

United States  
Patent and  
Trademark  
Office

**2015 - 2018**

# People Plan

UNITED STATES  
PATENT AND TRADEMARK OFFICE



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## Message from the Under Secretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office (USPTO)

The USPTO workforce has a proud history of accomplishment, and its work in recent years has been truly extraordinary.

This talented team has significantly reduced the backlog of unexamined patent applications and the pendency of those applications, achieved a higher level of efficiency and quality in trademarks operations, led the way in harmonizing global IP application and enforcement operations through international partnerships and advocacy, and provided expert guidance to policymakers in the passage of the historic America Invents Act and legislation enacting U.S. participation in the Patent Law Treaty.

USPTO employees have reached out to the public more directly than ever before through the agency's new regional offices, and they have grown the agency's IT capabilities and range of services.

Now, it is time to expand on those achievements. This administration recognizes that intellectual property increasingly fuels economic growth and job creation and that the U.S. Commerce Department's strategic goals for trade and investment

require the USPTO to ensure a positive global framework for IP rights holders.

The USPTO will serve the public with an increasingly engaged, diverse, and motivated team of talented professionals. We will reach our ambitious strategic goals with equally ambitious human capital initiatives. This plan details how the agency will match talent to task through leadership, engagement, and enablement.

The USPTO achieves so much in large part because it seeks and implements the best ideas of its own employees. Together, we will ensure that this agency continues to drive U.S. technological and economic leadership, by promoting, protecting, and practicing innovation.



Michelle K. Lee  
Under Secretary and Director

## Message from the Human Capital Council



Photo of Human Capital Council members from left to right: Meryl Hershkowitz, John Hassett, Maria Campo, Susan Richey, Wynn Coggins, George Elliott, Fred Steckler, Toby Bennett, Karen Karlinchak, Frank Murphy, and Susan Bradberry. Not shown: Adam Ramsey, Clint Janes, Deborah Reynolds, Jacqueline Stone, Jim Payne, Lisa Houston, Mary Denison, Paulo Mendes, Tony Scardino, and Wanda Walker.

At the United States Patent and Trademark Office (USPTO), we are extremely proud of our employees and the difference they make in the Nation's economy by enabling innovation around the world. To achieve our strategic goals and objectives, we must hire and retain the highest caliber employees and offer a competitive work environment that attracts the most diversified workforce possible. As such, we emphasize employee engagement as a key component to achieving our mission. We know that highly engaged employees make it possible to serve the public more efficiently and effectively and deliver better business results.

As in this piece captured from a rare speech about corporate values delivered at the launch of Apple's "Think Different" ad campaign, we are reminded just how critical employee engagement is to the success of the mission.

*Apple at the core - its core value- is that we believe that people with passion can change the world for the better...And we have had the opportunity to work with people like that. We've had the opportunity to work with people, like you, with software developers, with customers, who have done it...And we believe that in this world, ... those people crazy enough to think that they can change the world are the ones that actually do. - Steve Jobs*

Having the right people, people who are fully engaged in making a difference is imperative. We understand the pivotal role engagement plays in the acquisition and retention of top talent, especially as a Federal agency competing head-to-head with private industry for the most sought after skill sets. As such, we continue to support employee engagement with strong leadership and enablement to achieve outstanding results. The 2015 - 2018 USPTO People Plan (People Plan) describes our intent to focus on our employees and leverage new and existing programs to ensure we maintain a high performing organization.

We are excited about the opportunities presented in the People Plan, as we strive to lead by generating motivation and commitment, engage by establishing practices that enhance commitment and discretionary effort, and enable by optimizing workforce roles and creating a supportive workplace environment.

## Executive Summary

Strategic human capital planning is the process by which an organization takes stock of how its people and people-management activities align with and support the agency's strategic goals. The USPTO recognizes that people are vital to every aspect of mission accomplishment. The USPTO acts in concert with the President's Management Agenda to focus on attracting, developing, and retaining the best talent and unlocking the full potential of today's Federal workforce and building the workforce we need for tomorrow.

As part of a comprehensive people strategy, the USPTO has identified several challenges it will face in meeting its human capital demands. The capacity of the USPTO to address these challenges is integral to its people strategy and subsequent impact on people results and business results.

