or in person events by September 30, 2022 (Milestone: **OWCP 2.1-6 Black Lung Equity**).

- In FY 2022, the Energy program will determine strategies to conduct outreach in traditionally low-income and other communities experience poverty near covered DOE facilities to ensure that the program informs potentially eligible individuals (or their survivors) of benefits available under the Energy Employees Occupational Illness Compensation Program Act. The Energy program will develop a customer service engagement plan that will include outreach efforts in order to provide equitable access to services (Milestone: **OWCP 2.1-7 Energy Equity**).
- In FY 2022, the FECA and Longshore programs will conduct customer experience surveys to gather feedback that can inform strategies for advancing equity and better engaging traditionally disenfranchised communities, including those in poverty and in particular among communities of color. The surveys will provide space for respondents to provide optional demographic information. The programs will design survey questions to identify barriers of entry to the programs in order to ascertain whether there are specific groups that are disparately experiencing challenges. The FECA and Longshore programs will first determine the most effective and appropriate method to reach their respective stakeholders by April 30, 2022. The programs will finalize survey questions by September 1, 2022, and the programs will distribute the survey to stakeholders by September 30, 2022. After analysis of the results, the FECA and Longshore programs will strategize solutions to address noted challenges and make improvements that address equity and access (Milestones: **OWCP 2.1-9 FECA & Longshore Equity, OWCP 2.1-10 FECA & Longshore Equity, and OWCP 2.1-11 FECA & Longshore Equity**).

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
None at this time	Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A

Activity Milestones

Milestone ID	Milestone Description	Milestone Due Date
OWCP 2.1-1 Energy	Provide quarterly Customer Experience updates and High-Impact Service Provider (HISP) dashboard to OMB by the due dates	9-30-2022
OWCP 2.1-2 Energy	Conduct the annual OMB-provided HISP self-assessment	2-28-2022
OWCP 2.1-3 Energy	Implement the HISP Action Plan to achieve the fiscal year milestones	9-30-2022
OWCP 2.1-4 Black Lung Equity	Conduct initial outreach to the federal partners identified (DOI-IA; HHS-HRSA; HHS-Indian Health Service; OWCP Division of Energy Employees Occupational Illness Compensation; Congressional Committees on Native American Affairs) to develop plans and best practices	7-31-2022
OWCP 2.1-5 Black Lung Equity	Work with stakeholders to determine the best approach—whether it be written materials such as brochures, leaflets and mailers, electronic communications, and/or in-person outreach events, to engage miners within the Navajo community	9-30-2022
OWCP 2.1-6 Black Lung Equity	Conduct research and consult with Black Lung stakeholders and community leaders to determine effective tools to inform and engage coal miners of color through methods that may include written materials, electronic communications, and/or in person events	9-30-2022
OWCP 2.1-7 Energy Equity	Determine strategies to target outreach efforts, including identifying traditionally low-income communities near covered Department of Energy facilities, and develop a customer service engagement plan for FY 2022-2024 that will include efforts to advance Energy program’s endeavors to provide equitable access to services	4-30-2022

Milestone ID	Milestone Description	Milestone Due Date
OWCP 2.1-8 Energy Equity	Conduct a customer experience survey to gather feedback from Energy stakeholders that will be utilized to inform customer engagement strategies for advancing equity and better engage traditionally disenfranchised communities	9-30-2022
OWCP 2.1-9 FECA & Longshore Equity	Determine the most effective and appropriate method to reach FECA and Longshore stakeholders in order to maximize responses to a customer experience survey to gather feedback that will be utilized to inform customer engagement strategies for advancing equity and better engage traditionally disenfranchised communities, including those in poverty in affected communities	4-30-2022
OWCP 2.1-10 FECA & Longshore Equity	Finalize the FECA and Longshore customer experience survey questions	9-01-2022
OWCP 2.1-11 FECA & Longshore Equity	Distribute the FECA and Longshore customer experience survey to stakeholders	9-30-2022
OWCP 2.1-12 FECA Equity	Enhance ECOMP to offer additional non-binary gender options for filing forms and also collect additional voluntary information from claimants on their race, religion, sexual orientation, marriage type (same sex), and disability status to engage traditionally disenfranchised communities, including those in poverty in affected communities	9-30-2022

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
None at this time	Not Applicable (N/A)	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Improving Stakeholder Customer Experiences	The Division of Energy Employees Occupational Illness Compensation (DEEOIC) is looking to develop additional survey tools and methods to not only increase utilization of existing surveys but to improve the information collected from surveys. Additionally, DEEOIC plans to begin analyzing inbound correspondence for trends and issues to help determine if we can cull data from those documents, which could be helpful in improving stakeholder engagement and Customer Experience activities.

Agency Theme, Strategies, and Activities

Agency Theme: DOL as a Model Workplace

Strategy 3.1: Equipping and Building a Stronger Federal Workforce

OWCP's employees perform the agency's mission-critical adjudication, benefit delivery, and return-to-work activities. Without a strong, high performing, and engaged workforce, OWCP cannot be successful at its mission. OWCP is committed to building a workforce with the appropriate mix of positions. In order to achieve this, OWCP will engage in streamlined and strategic hiring; align its workforce to meet key mission outcomes; support its staff through training and recognition; empower managers to manage performance for a 21st Century workforce; and redesign the workplace and workday to achieve the agency's mission and goals.

Activities:

- **Strategic Hiring to Right Size the OWCP Workforce:** OWCP will continue its human capital investment by emphasizing the claims examiner positions that are the core of the agency, and will continue to build a corps of specialized positions as needed to address evolving environmental factors including appropriate and safe medical benefits and the identification of fraudulent activity. In FY 2022, OWCP will, subject to appropriations, significantly increase staffing to promote manageable workloads and to improve claims adjudication and payment quality.
- **Strengthen Performance Management to Improve Service Delivery:** OWCP will continue its approach to improving consistency of performance across the agency, by ensuring that managers identify and address employee performance issues early, by providing innovative training and mentoring in a more targeted approach, and by implementing weighted results in employee performance standards to more consistently assess employee performance.
- **Build upon OWCP's 2021 Director's Honor Awards Debut:** OWCP will refine the nomination process to elevate the recognition and reputation of the awards system to improve employee recognition and morale.
- **Use Employee Feedback to Inform Model Workplace Approach:** Based on feedback obtained through the Director's FY 2021 nationwide Town Hall tour, OWCP will analyze employee feedback to inform many aspects of its Model Workplace approach, including performance management, training, IT systems, contracted services, workplace flexibilities, etc., which will bolster the workforce and increase employee morale and retention across all OWCP programs.
- **Leverage the Pandemic Experience to Modernize the Workplace/Workday:** OWCP will build upon its successful performance under 100% telework during the COVID-19 pandemic, by implementing its post reentry expanded telework posture facilitated by 2021 Memoranda of Understanding (MOUs) with both unions. Together with proven IT claims management tools and the removal of jurisdictions within the programs, expanded telework will improve employee retention and expand the quantity and diversity of high-caliber candidates that apply for OWCP employment.
- **Optimize Space Utilization to Improve Administrative Efficiency in the Physical Workplace:** OWCP will continue its successful digitization of hardcopy files to reduce the current file room footprint annual cost of approximately \$1 million. In continued pursuit of cost reduction and efficient use of space, OWCP continue and begin several short-term and long-term projects that will result in further, significant physical footprint and rent cost reductions. In FY 2022, OWCP will significantly reduce its physical footprint in the Frances Perkins Building (Milestone: **OWCP 3.1-1 DAO**).

- **Combat Poverty, Advance Equity on All Fronts, and Support Underserved Communities:** OWCP will work to implement its Agency Equity Plan and focus efforts on equitable operations and administration by conducting demographic analysis, ensuring compliance with Americans with Disabilities Act (ADA), and promoting diverse hiring practices, particularly in communities most affected. In FY 2022, OWCP will perform analysis, where data is available, to address the various underserved communities specified in the President’s Executive Order. In order to understand where it should focus its efforts, OWCP will review what current demographic information is collected and maintained to determine if it exists at a sufficiently granular level and whether it can be cross referenced to administrative operations for equity audits (Milestone: **OWCP 3.1-2 DAO Equity**).

Recent OWCP operational changes, such as the removal of claims jurisdictions, allow broad outreach to all OWCP sites around the country for most OWCP job postings. OWCP also recently implemented permanently expanded telework offerings for positions and will follow evolving DOL policies with regard to the availability of permanent, fulltime telework as the agency’s business permits, to further expand the geographic pool of candidates to areas not currently available to OWCP. Additionally, OWCP currently utilizes relationships with Historically Black Colleges and Universities Career Development Coordinators and tools such as the Workforce Recruitment Program database to expand job candidate pools by advertising announcements through communications and job fairs, and will continue this effort in FY 2022. OWCP will the review the appropriateness of more broadly publicizing OWCP vacancy announcements, with a focus on communities particularly affected by poverty (Measures: **DAO-HR Equity 1 and DAO-HR Equity 2**).

Strategic Portfolio: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
DAO-HR Equity 1	OWCP outreach/ sharing of external vacancy announcements	Not Applicable (N/A)	■	■	■	■	■
DAO-HR Equity 1	Number of organizations OWCP shared external vacancy announcement with	N/A	■	■	■	■	■

Activity Milestones

Milestone ID	Milestone Description	Milestone Due Date
OWCP 3.1-1 DAO	Complete National Office workspace renovation	6-30-2022
OWCP 3.1-2 DAO Equity	Review demographic information to determine potential use for equity audits, particularly in communities most affected by poverty	6-30-2022

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
None at this time	Not Applicable (N/A)	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None at this time	Not Applicable

Operational Portfolio: HR, IT, and Procurement

OWCP will likely require assistance from the Office of the Assistant Secretary for Administration and Management in the following areas to meet OWCP's goals and objectives.

Human Resources

Item or Issue	Description	Strategy (short name)	Agency POC
Model Workplace – Telework	OWCP will build upon its successful performance under 100% telework during the COVID-19 pandemic, by implementing its post-pandemic expanded telework posture facilitated by MOUs with both unions.	Telework	Vincent Alvarez
Model Workplace – Hiring	OWCP will, subject to appropriations, significantly increase staffing to promote manageable workloads and to improve claims adjudication and payment quality.	Hiring	Vincent Alvarez
Model Workplace – Employee Recognition	OWCP will refine the nomination process to elevate the recognition and reputation of the awards system.	Recognition	Nancy Griswold

Information Technology

Systems, Initiatives, or Investments	Description	Strategy (short name)	Agency POC
Evaluate OWCP Claims Management Systems	OWCP will work with OCIO to evaluate our current IT systems to determine the optimal modernization approach to best meet the needs of the four programs.	OWCS	Vincent Alvarez and Antonio Rios
Integrated Federal Employees' Compensation System (iFECS)	To support COVID-19 claims processing, OWCP will enhance its legacy case management desktop application.	iFECS	Antonio Rios
ECOMP	OWCP will create new COVID-19 specific forms and filing procedures and options in the ECOMP web portal, develop an intelligence-driven COVID-19 analytics business processing dashboard and reporting tool, and create a web-based claims processing, auditing, and quality assurance tracking system on the ECOMP platform.	COVID-19 - ECOMP	Antonio Rios

Systems, Initiatives, or Investments	Description	Strategy (short name)	Agency POC
eFile (EFS) / eServe	OWCP will continue to work with OCIO, OALJ, and the Boards, to improve the system-to-system connections between those organizations and OWCP. OWCP's primary focus will be on developing additional automated transfer of digital files, not currently processed through EFS that remove the need for manual involvement or use of systems outside of EFS, OWCP Imaging System, and the OWCP Workers Compensation System.	EFS	Nancy Griswold

Procurement

Procurement Item	Description	Strategy (short name)	Agency POC
Medical Provider Network (MPN) / Medical Bill Processing (MBP)	OWCP will solicit a combined MPN and MBP services contract. The MPN will guarantee a sufficient number of physicians who are willing and available to treat injured workers.	MPN-MBP solicitation	Vincent Alvarez
Pharmacy Benefits Management (PBM)	Award a PBM services contract for the Energy and Black Lung programs.	En-BL RX	Vincent Alvarez

Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
Advisory Board for Toxic Substances and Worker Health	The Advisory Board is mandated by the National Defense Authorization Act (NDAA) of 2015, which amended the Energy Employees Occupational Illness Program Act (EEOICPA) to include Section 3687, creating the Advisory Board. By Executive Order 13699 of June 26, 2015, the President established the Advisory Board and delegated responsibility to maintain the Advisory Board to the Secretary of Labor. The NDAA of 2020 added to the Board's advisory responsibilities. The Board reports to the Secretary of Labor and advises the Secretary of Labor with respect to technical aspects of the EEOICPA program.

Advisory Board for Toxic Substances and Worker Health (ABTSWH) Timelines

Date*	Action	ABTSWH Planned Actions
30 days before meeting	Committee Meeting Draft Federal Register Notice (FRN) Routed to Agency Federal Register team and/or OASP	<p>November 2021 Meeting: Route meeting FRN for inter-agency clearance: September 2021</p> <p>February 2022 Meeting: Route meeting FRN for inter-agency clearance: December 2021</p> <p>April 2022 Meeting: Route meeting FRN for inter-agency clearance: February 2022</p> <p>August/September 2022 Meeting: Route meeting FRN for inter-agency clearance: June/July 2022</p>
15 days before meeting, but no earlier than 45 days before	Committee Meeting FRN Publication	<p>November 2021 Meeting: FRN published October 2021</p> <p>February 2022 Meeting: FRN published January 2022</p> <p>April 2022 Meeting: FRN published March 2022</p> <p>August/September 2022 Meeting: FRN published July/August 2022</p>
Four months before current membership expires	Member Solicitation FRN Publication	The current Board members terms are two years, beginning summer 2020, expiring in July 2022. New membership solicitation will be published in March/April 2022.
Two months before current membership expires	Membership Appointment Clearance Package Submission	The Board members anticipated terms are two years beginning summer 2022, expiring in 2024. Membership package submission will occur in May/June 2022.

Date*	Action	ABTSWH Planned Actions
Two months after committee provides report to DOL	Committee Report Clearance Package Submission	<p>Recommendations clearance package(s):</p> <p>OWCP expects that the Advisory Board will submit at least three sets of recommendations in FY 2022.</p> <p>OWCP to submit Decision Memo clearance package(s) when responses are prepared. Responses are due within 60 days after OWCP received the recommendations.</p>
October 12, 2022	Annual Comprehensive Review – First Submission	2021 Annual Comprehensive Review Submission: October 2021
October 16, 2022	Closed Meeting Report Clearance Package Submission	This section is not applicable to the Advisory Board, as it does not hold closed meetings.
48 hours after revised submission requested	Annual Comprehensive Review – Revised Submission (if required)	Annual Comprehensive Review (2021) revision: October 2021
Two months before current charter expires	Charter Renewal Clearance Package Submission	This section is not applicable to 2022. The Advisory Board’s Charter expires in June 2023. OWCP will circulate a Charter Renewal Clearance package in May 2023.

*The Office of the Secretary (OSEC) requests a minimum of 30 days to consider a deliverable requesting an OSEC decision after it has completed Departmental clearance. Timelines do not include the Department’s Committee Management Officer consultation or preview.

