



Smithsonian Institution

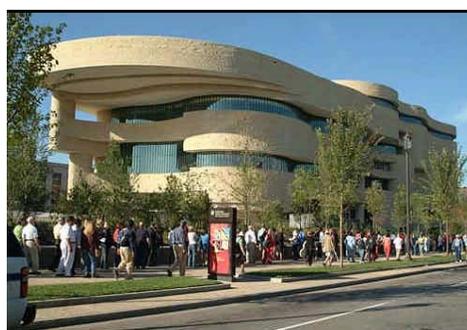


Human Capital Plan

2005–2008

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Message from the Deputy Secretary

I am pleased to present the Smithsonian Institution's Human Capital Plan for 2005–2008. This Plan, which has been developed as a companion to the Institution's Strategic Plan, links our human capital planning to the Institution's strategic policy and management objectives, and details the importance of human capital management to the successful accomplishment of our mission.

We have a unique asset in our workforce: collectively, our employees have a breadth of knowledge that is unparalleled; a set of skills that is unequalled; and a dedication to the increase and diffusion of knowledge that is unmatched. The Institution has a unique mission, one which can only be accomplished with an able, adaptable, and accomplished workforce. I see those characteristics daily, throughout our workforce, and I am honored to work with such dedicated and committed staff.

Over the last several years, the Institution has been aligning our resources (including human capital) with our strategic goals and objectives. This document outlines our plans to implement and improve existing initiatives while also taking our human capital activities into new areas over the next several years.

The Institution's Human Capital Plan is a living document that will be routinely assessed and updated as the Smithsonian's strategic plan and objectives continue to evolve. I look forward to working with stakeholders to support the initiatives and to achieve the results outlined in this Plan.

A handwritten signature in black ink that reads "Sheila P. Burke" followed by a horizontal line.

Sheila P. Burke
Deputy Secretary &
Chief Operating Officer



INTRODUCTION

Human capital is defined as the time, personal skills, capabilities, experiences, and knowledge of the individuals that make up the workforce. Human capital is obtained through a variety of means— formal education, job training, on-the-job learning, and life experiences. Employees bring their human capital to the job, and in return, the job rewards the human capital investment through pay, benefits, intrinsic job satisfaction, recognition for good performance, and opportunities to learn and advance in the organization.

Strategic management of human capital ensures that human resources are effectively utilized and that they support the Institution’s vision and mission. The Smithsonian’s Human Capital Plan (HCP) directly supports and aligns with the Institution’s Strategic Plan. The Institution’s Strategic Plan describes the Institution’s vision, goals, objectives, and strategies for accomplishing its mission more effectively. The Annual Performance Plan, based on the Strategic Plan, sets specific performance targets for each fiscal year. The HCP is designed to be a working document, used regularly to align human resources with our strategic goals.



Human Capital Framework

The Institution has crafted an integrated HCP that is strategically aligned with our vision, mission, and goals. There are five components of this plan, each with goals supported by strategic objectives. This framework will guide our efforts and transform how we assess, plan for, and respond to human capital challenges and needs. The five components and their related goals are:

Component 1: Strategic Alignment

- Goal 1: Set the mission, goals, and organizational objectives for the Institution in the Strategic Plan, Annual Performance Plan, and budget, and incorporate human capital as a part of these plans.

Component 2: Organizational Alignment and Workforce Planning

Goal 2: Design and implement an effective organizational structure and workforce to carry out our mission.

Component 3: Talent Management

Goal 3: Recruit, hire, develop, and retain employees with the necessary skills for mission accomplishment.

Goal 4: Foster an environment that is free of discrimination and allows all employees to use their diverse talents in support of the Institution's mission and goals.

Component 4: Results-Oriented Performance Culture

Goal 5: Develop a performance management system that distinguishes between high and low performers, links individual/team/unit performance to organizational goals, and motivates and rewards staff for high performance.

Component 5: Leadership and Knowledge Management

Goal 6: Develop integrated succession management and leadership development programs that build needed leadership competencies and enhance knowledge transfer.



Smithsonian Institution Strategic Plan Mission, Goals, and Objectives

These five components align with and support the Institution's mission and strategic plan, goals, and objectives. The Institution recognizes the importance of human capital in achieving the following:

Mission

As we begin the 21st century, we are renewing our commitment to the American public by ensuring that our programs and activities fit within a sound framework and that they remain attuned to the

changing conditions of our nation. Our mission revolves around two key themes that are our operational imperatives: the increase and diffusion of knowledge.

Mission Statement

For 158 years, the Smithsonian has remained true to its mission, “the increase and diffusion of knowledge.” Today, the Smithsonian is not only the world’s largest provider of museum experiences supported by authoritative scholarship in science, history and the arts, but also an international leader in scientific research and exploration. The Smithsonian offers the world a picture of America, and America a picture of the world.

Institutional Goals and Objectives

Smithsonian Goal 1: Increased Public Engagement: Diffusion of Knowledge

Objectives:

Education

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science and culture

Other Public Programs

Provide reference services and information to the public

Exhibitions

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation

Collections

Improve the stewardship of the national collections for present and future generations

Smithsonian Goal 2: Strengthened Research: Increase of Knowledge

Objectives:

Smithsonian Science Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, earth and planets, biological diversity, and human culture. Use our unique, publicly-accessible collections, research facilities and staff to inform, educate and inspire a diverse audience

Art, History & Cultural Studies Research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs.

Smithsonian Goal 3: Enhanced Management Excellence

Objectives:

Facilities Capital

Execute an aggressive long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition to support SI mission

Facilities Maintenance

Implement an aggressive and professional maintenance program to reverse the impact of many years of under-funding, and to achieve world-class upkeep of SI cultural and scientific facilities

Facilities Operations

Improve the overall cleanliness and efficient operation of Smithsonian facilities

Security

Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers

Safety

Provide a safe and healthy environment to support Smithsonian programs

Information Technology

Modernize the Institution's information technology systems and infrastructure

Performance Management

Strengthen an Institutional culture that is customer-centered and results-oriented

Human Resources Management & Diversity

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative and diverse

Financial Management

Modernize the Institution's financial management and accounting operations

Public & Governmental Affairs

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with Federal, State, and local governments

Procurement & Contracting

Modernize and streamline the Institution's acquisitions management operations

Smithsonian Goal 4: Financial Strength

Objectives:

Development

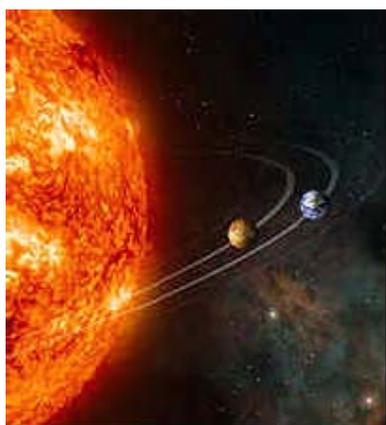
Secure the financial resources needed to carry out the Institution's mission.

Business Ventures and Unit Business Activities

Increase the net income of Smithsonian businesses

Investment Management

Improve the management of the Institution's Endowment



Smithsonian's Unique Status

As the largest museum and research complex in the world, the Smithsonian has a workforce as varied as its myriad activities. A clear understanding of the unique charter and functions of the Institution is fundamental to the administration of Smithsonian operations, including human capital activities.