The strategic human capital planning process employed in the development of the People Plan involved the review of both internal and external resources, as well as consensus-driven discussion with stakeholders. The methodology included a multi-phased approach, which sought to gain a wide perspective on the human capital landscape across both public and private sector to anticipate the need for change in strategy and mitigate and manage risks to the workforce. As such, the USPTO researched best practices, aligned the People Plan with the Strategic Plan, and gathered input throughout the process from an internal senior leadership team — the Human Capital Council (HCC).

The organizational performance model serves as the foundation of the People Plan and provides a guiding direction for enterprise-wide human capital programs. The organizational performance model was developed based on best practice research findings and is constructed of the following three pillars of employee effectiveness: Lead, Engage, and Enable.

The USPTO understands the importance of leadership in driving organizational performance. Best practice research findings suggest that leadership serves as a significant lever in employee engagement and enablement. As such, the USPTO has established a set of strategic priorities that will enhance its leaders' abilities to generate motivation and commitment and empower employees. These priorities demonstrate the USPTO's commitment to building line-of-sight management by executing the mission and vision, developing superior leadership skills at all levels of the organization, and maximizing bench strength across managerial and leadership positions.



The USPTO understands the role of engagement in driving organizational performance. Best practice research findings indicate that employees who are passionate about their work, committed to their coworkers, and connected to the organization's values are more likely to go above and beyond to achieve results (i.e. exert discretionary effort). In an effort to maintain a high level of employee engagement, the USPTO established a set of strategic priorities designed to increase employee commitment and discretionary effort.

The USPTO will continue to establish and manage programs that promote a supportive work environment and optimize workplace roles to achieve organizational outcomes. Best practice research findings suggest that enablement is

an effective complement to engagement. Enablement acts as the backbone to support an employee's desire and commitment to contribute discretionary effort to ensure mission accomplishment. As such, the USPTO leaders can leverage this desire and commitment to enable employees to further increase their motivation and maximize their potential.

The foundational elements (talent management, core values, and data-driven decision making) make up the basis of the USPTO People Plan. Each element is present to a certain degree in the USPTO, but must be fully developed to ensure further progress as a high performing organization. USPTO's evolution from implementation of small, discrete human capital improvement efforts to complete infusion of the human capital vision shaping the future of innovation through engaged employees will occur through a process of cultivating these foundational elements over time. Combined, these elements provide the basis for a comprehensive approach to transformational change that considers the processes and people involved and will lead the USPTO toward a sustainable environment that supports human capital excellence.

In summary, the 2015 - 2018 USPTO People Plan establishes a human capital framework that provides meaningful connections between talent results and business results. By leveraging the three Pillars — lead, engage, and enable - to address future challenges and guide the strategy, the USPTO strives to generate motivation and commitment. It also seeks to empower employees, increase commitment and discretionary effort and create a supportive work environment to achieve exceptional business results through USPTO's greatest asset — its people.



# People Plan Overview

## Introduction

Strategic human capital planning is the process by which an organization takes stock of how its people and people-management activities align with and support the agency's strategic goals. The USPTO recognizes that people are vital to every aspect of mission accomplishment. The USPTO acts in concert with the President's Management Agenda to focus on attracting, developing, and retaining the best talent and unlocking the full potential of today's Federal workforce and building the workforce we need for tomorrow.

The strategic direction and goals included in this plan are USPTO's response to its understanding of current opportunities and challenges in accordance with the human capital vision shaping the future of innovation with engaged employees. The four-year period of this People Plan will be a time of assessing and exploring USPTO's approaches to its human capital management strategies. Therefore, the agency has developed the People Plan to serve as a roadmap to ensure the right mix of talent to achieve the USPTO's mission, vision, and goals.

## Strategic Human Capital Challenges

As part of a comprehensive people strategy, the USPTO has identified six key challenges it will face in meeting its human capital demands. The capacity of the USPTO to address these challenges is integral to its people strategy and subsequent impact on people results and business results.

