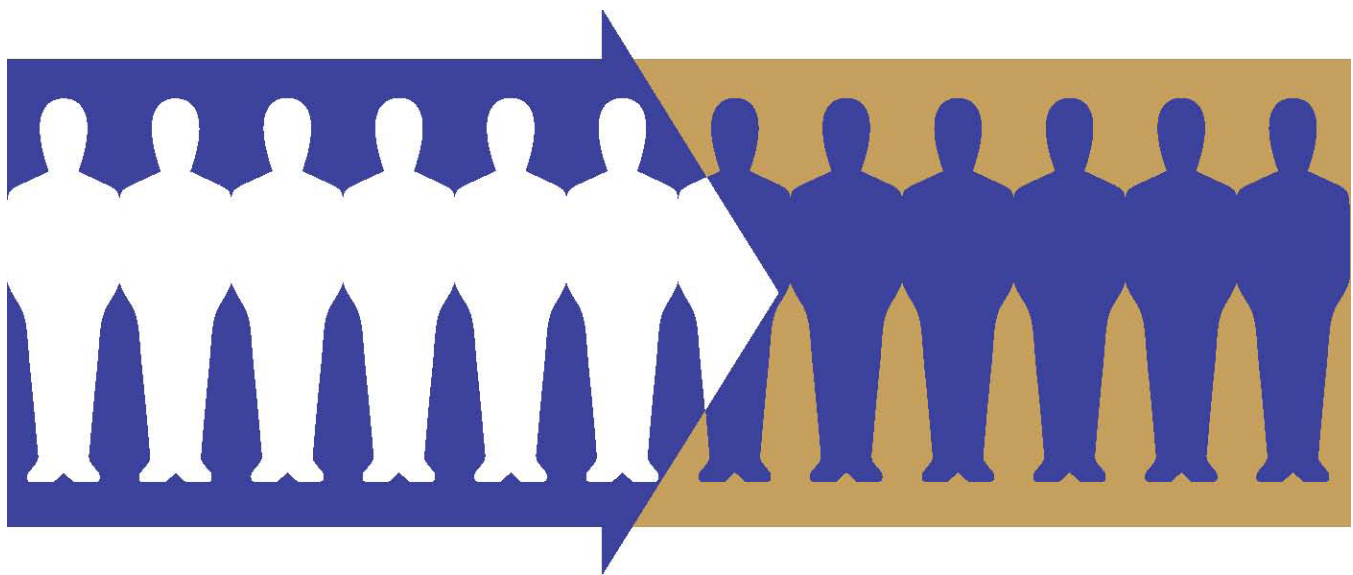


# RECLAMATION

*Managing Water in the West*

## **Workforce and Succession Plan**

**FY 2008 – 2012**



April 26, 2007

## **MISSION STATEMENTS**

The mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian tribes and our commitments to island communities.

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The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

# Foreword

As your Commissioner, I am committed to the President's Management Agenda and Reclamation's M4E initiative addressing Workforce Planning. We must strategically prepare and position ourselves to meet the demands of the 21st century and plan today for our future business environment.

I realize the notion of workforce planning is "easier said than done," but we have to effectively anticipate and prepare for the changes and challenges we will face within the next several years. It is anticipated that approximately 39 percent of Reclamation's workforce can retire within the next 5 years, not counting those who leave for nonretirement reasons. It is Reclamation's leaders that must lay out the overall strategic goals



Robert W. (Bob) Johnson

and plans for their organization and ensure that workforce planning is an integral part of the overall strategic agenda. Focus and emphasis must be given to what Reclamation needs to be the "Employer of Choice" in order to compete for top talent that possesses the competencies and capabilities required to meet our organizational goals and mission.

I know I can rely on the commitment of our managers and employees to continue to make Reclamation a fulfilling place to work.

A handwritten signature in black ink that reads "Robert W. Johnson". The signature is written in a cursive style and is positioned above a horizontal line.

Commissioner

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# Executive Summary

The Bureau of Reclamation’s core mission—to deliver water and generate power—has remained constant for a century; however, the way we accomplish our mission has evolved considerably. Reclamation’s highly competent and skilled staff of about 6,000 employees operate and maintain our vast water and power infrastructure; manage and support our technical programs; and address financial, acquisition, information technology, human resource, civil rights, and business management challenges.

To adequately prepare for the challenges of the 21st century, Reclamation has undertaken a broad-based initiative called Managing for Excellence (M4E) that thoroughly examines our core capabilities, as well as our ability to respond in an innovative and timely manner to future needs. As part of this initiative, Reclamation prepared this workforce plan to evaluate the current workforce and identify what changes need to be made to position ourselves effectively in the future.

**Who We Are:** Evaluation of our current workforce indicates that the mode or greatest number of Reclamation employees are 54 years of age, have 28 years of service, are at the GS-12 level, and make approximately \$81,000 per year. Our top five ethnic groups are White (78%), Hispanic or Latino (5%), Black or African/American, (3%), American Indian or Alaska Native (3%), and Asian (2%).

In addition:

- 46 percent have a Bachelor’s Degree or higher,
- 83 percent are covered by the General Schedule
- 67 percent are covered by the Federal Employee Retirement System (FERS)
- 69 percent are “baby boomers” (born between 1946 and 1964)

Approximately 19 percent of our non-Senior Executive Service (SES) employees, or about 1,100 employees, are eligible now or will be eligible for retirement within the next year. An additional 20 percent will be eligible in the next 5 years. More than half (61% or 3,500 employees) won’t be eligible for retirement for 5 years or longer.

Of our senior leadership (GS-13, 14, 15 and SES), retirement eligibility is as follows:

<b>Eligibility</b>	<b>Current or with in 1 year</b>	<b>1-2 years</b>	<b>3-5 years</b>	<b>More than 5 years</b>
SES	32%	6%	31%	31%
GS-13/14/15	27%	14%	20%	39%

In addition to retirements, Reclamation employees have been voluntarily resigning Federal service or transferring outside of DOI at a consistent rate of 5 - 6 percent (approximately 300 positions, plus or minus) over the period 2002 - 2006. This is a slightly lower rate than for employees of the Department of the Interior as a whole, which has a consistent 7 percent separation rate for the same period.

**Our Workforce Needs:** Five percent of our positions (312) have been designated by managers and supervisors as high priority due to current or upcoming vacancies and because the positions require critical and unique knowledge and skills that will be hard to replace. 159 positions have been identified as having the potential to be eliminated in the next 3 years.

Approximately 35 occupations were identified that could be considered during the formal FAIR Act inventory evaluation process for future study under the A-76 process or otherwise outsourced.

**Our Skills:** While most offices have tried to anticipate upcoming retirements or other vacancies, and transfer any unique knowledge or skills to current staff, there were some common critical needs identified for which appropriate knowledge transfer or specific training must occur. A complete list is contained later in this document, but a few of these skills are:

- Engineering skills such as electrical, mechanical, structural design, and operation and maintenance
- Communication including writing skills
- Project Management
- Environmental Planning
- Water Accounting

- Leadership
- Collaboration

An evaluation of the need for collaborative skills indicates that approximately 300 positions throughout Reclamation require advanced collaborative skills, such as leadership, strategic thinking, conflict management, public speaking, partnership development, facilitation and risk taking. These positions were typically the assistant/deputy/regional directors; deputy/area managers; some field office managers; regional, Denver, and Washington Office managers; and various high-profile supervisory and program managers in all offices.

**Our Challenges:** Like most Department of the Interior Bureaus, Reclamation is facing a constrained budget climate. Numerous other factors also present challenges, including:

- Loss of technical expertise
- Prolonged drought conditions
- Emerging issues that impact Reclamation’s ability to meet customer needs
- Legislation, including resolution of pending issues
- Power system stability and reliability
- Filling positions in high cost of living areas
- Continued efforts in support of the President’s Management Agenda
- Implementation of Financial and Business Management System
- Need for increased diversity

One of the biggest challenges to Reclamation in the next few years is implementing the results of the M4E initiative. In general, the results of the initiative have the potential to fundamentally change or influence how work is performed by Reclamation for many years to come.

**How We Will Meet These Challenges:** Reclamation has grouped our challenges into the following broad categories:

- Developing Succession Plans/Implement Appropriate Changes
- Communicating e Regarding Organizational Impacts of M4E
- Continuing or Increasing the Use of Incentives, Tools, & Programs
- Continuing Diversity Hiring/Mitigating Barriers to Retention
- SES Succession Planning
- Leadership Succession Planning/Leadership Skills Training

Several specific action items in each of the areas above have been identified by management to meet the challenges Reclamation faces into the future. These items have been prioritized and an implementation plan including next steps and a specific timeline is being developed for the 1<sup>st</sup> priority items in each area. Lower priority items will be addressed in the future.



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# Bureau of Reclamation

## Workforce and Succession Plan

### FY 2008-2012

#### Introduction

Established in 1902, the Bureau of Reclamation is best known for the dams, powerplants, and canals it constructed in the 17 Western States. These water projects led to homesteading and promoted the economic development of the West. Reclamation has constructed more than 600 dams and reservoirs including Hoover Dam on the Colorado River and Grand Coulee Dam on the Columbia River. Figure 1 shows an aerial view of Glen Canyon Dam.

Today, Reclamation is the largest wholesaler of water in the country. We bring water to more than 31 million people and provide 1 out of 5 western farmers (approximately 140,000 individuals) with irrigation water for 10 million acres of farmland that produce 60 percent of the nation's vegetables and 25 percent of its fruits and nuts.

Reclamation is also the second largest producer of hydroelectric power in the western United States. Our 58 powerplants annually provide more than 40 billion kilowatt hours, generating nearly a billion dollars in power revenues, and produce enough electricity to serve 6 million homes.



Figure 1. Aerial view of Glen Canyon Dam, Arizona.

Reclamation continues its role in developing and maintaining one of the most impressive water management infrastructures in the world, an infrastructure that is vital to bringing water and power to the people of the West and supporting the rapidly growing economy.

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# Overview of Reclamation's Program and Mission

Reclamation's core mission – to deliver water and generate power – has remained constant for a century; however, the way we accomplish our mission has evolved considerably. At one time, our focus was on constructing facilities; today, it is primarily on managing and maintaining those facilities to ensure their continued effective performance.

Reclamation is organized into the Commissioner's Office, 5 regional offices, 26 area offices and their associated field offices, and 6 Job Corps Civilian Conservation Centers. Reclamation operates primarily in the 17 Western States, with major offices located in Denver, Colorado; Billings, Montana; Boise, Idaho; Sacramento, California; Boulder City, Nevada; Salt Lake City, Utah; and Washington, DC.

The Commissioner of Reclamation, three Deputy Commissioners, and immediate support staff are located in Washington, DC. The Commissioner, Deputy Commissioners, Regional Directors, and key managers from the Denver Office comprise the Reclamation Leadership Team, which is a forum to discuss leadership and management issues, as well as provide direction to Reclamation as a whole.

As a world leader in developing and managing water resources, Reclamation requires a world-class workforce. Reclamation's highly competent and skilled staff of about 6,000 employees operate, maintain, and oversee our vast water and power infrastructure; manage and support our technical programs; address financial, acquisition, information technology, human resource, civil rights, and business management challenges; and interact with our customers and stakeholders.

The M4E initiative undertaken by Reclamation will prepare the organization for the challenges of the 21st century. This initiative thoroughly examines our core capabilities, as well as our ability to respond in an innovative and timely manner to future needs. A number of teams are working on evaluating functional areas related to managing issues and challenges, existing infrastructure, and future construction. The outcome of these team initiatives and subsequent decisions by Reclamation management will be incorporated into our workforce and succession planning efforts in the future.

This workforce and succession plan outlines the issues and challenges facing Reclamation’s workforce in the next 5 years and outlines specific actions that are underway or are anticipated to address the issues and challenges we face in the future.

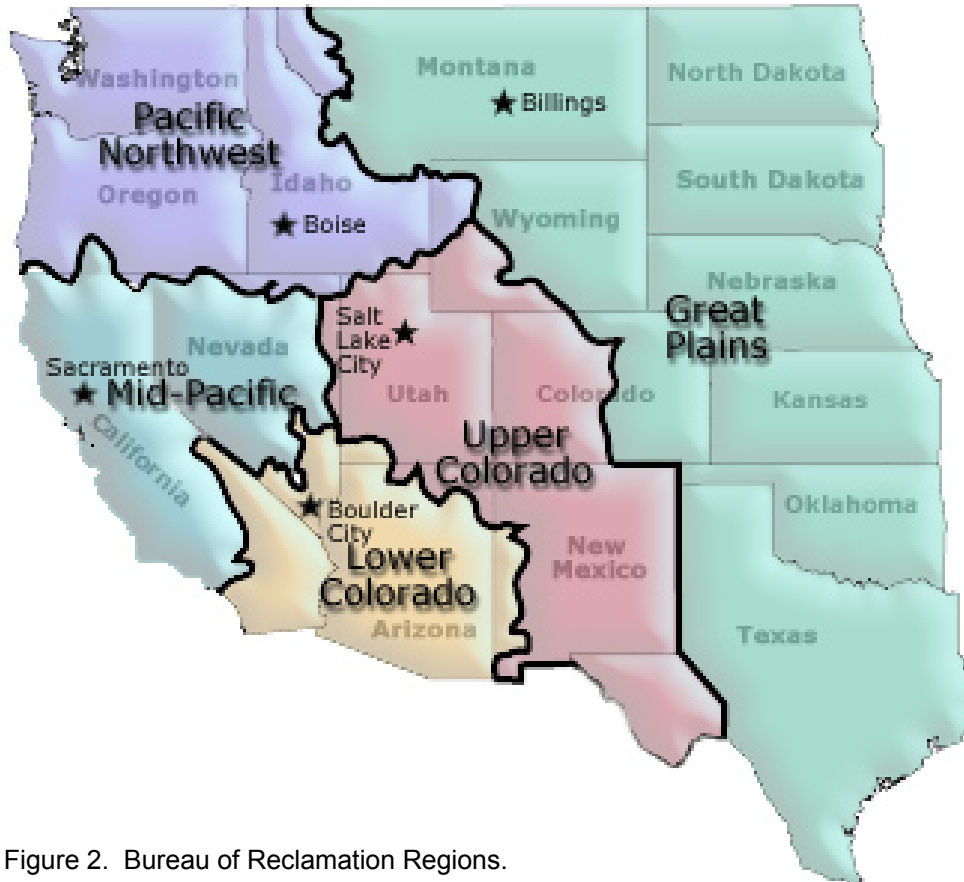


Figure 2. Bureau of Reclamation Regions.

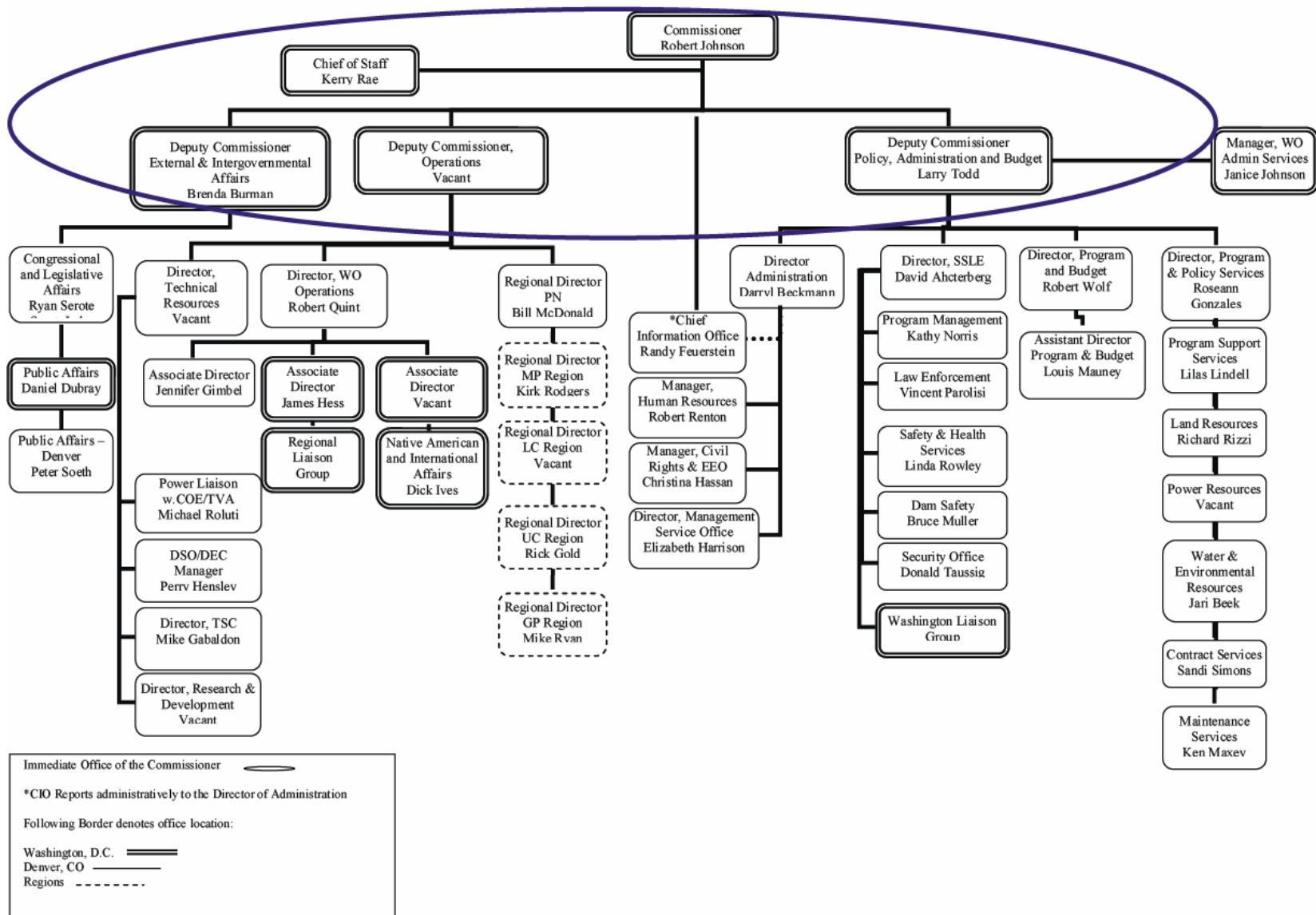
## Organization Breakdown

Reclamation is divided into five regions as shown in figure 2. At the time the initial data was gathered for this report, the number of employees in each region, as well as Reclamation Offices in Denver and Washington was as follows:

- Pacific Northwest Region – 1,209 employees
- Mid-Pacific Region – 964 employees
- Lower Colorado Region – 864 employees
- Upper Colorado Region – 935 employees
- Great Plains Region – 735 employees
- Denver Office – 995 employees
- Washington Office – 70 employees

Total employees – 5,772





Immediate Office of the Commissioner

\*CIO Reports administratively to the Director of Administration

Following Border denotes office location:

Washington, D.C. ————

Denver, CO - - - - -

Regions - - - - -

Figure 3. Bureau of Reclamation organizational chart (March 2007).

