



# HUMAN CAPITAL STRATEGIC PLAN

## 2021-2025



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# MESSAGE FROM THE CHIEF OF POLICE

An organization is successful because of the dedication and skills its employees bring to the table. People are an organization's most important asset, and the United States Capitol Police (USCP) is no exception. Our employees are key in helping us achieve our critical mission each and every day. By embracing our employees' unique qualities, perspectives, and life experiences, we are improving our ability to protect the diverse communities we serve.

The USCP Human Capital Strategic Plan for 2021 - 2025 focuses on cultivating a diverse workplace that displays the highest standards of professionalism, security, safety, and leadership.

The Human Capital Strategic Plan directly aligns with the USCP's Department Strategic Plan's goals, and will direct our workforce management efforts for the next five years. With the support of the Chief Administrative Officer, and the Human Capital Management Offices, we are committed to providing the customer-centric services needed to enrich our personal and professional development as we accomplish our critical mission.

Along with the goals and objectives detailed in this Human Capital Strategic Plan are the strategies we will use to continue to invest in our employees. We will provide them with the training they need to grow personally and professionally, obtain and upgrade key equipment and systems they need to do their jobs efficiently and effectively, and give them the proper tools to ensure that they achieve and maintain a well-rounded work-life balance.

The United States Capitol Police has proudly served the Congress and protected the U.S. Capitol since 1828. As we look ahead to the next five years through the implementation of this Human Capital Strategic Plan, the Department is committed to investing in our employees to ensure that everyone may achieve their full potential.

I look forward to working with everyone to achieve the goals and objects outlined in this plan so that our employees have the tools and services they need to succeed and so that we can continue to build a strong foundation for promoting and institutionalizing diversity, equity, and inclusion throughout the Department.



A handwritten signature in black ink, appearing to read 'S. Sund'.

STEVEN A. SUND  
CHIEF OF POLICE

# USCP MISSION, VISION, AND VALUES

## MISSION:



Protect the Congress – its Members, employees, visitors, and facilities – so it can fulfill its constitutional and legislative responsibilities in a safe, secure and open environment.

## VISION:

To be nationally recognized as a results-oriented law enforcement agency that demonstrates the highest standards of professionalism, security, safety, and management.

## VALUES:



The USCP's core values define our common beliefs and behavior as well as how we conduct ourselves in our work and interactions: Professionalism, Pride, and Effectiveness.

P R O T E C T

# EXECUTIVE SUMMARY

The USCP Human Capital Strategic Plan for 2021 – 2025 (HCSP) is aligned with the Department’s mission, and directly supports the Department Strategic Plan for 2021 –2025 (DSP). The HCSP focuses on hiring, developing, and retaining the high-performing workforce needed to achieve the USCP’s strategic goals. The HCSP also provides Department leaders and employees with the structure to foster a workplace culture where employees are valued for their diversity of backgrounds, abilities, and ideas, and they understand their vital roles in achieving our critical mission.

The Office of the Chief Administrative Officer (CAO) is responsible for implementing the HCSP along with the Human Capital Management Offices under its leadership: Office of Background Investigations and Credentialing (OBIC); Office of Human Resources (OHR); Office of Inclusion, Diversity, Equity and Action (IDEA); and Training Services Bureau (TSB).

The HCSP goals and objectives are focused on providing the USCP with customer centric, human capital management programs, policies, and activities that are effective, efficient, and agile to meet the Department’s strategic direction for 2021 – 2025.

The five HCSP goals are supported by 22 objectives and are designed to:

- Establish a back-to-basics approach to create foundational human capital management programs, policies, and practices that will be expanded upon and adapted as needed for efficiency and effectiveness;
- Enhance customer service excellence and cultivate a culture of partnership to ensure human capital management services are meeting the needs of all USCP employees and managers;
- Create a service delivery model that aligns the work of the four Human Capital Management Offices under the leadership of the Chief Administrative Officer to promote collaboration and coordination; and
- Fully integrate the diversity, equity, and inclusion objectives that span the HCSP and influence the work of all four Human Capital Management Offices.

HCSP GOAL 1	OBJECTIVES	LEAD BUREAU/ OFFICE
Deliver valuable human capital management services aligned with the USCP's mission and strategic goals.	1.1 Deliver customer-centric human capital management services across the Human Capital Management Offices.	CAO
	1.2 Work in partnership with USCP managers to design and sustain the workforce needed to fulfill the Department's evolving operational and administrative demands.	OHR
	1.3 Define human capital professionals' competencies and close gaps to ensure they remain value-added resources.	OHR
	1.4 Align human capital policies with applicable statutory authority (i.e., Title 2) and ensure resources and guidance are readily accessible.	OHR
	1.5 Leverage automation within and across the Human Capital Management Offices to improve efficiency.	CAO

HCSP GOAL 2	OBJECTIVES	LEAD BUREAU/ OFFICE
Cultivate a diverse, inclusive culture of transparency, collaboration, and equity that leverages employees' unique talents, skills, and perspectives.	2.1 Ensure USCP human capital management policies, programs, and initiatives are designed with attention to the Department's diversity, equity, and inclusion.	CAO, IDEA
	2.2 Empower USCP leaders to be champions for, and openly support diversity and inclusion initiatives and embrace a culture of diversity, equity, and inclusion.	IDEA, TSB
	2.3 Generate opportunities for all employees to participate in programs and activities that foster a culture of inclusion.	IDEA
	2.4 Assess employees' perspectives on the workforce environment, engagement, and equity to identify successes and remediate challenges.	CAO, IDEA, OHR
	2.5 Leverage data and analysis in support of achieving human capital objectives, to include diversity, equity, and inclusion.	CAO, IDEA

