

“I hope you’ll never take the honor of public service for granted. Some of us will serve for a season; others will spend an entire career here. But all of us should dedicate ourselves to great goals: We are not here to mark time, but to make progress, to achieve results, and to leave a record of excellence.”

- President George W. Bush

5. Next Steps

The implementation of this plan is a major Departmental priority and has been assigned to its executive-level Management Improvement Team. **The MIT’s Human Capital Team will track the plan’s actions, assuring their appropriate “step-down” to specific tasks, promoting collaboration across the Department, providing updates on the Plan’s progress and determining whether desired outcomes are being achieved.** We expect the implementation process to be rigorous, employing the Human Capital Scorecard as the major benchmark against which to assess its results, including the need for revisions, supplements and adjustments to the actions outlined in the Plan.

The first step of the MIT is to define the specific actions needed to implement this Plan. The MIT will further refine the timing, necessary resources, and specific implementation actions. We will track these actions through a consolidated system that monitors progress for all five areas of the President’s Management Agenda and the Secretary’s Plan for Citizen-Centered Governance.

The MIT will work closely with the Human Capital Team to implement the Plan. The Human Capital Team comprises representation across organizational and functional areas. It represents a collaboration between senior managers, human resources managers, and program managers. The Team will foster communication, cooperation, and consultation as we implement the plan.

This Plan has focused on the Department’s efforts in the area of human capital management and made clearer the challenges that face the Department, both externally and internally. The De-

partment faces many of the same human capital challenges as other agencies within the Federal government or other large, geographically dispersed organizations. In addition, the Department faces unique challenges because of its mission and its bureau-centric nature. Increasingly, we deal with issues that cross organizational lines and require increased collaboration, both internally and externally.

The development of our Strategic Human Capital Management Plan presents challenges and opportunities. With the revised Strategic Plan as its guiding principle, the Department has the opportunity to develop human resource strategies that will enable it to better fulfill its mission, enhancing its service delivery and improving its overall management and deployment of its workforce.