Background

In the 1920's, former President and then-Chief Justice William Howard Taft characterized the Institution this way: "It is a private institution under the guardianship of the government." This characterization of the Smithsonian and its relationship to the Government refers to the legal foundations of the Institution in the will of James Smithson and the Act of July 1, 1836, which accepted his bequest. In that Act, Congress

accepted the Smithson Trust on behalf of the United States, and pledged the “faith of the United States” to carry out the purpose of the Trust: “...to found at Washington, under the name of the Smithsonian Institution, an establishment for the increase and diffusion of knowledge....”

This unique combination – a privately-endowed institution, administered by a Board of Regents, but supported by the United States in generous fulfillment of its pledge – has made possible the remarkable achievements of the Institution. It has engendered contributions from private donors that were inconceivable in 1836; the great national collections of today are the result largely of private gifts. The Congress and the various Administrations, on their parts, have responded with very substantial Federal support which has been essential to the growth of the Institution and to many of its far-reaching services to the public.



Workforce History

This unique nature is reflected in the Institution’s workforce, the over-arching characteristic of which is its public and private nature. This “Federal/Trust” duality informs most aspects of how the workforce is both fashioned and governed. In 1846, the Institution hired its initial employees, all of whom were paid from the original bequest and thus constituted the first Trust employees. As the Smithsonian increasingly assumed responsibility for various Federally-owned scientific collections, Federal appropriations followed. The Institution’s first Federal employees were hired in 1854. By 1880, most Smithsonian employees were paid from Federal appropriations, but were not considered Civil Service employees by either the Federal Government or the Smithsonian.

By the 1890s, however, there were salary discrepancies that could no longer be ignored. The Institution had kept salaries at levels lower than in the Federal classified service to allow fuller use of appropriated money in accomplishing the Institution’s work. To bridge that pay gap, the Smithsonian explored having the Institution’s employees covered within the Federal classified service. In 1896, President Grover Cleveland directed that change, and for the following eight decades the character of the workforce

generally reflected that of the Federal civil service.

With the advent of the *Smithsonian* magazine in 1970 and the expansion of other business activities, however, the number of Trust employees began to grow rapidly. Prior to that time, only a few dozen Trust positions existed, nearly all of which were at the senior management level. That number expanded rapidly, with over 2,000 Trust-funded employees – over a third of our workforce – serving at the Institution today. As the Trust ranks expanded to include non-senior employees, new compensation and benefits programs were established for non-senior employees providing rough parity to the Federal system. Since 2000, two smaller and separate employment systems have been established. The first, following the expiration of the Panama Canal Treaty, covers most employees of the Smithsonian Tropical Research Institute in Panama. The second is a more flexible, Trust-funded employment system for our Business Ventures organization.

Today, there are four main servicing human resources offices: one for Panama, one for Smithsonian Business Ventures, one for the Smithsonian Astrophysical Observatory at Harvard, and one for the remaining organizations, that are located principally but not exclusively in and around the Nation's capital.

[Implications of the Dual Workforce](#)

The duality of the Smithsonian employment system is based on more than simply the source of funding. Federal employees are employed by the Institution directly, but the rates of pay, job protections, recruitment procedures, classification, and other related attributes are governed by Federal rules, regulations, and requirements as guided and enforced by the Office of Personnel Management. The Smithsonian follows the Merit System Principles, established by statute, and adheres to all regulations and requirements dealing with Federal employment.

At the same time, the Smithsonian has wide latitude in setting the parameters for its Trust workforce, with more flexibility in terms of recruitment, compensation, classification, etc. The Institution also negotiates, maintains, and administers its own benefits programs for Trust employees. In terms of labor relations, Trust employees lack the entitlements of Federal employees, and there are different processes and procedures for handling activities in this area.

The implications of this dual system for human capital activities are clear, but complex: in developing human capital initiatives and programs, the Institution must maintain its adherence to Merit System Principles without unduly limiting the beneficial flexibilities of the Trust employment system. In some cases, this may mean different programs for Trust and Federal employees, such as benefits. In other cases,

like skill gap assessments, there would be limited need for different processes or procedures based solely on employment system. In short, each effort must be analyzed separately to determine how best to implement in both the Federal and Trust employment systems.



Smithsonian's Current Organization and Workforce

Organization

The Smithsonian is currently organized into five main areas:

- ◆ Office of the Secretary
- ◆ Deputy Secretary/Chief Operating Officer
- ◆ Under Secretary for Art
- ◆ Under Secretary for Science
- ◆ Smithsonian Business Ventures

The Secretary's Office includes staff offices, such as Development, Inspector General, Equal Employment and Minority Affairs, Policy and Analysis, and General Counsel. The Deputy Secretary's organization includes most central service functions (like human resources, chief financial officer, chief information officer, facilities management) as well as American museums and national programs. The Under Secretary for Art oversees all of the Institution's art museums and activities, and the Under Secretary for Science has purview over all of the Institution's scientific organizations. Finally, the Business Ventures organization oversees the Institution's revenue generating activities.

General Workforce Statistics

At the beginning of FY2005, the Institution had 4,162 Federal employees, 2,033 Trust employees (502 in Business Ventures, with 1,531 elsewhere throughout the Institution), and 312 employees in the

Panamanian Employment System. Of those domestic, non-business ventures employees, approximately 12.4% will be retirement eligible by the end of FY2005; with an additional 8.8% becoming eligible by the end of FY2008. The Institution’s average attrition rate, excluding Federal/Trust movements and buyouts, from 2002 to 2004 is 9.7% - around half the 18.5% average reported by OPM for Federal employees in the United States for the same time frame (source: OPM annual fact books). Additional statistics are provided in the Appendices.

Workforce Mission Critical Occupational Clusters

Within the Institution, there are major mission critical occupational clusters that can be traced directly back to the Institution’s strategic goals and mission, as demonstrated in the following chart. In the instance of collections management, this area is covered in both the research and public engagement goals.

SI MISSION-CRITICAL OCCUPATIONAL CLUSTERS	SI STRATEGIC GOALS	SI MISSION
Research (Science and Humanities)	Strengthened Research	Increase Knowledge
Collections Management		
Education & Outreach	Increased Public Engagement	Diffuse Knowledge
Exhibitions (Development & Display)		
Facilities/Resources Management & Support	Management Excellence	Mission Support
Fund Raising & Development	Financial Strength	
Revenue Generation		

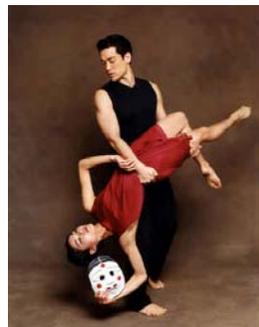
Recognizing that some of the areas above are very broad, the Institution developed a set of more specific mission-critical occupational clusters, which are:

- ◆ Research (Science and Humanities) – research performed by the Institution, not only in the scientific areas, but also in the arts and humanities
- ◆ Collections Management – manage and preserve the Institution’s collections and artifacts, which

include objects, documents, live animals, etc.

- ◆ Education & Outreach – provide education and outreach services to the public
- ◆ Exhibitions (Development & Display) – plan, design, develop, stage, and maintain the variety of exhibitions at the Smithsonian
- ◆ Facilities – build, operate, maintain, revitalize, secure, and protect the Smithsonian’s facilities, the majority of which are Institution-owned and operated
- ◆ Human Resources – attract, retain, reward, and develop human capital
- ◆ Financial Management – manage the Institution’s financial resources, both Trust and Federal
- ◆ Information Technology – develop, maintain and secure the Institution’s information technology (IT) systems. This includes the three mandated categories of IT Security, IT Enterprise Architecture, and IT Program Management.