HCSP GOAL 3	OBJECTIVES	LEAD BUREAU/ OFFICE
Recruit and retain the workforce needed to meet the USCP's mission now and into the future.	3.1 Engage in proactive and strategic recruitment activities to attract consistent pools of qualified, diverse, and committed applicants.	IDEA,OBIC, OHR
	3.2 Ensure efficient assessment, screening, and selection processes where candidates have the necessary skill sets and meet Department suitability standards.	IDEA,OBIC, OHR
	3.3 Implement initiatives to retain needed Department-wide skills and build workforce bench strength.	IDEA, OHR
	3.4 Collect and analyze data, including demographic data, from all Human Capital Management Offices, to ensure optimal recruitment, assessment, and retention.	CAO
HCSP GOAL 4	OBJECTIVES	LEAD BUREAU/ OFFICE
Train and develop sworn and civilian personnel to ensure a ready, able, and professional USCP workforce.	4.1. Establish required professional development rank/position-based training that includes diversity, equity, and inclusion curriculum.	IDEA, TSB
	4.2. Establish employee annual training plans that include Department training, professional development, and leadership development, as appropriate.	IDEA, TSB
	4.3. Facilitate and track Department Bureau/Office-specific mandatory and discretionary training requirements.	TSB
	4.4. Streamline and modernize the administration and deployment of all workforce training (sworn and civilian) under the Training Services Bureau.	CAO, TSB
HCSP GOAL 5	OBJECTIVES	LEAD BUREAU/ OFFICE
Enhance performance management practices to support and sustain a high performing USCP workforce.	5.1 Provide leaders with the training and tools needed to support their employees' performance and development.	OHR, TSB
	5.2 Align employees' performance goals with the Department's strategic plan and goals.	OHR
	5.3 Ensure regular, meaningful performance reviews are conducted, as required by the Department's performance management procedures.	OHR, TSB
	5.4 Automate the Department's performance management processes to improve the timeliness and quality of performance assessments, and to establish performance data for analysis and decision-making.	OHR

# INTRODUCTION

Since 1828, the United States Capitol Police (USCP) has been responsible for securing the U.S. Capitol and protecting the Congress so it can fulfill its constitutional and legislative responsibilities in a safe, secure, and open environment.

Fulfilling this mission requires a skilled, diverse, and dedicated workforce that is supported by human capital management practices designed to further their ability to succeed. This USCP Human Capital Strategic Plan for 2021 – 2025 (HCSP) establishes the priorities targeted to recruiting, hiring, promoting, and retaining the high-performing professional team needed to successfully achieve the Department’s mission.

Because USCP employees are the Human Capital Management Offices’ most important customers, the HCSP goals and objectives were established to bolster and improve the delivery of human capital services and activities throughout the Department. Therefore, the HCSP takes a back-to-basics approach to lay the foundation for successful human capital management practices and programs for the offices that deliver human capital services.

## DEFINING THE DEPARTMENT’S STRATEGIC DIRECTION FOR 2021 – 2025

In determining the five strategic human capital goals for 2021 – 2025, a number of factors were considered, including: emerging workforce requirements based on the USCP Department Strategic Plan for 2021 – 2025 (DSP); establishing a workplace culture of diversity, equity, and inclusion, and best practices for delivering customer centric human capital management.

