



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240



IN REPLY REFER TO:

96-00000
ADM-1.10

RECEIVED		
OCT - 5 2006		
DATE	INITIALS	CODE
OCT 05 2006		84-55000

MEMORANDUM

To: Acting Director, Administration

From: William E. Rinne
Acting Commissioner

OCT 12 2006

Acting For

Subject: Decision Relating to Managing for Excellence Team 37 – Final Recommendations

I concur with the attached Managing for Excellence Team 37 Final Recommendations and approve Recommendation 1, the three collaborative competency levels as described in the attached Collaborative Competency Levels Matrix. You are hereby directed to implement recommendations 2, 3, and 4. Implementation of these recommendations should begin not later than October 2, 2006.

Attachments

cc: 92-00000, 94-00000, 84-55000 (Rocha)
(w/att to each)



Managing for Excellence Team 37 -- Final Recommendations

Executive Sponsor: Larry Todd

Team Leader: Lorri Gray

Team Members: Bob Quint, Tino Tafoya, Carol DeAngelis, Michael Jackson, Mark Boyle, Norma Martinez, and Bert Salisbury

Action item statement from the Managing for Excellence Action Plan:

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

Scope Statement from Managing for Excellence Project Management Plan:

The objective of the team responsible for Action Items 37 is to identify critical positions throughout the organization that are required to engage with stakeholders in order to accomplish Reclamation's work. In addition, the team will recommend measures designed to establish collaborative practices at all levels of the organization. This identification will allow for the modification of position descriptions to ensure that collaborative competencies are reflected in our daily work.

Rationale: Once the positions are identified, tools will be identified or developed to ensure that collaborative skills are developed and enhanced to assure that consultation and collaboration becomes a key element in the way Reclamation does business, and is not lost as individuals change jobs or leave the organization. This work will also provide supervisors with the tools to seek these skills when hiring new employees.

Approach and Methodology:

The Team determined that three collaborative competency levels are appropriate due to several factors: 1) the increased focus on customer service and collaboration with partners, both internally and externally, 2) Reclamation's role as a facilitator in meeting a diverse range of competing resource needs, 3) a more diverse customer base, and 4) Reclamation's aging workforce. Collaborative competencies are key skill sets that take time and resources to develop and are critical if Reclamation is going to continue to meet the needs of customers. Therefore, as an agency we want to ensure that these skills are being developed and maintained over time. In order to do this, it is critical that collaboration becomes an internalized Reclamation value.

Deliverables:

Description of the collaborative competencies levels: The Team identified three collaborative competency levels, developed a definition for each level, and identified the specific competencies needed to excel in this area (Collaborative Competency Levels Matrix is attached). The Team has concluded that every position in Reclamation requires collaborative skills at some level. Utilizing the definitions column in the attached matrix, each Reclamation employee can be assigned an appropriate level of collaborative competency, based on his/her duties.

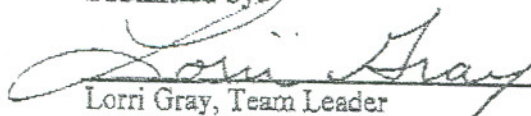
As a prelude to the work of Team 38, a preliminary list of training topics was compiled. This list is not all inclusive but starts to identify developmental activities that can be used to address skill gaps and ensure employees possess the needed skills.

Drafted Position Description Language: The Team developed suggested position description language for each collaborative competency level (Collaborative Competency - Position Description Language is attached).

Recommendations:

1. Approve the three levels of collaboration, definitions and competencies (Collaborative Competency Levels Matrix).
2. Direct the Director of Administration working through channels to ensure supervisors identify one level of collaborative competency for each Reclamation employee using the Collaborative Competencies Level Matrix.
3. Direct the Director of Administration working with the Human Resources community to modify position descriptions to include collaborative competency language (Collaborative Competency - Position Description Language).
4. Direct the Director of Administration to work with the RLT in establishing the expectation of collaboration as a Reclamation value.

Submitted by:


 Lorri Gray, Team Leader

9/11/06
 Date


 Larry Todd, Executive Sponsor

9/13/06
 Date

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Submitted by:

Lorri Gray, Team Leader

Date



9/13/06

Larry Todd, Executive Sponsor

Date

Collaborative Competency Levels Matrix

Collaboration Level	Definition of Level	Competencies	Suggested Training to Address Identified Gaps
<p>Level One:</p> <p>Examples: Administrative Support Staff, Technicians, Maintenance Staff, etc.</p>	<p>Those employees that typically and primarily work with individuals, groups and/or teams internal to Reclamation. This level could also include interactions with individuals outside of Reclamation that are of a routine or non-sensitive nature.</p>	<p>Teamwork – Actively participates as a member of a team. Consistently develops and sustains cooperative working relationships. Teaches others new skills when necessary.</p> <p>Interpersonal Skills – Is tactful and treats others with respect.</p> <p>Information Management – Collects, analyzes, and evaluates data at a basic level; provides or presents information clearly and communicates effectively; calls upon or seeks assistance from their supervisor or others when additional information is needed or should be shared.</p> <p>Listening – Receives, attends to, interprets and responds appropriately to verbal and non-verbal messages.</p> <p>Speaking – organizes ideas and communicates successfully.</p>	<ol style="list-style-type: none"> 1. Effective Team Membership 2. Interpersonal Communication 3. Basic Conflict Resolution 4. Customer Service 5. Time Management 6. Computer Skills which Facilitate Collaborative Review of Document