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# Methodology

The M4E Team assigned to develop this plan focused on addressing the challenges Reclamation faces in the future. This plan also is intended to update the Reclamation-wide workforce and succession plan required by the Department of the Interior.

The team benchmarked against other organizational entities such as Tennessee Valley Authority and U.S. Army Corps of Engineers and outlined a workforce planning process that incorporates best practices/ideas from these and other government agencies and Reclamation offices, as well as requirements from the Department of the Interior. A draft process was developed and



piloted at various offices throughout Reclamation. Final changes were made based on the pilot, training was conducted, and a request for data and organizational succession plans was sent to Reclamation’s Leadership Team in early September 2006. The public and Reclamation stakeholders were notified of the concept being undertaken at a public meeting as part of the M4E initiative in mid-September 2006.

Each organization within Reclamation was asked to analyze its respective workforce and to consider these questions: What positions will become vacant in the next 5 years? What is the significance of these positions and vacancies to the organization? Are the same skills required, or is there a different set of skills required to meet the mission? What competencies and skills will be required in the next 5 years? Are there budget or other changes that could impact the workforce? Are positions or functions available for outsourcing? How could M4E initiatives change the workforce?

To analyze the workforce and answer these questions, a Workforce Analysis Tool was provided. All positions and employees in each organization were assigned risk factors by their supervisors, identifying the criticality of succession planning for each position. The tool also assisted in identifying those positions that have potential to be eliminated in the future based on changing conditions. Full results of the risk analysis and how these were applied may be found in the chapter entitled “Workforce Needs,” later in this document.

The Workforce Analysis Tool was also used to identify employee skill gaps and individuals who could provide expertise, training, or mentoring in unique skills.

Finally, M4E highlighted a need for Reclamation to develop collaborative competencies. The Workforce Analysis Tool requested managers and supervisors to identify a level of collaborative competency needed by each position.

The Workforce Analysis Tool was the means by which managers and supervisors developed a succession plan for their area of responsibility.

The completed Workforce Analysis Tool and succession plans by each manager and supervisor were utilized to develop a Region, Denver, and Washington level succession plan. These succession plans were then rolled up into this Reclamation wide Workforce and Succession Plan, which provides a 5-year outlook of Reclamation issues in our workforce and how we will respond to these issues.

Reclamation's Leadership Team reviewed the workforce plan and the specific action plan addressing our workforce challenges and provided input through interviews with Team Members on additional items they believed should be a part of the action plan. These items were prioritized and a specific implementation plan and timelines will be developed for the priority items outlined in the action plan later in this document.

Along with the completed Workforce Analysis Tool and Succession Plans, several managers provided the team with tools that they have found useful in developing their own workforce/succession plans at the local level. These tools are contained in Appendices 3-5 of this document for use by other managers/supervisors at their discretion.

# Current Workforce Profile

Reclamation's workforce consists of those in professional and technical occupations, trades and crafts, and administrative and clerical fields. Of those in the professional ranks, the largest group is engineers. Career fields within Reclamation include environmental occupations, geology, computer specialties, engineering, biological and natural resources, economics, social sciences, administrative, and clerical specialties.

The five mission critical occupations listed below were identified as the focus for analysis in this workforce plan, because they are the most populous and commonly filled among Reclamation's occupations, have the largest number of retirement eligibles and/or projected vacancies, and based on an analysis of historical hiring and separation trends. They are also among the top 20 most underrepresented occupations within Reclamation. Reclamation's mission critical occupations are:

- 810 - Engineering
- 401 - Biology
- 2210 - Information Technology Management
- 5352 - Plant Mechanic
- 2810 - Electrician

Reclamation is tracking and reporting information to the Department of the Interior related to several additional series that are high priority, including 025 - Park Ranger; 1710 - Education Specialist; 1170 - Realty Specialist; 1315 - Hydrologist; 486 - Wildlife Biologist; and 1350 - Geologist. In addition, Reclamation has concentrated on 301/340 - Miscellaneous Administration Program Management; 501 - Financial Administration; 850 - Electrical Engineering; and 5407-Power Plant Operator in previous workforce plans. Because the number of employees in these occupations is significantly less overall than in the occupations listed above, we did not specifically focus on these positions. Managers and supervisors analyzed trends and challenges in these positions along with all other positions in their organization.

Reclamation has approximately 1,000 employees responsible for performing trades and craft activities in operating and maintaining dams, powerplants, pumping plants, conveyance facilities, and related water resources structures. Career fields for trades and crafts employees include electricians, carpenters, pipefitters, powerplant mechanics, utility operators, control room operators, hydroelectric mechanics, communications equipment mechanics, laborers, groundskeepers, etc. Except for supervisory positions,

most of these positions are covered by legislative provisions requiring that their wages be negotiated. This portion of Reclamation’s labor relations program is unique within the Federal Government and brings with it some distinctive challenges. Reclamation has established local and Reclamationwide labor management partnership councils to facilitate collaboration with our bargaining unit employees.

Reclamation has 17 Senior Executive Service positions—7 in Denver, 5 in Washington, DC, and 1 in each of the 5 regional offices. Two of these positions are currently vacant. Reclamation also has two Senior Level positions.

Figures 4 through 25 provide a visual representation of Reclamation’s current workforce. (Note: There may be some differences between these charts and those in regional and office plans, due to the timing on querying the data and positions that were included in the queries.)

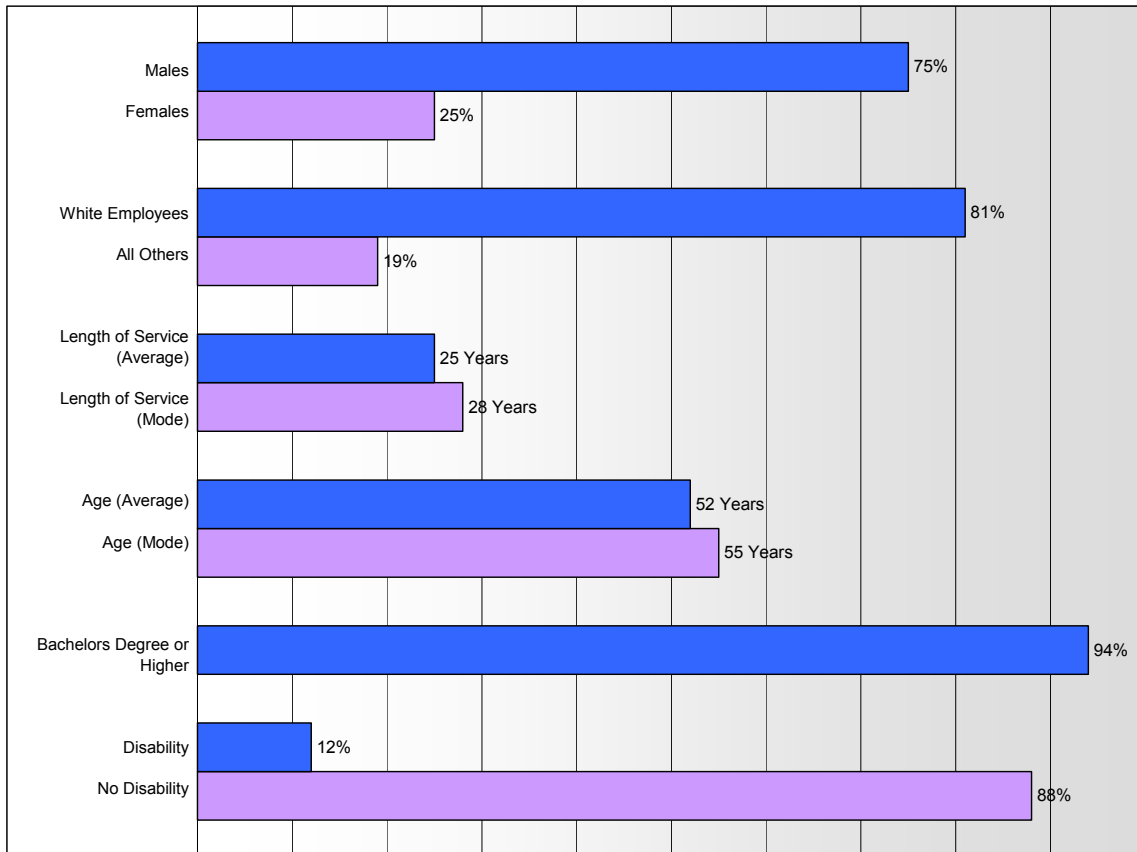


Figure 4. Senior Executive Service demographics.

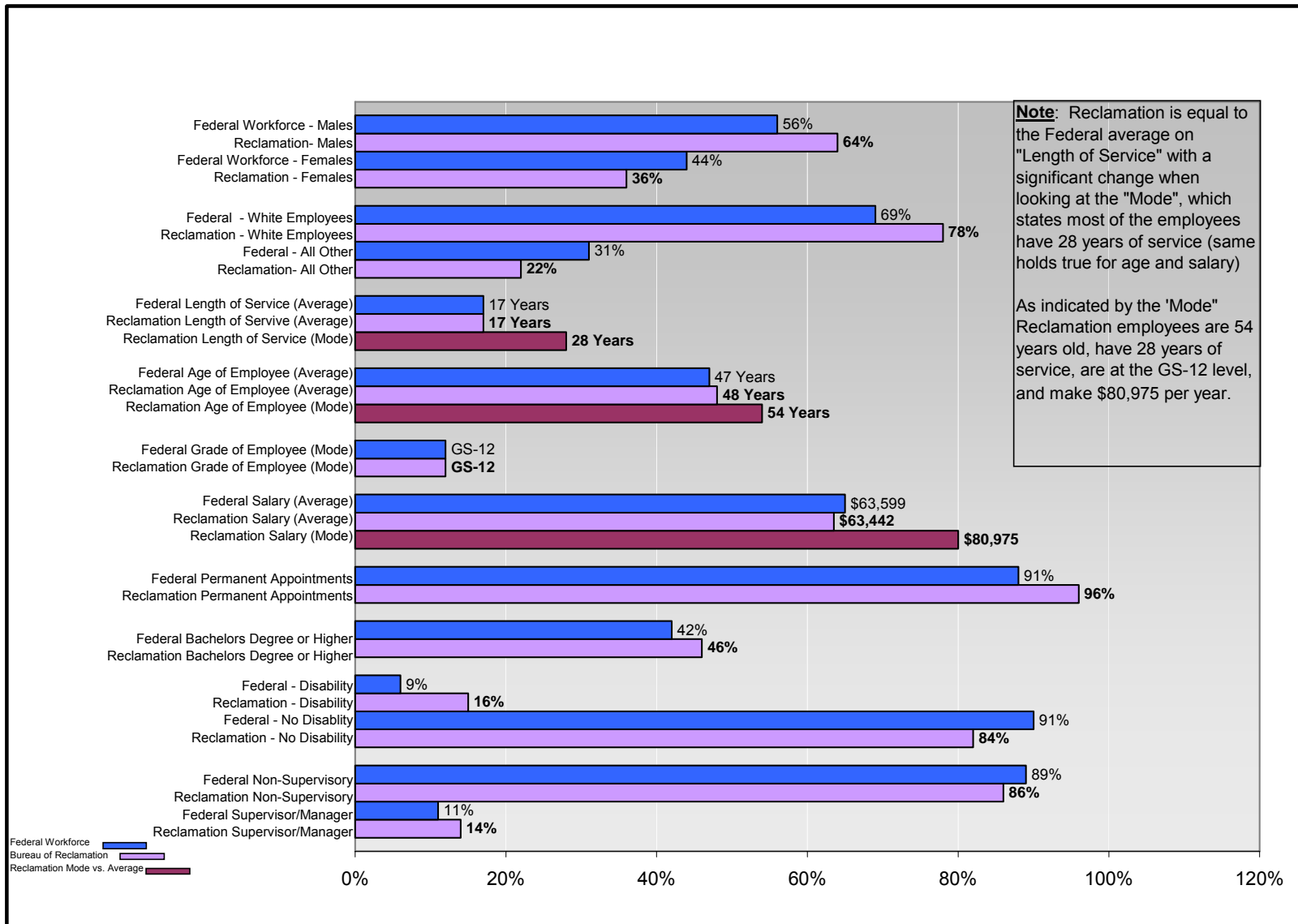


Figure 5. General workforce demographics, FY 2007.

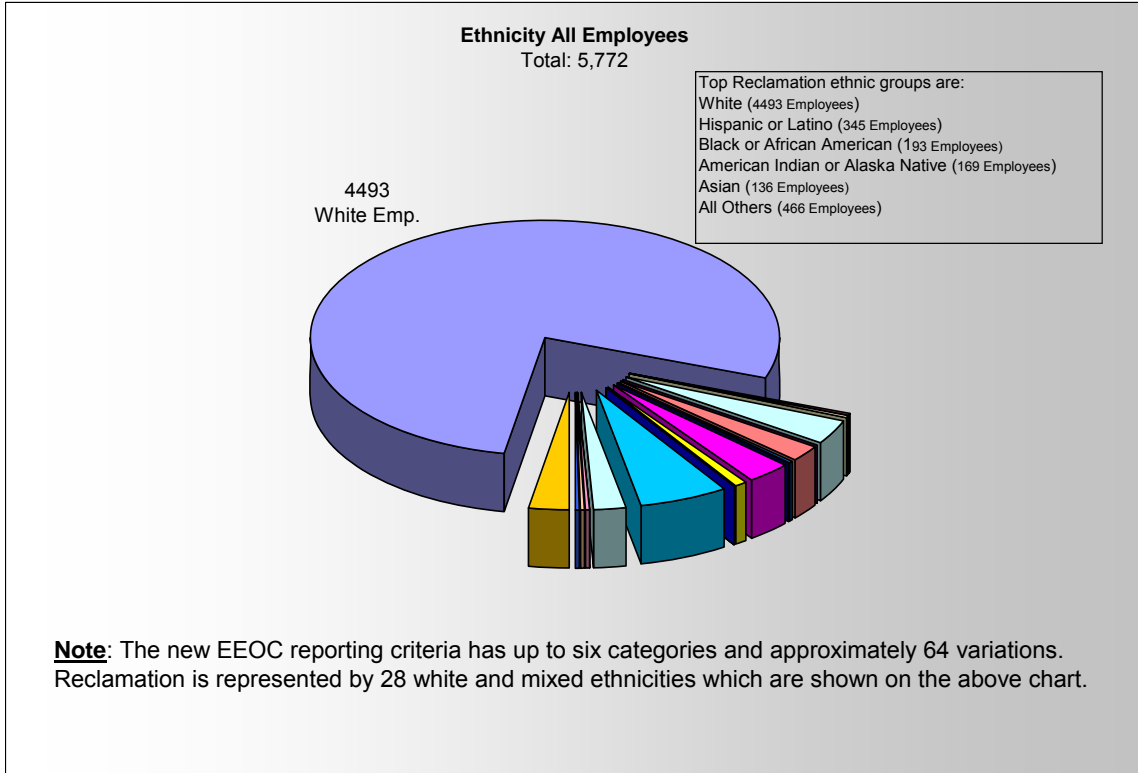


Figure 6. Ethnicity of all Reclamation employees. Appendix 1 lists Reclamation Ethnic Categories and Variations.

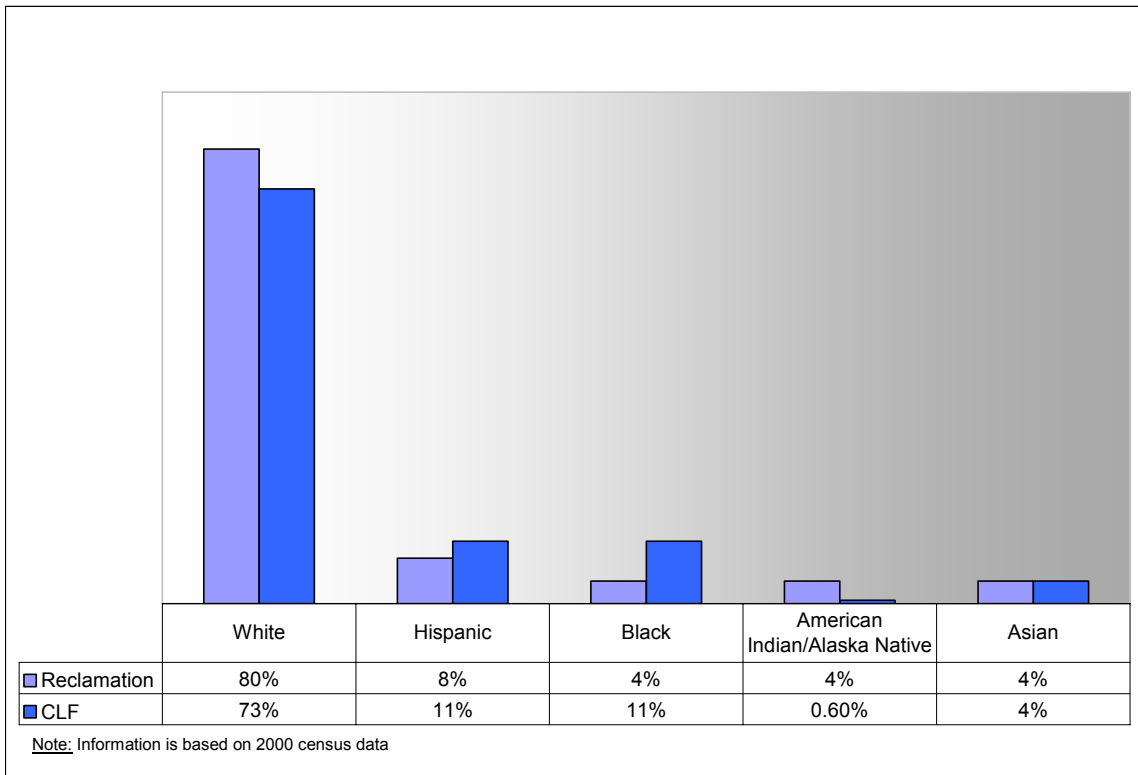


Figure 7. Reclamation ethnicity/Civilian Labor Force (CLF).



