

APPENDIX A

External and Internal Drivers Impacting The Department of the Interior's Workforce Over the Next Five years

External Drivers

External drivers are those factors outside of the Department and outside of its control, yet which have a profound effect on how we accomplish our mission. The following were identified:

Resources Demand

- Growing landscape pressures and issues (fires/flooding/fuel loads in forests)
- Increased demand for energy natural resources
- Demand for more protection of our unique natural and cultural heritage
- Increased demand for recreation
- Habitat fragmentation
- Spread of invasive species
- Greater incidence of endangered species
- Increased competition for water use
- Increased competition for power and power generation

Increasing Societal Changes and Pressures

This category of drivers is tied to broader societal pressures that stem from changing demographics, population shifts, and social developments that permeate our society. Some of these leading drivers include:

- Shift in population toward the West, the South, and along the coasts
- Increasing emphasis on states' rights and private property rights
- Increased expectations of the public to be involved in decision processes
- Growing numbers of communities at risk of hazards, coastal processes, and other forces of nature
- Globalization (international dealings beyond the U.S. borders)
- Isolated rural communities (they lack jobs and new technologies)
- Increased urbanization and dispersed settlements and issues that go with it (invasive species, increased human/animal interactions/disease transmission)
- Rising challenges for security and safety (IT/homeland protection)
- Retirement of a "baby boomer" generation, producing new labor force dynamics
- A younger workforce with different values, standards and expectations
- Growth of subgroups/cultures/religious groups impacting public/our policy; more distinct cultures; less homogeneous population
- Increased use of litigation
- Overall public perception of the government; negative perception results in lack of confidence in government solutions
- Gaps between the "haves" and "have-nots"
- Rapid changes in technology
- Greater polarization of viewpoints on Department policies

Rising Public Expectations and Influences

- This category of drivers reflects the changing expectations and attitudes of the public that we seek to serve. Some of the leading drivers include:
- Increasing numbers of judicial directives
- Expectation of more business-like decisions of government
- Increased oversight by Congress and number of Congressional mandates
- Growing awareness of implications of trust responsibilities
- Increased financial scrutiny and financial accountability
- Public expectations that government agencies will work together to solve problems
- Increased use of technology and associated training needs
- Increased demand for IT (for instant information/services)
- Constrained budgets as a result of other urgent national priorities (war on terrorism and homeland security)
- Aging infrastructure needing replacement
- Increased demand for coordinated, “seamless” services

Internal Drivers

Internal drivers are those factors inside government or within its control that will shape the Department’s approach to managing its programs. These drivers include:

The Secretary’s 4C’s approach- Conservation through Consultation, Cooperation and Communication and the President’s Management Agenda

- Increased communication with the public we serve
- Greater collaboration within the Department, with local and state governments, and outside groups.
- Increased focus on results and effectiveness.
- Greater expectation for linkage between performance and budgeting.
- Increased public response and customer service.
- Responsiveness and greater reliance on technology for delivering services.
- Increased ability to safeguard and protect IT systems and information.
- Increased accountability and transparency to the American people.
- Greater availability of systems, such as corporate, inter-bureau systems to manage and provide information.
- Use of common business practices (cross-bureau or Department).
- Increased use of coordination, workforce consolidation, co-location, and de-layering

Critical Worklife Issues

- Relocation impact on family
- Mobility constraints – need for consideration of both partners’ careers
- Ensuring employee security and safety
- Expectations for greater flexibilities (telework)
- Expectations of greater balance between work and homelife and the use of “family friendly” policies
- Rising intergenerational challenges
- Looming retirement “bubble” in key work skills jobs

Human Resources Planning and Management

- Skewed workforce distribution – middle management missing (have young workers and workers nearing retirement, but not much in between)
- Need for interpersonal skills to build collaborative decision making
- Desire for equal promotion and development opportunities
- Ability of the Federal government to offer balanced, competitive salaries

APPENDIX B

Organizing for Management Excellence at the Department of the Interior

Initiatives the Management Excellence Council will pursue include the President's five management goals to accomplish the Department's goal to Manage for Excellence and Accountability:

1. Integrating budget and performance
2. Managing human capital
3. Utilizing competitive sourcing
4. Improving financial accountability
5. Expanding electronic government



The Management Excellence Council is chaired by the Secretary and includes the Deputy Secretary, Associate Deputy Secretary, Assistant Secretaries, and bureau heads. The Council provides leadership, direction, and accountability to implement the Administration's goals and provide overall direction and oversight of the Department's management reform activities. To support the Management Excellence Council, the Secretary established a Management Initiatives Team (MIT) comprised of Bureau Deputy Directors, Assistant Secretaries, and Deputy Assistant Secretaries. The MIT oversees implementation of the President's Management Agenda government-wide initiatives and other management improvement initiatives within the Department. The MIT also oversees cross-Departmental teams responsible for each of the five areas of the PMA, as well as the Chief Information Officer and Chief Financial Officer teams.