Appendix B – Performance Measures and Milestones (Complete List)

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Target
FEC 1a	Percent of wage-loss claims timely processed within 14 days: claims not requiring further development	94.0%	■	94%	■
FEC 1b	Percent of all wage-loss claims timely processed within 90 days: all claims	97.6%	■	98%	■
FEC 4e	Percent of Periodic Entitlement Reviews closed or development actions taken within 60 days	97.6%	■	98%	■
FEC 5c	Percent of Notices of Injury/Illness filed by Federal agencies within 10 work days	97.0%	■	99%	■
FEC 5d	Percent of wage-loss claims filed by Federal agencies within five (5) work days	96.4%	■	98%	■
FEC 8	Issue determination on new COVID-19 injury claims within 15 days of date of receipt	Not Applicable (N/A)	■	N/A	■
FEC RTW 4	Percent of Federal employees with work-related injuries or illnesses under FECA's Disability Management who are reemployed by two years of their Disability Management start date	N/A	■	92%	■
FEC RTW 5	Percent increase in the rate of return-to-work outcomes for injured federal workers during the initial 45-day post-injury period for traumatic injuries	N/A	■	N/A	■
FEC Qb	Periodic Entitlement Review Quality	81%	■	83%	■
FEC WL 1	Cases Created	90,744	■	96,457	■
FEC WL 3	Initial Wage-loss Claims Received	14,597	■	15,982	■
FEC WL 4	Periodic Roll Cases - Long-term Disability	35,256	■	35,334	■

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Target
FEC WL 6	Number of Compensation and Medical payment processed (By Chargeback Year)	7,187,017	██████████	6,902,085	██████████
FEC WL 9	Number of Wage-loss Claims Received	162,661	██████████	128,333	██████████
LS 1a	Percent of Employer's First Report of Injury filed within 20 days: Defense Base Act cases	81%	████	94%	████
LS 2a	Percent of First Payment of Compensation issued within 28 days: Defense Base Act cases	76%	████	N/A	████
LS 3a	Percent of Employer's First Report of Injury filed within 20 days: non-Defense Base Act cases	90%	████	91%	████
LS 4a	Percent of First Payment of Compensation issued within 28 days: non-Defense Base Act cases	84%	████	N/A	████
LS 6	Percent of Industry Special Workers' Compensation Fund (Longshore Trust) Final Assessment Bills Collected within 60-days of Issuance	90%	████	91%	████
LS 7	Percent of penalty decisions for First Reports of Injury resolved within 90 days	96%	████	93%	████
LS 8	Percent of penalty decisions for Notices of Payment resolved within 90 days	100%	████	96%	████
LS Qa	Percent of informal conference actions sampled for quality are rated as correct	91%	████	89%	████
LS WL 2	Number of Claims with Lost Time / Injuries Reported	34,567	3 ██████████	39,455	██████████
CM 1	Average number of days to process Black Lung claims (all case types) (all cases)	307	██████████	330	██████████

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Target
CM 4	Average number of days to issue Notice of Claim following claim receipt for all Responsible Operator Merit Claims	42	■	34	■
CM 5	Average number of days to complete medical authorization after receipt of provider selection for all Responsible Operator Merit Claims	13	■	10	■
CM 6	Average number of days to complete schedule for the submission of additional evidence (SSAE) following completion of initial claim development for all Responsible Operator Merit Claims	50	■	46	■
CM 7	Average number of days to complete Proposed Decision and Order following completion of all claim development for all Responsible Operator Merit Claims	30	■	35	■
CM 8	Number of decisions issued	6,114	■	5,559	■
CM 9	Percent of pending Black Lung claims pending at the start of the fiscal year that are resolved by the end of the fiscal year	N/A	■	Baseline	■
CM Qb	Spot Audit pre-Proposed Decision and Order error rate	0.6%	■	0.0%	■
CM Qd	Percent of all Responsible Operator Merit Claims where the Responsible Operator was properly designated	98%	■	97%	■
CM WL 1	Number of Claims Received	5,336	7 ■	5,552	■

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Target
CM WL 6	Number of Claims in Pending Proposed Decision and Order Inventory	4,364	████████	4,431	████████
SBDCM WL 1	Number of Part B Beneficiaries Requiring Benefit Maintenance	6,906	████████	5,912	████████
BLDTF WL 2	Number of Trust Fund Beneficiaries	12,388	████████	11,401	████████
BLDTF WL 3	Number of Beneficiaries Paid by Responsible Operators	5,687	████████	5,946	████████
EE 5	Percent of telephone inquiries responded to within one (1) work day	97.66%	████████	97.03%	████████
EE 7	Average time (days) to process initial claims (Part B and E)	89	████████	79	████████
EE 9a	Percent of final hearing decisions issued timely in formal hearings within 150 days of the hearing request	N/A	████████	98%	████████
EE 10	Complete initial processing on Part B and Part E claims within 145 days of receipt	N/A	████████	N/A	████████
EE Qa	Percent of sampled Part B and Part E initial claims rated as being accurate	95.52%	████████	92.00%	████████
EE Qb	Percent of sampled Part B and Part E claims with final decisions rated as being accurate	95.47%	████████	97.00%	████████
EE Qd	Percent of sampled Part B and Part E home health care authorizations rated as being accurate	96.60%	████████	87.00%	████████
EE WL 1	Number of Initial Claims Received (Part B)	3,702	████████	3,035	████████

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Target
EE WL 2	Number of Initial Claims Processed (Part B)	4,223	████████	3,207	████████
EE WL 1a	Number of Initial Claims Received (Part B and Part E)	N/A	████	N/A	████████
EE WL 5	Number of Initial Claims Received (Part E)	4,015	████████	3,895	████████
EE WL 6	Number of Initial Claims Processed (Part E)	4,471	████████	3,848	████████
EE WL 5a	Number of Initial Claims Processed (Part B and Part E)	N/A	████	N/A	████████
EE WL 9	Number of Consequential Condition Claims Received (Part B and E)	11,971	████████	17,695	████████
EE WL 12	Number of Threads - Medical Authorizations (Part B and E)	35,865	████████	32,324	████████
DAO-HR Equity 1	Percent external vacancies shared with historically under-represented groups and other professional organizations, particularly in communities most affected by poverty	N/A	████	N/A	████
DAO-HR Equity 2	Number of undeserved community organizations, particularly in communities most affected by poverty, OWCP shares external vacancy postings with	N/A	████	N/A	████████

Milestone ID	FY 2022 Agency Management Plan Milestones	Due Date
OWCP 1.2-1 FECA	Complete new employee training curriculum and implement new employee assessment criteria	12-31-2021
OWCP 1.2-2 FECA	Conduct the annual Improper Payment Audit	8-31-2022
OWCP 1.2-3 FECA	Conduct quality assurance reviews and supervisory sampling throughout the year, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2022
OWCP 1.2-4 Energy	Conduct quality assurance reviews throughout the year, supervisory sampling, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2022
OWCP 1.2-5 Energy	Continue to expand the use of the Accountability Review Tracking System to provide an easily accessible and central way for managers at all levels to assess and report on the quality of work	9-30-2022
OWCP 1.2-6 Energy	Complete new video based training modules	9-30-2022
OWCP 1.2-7 DFA	Continue to enhance and track OWCP's corrective action plan for open recommendations and/or findings issued by the DOL Office of Inspector General for the financial statement audits	9-30-2022
OWCP 1.2-8 Black Lung	Resolve \$5 million of aged responsible operator and claimant debt	9-30-2022
OWCP 1.2-9 DAO	Solicit a Pharmacy Benefits Management (PBM) services contract for the Black Lung and Energy Programs	12-31-2021
OWCP 1.2-10 DAO	Award a PBM services contract for the Black Lung and Energy Programs	Target date: 4-30-2022
OWCP 1.2-11 DAO	Solicit a Medical Provider Network-Medical Benefits Provider services contract for all programs	Target date: 6-30-2022
OWCP 1.3-1 Energy	Expand ECOMP's secure portal capabilities, so Division of Energy Employees Occupational Illness Compensation (DEEOIC) employee claimant's Authorized Representatives can see their digital case files and claims status updates through data integration between ECOMP, Energy Compensation System, and OWCP Imaging System	9-30-2022
OWCP 1.3-2 DAO	Work with the Office of the Chief Information Officer to evaluate OWCP's current information technology systems and determine the optimal modernization approach to best meet the needs of the four programs	9-30-2022
OWCP 2.1-1 Energy	Provide quarterly Customer Experience updates and High-Impact Service Provider (HISP) dashboard to the Office of Management and Budget (OMB) by the due dates	9-30-2022
OWCP 2.1-2 Energy	Conduct the annual OMB-provided HISP self-assessment	2-28-2022
OWCP 2.1-3 Energy	Implement the HISP Action Plan to achieve the fiscal year milestones	9-30-2022
OWCP 2.1-4	Conduct initial outreach to the federal partners (DOI-IA;	7-31-2022

Milestone ID	FY 2022 Agency Management Plan Milestones	Due Date
Black Lung Equity	HHS-HRSA; HHS-Indian Health Service; OWCP DEEOIC; Congressional Committees on Native American Affairs) to develop plans and best practices	
OWCP 2.1-5 Black Lung Equity	Work with stakeholders to determine the best approach—whether it be written materials such as brochures, leaflets and mailers, electronic communications, and/or in-person outreach events, to engage miners within the Navajo community	9-30-2022
OWCP 2.1-6 Black Lung Equity	Conduct research and consult with Black Lung stakeholders and community leaders to determine effective tools to inform and engage coal miners of color through methods that may include written materials, electronic communications, and/or in person events	9-30-2022
OWCP 2.1-7 Energy Equity	Determine strategies to target outreach efforts, including identifying traditionally low-income communities near covered Department of Energy facilities, and develop a customer service engagement plan for FY 2022-2024 that will include efforts to advance Energy program’s endeavors to provide equitable access to services	4-30-2022
OWCP 2.1-8 Energy Equity	Conduct a customer experience survey to gather feedback from stakeholders that will be utilized to inform customer engagement strategies for advancing equity and better engage traditionally disenfranchised communities	9-30-2022
OWCP 2.1-9 FECA & Longshore Equity	Determine the most effective and appropriate method to reach FECA and Longshore stakeholders in order to maximize responses to a customer experience survey to gather feedback that will be utilized to inform customer engagement strategies for advancing equity and better engaging traditionally disenfranchised communities, including those in poverty and in particular among communities of color	4-30-2022
OWCP 2.1-10 FECA & Longshore Equity	Finalize the FECA and Longshore programs customer experience survey questions	9-01-2022
OWCP 2.1-11 FECA & Longshore Equity	Distribute the FECA and Longshore programs customer experience survey to stakeholders	9-30-2022
OWCP 2.1-12 FECA Equity	Enhance ECOMP to offer additional non-binary gender options for filing forms and also collect additional voluntary information from claimants on their race, religion, sexual orientation, marriage type (same sex), and disability status to engage traditionally disenfranchised communities, including those in poverty and in particular among communities of color	9-30-2022
OWCP 3.1-1 DAO	Complete National Office workspace renovation	6-30-2022
OWCP 3.1-2 DAO Equity	Review demographic information to determine potential use for equity audits	6-30-2022

United States Department of Labor

Fiscal Year 2023 Agency Management Plan

Office of Workers' Compensation Programs

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Agency Introduction

The Office of Workers' Compensation Programs' (OWCP) fiscal year (FY) 2023 Agency Management Plan (AMP) presents the resources, activities, and strategies that the agency will employ to achieve key outcome goals and links them to the measures and milestones used to assess progress during the year. The plan supports the U.S. Department of Labor (DOL) Strategic Plan.

In the FY 2023 AMP, OWCP presents its plan to transform the customer experience and delivery of services we provide to injured and ill workers and their families served by our programs. The strategies and supporting activities in this AMP reflect the understanding that adequate, prompt, and equitable delivery of workers' compensation benefits to injured/ill workers, especially the most vulnerable workers, can be the difference between supporting themselves and their families or falling into poverty. OWCP has looked to identify new, innovative ways to unleash our existing power to better serve claimants in each of our programs. Alongside these programmatic ideas, OWCP will continue our work to build a strong, diverse, model agency workforce that is well-equipped to provide excellent service delivery, customer experience, and accessibility for claimants across the country.

Alignment

The agency directly supports the Secretary's vision of helping American workers gain and hold good, safe jobs through the following DOL strategic goal and objective:

- **DOL Strategic Goal 3:** Improve administration of and strengthen worker safety net programs
- **DOL Strategic Objective 3.1:** Ensure timely and accurate income support when work is unavailable by strengthening benefits programs and program administration
- **Performance Goal:** Increase the efficiency and accuracy with which OWCP provides workers' compensation benefits for certain qualified workers who are injured or become ill on the job and improve return-to-work outcomes for injured workers

Mission-Driven

Every day, OWCP employees help thousands of injured or ill workers and their families by providing or overseeing the delivery of workers' compensation benefits. OWCP's mission is:

"To protect the interests of workers who are injured or become ill on the job, their families and their employers by making timely, appropriate, and accurate decisions on claims, providing prompt payment of benefits and helping injured workers return to gainful work as early as is feasible."

OWCP's vision is to be:

"An innovative leader in the delivery of benefits and a responsible steward of the resources entrusted to us, respected and relied upon by those who depend on us for their health and economic well-being."

Over the next five years, nearly one million workers or their survivors will rely on the three Divisions within OWCP to provide benefits for a work-related injury or illness, including compensation, medical treatment, and assistance in returning to work, through the administration of four major disability compensation programs from offices across the country, including a headquarters in Washington, D.C., 24 district offices, and three Longshore program compensation districts, which include nine suboffices. Those Divisions are: (1) Division of Federal Employees', Longshore and Harbor Workers Compensation (Federal Employees' Compensation Act (FECA) program and Longshore program), (2) Division of Coal Mine Workers' Compensation (Black Lung program), and (3) Division of Energy Employees Occupational Illness Compensation (Energy program).

Two administrative offices, the Division of Administrative Operations (DAO) and the Division of Financial Administration (DFA), provide mission support and ensure effective management of budget; acquisition; performance; human resources; and other operational support functions.

Strategic Portfolio: Budget Overview

The FY 2023 AMP assumes funding as displayed in the Department Budget Center’s (DBC’s) FY 2023 Adjusted Operating Plan. Budget authority amounts for the Division of Coal Mine Workers’ Compensation and Division of Energy Employees Occupational Illness Compensation are pre-sequestration. The funding for DFA and DAO are embedded within the three Divisions and are not broken out in DBC’s FY 2023 Adjusted Operating Plan.

FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Division of Federal Employees’, Longshore and Harbor Workers Compensation (Salaries and Expenses, Special Benefits Fair Share, and Longshore Trust)	\$201,049,000	780
Division of Coal Mine Workers’ Compensation (Parts B & C)	\$43,788,000	165
Division of Energy Employees Occupational Illness Compensation (Parts B & E)	\$129,616,000	416
Advisory Board for Toxic Substances and Worker Health	\$475,000	1
Office of Energy Ombudsman E ¹	\$889,000	2
Office of Energy Ombudsman B ¹	\$703,000	3

¹The Office of the Ombudsman is within DOL, but independent from OWCP.

Strategic Portfolio: Theme and Strategy Overview

For FY 2023, OWCP has identified a set of themes and supporting strategies that align with our agency’s strategic objective.

Theme Number	Theme Name	Strategy	Strategy Short Name
1	Transform Customer Experience and Advance Equity for Injured and Ill Workers	1.1: Reinvigorate the Customer Experience Journey to Improve Service Delivery	Customer Experience
1	Transform Customer Experience and Advance Equity for Injured and Ill Workers	1.2: Enhance and Recommit to Strategic Partnerships, External Engagement, and Creative Collaboration	Outreach
2	Strengthen Claims Processing and Program Administration to Better Support Injured and Ill Workers	2.1: Modernize Program Administration	Claims Processing
2	Strengthen Claims Processing and Program Administration to Better Support Injured and Ill Workers	2.2: Oversee Effective and Efficient Delivery of Essential Benefits	Benefits Delivery
2	Strengthen Claims Processing and Program Administration to Better Support Injured and Ill Workers	2.3: Employ Innovative Information Technology (IT) Systems	IT Modernization
3	DOL as a Model Workplace	3.1: Build a Stronger OWCP Workforce to Better Serve Injured and Ill Workers	Human Resources Management
3	DOL as a Model Workplace	3.2: Equip the OWCP Workforce to Advance Diversity, Equity, Inclusion and Accessibility (DEIA)	DEIA
4	Data as a Strategic Asset	4.1: Effective Data Sharing	Data

Agency Theme 1: Transform Customer Experience and Advance Equity for Injured and Ill Workers

Strategy 1.1: Reinvigorate the Customer Experience Journey to Improve Service Delivery

In FY 2023, OWCP will work to reinvigorate customer experience (CX) and improve the service delivery journey for injured and ill workers and their families, especially the most vulnerable workers. Through creative and bold ideas, OWCP will work to identify and address issues in claimant touchpoints to improve claimant experience and advance equity for underserved communities. The activities described below aim to help OWCP better identify the barriers and challenges faced by current claimants and potential claimants, including pain points unique to certain communities. These activities also present specific actions that OWCP aims to complete in order to improve existing challenges for claimants.

Activities:

- **Expand High-Impact Service Provider (HISP) Designation to Invest in CX Improvements**

OWCP will review the findings of the General Service Administration-Technology Transformation Services study of the agency's CX maturity and recommendations for improving the agency's CX capabilities and will develop a roadmap to expand the number of reporting HISPs beyond the Energy program to include additional OWCP programs in FY 2024.

