USDA Forest Service National Transformation Project

The USDA Forest Service's model for reorganization
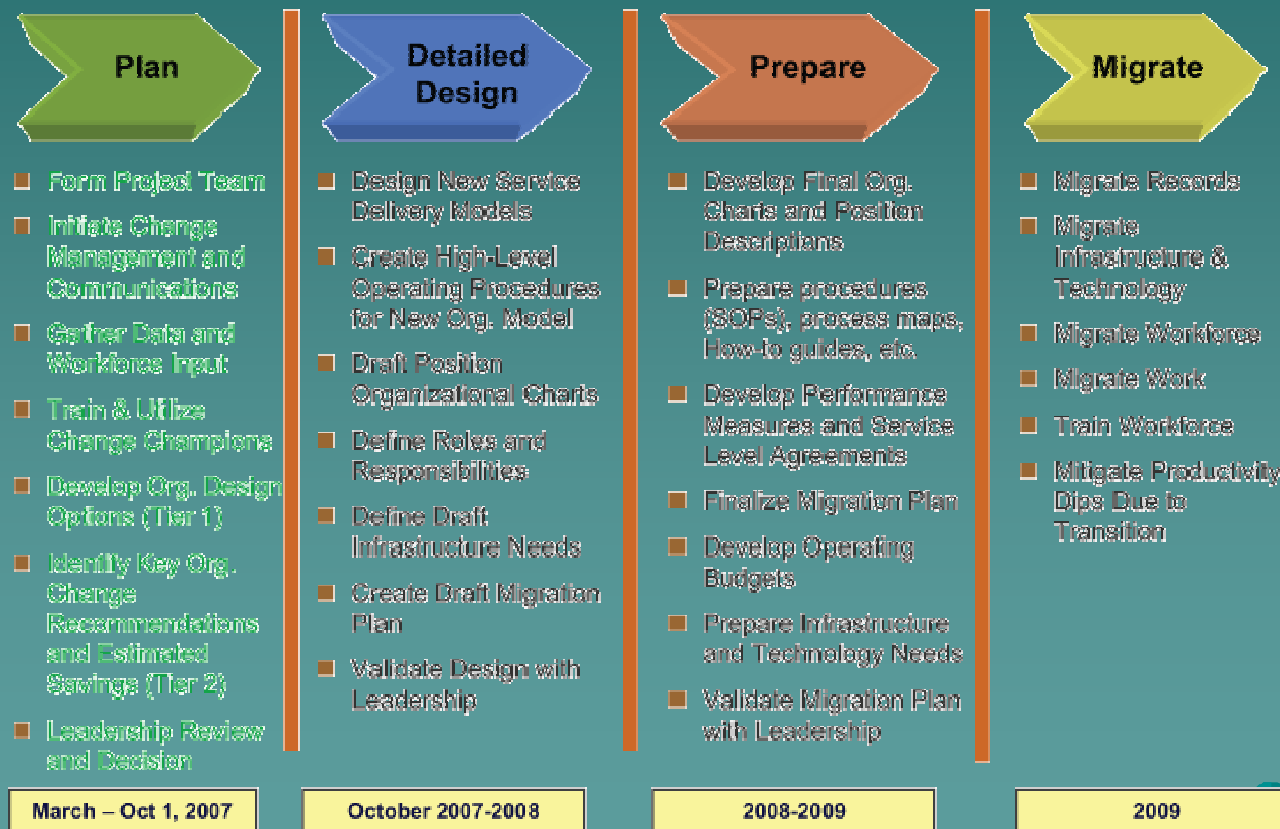
Reason for Change

- To align the agency to engage current and emerging issues
- To provide a clear mission direction to agency employees
- Reduce duplication of functions
- Better align authority with responsibility
- Improve delivery of leadership, direction, and oversight
- Bring in perspective of agency's operating costs and purchasing power

National Transformation Project Plan Phases

- ➢ Planning Phase

- ➢ Design Phase

- ➢ Preparation Phase

- ➢ Migration Phase

Flow Chart

National Transformation Project Plan Phases

Plan	Detailed Design	Prepare	Migrate
■ Form Project Team	■ Design New Service Delivery Models	■ Develop Final Org. Charts and Position Descriptions	■ Migrate Records
■ Initiate Change Management and Communications	■ Create High-Level Operating Procedures for New Org. Model	■ Prepare procedures (SOPs), process maps, How-to guides, etc.	■ Migrate Infrastructure & Technology
■ Gather Data and Workforce Input	■ Draft Position Organizational Charts	■ Develop Performance Measures and Service Level Agreements	■ Migrate Workforce
■ Train & Utilize Change Champions	■ Define Roles and Responsibilities	■ Finalize Migration Plan	■ Migrate Work
■ Develop Org. Design Options (Tier 1)	■ Define Draft Infrastructure Needs	■ Develop Operating Budgets	■ Train Workforce
■ Identify Key Org. Change Recommendations and Estimated Savings (Tier 2)	■ Create Draft Migration Plan	■ Prepare Infrastructure and Technology Needs	■ Mitigate Productivity Dips Due to Transition
■ Leadership Review and Decision	■ Validate Design with Leadership	■ Validate Migration Plan with Leadership	
March – Oct 1, 2007	**October 2007-2008**	**2008-2009**	**2009**

Design Phase
October 2007 - 2008

- Design New Service Delivery Models
- Create High-Level Operating Procedures for New Organization Model
- Draft Position Organizational Charts
- Define Roles and Responsibilities
- Define and Draft Infrastructure Needs
- Create and Draft Migration Plan
- Validate Design Phase with Leadership

Preparation Phase
2008 - 2009

- ➢ Develop Final Organization Charts and Position Descriptions
- ➢ Prepare Procedures (SOPs), How-to Guides, etc.
- ➢ Develop Performance Measures and Service Level Agreements
- ➢ Finalize Migration Plan
- ➢ Develop Operating Budgets
- ➢ Prepare Infrastructure and Technology Needs
- ➢ Validate Migration Plan with Leadership

Migration Phase
2009

➤ Migrate Records

➤ Migrate Infrastructure and Technology

➤ Migrate Workforce

➤ Migrate Work

➤ Train Workforce

➤ Mitigate Productivity Dips Due to Transition

Transformation Progress #1

➢ Chief's direction to the Team is to create a contemporary organization that is efficient and effective

➢ An initial benchmark of will be a 25% reduction of operating costs at the Washington Office and Regional Office level (2006 baseline) by the end of FY 2009

➢ The National Transformation Team (Tier 1) has established a process and plan to implement the Chief's vision for the Agency.

Transformation Progress #2

➢ Zones containing multiple Forest Regions have been proposed as a central organizational feature

➢ The WO, RO, and NA will implement the transition first to change the delivery of integrated leadership, direction, and oversight of the top two levels of the organization

➢ Timelines have been established to implement this effort

➢ Transformation Team is preparing presentations from the Tier 2 meeting results to FS Leadership

Transformation Implications for FS Air Management and Research

➢ FS Research has not formally been included in the transformation, but is likely to be aggregated along the same geographical boundaries.

➢ FS Air Resources Management has been combined into a zone in the Southern US, but decisions have not been made for the remainder of the US.

Transformation Information

➢ On the web:
http://fsweb.wo.fs.fed.us/transformation

➢ Questions: rmoore@fs.fed.us and/or rstevens@fs.fed.us