### *Managing in a Remote Environment*

The first key challenge is continuing to build an environment of engagement among USPTO employees that supersedes geographic boundaries. The need to identify innovative ways to engage a nationwide workforce and enable employees to communicate and collaborate effectively in a remote environment is more paramount than ever, as the USPTO continues to expand its geographic footprint. As teleworking and hoteling programs continue to expand, leaders must also incorporate accountability best practices to

manage in a virtual work environment. The USPTO is addressing these challenges by researching and implementing best practices, enhancing the availability of training and video conferencing capabilities, as well as expanding the participation in affinity groups at regional offices.



## Leadership

The second key challenge is building a robust leadership pipeline capable of guiding the USPTO towards mission accomplishment. The USPTO has noticed decreased interest in formal leadership positions, particularly in first and second-line supervisory positions, which can be linked to a disproportionate increase in responsibilities with a marginal increase in compensation and/or benefits. This is the result of expanded work/life flexibilities and recognition programs, which have made non-supervisory positions more appealing to USPTO employees. The USPTO will address these challenges by making supervisory positions more attractive.

The USPTO understands that successful careers are dynamic and flexible. As such, it is imperative that the USPTO focus on developing the capacity and capability of the agency's leadership. Amidst complex, rapidly changing conditions and the need to communicate direction, leaders must be able to gain critical perspectives, create buy-in and manage through collaboration. Leadership must also remain vigilant to changes in human capital needs and overall accountability for managing people and processes required to accom-

plish the agency mission. The USPTO will ensure leaders can achieve alignment and build commitment by implementing leadership development opportunities like coaching and a leadership academy.

### **Recruitment Challenges of Mission-Critical Occupations across Locations**

The third key challenge is acquiring top talent for mission-critical occupations (MCOs), in particular across regional offices. The USPTO is charged with recruiting hundreds of employees each year for MCOs. However, it must compete with private sector companies that are not limited by budgetary mandates and recruitment restrictions – allowing for the recruitment of best talent at a premium without constraints. As a result, candidates have high expectations for a fast-paced hiring process and high levels of compensation, which can impact the agency's ability to meet targeted recruitment goals.

This difficulty extends to the regional offices. The Leahy-Smith America Invents Act (AIA) required the USPTO to establish regional offices. New offices have been opened in: Detroit, Michigan; Denver, Colorado; San Jose, California; and Dallas, Texas. The purpose of the regional offices is to increase outreach activities across IP communities, while also contributing to decreasing the application backlog, and improving examination quality. To meet these recruitment challenges at both headquarters and regional offices, attracting the best talent in a competitive market will require ingenuity. This is reflected by the USPTO's exploration of a variety of recruitment practices — such as professional marketing and advertising, engagement through social media, postsecondary recruitment, and local outreach to IP organizations.

### **Retention**

The fourth key challenge is sustaining and cultivating a high quality and diverse workforce. The USPTO's ability to retain experienced and high-performing employees may prove difficult

with continued improvements to the economy. To meet these challenges, the USPTO will study its history of high retention rates by evaluating its work/life flexibilities and emphasizing its cutting-edge work.

### **Talent Development**

Another key challenge is maintaining an adept and agile workforce. The USPTO understands successful careers are built on continuous learning and maximizing organizational fit with an employee's skills, interests, and values. One of the most influential changes impacting the need for targeted development is the effort to update existing information technology systems that will result in automating many current manual processes. As more automation is introduced into these job processes, segments of the workforce will need to adapt to changing work conditions. Employees will need new skills; as such the USPTO will provide learning opportunities for those directly and indirectly affected by automation enhancements.

### **Long Term Planning**

The sixth key challenge is that long-term planning is often difficult in public sector organizations such as the USPTO, as funding constraints and political environments change rapidly and with little or no forewarning. Funding often dictates the initiation and continuity of vital human capital improvements, and the USPTO strives to meet these challenges with adaptability. The lifecycle of this plan also spans two political terms which may impact USPTO's priorities given a change in Administration. Therefore, we approach the People Plan as a living document that can be revised and adapted in response to changes in the 2014 - 2018 USPTO Strategic Plan (Strategic Plan), as well as internal and external factors. In addition, an implementation strategy will be developed to monitor human capital programs in real time, allowing for systematic collection of data needed to inform data-driven decision making practices.

