

RECLAMATION

Managing Water in the West

Reclamation Meeting on *Managing For Excellence* Breakout Session: Human Resources/Workforce

Salt Lake City, Utah
September 19-20, 2006



U.S. Department of the Interior
Bureau of Reclamation

Employees are an Asset

- How do we get our employees ready and able?
 - Increase the focus of collaborative people skills in our culture and business practices
 - Target succession & recruitment planning
 - Advance technical and leadership development of new & existing employees

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Action Item 37: Collaborative Competencies

Progress to date

- **Team developed:**
 - Three critical collaborative competency levels
 - Competencies and Suggested Training
 - Draft language to be used in the position descriptions
- **The Commissioner has accepted the Team's recommendations and directed implementation to begin no later than October 2, 2006.**

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Action Item 37: Collaborative Competencies – Level I

- **Definition**
 - Work with Internal Staff
 - External Interactions are Routine
- **Competencies**
 - Teamwork
 - Interpersonal Skills
 - Information Management
 - Listening
 - Speaking

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Action Item 37: Collaborative Competencies – Level II

- **Definition**
 - Works with Federal, state, or local government agencies, Tribes, Water and Power Organizations; NGOs; and other stakeholders
 - Responsible for a Program or Project that will involve multiple disciplines and organizations
 - Complex and Sensitive in Nature
- **Competencies**
 - Stakeholder Orientation
 - Interpersonal Skills
 - Problem Solving
 - Communication
 - Teamwork
 - Influencing/Negotiating
 - Coordination
 - Conflict Resolution

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Action Item 37: Collaborative Competencies – Level III

- **Definition**
 - Responsible for an Area, Division, or Program
 - Broad spectrum of stakeholders
 - Interaction with senior level officials:
 - effective and consistent communication; solving problems; and/or developing policy
- **Competencies**
 - Leading
 - Partnering
 - Creativity and Innovation
 - External Awareness
 - Risk Taking
 - Conflict Management

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Action Item 37: Collaborative Competencies

Next Steps

- Establish Collaboration as a Reclamation Value
- Identify Collaborative Competency Level for Every Employee
 - This level will serve as the basis to:
 - Communicate performance expectation through the position description
 - Drive the assessment of skills
 - Determine training and developmental needs

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Action Item 40: Leadership and Technical Training/Development

- Gathering Information to Direct this Effort
- Final Action will be Accomplished (Nov 2007)

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Action Item 41: Workforce/Succession Planning

Progress to Date

- Process Piloted
- Methodology has been tested in another Organization
- Human Resources staff has been trained
- Process is Underway

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Action Item 41: Workforce/Succession Planning

Evaluation Factors

- Current technical skill level of employee
5 = expert in field, 1=needs significant training
- Projected attrition date
5 = position currently vacant or w/in FY 07
1= position vacant in 2012 or beyond
- Significance and/or uniqueness of the position's required skills and how difficult it will be to fill
5 = critical/unique skills in hard to fill position
1 = common skills and easy to fill
- Total succession factor (Multiplication of above 2 factors)
20-25 = critical to fill position immediately
9-1 = wait to fill until later

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Action Item 41: Workforce/Succession Planning

Evaluation Factors

- Timeframe when a particular position or set of skills will no longer be required and may be eliminate
5 = 12-24 months, 1=beyond 60 months
- Whether a position is considered Inherently Governmental or commercial and whether there is a possibility of accomplishing the position/function through outsourcing
- Required collaborative competencies for each position
3 = work is primarily external and requires significant skills
1 = work is primarily internal and less skill is required

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Action Item 41: Workforce/Succession Planning

Evaluation Factors

Org Code	Series/ Grade	Position Title	Position Number	Eligible Retire Date*	Employee Name	Employee Skills Analysis	Attrition Factor
9856120	GS-0810-13	Civil Engineer (Sample)	8/31/4391	7/1/2007	Frank, John F. (Sample)	5	5

Position Risk Factor	Total Succession Factor**	Position Elim Factor	A-76 Status Code	A-76 Reason Code	Collaborative Competencies
4	20	1	C	A	Level 2

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Action Item 41: Workforce/Succession Planning

Next Steps

- Analyze Information gathered from the Organization (Oct 2006)
- Develop Action plan to address challenges (Nov 2006)
- Complete Final Workforce/Succession Plan (Dec 2006)

Questions/comments should be submitted to excellence@do.usbr.gov by October 6, 2006

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Data Gathering

- Give an example of effective leadership, collaboration, and/or technical skills demonstrated by Reclamation staff that you have observed.
- In the areas of leadership, collaboration, and technical skills what specific areas should Reclamation place more emphasis?

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