FIGURE 1 - HCSP GOALS FOR 2021 - 2025



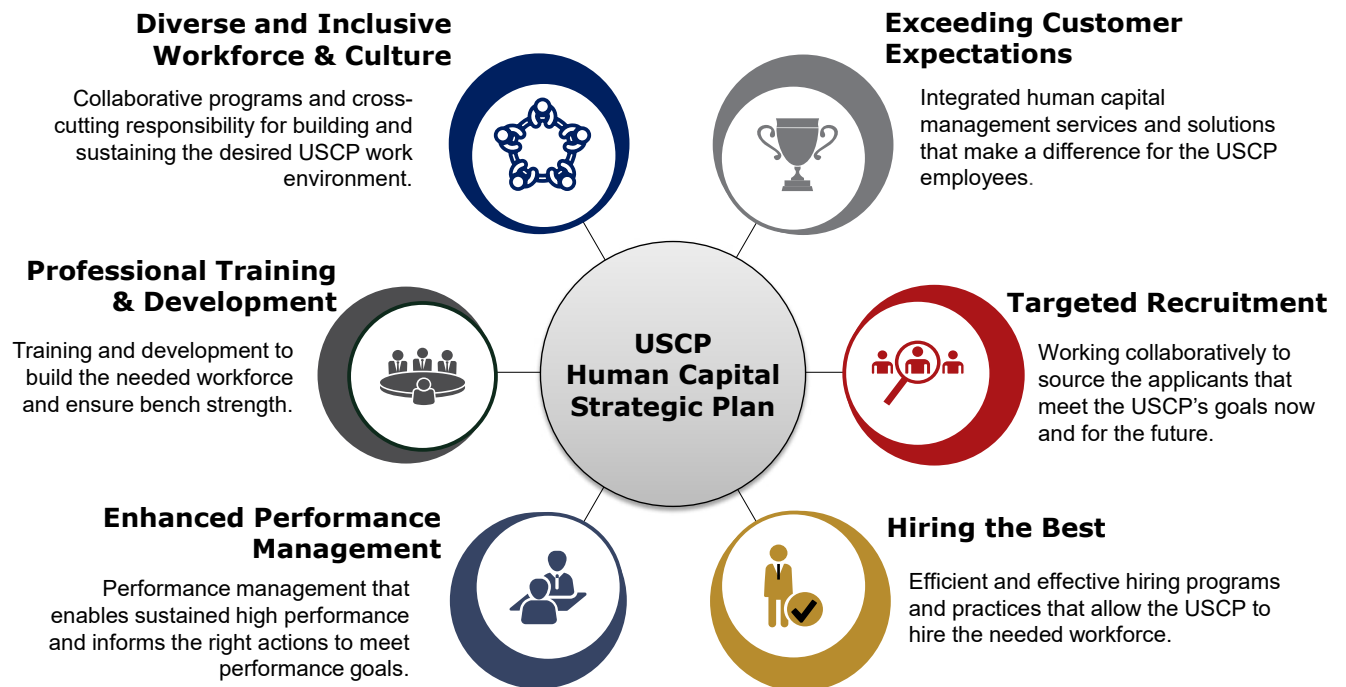


# TAKING AN INTEGRATED APPROACH

The HCSP is a critical component in directing and informing the course of human capital management across the Department. The human capital management functions are performed by four offices that report to the Chief Administrative Officer: Office of Background Investigations and Credentialing (OBIC); Office of Human Resources (OHR); Office of Inclusion, Diversity, Equity and Action (IDEA); and Training Services Bureau (TSB). Collectively, these offices are referred to throughout the HCSP as “the Human Capital Management Offices.” Their work must align to provide the best human capital management solutions and services in support of the USCP workforce.

As multiple offices play a key role in the successful management of the workforce, integrating the strategic direction and goals of OBIC, OHR, IDEA, and TSB into a single, five-year human capital strategic plan ensures a holistic approach to key workforce management policies, practices, and operations. Each of these offices’ success depends upon the work of the others. By working across organizational lines with a unified, centralized strategy, silos are broken down, and goals and outcomes drive the best practices used to support the essential work of USCP employees.

FIGURE 2 - HUMAN CAPITAL MANAGEMENT STRATEGIC INTEGRATION



The Human Capital Management Offices share responsibility for achieving the full spectrum of the HCSP goals and objectives. Within the shared responsibility, each of the Human Capital Management Offices serves as the lead for specific HCSP objectives. The lead Human Capital Management Office designation denotes responsibility for initiating and tracking activities and providing progress reports. None of the HCSP goals and objectives can be achieved by one office alone; they all require support from each of the Human Capital Management Offices.

FIGURE 3 - HUMAN CAPITAL MANAGEMENT OFFICES - OBJECTIVE LEADS

Goals 1 - 3 Objectives	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4
CAO	•				•	•			•	•				•
IDEA						•	•	•	•	•	•	•	•	
OBIC											•	•		
OHR		•	•	•					•		•	•	•	
TSB							•							

Goals 4 - 5 Objectives	4.1	4.2	4.3	4.4	5.1	5.2	5.3	5.4
CAO				•				
IDEA	•	•						
OBIC								
OHR					•	•	•	•
TSB	•	•	•	•	•		•	

## DEVELOPING A STRATEGIC VISION

Human capital strategic planning starts with defining the vision for human capital management programs that enable and support the USCP mission. Department leaders were interviewed regarding their needs for the future and their perception and understanding of the current state of human capital management. Input was provided by sworn and civilian managers, human capital management leaders, and USCP senior executives.

Additionally, the following activities were undertaken to develop the HCSP goals and objectives.

- Completion of a USCP-specific environmental scan and analysis of internal and external drivers including, but not limited to, the evolving policing environment; human capital policies and practices, and achieving a data-driven, decision-making culture across the USCP.
- Analysis of quantitative and qualitative data including, but not limited to, the annual employee viewpoint survey and various workforce statistics.

- Review of programs and operations within OBIC, OHR, IDEA, and TSB, administrative practices, use of automation and data enabling procedures, and methods used for ensuring accountability for desired outcomes.
- Review of the USCP’s recently published reports, studies, Congressional hearing testimony, and audits.

These activities led to an understanding of the internal and external drivers currently impacting the workforce and those expected to affect the workforce into the future. This data, in concert with the Department Strategic Plan (DSP) for 2021 – 2025, informed the development of the HCSP goals and objectives.

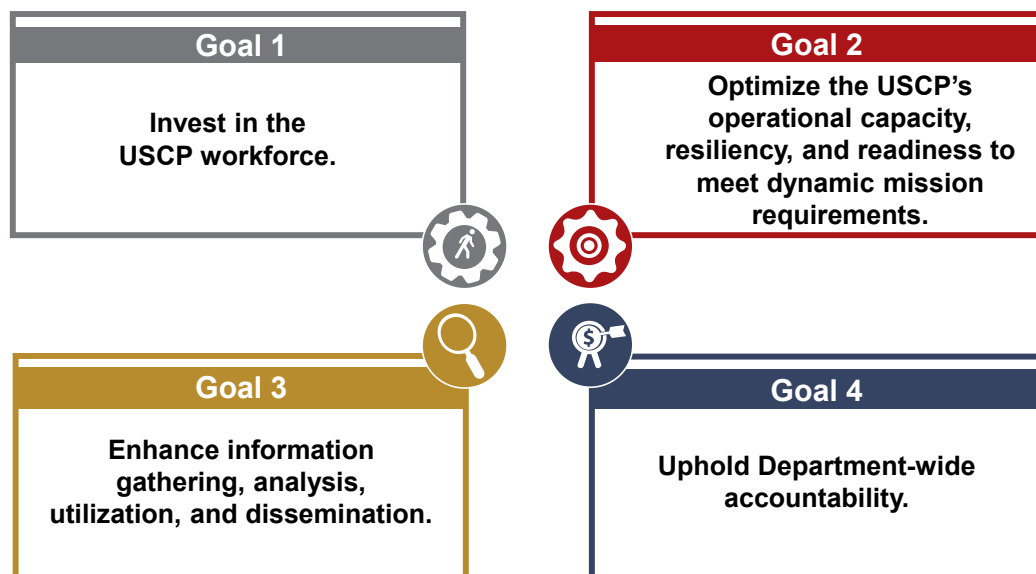
## ALIGNING THE HCSP TO THE USCP’S DSP AND MISSION

The USCP DSP focuses on areas that enable the Department to be successful in fulfilling its mission and vision. To support the overall USCP mission, the DSP is comprised of four goals (Figure 4) that inform the strategic direction for the next five years:

1. Invest in the USCP workforce;
2. Optimize the USCP’s operational capacity, resiliency, and readiness to meet dynamic mission requirements;
3. Enhance information gathering, analysis, utilization, and dissemination; and
4. Uphold Department-wide accountability.

