

Table of Contents

FOREWORD	i
EXECUTIVE SUMMARY	iii
1. UNDERSTANDING OUR MISSION	1
Mission and Organization	1
A Unifying Strategic Plan	4
Summary	7
2. SETTING THE CONTEXT	9
Current Workforce	9
Trends Affecting Mission Delivery	13
Defining Critical Skills Shortages	16
3. ACHIEVING OUR PERFORMANCE GOALS	21
Integrating the Department	21
Employing the 4C's	26
Managing for Excellence	30
4. ADDRESSING UNIQUE PROGRAMMATIC CHALLENGES	37
Indian Trust Management	37
Wildland Fire Management	39
Law Enforcement, Public Safety, and Security	42
Summary	44
5. NEXT STEPS	45
APPENDICES	47

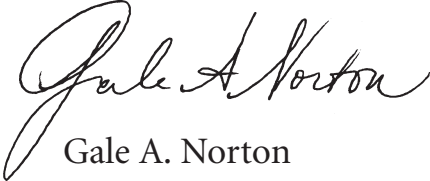
Foreword

During the past eighteen months at the Department of the Interior, I have taken a fresh look at the issues and challenges we face as the nation's premier conservation and public land management agency. I have reaffirmed a conclusion formed in 1987, when I was the Department's Associate Solicitor for Conservation and Wildlife, that the Department has many outstanding employees. Their talent, dedication to the Department's mission, and commitment to serving this nation are unsurpassed.

Talent and dedication alone are not enough to meet the nation's increasing needs for recreation, water, energy, resource protection, trust asset management, Indian education, wildland fire management, and the many other services the Department provides. This Strategic Human Capital Management Plan is our roadmap to develop and use the skills and abilities of our workforce in more effective and productive ways. It is a roadmap to ensuring we have the right people, in the right places, at the right time.

The growing complexity of our challenges—whether meeting needs for homeland security or reducing risks of catastrophic fire—demands that our eight bureaus work together. Cooperation, communication, and consultation, the building blocks of successful conservation, are also the building blocks of working together as a united Department.

This plan describes the major challenges we are facing now, the forces shaping our future, and the steps we must take to attract, retain, and utilize an effective workforce. I am confident that by working together, we can maximize our performance and assure accountability to the American people.



Gale A. Norton
Secretary of the Interior