# People Plan Design

## Methodology

The strategic human capital planning process employed in the development of the People Plan involved the review of both internal and external resources, as well as consensus-driven discussion with stakeholders. The methodology included a multi-phased approach, which sought to gain a wide perspective on the human capital landscape across both public and private sector to anticipate the need for change in strategy and mitigate and manage risks to the workforce. As such, the USPTO researched best practices, aligned the People Plan with the Strategic Plan, and gathered input throughout the process from an internal senior leadership team – the Human Capital Council (HCC) (refer to Figure 1).

## Best Practice Research

The USPTO researched best practices of best-in-class, industry leaders across the private sector. These included (but were not limited to) the Ritz Carlton, Marriott, Google, Disney, and Quicken Loans. The research focused on employee engagement, particularly as it relates to organizational culture, as well as human capital and business practices. The three key findings demonstrated that best-in-class organizations:

1. State and execute against their mission and vision on a continuous basis.
2. Identify, engrain, and reinforce their cultural values at every level of the organization and through all work processes.
3. Use continuous process improvement to compound effects on results.

In addition, the research suggests that talent management, core values, and data-driven decision making act in concert with these key findings to amplify business results. Talent management practices like HR business partnerships create a distinct connection between the business and people strategy. Along with talent management practices, organizations considered among the Best Places to Work in the private sector often use a set of core values to express the essence of their brand and the importance of exceptional customer service. Furthermore, the use of data driven decision-making is leveraged to monitor and evaluate decisions at the smallest levels of the organization with incredible regularity — making anecdotal evidence obsolete. The combination and consistent application of these foundational elements is a cutting-edge formula for organizational success.

**Figure 1: Strategic Human Capital Alignment**



## Strategic Alignment

In addition to best practice research, information collected during the development of the Strategic Plan was used to link the human capital strategy to the business strategy. The alignment, reflected in the People Plan pillars and associated strategic human capital priorities, allows the USPTO to accomplish business results by matching human capital initiatives to the mission and the agency's strategic goals and objectives.

## Stakeholder Consensus

The USPTO solicited stakeholder feedback from the HCC to discuss future human capital needs that meet evolving internal and external challenges. The HCC consists of senior leaders from across the organization that are responsible for human capital activities. To garner buy-in for the People Plan, a draft plan was shared with business unit (BU) representatives. Moreover, subsequent meetings were held with each BU to ensure the People Plan aligned to BU-specific human capital activities. The final draft of the People Plan was shared with labor unions and posted on the USPTO internal website, where comments were solicited from employees. The comment period gathered valuable feedback, which was carefully reviewed and incorporated, as appropriate.

## Organizational Performance Model

The organizational performance model serves as the foundation of the People Plan and provides direction for enterprise-wide human capital programs (refer to Figure 2). The organizational performance model was developed based on best practice research findings and is constructed of the following three pillars of employee effectiveness: Lead, Engage, and Enable.

In order to continue to deliver exceptional IP protection and policy, employee effectiveness must be nurtured with leadership, engagement, and enablement. The USPTO must lead by generating motivation and commitment, engage by establishing practices that enhance commitment and discretionary effort, and enable by optimizing workforce roles and creating a supportive workplace environment.