The DSP strategic goals are further supported by 17 objectives, documented within the DSP. All of the HCSP goals and objectives align with the DSP goals and objectives by ensuring the requisite workforce and workforce environment to meet the Department’s mission is in place now and into the future.

FIGURE 4 - DEPARTMENT STRATEGIC GOALS



# SNAPSHOT OF THE USCP WORKFORCE

The USCP mission is straightforward and unwavering. However, the employees needed to deliver the mission and the skill sets they provide are dynamic and evolving. Figure 5 captures the workforce profile summary for USCP sworn and civilian staff. Additional data regarding the USCP workforce is included in the latter part of the HCSP.

FIGURE 5 - USCP WORKFORCE PROFILE

Profile Data as of September 19, 2020	Sworn	Civilian
Number of employees	1,879	370
Percent female	17.9%	46%
Percent ethnic/racial minority	40.9%	53.8%
Percent veteran	14.7%	15.4%
Education – Bachelor’s or Higher	53%	38.4%
Average Salary (before specialty pay & overtime)	\$97,517	\$108,616
Average Length of Federal Service	13 years	15 years
Average Length of USCP Service	12 years	11 years

*The workforce profile summary data is captured as of September 19, 2020, the end of last full pay period in fiscal year 2020.*

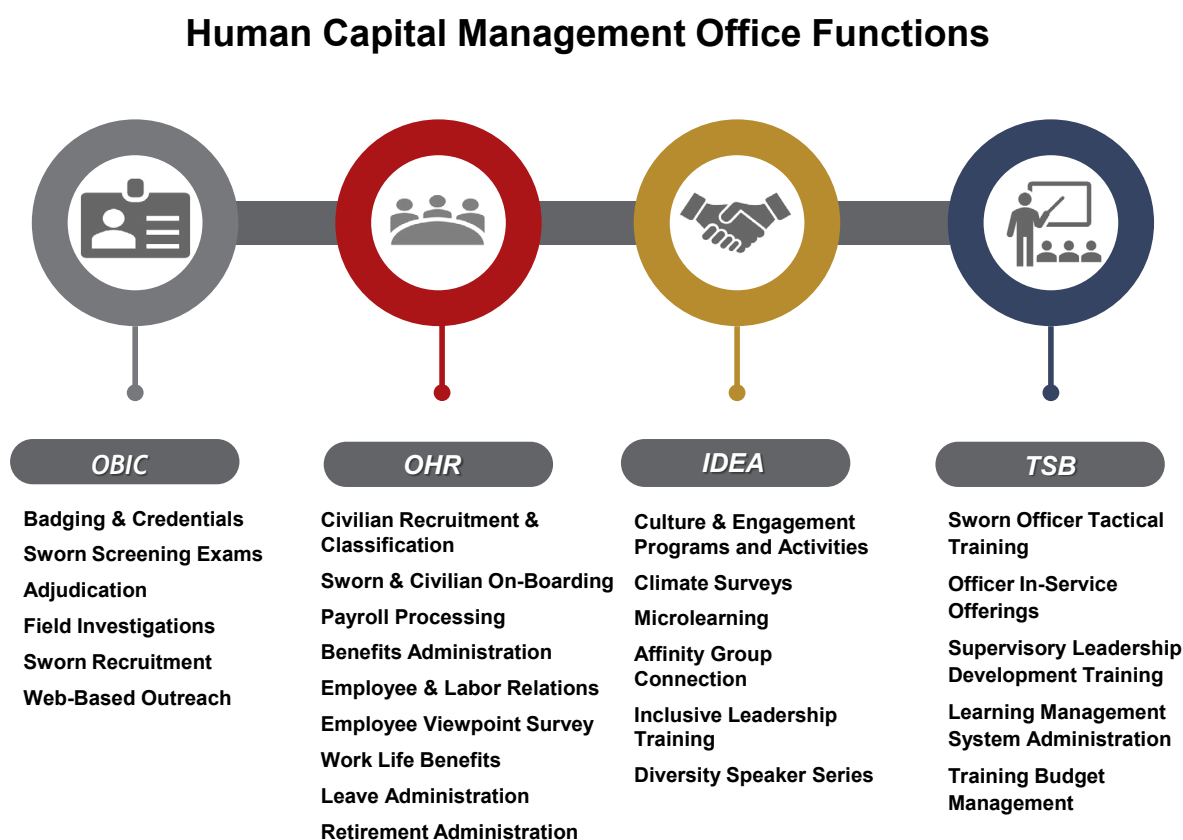
# HUMAN CAPITAL STRATEGIC GOALS AND OBJECTIVES

The five HCSP goals, and the 22 objectives that support them, encompass all aspects of building and sustaining a workforce that continues to deliver mission success. The HCSP goals and objectives constitute an investment in the workforce focusing on building and retaining an engaged, diverse, and high-performing USCP workforce.

## GOAL 1 - DELIVER VALUABLE HUMAN CAPITAL MANAGEMENT SERVICES ALIGNED WITH THE USCP'S MISSION AND STRATEGIC GOALS

Goal 1 is central to establishing and progressively building a solid foundation for human capital management that supports the USCP mission, and addresses the internal and external drivers affecting the workforce. Human capital management is every leader's responsibility, and every USCP employee is an important benefactor of the Department's human capital management policies, programs, and activities. For this reason, a value-added human capital management program is essential, and it starts with establishing a strong partnership between the Human Capital Management Offices and their customers, each and every USCP employee and manager.