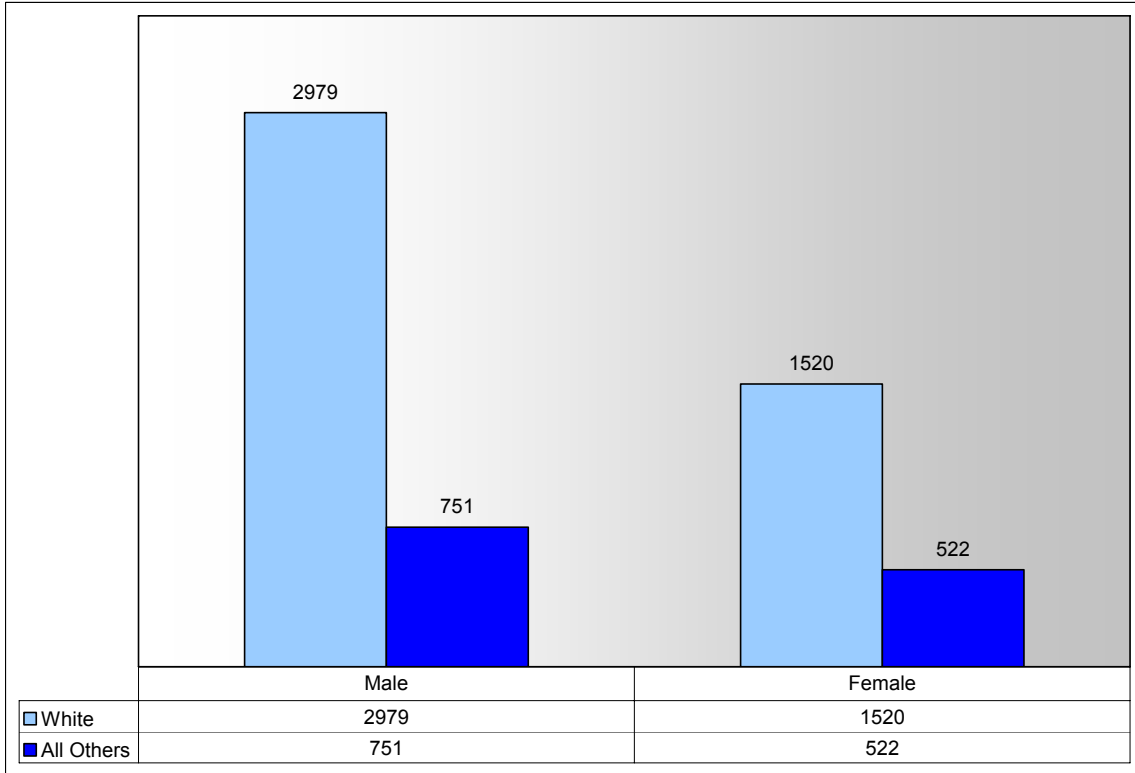


Figure 8. Gender and ethnicity (general workforce) distribution.

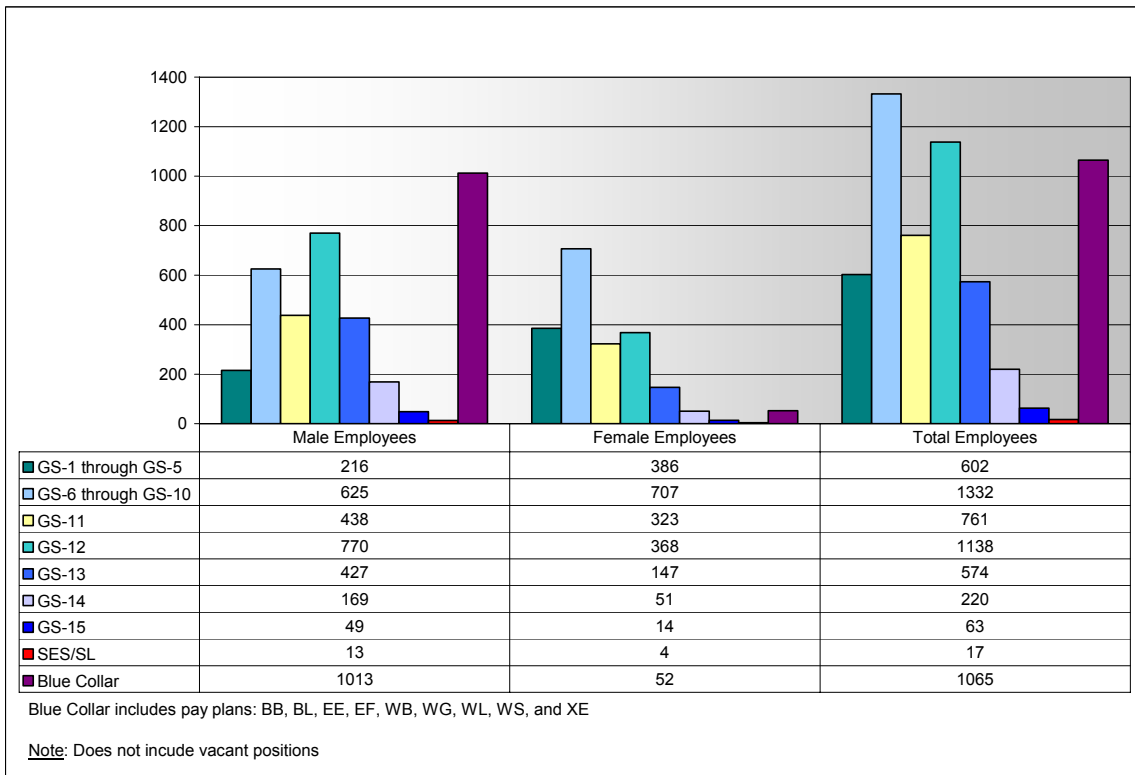


Figure 9. Total workforce by grade.

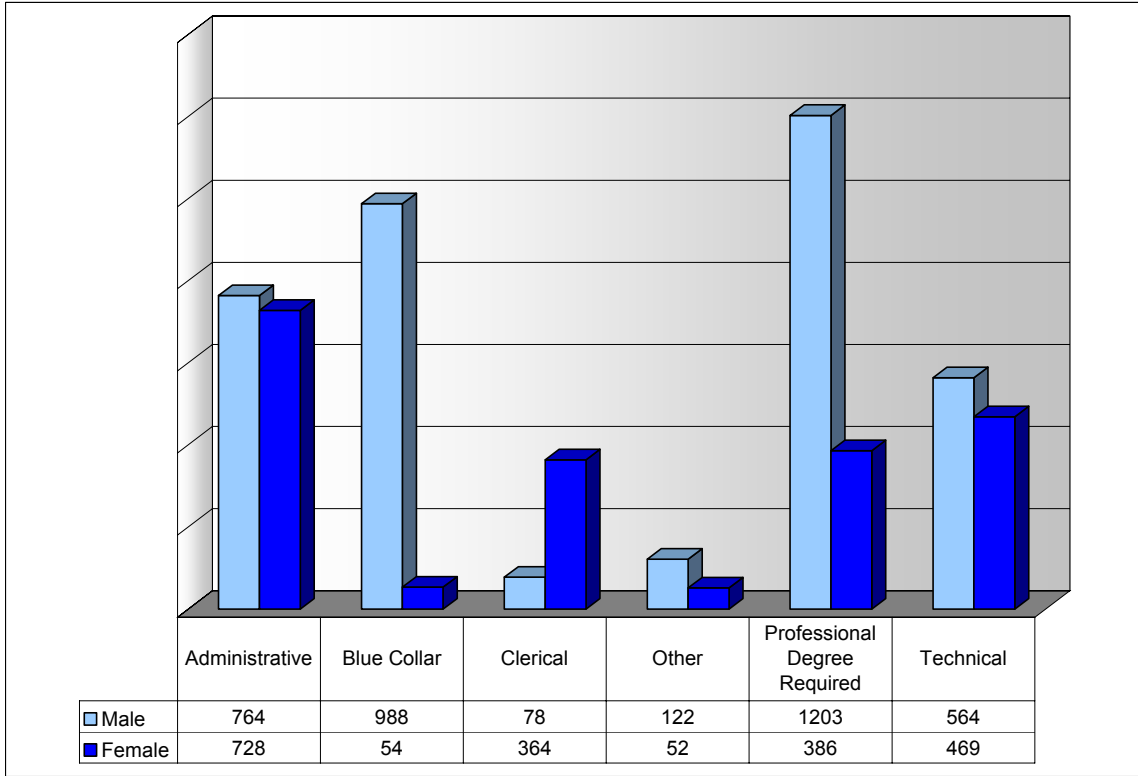


Figure 10. Total workforce by job category (PATCO).

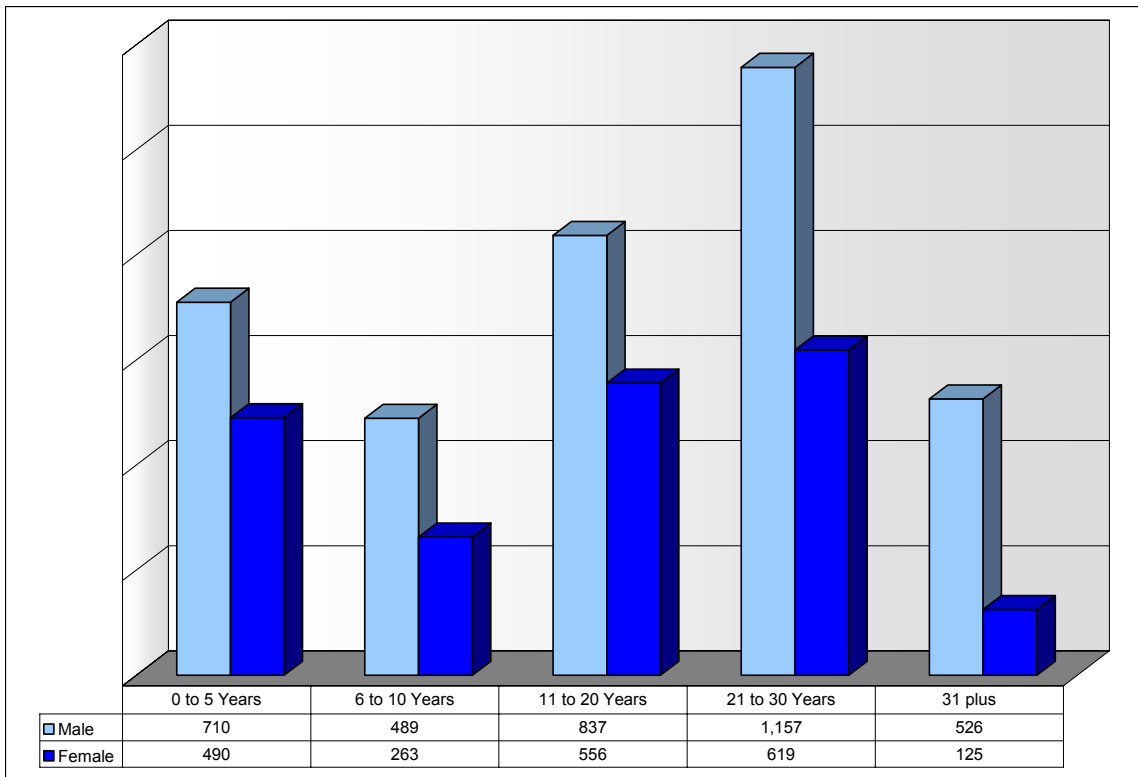


Figure 11. Total workforce by years of service.

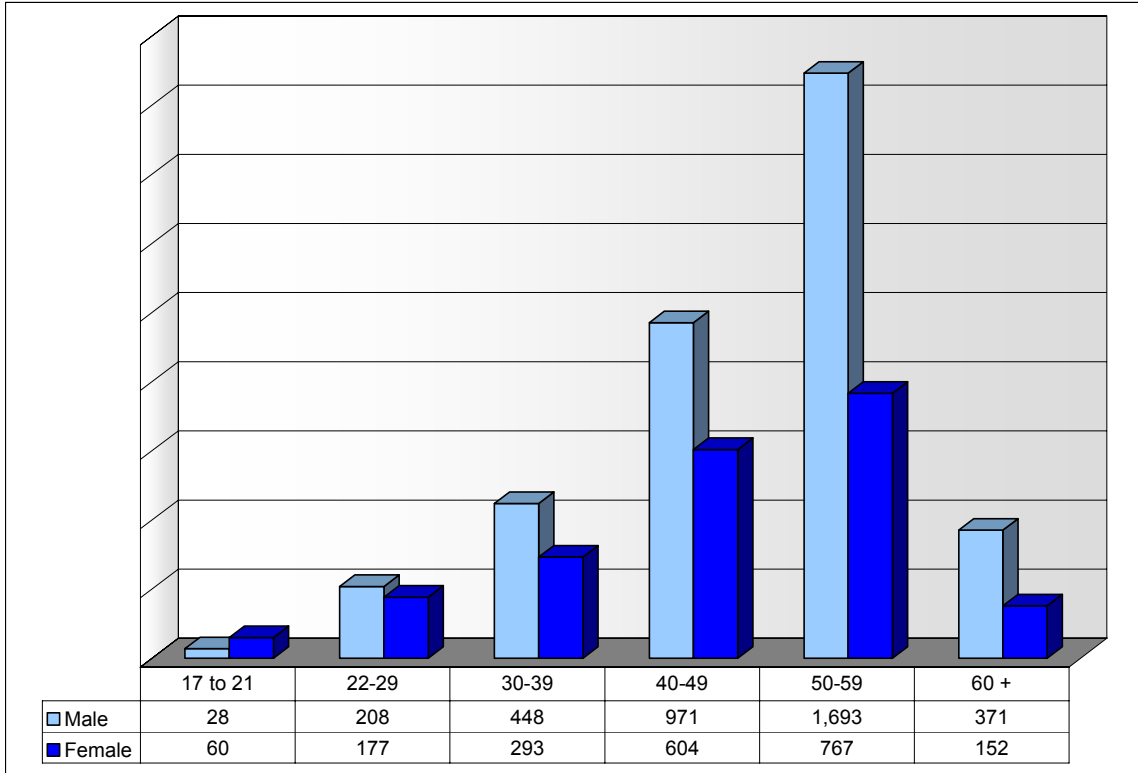


Figure 12. Total workforce by age.

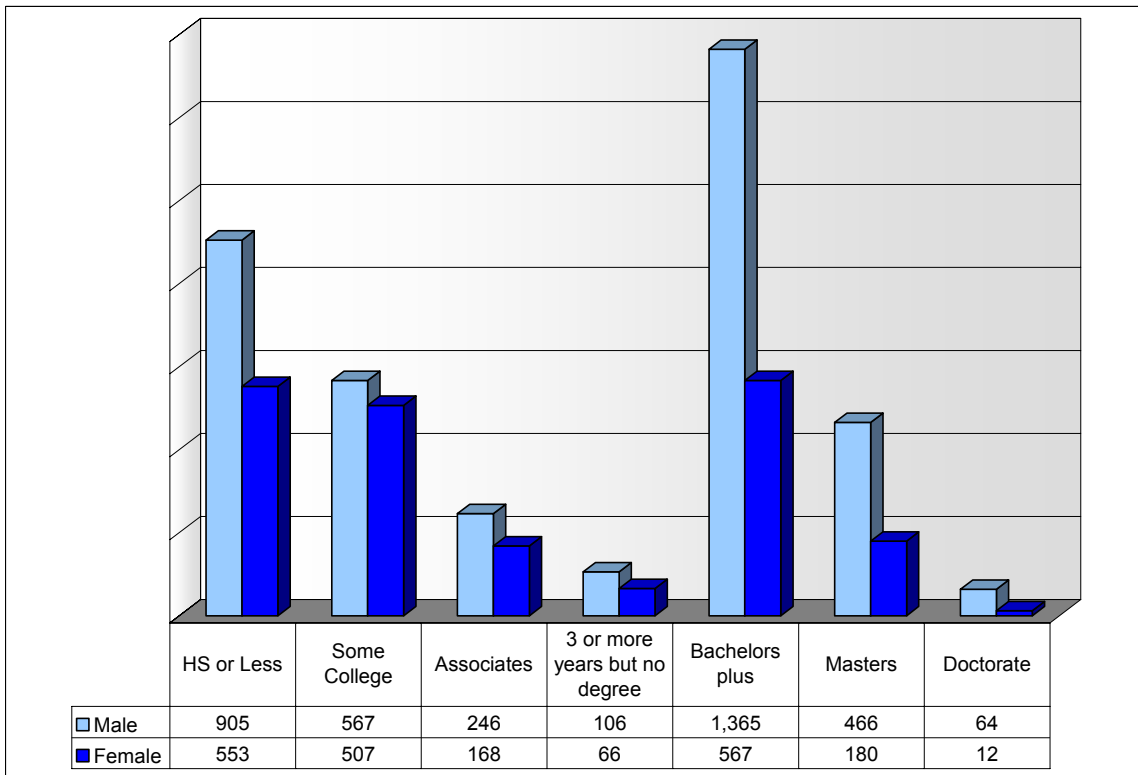


Figure 13. Total workforce by level of education.