While this roadmap is being developed, in FY 2023, the Energy program remains the sole reporting HISP within OWCP and will continue to report its quarterly CX results to Office of Management and Budget and on performance.gov, conduct the annual CX self-assessment, and identify its CX strengths and opportunities for improvement. Further, the Energy program's Stakeholder Engagement Analyst and Customer Experience Strategist will work to identify ways to improve the program's understanding of feedback from what stakeholders currently tell the program through correspondence and other communications, as well as work to develop a future-state data collection and surveying toolset (Milestones: **OWCP 1.1-1 Energy Customer Experience, OWCP 1.1-2 Energy Customer Experience, and OWCP 1.1-3 Energy Customer Experience**).

OWCP has begun leveraging information obtained from Energy's CX surveys to benefit all OWCP divisions. The Energy program's March 2022 CX Survey results identified OWCP Form 957, the mileage reimbursement form, which is used by all divisions, as a barrier to positive customer experience. In August 2022, OWCP commenced the process of improving this form by circulating a draft revised form to all divisions for comments. When a final draft of Form 957 is completed, the Information Collection Review process will be commenced with an anticipated completion date in FY 2023.

- **Utilize Surveys to Identify Barriers and Improve CX Touchpoints**

All programs within OWCP will deploy surveys to help identify potential issues and trends in service quality and/or delivery to inform improvement strategies that the programs will implement throughout the fiscal year that address equity, program access, and better engagement with traditionally underserved communities. Specific programmatic activity include:

- Continued collection of Energy program stakeholder feedback through its three on-going point-in-time CX Surveys, which include: (1) an automated phone survey following a customer call, (2) a web-based survey following the use of the Energy Document Portal (EDP), and (3) a web-based survey following stakeholder webinars. Additionally, the program will disseminate at least three paper surveys to stakeholders at various points in the adjudication process. Results from these surveys will be used to identify potential issues and trends in service quality and/or delivery (Milestone: **OWCP 1.1-4 Energy Equity and Customer Experience**).

- Use of OWCP Employees' Compensation Operations & Management Portal (ECOMP) by the FECA and Longshore programs to seek feedback directly from the claimant populations that aims to identify and correct any filing barriers. Upon evaluation of the initial survey results in combination with voluntary demographic information, the Division of Federal Employees', Longshore and Harbor Workers Compensation (DFELHWC) will evaluate how to best use the results to improve CX and eliminate barriers to entry based on demographics or other identified obstacles. This may include outreach to unions to provide more direct training to them and their members; collaboration with large employers to promote information sharing with employees on how to file claims for injuries; improve claimant webpage accessibility; or implement ECOMP enhancements to ease claim filing experience and document submission.
- Implementation of Black Lung program surveys to gather important information about CX, including barriers to accessing benefits and language and accessibility preferences in order to identify areas in the claimant community that require equity redress. An initial paper survey will be sent to 500 claimants who recently received a decision from the program; subsequent surveys will be conducted at the conclusion of telephone inquiries and Black Lung outreach events (Milestone: **OWCP 1.1-5 Black Lung Equity and Customer Experience**).
- **Collect and Analyze Voluntary Demographic Data to Better Serve Claimants**
 In FY 2023, all programs within OWCP will collect voluntary demographic information to help identify trends in service quality and/or delivery to inform improvement and engagement strategies. Specific programmatic activities include:
 - Use of ECOMP by the FECA and Longshore programs to gather voluntary demographic information, including race, religion, sexual orientation, marriage type (same sex), and disability status, along with the additional non-binary gender options on forms filing in ECOMP. Upon evaluation of this voluntary information, in combination with survey results on barriers to entry, DFELHWC will evaluate how to best use the results to improve CX and eliminate barriers to entry based on demographics or other identified obstacles (Milestones: **OWCP 1.1-7 FECA & Longshore Equity and Customer Experience; OWCP 1.1-8 FECA & Longshore Equity and Customer Experience; OWCP 1.1-9 FECA & Longshore Equity and Customer Experience; and OWCP 1.1-10 FECA & Longshore Equity and Customer Experience**).
 - Update and amendment of Black Lung program claims forms to allow for the voluntary collection of demographic data and to increase clarity and accessibility, including the use of plain language (Milestone: **OWCP 1.1-6 Black Lung Equity and Customer Experience**).
 - Inclusion of space for Energy program respondents to provide optional information regarding their unique and self-identified demographic status in the anonymous Equity Assessment component of its paper CX surveys.
- **Identify Language Needs and Improve Accessibility for Vulnerable Workers**
 OWCP will undertake a series of activities to better understand the language needs of and improve language access for the most vulnerable and marginalized workers. The divisions within OWCP will deepen their existing efforts to improve language access for vulnerable workers with Limited English Proficiency (LEP). OWCP's Transformation Officer and Diversity, Equity, Inclusion, and Accessibility (DEIA) Officer will coordinate the following four activities across OWCP divisions:
 - (1) Identify the vital documents/information, including those on its public facing website and/or within our divisions that should be available in languages other than English and, unless already translated, need to be translated into relevant language(s). OWCP will focus efforts from the perspective of the most vulnerable

workers that we serve by increasing transparency through proactively publishing Energy and Black Lung program information to the Public Reading Room, improving claimant and medical provider experience by developing customer centric web pages that specifically tailors information and processes to each appropriate audience, and improving its 508-compliance for stakeholders with alternative audio or visual needs. OWCP will also create a standard operating procedure and inventory of vital documents and information to promote the sustained and ongoing need to provide timely translations (Milestone: **OWCP 1.1-12 OWCP Equity and Customer Experience**).

- (2) Use data evidence to identify significant language groups eligible to be served by OWCP's divisions in relation to the scope/mission of the divisions, including a focus on workers that are the most vulnerable. While identifying the eligible language groups to be served by OWCP, the agency will conduct an assessment of local areas across the country and/or trends and changes in demographics/economic circumstances (Milestone: **OWCP 1.1-13 OWCP Equity and Customer Experience**).
- (3) Continue the translation of vital documents and information into languages based on the needs of vulnerable workers and begin the translation of newly identified documents and information. This process will be completed no later than the end of FY 2024. Current completed translation activities include:
 - Foreign language translation services for FECA program hearings (Mandarin, Russian, Korean, Spanish)
 - Commonly used Longshore claimant webpages that provide program overview into Spanish and Arabic
 - Spanish translations for all Pharmacy Benefits Manager (PBM) resources used by FECA program claimants (letters, website, customer service calls), Energy program pages on its publicly facing website, and common forms that alert Longshore program claimants of what they need to do if injured (LS-241/242).

In FY 2023, DAO will identify and translate claimant-facing documents and webpages into Spanish and the Energy program will introduce a limited number of .mp4 audio messages which take existing brochures and information and translate them through spoken word into Navajo and potentially other Native languages that do not have widely accepted written formats (Milestone: **OWCP 1.1-14 OWCP Equity and Customer Experience**).

- (4) Develop an outreach and engagement strategy that outlines the various means by which OWCP interacts with and serves LEP workers (e.g., over the phone, in person, outreach and education, phone inquiries, interviews or other meetings, etc.). OWCP will describe how it will outreach to and engage with individuals and community-based and other organizations that offer free language access services as a means to build additional capacity to serve vulnerable LEP workers, with a focus on improving the Energy program's outreach to current and potential Native American claimants. The program will hire Navajo speaking contractors who will perform onsite outreach to the Navajo and surrounding native nations and tribes and will act as translators for callers who are more comfortable speaking Navajo than English (Milestone: **OWCP 1.1-15 OWCP Equity and Customer Experience**).

- **Reduce Reliance on Wet Signatures**

OWCP will review and update rules, policies, and procedures to eliminate requirements for workers' compensation claimants to submit physical documents. Specific programmatic activities include:

- Use of EDP to allow digital signatures on payment forms that currently require wet signatures. This expands upon the activity implemented in FY 2022 which allowed claimants to submit new claims with a digital signature (Milestone: **OWCP 1.1-11 Energy Customer Experience**).

- Exploration of options for utilizing DocuSign to eliminate the need for wet signatures on Black Lung claim forms. Once implemented, claimants and their Authorized Representatives will be able to submit claims via the Claimant Online Access Link Mine Electronic Document Submission Portal.

- **Simplify and Clarify Benefits for Miners with State Workers' Compensation Offsets**

Under the Black Lung Benefits Act (BLBA), federal benefits for pneumoconiosis must be offset or coordinated with state workers' compensation benefits for the same condition. This can create confusion for claimants in understanding their benefit status. In an attempt to create better understanding for this population of claimants and improve CX, the Black Lung program will issue Medical Benefits Identification Cards and letters of explanation to claimants who have had claims approved.

- **Transform Medical Services for OWCP Claimants by Expanding the Availability of Medical Providers and Integrating DEIA Goals**

OWCP will solicit a combined medical provider network (MPN) and medical bill processing (MBP) services contract. The MPN services will assure a sufficient number of physicians who are willing and available to treat injured workers (to include historically black and impoverished communities, as well the Native American communities, as appropriate). The MBP services will replace an existing contract that is progressing toward the end of the period of performance with a new approach that greatly increases the number of providers available to OWCP claimants and reduces the administrative costs of the services to taxpayers and to the federal agencies covered by the FECA (Milestone: **OWCP 1.1-16 DAO Equity and Customer Experience**).

As part of OWCP's efforts to expand availability of medical providers for claimants through a MPN and services contract, OWCP will include the following language in its solicitation to advance the agency's DEIA goals:

- (1) The contractor shall advance equity in the process of hiring and/or subcontracting for medical service providers and shall take steps to overcome barriers that underserved communities and individuals may face in accessing medical services under OWCP programs.
- (2) The contractor understands and agrees to the following: That advancing equity in the pool of medical service providers, and in the provision of medical services, will have a positive impact on the delivery of the services required under this contract; that many disparities exist in the diagnosis and treatment of pain (and other symptoms, conditions) between persons of various backgrounds, due to factors such as language barriers, and socio-economic status; these disparities manifest not only in whether and how pain is perceived and communicated by individuals, but also in the clinical assessment and treatment of pain when reported by members of different communities; that the contractor's efforts to advance diversity in the pool of medical service providers are important and necessary to overcome barriers to access by underserved communities in the diagnosis and treatment of pain, and to improve treatment outcomes for all under this contract.
- (3) Contractors will submit a monthly equity report identifying the contractor's efforts to advance equity in the hiring of medical providers and other contractor and subcontractor staff assigned to this contract.

OWCP will also include these requirements in all new medical provider solicitations.

- **Improve Medical Assistance for FECA Claimants**

Claims Examiners in the FECA program must currently handle time-consuming administrative tasks related to bill payment and medical authorizations, which takes time away from critical claims adjudication, payment of benefits, and assistance with return to work. The program will hire Medical Treatment Adjudicators in FY 2023 to provide more direct assistance to the FECA claimant population and their providers to ensure availability of

medical treatment without the claimants being required to navigate the complex bill payment and medical authorization protocols that are necessary.

Strategy 1.1: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 1.1-1 Energy Customer Experience	Provide quarterly Customer Experience updates and High-Impact Service Provider (HISP) dashboard to the Office of Management and Budget (OMB) by the due dates	9-30-2023	Customer Experience
OWCP 1.1-2 Energy Customer Experience	Conduct the annual OMB-provided HISP self-assessment	2-28-2023	Customer Experience
OWCP 1.1-3 Energy Customer Experience	Implement the HISP Action Plan to achieve the fiscal year milestones	9-30-2023	Customer Experience
OWCP 1.1-4 Energy Equity and Customer Experience	Conduct three separate customer experience surveys to gather feedback from stakeholders that will be utilized to inform customer engagement strategies and continue to build upon efforts for advancing equity	9-30-2023	Equity – All Customer Experience

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 1.1-5 Black Lung Equity and Customer Experience	Design and implement customer experience surveys to identify claimant pain points and inform customer engagement strategies	9-30-2023	Equity – All Customer Experience
OWCP 1.1-6 Black Lung Equity and Customer Experience	Revise claim forms to collect claimant demographic information and improve overall useability and submit to OMB for approval	9-30-2023	Equity – All Customer Experience
OWCP 1.1-7 FECA & Longshore Equity and Customer Experience	Conduct analysis of voluntary demographic information, claimant surveys on barriers, and any other stakeholder demographic information	10-31-2022	Equity – All Customer Experience
OWCP 1.1-8 FECA & Longshore Equity and Customer Experience	Identify the set of actions necessary to advance equity, improve customer service, and better engage traditionally underserved communities	1-31-2023	Equity – All Customer Experience
OWCP 1.1-9 FECA & Longshore Equity and Customer Experience	Create an action plan with timelines for completion of those actions and update it at intervals throughout the fiscal year	3-31-2023	Equity – All Customer Experience
OWCP 1.1-10 FECA & Longshore Equity and Customer Experience	Implement action plan for the fiscal year identified in Milestone OWCP 1.1-9	9-30-2023	Equity – All Customer Experience
OWCP 1.1-11 Energy Customer Experience	Utilize the Energy Document Portal to allow digital signatures on new applications and payment forms that currently require wet signatures	12-31-2022	Customer Experience

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 1.1-12 OWCP Equity and Customer Experience	Identify the vital documents/information that should be available in languages other than English that need to be translated into relevant language(s)	12-31-2022	Equity – All Customer Experience
OWCP 1.1-13 OWCP Equity and Customer Experience	Identify significant language groups eligible served by OWCP divisions/programs	12-31-2022	Equity – All Customer Experience
OWCP 1.1-14 OWCP Equity and Customer Experience	Begin translation of vital documents and information into languages based on the needs of vulnerable workers	3-31-2023	Equity – All Customer Experience
OWCP 1.1-15 OWCP Equity and Customer Experience	Develop an outreach and engagement strategy that outlines the various means by which the agency interacts with and serves workers with Limited English Proficiency	6-30-2023	Equity – All Customer Experience
OWCP 1.1-16 DAO Equity and Customer Experience	Solicit a Medical Provider Network-Medical Benefits Provider services contract for all programs	9-30-2023	Equity – All Customer Experience

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
OWCP- Risk-02	If OWCP experiences a shortage of qualified physicians to conduct medical examinations, review medical evidence, and/or treat ill and injured claimants, then there may be significant delays in the adjudication process, claimants will not get appropriate care, and/or return to work.	OWCP takes necessary steps to mitigate the risk by attempting to enroll more qualified physicians through outreach initiatives, enrollment education, assistance webinars, and increase claimant visibility to enrolled providers. Specifically: (1) The Energy program’s Branch of Outreach and Technical Assistance continues to monitor inquiries or concerns related to a shortage of qualified physicians and Resource	20	Low

		<p>Centers encourage enrollment in the program through literature distribution and outreach to physicians near covered facilities.</p> <p>(2) The Black Lung program continually conducts geographically targeted outreach to recruit and retain determination providers in areas with a high concentration of claimants (in limited, mostly rural, geographical areas). The program has worked with organizations such as the National Coalition of Black Lung and Respiratory Disease Clinics, performed outreach at the annual Black Lung Conference, and networked with existing providers all as part of its strategy to recruit and enroll new providers.</p> <p>(3) OWCP currently has a provider search feature located on the bill processing vendor's webpage which allows claimants to search for providers in their geographical areas. To improve physician visibility to claimants, OWCP has enhanced this search feature to search by specialty. In addition, OWCP will be enhancing this feature to allow claimants to narrow their search to providers in a specific mile radius. Further, to provide a more extensive list of OWCP medical providers to the claimant population, OWCP is working on an outreach plan to reach out to enrolled OWCP providers who have declined to be included in the on-line search feature as an effort to convince these providers to opt into the search.</p> <p>(4) As a long-term solution, OWCP is drafting a solicitation to provide bill processing services together with access to multiple provider networks nationwide. Additionally, by bringing requirements more in line with industry standards, OWCP hopes to increase medical provider interests in our programs.</p>		
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Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
<p>Improving Stakeholder Customer Experiences</p>	<p>The Office of Management and Budget has identified the Energy program within OWCP as a High Impact Service Provider due to the number of claimants, medical providers, and other stakeholders who contact the Agency each year. OWCP and program leadership identified Customer Experience as a focus area that has a high potential for improving operations, potential claims outcomes, and stakeholder perceptions of the Energy, FECA, and Longshore programs.</p> <p>OWCP believes that this will improve how these programs communicate with their stakeholders, and assist in gathering, analyzing, and then operationalizing information and data from stakeholders, to assure that their customer experience is as effective as possible and support OWCP's efforts to advance equity and better engage traditionally underserved communities, including those in poverty and in particular among communities of color.</p>

Strategy 1.2: Enhance and Recommit to Strategic Partnerships, External Engagement, and Creative Collaboration

In addition to transforming CX and service delivery by identifying and addressing pain points, OWCP will also reinvigorate stakeholder engagement, undertake new strategies for outreach to underserved communities, establish new strategic partnerships, and identify innovative opportunities for interagency and intergovernmental collaboration. Through this external engagement, OWCP will aim to improve our ability to identify where OWCP can provide better service delivery to injured workers, and how to develop a positive impact for those workers. Ideas to better support vulnerable workers from underserved communities are integrated and woven throughout the following activities.

