

RECLAMATION

Managing Water in the West

Managing for Excellence **Concept Paper**

Functional Area: **Human Resources/Workforce**

Executive Sponsor

Larry Todd, Deputy Commissioner, Policy, Administration and Budget



Background/Drivers

With a large portion of its workforce eligible to retire in the next five to ten years, Reclamation faces both a challenge and an opportunity in its workforce planning. The aging of its workforce requires that the agency ensure adequate knowledge transfer, but also lends it a good measure of flexibility in responding to any changes in quantity and method of service delivery which may result from the *Managing for Excellence* initiative or other future developments. As the agency becomes increasingly involved in partnering with a diverse array of stakeholders in managing its projects, it is of crucial importance to enhance the collaborative competencies of its workforce as well.

Reclamation is actively conducting human capital planning efforts to ensure it can effectively and efficiently fulfill its mission requirements in managing issues and challenges, existing infrastructure, and future construction in the 21st Century. The action items in this functional area, in conjunction with ongoing actions, will address the issues highlighted in the NRC Report and other studies. These include the development of collaborative competencies in the workforce, enhancement of leadership development programs and technical training, and comprehensive workforce and succession planning. Success in these areas is critical to effectively implementing the recommendations and decisions which result from the *Managing for Excellence* initiative.

Developing Collaborative Competencies in the Workforce

The first objective of the team responsible for Action Items 37 was to identify critical positions throughout the organization that are required to engage with stakeholders in order to accomplish Reclamation's work. Now that the positions have been identified, tools will be developed that can be used to communicate expectations, provide opportunities to obtain or further develop the necessary skills, and establish accountability for utilizing collaborative competencies. Finally, the team will recommend measures designed to establish collaborative practices at all levels of the organization. This will help to ensure that consultation and collaboration with both employees and stakeholders becomes a key element in the way Reclamation does business, and is not lost as individuals change jobs or leave the organization.

The team presented an overview of its work at Reclamation's September public meeting and entertained questions and comments from interested stakeholders. The team's final product recommendations will be presented to Reclamation leadership in February, 2007. For an outline of the objectives, tasks, and milestones, as well as contact information for Team 37-39, please see the attached

Action Item Summary. Action Item Summaries will be refined based on input from Reclamation managers, staff, customers, and other stakeholders.

Employee Training and Development

In order to maintain its core capability, Reclamation must ensure that employee development figures prominently in its workforce and succession planning efforts. We must provide not only technical tools for our employees, but also the leadership and collaborative skills that are required in our highly interactive business environment. Leaders must possess the ability to develop and manage the competencies and qualities we expect in our workforce.

The team responsible for Action Item 40 is evaluating the effectiveness of Reclamation's training and development programs in successfully planning for changes in the workforce. Major objectives of the team include an assessment of Reclamation's corporate training and development programs, and identification of improvement opportunities that will support employees now and into the future. For an outline of the objectives, tasks, and milestones, as well as contact information for Team 40, please see the attached Action Item Summary. A final report and recommendations will be presented to Reclamation leadership in November 2007.

Workforce and Succession Planning

It is imperative that as competencies are identified and decisions on staffing, organizational structure, skills gaps, etc. are made, that Reclamation reacts to these issues and looks at the future direction of the organization based on these outcomes. Therefore, the objective of Team 41 is to ensure that the outcomes of the other action items in this functional area, i.e., identifying collaborative competencies, evaluating training and development programs, etc., are factored into Reclamation's workforce and succession planning efforts. The team is also providing recommendations regarding how the decisions from the action items in many other functional areas, particularly Engineering and Design Services, can be most effectively implemented via Reclamation's workforce and succession planning efforts. The team provided an overview of its efforts at Reclamation's September public meeting. The team's products and recommendations were presented to Reclamation leadership for review in December 2006. Based on the feedback at these forums, as well as internal outreach, the Team is revising its final product and expects to finalize their recommendations in March 2007. For an outline of the objectives, tasks, and milestones, as well as contact information for Team 41, please see the attached Action Item Summary.

Relationship to other Functional Areas

By implementing a comprehensive workforce and succession planning process, Reclamation can utilize these tools to manage the workforce into the future. Should rightsizing actions be needed as a result of other *Managing for Excellence* Teams, the goal is to have these tools available for managers and supervisors to undertake that action.

***The following action items will be addressed by one team.**

Action Item 37*

Identify critical positions where collaborative competencies are needed and refine position descriptions to include these competencies.

Current Status: Complete

Action Item 38*

Create collaborative competency curriculum.

Action Item 39*

Utilize the Department's Learning Management System to ensure that collaborative competencies are a part of each employee and manager's skill set.