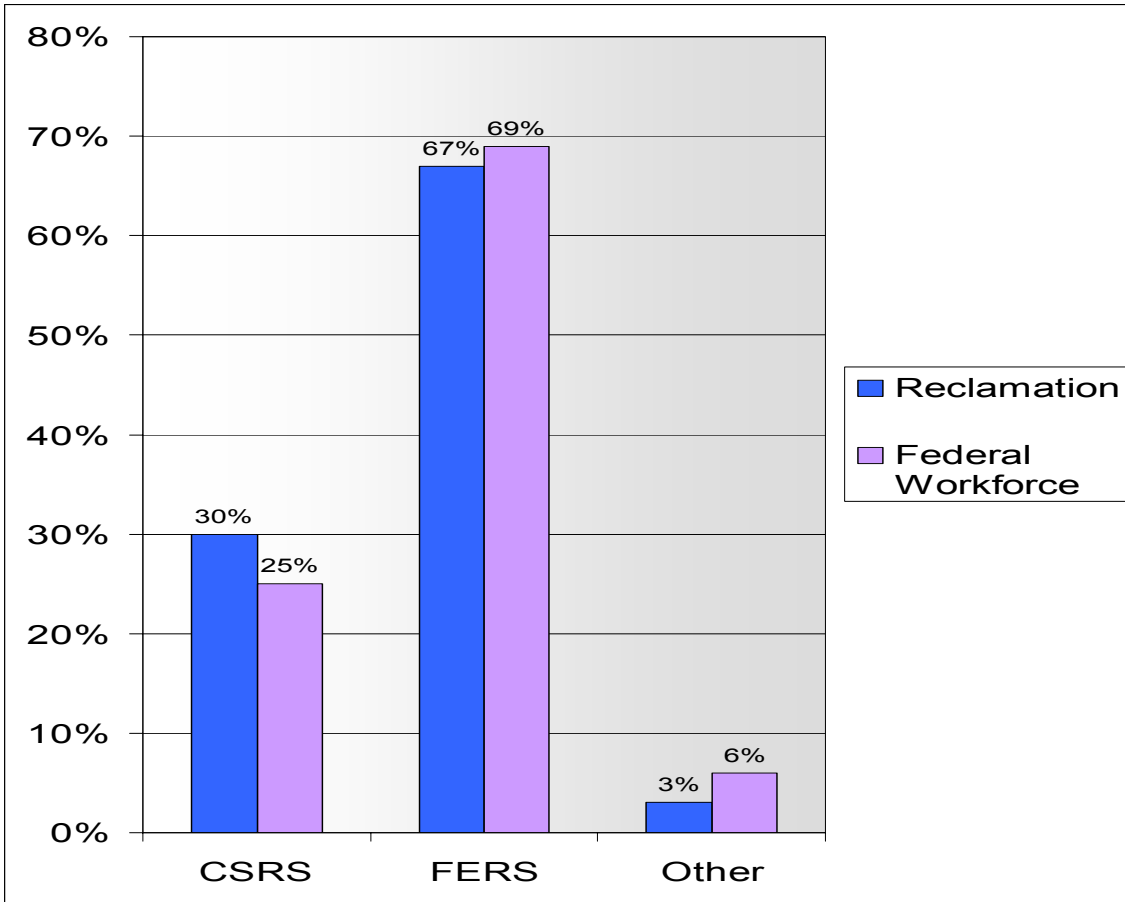


Figure 14. Coverage by Federal retirement plans.

**CSRS/FERS Retirement Eligibility:** To be eligible for a voluntary/optional retirement, an employee must have (a) performed at least 5 years of Civilian service; (b) meet one of the age and service requirements:

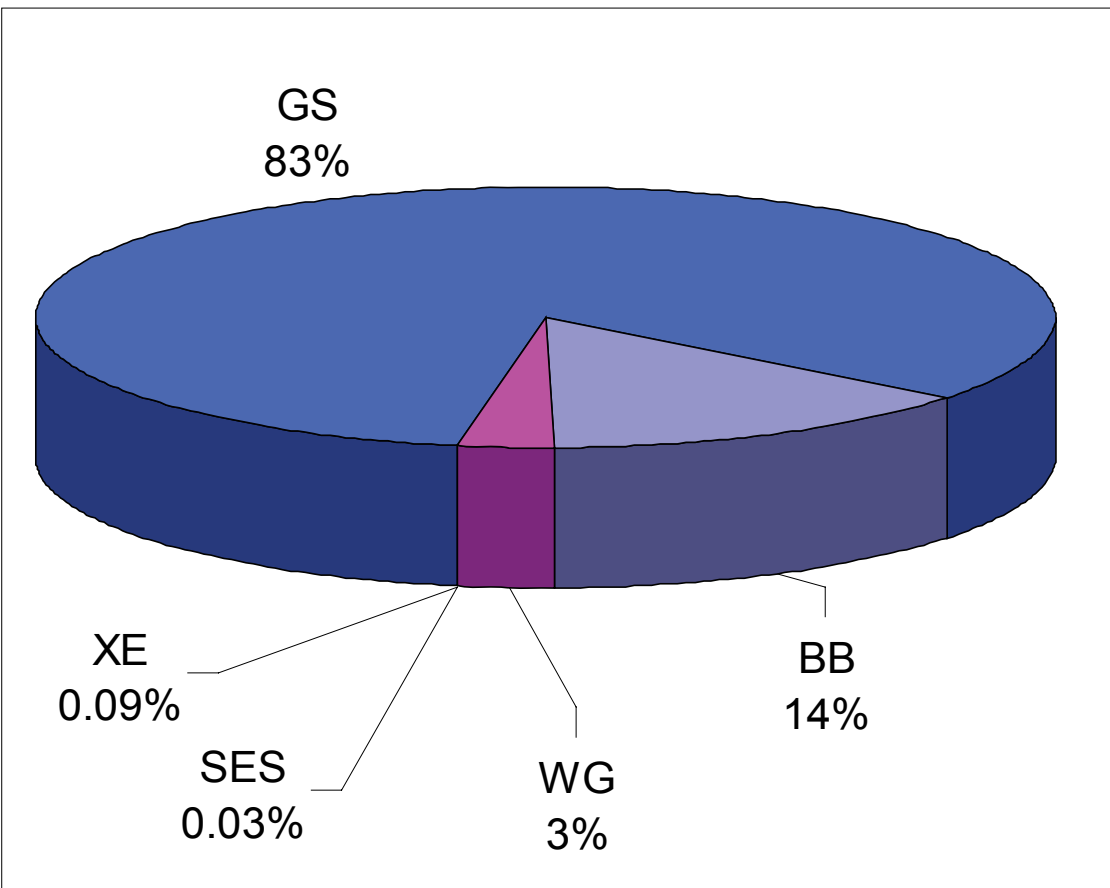
**CSRS:**

- 62 yrs of age with 5 yrs of service
- 60 yrs of age with 20 yrs of service
- 55 yrs of age with 30 yrs of service

**FERS:**

- 62 yrs of age with 5 yrs of service
- 60 yrs of age with 20 yrs of service
- MRA with 30 yrs of service
- MRA + 10 yrs of service \*

\* Minimum Retirement Age (MRA) and have at least 10 yrs of creditable service. There will also be a reduction of benefits of 5 percent for each year you are under the age of 62.



Pay Plan	GS	BB	WG	SES	XE
Reclamation Employees	4715	799	189	17	52
Reclamation % Employees	82%	14%	3%	0.03%	0.09%

GS = General Schedule  
 BB = Bargaining Board  
 WG = Wage Grade  
 SES = Senior Executive Service  
 XE = Foreman, Blue Collar

Figure 15. Pay plans.

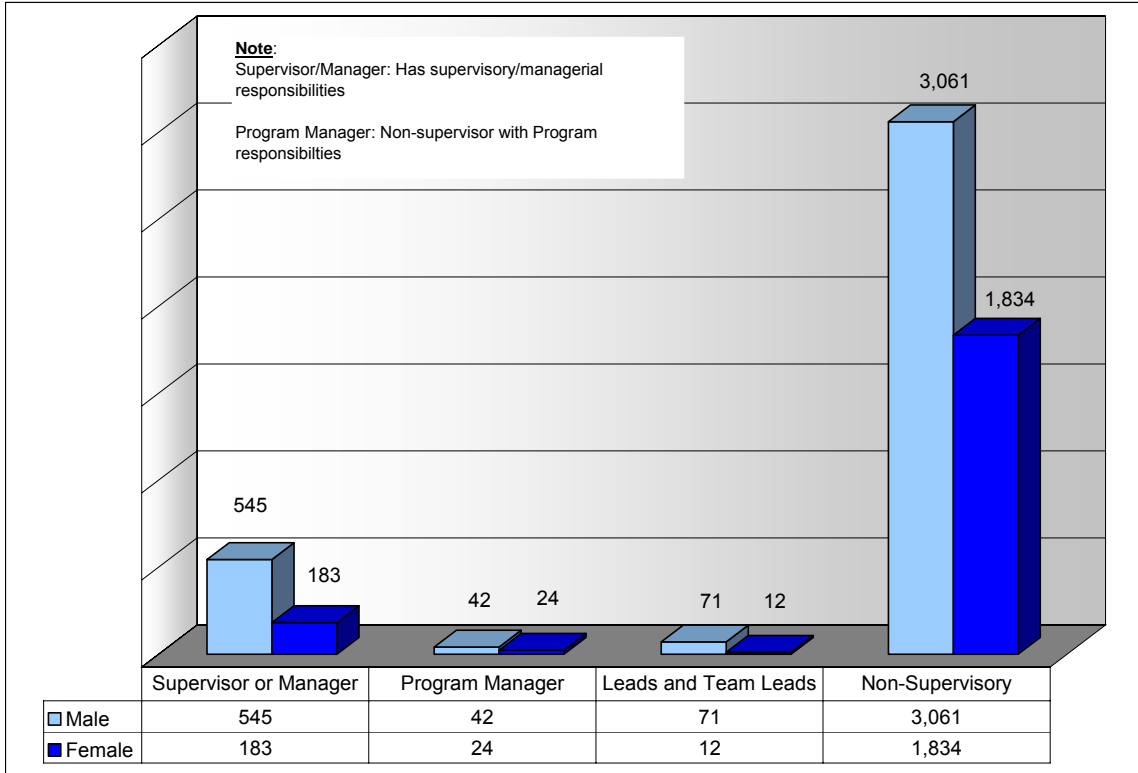


Figure 16. Total workforce by supervisory status.

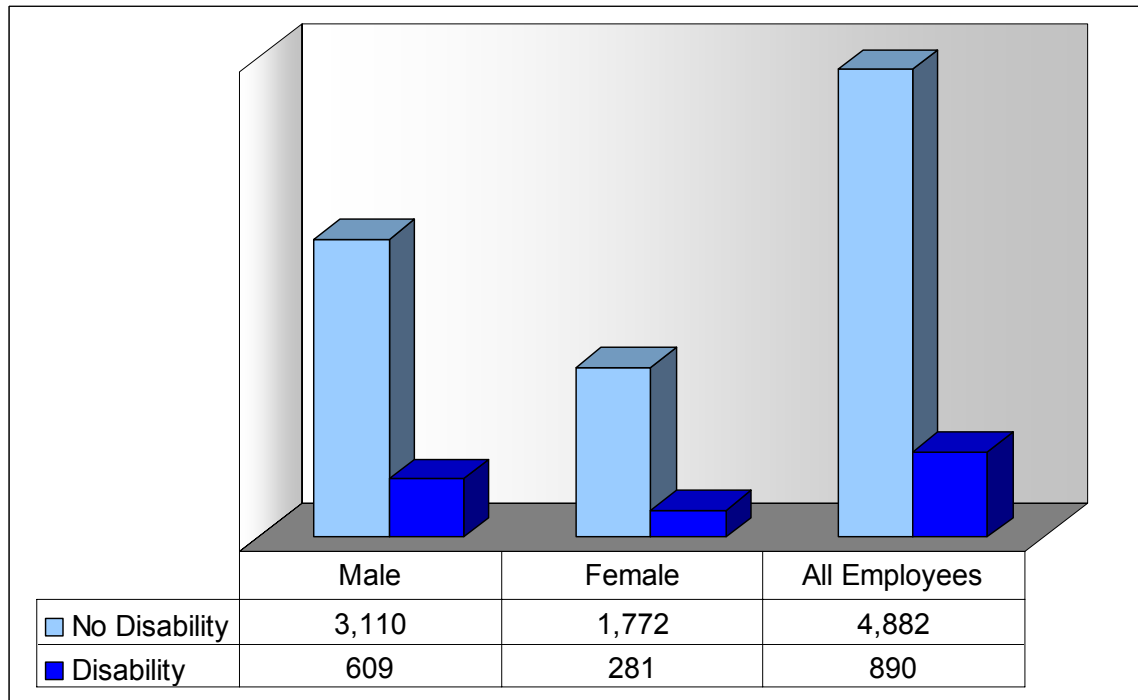


Figure 17. Disability status.

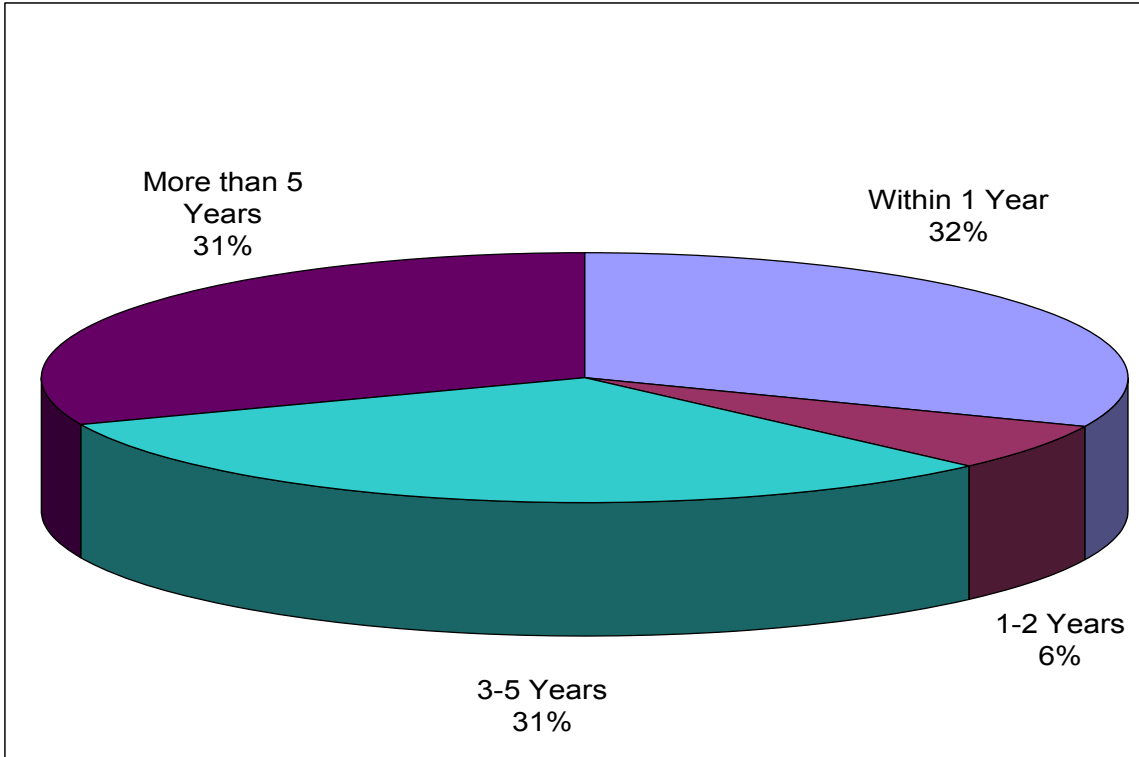


Figure 18. Retirement eligibility – Senior Executive Service. (Note: Employees currently eligible to retire are included in the “Within 1 Year” numbers).

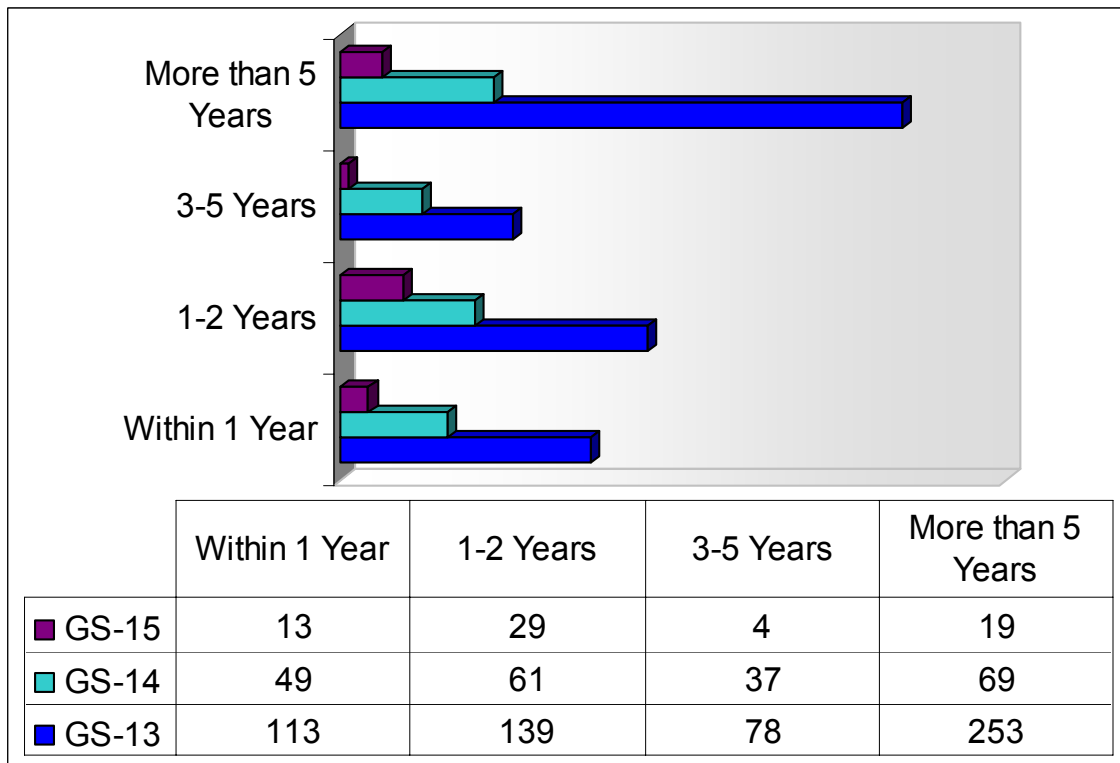


Figure 19. Retirement Eligibility – GS-13/14/15. (Note: Employees currently eligible to retire are included in the “Within 1 Year” numbers).