Activities:

- **Reinvigorate Stakeholder Engagement to Improve CX Outcomes with a Focus on Interagency and Interdepartmental Collaboration**

OWCP will continue to engage customer/stakeholder groups, including interagency and interdepartmental partners to provide updates routinely and situationally on program activities and improvements and to collect direct feedback regarding services. This may take the form of meetings (including town hall meetings), participation in industry conferences, meetings with physicians and other healthcare providers, and other outreach activities. The programs will continue to look for virtual ways to hold public meetings, as feasible. Of particular focus is an interagency, cross governmental working group co-lead by OWCP (the Energy program) and DOL's Mine Safety and Health Administration (MSHA), that will serve Native Nations and Tribes. Additional partners include the Department of Justice; OWCP's Black Lung program; National Institute for Occupational Safety and Health (NIOSH); Department of Health and Human Services (HHS's) Health Resources and Services Administration (HRSA); Indian Health Services; Veterans Administration; Department of Defense; Equal Employment Opportunity Commission; Environmental Protection Agency; and more. The working group will plan and coordinate future outreach activities supporting Native American, indigenous, tribal communities and/or those residing on Native American reservations with the goal of increasing transparency, translation, and readability of federal information.

Specific programmatic stakeholder engagement activities to further collaboration are noted below:

- The Black Lung program will continue its work with the Miner's Health Collaborative (or Joint Collaborative), which is comprised of leadership from OWCP, DOL's MSHA, HRSA, and NIOSH. This group's primary purpose is to share, analyze, and apply information about pneumoconiosis and the health and safety of coal miners. The program will work to leverage this workgroup to further improve outreach and equity outcomes for coal miners in underserved communities. Specifically, the Black Lung program will work with DOL Office of Public Affairs to create content for social media and the DOL blog and develop a digital marketing toolkit that will provide organizations the opportunity to easily share this content; partner with organizations such as NIOSH and the United Mine Workers' of America to re-post this content and expand its visibility; and create a brochure to inform potential determination providers about the program, the necessary components of medical testing, and the benefits of being a medical provider for the Black Lung program.

Additionally, the program will explore opportunities to improve collaboration with other DOL agencies, such as Occupational Safety and Health Administration (OSHA), and Employment and Training Administration, and will explore data sharing and joint outreach opportunities.

- The FECA and Longshore programs' outreach and engagement efforts will emphasize the role of ongoing improvements to the customer experience. Externally, the programs will continue to proactively engage with and respond to feedback from stakeholders such as the Workers' Injury Law & Advocacy Group,

employing agencies, unions, and employers/carriers. In particular, the FECA program will continue to utilize every opportunity to partner with major employee unions to educate their membership on their rights under the FECA and how to fully utilize ECOMP for the best possible claims management experience.

- The Energy program will continue to work with the Joint Outreach Task Group, comprising leadership from Department of Energy; HHS; DOL; NIOSH; and DOL Ombudsman offices, to educate the public, claimants, medical providers, and physicians about the program including issues related to the program's medical benefits, provide updates regarding new Special Exposure Cohort classes, and other new initiatives.

The Energy program will also continue to convene regional training workshops for Authorized Representatives, as appropriate. In addition, the program will continue to work cooperatively with the Advisory Board on Toxic Substances and Worker Health to identify areas of needed policy improvements regarding the application of medical health science to the case adjudication process.

- **Utilize Census Tract Data to Improve Outreach to Underserved Communities**

Programs within OWCP will analyze census tract data to identify trends and communities to further the agency's outreach and engagement activities. Specific programmatic activities include:

- Implementation of the Energy program's customer service engagement plan by continuing to work within the local communities (e.g., local community centers, church-organized events, medical centers, etc.) to conduct outreach to traditionally low-income and rural communities with limited access to internet, Native American, indigenous, tribal communities, and/or those residing on Native American reservations. The Resource Centers (RCs), as well as Energy program staff, will begin to conduct targeted outreach events and advertise and distribute literature to underserved/low-income census tract areas. At least 20% of outreach activities conducted by the individual RCs each month will be in an identified underserved/low-income census tract area. The RCs will prioritize underserved/low-income areas based on need (poverty level and other demographic data). To track the effectiveness of outreach efforts, the RCs will continue to use methods to identify contacts and claims generated from each specific outreach activity by giving each activity a category and an event ID. The information will be entered into a database where reports can be generated and analyzed to determine the effectiveness of outreach efforts (Milestone: **OWCP 1.2-1 Energy Equity and Customer Experience**).
- Review of census tract and actuarial data by the Black Lung program to learn more about the demographics of claimants residing in states in which the program has historically received the highest number of claims, identify populations that may be underserved by current outreach and engagement activities, and inform new outreach strategies focused on communities where expanded Spanish, indigenous, and other language resources and cultural competency could improve CX and access to benefits (Milestone: **OWCP 1.2-2 Black Lung Equity and Customer Experience**).

- **Explore and Establish Collaboration between the Federal Government & State Systems**

In FY 2023, OWCP explore the feasibility of developing forums for best practice sharing and information exchange between DOL and state workers' compensation systems to address common challenges and find solutions for injured and ill workers. Additionally, OWCP will lay the groundwork for the agency to recommence publication of an annual report summarizing changes in state workers' compensation systems. OWCP will also study the feasibility of creating and launching an online dashboard that visualizes features of state workers' compensation systems.

Additionally, NIOSH has a robust amount of ongoing research and collaboration with state workers' compensation systems on best practices and system improvement, much of which is available on their webpage. OWCP and NIOSH have begun exploring how the two agencies can work together to benefit from existing resources to collaborate more effectively with state workers' compensation systems.

Strategy 1.2: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 1.2-1 Energy Equity and Customer Experience	Conduct outreach efforts to traditionally low-income and rural communities in order to provide equitable access to services	9-30-2023	Equity – All Customer Experience
OWCP 1.2-2 Black Lung Equity and Customer Experience	Conduct analysis of census tract data to identify underserved communities and formulate targeted outreach plan	9-30-2023	Equity – All Customer Experience

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
Not Applicable (N/A)	N/A	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Review of State-Level Workers' Compensation Systems	In 1970, Congress created the National Commission on State Workmen's Compensation Laws to undertake "a comprehensive study and evaluation of State workmen's compensation laws in order to determine if such laws provide an adequate, prompt, and equitable system of compensation." The Department of Labor conducted its last review of compliance with the National Commission's recommendations in the 2004 and 2016 special summary reports, after which federal tracking of state workers' compensation programs stopped. OWCP plans to reinstate the monitoring of the State Workers' Compensation program data.

Agency Theme 2: Strengthen Claims Processing and Program Administration to Better Support Injured and Ill Workers

Strategy 2.1: Modernize Program Administration

Providing timely claims processing is at the heart of OWCP's mission. OWCP is responsible for adjudicating hundreds of thousands of claims each year. OWCP's claims examiners across the country evaluate claims to determine whether or not a worker is entitled to receive wage replacement, medical benefits, or other compensation. In FY 2023, OWCP programs will continue to focus on strengthening claims adjudication processes while making the processes more effective and efficient for workers, including those that have been excluded from rights and economic opportunities.

Activities:

- **Re-engineer the FECA Program Schedule Award Process**

The FECA program will implement adjustments to its schedule award process that will result in quicker and more consistent decisions with less back-and-forth between OWCP, physicians, and claimants. This process re-engineering will include form updates that gather the necessary information from the start, associated updates to ECOMP forms filing, and the potential use of a contract vendor specializing in the application of American Medical Association Guidelines in determining schedule award impairment ratings (Milestone: **OWCP 2.1-1 FECA**).

- **Improve the Processing of Coronavirus Disease 2019 Claims**

All federal employees who develop coronavirus disease 2019 (COVID-19) while in the performance of their federal duties are entitled to workers' compensation coverage, including appropriate medical care and wage-loss compensation. The FECA program will continue to implement the provisions of the American Rescue Plan Act (ARPA) of 2021 as appropriate, and through thoughtful, well-established criteria for COVID-19 claims received after the January 27, 2023 sunset.

- **Update Regulations to Modernize and Improve Program Administration**

In FY 2023, the FECA, Longshore, and Black Lung programs will publish the updated regulations that will improve program administration. Details are provided below:

- The FECA program intends to publish a Notice of Proposed Rulemaking (NPRM) with regulatory changes that would provide increased economic savings; more efficient processing of claims and payment of benefits; more choices and quicker access to healthcare; and stronger anti-fraud efforts as well as fine-tuning to reflect statutory changes and administrative practices. The FECA program will also include updates related to the administration of ARPA (Milestone: **OWCP 2.1-2 FECA**).
- The Longshore program intends to publish a NPRM that will promote accountability, ensure fairness, and propose new rules for imposing and reviewing civil money penalties prescribed by the Longshore Act. The new rules will set forth the procedures to contest OWCP's civil money penalty determinations; the Longshore Act sets out monetary penalties that OWCP may assess against Longshore employers or insurance carriers when they fail to timely file certain reports or falsify those reports, or when employers discriminate against employees for exercising their rights under the Act.
- The Black Lung program intends to publish a NPRM updating the standards for administering and interpreting medical testing done in connection with claims for benefits under the BLBA. The BLBA provides benefits to miners who are totally disabled due to pneumoconiosis arising out of coal mine employment and to certain miners' survivors. Determining benefit entitlement necessarily entails evaluating the miner's

physical condition, particularly their respiratory system. These evaluations usually involve medical tests that assess the miner’s respiratory capacity. To promote accuracy when tests are conducted in connection with a claim, the Black Lung program’s regulations define quality standards for administering and interpreting two commonly used tests: pulmonary function tests and arterial blood gas studies. The quality standards, which were last amended in 2000, need to be updated to better reflect current medical technology and practice.

Strategy 2.1: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 2.1-1 FECA	Implement improved schedule award process	9-30-2023	Agency Specific
OWCP 2.1-2 FECA	Publish Notice of Proposed Rule Making to modernize and improve program administration of the FECA program	9-30-2023	Agency Specific

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
Not Applicable (N/A)	N/A	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Not Applicable (N/A)	N/A

Strategy 2.2: Oversee Effective and Efficient Delivery of Essential Benefits

Providing accurate benefit payments is at the heart of OWCP's mission. OWCP is responsible for ensuring the payment of billions of dollars and implements processes to protect workers' rights and combat poverty. In FY 2023, OWCP programs will focus on performing reviews to ensure the quality of decisions made by claims examiners, providing accurate compensation and medical payments to claimants, expanding availability of providers, and implementing internal controls to reduce fraud, waste, and abuse.

Activities:

- **Reduce Improper Payments Including Overpayments**

The challenge of preventing improper payments remains a top priority for OWCP. Specific activities include:

- Ongoing FECA program integrity efforts through data analytics, payment audits, and improper payment reporting to support the Department's objective of reducing improper payments. The FECA program has continued to make strides with reducing the rate, exceeding the goal of 3.15% by achieving a 2.7% improper payment rate. Of particular focus in FY 2023 is the program's efforts to work with the Social Security Administration (SSA) to accurately and appropriately reduce overpayments. OWCP leadership will work with SSA leadership to ensure that calculations of federal employees' benefits are provided timely, and then will work with SSA and the Treasury Department to find ways to automate this process without relying on claimant notification, manual program requests, or manual calculations of the proper offset amount (Milestone: **OWCP 2.2-1 FECA**).
- Explore the feasibility of an enhanced Prepayment Do Not Pay (DNP) initiative by the FECA and Longshore programs that monitors for DNP matches in advance of funds release, the model currently utilized by the Black Lung program.
- Review and analysis of medical bills (monthly and annually) by Energy and Black Lung programs using established sampling methods to identify other payment-related issues and correct improper payments. The Black Lung program will also renew efforts to ensure that state workers' compensation programs are the primary payor about medical benefits and that the program is secondary to reduce the incidence of improper payments.

- **Improve Fraud Prevention**

The FECA program processes approximately \$3 billion in payments annually on over 200,000 cases; preventing fraud is a high priority. The program utilizes a robust analytics platform to detect problematic trends and anomalous billing patterns from medical providers and works with Inspectors General government-wide to support prosecution efforts. In order to keep pace with nefarious providers, the FECA program will continue to detect new and emerging medical and prescription fraud schemes in tandem with its PBM and implement controls to curtail them.

- **Enforce Compliance and Penalty Assessments**

The Longshore program can assess a civil monetary penalty when an employer or insurance carrier fails to timely report a work-related injury or death (33 U.S.C. 930(e)) or fails to timely report its final payment of compensation to a claimant (33 U.S.C. 914(g)). The program will continue to notify employers and insurance carriers subject to assessment of a civil penalty of the late or missing report and provides employers and insurance carriers an opportunity to explain why a penalty is not warranted before a penalty is assessed.

- **Strengthen Financial Management**

In FY 2023, OWCP will implement activities to bolster management of financial information and collection of assessments. Specific activities include:

- Production of estimates of future liabilities by DFA within OWCP that provide Reasonable Assurance that OWCP estimates benefit liabilities in accordance with Generally Accepted Accounting Principles. The future liabilities of the FECA, Energy, and Black Lung programs are critical components of OWCP financial statements and other federal agencies and Congress use them for budgeting and forecasting (Milestone: **OWCP 2.2-2 DFA**).
- Collection of annual Longshore program industry assessments that support the Special Workers' Compensation Fund. In FY 2023, the program will collect an estimated amount and then a final adjusted amount as part of the program's obligations to ensure the Fund has adequate resources to pay benefits from those entities that utilize the Fund.
- **Improve Management of Home Health Care**
Over the past several years, the Energy program experienced an increase in home health care and medical bill costs. The program has increased resources to improve timeliness and quality of home health care management including the centralization of medical benefit case adjudication activities, development of improved case management resources, and publication of clearer procedural guidance. In FY 2023, the Energy program will continue to provide education to claimants and providers about available home health care benefits, processes and procedures for claim adjudication and award, and the limitations imposed under the Energy Employees Occupational Illness Compensation Program Act.
- **Revise the Black Lung Self-Insurance Process**
In FY 2023, the Black Lung program will propose regulations to revise the existing self-insurance process for coal operators who seek authorization to self-insure rather than obtain commercial insurance. Coal companies must obtain either commercial insurance or authorization from the Department to self-insure their liabilities under the Act. As part of this process, the Department establishes security amounts that each authorized self-insurer must meet. In recent years, these security amounts have been inadequate to fully cover obligations of coal companies that have defaulted on Black Lung benefit payments. Liability for these defaulted payments then rests with the Trust Fund. Accordingly, the Department is exploring possible solutions, including new regulations, to ensure that self-insured coal companies sufficiently secure their BLBA liabilities.
- **Conduct Quality Assurance and Accountability Reviews**
Program staff within OWCP (Quality Assurance Analysts, Claims Examiners, etc.) will continue to conduct quality reviews and spot audits on various aspects of the development, adjudication, and payment of claims in order to supplement the existing annual accountability review process. Additionally, all programs will continue to conduct annual quality assurance reviews on claims and implement appropriate training based on the results of those reviews throughout the year to ensure accuracy and proper claims handling (Measures: **FEC Qb; LS Qa; CM Qb; CM Qd; EE Qa; EE Qb; and EE Qd1**; Milestones: **OWCP 2.2-3 FECA** and **OWCP 2.2-4 Energy**).
- **Provide Claims Management Training (aligned with the Department's Future of Work Plan)**
OWCP will introduce innovative, video-based training modules for field staff to facilitate the sharing of best practices. In FY 2023, the OWCP DEIA Officer will work with the programs to assess the feasibility of incorporating DEIA training concepts such as unconscious bias and cultural competency into existing claims management training curricula. Specific noted trainings and delivery dates planned for FY 2023 are noted below:
 - The Energy program's Staff Education and Mentoring team located in the Seattle and Denver district offices will continue to provide innovative, video-based training modules for district office staff in order to facilitate the sharing of best practices, knowledge, skills, and abilities. Topics will include: the importance of claimant data validation (Q1), advising a claimant of documentation needed to support their claim (Q1), and best practices for subcontractor employment verification (Q2). Additionally, the program will develop and

implement new training modules for Hearing Representatives (Q4). The program will also continue to incorporate some interactive, live instruction training where appropriate and feasible (Milestone: OWCP 2.2-6 Energy).

