



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240



MAR 22 2007

IN REPLY REFER TO:

84-20000
ADM-1.10

MEMORANDUM

To: Director, Administration

From: Robert W. Johnson
Commissioner

Subject: Decision Related to Managing For Excellence Team 38 and 39 — Final
Recommendations

You are hereby directed to take the appropriate actions necessary to implement the recommendations contained in the attached document, *Managing for Excellence Teams 38 and 39 — Final Recommendations*. An implementation plan should be completed by April 30, 2007.

Attachment

cc: 91-00000 (Collier), 91-10000, 92-00000 (Burman, Brown), 94-00000 (Todd, Oates),
94-30000 (Wolf, Smith), 96-00000 (Quint), 96-42000 (Hess)
84-20000 (Beckmann, Moon), 84-21000 (Feuerstein, Wendling), 84-27000 (Harrison,
Mattingly), 84-40000 (Achterberg, Rudd), 84-50000 (Gonzales, Pratt) 86-60000 (Muller,
Medina), 86-68000 (Gabaldon, Weitkamp)
PN-1000, PN-1001, MP-100, MP-101, LC-1000, LC-1001, UC-100, UC-101, GP-1000,
GP-1001
(w/att to each)



Managing for Excellence – Teams 38 and 39 Final Recommendations

Collaborative Competencies

Executive Sponsor

Larry Todd/Darryl Beckman

Team Members

Lorri Gray, Norma Martinez, Bert Salisbury

Key Organizational Function Interfaces

Department and Reclamation, Managers, Supervisors and Employees

Action Item Statement from the Managing for Excellence Action Plan

Team 38 – Create collaborative competency curriculum. Team 39 – Utilize the Department’s Learning Management System to ensure that collaborative competencies are a part of each employee and manager’s skill set.

Scope Statement from the Managing for Excellence Project Management Plan

The ultimate goal of Teams 37, 38, and 39 is to increase the use of collaborative competencies in Reclamation employee’s day-to-day activities. While Team 37 (complete) focused on identifying the level of collaborative skills expected for every Reclamation position, Team 38 focuses on the importance of employees possessing or acquiring these skills in order to successfully perform their duties. The work of Team 39 is to provide a cost effective means to ensure all employees throughout Reclamation have the skills to carry out their work in a collaborative manner. A Decision Memorandum for Team 37 was signed by the Acting Commissioner on October 2, 2006. The work of Teams 38 and 39 builds directly on the work and decisions of Team 37.

Approach and Methodology

To accomplish the objectives, the Team completed the following actions: reviewed the required skills identified in Team 37 and identified opportunities for supervisors and employees to improve or obtain the collaborative skills. An intensive search was completed to identify existing courses which were used to develop an Individual Development Plan (IDP). The members of Team 37 were asked to review the IDP from a supervisory perspective and to ensure the deliverable was consistent with their approved recommendations. The Department responded positively when briefed on the actions of these three teams.

Deliverables


The Team developed an IDP that should be used as a tool by supervisors and employees to ensure every employee has the collaborative skills needed to fully perform his/her duties.

Recommendations

The Commissioner should assign the following tasks to the Human Resources Office through the oversight of the Director of Administration:

1. Ensure all supervisors are in possession of the tool (IDP) and understand the value of using the tool to help employees improve performance and overcome any performance deficiencies in the area of collaboration.
2. Coach supervisors in how to recruit for high performing employees who already possess collaborative skills. This activity could, among other things, include the development of question(s) to be included in Quickhire library.
3. Identify opportunities for fully utilizing the Learning Management System to cost effectively provide collaborative skills training to all Reclamation employees.

Submitted by:


Lorri Gray, Team Leader 3/22/07
Date


Darryl Beckman, Executive Sponsor 3/22/07
Date


Larry Todd, Deputy Commissioner, PAB 3/22/07
Date