**Figure 2: Organizational Performance Model**



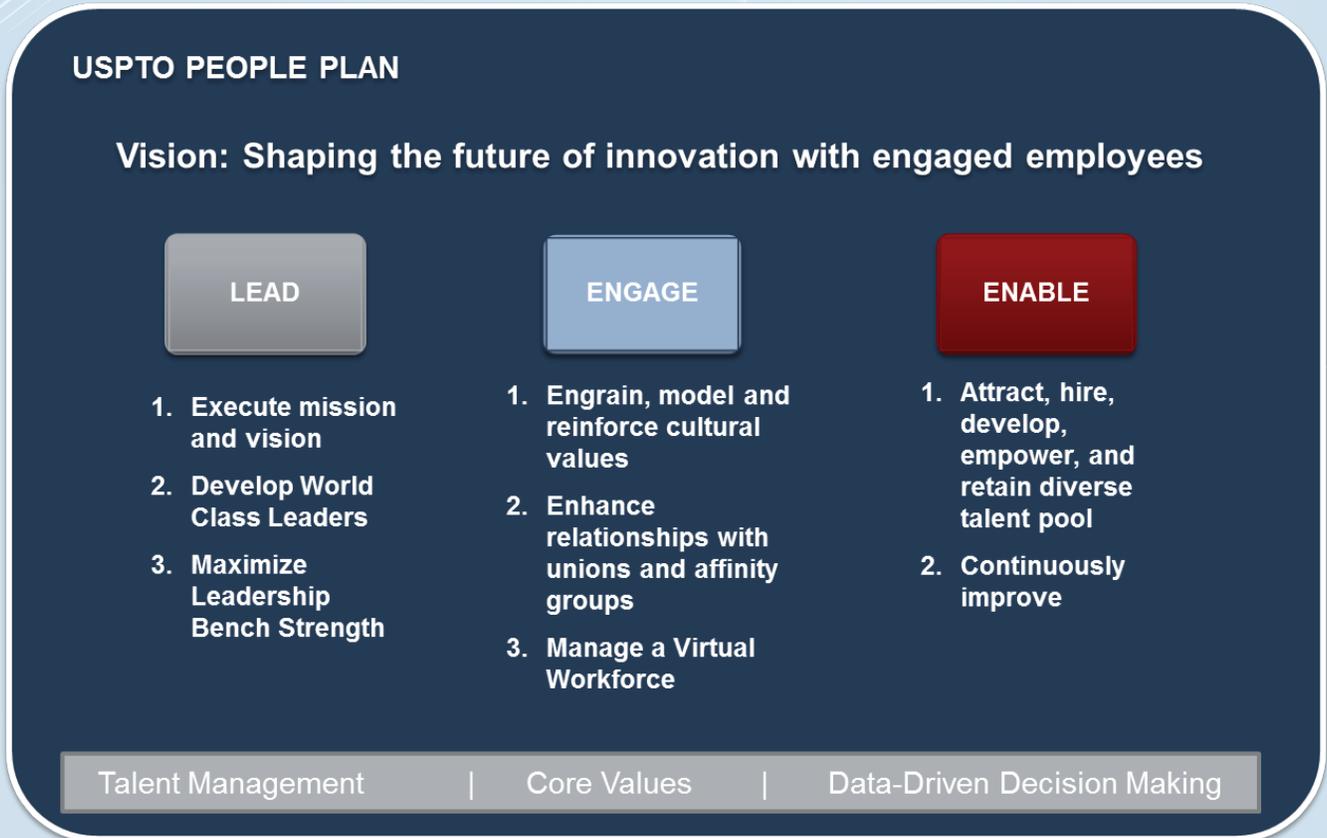
# People Plan

The People Plan is centered on three pillars which have a direct impact on organizational performance. These pillars are supported by the eight strategic priorities (refer to Figure 3).

The strategic priorities are aligned to the pillars; they exemplify the chief areas of action, and are supported by the three foundational elements: talent management, core values, and data-driven decision making. These foundational elements demonstrate the application of best

practice research findings to inform the accomplishment of the strategic priorities. Based on these findings, the USPTO will examine its talent management practices to identify areas of excellence and opportunities for improvement, explore the role of core values in further engaging the workforce, and identify ways to continually increase the use of data-driven decision making to achieve human capital results.

**Figure 3: USPTO People Plan**



# People Plan Pillars



## Pillar I: Lead

The USPTO understands the importance of leadership in driving organizational performance. Best practice research findings suggest that leadership serves as a significant lever in employee engagement and enablement. As such, the USPTO has established a set of strategic priorities that will enhance its leaders' ability to generate motivation and

commitment and empower employees. These priorities demonstrate the USPTO's commitment to building line-of-sight management by executing the mission and vision, developing superior leadership skills at all levels of the organization, and maximizing bench strength across managerial and leadership positions.

### ***Strategic Priority 1: Connect People to the Mission and Vision***

The USPTO recognizes the need to achieve its mission and vision at the employee level. A clear connection of the individual's day-to-day work to the agency mission and vision allows employees to directly link the work product produced at their desk to the achievement of the mission. This line-of-sight practice can significantly influence employee engagement and commitment. Therefore, to motivate employees, leaders at all levels of the organization must ensure that all USPTO employees understand the value of their contribution to the mission and vision.