Team Lead: Lorri Gray, Program Manager, Lower Colorado River Multi-Species Conservation Program, Lower Colorado Region

Team Members:

- Bob Quint, Director, Washington Office Operations
- Tino Tafoya, Program Manager, Snake River Area Office, Pacific Northwest Region
- Carol DeAngelis, Area Manager, Western Colorado Area Office, Upper Colorado Region
- Michael Jackson, Area Manager, South Central California Area Office, Mid-Pacific Region
- Mark Boyle, Chief, Infrastructure Services Division, Technical Service Center
- Norma Martinez, Learning Officer, Human Resources Office, Administration
- Bert Salisbury, Group Manager, Human Resources Office, Administration

Objectives:

- Identify critical positions throughout the organization that are required to engage with stakeholders in order to accomplish Reclamation's work. Once the positions are identified,
- Develop tools that can be used to communicate expectations of performance associated with collaborative skills and identify methods for developing and enhancing these skills in the workforce.

Tasks:

- Identify critical positions which require the use of collaborative competencies.
- Draft paragraph for inclusion in Position Descriptions.
- Identify skills needed to accomplish Reclamation's work in a collaborative manner throughout several levels of the organization.
- Compile a list of curriculum or developmental activities for obtaining collaborative competencies and appropriate delivery systems to include but not limited to the Learning Management System.

Milestones:

- July 2006: Identify critical positions which require use of collaborative competencies and Position Description language.
- September 2006: Develop list of skills needed to achieve collaborative competencies.

Action Items 37-39 (cont.)

- March 2007: Identify curriculum, developmental activities, and appropriate delivery mechanisms.

Products:

- Position Description language
- Skills needed to achieve collaborative competencies
- List of curriculum or developmental activities for obtaining collaborative competencies and appropriate delivery systems

Action Item 40

Evaluate the effectiveness of Reclamation's training and development programs in successfully planning for succession, including leadership development and technical training.

Team Lead: C.J. McKeral, Deputy Area Manager, Montana Area Office, Great Plains Region

Team Members:

- Kerry McCalman, Manager, Power Office, Upper Colorado Region
- Bruce Muller, Chief, Dam Safety Office
- Erin Quinn, Security Specialist, Safety, Security, and Law Enforcement
- Norma Martinez, Reclamation Learning Officer, Human Resources, Administration

Objectives:

- Evaluate Reclamation's ability to successfully integrate succession planning and development of leadership and technical competencies into our culture and business practices.

Tasks:

- Evaluate Reclamation's current training and development program in terms of providing a platform for our employees to be successful in our highly interactive business environment.
- Develop implementation strategies for institutionalizing the program into Reclamation's culture.
- Provide evaluation document, with recommendations, to Reclamation leadership.

Milestones:

- July/August 2006: Conduct data gathering using measurement tools, e.g. meetings, surveys.
- May/June 2007: Utilize results and findings from other M4E teams in evaluation.
- November 2007: Provide final evaluation report and recommendations.

Products:

- Report of evaluation findings and recommendations

Action Item 41

Ensure that the conclusions reached and the decisions made as a result of all of the preceding action items are incorporated into Reclamation's current workforce and succession planning processes.

Team Lead: Ann Gold, Special Assistant to Deputy Commissioner of Policy, Administration, and Budget, Commissioner's Office

Team Members:

- Jennifer McCloskey, Deputy Area Manager, Yuma Area Office, Lower Colorado Region
- Patti Llewellyn, Program Manager, Tech Resources, Pacific Northwest Region
- Laurie Johnson, Human Resources Specialist, Human Resources, Administration
- Debbi Fugal, Human Resources Specialist, Human Resources, Upper Colorado Region

Objectives:

- Ensure that the outcomes of the other HR teams, i.e., Action Items 37-40, are factored into Reclamation's workforce and succession planning efforts.
- Make recommendations on how/if outcomes/decisions from other Action Items should be included in workforce/succession planning efforts.

Tasks:

- Outline a process to develop a workforce/succession plan incorporating best practices/ideas from the regions/Denver and requirements from Department of the Interior.
- Complete draft workforce/succession plan for review by team members, subject matter experts, management, etc.
- Complete an action plan based on findings from Workforce/Succession plan.

Milestones:

- July 2006: Establish process for developing a workforce/succession plan.
- September 2006: Gather data from Reclamation offices and other Action Item teams.
- March 2007: Develop action plan for incorporating other Action Item recommendations into Reclamation's workforce and succession planning efforts.

Products:

- Workforce/Succession Plan
- Implementation Plan