



U.S. DEPARTMENT OF HOMELAND SECURITY
Homeland Security Advisory Council

January 23, 2007

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Secretary Michael Chertoff
U.S. Department of Homeland Security
Washington, DC 20528

Dear Mr. Secretary:

In June 2006, you directed the Homeland Security Advisory Council (HSAC) to establish a Culture Task Force (CTF) to provide recommendations for creating, achieving and maintaining an empowering, energetic, dedicated, mission-focused culture within the Department and within the spectrum of its state, tribal, local and private sector partners.

The HSAC has reviewed the attached CTF report. The rationale for each of the following recommendations is laid out in the report.

Recommendation 1: DHS Headquarters Must Further Define and Crystallize Its Role

Recommendation 2: Implement Homeland Security Management and Leadership Models

Recommendation 3: Establish an Operational Leadership Position

Recommendation 4: Create leadership-empowered teamwork and a "Blended Culture"

Recommendation 5: Engage the State, Local, Tribal and Private Sector in an "Outside the Beltway-Focused" Collaborative Process

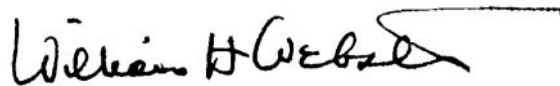
Recommendation 6: Institutionalize the Opportunity for Innovation

As hopefully was evident in the January HSAC meeting, there is strong consensus that under your leadership the Department is making progress in the right areas. That said, based on the information and feedback provided to the taskforce, we have no reason to believe the 2006 OPM Federal Human Capital Survey will show major improvements from previous survey results, indicating that your continued leadership attention is required in the areas of employee focused leadership, empowerment and Department alignment. The recommendations are intended to accelerate progress at the needed rate.

We believe the majority of CTF recommendations can be implemented expeditiously and the HSAC members look forward to hearing from the Department on the status of their implementation. The Chair and Vice Chair of the CTF have offered to provide the Task Force's assistance at your call.

On behalf of the HSAC and CTF membership, thank you for the opportunity to address an issue fundamental to the Department's effectiveness, continuous improvement and future.

Sincerely,

A handwritten signature in black ink, appearing to read "William H. Webster", with a long horizontal flourish extending to the right.

William Webster
Chair,
Homeland Security Advisory Council

Enclosure