An important point about the Institution’s workforce is the breadth of its work. The Smithsonian has a multi-faceted, encompassing mission that expands as humanity’s knowledge expands. As the Institution not only preserves but also increases and diffuses knowledge, the Smithsonian is involved in a broad range of pursuits. The Smithsonian has a breadth of research, from astrophysics to zoology, employing specialists in that wide variety of disciplines. The same can be said of the Institution’s arts and humanities work. This breadth of scope is a key part of the Smithsonian’s continued success, but it presents human capital challenges. It requires continued evaluation and anticipation of the workforce and the workload to ensure we keep pace with recent work in science, the arts and the humanities.





STRATEGIC ALIGNMENT

The Smithsonian Institution's Strategic Plan for the years 2004–2008 sets out guiding principles that focus managers and staff on the most important activities of the Institution.

The Institution's Strategic Plan is given practical expression through the Smithsonian's Annual Program Performance Plans, which form a basis for the organizational operational reviews, the Secretary's Goals-At-A-Glance, and senior level performance plans, which cascade into managerial, supervisory and staff plans. All senior-level performance plans are organized along the Institution's strategic plan framework to ensure direct linkage between individual performance and the Institution's strategic plan.

The principal objective of the Institution's Human Capital Plan is to utilize human capital strategically to support the Smithsonian's goals and mission.

Goal 1

Set the Institutional mission, goals, and organizational objectives in the Smithsonian Strategic Plan, Annual Performance Plan, and budget, and incorporate human capital as a part of these plans.

Strategic Objective 1.1

Include Human Capital as a specific objective under the Management Excellence Strategic Goal, and incorporate pertinent human capital measures.

Strategic Objective 1.2

Include, where pertinent, human capital strategies and short-term performance objectives in the Institution's performance plans and budget.

Activity and Accomplishments

Human Resources Management is a specific component of the Institution's strategic plan, found under the Management Excellence goal. Additionally, it has been incorporated into specific

strategies and performance objectives, as well as into the annual Goals-At-A-Glance process.

Human capital is therefore included not only in the human resources-specific section of the Institution's strategic plan, but also as a supporting factor for programmatic areas.

For example, there are performance management measures under both the human capital objectives as well as programmatic ones, like exhibitions, education, and collections management. These and other human capital metrics that support the Institution's strategic goals and performance objectives that are tracked, reported, and used to show results.

These include both data points (number of occupational injuries and illnesses, percentage of completed performance appraisals, employee satisfaction rate, etc.) and project management schedules and timeframes (PeopleSoft system implementation schedule, executive search progress for key vacancies, compensation review schedule, etc.) The data have helped the Institution take positive actions, such as identifying areas to increase employee satisfaction, making reasonable accommodations to improve return-to-work from workers' compensation, holding organizations accountable for performance management, etc.





ORGANIZATIONAL ALIGNMENT & WORKFORCE PLANNING

Ensuring that the organizational structures and the workforce are aligned to support and achieve the Institution's mission and strategic goals is fundamental to an effective and successful human capital management plan. Structures must be streamlined and staff resources assigned to critical areas. Workforce planning plays a critical role in getting the right people at the right time to do the right job, and in planning for changing needs over time. It also prepares employees for different and more challenging roles, guides succession planning, and reduces lag time in filling critical positions.

Goal 2

Design and implement an effective organizational structure and workforce to carry out our mission.

[Strategic Objective 2.1](#)

Create and implement an organization that aligns with the overall Institutional mission and Strategic Plan and facilitates the most efficient way to accomplish the work of the Institution.

[Strategic Objective 2.2](#)

Create and implement a system of operational reviews to ensure organizational performance in the new structure.

[Strategic Objective 2.3](#)

Develop a dynamic workforce planning system focused on aligning human capital with strategic goals and changing needs.



Activity and Accomplishments

Organizational Alignment:

The current overall organizational structure implemented in 2004 arose out of a rigorous look at the Institution's structure and reporting relationships. Prior to that time, the Institution lacked a Chief Operating Officer, and the major administrative areas – facilities management, financial management, human resources management, information technology – all reported directly to the Secretary. Recognizing the need for strong central oversight of these critical functions, the Secretary created the position of Deputy Secretary/Chief Operating Officer to manage the key administrative functions of the Institution. As part of this alignment, the Institution created the position of Under Secretary for Art, and moved all art-focused units into that organization. The Under Secretary for Science organization was also strengthened by aligning the National Air and Space Museum with the science division, thus bringing together all of the units focused on goals outlined in the Institution's Science Strategic Plan. In sum, the Institution created a structure that brought together organizations of similar missions, and created the Chief Operating Officer position to ensure leadership attention on key areas. These actions allowed the Institution to meet its goal of creating an aligned and efficient organization.

During that time, the Office of Human Resources began its work on making structural and procedural changes. The Office is assessing its current organizational structure, to reflect the Institution's commitment to customer service while also demonstrating the importance of new initiatives and more analytic approaches to human capital management. Anticipated results include improved timeliness, enhanced analytical capability, and streamlined processes.



Operational Reviews:

The Operational Review process was instituted in FY2002, and its policies and procedures are documented in the Institution's Budget Manual and directives system. The operational review is the method the Secretary uses to review the organizational performance of all Smithsonian organizations and to facilitate top management communication on the Institution's major programs. Thus, the Institution's key managers – including the Deputy Secretary, the Under Secretary for Art, the Under Secretary for Science, the Chief Executive Officer for Business Ventures, and the Director of External Affairs (Development) – make presentations to the Secretary three times a year covering the strategic goals, annual performance targets, and metrics for the museums and other organizations under their respective purviews.

Additionally, recognizing the importance of internal management, the Secretary requires each of the major central service providers (Chief Financial Officer, Chief Information Officer, Human Resources, and Facilities, Engineering & Operations) to provide individual operational reviews on their areas, and those key managers also make separate presentations as part of the operational review process.

The reviews themselves focus on how well an organization is doing in advancing the Institution's strategic plan. The performance goals, set forth in the Institution's budget documents and in the Secretary's Goals-At-A-Glance, link back to the Institution's strategic plan, and the Secretary has established specific measures that must be tracked and reported. These goals then flow down into individual performance plans. Operational reviews specifically address performance data, financial operating expenses, business activities when applicable, and overall management areas. Additionally, there are specific human capital areas which must be addressed at each operational review: staffing, diversity, and workforce planning. Each organization is expected to report on its diversity successes or challenges, as well as on its management of human resources and how that relates to the achievement of organizational goals as well as the overall Institutional goals.

Workforce Planning:

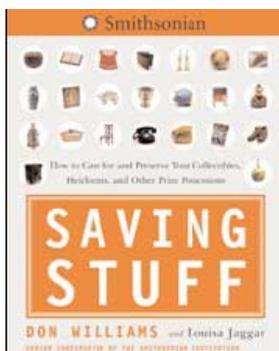
The Institution embarked on its workforce analysis and planning efforts in FY2005. The initial program is two-fold: a unit-specific workforce analysis as well as a pan-Institutional assessment of specific mission critical occupational clusters. The Institution recognizes that it will continue to face staffing and resource challenges in the future, so the thoughtful commitment of those limited resources becomes critical. A strong foundation upon which to secure the Smithsonian's future depends on the alignment of human capital resources with the Institution's strategic goals

and performance objectives.

The Institution began doing unit-specific workforce plans during FY2005. This planning process is designed to support Institution-wide workforce restructuring and to develop, at the unit level, a concrete and continuing foundation on which to sustain a skilled and competent workforce. Some units need to address demographic issues, such as an aging workforce, while others need to focus on restructuring the workforce to meet new workload demands. Some units also use a variety of means to meet their workload requirements, and thus their workforce plans might include various means of accomplishing their work. For instance, the Institution has over 5000 volunteers that support its work. Additionally, there are partnerships like fellowship programs and the use of post-doctoral students that also assist the Institution in meeting its goals.