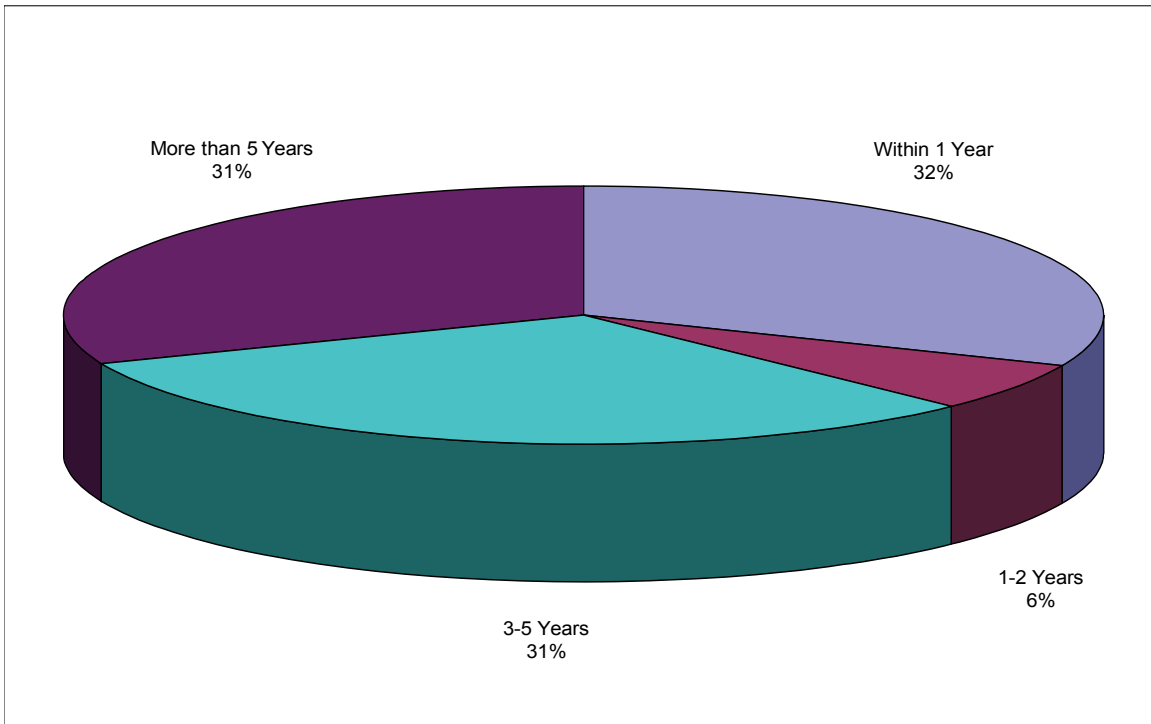


Figure 20. Retirement Eligibility – general workforce (Reclamation). (Note: Employees currently eligible to retire are included in the “Within 1 Year” numbers).

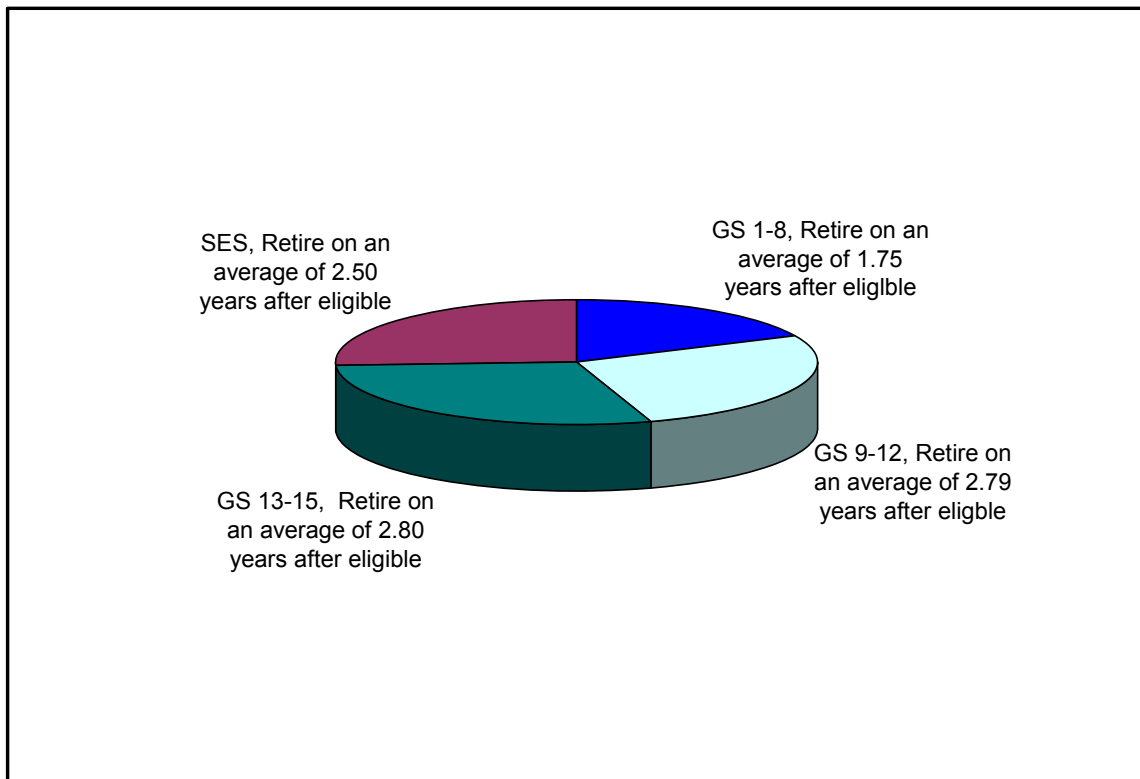


Figure 21. Reclamation retirements for 2002 to present.



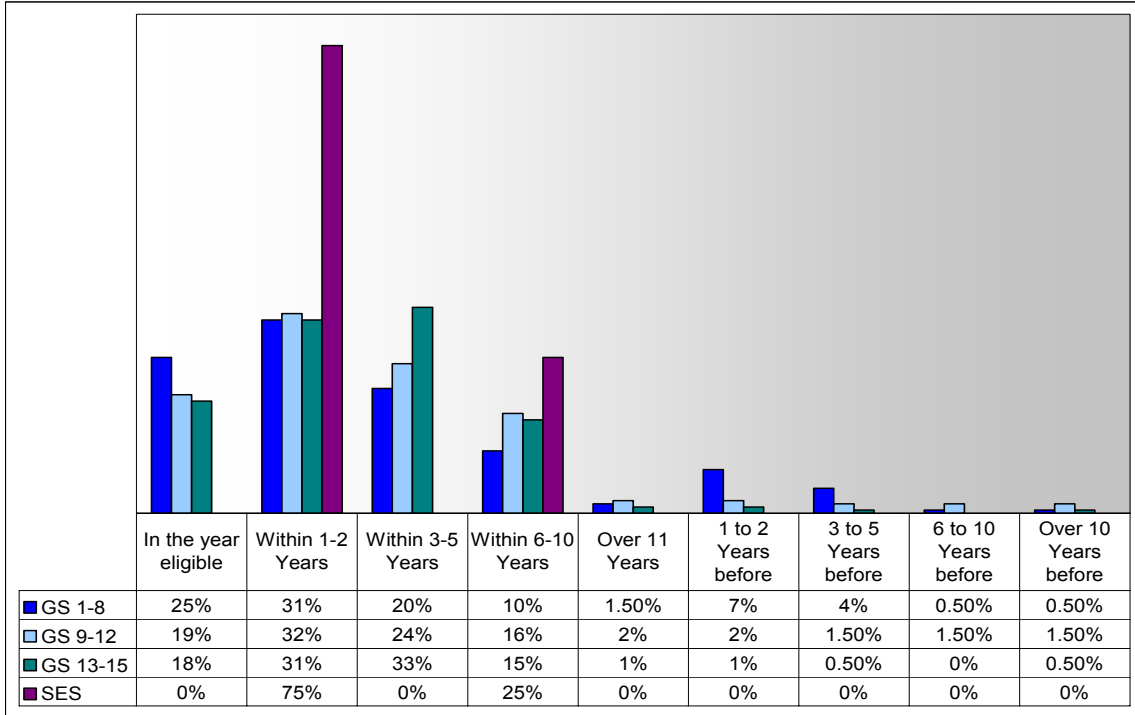


Figure 22. Reclamation retirements for 2002 to present.

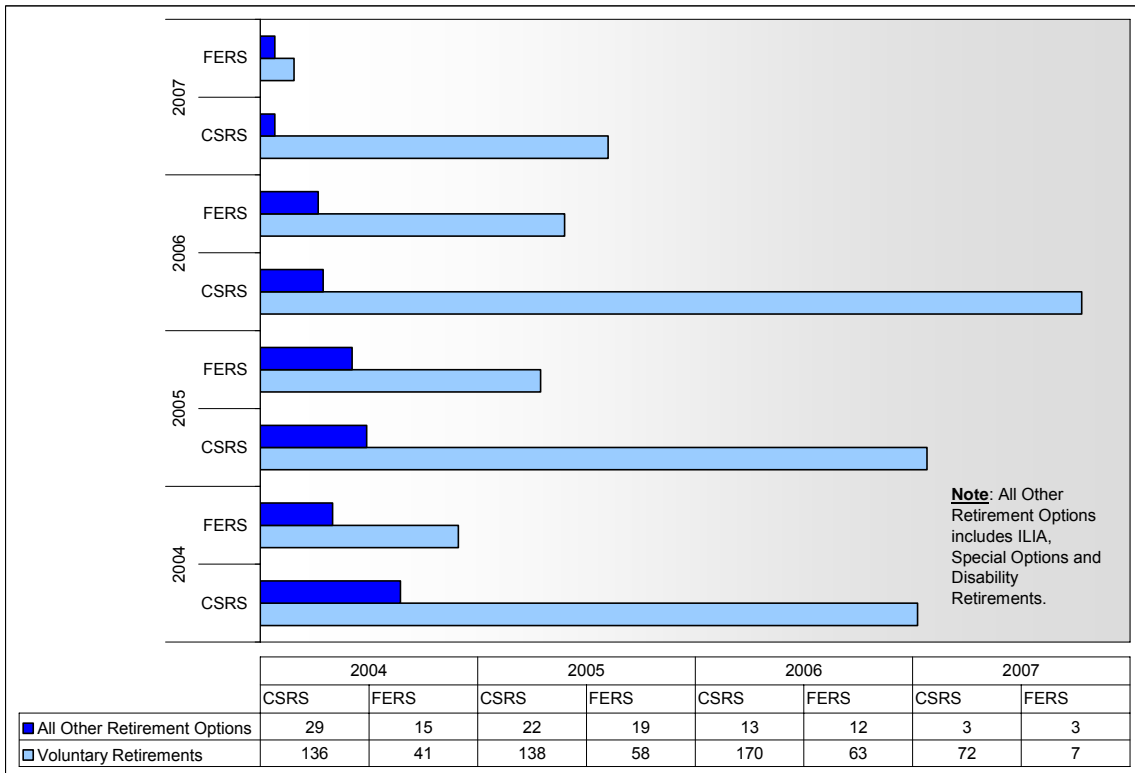


Figure 23. Reclamation retirement plan statistics.

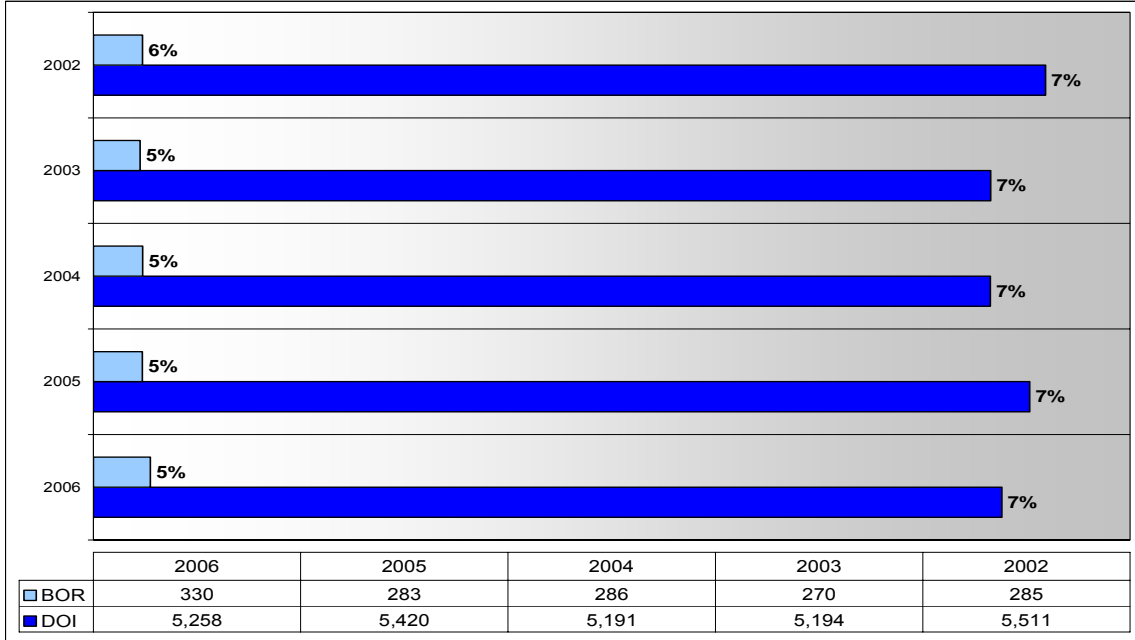


Figure 24. Reclamation resignations and transfers (outside of DOI) vs. Interior resignations and transfers.

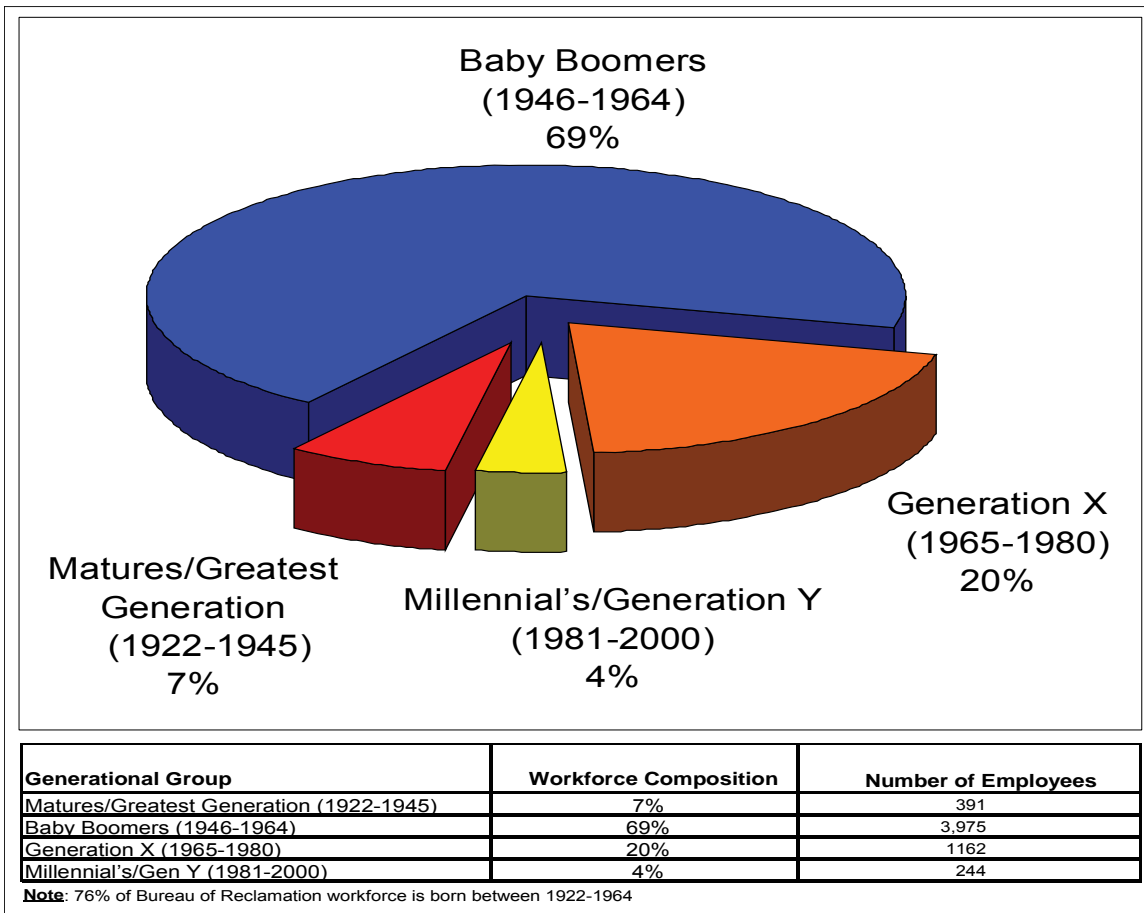


Figure 25. Workforce composition by generation.