- The Black Lung program will continue to provide high quality multimedia training modules with broad application potential to Black Lung claims staff; the dissemination and location of training materials will be enhanced to be more user-friendly. The training modules targeted for release include Medical Elements of Entitlement and Weighing Medical Evidence. In addition, the program will employ interactive, live instruction training programs with the opportunity for questions and answers to address more targeted training needs in individual offices.
- The FECA program created a new Workforce Development Unit with four dedicated trainers to address the training needs of new hires and ongoing training needs for the program. The new Unit will work to update the program’s web-based video training modules to address new training needs.

Strategy 2.2: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
FEC Qb	Quality – FECA Periodic Entitlement Reviews	████	N/A	N/A	N/A	████	Agency Specific
LS Qa	Quality – Longshore Informal Conference Actions	████	N/A	N/A	N/A	████	Agency Specific
CM Qb	Black Lung Spot Audit Error Rate	████	N/A	N/A	N/A	████	Agency Specific
CM Qd	Quality – Black Lung Properly Designated Responsible Operator Merit Claims	████	N/A	N/A	N/A	████	Agency Specific
EE Qa	Quality – Energy Sampled Initial Claims	████████	N/A	N/A	N/A	████████	DOL Strategic Plan
EE Qb	Quality – Energy Sampled Final Decisions	████████	N/A	N/A	N/A	████████	Agency Specific

EE Qd1	Quality – Energy Home Health Care Authorizations	██████	N/A	N/A	N/A	██████	Agency Specific
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Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity - All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 2.2-1 FECA	Conduct the annual Improper Payment Audit	8-31-2023	Agency Specific
OWCP 2.2-2 DFA	Ensure the liability reports to Office of Chief Financial Officer, Office of Inspector General, and the American public for the FECA, Black Lung Benefits Act, and Energy Employees Occupational Illness Compensation Program Act benefit liability estimates are calculated in accordance with generally accepted actuarial standards	9-30-2023	Agency Specific
OWCP 2.2-3 FECA	Conduct quality assurance reviews and supervisory sampling throughout the year, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2023	Agency Specific
OWCP 2.2-4 Energy	Conduct quality assurance reviews throughout the year, supervisory sampling, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2023	Agency Specific
OWCP 2.2-6 Energy	Complete eight new training modules, which will include basic claims examiner training as well as intermediate/advanced hybrid trainings that are both synchronous and asynchronous	9-30-2023	Agency Specific

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
OWCP-Risk-01	If OWCP is unable to ensure that future workers' compensation benefits liability estimates are correct, then financial reporting could be inaccurate, leading to inaccurate budgeting for future liabilities by Congress or other agencies, future funding shortfalls compared to liabilities, and future audit findings.	<p>OWCP has implemented controls to mitigate the exposure of the risk and lessen the likelihood of control failure by updating the benefit models periodically throughout the fiscal year. Updates include the reconciliation of the critical data sets and utilizing multiple steps in the data verification and validation processes to address specific control risks.</p> <p>Additionally, OWCP employs an actuary who oversees the processes for updating the models and the assumptions made, including performing analytics on outputs, and comparing it to prior year forecasts.</p> <p>Independently, an outside actuarial firm calculates benefit liabilities and reconciles any differences with OWCP, reviews assumptions made, offers professional opinions, and issues a report of all benefit liabilities.</p>	20	High
OWCP-Risk-04	If OWCP is unable to obtain timely and accurate benefit amounts from the Social Security Administration (SSA) (with and without federal earnings), then the Department will not be able to accurately and timely offset benefit payments for FECA claimants.	OWCP signed an agreement with Treasury's Do Not Pay program to receive a list of matches of concurrent OWCP and SSA payees for possible overpayments and committed to working with SSA on any data match or automated process to assist with the mutual exchange of data.	63	Low

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Not Applicable (N/A)	N/A

Strategy 2.3: Employ Innovative Information Technology Systems

OWCP relies on Information Technology (IT) systems to adjudicate hundreds of thousands of claims and ensure the accurate payment of billions of dollars each year. In FY 2023, OWCP will implement new strategies to enhance IT systems used by the programs in order to increase the efficiency and accuracy of claims adjudication and benefit delivery to underserved communities.

Activities:

- **Evaluate Claims Management Systems**

To improve the timeliness and accuracy of its claims processing, it is critical that OWCP's systems and infrastructure are effective and modernized to meet future processing needs. OWCP will evaluate for action a third-party recommendation about current IT systems to determine the optimal modernization approach that will improve accessibility of claims information for claimants and employers and will improve the accuracy of data across all programs (Milestone: **OWCP 2.3-1 DAO**).

- **Enhance the Digital Experience for Claimants and their Representatives**

In FY 2023, OWCP will enhance IT systems to allow for a more efficient submission of forms and documents and access to case information. Specific activities include:

- Increase the number of Longshore program industry insurance carriers and self-insured employers and mutuals to allow their private claims systems to connect to OWCP's system and to increase electronic submission of supporting documentation and correspondence, thereby eliminating the need to manually create cases and to reduce the receipt of paper correspondence and forms used in the later life of a claim.
- Expand the use of ECOMP to serve stakeholders of all workers' compensation programs administered by OWCP and continuing to improve accessibility and functionality of the system. ECOMP allows medical providers, injured workers, and Federal employers to securely and electronically communicate and exchange documents in near real-time, which reduces the staff burden in copying and mailing case files to claimants, and the time it takes claimants to access their case files. To further this access, the Energy program will continue to make minor enhancements to ECOMP to afford claimants continual access to their digital case files and other claim information and the FECA program will complete enhancements to accommodate the quality and tracking of COVID-19 claims adjudication under ARPA, increase the ability for claimants to escalate issues to the program electronically, and complete the CA-1032 Periodic Entitlement Review form online in ECOMP (Milestone: **OWCP 2.3-2 Energy**).

- **Streamline Processes Through Automation**

OWCP will work to employ automated processes that reduce burden on staff, freeing up more time to focus on the timely delivery of benefits and ensuring a more complete case file. Specific activities include:

- Assist the Department's development of a new electronic filing/serving system for its administrative boards (the Boards) and the Office of Administrative Law Judges (OALJ). The OALJ has not yet fully transitioned from paper processing, thus requiring OWCP to handle paper files created by OALJ in an otherwise completely digital case file. In FY 2023, OWCP will continue to work with the Office of the Chief Information Officer (OCIO), OALJ, Office of the Deputy Secretary of Labor, and the Boards, to improve the system-to-system connections between those organizations and OWCP. OWCP's primary focus will be on improving the efficiency and effectiveness of current functionality and developing additional automated transfer of digital files, not currently processed through the eFile/eServe system.

- Work with OCIO to implement the automatic entry of diary codes into the Black Lung program’s claims management system after the receipt of specific evidentiary documents to improve automated claims processing capabilities to increase adjudication outcomes and timeliness.
- Continue development and implementation of the Ancillary Medical Services Module in the Energy program’s claims management system, Energy Compensation System, which is used to manage claims in order to improve efficiency and accuracy in adjudication of requests for authorization post-approval for medical equipment and services (Milestone: OWCP 2.3-3 Energy).

Strategy 2.3: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 2.3-1 DAO	Work with the Office of the Chief Information Officer to use the evaluation results of OWCP’s current information technology systems to determine the optimal modernization approach to best meet the needs of the four programs	9-30-2023	Agency Specific
OWCP 2.3-2 Energy	Continue to determine strategies to enhance the OWCP Employees’ Compensation Operations and Management Portal to afford multiple claimants access to their digital case files and other claims information	9-30-2023	Agency Specific

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 2.3-3 Energy	Develop and implement the Ancillary Medical Services Module in the Energy Compensation System to improve efficiency and accuracy in adjudication of requests for authorization post-approval for medical equipment and services	9-30-2023	Agency Specific

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
OWCP-Risk- 03	If the Office of the Chief Information Officer (OCIO) does not expeditiously determine the technology path forward for Longshore program’s OWCP Workers’ Compensation System (OWCS) and FECA program’s Integrated Federal Employees’ Claims System applications, then OWCP’s mission critical applications will be without supportable enterprise solutions or viable alternative platforms.	OWCP and OCIO formed a steering committee to more timely address Information Technology (IT) management/delivery challenges. In late FY 2022 the committee will receive a third-party recommendation for an OWCP IT system modernization approach. In FY 2023, the committee will evaluate the recommendations and begin to take action. The committee meets weekly to ensure progress and is expediting award of an assessment contract by using an existing contract vehicle.	45	Low

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Not Applicable (N/A)	N/A

Agency Theme 3: DOL as a Model Workplace

Strategy 3.1: Build a Stronger OWCP Workforce to Better Serve Injured and Ill Workers

OWCP's employees perform the agency's mission-critical adjudication, benefit delivery, and return-to-work activities. Without a strong, high performing, and engaged workforce, OWCP cannot be successful at its mission. OWCP is committed to building a workforce with the appropriate mix of positions. In order to achieve this, OWCP will utilize employee feedback obtained through the Federal Employee Viewpoint Survey (FEVS), Director's Town Hall meetings, and OWCP Innovation Groups to implement streamlined and strategic hiring; align its workforce to meet key mission outcomes; support its staff through training and recognition; empower managers to manage performance for a 21st Century workforce; and redesign the workplace and workday to achieve the agency's mission and goals.

Activities:

Staffing

- **Implementation of FY 2023 Annual Hiring Plan**

OWCP will incorporate its FY 2023 Annual Hiring Plan into its FY 2023 AMP (see Appendix D) and will be linked to the appropriate agency employee performance standards. Within this activity OWCP will continue its human capital investment by emphasizing the Claims Examiner positions that are the core of the agency and will continue to build a corps of specialized positions as needed to address evolving environmental factors including the provision of appropriate and safe medical benefits and the identification of fraudulent activity. OWCP will also continue its aggressive efforts to backfill vacancies to promote manageable workloads and to improve claims adjudication and payment quality (Milestone: **OWCP 3.1-1 DAO**).

Workforce Development and Inclusion

- **Build upon OWCP's 2022 Mentorship Program**

OWCP will run two mentorship sessions, building upon the two sessions held in FY 2022. OWCP developed the mentorship program in response to employee requests for career development opportunities. The Mentorship Program not only provides an opportunity for employees to learn from experienced mentors in areas of career development and leadership, it also demonstrates the agency's commitment to retaining and developing those employees who show a desire to pursue greater opportunities in the organization.

- **Implement OWCP's Training Plan**

OWCP's cross agency training workgroup will deploy a training plan and course offerings to increase mandatory training and participation in non-mandatory leadership and career development programs such as identifying low to no cost training opportunities focused on leadership (for managers and non-managers) and management competencies in response to the FY 2022 OWCP employee training survey. As part of this effort, OWCP will also identify appropriate additional DEIA training offerings to supplement the two FY 2022 mandatory training offerings of *Workplace Diversity, Equity, and Inclusion in Action* and *Unconscious Bias*.

Performance, Recognition, and Accountability

- **Strengthen Performance Management to Improve Service Delivery**

OWCP will continue its approach to improving consistency of performance across the agency, by ensuring that managers identify and address employee performance issues early, and by providing innovative training and mentoring in a more targeted approach, including raising awareness of *Mentoring@Labor* and *ContinuousLearning@Labor*.

- **Build upon OWCP’s Director’s Honor Awards**

OWCP will refine the nomination process to elevate the recognition and reputation of the awards system to improve employee recognition and morale. As the agency did in 2022, OWCP will add awards that recognize often overlooked areas of employee contribution, such as recognizing Outstanding Mentors.

Work-life and Engagement

- **Leverage OWCP’s Transition to Permanent Remote Work to Modernize the Workplace/Workday**

OWCP will build upon its successful performance under 100% remote work during the COVID-19 pandemic by continuing office remodels and rightsizing as opportunities are identified. Together with proven IT claims management tools and the removal of jurisdictions within the programs, use of remote work will improve employee retention and expand the quantity and diversity of high-caliber candidates that apply for OWCP employment.

Empowering Staff to Redesign Work

- **Implement the Strategic Employee Engagement Drive (SEED) Initiative**

This initiative seeks to give high-performing, creative, motivated staff the opportunity to work with other creative individuals in the organization to come up with ways for the agency to better empower workers “morning, noon and night.” The DOL and OWCP are providing front-line staff this opportunity to do a deep dive into some of the issues that are holding back optimal customer service, organizational growth, staff retention, and technological advancement and to provide solutions based on their working knowledge of the organization (Milestone: OWCP 3.1-1 DAO).

Strategy 3.1: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 3.1-1 DAO	Analyze employee exit survey feedback and implement appropriate changes as one input for OWCP leadership actions to Build a Model Workforce	9-30-2023	Agency Specific

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
Not Applicable (N/A)	N/A	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Not Applicable (N/A)	N/A

Strategy 3.2: Equip the OWCP Workforce to Advance Diversity, Equity, Inclusion and Accessibility

In FY 2023, OWCP will work to advance the Department's DEIA Plan through the integration of DEIA practices in DOL policy; strategic planning; resource allocation; business processes; and decision-making. OWCP will continue the tracking of DEIA successes and will implement and institutionalize FY 2022 recommendations from the agency's DEIA Council.

Activities:

- **Hire an OWCP DEIA Officer**
OWCP will onboard a DEIA Officer to oversee and coordinate agencywide DEIA efforts at the beginning of FY 2023.
- **Promote Equitable Staffing Practices**
OWCP will continue to implement its Agency Equity Plan and focus efforts on equitable operations and administration by conducting demographic analysis, ensuring compliance with Americans with Disabilities Act, and promoting diverse hiring practices, particularly in communities most affected.
- **Examine Staff Resources for Language Accessibility**
After the identification of significant language groups focusing on workers that are the most vulnerable, OWCP will work to identify bilingual/multilingual staff resources and needs and review how staff are assessed for language ability. OWCP will work to determine if and how bilingual/multilingual staff may provide support across the agency while ensuring equitable distribution of work. OWCP's DEIA Officer will coordinate this deliverable with the OWCP Administrative team (Milestone: **OWCP 3.2-1 OWCP Equity and Customer Experience**). This process will include:
 - Review of position descriptions and incorporate plans to identify whether bilingual requirements for outreach to and engagement with underserved communities and vulnerable workers need to be expanded in position descriptions, in collaboration with DOL Office of Human Resources. If additional bilingual positions/requirements are identified, OWCP will aim to update the affected positions, which may include planning for recruitment when vacancies are open.
 - Identification of support such as telephone or web-based language lines or contract translation and interpretation services that are used by staff.
- **Ensure the Use of Inclusive Language (aligned with the Department's Future of Work Plan)**
OWCP will establish a schedule to begin reviewing handbooks, guidance materials, workplace internal policies, and other materials to use inclusive language and up-to-date terminology for all employees such as gender-neutral titles (e.g., spouse instead of husband or wife) or preferred identifiers (e.g., employees with disabilities instead of "handicapped persons"). Of particular focus is the review of all recruitment packages for new hires (position descriptions, recruitment checklist, job analysis, and competency-based questions) to ensure that they incorporate inclusive language and eliminate any unnecessary barriers to employment.
- **Maximize Use of Workforce Recruitment Program**
By Q1 of FY 2023, OWCP will issue a memorandum from the Agency Head requiring all hiring managers to review the Workforce Recruitment Program database to identify potential qualified candidates for position vacancies and/or the use of Schedule A hiring authority prior to posting vacancy announcements.
- **Conduct Structured Barrier Analysis**
OWCP will conduct structured barrier analyses to identify any barriers that may dissuade employees from applying to or from being selected for positions and promotions (Milestone: **OWCP 3.2-2 DAO Equity**).