These workforce plans have helped the Institution identify and begin to correct mission-critical occupational gaps; the Smithsonian has also begun to expand our work in this area to move beyond occupational gaps and into competency gaps in order to provide more informative data for workforce analyses. These gap analyses will be conducted at an Institution-wide basis to determine if imbalances and/or competency gaps exist and, if they do, to what degree. Human capital strategies to bridge those gaps will then be designed and implemented. The Institution is working with an outside contractor as it embarks on its initial efforts in this area, hoping to build an internal capacity in order to eventually expand these efforts to encompass all mission-critical occupational clusters.

To ensure that the Institution's efforts in this area are based on consistent and accurate data, the Smithsonian is implementing various components of PeopleSoft that provide the functionality to support workforce analyses and competency management. By linking data together, the Institution will be increasingly able to use statistical information to facilitate human capital planning. The Institution will continue its workforce assessments on a regular basis to address the changes in mission activities, resource levels, demographics, and other future challenges.





TALENT

Having a talented and diverse workforce in a discrimination-free environment is a priority of the Institution. One of the biggest challenges to achieving our mission, and hence the goals in our Strategic Plan, is our ability to secure, develop, and retain the resources and expertise (both current and expected) for the workforce needed to execute the Institution's ever-evolving mission. Part of building a talented and capable workforce is ensuring diversity and effective recruiting techniques; retaining and growing that workforce requires careful attention as well. The Institution will continue to support diversity and affirmative equal employment opportunity programs and emphasize the importance of these initiatives.



Goal 3

Recruit, hire, develop, and retain employees with the necessary skills for mission accomplishment.

[Strategic Objective 3.1](#)

Develop streamlined, effective recruitment and hiring processes that adhere to the appropriate rules and requirements.

Strategic Objective 3.2

Develop and maintain critical skills necessary to meet present and future business needs through timely, effective training and development linked to competencies.

Strategic Objective 3.3

Identify, develop, and promote the use of policies and programs that improve the working environment, such as pay for performance, pay banding, recruitment and retention incentives, etc.

Activity and Accomplishments

Recruitment and Hiring:

The Smithsonian's efforts in this area focus on improving both the timeliness of the hiring process and the quality of the results. In terms of timeliness, the Institution has established a 45-work day hiring model as our goal for the Federal hiring process, as well as implemented an automated tracking report to monitor and measure progress in meeting that goal.

The Institution has also begun surveying selecting officials as to their reaction to the quality of the candidates attracted through the recruitment process, and the Smithsonian will begin to use those results to determine if there are occupational clusters where recruitment improvements can be made.

Additionally, as part of the on-going review of human resources practices, the Institution is looking at the recruitment practices and policies to determine where process reengineering can be done. The goal of this review is to make changes that improve the process, including factors like timeliness and ensuring a diverse candidate pool. The Smithsonian will also continue to use its partnerships and intern programs as methods of attracting potential candidates for employment.

The Institution also recognizes that the recruitment and hiring process is not solely the responsibility of its four servicing human resource organizations. Supervisors and managers must do their part to ensure an efficient and timely hiring process. Units should use the workforce planning process to continually monitor critical areas of work, anticipate fluctuations in workload, and develop effective hiring plans.

Training and Development:

The Institution has begun a training needs assessment to determine where critical needs lie in this area, and an entire plan of action will be developed following an analysis of the needs assessment. That plan of action will also be shaped by the initial skill gap analyses being done in specific occupational areas. The Smithsonian envisions the training plan of action as a living document that will be updated as additional skill gap analyses are completed and as the Smithsonian enlarges its competency management efforts.

The efforts in this area will also tie directly to the leadership competencies and succession management efforts discussed in component 5 – leadership and knowledge management. This will ensure that training and development programs build the specific competencies the Institution is seeking.

Employee-Friendly Workplace:

The Smithsonian currently offers various workforce flexibilities that aid in attracting and retaining quality employees. These include flexible work schedules, alternative work sites, recruitment and retention incentives, competitive benefits programs for Trust employees, and other services. The Institution will also begin offering the transit pass transportation benefits in fiscal year 2006. The Institution will continue to promote and utilize available employee-friendly workplace programs. Additionally, the Institution has already begun the use of pay banding for its business ventures organization.



Goal 4

Foster an environment that is free of discrimination and allows all employees to use their diverse talents in support of the Institution’s mission and goals.

[Strategic Objective 4.1](#)

Foster a climate that values inclusion to build and maintain a highly-qualified and diverse workforce.

[Strategic Objective 4.2](#)

Educate supervisors and employees in creating and maintaining a workplace free of discrimination and harassment.

[Strategic Objective 4.3](#)

Hold managers and supervisors accountable for achieving diversity and equal employment opportunity through the performance management system.



Activity and Accomplishments

The Smithsonian reflects the growing contributions of our diverse population through our programs, activities, and exhibits. As the Institution furthers the nation’s understanding of the mosaic that is America’s national identity, the Institution also demonstrates its appreciation for diversity at all levels and in every aspect of its operations. In addition to diversity in the

workforce, the Institution also strives for full diversity in our programs, exhibits, and educational activities so as to attract new audiences who previously have not been represented in these areas.

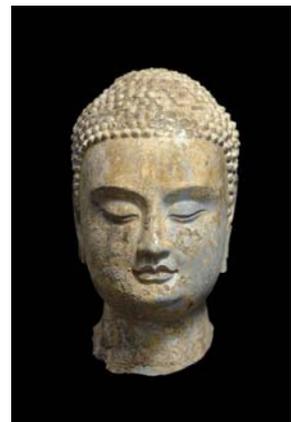
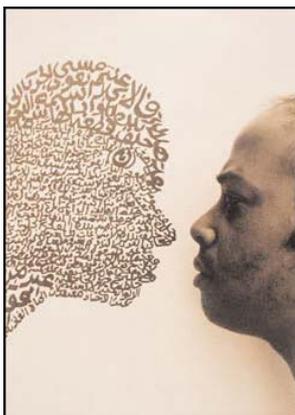
The Institution's approach is based on maximum inclusion, cooperation, and respect for the uniqueness that a diverse workforce can bring to any successful venture. All human resources practices are conducted in a manner that ensures fair treatment of all individuals. Managers and supervisors at all levels are responsible for achieving diversity and will be held accountable through annual performance reviews. Every employee is a partner in fostering a workplace where everyone is valued and has confidence that merit is the basis for employment decisions.

The Institution remains committed to its diversity efforts, as they increase productivity, broaden perspectives, improve morale, and foster creativity.

The Institution has identified required training courses that focus on educating employees, supervisors, and managers on these important workplace issues. The Institution's mandatory courses in this area are:

- Prevention of Sexual Harassment (POSH)
- EEO for Managers and Supervisors

The Institution systematically sends all new employees to POSH shortly after employment, and at least once every three years throughout their employment with the Institution. Additionally, the Smithsonian requires managers and supervisors to complete the course targeted for them. The Institution also offers training on the labor and employee relations process.





RESULTS-ORIENTED PERFORMANCE CULTURE

The Smithsonian Institution is dedicated to fostering a performance culture that motivates and rewards employees for high performance and ensures that all employees are committed to achieving results aligned with the strategic goals.