### ***Strategic Priority 2: Develop World-Class Leaders***

The USPTO plans to maximize leadership effectiveness, while preparing leaders at all levels of the organization for future challenges. Its leaders must continually broaden their perspectives in order to engage in informed decision-making and

devise innovative solutions to complex challenges. In support, the USPTO deploys a holistic approach to leadership. The Leadership Development Program (LDP) will continue to serve as a primary tool to deploy developmental opportunities to USPTO employees in both formal and informal leadership positions. Moreover, the USPTO will concentrate on developmental opportunities for current members of the Senior Executive Service (SES) and those aspiring to that level. The efforts will position the USPTO to build a cadre of world-class leaders capable of motivating and empowering employees to achieve business results.

### ***Strategic Priority 3: Maximize the Leadership Bench Strength***

The USPTO intends to cultivate the leadership pipeline to ensure it sustains a steady stream of qualified and interested candidates to fill leadership positions. It is critical to select and develop future leaders as a succession management best practice, as the failure to help top talent realize a career path with upward mobility can influence attrition. The USPTO will continue to leverage the USPTO Leadership Forums and a leadership academy to further develop leadership capabilities and capacities to ensure internal candidates have the right competencies and proper motivation to succeed in leadership roles.

# People Plan Pillars



## **Pillar 2: Engage**

The USPTO understands the role of engagement in driving organizational performance. Best practice research findings indicate that employees who are passionate about their work, committed to their coworkers, and connected to the organization's values are more likely to go above and beyond to achieve results (i.e. exert discretionary effort). In an effort to maintain a high

level of employee engagement, the USPTO established a set of strategic priorities designed to increase employee commitment and discretionary effort.

### ***Strategic Priority 1: Engrain, Model, and Reinforce Cultural Values***

The USPTO recognizes that an organization's cultural values play a critical role in enhancing employee commitment and increasing discretionary effort. As such, it is vital that the USPTO defines and communicates the alignment of the cultural values to the human capital strategy. The USPTO will evaluate and monitor the implementation of the cultural values for success.

### ***Strategic Priority 2: Enhance Relations with Labor Unions and Affinity Groups***

The USPTO has three labor unions representing a significant percentage of the workforce. In years past, senior leaders from both the USPTO and labor unions have worked attentively to foster collaborative relationships. These partnerships have allowed employees to shape decisions in the workplace which have positively impacted the USPTO's ability to engage its workforce.

In addition, the USPTO has a network of thirteen affinity groups that are voluntary employee organizations formed on common backgrounds or

special interests. The USPTO works collaboratively with these groups to celebrate diversity and foster inclusion in the workplace. The USPTO will continue to support and leverage sustainable relationships with labor unions and affinity groups to foster employee engagement.

### ***Strategic Priority 3: Manage a Virtual Workforce***

The USPTO recognizes the importance of employee engagement when managing employees in a geographically dispersed and virtual workforce. As the USPTO continues to expand its geographic footprint, it must continue to promote a unified and inclusive culture in all locations. To optimally support teleworkers, hotelers, and regional office employees, USPTO leaders must understand the unique needs of remote workers and how to manage from a distance. By focusing on increased developmental opportunities for managing in a virtual environment, the USPTO can continue to effectively engage its remote workforce.

# People Plan Pillars



## Pillar 3: Enable

The USPTO will continue to establish and manage programs that promote a supportive work environment and optimize workplace roles to achieve organizational outcomes. Best practice research findings suggest that enablement is an effective complement to engagement. Enablement acts as a backbone to support an employee's desire and commitment to

contribute discretionary effort to ensure mission accomplishment. As such, USPTO leaders can leverage this desire and commitment to enable employees to further increase their motivation and maximize their potential.

### **Strategic Priority 1: Attract, Hire, Develop, Empower, and Retain a Diverse Talent Pool**

The USPTO recognizes the most essential human capital needs to attract, hire, develop, empower, and retain a diverse talent pool.

**Attract, Hire, Diversify, and Retain:** By defining and utilizing the Employment Value Proposition (EVP), a set of attributes employees perceive as the value they gain through employment with the organization, USPTO will extend its' reach into the labor market to attract top talent as well as build employee retention. To compete head-to-head for top talent with the private sector, the USPTO will also analyze labor market data to identify the attributes applicants value and use that information to target recruitment for MCOs. The USPTO will sustain and cultivate a high quality and diverse workforce. In addition, the USPTO will also employ a targeted recruitment strategy for veterans and persons with disabilities to further secure a diversified workforce. Finally, the USPTO will leverage its work/life flexibilities and cutting-edge work as part of its human capital strategy to retain its most valuable assets.