# Workforce Needs

## Highest Priority Positions

**How these were determined:** As part of the analysis of their workforce, managers/supervisors were asked to assign numerical value to each employee based on the employee's projected attrition date (which was calculated as the employee's retirement eligibility date plus 3 years. Three years was used as the average length individuals stay employed after initial eligibility for retirement). This was called an "Attrition Factor."

The value assigned was based on the following:

- 5 - position is currently vacant or projected attrition date is in FY 2007
- 4 - projected attrition date is in FY 2008
- 3 - projected attrition date is in FY 2009
- 2 - projected attrition date is in FY 2010 or 2011
- 1 - projected attrition date is FY 2012 or beyond

In addition, managers and supervisors were asked to assign a Position Risk Factor which weighted the significance and/or uniqueness of the position's required skills and knowledge for completion of critical work and identified those positions that were likely to be difficult to fill. Managers and supervisors were asked to pay special attention to Reclamation's most populous mission-critical occupational series, which have been identified as 810 - Engineering; 401 - Biology; 2210 - Information Technology; 5352 - Plant Mechanic; 2810 - Electrician.

The value assigned was based on the following:

- 5 - Position requires critical and unique knowledge/skills, which will be difficult to replace. If the position becomes vacant or is left unfilled for a period of time, there is a potential for significant negative impacts to the organization, such as safety or reliability issues, failure to complete time-critical work, failure to complete significant and complex mission-critical work, etc. The position is considered unique to the organization and requires more than 4 years of specialized training to bring a replacement up to speed.

- 4 - Position requires critical knowledge/skills. Some duplication of knowledge/skills may exist within Reclamation or is otherwise documented. No replacement for these skills is available onsite. Knowledge/skills are considered necessary but not unique. Replacement requires 2 - 4 years of training and/or experience.
- 3 - Position requires important, systematized knowledge/skills. Documentation exists, and/or other staff members possess the same knowledge/skills. Replacements are generally available and will perform adequately with 1 to 2 years of training.
- 2 - Position requires procedural knowledge/skills. Clear, up-to-date procedures exist and are readily available. Training programs are available and in place and involve less than 1 year of commitment. Replacements are generally readily available in most cases.
- 1 - Common knowledge/skills. Replacement of this knowledge/skill is readily available, and replacements require little or only general training.

The values assigned by managers/supervisors on the above two factors were multiplied together to get a Total Succession Factor value, which identified the significance of the position, the level of effort, and the timeframe that should be considered in filling the position, as follows:

- 20-25: Critical Need: These are the highest priority positions and immediate action is needed. After receiving appropriate managerial approval, supervisors should contact their Human Resources Office immediately to begin action to fill the position. Action plans with dates for completion should be developed with such items as method of replacement, specific training required, on-the-job training or shadowing with incumbent, etc. Long-term training would normally not be an option.
- 16-19: Significant Priority: These positions are important but do not rise to the level of those identified as “Critical Need.” After receiving appropriate managerial approval, supervisors should contact their Human Resources Office to begin recruitment, develop plans, and establish a schedule to fill the position within a fairly short timeframe.

Some training (i.e., filling the position below the full performance level) may be appropriate, depending on the circumstances in the organization.

- 10-15: High Importance: These positions are important to the organization, but the timing on filling the positions and allowance for longer-term training are more flexible. After receiving appropriate managerial approval, supervisors should work with the Human Resources Office to identify how the position will be filled and the work that needs to be accomplished in the future. These positions may be appropriate to fill utilizing excepted appointment authorities, such as student employment or career intern programs.
- 1-9: Low Importance: These positions are important to the organization, but can wait to be filled because positions will not become vacant in the near future and/or the skills are readily available and do not require much lead time to acquire.

## **Positions/Functions To Be Potentially Eliminated**

**How these were determined:** In order to help determine whether requesting buyout or early out authority may be warranted, or whether a reduction-in-force or finding other placement opportunities may be necessary, managers and supervisors were asked to identify the timeframe when a particular position or set of skills will no longer be required by their organization and may be eliminated. The factor value assigned was based on the following:

- 5 - Position will be eliminated within 12 - 24 months
- 4 - Position will be eliminated within 24 - 36 months
- 3 - Position will be eliminated within 36 - 48 months
- 2 - Position will be eliminated within 48 - 60 months
- 1 - Position will not be eliminated within the next 60 months

### **Findings**

Figure 26 shows a summary of the data collected from the position prioritization and elimination analysis.

Region	Total Employees	Succession Factor 20-25	Mission Critical Occupations	Succession Factor 16-19	Mission Critical Occupations	Position Elimination Factor of 4 or 5	Mission Critical Occupations
Pacific Northwest	1,209	51	15	18	0	7	0
Mid-Pacific	964	7	3	12	2	0	0
Lower Colorado	864	33	6	9	4	16	1
Upper Colorado	935	68	16	19	4	37	8
Great Plains	735	71	20	14	4	53	8
Denver Office	995	80	43	28	10	40	14
Washington Office	70	2	1	3	1	6	1
Reclamation Wide	5,772	312	104	103	25	159	32

Figure 26. Position succession and elimination factors.

In summary, Reclamation identified 312 positions or 5 percent of the workforce that are high priority and critical to fill in the near term. Of this number, 104 positions or 29 percent are in the 5 most populous occupations identified as mission critical (810 - Engineering; 401 - Biology; 2210 - Information Technology Management; 5352 - Plant Mechanic; and 2810 - Electrician). Reclamation identified 159 positions that have the potential to be eliminated in the next 12-36 months.

An evaluation of all total succession factors indicates the following breakdown, as shown in figure 27.

Region	Total Employees	Total Succession Factor 20-25	Total Succession Factor 16-19	Total Succession Factor 10-15	Total Succession Factor 1-9
Pacific Northwest	1209	51	18	159	981
Mid-Pacific	964	7	12	109	836
Lower Colorado	864	33	9	86	736
Upper Colorado	935	68	19	143	705
Great Plains	735	71	14	38	612
Denver Office	995	80	28	87	800
Washington Office	70	2	3	9	56
Reclamation Wide	5772	312	103	631	4726

Figure 27. Total succession factors.

In certain locations, Reclamation identified several other occupations and functional groups that warrant special consideration for outyear workforce planning. Professional engineers at journey and senior levels, water-accounting positions (i.e., ratesetters, repayment, compliance, and water contractual functions typically classified in the 1101 series), fish diversion worker jobs, and irrigation systems operator jobs all represent

occupations with either an aging workforce and/or hiring challenges. Replacement of journey and senior levels from external sources (e.g., private industry) has been impeded by the Federal salary structure and, in several cases, management has opted to hire consultants under service contracts with higher pay. The water-accounting positions are unique to Reclamation and have posed recruitment problems for some of our regions, particularly at journey levels of GS-11.

Recent actions by Reclamation to increase college and university outreach and recruitment and use of hiring authorities has positively affected the hiring of entry level professional engineers and natural and physical science positions (e.g., biologists, environmental specialists). Also, recruitment of information technology (IT) positions continues to benefit from the demise of the “dot.com” industry by increasing the number of high quality, diverse candidates seeking Federal employment. Candidate availability, combined with the special salary rates for IT positions, has enabled timely and effective recruitment for the last few years.

## **FAIR Act Identification**

**How these were determined:** Managers and supervisors were asked to analyze activities performed by their employees as defined under the FAIR Act Inventory as inherently governmental or commercial. The information was for planning purposes only and was to be used to look at the broad picture when preparing workforce and succession plans. Managers and supervisors were asked to factor this information into how appropriate it is that a given activity remains within Reclamation or whether the activity could be studied. The information provided through the workforce plan was only intended to provide ideas of any functions or positions that might be considered for further evaluation under the FAIR Act Inventory process.

## **Findings**

For many of the positions that fell into this category (positions designated as commercial and in which the incumbent was likely to retire in the relatively near future), managers and supervisors indicated the position may not be filled once the employee retired. In this case, the work would either be absorbed into remaining positions or the workload would be eliminated. This was particularly true in offices where evaluations related to transferring title to facilities or operation and maintenance (O&M) work were being considered.

Examples of some occupations that managers and supervisors indicate may merit further consideration for potential study and/or possible outsourcing included the following (please note these functions may have been identified specific to a given office, not necessarily across Reclamation):

- Administrative and Budget Technicians
- Administrative support and clerical positions
- Archeologists
- Building Managers
- Civil engineering work for short-term project work, temporary peaks in workload, or otherwise as positions become vacant
- Civil Engineering Technicians performing AutoCAD or other general technical functions
- Construction Representatives
- Drafters
- Drill Operators
- Editorial Assistants
- Engineering Equipment Operators
- Firefighters
- Geologists
- Geographers
- Human Resources Specialists associated with employee development
- Human Resources Assistants associated with processing actions
- Hydrologic Technicians
- Hydromaintenance positions
- Information Technology positions
- Mail Assistants/Clerks
- Mechanics
- Motor Vehicle Operators
- Realty Specialists
- Reclamation Guides
- Supply Technicians
- Survey Technicians
- Technical Writer/Editors
- Warehouse workers



Other opportunities for study that were identified were the collateral duties assigned to positions that are not associated with Reclamation's core mission, (i.e., janitorial services and general labor such as carpentry, painting, and plumbing repair).

Job Corps positions also fell into this category, but most of these positions have already been subject to studies under the A-76 process.

Reclamation's M4E initiative is expected to identify occupations and functions throughout Reclamation where either duplication of effort or consolidation of services and functions will project competitive sourcing opportunities on a larger scale. It is anticipated that future A-76 studies may involve positions being reviewed by the current M4E teams.

The approximately 35 occupations listed above will be considered, along with other information during the formal FAIR Act inventory evaluation, and purposeful decisions by Reclamation managers will be made as to whether any of the positions or functions listed above will be considered for further study under the A-76 process and/or otherwise outsourced.



Figure 28. Hydrologic Technicians.



Figure 29. Information Technology Personnel.



Figure 30. Drill Operator.

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# Technical and Collaborative Skills Needs

## Technical Competencies

**How these were determined:** This workforce planning process also requested managers and supervisors to identify the current technical skill level of their employees to determine whether there are specific training or development needs, where there may be employees with unique skills that could provide training/mentoring; whether there are current or anticipated broad-based knowledge or skills gaps in certain functions due to anticipated retirements; and where success has been achieved in closing critical skills gaps.

The value assigned was based on the following:

- 5 - Employee possesses a diverse set of technical skills while serving as an expert in his/her field. Employee could be utilized to provide guidance, mentoring, and/or training to other employees.
- 4 - Employee possesses the necessary knowledge and technical skills to successfully perform the critical elements of the job.
- 3 - Employee requires minimal training and/or development, but overall has necessary technical skills to successfully perform their position.
- 2 - Employee requires significant training/development. With additional training and development, employee will be performing technical aspects of their position at an acceptable level.
- 1 - Employee lacks the required technical skills to successfully perform his/her duties. Extensive training/development is required.

## Findings

Most Reclamation offices have tried to anticipate upcoming retirements and the need to transfer unique knowledge/skills to current staff. Generally, it is believed that the knowledge and technical skills necessary to continue to complete mission-critical work into the future are available.

Critical knowledge or skills identified to accomplish Reclamation's future workload include:

- Engineering skills such as electrical, mechanical, structural design, and Operation & Maintenance
- Communication including writing skills
- Project management
- Environmental planning
- Water accounting (i.e., ratesetters, repayment, compliance, and water contractual functions typically classified in the 1101 series)
- Finance policy and systems
- Security
- Negotiations
- Water control systems and conveyance systems
- Facility maintenance
- Water modeling
- Global Information Systems/Global Positions Systems
- Leadership
- Strategic thinking
- Technology skills to store documents, develop reports, and identify ways to increase productivity by leveraging technology

The critical knowledge or skills mentioned above will be sought or trained for as vacancies are filled. In several cases, Reclamation will need to "grow our own," since some of these skills are unique to Reclamation. In some situations, Reclamation may be able to obtain these skills via contract or through partnering with other government agencies.

Where the organization is in danger of losing critical and unique expertise, the human resource offices will work with these managers and employees to determine the appropriate method for transferring this knowledge prior to the employee leaving the organization.

Other methods to transfer knowledge include a formal mentoring program developed and implemented in one of the regions as part of a comprehensive career development effort;

and a formal “knowledge transfer” identification and documentation program has been implemented in the Technical Services Center.

## **Collaborative Competencies**

**How these were determined:** The M4E initiative in Reclamation highlighted a need for Reclamation to develop collaborative competencies. It has been determined that some level of collaboration is required in all positions. Managers/supervisors were asked to identify the appropriate level of collaborative competency needed by each position, not the skill level of the employee, based on the following criteria:

Level Three – A position which is typically responsible for an area, division, or program, that is of interest to a broad spectrum of stakeholders due to its economic, environmental, or cultural impact. This position regularly involves interaction with some or all of the following: Congress and/or congressional staff; elected and key agency officials for Federal, State, county, and city governments; intragovernmental and intrastate entities; water and power organizations; Indian tribes; (NGOs); and/or the media. Interactions are generally very complex and highly sensitive in nature. Required collaborative competencies include leadership, strategic thinking, conflict management, public speaking, partnership development, facilitation and risk taking.

Level Two – A position which typically and primarily involves working with individuals, groups, and/or teams that involve other Reclamation offices, Federal, State, or local government agencies; Indian tribes; water and power organizations; NGOs; and other stakeholders. This level includes positions tasked with responsibility for a program or project that will involve multiple disciplines and organizations. Interactions are generally more complex and sensitive in nature. Examples: public involvement, contract and repayment specialists, mid-level management, senior technical staff, project and program managers, team leaders, supervisors, and positions that include work that is highly visible, etc. Required collaborative competencies include project management, decision making, teambuilding, problem solving, communication, conflict resolution, and negotiation.

Level One – A position which typically and primarily involves working with individuals, groups, and/or teams internal to Reclamation. This could also include interactions that are of a routine or nonsensitive nature with individuals outside of Reclamation. Examples: administrative support staff, technicians, maintenance

staff, etc. Required collaborative competencies include teamwork, interpersonal communication, conflict resolution and customer service.

## Findings

An overview of information based on the data received from this analysis reveals that approximately 300 positions throughout Reclamation require advanced collaborative skills, such as leadership, strategic thinking, conflict management, public speaking, partnership development, facilitation, and risk taking. These positions were typically the assistant/deputy/regional directors, deputy/area managers, and some field office managers; regional, Denver, and Washington Office managers; and various high profile supervisory and program managers in all offices. Figure 31 shows, by region, how many positions require collaborative competencies.

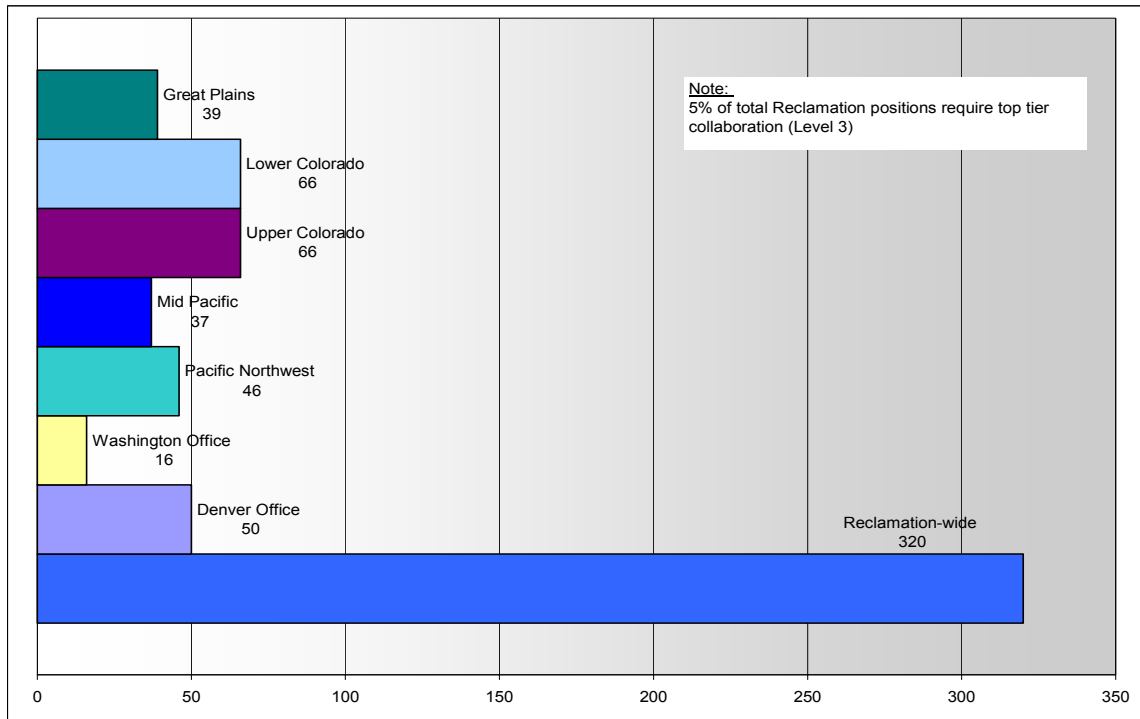


Figure 31. Number of positions requiring collaborative competencies – level 3.

Individual Development Plans (IDPs) will be developed between the supervisor and employee and will consider specific training or development needs to ensure the required technical and collaborative competencies are obtained. Additionally, language will be added to position descriptions and performance plans, as appropriate, to ensure required collaborative skills are outlined and employees are held accountable for performing in a collaborative manner.

# Challenges Affecting the Workforce

## Budget Challenges

Reclamation is currently facing a constrained budget climate. Spending restraint is important when there are so many competing efforts for scarce Federal dollars. These efforts include continued funding for military efforts, national security priorities, emergency response efforts related to disaster relief, and an emphasis on reducing the deficit. Reclamation is doing its part by heavily scrutinizing our budget from the bottom up, most notably looking at possible elimination or reduction of programs that are either not related to core mission, not fulfilling essential priorities, or simply not getting results. These efforts, combined with the M4E initiative, should ultimately position Reclamation for the future.

