



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, D.C. 20240



IN REPLY REFER TO:

84-20000
ADM-1.10

APR 12 2007

MEMORANDUM

To: Director, Administration

From: Robert W. Johnson
Commissioner

Subject: Decision Related to Managing for Excellence Team 41 – Final
Recommendations

You are hereby directed to take the appropriate actions necessary to implement recommendations contained in the attached document, *Managing for Excellence Team 41 Final Recommendations*.

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 Team. This team will be responsible for developing an implementation plan within 30 days after the date of this memorandum.

Attachments

cc: 91-00000 (Collier), 91-10000, 92-00000 (Burman, Brown), 94-00000 (Todd, Oates),
94-00010 (Escalante), 94-30000 (Wolf, Smith), 96-00000 (Quint), 96-42000 (Hess)
84-20000 (Moon), 84-21000 (Feuerstein, Wendling), 84-27000 (Harrison, Mattingly)
84-40000 (Achterberg, Rudd), 84-50000 (Gonzales, Pratt), 84-56000 (Byers)
86-60000 (Muller, Medina), 86-68000 (Gabaldon, Weitkamp), 84-25000 (Renton)
84-25200 (Hanni)
PN-1000, PN-1001, PN-7400, MP-100, MP-101, MP-500, LC-1000, LC-1001, LC-5000,
UC-100, UC-101, UC-500, GP-1000, GP-1001, GP-1250
(w/att to each)

Decision Document Action Item 41: Workforce and Succession Planning to Address Managing for Excellence

Executive Sponsor

Darryl Beckmann, Director, Administration

Team Members

Ann Gold, Jennifer McCloskey, Patti Llewellyn, Laurie Johnson, Debbi Fugal

Key Organizational Function Interfaces

Regional and Denver Human Resources Offices, and Reclamation managers/supervisors, Reclamation Leadership Team Members

Action Item Statement from the Managing for Excellence Action Plan

Ensure that the conclusions reached and the decisions made as a result of all of the M4E action items are incorporated into Reclamation's current workforce and succession planning process.

Scope Statement

It is imperative that as competencies are identified and decisions on staffing, organizational structure, skills gaps, etc., are identified, that Reclamation reacts to these issues and looks at the future direction of the organization based on these decisions/outcomes. Therefore, the objective of this task is to ensure that the outcomes of the other HR teams, i.e., identifying collaborative competencies, evaluating training and development programs, etc., are factored into Reclamation's workforce and succession planning efforts. In addition, outcomes/decisions from some of the teams in other areas, i.e., Engineering and Design Services, Research and Lab Services, etc.; will also be evaluated to determine if decisions/outcomes from these teams should be included in workforce/succession planning efforts.

Approach and Methodology

1. Benchmarked against other organizational entities such as TVA and USACOE and incorporated best practices/ideas from these and other government agencies and Reclamation offices, as well as requirements from the Department of the Interior.
2. Developed a draft process and piloted it at various offices throughout Reclamation.
3. Conducted training with Human Resources Office representatives and managers/supervisors on final process.
4. Requested data and organizational succession plans from all managers/supervisors.
5. Notified the public and Reclamation stakeholders of the concept being undertaken at a public meeting in mid-September 2006.

6. Compiled feedback from functional specialists and RLT subordinate staffs, established findings, and developed an action plan to address organizational challenges.
7. Discussed Workforce Plan and Action Plan at December, 2006, RLT meeting. RLT members requested opportunity to provide additional ideas via interview.
8. Interviewed RLT members for additional ideas on action plan items.
9. Compiled and prioritized action plan items, and finalized Reclamation-wide workforce/succession plan.

Deliverables

The team developed a Reclamation-wide Workforce/Succession Plan, including a section with specific action items that will address our workforce challenges, as prioritized by the Reclamation Leadership Team. These action items are listed in the "Action Plan" section of the final Workforce/Succession Plan. A specific implementation plan and timelines will be developed by a separate group for these action items.

Recommendations

The Commissioner should:

1. Approve the final Reclamation-wide Workforce/Succession Plan.
2. Charge the Director, Administration, with convening a team to define next steps and timelines for implementing the specific action items listed in the plan.
3. Charge the Director, Administration, in consultation with the RLT and servicing Human Resources Officers, with determining when the next round of workforce planning will occur to incorporate decisions from other M4E teams.

Submitted by:


Anamarie Gold, Team Leader 4/9/07
Date


Darryl Beckmann, Executive Sponsor 4/9/07
Date


Larry Todd, Deputy Commissioner, PAB 4/11/07
Date