- **Increase Outreach and Recruitment to Underserved Communities**
 Through the hiring plan developed in the Spring of FY 2022, OWCP will continue utilizing outreach to Historically Black Colleges and Universities Career Development Coordinators, diversity-related professional associations, and tools such as the Workforce Recruitment Program database to expand job candidate pools by advertising announcements through communications and job fairs. OWCP will also review the appropriateness of more broadly publicizing OWCP vacancy announcements, with a focus on communities particularly affected by poverty (Measure: **DAO-HR Equity 1**).
- **Implement Internships, Fellowships, and Apprenticeships**
 OWCP will utilize the Pathways Programs to recruit college students and recent graduates from underserved communities for vacant positions.
- **Analyze FEVS data**
 To encourage employee feedback and increase the quality of FEVS data for analysts, OWCP will communicate FEVS participation rates weekly to staff while the survey is open and provide opportunities for employees to share feedback throughout the year via town halls, surveys, focus groups, or other mechanisms.
- **Maintain Network of Recruitment Champions**
 By Q1 of FY 2023, OWCP will establish a rotational schedule for the agency’s recruitment champions to balance workload and provide networking opportunities to all.
- **Introduce OWCP’s “Day in the Life” Program**
 OWCP will host presentations to communicate the requirements and activities of various management positions, from supervisor to senior leadership positions, to inform rank and file staff about the nature of these positions. The goal is to help our diverse mix of employees to be able to see themselves in these roles and to encourage more employees to apply for management positions.
- **Institutionalize DEIA in Performance Plans**
 OWCP will include a performance element in all managers and supervisors’ FY 2024 Performance Management Plans that clearly delineates the agency’s commitment to being a model employer and clarifies their roles and responsibilities in advancing DEIA.

Strategy 3.2: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
DAO-HR Equity 1	OWCP outreach/sharing of external vacancy announcements	■	■	■	■	■	DEIA Plan

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 3.2-1 OWCP Equity and Customer Experience	Identify bilingual/multilingual staff resources and needs and review how staff are assessed for language ability and identify support to be utilized by agency staff	9-30-2023	DEIA Plan Customer Experience
OWCP 3.2-2 OWCP Equity	Complete structured barrier analysis for understanding obstacles in promotions and identify equity gaps	9-30-2023	DEIA Plan

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
Not Applicable (N/A)	N/A	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
OWCP Demographic Analysis	In support of the Department's efforts to advance equity, OWCP will review current demographic information, together with exit surveys and other inputs, to identify actions that will further the administration's goals in the DEIA space.

Agency Theme 4: Data as a Strategic Asset

Strategy 4.1: Effective Data Sharing

Workers' compensation data is an asset that brings value to the planning and administration of OWCP's programs. In order to further the goals (data governance, data access, data use, and expand data talent) of the DOL Data Strategy, in FY 2023 OWCP will implement data-driven processes to set policy and more efficiently and effectively deliver compensation and benefits to claimants.

Activities:

- **Improve Claimant Experience and Equity Through Data**

OWCP will work to develop a data collection and analysis strategy across OWCP programs that strengthens the agency's ability to effectively reach potential claimants from underserved communities, and improve CX, service delivery, and equity for underserved communities. The OWCP data collection and analysis strategy will incorporate, but not be limited to, the following:

- Ongoing and future efforts to expand the voluntary collection of demographic and other personal characteristic data from claimants.
- Ongoing and future efforts to expand opportunities for claimants to provide feedback on CX and potential barriers to entry through surveys and other mechanisms.
- Proper utilization of demographic and personal characteristic data, including separation of data from the claims adjudication process.

- **Use of Business Intelligence Tools**

OWCP will continue to improve management reporting and tracking of various performance metrics using business intelligence tools. In FY 2023, OWCP will develop new reporting capabilities, performance dashboards, and tracking mechanisms to make performance data more easily accessible to the field. Specific activities include:

- Improvement of management reporting and tracking of various Energy program performance metrics by utilizing low cost and integrated business intelligence tools, such as Microsoft Power BI, which works effectively with the Microsoft SQL server and database used by the program.
- Improvement of the timeliness and efficiency of Black Lung claims processing by focusing on maintaining a balanced approach to claims inventory management while minimizing the number of claims pending for more than a year. The program will utilize Microsoft Power BI dashboards to better understand the age and size of its inventory of pending claims and provide supervisors with the necessary tools to effectively identify action items and understand performance results. Further, the Black Lung program will enhance its current Microsoft Power BI dashboards by improving their 508 compliance and increase their accessibility to employees with alternative visual needs.

- **Encourage Exchange of Data**

OWCP will continue to work on collecting, providing, and sharing data with other federal agencies, academia, advisory boards, and others which is essential to claims adjudication and management. However, because OWCP data contains high volumes of personally identifiable information and personal health information, OWCP will need to closely monitor and explicitly authorize data sharing to ensure it comports with routine use policy. Specifically, OWCP will:

- Actively promote the submission of digital records from external stakeholders in order to reduce the time it takes for OWCP to receive information for processing to begin or continue. The Black Lung program utilizes

the Comprehensive Online Access Link portal, the Longshore program uses the Secure Electronic Access Portal, the Energy program uses EDP, and the FECA program uses ECOMP. All programs continue to actively promote and encourage electronic document submission. Stakeholder use of the electronic document portals continues to increase in the FECA, Black Lung, Longshore, and Energy programs (Milestone: **OWCP 4.1-1 Black Lung Customer Experience**).

- Leverage the ECOMP platform to increase stakeholder access to previously disparate data/processes. Identity-verified agencies and claimants now have access to claim, medical, pharmaceutical, and billing details directly from ECOMP.
- Continue to support expanded functionality for all fully digitized Black Lung claims appealed to the OALJ and the Benefits Review Board (BRB), so that they can take full advantage of the benefits offered by OWCP Image System and electronic Black Lung claims review. OWCP will work closely with the OALJ, BRB, and the Office of the Solicitor in expanding the exchange of digitized claims among all three entities to make the process unified and effective through the use of the e-file system.

Strategy 4.1: Performance, Risk, and Learning

Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
OWCP 4.1-1 Black Lung Customer Experience	Develop and implement a new outreach and awareness campaign to increase use of COAL Mine electronic document submission	12-8-2022	Customer Experience

Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating	Risk Tolerance
Not Applicable (N/A)	N/A	N/A	N/A	N/A

Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Not Applicable (N/A)	N/A

Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
<p>Advisory Board for Toxic Substances and Worker Health</p>	<p>The Advisory Board is mandated by the National Defense Authorization Act (NDAA) of 2015, which amended the Energy Employees Occupational Illness Program Act (EEOICPA) to include Section 3687, creating the Advisory Board. By Executive Order 13699 of June 26, 2015, the President established the Advisory Board and delegated responsibility to maintain the Advisory Board to the Secretary of Labor. The NDAA of 2020 added to the Board’s advisory responsibilities. The Board reports to the Secretary of Labor and advises the Secretary of Labor with respect to technical aspects of the EEOICPA program.</p>

Advisory Board for Toxic Substances and Worker Health (ABTSWH) Timelines

Date*	Action	ABTSWH Planned Actions
30 days before meeting	Committee Meeting Draft Federal Register Notice (FRN) Routed to Agency Federal Register team and/or OASP	<p>November 2022 Meeting: Route meeting FRN for inter-agency clearance: September 2022</p> <p>February 2023 Meeting: Route meeting FRN for inter-agency clearance: December 2022</p> <p>April 2023 Meeting: Route meeting FRN for inter-agency clearance: February 2023</p> <p>August/September 2023 Meeting: Route meeting FRN for inter-agency clearance: June/July 2023</p>
15 days before meeting, but no earlier than 45 days before	Committee Meeting FRN Publication	<p>November 2022 Meeting: FRN published October 2022</p> <p>February 2023 Meeting: FRN published January 2023</p> <p>April 2023 Meeting: FRN published March 2023</p> <p>August/September 2023 Meeting: FRN published July/August 2023</p>
Four months before current membership expires	Member Solicitation FRN Publication	<p>This section is not relevant to FY 2023. The Board members terms are two years beginning July 2022, expiring in July 2024. The next membership solicitation FRN will be published in March/April 2024.</p> <p>OWCP will conduct outreach to ensure diverse membership on the Advisory Board when vacancies arise (every two years or when a member resigns).</p>

Date*	Action	ABTSWH Planned Actions
Two months before current membership expires	Membership Appointment Clearance Package Submission	This section is not relevant to FY 2023. The Board member's anticipated terms are two years beginning July 2022, expiring July 2024. The next membership portfolio submission will occur in May 2024.
Two months after committee provides report to DOL	Committee Report Clearance Package Submission	Recommendations clearance portfolio(s): OWCP expects that the Advisory Board will submit at least two sets of recommendations in FY 2023. OWCP to submit Decision Memo clearance portfolio(s) when responses are prepared. Responses are due within 60 days after OWCP receives the recommendations.
October 12, 2023	Annual Comprehensive Review – First Submission	2022 Annual Comprehensive Review Submission: October 2022
October 17, 2023	Closed Meeting Report Clearance Package Submission	This section is not applicable to the Advisory Board as it does not hold closed meetings.
48 hours after revised submission requested	Annual Comprehensive Review – Revised Submission (if required)	Annual Comprehensive Review (2022) revision: October 2022
Two months before current charter expires	Charter Renewal Clearance Package Submission	The Advisory Board's charter expires June 25, 2023. OWCP will circulate a charter renewal clearance portfolio in May 2023.

*The Office of the Secretary (OSEC) requests a minimum of 30 days to consider a deliverable requesting an OSEC decision after it has completed Departmental clearance. Timelines do not include the Department's Committee Management Officer consultation or preview.

Appendix B – Performance Measures and Milestones (Complete List)

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Target
FEC 1a	Percent of wage-loss claims timely processed within 14 days: claims not requiring further development	94%	████	93%	████
FEC 1b	Percent of all wage-loss claims timely processed within 90 days: all claims	98%	████	98%	████
FEC 4e	Percent of Periodic Entitlement Reviews closed or development actions taken within 60 days	98%	████	98%	████
FEC 5c	Percent of Notices of Injury/Illness filed by Federal agencies within 10 work days	99%	████	97%	████
FEC 5d	Percent of wage-loss claims filed by Federal agencies within five (5) work days	98%	████	97%	████
FEC RTW 4	Percent of Federal employees with work-related injuries or illnesses under FECA's Disability Management who are reemployed by two years of their Disability Management start date	92%	████	93%	████
FEC RTW 5	Percent increase in the rate of return-to-work outcomes for injured federal workers during the initial 45-day post-injury period for traumatic injuries	N/A	████	84.93%	████
FEC Qb	Periodic Entitlement Review Quality	83%	████	82%	████
FEC WL 1	Cases Created	96,457	████	182,318	████
FEC WL 3	Initial Wage-loss Claims Received	15,982	████	18,798	████
FEC WL 4	Periodic Roll Cases - Long-term Disability	35,334	████	33,031	████
FEC WL 6	Number of Compensation and Medical payment processed (By Chargeback Year)	6,902,085	████	6,746,266	████
FEC WL 9	Number of Wage-loss Claims Received	128,333	████	132,760	████
LS 1a	Percent of Employer's First Report of Injury filed within 20 days: Defense Base Act cases	94%	████	94%	████

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Target
LS 3a	Percent of Employer's First Report of Injury filed within 20 days: non-Defense Base Act cases	91%	■	93.5%	■
LS 6	Percent of Industry Special Workers' Compensation Fund (Longshore Trust) Final Assessment Bills Collected within 60-days of Issuance	91%	■	90%	■
LS 7	Percent of penalty determinations for First Reports of Injury resolved within 90 days	93%	■	92%	■
LS 8	Percent of penalty determinations for Notices of Payment resolved within 90 days	96%	■	98%	■
LS Qa	Percent of informal conference actions sampled for quality are rated as correct	89%	■	95%	■
LS WL 2	Number of Claims with Lost Time / Injuries Reported	39,455	■	35,957	■
CM 4	Average number of days to issue Notice of Claim following claim receipt for all Responsible Operator Merit Claims	34	■	32	■
CM 5	Average number of days to complete medical authorization after receipt of provider selection for all Responsible Operator Merit Claims	10	■	8	■
CM 6	Average number of days to complete schedule for the submission of additional evidence (SSAE) following completion of initial claim development for all Responsible Operator Merit Claims	46	■	41	■
CM 7	Average number of days to complete Proposed Decision and Order following completion of all claim development for all Responsible Operator Merit Claims	35	■	24	■
CM 8	Number of decisions issued	5,559	■	6,133	■

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Target
CM 9	Percent of Black Lung claims pending at the start of the fiscal year that are resolved by the end of the fiscal year	Baseline	■	91%	■
CM Qb	Spot Audit pre-Proposed Decision and Order error rate	0.0%	■	1.3%	■
CM Qd	Percent of all Responsible Operator Merit Claims were the Responsible Operator was properly designated	97%	■	98%	■
CM WL 1	Number of Claims Received	5,552	■	5,066	■
CM WL 6	Number of Claims in Pending Proposed Decision and Order Inventory	4,431	■	3,408	■
SBDCM WL 1	Number of Part B Beneficiaries Requiring Benefit Maintenance	5,912	■	4,986	■
BLDTF WL 2	Number of Trust Fund Beneficiaries	11,401	■	10,475	■
BLDTF WL 3	Number of Beneficiaries Paid by Responsible Operators	5,946	■	6,187	■
EE 5	Percent of telephone inquiries responded to within one (1) work day	97.03%	■	96.95%	■
EE 7	Average time (days) to process initial claims (Parts B and E)	79	■	99	■
EE 9b	Percent of final hearing decisions issued timely in formal hearings within 145 days of the hearing request	N/A	■	N/A	■
EE 10	Complete initial processing on Part B and Part E claims within 145 days of receipt	N/A	■	93%	■
EE Qa	Percent of sampled Part B and Part E initial claims rated as being accurate	92.00%	■	95.14%	■
EE Qb	Percent of sampled Part B and Part E claims with final decisions rated as being accurate	97.00%	■	96.26%	■

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Target
EE Qd1	Percent of sampled Part B and Part E home health care authorizations rated as being accurate	90.00%	██████	95.90%	██████
EE WL 1	Number of Initial Claims Received (Part B)	3,035	██████	3,555	██████
EE WL 2	Number of Initial Claims Processed (Part B)	3,207	██████	3,629	██████
EE WL 1a	Number of Initial Claims Received (Parts B and Part E)	N/A	██████	8,301	██████
EE WL 5	Number of Initial Claims Received (Part E)	3,895	██████	4,746	██████
EE WL 6	Number of Initial Claims Processed (Part E)	3,848	██████	4,598	██████
EE WL 5a	Number of Initial Claims Processed (Parts B and Part E)	N/A	██████	8,227	██████
EE WL 9	Number of Consequential Condition Claims Received (Parts B and E)	17,695	██████	18,573	██████
EE WL 12	Number of Threads - Medical Authorizations (Parts B and E)	32,324	██████	41,052	██████
DAO-HR Equity 1	Percent external vacancies shared with historically under-represented groups and other professional organizations, particularly in communities most affected by poverty	N/A	████	100%	████

Milestone ID	FY 2023 Agency Management Plan Milestones	Due Date
OWCP 1.1-1 Energy Customer Experience	Provide quarterly Customer Experience updates and High-Impact Service Provider (HISP) dashboard to the Office of Management and Budget (OMB) by the due dates	9-30-2023
OWCP 1.1-2 Energy Customer Experience	Conduct the annual OMB-provided HISP self-assessment	2-28-2023
OWCP 1.1-3 Energy Customer Experience	Implement the HISP Action Plan to achieve the fiscal year milestones	9-30-2023
OWCP 1.1-4 Energy Equity and Customer Experience	Conduct three separate customer experience surveys to gather feedback from stakeholders that will be utilized to inform customer engagement strategies and continue to build upon efforts for advancing equity	9-30-2023
OWCP 1.1-5 Black Lung Equity and Customer Experience	Design and implement customer experience surveys to identify claimant pain points and inform customer engagement strategies	9-30-2023
OWCP 1.1-6 Black Lung Equity and Customer Experience	Revise claim forms to collect claimant demographic information and improve overall usability and submit to OMB for approval	9-30-2023
OWCP 1.1-7 FECA & Longshore Equity and Customer Experience	Conduct analysis of voluntary demographic information, claimant surveys on barriers, and any other stakeholder demographic information	10-31-2022
OWCP 1.1-8 FECA & Longshore Equity and Customer Experience	Identify the set of actions necessary to advance equity, improve customer service, and better engage traditionally underserved communities	1-31-2023
OWCP 1.1-9 FECA & Longshore Equity and Customer Experience	Create an action plan with timelines for completion of those actions and update it at intervals throughout the fiscal year	3-31-2023
OWCP 1.1-10 FECA & Longshore Equity and Customer Experience	Implement action plan for the fiscal year identified in Milestone OWCP 1.1-9	9-30-2023
OWCP 1.1-11 Energy Customer Experience	Utilize the Energy Document Portal to allow digital signatures on new applications and payment forms that currently require wet signatures	12-31-2022
OWCP 1.1-12 OWCP Equity and Customer Experience	Identify the vital documents/information that should be available in languages other than English that need to be translated into relevant language(s)	12-31-2022