FIGURE 6 - HUMAN CAPITAL MANAGEMENT OFFICES AND FUNCTIONS



The Goal 1 objectives support human capital management programs and services that meet customers' needs, and contribute to the operational readiness of the USCP sworn and civilian workforce.

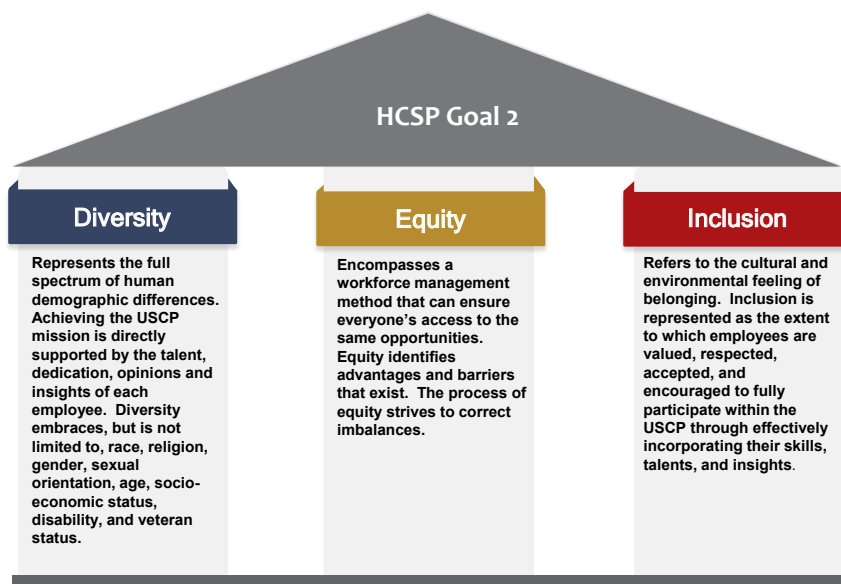
FIGURE 7 - HCSP GOAL 1 AND OBJECTIVES

HCSP GOAL 1	OBJECTIVES	LEAD BUREAU/ OFFICE
Deliver valuable human capital management services aligned with the USCP’s mission and strategic goals.	1.1 Deliver customer-centric human capital management services across the Human Capital Management Offices.	CAO
	1.2 Work in partnership with USCP managers to design and sustain the workforce needed to fulfill the Department’s evolving operational and administrative demands.	OHR
	1.3 Define human capital professionals’ competencies and close gaps to ensure they remain value-added resources.	OHR
	1.4 Align human capital policies with applicable statutory authority (i.e., U.S. Code, Title 2 - The Congress) and ensure resources and guidance are readily accessible.	OHR
	1.5 Leverage automation within and across the Human Capital Management Offices to improve efficiency.	CAO

**GOAL 2 - CULTIVATE A DIVERSE, INCLUSIVE CULTURE OF TRANSPARENCY, COLLABORATION AND EQUITY THAT LEVERAGES EMPLOYEES’ UNIQUE TALENTS, SKILLS, AND PERSPECTIVES**

Goal 2 focuses on the Department’s goals and activities to build and sustain an optimal workforce, promote an inclusive workplace environment, and establish career-development opportunities for all employees. It is key to establishing the foundations for the USCP workplace culture. The workplace culture directly influences employee engagement and employees’ perceptions of how they fit into the Department. It is critical to the Department’s ability to attract and retain employees because it shapes the environment in which they work.

FIGURE 8 - DIVERSITY, EQUITY, AND INCLUSION DESCRIPTIONS



# USCP WORKFORCE PROFILE

The following is a snapshot of the USCP's workforce including sworn and civilian demographic diversity and generational diversity. The HCSP's goals and objectives focus on recruiting and retaining a diverse workforce inclusive of all employees.

FIGURE 9 - USCP DEMOGRAPHIC DIVERSITY (DATA AS OF 9/19/2020)