Reclamation's philosophy has consistently been to prioritize and fund O&M activities for the delivery of project benefits. Since many of our facilities are aging and require increased maintenance to maintain readiness and delivery of services, adequate resources, including staff, are critical. Increasing costs for O&M of facilities, along with flat or declining budgets, is a catalyst for workforce change.

## Internal and External Factors

As with all government agencies, we face, and will likely continue to face, a number of internal and external challenges that may impact workload, workforce, and budgets within the next 5 years. These factors have the potential for major impacts in a given office or throughout Reclamation. Some of these include:

- The public's expectation of information on demand, through media and the Internet.
- Loss of technical expertise.
- Prolonged drought conditions.
- Emerging issues (i.e., climate change, that impact Reclamation's ability to meet customer needs)

- Legislation related to rural water, Water Reclamation and Reuse Program (Title XVI), desalination research and development, and line items such as the Salton Sea Restoration Program (see figure 33), San Joaquin Valley Drainage Program, the Office of Naval Research’s Emergency Unit for Water Purification, etc., and resolution of pending issues and the outcome of ongoing litigation actions.



Figure 32. Salton Sea spraying.

- Power system stability and reliability to ensure public safety.
- Dam Safety mandates.
- Homeland Security philosophies.
- Continued efforts in support of the President’s Management Agenda (PMA), including Competitive Sourcing; Improved Financial Performance; Strategic Management of Human Capital; Budget and Performance Integration; Expanded Electronic Government; and four additional initiatives/scorecards: Federal Real Property Asset Management, Transportation Management, Energy Management, and Environmental Stewardship.
- Information Technology migration to integrated, Interior-wide business processes and technologies, such as consolidated Interior-wide network, migration to a common messaging system, and a common help desk. In



addition, continued consolidation of technical support at the regional and Denver levels is anticipated to occur over time and reduce the expertise needed at the field and area level.

- The Financial and Business Management System (FBMS) scheduled for implementation by 2013 and implementation of eTravel and ePCS.
- Implementation of the change in requirements for Department of the Interior Federal Acquisition Career Certification and Warrant Certification.
- Implementation of audit recommendations by the Chief Financial Officer (CFO), Office of the Inspector General (OIG); and Government Accountability Office (GAO).
- More stringent internal controls with full implementation of Office of Management and Budget (OMB) Circular A-123, Management's Responsibility for Internal Control.
- Increased requirements for Civil Rights Compliance and Management Directive on Equal Opportunity and Civil Rights (MD-715) and the anticipated increasing use of alternative dispute resolution processes.

## **Significant Workforce Challenges**

### **Managing For Excellence (M4E)**

One of most significant challenges to Reclamation offices in the next few years is the M4E initiative. In general, the results of M4E could fundamentally change how work is performed by Reclamation for many years to come.

Teams are exploring issues that hold the potential to change the culture of Reclamation. Topics being explored range from the level of involvement customers will have in budget formulation, in setting priorities for major repair work, and the roles and relationships of the Technical Service Center and Reclamation regional organizations. Very few projects are complete at the time this workforce plan is being written. Yet the possible impacts on Reclamation's workforce are in the forefront of the minds of many of our employees.

## Diversity

Another significant challenge is Reclamation's efforts to diversify our workforce.

In FY 2006, new hires to Reclamation's Permanent Workforce, as compared to the Relevant Civilian Labor Force (RCLF), are as shown:

Category	Reclamation	RCLF
women or minorities	66%	58%
women	38%	35%
minority men and women	42%	31%
minority women	13%	9.1%
minority men	28%	22%

In our five primary mission critical occupations (810 - Engineering; 401 - Biology; 2210 - Information Technology Management; 5352 - Plant Mechanic; and 2810 - Electrician), the number of new hires were as follows in 2006:

Occupational Series	0810	0401	2210	5352	2810
Accessions	18	7	10	7	7

An analysis of retention in these occupations indicates the following:

- Individuals in four of the five mission critical occupations are leaving at a rate equal to or higher than their accession rate.
- Hispanics, Asians, and Native Americans are separating at a rate equal to or higher than their accession rate.
- White women are separating at a rate significantly higher (137%) than their accession rate (Accessions = 8, Separations = 15).

While the total number of new hires is small, the data above indicate that even though Reclamation is hiring diverse individuals at a higher rate than the RCLF, our diversity population in our most populous mission critical occupations is either remaining relatively constant or decreasing over time.

In addition, as shown on the graphs in the Current Workforce Profile above related to employment of males vs. females by grade and supervisory status, there are significantly fewer women in the GS-12 through SES levels, and blue collar occupations; and who are supervisors, managers, or program/team leads.

## **High Cost of Living Areas**

Finally, some Reclamation offices in Colorado, Nevada, California, and Washington, DC have difficulty filling vacant positions. One of the most common reasons given for declining an offer of employment or not applying for positions in the first place is due to insufficient salary with respect to the high cost of living in these areas.

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# Action Plan to Address Workforce Needs

Members of the RLT provided specific ideas on ways to address our workforce challenges and maintain the workforce necessary to carry out Reclamation’s mission. The highest priority items are contained within each section below. A specific implementation plan and timelines will be developed for these items with input from the individuals and/or groups listed in the “Lead/Staff” column.

## Develop Succession Plans and Implement Appropriate Changes at all Levels

Reclamation Human Resources Offices in each of the regions and offices will continue to analyze the workforce planning data gathered during this process and work closely with managers and supervisors to make appropriate changes. Activities will include developing specific succession plans and time lines to fill individual vacancies.

In addition, action items considered highest priority in this area were identified as follows:

<b>Develop Succession Plans/Implement Appropriate Changes</b>	
<b>Action Item</b>	<b>Lead/Staff</b>
Continue to analyze the workforce planning data and develop specific succession plans and timelines to fill individual vacancies. Reorganize or consolidate functions as appropriate	Mgrs/supvsrs & HR
Ensure supervisors know how to hire the right people for the position.	HR
Transfer corporate knowledge and develop employees for leadership roles in the organization. Document Standard Operating Procedures/information from individuals who have the knowledge but haven’t written it down	Mgrs/supvsrs & HR & Team 40 product
Define succession planning roles/responsibilities for both managers/supvsrs and HR	Mgrs/supvsrs & HR
Include succession planning as part of progress reviews and/or in performance standards	Mgrs/supvsrs & HR
Conduct periodic discussions on strategies, options, etc., on succession planning at all levels (RLT, Reg’l LTs, staff mtgs, etc.)	Mgrs/supvsrs & HR
Hire <u>new</u> people, i.e., students, hires from <u>outside</u> Recl/Interior/Gov’t, as well as looking internally	Mgrs/supvsrs & HR
Continue to incorporate FAIR Act Inventory, Budget formulation and workforce/succession planning into one activity	Mgrs/supvsrs, HR, Budget, & A-76 Staffs
Set aside specific resources (dollars and workforce) to accomplish succession planning	Mgrs/supvsrs in conjunction w/ DCs/Directors

## **Continue Early and Frequent Communication Regarding Organizational Impacts of Implementing Decisions that Come Out of M4E**

A key component of the M4E initiative has been communication—both with employees and with customers, stakeholders, partners, and the public. It is expected that this improved level of communication will continue throughout the initiative and into the implementation phase. We do not know what organizational impacts there will be at this point. As recommendations are made and decisions are reached on the outcomes of the teams, continued frequent communication of these results will help plan for any organizational, workload, and budget implications.

In addition, action items considered highest priority in this area were identified as follows:

<b>Communicate Regarding Organizational Impacts of M4E</b>	
<b>Action Item</b>	<b>Lead/Staff</b>
Provide clear, concise info to employees on team activities/outcomes and the “big picture,” i.e., what are we trying to accomplish and why. Simplify the message	Exec Sponsors/ Mgrs/supvsrs
Develop a communication plan for internal purposes	Exec Sponsors/ Public Affairs/ RLDP trainees

## **Continue or Increase Use of Financial Incentives and Other Human Resource Tools, Flexibilities, and Programs**

Reclamation regions and offices continue to proactively address future workforce requirements through forward planning and the use of various human resource tools, programs, and flexibilities.

Offices and regions throughout Reclamation generally use the full spectrum of financial incentives, including Voluntary Early Retirement Authority/Voluntary Separation Incentive Program; recruitment, relocation, and retention incentives; supervisory differential pay to alleviate pay compression or pay inequity for some GS supervisors of trade occupations; Student Loan Repayment Program; advanced-in-hire rates; home buy/sell program, etc. Although the use of these flexibilities varies, depending on the budget situation in each office, these flexibilities and programs have assisted managers and supervisors to overcome some of the challenges they have faced in filling positions,

and their continued or increased use is anticipated. Federal and non-Federal salaries will be monitored for changes that affect the recruitment programs. Creative and on-the-spot negotiations that include hiring incentives will be considered to mitigate the looming challenge with Federal salaries in the Colorado, Nevada, California, and Washington, DC areas.

In addition, regions and offices are fully utilizing other human resource programs/tools on a widespread basis, including:

- Flexible work schedules
- Flexible workplace/duty locations as applicable
- Work-at-home options
- Reassignments and internal placements
- Various Veterans authorities/programs
- Upward Mobility Program
- Student Temporary Employment Program (STEP)
- Students with Disabilities Program

Certain hiring programs have been very effectively used by managers and supervisors to hire new individuals while they are in college or as recent graduates at the entry level. These programs have allowed Reclamation to increase diversity, hire new talent, and enable the transfer of knowledge to newer employees. Programs include the Federal Career Intern Program (FCIP) and the Student Career Experience Program (SCEP), which are available throughout the Federal Government.

In addition, some programs unique to Reclamation that have also proved very effective include:

- The Rotation Engineer Program, which provides formal rotational assignments for entry level engineers and allows for one accelerated promotion during the training program.
- The Apprenticeship Program for trade occupations, which provides specific, hands-on training to develop journey-level skills in such areas as electrician, plant mechanic, communications and instrumentation mechanic, powerplant operator, and control center operator.

Figures 33 through 35 show the number of persons who are enrolled in the SCEP, FCIP, and Rotation Engineer Program, respectively.

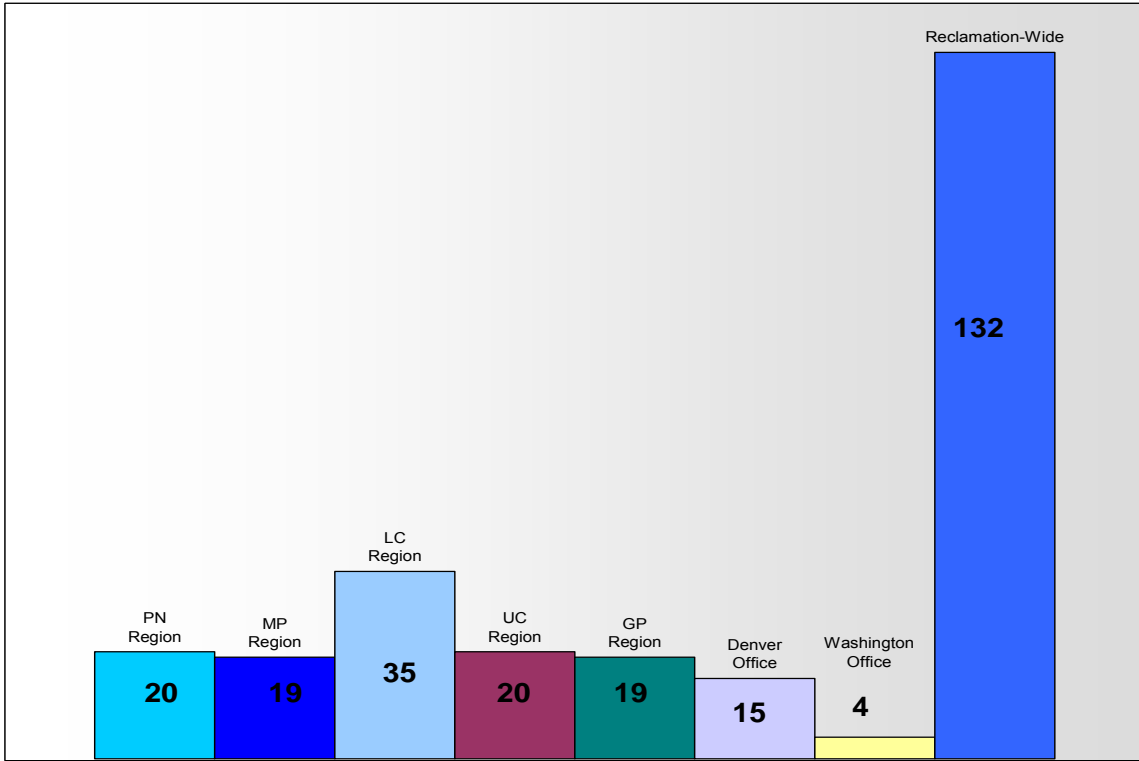


Figure 33. Student Career Experience Program.

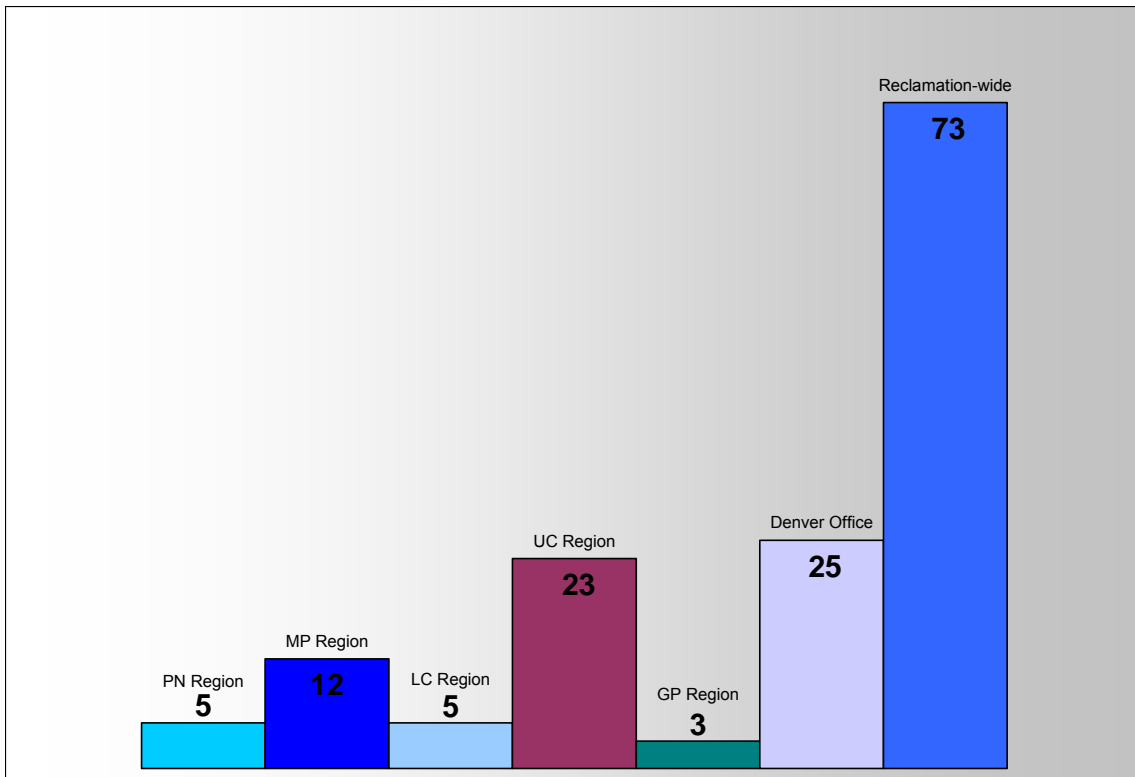


Figure 34. Federal Career Interns Program.



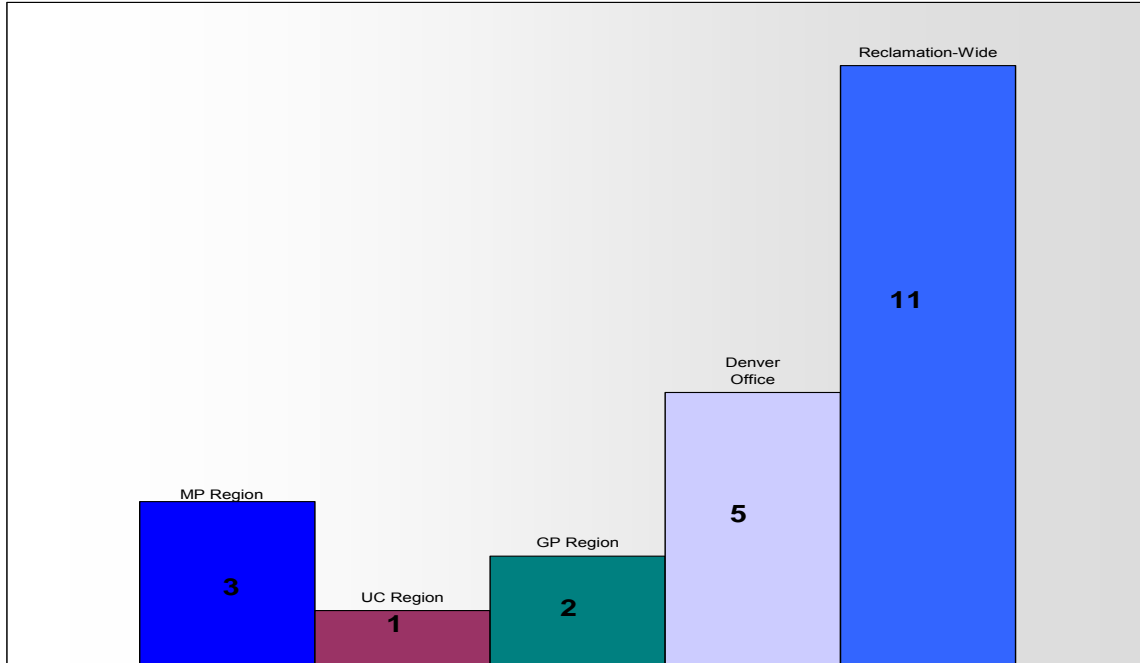


Figure 35. Rotation Engineer Program.

