

Action Learning Scenario 1 – The USGS Bureau Workforce Plan

August 7, 2015

Champion – Kevin Gallagher

Sponsor – Jill Nissan

Team Members –

Elizabeth Lemersal – Reston, VA

Debra Taylor – Lakewood, CO

Rodney Pater – Sioux Falls, SD

John Sciacca – Carson City, NV

Jeff Frey – Indianapolis, IN – Coach

Addressing the Issue

Main Question – Restated in a way that was logical to us

- USGS wrote a Bureau Workforce Plan for DOI
- USGS wants managers to use outputs from the Workforce Plan and wants employees to embrace key elements
- The managers and employees (end users) had only minor input into the creation of the WFP

Given these three realities how do we make the plan or associated products useful to them now and into the future?

How do we make it useful?

How do we make it relevant?

Antietam Story

Recommendations:

- Don't distribute Bureau Workforce Plan to Center Directors and Employees now
- Develop a useful, useable tool kit for Center Directors incorporating action items/guidelines in the Bureau WFP
- Solicit input from Center Directors in what should be included in tool kit (e.g., template for Center WFP) so it is useable
- Expand the Workforce Planning Desk Guide with Center Director involvement
- Develop a communication package for employees regarding the Bureau WFP – [focus on how they are valued!!!](#)

Southwest Airlines story

- Solicit input from employees (cross-section across USGS) as to what they want to see regarding the Bureau WFP – [what's important to them – the story](#)
- Storybook or Storytell the communication package to the employees – [use Seth to help with developing and presenting](#)
- Include in performance plans at Center, Region and HQ level for regular consistent review and revision of respective plans – [culture of discipline](#)
- Provide for useful constructive review of Center and Regional WFPs at the next level above – [culture of discipline](#)
- Develop a feedback method for Center Directors to assure center WFPs are useful for workforce planning and moving Center in the desired direction – [if you make us do it, it needs to be useful for us](#)

- Ask Centers to report training taken by employees to develop new needed skills
- Ask employees if training is being made available that is targeted to address skill gaps
- View these recommendations as dynamic – subject to iterative revision, addition, etc., as necessary

Personal Takeaways:

Team came together very quickly, especially considering range in backgrounds, skill sets, etc.

Grid (cost vs. usefulness) really helped to select and prioritize recommendations

Had fun working together

Breakthrough Moments:

Talking with champion & Sponsor – gave information that was more specific and, in some ways, different than what was presented in the scenario write-up

When we started converging, it all came together, i.e., why the diverging was necessary – how all the scattered pieces were coming back to form one product

Tools Used:

Visual Explorer, Polarity Map, Brainstorming, Brain writing, 6 Thinking Hats (our favorite), Dictionary, Whack Pack, 5 Whys and a How,

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Battle of Antietam Story

- Discipline
- Communication
- Trust

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Recommendations: (Continued)

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