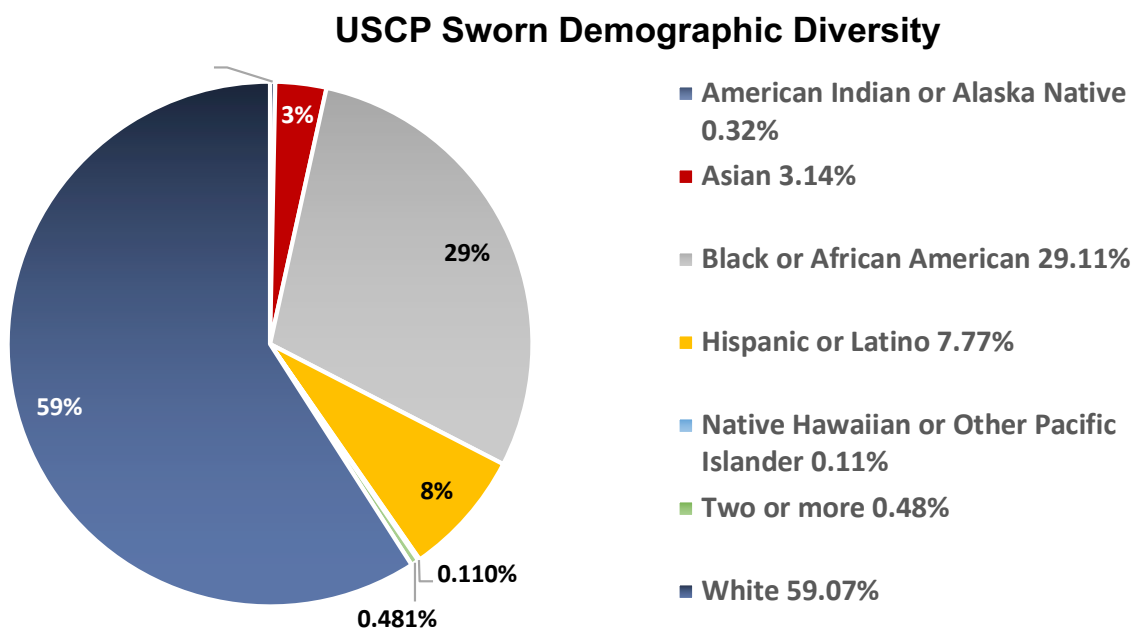
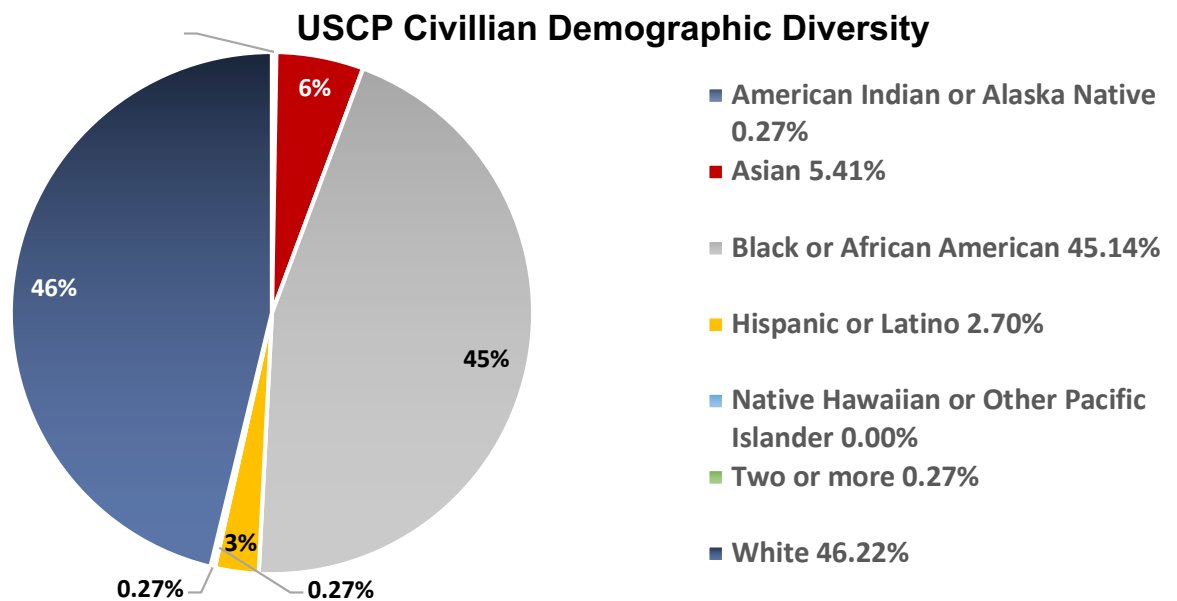
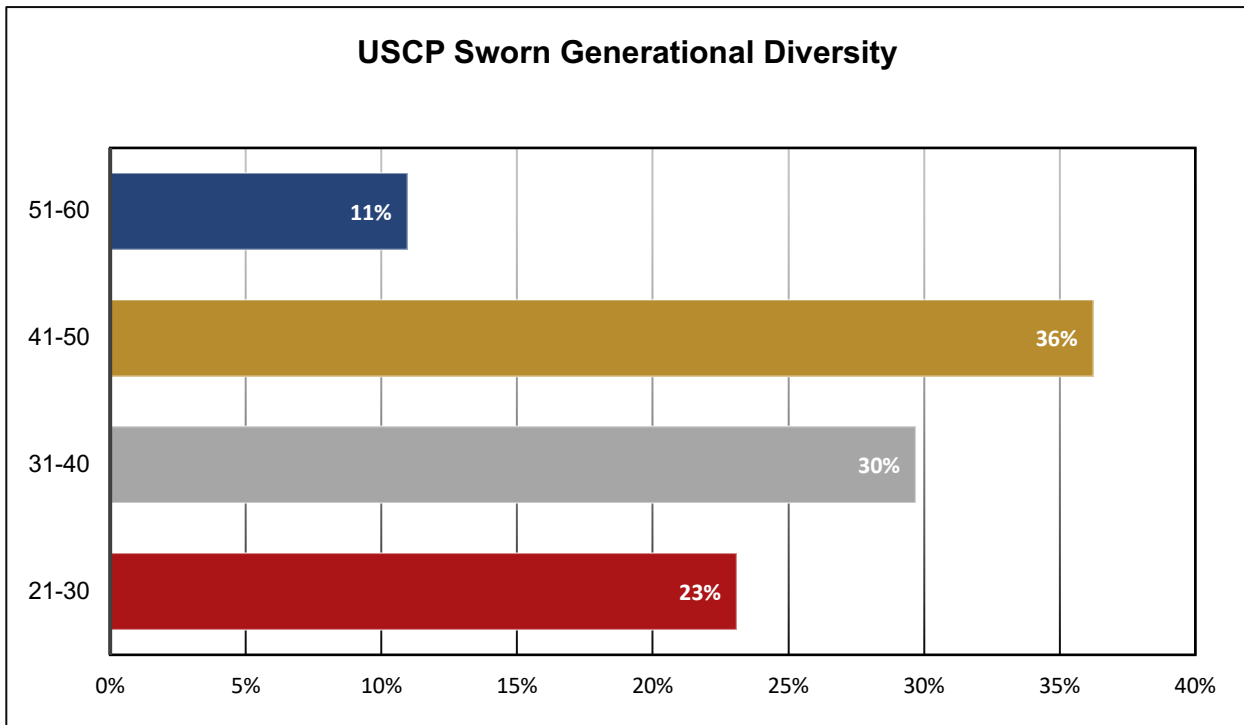
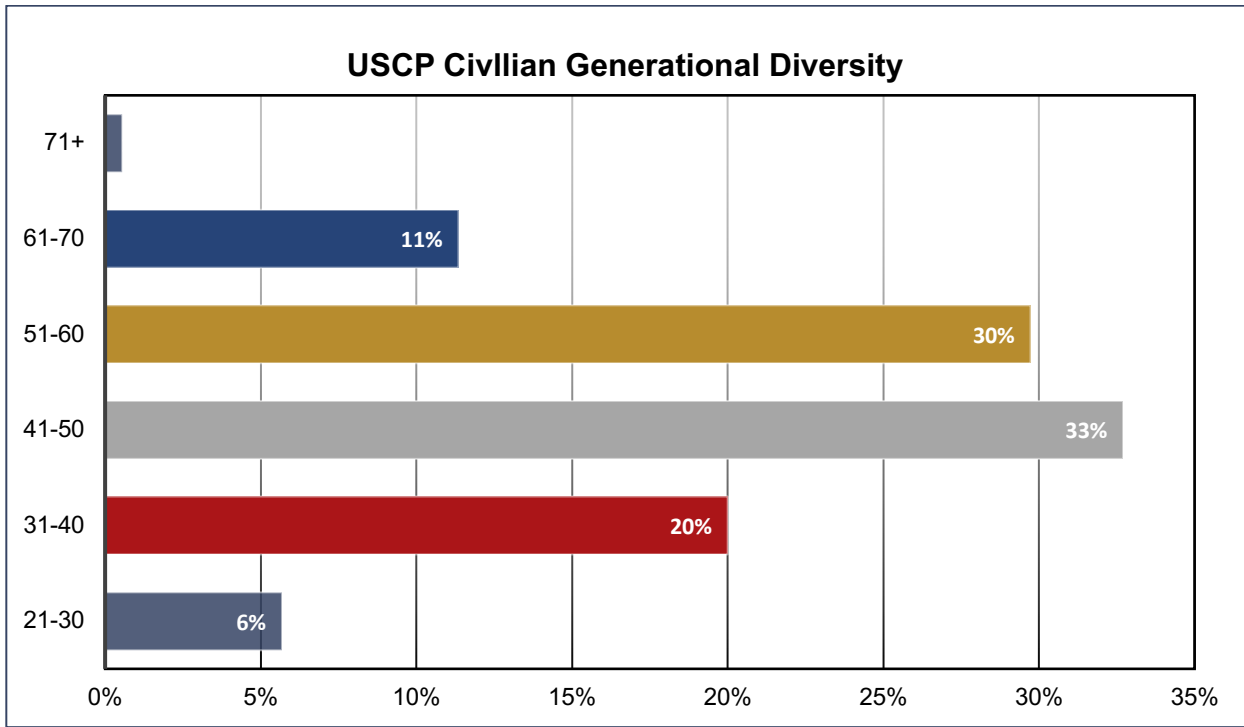