**Develop:** The talent pool will be developed by encouraging greater participation in developmental opportunities like mentoring and coaching as well as identifying, developing, and implementing a pilot for the Career Enhancement Opportunity program to provide new skills and education to transitioning employees.

**Empower:** The USPTO will empower employees to make decisions influencing their work and leverage engagement to build loyalty by enabling employees to think, behave, act, react and control their work in more autonomous ways.

### **Strategic Priority 2: Cultivate a Culture of Continuous Improvement**

The USPTO will evaluate existing policies, programs, and processes to cultivate a culture of continuous improvement which will further enhance the effectiveness of operations. These evaluations will be data-driven to ensure the most relevant information informs business decisions. For example, the USPTO will analyze results from the Federal Employee Viewpoint Survey (EVS) and other employee feedback mechanisms to establish initiatives that will further drive employee engagement. Moreover, it will incorporate a dashboard to enable the continuous assessment of human capital programs in real time. These efforts will ensure the USPTO optimizes its work roles and sustains a supportive work environment where employees are engaged and highly productive.

## Foundational Elements

The foundational elements (talent management, core values, and data-driven decision making) make up the basis of the USPTO People Plan. Each element is present to a certain degree in the USPTO, but must be fully developed to ensure further progress as a high performing organization. USPTO's evolution from implementation of

small, discrete human capital improvement efforts to complete infusion of the human capital vision *shaping the future of innovation through engaged employees* will occur by cultivating these foundational elements over time. Combined, these elements lay the foundation for a comprehensive approach to transformational change.

### **Talent Management**

Talent Management is a set of integrated organizational HR processes designed to attract, develop, motivate, and retain productive, engaged employees. The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives.

Strategically minded organizations are able to change ahead of the curve when it comes to planning and developing a workforce with the right competencies. They have deeper strategic insight into their employees, and use that insight to proactively put the right workforces in place to effectively respond to changing workplace needs. The ability to rapidly develop employees according to mission needs, create opportunities for real-time collaboration, and support the workforce with better analytics are all benefits of a strategic talent management process that will drive organizational success.

### **Core Values**

The culture of an organization is the embodiment of the core values, guiding principles, behaviors, and attitudes that collectively contribute to its daily operations. Organizational culture is the environment that shapes and influences people and the nature of their interactions and efforts within an organization. It is strongly influenced by norms associated with behavior, management, and communication. The best organizations take deliberate steps to assess and adjust their corporate culture and embed it by showing employees how the desired culture should manifest itself in their day-to-day behaviors.

As such, the USPTO will define and translate USPTO's cultural values into desired behaviors and ensure that leaders and employees at every level demonstrate these behaviors. This will give employees a clearer understanding of the kinds of attributes and actions expected of them. Then the USPTO will communicate core values to all employees, and evaluate and monitor impact of core values.

### **Data-Driven Decision Making**

The amount of HR data available for decision making has increased exponentially in the last few years. A key behavior of effective talent management is generating HR-business insight. To have the greatest business impact, USPTO needs to utilize data-driven insights to tailor solutions to individual business unit needs.

Therefore, the USPTO will shift its focus from data reporting to applying business judgment to data and using analytics for talent and business decision making as well as balance the needs of business units with the enterprise-wide strategy.

## **Summary**

In summary, the 2015 - 2018 USPTO People Plan establishes a human capital framework that provides meaningful connections between talent results and business results. By leveraging the three Pillars — lead, engage, and enable — to address future challenges and guide the strategy, the USPTO strives to generate motivation and commitment. It also seeks to empower employees, increase commitment and discretionary effort and create a supportive work environment to achieve exceptional business results through its greatest asset — its people.