Milestone ID	FY 2023 Agency Management Plan Milestones	Due Date
OWCP 1.1-13 OWCP Equity and Customer Experience	Identify significant language groups eligible served by OWCP divisions/programs	12-31-2022
OWCP 1.1-14 OWCP Equity and Customer Experience	Begin translation of vital documents and information into languages based on the needs of vulnerable workers	3-31-2023
OWCP 1.1-15 OWCP Equity and Customer Experience	Develop an outreach and engagement strategy that outlines the various means by which the agency interacts with and serves workers with Limited English Proficiency	6-30-2023
OWCP 1.1-16 DAO Equity and Customer Experience	Solicit a Medical Provider Network-Medical Benefits Provider services contract for all programs	9-30-2023
OWCP 1.2-1 Energy Equity and Customer Experience	Conduct outreach efforts to traditionally low-income and rural communities in order to provide equitable access to services	9-30-2023
OWCP 1.2-2 Black Lung Equity and Customer Experience	Conduct analysis of census tract data to identify underserved communities and formulate targeted outreach plan	9-30-2023
OWCP 2.1-1 FECA	Implement improved schedule award process	9-30-2023
OWCP 2.1-2 FECA	Publish Notice of Proposed Rule Making to modernize and improve program administration of the FECA program	9-30-2023
OWCP 2.2-1 FECA	Conduct the annual Improper Payment Audit	8-31-2023
OWCP 2.2-2 DFA	Ensure the liability reports to Office of Chief Financial Officer, Office of Inspector General (OIG), and the American public for the FECA, Black Lung Benefits Act, and Energy Employees Occupational Illness Compensation Program Act benefit liability estimates are calculated in accordance with generally accepted actuarial standards	9-30-2023
OWCP 2.2-3 FECA	Conduct quality assurance reviews and supervisory sampling throughout the year, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2023
OWCP 2.2-4 Energy	Conduct quality assurance reviews throughout the year, supervisory sampling, and implement resulting training or policy improvements from ongoing analyses of these initiatives	9-30-2023
OWCP 2.2-5 DFA	Continue to enhance and track OWCP's corrective action plan for open recommendations and/or findings issued by the DOL OIG for the financial statement audits	9-30-2023
OWCP 2.2-6 Energy	Complete eight new training modules, which will include basic claims examiner training as well as	9-30-2023

Milestone ID	FY 2023 Agency Management Plan Milestones	Due Date
	intermediate/advanced hybrid trainings that are both synchronous and asynchronous	
OWCP 2.3-1 DAO	Work with the Office of the Chief Information Officer to use the evaluation results of OWCP's current information technology systems to determine the optimal modernization approach to best meet the needs of the four programs	9-30-2023
OWCP 2.3-2 Energy	Continue to determine strategies to enhance the OWCP Employees' Compensation Operations and Management Portal to afford multiple claimants access to their digital case files and other claims information	9-30-2023
OWCP 2.3-3 Energy	Develop and implement the Ancillary Medical Services Module in the Energy Compensation System to improve efficiency and accuracy in adjudication of requests for authorization post-approval for medical equipment and services	9-30-2023
OWCP 3.1-1 DAO	Analyze employee exit survey feedback and implement appropriate changes as one input for OWCP leadership actions to Build a Model Workforce	9-30-2023
OWCP 3.2-1 OWCP Equity and Customer Experience	Identify bilingual/multilingual staff resources and needs and review how staff are assessed for language ability and identify support to be utilized by agency staff	9-30-2023
OWCP 3.2-2 OWCP Equity	Complete structured barrier analysis for understanding obstacles in promotions and identify equity gaps	9-30-2023
OWCP 3.2-3 OWCP Equity	Implement recommendations from bargaining unit subgroup of OWCP Diversity, Equity, Inclusion, and Accessibility (DEIA) Council for inclusion of non-management perspectives	9-30-2023
OWCP 3.2-4 OWCP Equity	Continue to share awareness of OWCP DEIA efforts through the quarterly OWCP newsletter	9-30-2023
OWCP 4.1-1 Black Lung Customer Experience	Develop and implement a new outreach and awareness campaign to increase use of COAL Mine electronic document submission	12-8-2022

Theme 1: Transform Customer Experience and Advance Equity for Injured and Ill Workers

Strategy 1.1: Reinvigorate the Customer Experience Journey to Improve Service Delivery (pg.5)

Utilize Surveys to Identify Barriers and Improve CX Touchpoints: All programs within OWCP will deploy surveys to help identify potential issues and trends in service quality and/or delivery to inform improvement strategies that the programs will implement throughout the fiscal year that address equity, program access, and better engagement with traditionally underserved communities. Specific programmatic activity include: **(1)** Continued collection of Energy program stakeholder feedback through its three on-going point-in-time CX Surveys, which include: (a) an automated phone survey following a customer call, (b) a web-based survey following the use of the Energy Document Portal (EDP), and (c) a web-based survey following stakeholder webinars. Additionally, the program will disseminate at least three paper surveys to stakeholders at various points in the adjudication process. Results from these surveys will be used to identify potential issues and trends in service quality and/or delivery (Milestone: **OWCP 1.1-4 Energy Equity and Customer Experience**); **(2)** Use of OWCP Employees' Compensation Operations & Management Portal (ECOMP) by the FECA and Longshore programs to seek feedback directly from the claimant populations that aims to identify and correct any filing barriers. Upon evaluation of the initial survey results in combination with voluntary demographic information, the Division of Federal Employees', Longshore and Harbor Workers Compensation (DFELHWC) will evaluate how to best use the results to improve CX and eliminate barriers to entry based on demographics or other identified obstacles. This may include outreach to unions to provide more direct training to them and their members; collaboration with large employers to promote information sharing with employees on how to file claims for injuries; improve claimant webpage accessibility; or implement ECOMP enhancements to ease claim filing experience and document submission; and **(3)** Implementation of Black Lung program surveys to gather important information about CX, including barriers to accessing benefits and language and accessibility preferences in order to identify areas in the claimant community that require equity redress. An initial paper survey will be sent to 500 claimants who recently received a decision from the program; subsequent surveys will be conducted at the conclusion of telephone inquiries and Black Lung outreach events (Milestone: **OWCP 1.1-5 Black Lung Equity and Customer Experience**).

Collect and Analyze Voluntary Demographic Data to Better Serve Claimants: all programs within OWCP will collect voluntary demographic information to help identify trends in service quality and/or delivery to inform improvement and engagement strategies. Specific programmatic activities include: **(1)** Use of ECOMP by the FECA and Longshore programs to gather voluntary demographic information, including race, religion, sexual orientation, marriage type (same sex), and disability status, along with the additional non-binary gender options on forms filing in ECOMP. Upon evaluation of this voluntary information, in combination with survey results on barriers to entry, DFELHWC will evaluate how to best use the results to improve CX and eliminate barriers to entry based on demographics or other identified obstacles (Milestones: **OWCP 1.1-7 FECA & Longshore Equity and Customer Experience; OWCP 1.1-8 FECA & Longshore Equity and Customer Experience; OWCP 1.1-9 FECA & Longshore Equity and Customer Experience; and OWCP 1.1-10 FECA & Longshore Equity and Customer Experience**); **(2)** Update and amendment of Black Lung program claims forms to allow for the voluntary collection of demographic data and to increase clarity and accessibility, including the use of plain language (Milestone: **OWCP 1.1-6 Black Lung Equity and Customer Experience**); and **(3)** Inclusion of space for Energy program respondents to provide optional information regarding their unique and self-identified demographic status in the anonymous Equity Assessment component of its paper CX surveys.

Identify Language Needs and Improve Accessibility for Vulnerable Workers: OWCP will undertake a series of activities to better understand the language needs of and improve language access for the most vulnerable and marginalized workers. The divisions within OWCP will deepen their existing efforts to improve language access for vulnerable workers with Limited English Proficiency (LEP). OWCP's Transformation Officer and Diversity, Equity, Inclusion, and Accessibility (DEIA) Officer will coordinate the following four activities across OWCP divisions: **(1)** Identify the vital

documents/information, including those on its public facing website and/or within our divisions that should be available in languages other than English and, unless already translated, need to be translated into relevant language(s). OWCP will focus efforts from the perspective of the most vulnerable workers that we serve by increasing transparency through proactively publishing Energy and Black Lung program information to the Public Reading Room, improving claimant and medical provider experience by developing customer centric web pages that specifically tailors information and processes to each appropriate audience, and improving its 508-compliance for stakeholders with alternative audio or visual needs. OWCP will also create a standard operating procedure and inventory of vital documents and information to promote the sustained and ongoing need to provide timely translations (Milestone: **OWCP 1.1-13 OWCP Equity and Customer Experience**); **(2)** Use data evidence to identify significant language groups eligible to be served by OWCP's divisions in relation to the scope/mission of the divisions, including a focus on workers that are the most vulnerable. While identifying the eligible language groups to be served by OWCP, the agency will conduct an assessment of local areas across the country and/or trends and changes in demographics/economic circumstances (Milestone: **OWCP 1.1-14 OWCP Equity and Customer Experience**); **(3)** Continue the translation of vital documents and information into languages based on the needs of vulnerable workers and begin the translation of newly identified documents and information. This process will be completed no later than the end of FY 2024. Current completed translation activities include: (a) Foreign language translation services for FECA program hearings (Mandarin, Russian, Korean, Spanish); (b) Commonly used Longshore claimant webpages that provide program overview into Spanish and Arabic; and (c) Spanish translations for all Pharmacy Benefits Manager (PBM) resources used by FECA program claimants (letters, website, customer service calls), Energy program pages on its publicly facing website, and common forms that alert Longshore program claimants of what they need to do if injured (LS-241/242). In FY 2023, DAO will identify and translate claimant-facing documents and webpages into Spanish and the Energy program will introduce a limited number of .mp4 audio messages which take existing brochures and information and translate them through spoken word into Navajo and potentially other Native languages that do not have widely accepted written formats (Milestone: **OWCP 1.1-15 OWCP Equity and Customer Experience**); and **(4)** Develop an outreach and engagement strategy that outlines the various means by which OWCP interacts with and serves LEP workers (e.g., over the phone, in person, outreach and education, phone inquiries, interviews or other meetings, etc.). OWCP will describe how it will outreach to and engage with individuals and community-based and other organizations that offer free language access services as a means to build additional capacity to serve vulnerable LEP workers, with a focus on improving the Energy program's outreach to current and potential Native American claimants. The program will hire Navajo speaking contractors who will perform onsite outreach to the Navajo and surrounding native nations and tribes and will act as translators for callers who are more comfortable speaking Navajo than English (Milestone: **OWCP 1.1-16 OWCP Equity and Customer Experience**).

Transform Medical Services for OWCP Claimants by Expanding the Availability of Medical Providers and Integrating DEIA Goals: OWCP will solicit a combined medical provider network (MPN) and medical bill processing (MBP) services contract. The MPN services will assure a sufficient number of physicians who are willing and available to treat injured workers (to include historically black and impoverished communities, as well the Native American communities, as appropriate). The MBP services will replace an existing contract that is progressing toward the end of the period of performance with a new approach that greatly increases the number of providers available to OWCP claimants and reduces the administrative costs of the services to taxpayers and to the federal agencies covered by the FECA (Milestone: **OWCP 1.1-17 DAO Equity and Customer Experience**). As part of OWCP's efforts to expand availability of medical providers for claimants through a MPN and services contract, OWCP will include the following language in its solicitation to advance the agency's DEIA goals: **(1)** The contractor shall advance equity in the process of hiring and/or subcontracting for medical service providers and shall take steps to overcome barriers that underserved communities and individuals may face in accessing medical services under OWCP programs; **(2)** The contractor understands and agrees to the following: That advancing equity in the pool of medical service providers, and in the provision of medical services, will have a positive impact on the delivery of the services required under this contract; that many disparities exist in the diagnosis and treatment of pain (and other symptoms, conditions) between persons of various backgrounds, due to factors such as language barriers, and socio-economic status; these disparities manifest not only in whether and how pain is perceived and communicated by individuals, but also in the clinical assessment and treatment of pain when reported by members of different communities; that the contractor's efforts to advance diversity in the pool of medical

service providers are important and necessary to overcome barriers to access by underserved communities in the diagnosis and treatment of pain, and to improve treatment outcomes for all under this contract; (3) Contractors will submit a monthly equity report identifying the contractor’s efforts to advance equity in the hiring of medical providers and other contractor and subcontractor staff assigned to this contract. OWCP will also include these requirements in all new medical provider solicitations.

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
OWCP 1.1-4 Energy Equity and Customer Experience	Conduct three separate customer experience surveys to gather feedback from stakeholders that will be utilized to inform customer engagement strategies and continue to build upon efforts for advancing equity	9-30-2023	Equity – All
OWCP 1.1-5 Black Lung Equity and Customer Experience	Design and implement customer experience surveys to identify claimant pain points and inform customer engagement strategies	9-30-2023	Equity – All
OWCP 1.1-6 Black Lung Equity and Customer Experience	Revise claim forms to collect claimant demographic information and improve overall useability and submit to Office of Management and Budget for approval	9-30-2023	Equity – All
OWCP 1.1-7 FECA & Longshore Equity and Customer Experience	Conduct analysis of voluntary demographic information, claimant surveys on barriers, and any other stakeholder demographic information	10-31-2022	Equity – All

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories <small>(Options: Equity -All, DEIA Plan)</small>
OWCP 1.1-8 FECA & Longshore Equity and Customer Experience	Identify the set of actions necessary to advance equity, improve customer service, and better engage traditionally underserved communities	1-31-2023	Equity – All
OWCP 1.1-9 FECA & Longshore Equity and Customer Experience	Create an action plan with timelines for completion of those actions and update it at intervals throughout the fiscal year	3-31-2023	Equity – All
OWCP 1.1-10 FECA & Longshore Equity and Customer Experience	Implement action plan for the fiscal year identified in Milestone OWCP 1.1-9	9-30-2023	Equity – All
OWCP 1.1-13 OWCP Equity and Customer Experience	Identify the vital documents/information that should be available in languages other than English that need to be translated into relevant language(s)	12-31-2022	Equity – All
OWCP 1.1-14 OWCP Equity and Customer Experience	Identify significant language groups eligible served by OWCP divisions/programs	12-31-2022	Equity – All
OWCP 1.1-15 OWCP Equity and Customer Experience	Begin translation of vital documents and information into languages based on the needs of vulnerable workers	3-31-2023	Equity – All
OWCP 1.1-16 OWCP Equity and Customer Experience	Develop an outreach and engagement strategy that outlines the various means by which the agency interacts with and serves workers with Limited English Proficiency	6-30-2023	Equity – All
OWCP 1.1-17 DAO Equity and Customer Experience	Solicit a Medical Provider Network- Medical Benefits Provider services contract for all programs	9-30-2023	Equity – All

Strategy 1.2: Enhance and Recommit to Strategic Partnerships, External Engagement, and Creative Collaboration (pg. 14)

Reinvigorate Stakeholder Engagement to Improve CX Outcomes with a Focus on Interagency and Interdepartmental Collaboration: OWCP will continue to engage customer/stakeholder groups, including interagency and interdepartmental partners to provide updates routinely and situationally on program activities and improvements and to collect direct feedback regarding services. This may take the form of meetings (including town hall meetings), participation in industry conferences, meetings with physicians and other healthcare providers, and other outreach activities. The programs will continue to look for virtual ways to hold public meetings, as feasible. Of particular focus is an interagency, cross governmental working group co-lead by OWCP (the Energy program) and DOL's Mine Safety and Health Administration (MSHA), that will serve Native Nations and Tribes. Additional partners include the Department of Justice; OWCP's Black Lung program; National Institute for Occupational Safety and Health (NIOSH); Department of Health and Human Services (HHS's) Health Resources and Services Administration (HRSA); Indian Health Services; Veterans Administration; Department of Defense; Equal Employment Opportunity Commission; Environmental Protection Agency; and more. The working group will plan and coordinate future outreach activities supporting Native American, indigenous, tribal communities and/or those residing on Native American reservations with the goal of increasing transparency, translation, and readability of federal information. Specifically, the Black Lung program will work with DOL Office of Public Affairs to create content for social media and the DOL blog and develop a digital marketing toolkit that will provide organizations the opportunity to easily share this content; partner with organizations such as NIOSH and the United Mine Workers' of America to re-post this content and expand its visibility; and create a brochure to inform potential determination providers about the program, the necessary components of medical testing, and the benefits of being a medical provider for the Black Lung program.