Collaboration Level	Definition of Level	Competencies	Suggested Training to Address Identified Gaps
<p>Level Two:</p> <p>Examples: Public Involvement, Contract and Repayment Spec., Line and Mid-level Management, Senior Technical Staff, Project and Program Managers, Team Leaders, Supervisors, and positions that include work that is highly visible, etc.</p>	<p>Those employees that typically and primarily work with individuals, groups and/or teams that involve other Reclamation offices, Federal, state, or local government agencies, Tribes, Water and Power Organizations; NGOs; and other stakeholders. Includes employees tasked with responsibility for a program or project that will involve multiple disciplines and organizations. Interactions are generally more complex and sensitive in nature than at Level One.</p>	<p><i>Includes Level One competencies.</i></p> <p>Stakeholder Orientation - Encourages regular communication with stakeholders to ensure that their needs are heard and addressed.</p> <p>Teamwork - Consistently develops and sustains collaborative working relationships and contacts across organization and agency lines.</p> <p>Interpersonal Skills – Is tactful, compassionate, and sensitive, and treats others with respect.</p> <p>Influencing/Negotiating – Persuades others; builds consensus, and facilitates “win-win” situations.</p> <p>Problem Solving - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions and develop solutions.</p> <p>Coordination - Represents their own Office or Reclamation in accordance with delegated authorities.</p> <p>Communication - Is able to communicate effectively with all levels and types of organizations and audiences. Forms coalitions and networks to work towards collaborative solutions to resolve complex problems.</p> <p>Conflict Resolution – Applies formal methods of mediation, team building, facilitation, negotiations and other known methods to achieve results and resolve conflicts in a collaborative spirit. Analyzes diverse viewpoints to make planning decisions and solve work problems.</p>	<ol style="list-style-type: none"> 1. Decision Making 2. Team Building 3. Win-win Negotiation 4. Alternative Dispute Resolution 5. Emotional Intelligence 6. Facilitation and Mediation 7. Active Listening 8. Effective Presentations

Collaboration Level	Definition of Level	Competencies	Suggested Training to Address Identified Gaps
<p>Level Three:</p> <p>Examples: SL positions, Deputy Regional Directors, Regional Liaison Officers, Area Managers and their Deputies, Public Affairs Officers, Senior Managers, congressional liaisons, etc.</p>	<p>Those employees that are 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; However, this level also includes individuals with duties that require regular interaction with senior level officials for the purposes of ensuring effective and consistent communication; and/or solving problems; and/or development of policy</p> <p>Regularly interacts with some or all of the following: Congress and/or Congressional staff; elected and key agency officials for Federal, State, County, and City governments; Intra-governmental and Intra-state entities; Water and Power Organizations; Tribes; NGOs, and the Media.</p> <p>Interactions are generally very complex and highly sensitive in nature.</p>	<p><i>Includes Levels one and two competencies.</i></p> <p>Leading - Demonstrates openness to new ideas; is decisive; influences, inspires, motivates, and challenges others to accomplish goals aligned with the organization's vision.</p> <p>Partnering - Develops networks, builds alliances, and finds common ground with a broad range of stakeholders.</p> <p>Creativity and Innovation - Strategic thinking is used to develop new insights into situations, applies innovative solutions, models collaborative behavior, and encourages creative thinking and innovation.</p> <p>External Awareness - Identifies and keeps up-to-date on key national policies, economic, political, and social trends that affect the organization.</p> <p>Risk Taking – Analyzes risks and initiates actions that involve a deliberate calculated risk to achieve a recognized benefit or goal.</p> <p>Conflict Management - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements to the extent feasible in a positive and constructive manner to minimize negative impact.</p>	<ol style="list-style-type: none"> 1. Strategic Thinking 2. Facilitation 3. Public Speaking 4. Legislative Process

Collaborative Competencies – Position Description Language

The following is draft position description language that Team 37 developed for the purpose of modifying position descriptions once supervisors identify the appropriate level of collaboration for each position.

Level I - Consistently develops and sustains cooperative working relationships. Provides or presents information clearly and communicates effectively; calls upon or seeks assistance from supervisor or others when additional information is needed or should be shared.

Level II – Through regular communication establishes a collaborative working relationship with stakeholders to ensure that their needs are heard and addressed. Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions and develop solutions. Is able to communicate effectively with all levels and types of organizations and audiences. Uses partnerships to achieve collaborative solutions and resolve complex problems. Uses project management, conflict management, mediation, team building, and negotiations tools to achieve results in a collaborative spirit. Analyzes diverse viewpoints to make planning decisions and solve work problems.

Level III - Develops networks, builds alliances, and finds common ground with a broad range of stakeholders. Uses non-traditional collaborative approaches to administer Reclamation's programs ensuring that stakeholder input is appropriately considered. Uses strategic thinking to develop innovative solutions and ensures conflicts are managed and/or resolved in a positive and constructive manner to maximize results.