Managing human capital is the responsibility of managers and supervisors who interact on a daily basis with staff to give direction, communicate expectations, provide feedback on performance, train, and identify the need for training. Through this interaction, the work of the organization is accomplished. Therefore, it is critical that everyone participating in these processes understand the requirements and expectations and regularly communicate the impact on achieving the organization's mission. Effective performance management includes:

- ◆ planning work and setting expectations
- ◆ continually monitoring performance
- ◆ developing the capacity to perform successfully
- ◆ periodically rating performance
- ◆ rewarding good performance
- ◆ recognizing and dealing with poor performance

Goal 5

Develop a performance management system that distinguishes between high and low performers, links individual/team/unit performance to organizational goals, and motivates and rewards staff for high performance.

[Strategic Objective 5.1](#)

Establish clear, measurable individual performance requirements aligned with strategic goals and communicate them.

[Strategic Objective 5.2](#)

Provide regular feedback on performance and prepare timely evaluations.

[Strategic Objective 5.3](#)

Take appropriate steps to recognize and incentivize performance that contributes to organizational goals.

[Strategic Objective 5.4](#)

Establish supervisory and managerial accountability for individual and organizational performance .

[Strategic Objective 5.5](#)

Identify poor performance and take timely corrective action.



Activity and Accomplishments

The Institution has embarked on an initiative to redesign its entire performance management system, encompassing both the executive and staff level processes. This redesign effort will result in a system that:

- ◆ links individual performance to organizational goals and cascades goals from senior levels to managers to supervisors
- ◆ requires regular feedback on performance
- ◆ differentiates various levels of performance
- ◆ allows for appropriate recognition to incentivize high performance

Supervisors and managers will be held accountable for meeting the requirements of the performance management system. The Institution will continue to provide training to managers and supervisors on performance management in order to provide them with the latest policies, procedures, and information.

Given the proposed civil service legislation, the Institution anticipates that there will likely be changes to the Federal pay structure over the next five years. Those changes could include pay-for-performance and pay banding, depending on Congressional action. The Institution's current performance management efforts will result in a stronger performance management system, which could be used to support a pay-for-performance compensation system. Potential target dates for pay-for-performance are included in the human capital action plans, and the Institution recognizes that those dates will likely change as the proposal goes through the legislative process.





LEADERSHIP AND KNOWLEDGE MANAGEMENT

The Institution must ensure that it hires, develops, and maintains leaders who think strategically and innovatively to achieve results. Leaders must also be able to motivate employees to perform their best. They must be educated about strategic planning and annual performance plans and be able to impart information to supervisors about managing the work to achieve the mission, and to staff about performing to achieve results. Leadership development programs that provide this kind of training and experience are necessary.

Goal 6

Develop integrated succession management and leadership development programs that build needed leadership competencies and enhance knowledge transfer.

[Strategic Objective 6.1](#)

Implement a succession management program featuring competencies required for senior management positions.

[Strategic Objective 6.2](#)

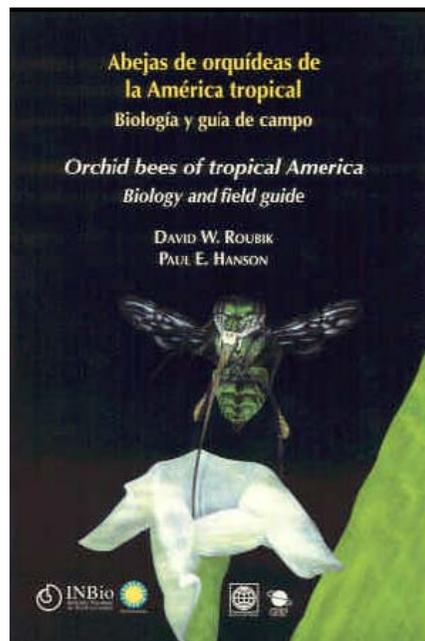
Ensure leadership development programs that support the established leadership competencies and provide for knowledge transfer.



Activity and Accomplishments

The Institution has begun to implement its first-ever Institution-wide systematic succession management program. Designed and developed over the past year, the program structure was approved by the Board of Regents, with the first participants beginning during 2006. The program will be competency-based: an overall leadership competency model is being developed (including general generic leadership competencies as well as Institution-specific ones), and each targeted position will also be analyzed for specific technical competencies that would be required.

The Smithsonian will also build leadership development programs and courses that support the development of its leadership competencies. These programs will likely encompass a vast array of development opportunities: internal and external courses and programs; developmental assignments; action learning projects; etc. These programs will also encourage the sharing of knowledge through the development of a Smithsonian leadership culture. Other similar activities include the use of “emeritus” positions to allow for increased knowledge transfer.



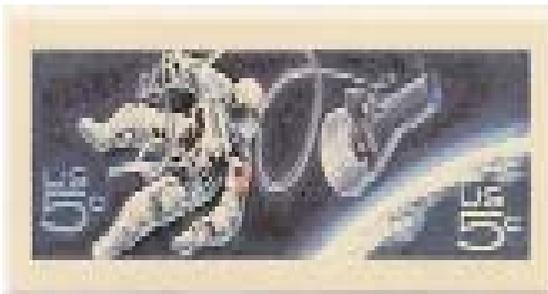


PERFORMANCE MEASURES AND EVALUATION

The Smithsonian Institution has already taken many steps to address its human capital challenges through the variety of human capital initiatives already underway: succession management, process reengineering, workforce analysis, competency development, performance management, etc. The Institution will continually evaluate its performance in achieving the goals and objectives outlined in this plan and measure its progress toward meeting long-term results. Key performance goals and measures will include:

- ◆ Improved human resources services and performance resulting in greater customer satisfaction; measure: results of customer satisfaction surveys
- ◆ A performance evaluation and measurement system that provides accountability and fairness for all employees, ensures the rating of employee performance, and links to strategic goals; measures: appraisal completion rates, percentages of performance plans tied to strategic goals
- ◆ Identification of competency gaps and development of plans to address those gaps; measure: competency gap assessments
- ◆ A robust succession management program for targeted positions; measure: number of succession candidates; competency assessment of succession candidates

Additionally, other performance measures (such as project milestones, hiring timeliness, training evaluations, etc.) will continue to be monitored and reported to the Deputy Secretary on a monthly basis. Metrics required in the Strategic Plan, Annual Performance Plans, and Operational Reviews will also continue to be monitored and reported.





APPENDICES





A – ROLES AND RESPONSIBILITIES

To implement the initiatives and objectives of this HCP, the Institution as a whole must be dedicated to the plan and its goals. That commitment is reflected by senior management attention to human capital issues, which is communicated throughout the organization and made stronger by being incorporated into supervisory and managerial performance plans.

The Institution recognizes that there are a variety of roles and responsibilities associated with managing human capital. The attached chart from our accountability strategy details those roles and responsibilities.