Utilize Census Tract Data to Improve Outreach to Underserved Communities: the programs within OWCP will analyze census tract data to identify trends and communities to further the agency's outreach and engagement activities. Specific programmatic activities include: **(1)** Implementation of the Energy program's customer service engagement plan by continuing to work within the local communities (e.g., local community centers, church-organized events, medical centers, etc.) to conduct outreach to traditionally low-income and rural communities with limited access to internet, Native American, indigenous, tribal communities, and/or those residing on Native American reservations. The Resource Centers (RCs), as well as Energy program staff, will begin to conduct targeted outreach events and advertise and distribute literature to underserved/low-income census tract areas. At least 20% of outreach activities conducted by the individual RCs each month will be in an identified underserved/low-income census tract area. The RCs will prioritize underserved/low-income areas based on need (poverty level and other demographic data). To track the effectiveness of outreach efforts, the RCs will continue to use methods to identify contacts and claims generated from each specific outreach activity by giving each activity a category and an event ID. The information will be entered into a database where reports can be generated and analyzed to determine the effectiveness of outreach efforts (Milestone: **OWCP 1.2-1 Energy Equity and Customer Experience**); and **(2)** Review of census tract and actuarial data by the Black Lung program to learn more about the demographics of claimants residing in states in which the program has historically received the highest number of claims, identify populations that may be underserved by current outreach and engagement activities, and inform new outreach strategies focused on communities where expanded Spanish, indigenous, and other language resources and cultural competency could improve CX and access to benefits (Milestone: **OWCP 1.2-2 Black Lung Equity and Customer Experience**).

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
OWCP 1.2-1 Energy Equity and Customer Experience	Conduct outreach efforts to traditionally low-income and rural communities in order to provide equitable access to services	9-30-2023	Equity – All
OWCP 1.2-2 Black Lung Equity and Customer Experience	Conduct analysis of census tract data to identify underserved communities and formulate targeted outreach plan	9-30-2023	Equity – All

Theme 2: Strengthen Claims Processing and Program Administration to Better Support Injured and Ill Workers

Strategy 2.1: Modernize Program Administration (pg. 18)

OWCP does not have any equity-related activities to support this strategy in FY 2023.

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A

Strategy 2.2: Oversee Effective and Efficient Delivery of Essential Benefits (pg. 21)

Provide Claims Management Training (aligned with the Department’s Future of Work Plan): OWCP will introduce innovative, video-based training modules for field staff to facilitate the sharing of best practices. In FY 2023, the OWCP DEIA Officer will work with the programs to assess the feasibility of incorporating DEIA training concepts such as unconscious bias and cultural competency into existing claims management training curricula. Specific noted trainings and delivery dates planned for FY 2023 are: **(1)** The Energy program’s Staff Education and Mentoring team located in the Seattle and Denver district offices will continue to provide innovative, video-based training modules for district office staff in order to facilitate the sharing of best practices, knowledge, skills, and abilities. Topics will include: the importance of claimant data validation (Q1), advising a claimant of documentation needed to support their claim (Q1), and best practices for subcontractor employment verification (Q2). Additionally, the program will develop and implement new training modules for Hearing Representatives (Q4). The program will also continue to incorporate some interactive, live instruction training where appropriate and feasible (Milestone: **OWCP 2.2-6 Energy**); **(2)** The Black Lung program will continue to provide high quality multimedia training modules with broad application potential to Black Lung claims staff; the dissemination and location of training materials will be enhanced to be more user-friendly. The training modules targeted for release include Medical Elements of Entitlement and Weighing Medical Evidence. In addition, the program will employ interactive, live instruction training programs with the opportunity for questions and answers to address more targeted training needs in individual offices; and **(3)** The FECA program created a new Workforce Development Unit with four dedicated trainers to address the training needs of new hires and ongoing training needs for the program. The new Unit will work to update the program’s web-based video training modules to address new training needs.

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A

Strategy 2.3: Employ Innovative Information Technology (IT) Systems (pg. 26)

OWCP does not have any equity-related activities to support this strategy in FY 2023.

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A

Theme 3: DOL as a Model Workplace

Strategy 3.1: Build a Stronger OWCP Workforce to Better Serve Injured and Ill Workers

(pg. 29)

Implement OWCP’s Training Plan: OWCP’s cross agency training workgroup will deploy a training plan and course offerings to increase mandatory training and participation in non-mandatory leadership and career development programs such as identifying low to no cost training opportunities focused on leadership (for managers and non-managers) and management competencies in response to the FY 2022 OWCP employee training survey. As part of this effort, OWCP will also identify appropriate additional DEIA training offerings to supplement the two FY 2022 mandatory training offerings of *Workplace Diversity, Equity, and Inclusion in Action* and *Unconscious Bias*.

Leverage OWCP’s Transition to Permanent Remote Work to Modernize the Workplace/Workday: OWCP will build upon its successful performance under 100% remote work during the COVID-19 pandemic by continuing office remodels and rightsizing as opportunities are identified. Together with proven IT claims management tools and the removal of jurisdictions within the programs, use of remote work will improve employee retention and expand the quantity and diversity of high-caliber candidates that apply for OWCP employment.

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A

Theme 3: DOL as a Model Workplace

Strategy 3.2: Equip the OWCP Workforce to Advance Diversity, Equity, Inclusion and Accessibility (pg. 32)

Hire an OWCP DEIA Officer: OWCP will onboard a DEIA Officer to oversee and coordinate agencywide DEIA efforts at the beginning of FY 2023.

Promote Equitable Staffing Practices: OWCP will continue to implement its Agency Equity Plan and focus efforts on equitable operations and administration by conducting demographic analysis, ensuring compliance with Americans with Disabilities Act, and promoting diverse hiring practices, particularly in communities most affected.

Examine Staff Resources for Language Accessibility: After the identification of significant language groups focusing on workers that are the most vulnerable, OWCP will work to identify bilingual/multilingual staff resources and needs and review how staff are assessed for language ability. OWCP will work to determine if and how bilingual/multilingual staff may provide support across the agency while ensuring equitable distribution of work. OWCP's DEIA Officer will coordinate this deliverable with the OWCP Administrative team (Milestone: **OWCP 3.2-1 OWCP Equity and Customer Experience**). This process will include: **(1)** Review of position descriptions and incorporate plans to identify whether bilingual requirements for outreach to and engagement with underserved communities and vulnerable workers need to be expanded in position descriptions, in collaboration with DOL Office of Human Resources. If additional bilingual positions/requirements are identified, OWCP will aim to update the affected positions, which may include planning for recruitment when vacancies are open; and **(2)** Identification of support such as telephone or web-based language lines or contract translation and interpretation services that are used by staff.

Ensure the Use of Inclusive Language (aligned with the Department's Future of Work Plan): OWCP will establish a schedule to begin reviewing handbooks, guidance materials, workplace internal policies, and other materials to use inclusive language and up-to-date terminology for all employees such as gender-neutral titles (e.g., spouse instead of husband or wife) or preferred identifiers (e.g., employees with disabilities instead of "handicapped persons"). Of particular focus is the review of all recruitment packages for new hires (position descriptions, recruitment checklist, job analysis, and competency-based questions) to ensure that they incorporate inclusive language and eliminate any unnecessary barriers to employment.

Maximize Use of Workforce Recruitment Program: By Q1 of FY 2023, OWCP will issue a memorandum from the Agency Head requiring all hiring managers to review the Workforce Recruitment Program database to identify potential qualified candidates for position vacancies and/or the use of Schedule A hiring authority prior to posting vacancy announcements.

Conduct Structured Barrier Analysis: OWCP will conduct structured barrier analyses to identify any barriers that may dissuade employees from applying to or from being selected for positions and promotions (Milestone: **OWCP 3.2-2 DAO Equity**).

Increase Outreach and Recruitment to Underserved Communities: Through the hiring plan developed in the Spring of FY 2022, OWCP will continue utilizing outreach to Historically Black Colleges and Universities Career Development Coordinators, diversity-related professional associations, and tools such as the Workforce Recruitment Program database to expand job candidate pools by advertising announcements through communications and job fairs. OWCP will also review the appropriateness of more broadly publicizing OWCP vacancy announcements, with a focus on communities particularly affected by poverty (Measure: **DAO-HR Equity 1**).

Implement Internships, Fellowships, and Apprenticeships: OWCP will utilize the Pathways Programs to recruit college students and recent graduates from underserved communities for vacant positions.

Analyze FEVS data: To encourage employee feedback and increase the quality of FEVS data for analysts, OWCP will communicate FEVS participation rates weekly to staff while the survey is open and provide opportunities for employees to share feedback throughout the year via town halls, surveys, focus groups, or other mechanisms.

Maintain Network of Recruitment Champions: By Q1 of FY 2023, OWCP will establish a rotational schedule for the agency's recruitment champions to balance workload and provide networking opportunities to all.

Introduce OWCP’s “Day in the Life” Program: OWCP will host presentations to communicate the requirements and activities of various management positions, from supervisor to senior leadership positions, to inform rank and file staff about the nature of these positions. The goal is to help our diverse mix of employees to be able to see themselves in these roles and to encourage more employees to apply for management positions.

Institutionalize DEIA in Performance Plans: OWCP will include a performance element in all managers and supervisors’ FY 2024 Performance Management Plans that clearly delineates the agency’s commitment to being a model employer and clarifies their roles and responsibilities in advancing DEIA.

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
DAO-HR Equity 1	OWCP outreach/sharing of external vacancy announcements	N/A	■	■	■	■	■	DEIA Plan

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
OWCP 3.2-1 OWCP Equity and Customer Experience	Identify bilingual/multilingual staff resources and needs and review how staff are assessed for language ability and identify support to be utilized by agency staff	9-30-2023	DEIA Plan
OWCP 3.2-2 DAO Equity	Complete structured barrier analysis for understanding obstacles in promotions and identify equity gaps	9-30-2023	DEIA Plan

Theme 4: Data as a Strategic Asset

Strategy 4.1: Effective Data Sharing (pg.36)

Improve Claimant Experience and Equity Through Data: OWCP will work to develop a data collection and analysis strategy across OWCP programs that strengthens the agency’s ability to effectively reach potential claimants from underserved communities, and improve CX, service delivery, and equity for underserved communities. The OWCP data

collection and analysis strategy will incorporate, but not be limited to, the following: (1) Ongoing and future efforts to expand the voluntary collection of demographic and other personal characteristic data from claimants; (2) Ongoing and future efforts to expand opportunities for claimants to provide feedback on CX and potential barriers to entry through surveys and other mechanisms; and (3) Proper utilization of demographic and personal characteristic data, including separation of data from the claims adjudication process.

Equity Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	Applicable Category (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
Not Applicable (N/A)	N/A	N/A	N/A

Appendix D – OWCP FY 2023 Hiring Plan

Hiring Targets

Agency Name:

PURPOSE OF THIS SECTION
This section provides agency targets for end of year onboard and monthly hiring. In addition, the main positions and grades targeted for hiring

1. Projected Overall Onboard

Target Onboard - September 30, 2022	1458
Target Onboard - September 30, 2023	1540
Net Gain	82

We have provided you with target onboard staffing level as of September 30, 2022. Please insert in the blue cell the final targeted staffing level your agency will reach by September 30, 2023. For planning purposes, this level should include hiring related to anticipated funding level in the FY 2023 OMB passback and any supplemental appropriations.

2. Historical Annual Attrition Rates

	2019	2020	2021	Monthly Average
October	4	2	6	4
November	1	3	3	2
December	12	15	14	14
January	4	15	10	10
February	4	9	6	6
March	11	9	12	11
April	7	3	4	5
May	10	5	4	6
June	6	4	13	8
July	8	11	10	10
August	11	3	9	8
September	4	5	5	5

We have provided you the three-year monthly attrition rate for your agency.

3. Positions Targeted for Hiring

Official Title	Series	Grade(s)	New PD Y/N
Medical Treatment Adjudicator*	0991	9/11	Y
Lead Medical Treatment Adjudicator*	0991	12	Y
Supervisory Medical Treatment Adjudicator*	0991	13	Y
Workers' Compensation Claims Examiner	0991	9/11/12	N
Workers' Compensation Claims Examiner	0991	7/9/11/12	N
Management and Program Analyst	0343	13	N
Program Analyst	0343	13	N
Supervisory Workers' Compensation Claims Exam	0991	13	N
Policy Analyst	0991	13	N
Management and Program Analyst	0343	9/11/12	N

* Title may change upon classification of new PD

Agency Projected Separations:

4. Monthly Hiring Targets

	FY 2023											
	O	N	D	J	F	M	A	M	J	J	A	
Even Spread w/o Attrition	7	7	7	7	7	7	7	7	7	7	7	7
Even Spread + monthly Attrition	11	9	21	17	13	18	12	13	15	17		15
Expected Onboard with Even Spread incl. Attrition	1465	1472	1479	1485	1492	1499	1506	1513	1520	1526		1533
Agency Hiring Spread	50	25	15	5	6	8	5	7	40	3		5
Expected Onboard with Agency Hiring Spread	1504	1527	1528	1529	1523	1520	1521	1521	1554	1547		1544

This table reflects the number of staff you would need to hire to reach your 9/30/23 target, evenly spread across the 12 months and includes accounting for 3-year average monthly attrition rates. The "Expected Onboard with Agency Hiring Spread" row will recalculate when figures are input into the "Agency Hiring Spread" row.

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Recruitment/Outreach & Retention

Agency Name:

OWCP

PURPOSE OF THIS SECTION

This section outlines recruitment, outreach, and retention strategies, with a focus on diversity, equity, inclusion, and accessibility.

5. Established Successful Recruitment & Outreach Strategies

OWCP posts both Merit Promotion (MP) and Delegated Examining (DE) vacancy announcements. All vacancies are advertised nationwide with remote work available. OWCP utilizes available recruitment options such as Schedule A, Workforce Requirement Program (WRP), direct hire authorities, Pathways, and Recent Graduate, and has had success with holding virtual job fairs. Announcements are drafted with clear specialized experience, allowing us to hire the best qualified candidates, regardless of location. OWCP vacancy announcements are shared with colleges, universities, and underserved community organizations.

6. Recruitment & Outreach Strategies Targeted at Diversity, Equity, Inclusion, and Accessibility

OWCP vacancy announcements are shared with diverse colleges, universities, and underserved community organizations. OWCP held a virtual job fair utilizing the Recent Graduate direct hire authority specifically targeting colleges and universities with a diverse population. For lower graded positions, OWCP/DEEOIC explores all available Schedule A and VRA candidate pools and if there is not sufficiently qualified candidates, the vacancy is posted. When vacancies are posted, they are posted virtually, nationwide, both DE and Merit Staffing (MS), and the vacancy announcement is shared with Historically Black Colleges and Universities (HBCUs), Hispanic Association of Colleges and Universities (HACUs), and other diverse colleges, university and community-based organizations. For vacancies requiring a specific skillset, announcements are often shared with outside organizations such as Society of Insurance Trainers & Educators (SITE), and the American Society for Training & Development (ASTD). DCMWC's hiring strategies include hiring for remote positions, increasing the number of eligible candidates, and ensuring that vacancy announcements reach a wide audience of potential candidates. Recruitment strategies include an attractive federal compensation package including health benefits, retirement benefits, workplace flexibilities, and a reputation for having a collaborative, supportive, and flexible culture.

7. Retention & Development Strategies (e.g. Incentives, Training, Mentoring, Succession Planning)

Strategies used to retain, train and develop agency employees include an OWCP mentoring program; robust ongoing professional and technical training in all programs; and developing and emulating an inclusive and open workplace engaging staff and listening to their needs, concerns and positive feedback while adjusting policies and procedures, as appropriate. OWCP/DCMWC created a set of virtual training tools including recorded training sessions and desk aids, in addition to providing mentoring and live training sessions via Microsoft Teams. OWCP/DCMWC makes use of awards program to recognize performance in a variety of categories, including production, teamwork, and innovation to increase employee engagement.

Agency Challenges & Barriers

Agency Name: OWCP

PURPOSE OF THIS SECTION

In this section, the agency should raise any potential challenges or barriers to meeting their hiring targets.

8. Agency Challenges/Barriers

Issue	Description
1 Attrition	Unable to predict attrition from retirement or separations
2 Backfill of multiple vacancies	Strain on OHR resources when filling positions with multiple vacancies
3 Onboarding of multiple selections	Lengthy onboarding process