Some of the additional workforce challenges will be solved or mitigated through use of service contracts with Reclamation’s Technical Service Center, contracts with architecture and engineering firms, partnerships with other agencies and organizations, temporary services contracts, and volunteers.

Reclamation will continue to support automated hiring initiatives by using QuickHire and incorporating Recruitment One Stop features and DOI Learn (previously noted as the Learning Management System for training and development).

In addition, action items considered highest priority in this area were identified as follows:

Continue or Increase Use of Incentives, Tools, & Programs	
Action Item	Lead/Staff
Allow managers as much flexibility as possible. Delegate decision on incentives to lowest level, with or without parameters, i.e., relocation bonuses	Comm/Dep Comms
Continue to utilize the full spectrum of financial incentives and flexibilities available, as appropriate. Work proactively with managers.	Mgrs/supvsrs & HR
Continue to utilize “specialized” programs, i.e., intern, student, Rotation Engineer, and Apprenticeship.	Mgrs/supvsrs & HR
Determine feasibility of “rotation” programs for other than engineers; and/or “apprentice-type programs” for positions other than craft positions, i.e., safety inspectors	Mgrs/supvsrs & HR
Use creative, on-the-spot negotiations that include hiring incentives to mitigate the challenge with federal salaries in high cost areas	Mgrs/supvsrs & HR

## **Continue Diversity Hiring and Evaluate and Mitigate Any Barriers Identified Related to Retaining Diverse Employees**

The Human Resources Offices, along with management officials, attend career days and jobs fairs at colleges and universities in support of outreach activities. In addition, other initiatives that assist with workforce and succession planning include a Reclamationwide Outreach and Recruitment Team, Targeted Recruitment Plans for mission-critical occupations and for people with disabilities; emphasis on diversity hiring for entry-level/student hires; etc.

Reclamation offices have developed various programs to enhance diversity hiring within their individual organizations. A few examples include:

The Denver Office is a primary player in the Diversity Coalition West to enhance diversity through partnering with NPS, FWS, NBC, BOR, USGS, MMS, OSM, and BLM. Like many of Reclamation's regions, Diversity Coalition West has targeted student programs as a means for filling entry level positions. Primary recruitment methods include attendance at career fairs by managers and Human Resources staff, building relationships with colleges and universities, attending college employer's round table meetings, scheduling onsite interviews, attending diversity conferences, and maintaining standing working relationships with State and Veteran's organizations. The Denver Office has hosted "Engineer Day" and "Accountant Day" to emphasize hiring professionals in these occupations. Through these efforts, we have hired 15 students in the last year, 33 percent were diverse hires and 27 percent have been converted to permanent appointments.

For the past 8 years, the Great Plains Region, headquartered in Billings, Montana, has taken a corporate approach with the SCEP program. This effort was sponsored and overseen by their Regional Leadership Board (RLB). As part of this initiative, the region issued nationwide recruitment announcements and directly targeted recruitment to Historically Black Colleges and Universities, Hispanic Association of Colleges and Universities, and Tribal Colleges and Universities within their geographic region. Interviews were conducted at these colleges and universities. Often times, on-the-spot hiring of highly-qualified women, minorities, and/or disabled SCEP students was accomplished. Since the RLB sponsored program began, almost 100 students have participated in the

program, 53 percent of these hires have been retained and 54 percent have been women and minorities.



Figure 36. Former SCEP student now a permanently employed Information technology Specialist in the Great Plains Regional Office in Billings, Montana.

The Pacific Northwest region has partnered with Heritage College in Washington State, which has high Native American and Hispanic populations. Reclamation is developing competencies needed for a 2-year engineering technical program and assisting Heritage College in developing the course work and pursuing State approval. Reclamation hopes to provide job opportunities to graduates from the program. Reclamation staff has also offered to lecture at the college in engineering and technical areas.

Succession planning and diversity initiatives, such as the above, are occurring in other Reclamation offices and help meet future workforce needs and diversity goals. These activities will continue, and we will leverage best practices among the regions/offices to enhance diversity hiring in other locations as opportunities arise.

Efforts are also underway to gather and evaluate data to track applicant diversity information and exit survey results to determine potential problems or barriers that hinder

attracting and/or retaining diverse individuals. Through efforts of the Civil Rights/Equal Employment Opportunity and Human Resources Staffs as part of Management Directive (MD)-715, mechanisms are being developed for tracking information, analyzing data, identifying recruitment sources, monitoring efforts to determine effectiveness, and training managers and supervisors, and recommendations will be presented for future decisions by Reclamation's Leadership Team. Many of these activities are scheduled to be completed in calendar year 2007.

In addition, action items considered highest priority in this area were identified as follows:

<b>Continue Diversity Hiring/Mitigate Barriers to Retention</b>	
<b>Action Item</b>	<b>Lead/Staff</b>
Continue to attend career days and jobs fairs at college and universities in support of outreach activities. Continue to emphasize diversity hiring for entry-level/student hires; etc	Mgrs/supvsrs & HR
Continue activities of the bureau wide Outreach and Recruitment Team; and Update and use Targeted Recruitment Plans for mission-critical occupations and for people with disabilities	HR
Focus attention on specific demographics in location where hiring occurs rather than expending a lot of energy on those who have no interest	Mgrs/supvsrs & HR/CREO
Take a personal interest in new employees. Discuss organizational impact and contribution of new employees to mission.	Mgrs/supvsrs

## **Develop SES Succession Planning**

The importance of recruitment and selection of individuals for Reclamation's SES management cadre is acknowledged at the Department of the Interior level and at the highest levels of management within Reclamation. In the past, these positions have been filled through competitive (vacancy announcement) and noncompetitive (reassignment and Interior's Senior Executive Service Candidate Development Program (SESCDP) graduates) procedures. One suggestion being considered is filling SES positions, in certain cases, prior to an individual retiring. We are currently piloting this process in filling behind one of our regional directors.

In addition, action items considered highest priority in this area were identified as follows:

<b>SES Succession Planning</b>	
<b>Action Item</b>	<b>Lead/Staff</b>
Continue to participate in the DOI Senior Executive Service Candidate Development Program (SESCDP)	Mgrs/supvsrs & HR
Discuss at RLT meetings on a regular basis the status of vacancies and/or strategy for filling vacant positions.	RLT
Begin process to fill upcoming SES vacancies prior to an individual retiring as appropriate	Comm/Dep Comms & HR
Assign responsibility for SES succession planning to Commissioner/Deputy Commissioners	Comm/Dep Comms & HR
Do more with GS-14s/15s to prepare them for SES positions	RLT & HR
Use a multi-faceted approach to train, i.e., Federal Executive Institute, exchanges with states/other agencies, universities, etc. Don't wait for formal SES programs.	RLT & HR
Assign our own informal coaches on a voluntary basis to SESCO DP selectees (in addition to DOI mentors)	RLT & HR
Talk with SESCO DP trainees regarding their experience in program	RLT

## **Leadership Succession Planning and Leadership Skills Training**

For current and future workforce and related leadership needs, each region and Denver and Washington were asked to describe methods of developing and preparing a future cadre of candidates ready to assume supervisory and managerial duties and responsibilities.

Reclamation supports and participates in the SESCO DP. Five employees graduated from the most recent class. Of the five, two individuals have already been placed in SES positions. Several individuals are currently being considered for the next SESCO DP class.

Reclamation also has a Leadership Development Program (RLDP) that is a succession management tool used to fill GS-15 positions. The program is designed for a 12-month period and is targeted to employees at the GS-13 and GS-14 grade levels. The RLDP provides a variety of developmental experiences to broaden perspectives and competencies in leadership and management. Candidates throughout Reclamation compete and are selected to participate in the program. Selectees receive training and developmental assignments to enhance their competencies in strategic thinking, conflict management, problem solving, interpersonal skills, and influencing/negotiating.

Reclamation’s senior management provides oversight through a steering committee and several top managers have been assigned to serve as mentors to the selectees. Managers throughout Reclamation have also submitted specific assignments to enhance the managerial skills of these selectees.

Each of the five regions also has established a liaison position in the Washington, DC Office. These positions are typically filled for a 2-year period and carry out key work assignments for their respective regions in the Washington Office. These individuals get involved in technical, administrative, and policy matters related to the region’s design, construction, environmental, O&M, dam safety, planning, and other technical and administrative program areas. Upon completion of this assignment, these individuals are reassigned to appropriate positions at their home office or at another location as determined by management and agreed to by the employee.

In addition, action items considered highest priority in this area were identified as follows:

<b>Leadership Succession Planning/Leadership Skills Training</b>	
<b>Action Item</b>	<b>Lead/Staff</b>
Continue the Reclamation Leadership Development Program (RLDP) to fill GS-15 positions	Mgrs/supvsrs & HR
Continue use of liaison positions in Washington, DC	Mgrs/supvsrs & HR
Continue to emphasize hiring diversity/women employees into leadership, supervisory, and managerial positions	Mgrs/supvsrs & HR
Hire understudies to cross-train with leaders for positions that are key to the mission, have incumbents with a great degree of historical knowledge or expertise, and/or are very hard to fill	Mgrs/supvsrs & HR
Develop/implement formal leadership and supervisory training to close competency gaps between aspiring leaders and experienced line managers and between line managers and senior leadership	HR w/input from Mgrs/supvsrs
Develop formal mentoring program for potential leaders	Mgrs/supvsrs & HR & Team 40
Complete Individual Development Plans (not just training plans)	Mgrs/supvsrs
Provide honest, specific feedback to employees. Provide better coaching and follow through.	Mgrs/supvsrs
Find out what was good/needed improvement from previous leadership programs, i.e., Recl SES, Supervisory Development Program, etc.	Mgrs/supvsrs & HR
Use available tools to try to overcome mobility issues when filling key positions, i.e., relocation bonuses, employment for spouses, etc.	Mgrs/supvsrs & HR
Share successful programs/training ideas across organizational lines	Mgrs/supvsrs & HR

Another M4E team is identifying current learning and development activities throughout Reclamation. This team will make recommendations on how development programs can be used to acquire essential competencies and reduce or close identified learning and

development gaps. This team will also identify future direction, and make recommendations on how to create a continuous learning environment. The team has started some activities to evaluate the effectiveness of Reclamation's existing technical, collaborative, and leadership training. Next steps include completion of the evaluation process and development of focused recommendations to ensure Reclamation has the right people in the right job at the right time with the right knowledge, skill, and ability. Team activities are scheduled to be completed during calendar year 2007.



Figure 37. Managing for Excellence meeting held in Sacramento, California, November 14, 2006.

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# Monitoring

Each region and office workforce plan is intended to be used as a living document that must be updated periodically (approximately yearly) and referred to whenever a manager considers filling a position. Regions and offices will use their workforce plans to serve as a baseline for future workforce efforts, to assist in determining which positions will be filled, and to help in determining the skill needs of employees.

The importance of workforce and succession planning was discussed by Reclamation's Commissioner at a Managers' Conference in February 2007. This conference included all regional and area office managers, and top leaders from the Denver and Washington Offices.

In addition to the emphasis placed on succession planning by the Commissioner, Reclamation will be developing an implementation plan with specific steps and timelines to accomplish the priority items included in the action plan contained in this document. This implementation plan will be shared with stakeholders and action items monitored to ensure completion.

Reclamation is also investigating the possibility of developing a workforce planning database to track the information gathered as part of this process thereby enabling continuous assessment and monitoring.

With commitment from management at all levels to follow up on plans developed through this workforce and succession planning process and implementing decisions from other M4E initiatives, Reclamation will determine its future course of action and make corrections as necessary.

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# Appendix 1. Bureau of Reclamation Ethnic Categories and Variations

Hispanic or Latino

Hispanic/Latino and White

Hispanic/Latino and Native Hawaiian/other Pacific Islander and White

Hispanic/Latino and Black/African American

Hispanic/Latino and Black/African American and White

Hispanic/Latino and Asian and White

Hispanic/Latino and Asian and Native Hawaiian/other Pacific Islander

Hispanic/Latino and American Indian/Alaska Native

Hispanic/Latino and American Indian/Alaska Native and White

Hispanic/Latino and American Indian/Alaska Native and Native Hawaiian/other Pacific Islander

Hispanic/Latino and American Indian/Alaska Native and Asian and Black/African American and Native Hawaiian/other Pacific Islander and White

American Indian or Alaska Native

American Indian/Alaska Native and White

American Indian/Alaska Native and Native Hawaiian/other Pacific Islander and White

American Indian/Alaska Native and Black/African American

American Indian/Alaska Native And Black/African American and White

American Indian/Alaska Native and Asian

American Indian/Alaska Native and Asian and Black/African American and Native Hawaiian/other Pacific Islander

American Indian/Alaska Native and Asian and Black/African American and Native Hawaiian/other Pacific Islander and White

Asian

Asian and White

Asian and Native Hawaiian/other Pacific Islander

Asian and Native Hawaiian/other Pacific Islander and White

Black or African American

Black/African American and White

Native Hawaiian/other Pacific Islander

Native Hawaiian/other Pacific Islander and White

White

No selection made

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# Appendix 2. M4E Team 41, Workforce and Succession Planning Team

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# Appendix 3. Justification to Fill Vacant Positions

Title/Grade/Series of position you want filled: Hydro-mechanic, BB-5352

Date: August 7, 2006

1. What work would not be accomplished if this position is not filled?

The duties of this position will include: overhaul and maintenance, general support for crews, coaster gate overhaul, and general journeyman level tasks during maintenance overhauls. Not filling this position would create a shift in duties for other employees who are currently assigned to critical work.

2. Have you considered combining these duties with another position?

Yes, but the decision was not viable. Critical work assigned to other employees would then be affected.

3. Can you “borrow” this help from other Project resources?

No. This workload is essential and requires a full-time occupant.

4. Can you “borrow” this help from the Region or another office?

No, at this time it is anticipated that the workload of this position will continue as scheduled.

5. Is this position a full-time permanent position?

Yes, the Hydro-mechanic position is needed full time to adequately support maintenance activities associated with power plant equipment and facilities.

6. Have you considered temporary or term help? If so, why won't one of these appointments work for you?

Yes; however, based on past experience and the foreseeable future, the need is full time. Part time/seasonal would not fulfill the work obligation.

7. Can this work be contracted out more effectively?

No, contracting this work out would not be effective or efficient. Work requires the position to have a wide range of knowledge and skills.

8. If this position is filled, can you target another position that you would not fill in the future?

Possible consideration could be given to not filling the second Hydromechanic position, which will become vacant next year. The workload will need to be evaluated at that time to see if this would be efficient.

#### EXAMPLE

Summary of Current Staffing Levels:

Management/Supervisor: 3

Maintenance Management/Planning: 3

Maintenance Engineering Support: 3

Electricians: 13

Hydromechanics: 20 (1 out on OWCP, 1 on loan to another unit, 1 selection pending)

PSCC: 3

Hydromaintenance Support: 7

Total: 52 employees



# Appendix 4. Advanced Recruitment Plan

The Advanced Recruitment Plan provides a summary of positions, including the Position Risk Factor and Total Succession Factor, that may be used to highlight those positions that need to be filled in a relatively short timeframe. The form also includes any vacant positions. This report is for managers to use when making recruitment decisions, such as opportunities to fill at a lower grade or to fill the position with a Student or Career Intern.

## Examples of Advanced Recruitment Plan

### Office of Regional Director

Position Title Series/	Fill at Grade	Position Risk Factor	Total Succession Factor	Remarks
Civil Engineer GS-810-14	GS-810-13	4	16	Can fill lower than FPL and allow for training

### Vacant Positions

Position Title Series/	Fill at Grade	Position Risk Factor	Total Succession Factor	Remarks
Office Automation Clerk GS-0326-04	GS-0326-3	1	5	Look at filling this position with a STEP student.
Assistant Regional Director GS-0340-15	GS-0340-15	5	25	Very high priority—fill this position immediately all sources.

### Office Name

Position Title Series/	Fill at Grade	Position Risk Factor	Total Succession Factor	Remarks

**Vacant Positions**

<b>Position Title Series/</b>	<b>Fill at Grade</b>	<b>Position Risk Factor</b>	<b>Total Succession Factor</b>	<b>Remarks</b>

# Appendix 5. Five-year Workforce Analysis

Five-year workforce analysis provides a tool for managers/supervisors and the Human Resources Office to see, at a glance, the positions that may become vacant within the next 5 years, similar to the Advance Recruitment Plan tool, which is a 1 year plan.

## Examples of Workforce Analysis Charts

Five-Year Workforce Analysis								
(Update at least annually)								
Facility Name: Power House – Third Power plant, Maintenance								
Personnel Assigned (Including Vacancies)	Total No.	Eligible	Eligible	Eligible	Eligible	Eligible	Other Staff	Remarks
		to Retire FY07	to Retire FY08	to Retire FY09	to Retire FY10	to Retire FY11		
<b>Management</b> Manager, GS-1601	1	0	0	0	0	0		
<b>Administration</b> Planner/Estimator, BB-3501	1	0	0	0	0	0		
<b>Engineer</b> Electrical, GS-0850	1	0	0	0	0	0		SCEP resigned. Position filled with FTE
<b>Electrical Craft</b> Electrician, BB-2810	7	2 J. Bills S. Tufts	1 S. Connoly	1 R. Joseph	1 P. Morton	0		One Electrician Position used to fill PSCC Trainee.

**Five-Year Workforce Analysis**  
 (Update at least annually)

**Facility Name**

<b>Personnel Assigned</b> <small>(Including Vacancies)</small>	<b>Total No.</b>	<b>Eligible to Retire FY07</b>	<b>Eligible to Retire FY08</b>	<b>Eligible to Retire FY09</b>	<b>Eligible to Retire FY10</b>	<b>Eligible to Retire FY11</b>	<b>Other Staff</b>	<b>Remarks</b>
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