Main Functions	Human Capital Accountability Tools	Accountable Official/Group	Action Officials/Group
Establishes overall SI strategic goals and missions and organizational performance expectations	Regular operational review meetings with heads of organizations encompassing review of management activities, including human capital.	Secretary	Secretary
Approves overall human capital strategic goals and establishes organizational performance expectations for the Office of Human Resources Sets resource levels Serves as the Institution’s liaison with the Regents’ Committee on Compensation and Human Resources Oversees workforce diversity goals	Monthly metrics meetings Internal PMA scorecard tracking Performance Agreement with the Director, OHR (Goals-At-A-Glance) Workforce Hiring Action Plans and reports	Deputy Secretary	Deputy Secretary Director, OHR Director, Office of Equal Employment & Minority Affairs

Main Functions	Human Capital Accountability Tools	Accountable Official/Group	Action Officials/Group
<p>Oversees, directs and executes or delegates all authorities related to human resources</p> <p>Establishes strategic plan and budget for the Office of Human Resources aligned with the Institution's strategic plan and goals</p> <p>Represents SI in relationships with OPM</p> <p>Chairs the Human Resources Coordinating Committee, which steers implementation of the human capital plan</p>	<p>Metrics tracking</p> <p>Internal PMA scorecard/milestone tracking</p> <p>Performance Agreement with the Deputy Secretary</p> <p>Performance Plans for OHR Managers</p>	<p>Director, OHR</p>	<p>Managers, OHR</p>
<p>Develop and implement policies, procedures, standards and systems to achieve specific goals of each OHR division.</p>	<p>Metrics tracking</p> <p>Internal PMA scorecard/milestone tracking</p> <p>Performance Agreement with the Deputy Secretary</p> <p>Performance Plans for OHR Managers</p>	<p>Director, OHR</p>	<p>OHR Managers</p>

Main Functions	Human Capital Accountability Tools	Accountable Official/Group	Action Officials/Group
<p>Directs, oversees, facilitates, and reports on equal employment opportunity and ensures compliance with applicable regulatory guidelines.</p> <p>Establishes strategic plan and budget for OEEMA aligned with the Institution's strategic plan and goals.</p> <p>Reviews HR policies and practices to ensure the identification and elimination of barriers to equal employment opportunity.</p>	<p>Monthly metrics meetings with the Deputy Secretary</p> <p>Performance Agreement with the Deputy Secretary</p> <p>EEOC-MD-715 reporting</p>	<p>Director, Office of Equal Employment and Minority Affairs (OEEMA)</p>	<p>Managers, OEEMA</p>
<p>Oversee and monitor progress on achieving organizational performance goals</p>	<p>Operational Reviews</p>	<p>Secretary</p>	<p>Deputy Secretary, Under Secretaries, Director of Policy & Analysis</p>
<p>Oversee and monitor progress on internal OMB scorecards</p> <p>Liaison with OMB on scorecard issues</p> <p>Oversee performance reporting as part of the budget process</p>	<p>Operational Reviews</p> <p>Internal PMA scorecard tracking</p> <p>Budget requests and reports</p>	<p>Deputy Secretary</p>	<p>Chief Financial Officer</p>
<p>Exercise direction and supervision over assigned areas.</p> <p>Oversee organization's management of human resources, including selection, development, and training.</p> <p>Allocate resources</p> <p>Some serve on the Institution's Human Resources Coordinating Committee</p>	<p>Operational Reviews</p> <p>Budget requests and reports</p> <p>Performance Agreements with the Deputy or Under Secretaries</p> <p>Organizational performance plans and operational plans</p>	<p>Deputy Secretary, Under Secretaries for Art and Science</p>	<p>Heads of Museums, Research Institutes and Offices</p>

Main Functions	Human Capital Accountability Tools	Accountable Official/Group	Action Officials/Group
Oversees, directs and executes all delegated authorities related to human resources	Operational Reviews Budget requests and reports Organizational performance plans	Deputy Secretary, Under Secretary for Science, and CEO, SBV	SBV, SAO, & STRI Servicing Personnel Offices
Ensure unit's selection, development, training and personnel practices are in accordance with established principles and policies	Performance standards	Deputy Secretary, Under Secretaries	Heads of Museums, Research Institutes and Offices (Unit administrative officers/human resources liaisons)
Select, develop and train employees in accordance with established principles and policies	Performance standards	Heads of Museums, Research Institutes and Offices	Managers/Selection Officials
Steer the Institution's human capital efforts, and provide recommendations to the Deputy Secretary on the strategic management of human capital	Metrics Internal PMA scorecard tracking	Human Resources Coordinating Committee	Director, OHR



B – IMPLEMENTATION FRAMEWORK

Goal 1

Set the mission, goals, and organizational objectives for the Institution in the Strategic Plan, Annual Performance Plan, and budget, and incorporate human capital as a part of these plans.

STRATEGIC OBJECTIVE	OBJ. #	TARGET DATES	STAKEHOLDERS
Include Human Capital as a specific objective under the Management Excellence Strategic Goal, and incorporate appropriate human capital measures.	1.1	Ongoing	Senior Management Office of Policy & Analysis Office of Planning, Mgmt. & Budget Office of Human Resources Unit Directors
Include, where appropriate, human capital strategies and short-term performance objectives in the Institution's performance plans and budget.	1.2	Ongoing	Senior Management Office of Policy & Analysis Office of Planning, Mgmt. & Budget Office of Human Resources Unit Directors

Accomplishments Toward Meeting Objectives

- ◆ Human Capital is a specific objective in the Smithsonian's Strategic Plan
- ◆ Appropriate human capital measures have been included in the Strategic Plan
- ◆ Additional human capital activities are included in the annual performance plan, budget, and operational reviews (Goals-At-A-Glance)
- ◆ Integrated Institution's performance plan with annual budget submission

Work Required

- ◆ Continue to include Human Capital in future Strategic Plans
- ◆ Review, update and revise human capital measures regularly
- ◆ Revise and update human capital activities included in the annual performance plan and budget



Goal 2

Design and implement an effective organizational structure and workforce to carry out our mission.

STRATEGIC OBJECTIVE	OBJ. #	TARGET DATES	STAKEHOLDERS
Create and implement an organization that aligns with the overall Institutional mission and Strategic Plan and facilitates the most efficient way to accomplish the work of the Institution.	2.1	Ongoing July 2006 - Implement Human Resources process and structure changes	Senior Management SI Units
Create and implement a system of operational reviews to ensure organizational performance in the new structure	2.2	Ongoing	Senior Management Office of Planning, Mgmt. and Budget SI Units
Develop a workforce planning system focused on aligning human capital with strategic goals.	2.3	Ongoing Dec 2005 – Develop competencies in three areas 2006 & beyond – continue competency development	Senior Management Office of Planning, Mgmt. and Budget Office of Human Resources SI Units

Accomplishments Toward Meeting Objectives

- ◆ Created Deputy Secretary/Chief Operating Officer structure and realigned Institution’s structure accordingly to focus work activities on key strategic priorities
- ◆ Developed operational review process to ensure organizational performance
- ◆ Instituted workforce planning process Institution-wide
- ◆ Began competency model development for specific mission critical occupational areas: financial management, IT, and human resources
- ◆ Realigned \$3.5 million from lower to higher priorities to meet critical performance objectives

Work Required

- ◆ Implement HR business process reengineering changes and structural changes
- ◆ Continue to monitor organizational performance through operational reviews
- ◆ Continue to develop competency models and identify and address skill gaps

Goal 3

Recruit, hire, develop and retain employees with the necessary skills for mission accomplishment.

STRATEGIC OBJECTIVE	OBJ. #	TARGET DATES	STAKEHOLDERS
Develop streamlined, effective recruitment and hiring processes that adhere to the appropriate rules and requirements.	3.1	Dec. 2005 – Reengineer recruitment process Jan. 2006 – Implement Quickhire	Office of Human Resources SI Units
Develop and maintain critical skills necessary to meet present and future business needs through timely, effective training and development linked to competencies.	3.2	Sept. 2006 – Develop and implement training action plan	Office of Human Resources SI Units
Identify, develop and promote use of policies and programs that improve the working environment, such as pay for performance, pay banding, recruitment and retention incentives, etc.	2.3	Ongoing 2008 – Potential deadline to finalize plan for transition to pay for performance (dependent on civil service legislation – requirement and/or date may change during legislative process)	Office of Human Resources SI Units

Accomplishments Toward Meeting Objectives

- ◆ Created 45-work day hiring model and automated tracking tools
- ◆ Began training needs assessment and implemented HR ERP training module to assist in training recordation to meet OPM reporting requirements
- ◆ Continued use of employee-friendly workplace programs like alternative work schedules and recruitment and retention bonuses
- ◆ Continued use of pay banding for Smithsonian Business Ventures employees

Work Required

- ◆ Implement Quickhire to provide automated rating and ranking and electronic receipt of applications with required interface with USA Jobs
- ◆ Reengineer recruitment process and structure
- ◆ Develop and implement training action plan, linking it to leadership and technical competencies
- ◆ Develop and finalize plan for transition to pay for performance



Goal 4

Foster an environment that is free of discrimination and allows all employees to use their diverse talents in support of the Institution’s mission and goals.