FIGURE 10 - USCP GENERATIONAL DIVERSITY (DATA AS OF 9/19/2020)





The objectives that support Goal 2 establish a mission-focused culture and infrastructure that enables the USCP to build teams, cultivate leaders, and foster a workplace that is the right fit for every employee.

FIGURE 11 - HCSP GOAL 2 AND OBJECTIVES

HCSP GOAL 2	OBJECTIVES	LEAD BUREAU/ OFFICE
<b>Cultivate a diverse, inclusive culture of transparency, collaboration, and equity that leverages employees' unique talents, skills, and perspectives.</b>	2.1 Ensure USCP human capital management policies, programs, and initiatives are designed with attention to the Department's diversity, equity, and inclusion.	CAO, IDEA
	2.2 Empower USCP leaders to be champions for, and openly support diversity and inclusion initiatives and embrace a culture of diversity, equity, and inclusion.	IDEA, TSB
	2.3 Generate opportunities for all employees to participate in programs and activities that foster a culture of inclusion.	IDEA
	2.4 Assess employees' perspectives on the workforce environment, engagement, and equity to identify successes and remediate challenges.	CAO, IDEA, OHR
	2.1 Leverage data and analysis in support of achieving human capital objectives, to include diversity, equity, and inclusion.	CAO, IDEA

### GOAL 3 - RECRUIT AND RETAIN THE WORKFORCE NEEDED TO MEET THE USCP'S MISSION NOW AND INTO THE FUTURE

Goal 3 establishes the activities required to support the hiring of sworn and civilian employees who have the necessary skills and experience to lead the Department now and into the future. This work is critical to the USCP's ability to efficiently, quickly, and effectively attract and hire talented employees, who represent the demographics of our citizenry, to carry out the Department's mission.

FIGURE 12 - HCSP GOAL 3 AND OBJECTIVES

HCSP GOAL 3	OBJECTIVES	LEAD BUREAU/ OFFICE
<b>Recruit and retain the workforce needed to meet the USCP’s mission now and into the future.</b>	3.1 Engage in proactive and strategic recruitment activities to attract consistent pools of qualified, diverse, and committed applicants.	IDEA,OBIC, OHR
	3.2 Ensure efficient assessment, screening, and selection processes where candidates have the necessary skill sets and meet Department suitability standards.	IDEA,OBIC, OHR
	3.3 Implement initiatives to retain needed Department-wide skills and build workforce bench strength.	IDEA, OHR
	3.4 Collect and analyze data, including demographic data, from all Human Capital Management Offices to ensure optimal recruitment, assessment, and retention.	CAO

**GOAL 4 - TRAIN AND DEVELOP SWORN AND CIVILIAN PERSONNEL TO ENSURE A READY, ABLE, AND PROFESSIONAL USCP WORKFORCE**

Goal 4 focuses on sworn and civilian workforce learning and career development to build and sustain a high-performing team.

