



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, D.C. 20240



IN REPLY REFER TO:

84-20000
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MEMORANDUM

To: Director, Administration

From: Robert W. Johnson
Commissioner

Subject: Decision Related to Managing for Excellence Team 40 – Final Recommendation

You are hereby directed to take the appropriate actions necessary to implement the recommendation contained in the attached document, *Managing for Excellence Team 40 Final Recommendation*.

The Deputy Commissioners for External and Intergovernmental Affairs, Operations, and Policy, Management and Budget, and the Regional Directors should make available appropriate staff to be a part of the Implementation Plan.

Attachment

cc: 91-00000 (Johnson, Collier), 91-10000 (Rae), 92-00000 (Serote, Brown),
94-00000 (Todd, Oates), 94-30000 (Wolf, Smith), 96-00000 (Quint)
84-20000 (Beckmann, Moon), 84-21000 (Feuerstein, Wendling),
84-27000 (Harrison, Mattingly), 86-60000 (Gabaldon, Medina), 86-61000 (Roluti),
86-62000 (Hensley, Lockhart), 86-68000 (Pimley, Weitkamp)
PN-1000 (McDonald, Kaley), MP-100 (Davis, Schlueter), LC-1000 (Gray, Ruiz),
UC-100 (Walkoviak, Daly), GP-1000 (Ryan, Blankenship)
(w/att to each)

Decision Document Action Item 40: Evaluating the Effectiveness of Reclamation's Training and Development Programs

Executive Sponsor

Darryl Beckmann, Director, Administration

Team Members

C.J. McKeral, Erin Quinn, Norma Martinez, Kerry McCalman, Bruce Muller

Key Organizational Function Interfaces

Regional and Denver Learning Officers, Reclamation Managers/Supervisors, Reclamation Leadership Team Members

Action Item Statement from the Managing for Excellence Action Plan

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

Scope Statement

Evaluate current learning and development activities throughout Reclamation, make recommendations on how to use learning and development programs to meet the competencies required in workforce/succession planning efforts, maintain identified core competencies, make recommendations to close identified gaps, and identify future program direction.

Approach and Methodology

The team reviewed and evaluated the effectiveness of Reclamation's existing technical, collaborative, and leadership training by identifying the required competencies and determining how well Reclamation's current training/development activities support those requirements. Regions and Denver/Washington Offices were queried regarding their ongoing learning/development activities. The team also reviewed program expenditures, reviewed OPM and DOI's strategic plans, Reclamation's operating plan and workforce plan, as well as other guidance to determine required competencies, identify gaps, and recommend learning and development program improvements.

Deliverables

The team developed a report that provides an evaluation of current learning and development within Reclamation and a recommendation that outlines improvement opportunities. Included within the recommendation is a list of recommended action items. A specific implementation plan and timeline will be developed by a separate group for the recommendation and associated activities.

Recommendations

There are many areas within Reclamation where technical and leadership training and development programs are in place and are effective. However, what has been lost is a cohesive Reclamation-wide vision and program that provides consistency, a platform for budget planning, and sharing of resources.

Develop a corporate approach to training. Revitalize/rebuild the Learning and Development Office.

The team recommends the Denver Learning and Development Office, in collaboration with the regional offices, take the lead to develop a process that will facilitate this corporate approach. This recommendation is intended to revitalize training and development within Reclamation by placing resources in the right place and support the Regional Offices by allowing them to be a customer of those resources. This effort would be located within and led by the Office of Learning and Development in Denver however the regional learning offices are pivotal to the success of this recommendation.

This recommendation includes the following action items for successful implementation and to ensure the best use of learning/development dollars:

- Ensure learning is directed toward collaboration and leadership needs as well as technical competencies.
- Utilize standardized and proven methodologies for evaluating course effectiveness.
- Place appropriate emphasis on enhancing strengths rather than focusing only on recognized weaknesses.
- Recognize and act on our duty to select the right people for the right jobs and leadership development programs by providing training on hiring processes and selection tools for all supervisors and managers.
- Expand and improve the employee orientation program, and determine the need for a reorientation program, to ensure Reclamation employees are familiar with its history, mission, programs, and strategic goals.
- Expand leadership development opportunities to include employees at all grade levels.
- Improve the existing website to communicate the corporate learning and development philosophy and program resources.
- Emphasize Individual Development Plans (IDPs) for all Reclamation employees.

- Standardize a process to identify learning and development needs based on IDPs and regulatory, organizational, and policy requirements to be utilized for planning and budgetary purposes and coordinated with workforce/succession planning efforts.
- Review the provisions of the Rotation Engineer and Apprenticeship Programs to improve the programs and expand these concepts into other technical areas. These programs should also deliver learning related to collaboration and leadership.
- Develop a Reclamation-wide Mentor and Coaching Program.
- Create a multi-level advisory (governance) team to identify learning/development priorities.
- Ensure all supervisory performance plans clearly and consistently include an element requiring technical, collaborative skills, and leadership development of subordinates.

Submitted by:

CJMCKeral 10/24/07
C.J. McKeral, Team Leader Date

Darryl Beckmann 10/25/07
Darryl Beckmann, Executive Sponsor Date

Larry Todd 11/13/07
Larry Todd, Deputy Commissioner, PAB Date