STRATEGIC OBJECTIVE	OBJ. #	TARGET DATES	STAKEHOLDERS
Foster a climate that values inclusion to build and maintain a highly-qualified and diverse workforce.	4.1	Ongoing	Senior Management Office of Equal Employment & Minority Affairs Office of Human Resources SI Units Managers & Supervisors
Educate supervisors and employees in creating and maintaining a workplace free of discrimination and harassment.	4.2	Ongoing	Office of Equal Employment & Minority Affairs Office of Human Resources SI Units Managers & Supervisors
Hold managers and supervisors accountable for achieving diversity and equal employment opportunity through the performance management system.	4.3	Ongoing	Senior Management SI Units Managers & Supervisors

Accomplishments Toward Meeting Objectives

- ◆ Issuance of “Policy Statement on Diversity and Equal Employment Opportunity” and “Prevention of Workplace Harassment Policy Statement”
- ◆ Ongoing training in prevention of sexual harassment
- ◆ Ongoing supervisory training: “EEO for Supervisors”
- ◆ MD-715 barrier analysis conducted
- ◆ Continued outreach recruiting to ensure breadth of candidate pool
- ◆ Ensured diversity element in all supervisors’ performance plans

Work Required

- ◆ Develop revised recruitment program/practices as part of reengineering effort
- ◆ Address wider need for supervisory training as part of training action plan.

Goal 5

Develop a performance management system that distinguishes between high and low performers, links individual/team/unit performance to organizational goals, and motivates and rewards staff for high performance.

STRATEGIC OBJECTIVE	OBJ. #	TARGET DATES	STAKEHOLDERS
Establish clear, measurable individual performance requirements aligned with strategic goals and communicate them.	5.1	2006 – Develop and implement new performance management system.	Office of Human Resources SI Units Managers & Supervisors
Provide regular feedback on performance and prepare timely evaluations.	5.2	2006 – Develop and implement new performance management system.	Office of Human Resources SI Units Managers & Supervisors
Take appropriate steps to recognize and incentivize performance that contributes to organizational goals.	5.3	2006 – Develop and implement new performance management system 2008 – Potential deadline to finalize plan for transition to pay for performance (dependent on civil service legislation – requirement and/or date may change during legislative process)	Office of Human Resources SI Units Managers & Supervisors
Establish supervisory and managerial accountability for individual and organizational performance.	5.4	2005 – Issue supervisory standard template incorporating supervisory requirements, such as EEO. 2006 – Develop and implement new performance management system	Senior Management Office of Human Resources SI Units Managers & Supervisors
Address poor performance and take timely corrective action.	5.5	Ongoing	Office of Human Resources SI Units Managers & Supervisors Employee Unions

Accomplishments Toward Meeting Objectives

- ◆ Improved performance appraisal completion rate by over 25%
- ◆ Issued supervisory element/standard template to ensure supervisory accountability
- ◆ Linked senior level performance standards to Institutional performance plan
- ◆ Secured SI Regents' approval for senior level compensation decisions

Work Required

- ◆ Develop and implement new performance management system as prelude to pay for performance



Goal 6

Develop integrated succession management and leadership development programs that build needed leadership competencies and enhance knowledge transfer.

STRATEGIC OBJECTIVE	OBJ. #	TARGET DATES	STAKEHOLDERS
Implement a succession management program featuring competencies required for senior management positions.	6.1	<p>July 2005 – Develop succession management program framework</p> <p>Oct 2005 – Develop leadership competency model</p> <p>2006 – Implement succession management program for key leadership positions</p> <p>2007 – Evaluate program and develop plan to cascade to lower levels</p>	<p>Senior Management</p> <p>Office of Human Resources</p> <p>SI Unit Directors</p>
Ensure leadership development programs that support the established leadership competencies and provide for knowledge transfer.	6.2	<p>2006 – Pilot leadership courses with first succession management group.</p> <p>2006 – Evaluate pilots and develop plan to cascade to lower levels</p>	<p>Office of Human Resources</p> <p>SI Units</p>

Accomplishments Toward Meeting Objectives

- ◆ Designed and developed succession management program structure for 2006 implementation
- ◆ Began development of leadership competency model

Work Required

- ◆ Finalize leadership competency model and develop technical competencies for each key position
- ◆ Implement succession management program with first pool identified in 2006



C – WORKFORCE STATISTICS

Attrition Statistics

Attrition Including Transfers Between Federal and Trust Employment Systems

Source of Data: NFC. Does not include SBV or STRI/Panama Figures

Overall Attrition			
FY	Losses	Begin Strength	Attrition Rate
FY 2002	544	4937	11.0%
FY 2003	495	4983	9.9%
FY 2004	662	4959	13.3%
FY 2005 thru 07-09- 05	336	4875	6.9%

Excluding Buyouts			
FY	Losses	Begin Strength	Attrition Rate
FY 2002	544	4937	11.0%
FY 2003	495	4983	9.9%
FY 2004	451	4959	9.1%
FY 2005 thru 07-09- 05	336	4875	6.9%

Excluding Buyouts & Guards, Laborers, Custodial Workers			
FY	Losses	Begin Strength	Attrition Rate
FY 2002	436	4164	10.5%
FY 2003	363	4079	8.9%
FY 2004	341	4003	8.5%
FY 2005 thru 07-09- 05	237	3940	6.0%

Attrition Excluding Transfers Between Federal and Trust Employment Systems

Overall Attrition Excl. Fed/Trust Transfers			
FY	Losses	Begin Strength	Attrition Rate
FY 2002	527	4937	10.7%
FY 2003	477	4983	9.6%
FY 2004	643	4959	13.0%
FY 2005 thru 07-09-05	313	4875	6.4%

Excl. Fed/Trust Transfers & Buyouts			
FY	Losses	Begin Strength	Attrition Rate
FY 2002	527	4937	10.7%
FY 2003	477	4983	9.6%
FY 2004	432	4959	8.7%
FY 2005 thru 07-09-05	313	4875	6.4%

Excluding Fed/Trust Transfers, Buyouts & Guards, Laborers, Custodial Workers			
FY	Losses	Begin Strength	Attrition Rate
FY 2002	421	4164	10.1%
FY 2003	350	4079	8.6%
FY 2004	324	4003	8.1%
FY 2005 thru 07-09-05	232	3940	5.9%

Government Averages

Source of Data: Annual OPM Fact Books.