## Appendix A: List of Acronyms

AIA - Leahy-Smith America Invents Act

BU - Business Units

EVP - Employee Value Proposition

EVS - Federal Employee Viewpoint Survey

HCC - Human Capital Council

IP - Intellectual Property

IT - Information Technology

LDP - Leadership Development Program

MCO - Mission-Critical Occupations

SES - Senior Executive Service

USPTO - United States Patent and Trademark Office

## Appendix B: Strategic Human Capital Implementation Plan

Goal	Strategic Priorities and Initiatives	Potential Lead	Proposed Timeline
Lead	<b>1. Connect People to the Mission and Vision</b>		
	Define and articulate guiding principles on how we manage people.	OCAO OHR	Q3 FY15-Q2 FY16
	Ensure accountability for leading according to guiding principles.	ALL BUs	Q3 FY16- Q4 FY18
	Emphasize importance of line of sight to the mission	ALL BUs	Q3 FY16- Q4 FY18
	<b>2. Develop World Class Leaders</b>		
	Implement a new SES development program and/or SES pipeline development opportunities for future SES candidates (such as a Leadership Academy)	OCAO OHR	Q2 FY15 - Q4 FY18
	Explore potential diversity barriers to selection	EEOD OCAO OHR	Q2 FY15 - Q4 FY18
	Provide supervisory leadership training	OCAO OHR	Q2 FY15 - Q4 FY16
	<b>3. Maximize Leadership Capacity</b>		
	Broaden recruitment efforts to attract the highest caliber and most diversified leadership pool	OCAO OHR	Q2 FY15 - Q4 FY18
	Assess opportunities to highlight management value proposition of leadership positions	ALL BUs	Q2 FY15 - Q4 FY18
	Explore opportunities to enhance the senior leadership pool by cultivating leadership interest in the lower grade levels	ALL BUs	Q2 FY15 - Q4 FY18

## Appendix B: Strategic Human Capital Implementation Plan

Goal	Strategic Priorities and Initiatives	Potential Lead	Proposed Timeline
Engage	<b>1. Engrain, model and reinforce cultural values</b>		
	Define organizational core and cultural values	ALL BUs	Q2 FY16 - Q2 FY17
	Communicate core values to all employees	ALL BUs	Q3 FY17
	Evaluate and monitor link of core values to strategy and rewards	ALL BUs	Q4 FY18
	Finalize service culture initiative, implement service culture training agency-wide and develop service metrics	OCAO	Q2 FY15 - Q4 FY18
	<b>2. Enhance relationships with unions and affinity groups</b>		
	Maintain joint collaboration initiatives with unions and maintain pre-decisional involvement	OCAO OHR	Q2 FY15 - Q4 FY18
	Continue with all external stakeholder outreach activities and efforts (round tables, PPAC, TPAC, road shows, other)	OCAO OHR	Q2 FY15 - Q4 FY18
	<b>3. Manage a Virtual Workforce</b>		
	Engage a nationwide workforce	ALL BUs	Q2 FY15 - Q4 FY18
	Enhance management capabilities of the virtual workforce	OCAO	Q2 FY15 - Q4 FY18
	Expand telework participation for managers and executives	OCAO	Q2 FY15 - Q4 FY18
	Define additional opportunities to expand telework participation for all employees	OCAO OHR	Q2 FY15 - Q4 FY18

## Appendix B: Strategic Human Capital Implementation Plan

Goal	Strategic Priorities and Initiatives	Potential Lead	Proposed Timeline
Enable	<b>1. Attract, hire, develop, empower, and retain diverse talent pool</b>		
	Recruit highly qualified and diverse candidate pools to achieve established hiring goals, including enhancing recruitment efforts for veterans and persons with disabilities	OCAO OHR All BUs	Q2 FY15 - Q4 FY18
	Define USPTO Employment Value Proposition (EVP)	ALL BUs	Q2 FY15 - Q4 FY16
	Apply EVP principles to attract and retain top talent	OCAO OHR	Q1 FY17 - Q4 FY18
	<b>2. Cultivate a Culture of Continuous Improvement</b>		
	Use data analytics to drive decision making	ALL BUs	Q2 FY15 - Q4 FY18
	Collect/analyze data to monitor human capital programs	ALL BUs	Q1 FY16 - Q4 FY18
	Adapt HC initiatives in real time to achieve results	OCAO OHR	Q2 FY15 - Q4 FY18
	Continue to build HR and BU partnership (develop HR Trusted Business Advisor)	OCAO OHR	Q2 FY15 - Q4 FY18