FIGURE 13 - HCSP GOAL 4 AND OBJECTIVES

HCSP GOAL 4	OBJECTIVES	LEAD BUREAU/ OFFICE
<b>Train and develop sworn and civilian personnel to ensure a ready, able, and professional USCP workforce.</b>	4.1. Establish required professional development rank/position-based training that includes diversity, equity, and inclusion curriculum.	IDEA, TSB
	4.2. Establish employee annual training plans that include Department training, professional development, and leadership development, as appropriate.	IDEA, TSB
	4.3. Identify, facilitate and track Department Bureau/Office-specific mandatory and discretionary training requirements.	TSB
	4.4. Streamline and modernize the administration and deployment of all workforce training (sworn and civilian) under the Training Services Bureau.	CAO, TSB

The HCSP guides training and employee development activities for the entire workforce to identify and close competency gaps, ensure smooth leadership succession, prepare employees for professional growth, and meet mission demands now and into the future.

The objectives under Goal 4 help to build a foundation for the centralized training administration of leadership development, in-service training, specialized technical training, and mandatory training. This approach is intended to provide high-quality, accessible training and professional development opportunities for sworn and civilian employees in order to build a high-quality, ready, and able workforce to meet the demands of the USCP mission.

Currently, TSB's primary focus is training sworn personnel and conducting training related to police work. With the implementation of the USCP HCSP, TSB will have additional responsibilities for administering training and career development opportunities for the entire USCP workforce. Key to these new responsibilities is TSB's ability to identify, deliver, and manage the training that will position the USCP to meet future, strategic mission requirements, including building a strong cadre of Department leaders. In collaboration with OHR and IDEA, TSB's role will evolve to serve as a comprehensive USCP employee learning and development organization.

FIGURE 14 - USCP TRAINING VISION



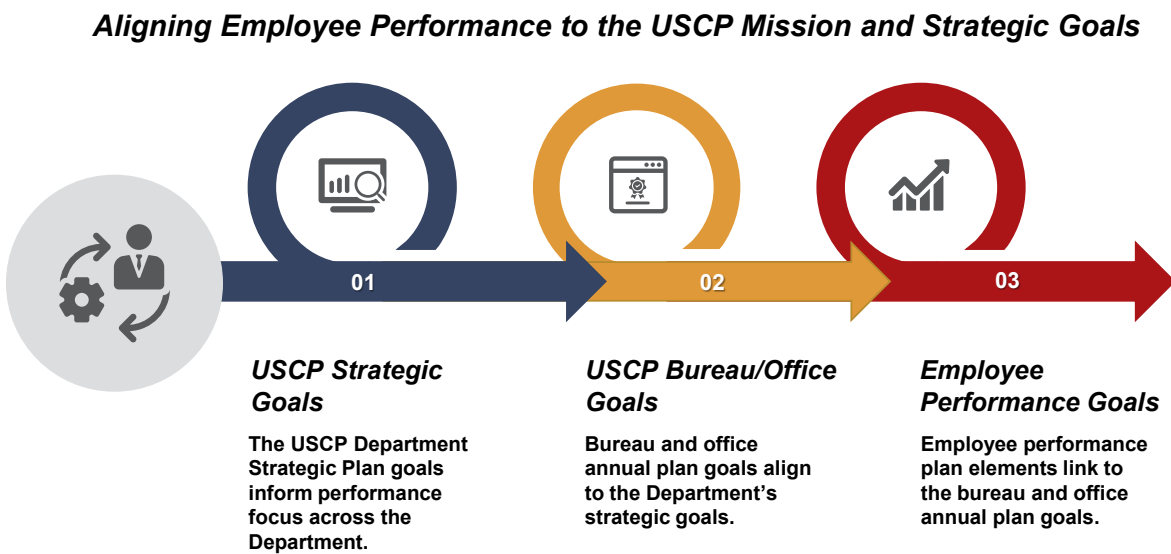
**GOAL 5 - ENHANCE PERFORMANCE MANAGEMENT PRACTICES TO SUPPORT AND SUSTAIN A HIGH PERFORMING USCP WORKFORCE**

Goal 5 is critical to enhancing the USCP human capital management policies, processes, and systems needed for a successful performance management culture. It establishes a support structure managers and employees will use to focus on Department priorities and will hold them accountable for achieving results. It supports the USCP’s mission by incorporating DSP goals into individual employee performance plan elements through the use of bureau and office annual action plans.

FIGURE 15 - HCSP GOAL 5 AND OBJECTIVES

HCSP GOAL 5	OBJECTIVES	LEAD BUREAU/ OFFICE
Enhance performance management practices to support and sustain a high performing USCP workforce.	5.1 Provide leaders with the training and tools needed to support their employees’ performance and development.	OHR, TSB
	5.2 Align employees’ performance goals with the Department’s strategic plan and goals.	OHR
	5.3 Ensure regular, meaningful performance reviews are conducted, as required by the Department’s performance management procedures.	OHR, TSB
	5.4 Automate the Department’s performance management processes to improve the timeliness and quality of performance assessments, and to establish performance data for analysis and decision-making.	OHR

FIGURE 16 - PERFORMANCE PLAN LINKAGE



# CONCLUSION

To support the goals and objectives of the USCP Department Strategic Plan for 2021 – 2025, the HCSP establishes priorities for the Human Capital Management Offices to hire, train, promote, and retain the diverse, high-performing workforce needed to meet the Department’s critical mission.

The effective integration and alignment of the HCSP’s goals and objectives into the Department’s delivery of human capital services to its customers over the next five years will ensure that the USCP realizes its Human Capital Management Vision: *To provide the USCP with efficient, customer-focused human capital management programs, policies, and activities in support of the Department’s mission, and resulting in a skilled, diverse, and engaged workforce.*