All Branches			
FY	All (US & Abroad)	US Only	DC Area
FY 2002	16.66%	16.57%	11.74%
FY 2003	22.34%	22.26%	16.45%
FY 2004	16.76%	16.63%	12.62%

Executive Branch			
FY	All (US & Abroad)	US Only	DC Area
FY 2002	16.69%	16.59%	11.72%
FY 2003	22.39%	22.31%	16.61%
FY 2004	16.78%	16.65%	12.61%

Retirement Eligibility and Related Statistics

RETIREMENT ELIGIBLES PROJECTED TO 09-30-2005

RET TYPE	RET CAT	FEDERAL		TRUST		TOTAL	
		#	%	#	%	#	%
EARLY	50-20	601	14.8%			601	10.8%
	ANY-25	87	2.1%			87	1.6%
EARLY Total		688	17.0%			688	12.4%
INELIG		2873	70.9%	1318	87.0%	4191	75.3%
INELIG Total		2873	70.9%	1318	87.0%	4191	75.3%
OPT	50-10			197	13.0%	197	3.5%
	55-30	307	7.6%			307	5.5%
	60-20	109	2.7%			109	2.0%
	62-5	76	1.9%			76	1.4%
OPT Total		492	12.1%	197	13.0%	689	12.4%
Grand Total		4053	100.0%	1515	100.0%	5568	100.0%

RETIREMENT ELIGIBLES PROJECTED TO 09-30-2008

RET TYPE	RET CAT	FEDERAL		TRUST		TOTAL	
		#	%	#	%	#	%
EARLY	50-20	626	15.4%			626	11.2%
	ANY-25	81	2.0%			81	1.5%
EARLY Total		707	17.4%			707	12.7%
INELIG		2479	61.2%	1203	79.4%	3682	66.1%
INELIG Total		2479	61.2%	1203	79.4%	3682	66.1%
OPT	50-10			312	20.6%	312	5.6%
	55-30	540	13.3%			540	9.7%
	60-20	201	5.0%			201	3.6%
	62-5	126	3.1%			126	2.3%
OPT Total		867	21.4%	312	20.6%	1179	21.2%
Grand Total		4053	100.0%	1515	100.0%	5568	100.0%

Source of Data: NFC. Does not include SBV or STRI/Panama Figures

Beginning FY	AGE GROUP												Total	
	Under 20		20s		30s		40s		50s		60 plus			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
2003	43	0.7%	761	12.0%	1,451	22.9%	1,857	29.3%	1,705	26.9%	518	8.2%	6,335	100.0%
2004	31	0.5%	698	11.2%	1,404	22.5%	1,818	29.2%	1,700	27.3%	578	9.3%	6,229	100.0%
2005	40	0.6%	752	12.1%	1,340	21.6%	1,779	28.7%	1,712	27.6%	572	9.2%	6,195	100.0%

Source of Data: NFC and SBV. Does not include STRI/Panama Figures

Race and National Origin Statistics

Fiscal Year	Nat Am	Asian	Black	White	Hispanic	Total
FY 2002	89	236	2046	3737	227	6335
%	1.4%	3.7%	32.3%	59.0%	3.6%	100.0%
FY 2003	94	210	1891	3418	254	5867
%	1.6%	3.6%	32.2%	58.3%	4.3%	100.0%
FY 2004	123	277	1953	3609	286	6248
%	2.0%	4.4%	31.3%	57.8%	4.6%	100.0%

Source of Data: OEEMA. Does not include STRI/Panama Figures

2005 Workforce Hiring Action Plan Statistics

BY STRAT. GOAL				
GOAL NUMBER	GOAL DESCRIPTION	TOTAL # OF UNFUNDED REQUESTS	TOTAL # OF FUNDED REQUESTS	TOTAL # OF REQUESTS
1	Increased Public Engagement	67	197	264
2	Strengthened Research	17	19	36
3	Management Excellence	347	343	690
4	Financial Strength	2	0	2
TOTAL		433	559	992

BY MISSION CRITICAL OCC. CLUSTER				
CLUSTER NUMBER	CLUSTER DESCRIPTION	TOTAL # OF UNFUNDED REQUESTS	TOTAL # OF FUNDED REQUESTS	TOTAL # OF REQUESTS
1	Research (Sci & Humanities)	23	24	47
2	Collections Mgmt.	18	54	72
3	Education & Outreach	22	91	113
4	Exhibitions (Dev & Display)	19	36	55
5	Fac. & Res. Mgmt/Support	349	354	703
6	Fund-raising/Development	2	0	2
7	Revenue Generation	0	0	0
TOTAL		433	559	992

BY OCC. SERIES				
OCCUPATIONAL SERIES	SERIES DESCRIPTION	TOTAL # OF UNFUNDED REQUESTS	TOTAL # OF FUNDED REQUESTS	TOTAL # OF REQUESTS
0018	Safety Specialist	1	4	5
0028	Environmental Prot. Spec.	0	1	1
0080	Physical Security Spec.	0	3	3
0083	Police Officer	0	5	5
0085	Security Guard	82	48	130
201	HR Specialist	4	1	5
203	Personnel Technician	0	1	1
212	Real Estate Assistant	0	1	1
301	Misc. Admin. & Program	11	30	41
303	Clerk & Assistant	13	33	46
305	Mail Clerk	0	4	4
318	Secretary	1	5	6
341	Administrative Officer	1	1	2
343	Mgmt/Program Analyst	0	2	2
400	General Science	2	0	2
401	Biologist	1	5	6
404	Bio Science Technician	8	4	12
408	Ecologist	6	0	6
437	Horticulturalist	0	9	9
501	Financial Admin & Program	9	7	16
510	Accountant	11	3	14
511	Auditor	1	1	2
560	Budget Analyst	0	5	5
602	Medical Officer	0	1	1
610	Nurse	5	0	5
690	Industrial Hygiene Spec.	0	2	2
701	Veterinary Medical Officer	0	2	2
801	General Engineering	9	6	15
802	Engineering Technician	0	1	1
804	Fire Protection Engineer	0	1	1
854	Network Engineer	2	1	3
856	Electronic Technician	0	4	4
905	Attorney/Attorney-Advisor	1	2	3
950	Paralegal	1	1	2
1001	General Arts & Information	20	67	87
1010	Exhibits Specialist	7	21	28
1015	Curator	7	12	19
1016	Museum Specialist	2	14	16
1035	Public Affairs Specialist	5	4	9

1060	Photographer	1	2	3
1082	Writer/Editor	1	6	7
1084	Visual Information Specialist	0	6	6
1102	Contract Spec/Proc. Analyst	7	11	18
1103	Industrial Property Mgmt.	1	0	1
1176	Building Management	0	3	3
1301	General Physical Science	2	1	3
1330	Astrophysicist	0	2	2
1410	Librarian	2	3	5
1411	Library Technician	1	2	3
1412	Technical Information Spec.	0	1	1
1420	Archivist	1	8	9
1421	Archives Technician	0	4	4
1550	Computer Scientist	1	1	2
1701	Education Specialist	1	10	11
1702	Education Technician	1	1	2
1750	Instruction Designer	0	1	1
1811	Investigator	1	0	1
2001	Supply Officer	0	1	1
2210	IT Specialist	9	35	44
2801	Lampist	1	0	1
2805	Electrician	0	4	4
2810	High Voltage Electrician	0	2	2
3502	Laborer	0	29	29
3566	Custodial Worker	191	72	263
3603	Mason	0	1	1
3703	Welder	0	2	2
4102	Painter	0	3	3
4204	Pipefitter	0	3	3
4605	Woodcrafter	0	2	2
4701	General Maintenance Worker	0	1	1
4715	Cabinet Maker	1	0	1
4742	USRO	0	17	17
4749	Maintenance Mechanic	0	4	4
5001	Animal Keeper	0	2	2
5026	Pest Controller	0	1	1
5703	Motor Vehicle Operator	0	1	1
5716	Heavy Mobile Equip. Operator	0	1	1
5823	Auto Mechanic	0	1	1
6907	Materials Handler	0	2	2
7401	Commissary Workers	1	1	2
TOTAL		433	559	992