

## Leadership 201 Action Learning Scenario

### The USGS Bureau Workforce Plan

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**Issue/Challenges:** The USGS developed and recently released (April 2015) a Bureau Workforce Plan. This plan reviews and synthesizes the major, recurring themes in the Mission Area, Regional, and Science Support office workforce plans, in addition to the recently developed Strategic Science Plans for each Mission Area. The plan outlines the vision for the USGS workforce and provides a set of *bureau-level* actions to be taken to move this vision forward. The goal is for the plan to be used internally to guide and coordinate bureau-level actions. Implemented effectively, the actions will help provide USGS managers and supervisors with strategies and tools to attract, develop, retain, and manage a workforce with the right skill sets and capabilities to accomplish the bureau's mission within a complex and changing operational environment.

Moving forward, there are challenges to implementation:

1. Most hiring is done locally, at Centers or Offices, rather than being centrally managed from HQ or Regions. Given that, how do we make the Bureau Workforce Plan meaningful, get employees to care about it, and to buy into its philosophy and strategies?
2. Most workforce plans are developed and then sit on the shelf; how do we avoid this fate?
3. Once implementation has begun, how do we maintain momentum?
4. Given the realities of available resources (time, energy, etc.), how do we determine which actions to tackle first? Or, which actions (even if not quick) have the greatest potential to achieve the plan's goals?
5. The leads for the actions will generally be at Headquarters. Should we engage others throughout the bureau in implementation? If so, how?
6. How do we determine whether the actions of the plan are actually moving the bureau in the desired directions?
7. When, how, and what do we communicate to USGS employees about the plan and accomplishments?

#### Background Material/Resources

- The Bureau Workforce Plan (about 25 pages text, plus action tables).
- An overview PowerPoint that has been used to brief the Executive Leadership Team the Acting Director, and the Department of Interior Water and Science.

**Expectations:** Develop creative ideas on the challenges posed above. These ideas may include:

- A communication plan
- Buy in – what is the benefit to the workforce and how do we demonstrate this?
- Accountability – what does it look like?

Please think broadly about the options to make this plan the best it can be.