



HCM Transition Update

Quarterly Update

Volume 1

February 2009

Issue 1



The goal of the Quarterly Update is to provide a comprehensive status report on all the major components of this project as the Agency moves forward. The comprehensive status is developed during the HR Redesign and Optimization Teams' quarterly meetings. Then, in accordance with the project's communication plan, all contents and feedback from the advisory group are presented to and discussed with the HCM Executive leadership Team. An update is prepared and distributed through the Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff, and posted on the HCM website for all employees' information.

Decision to go Forward. The decision was made in July 2008 to proceed with efforts to rework Human Capital Management services delivery systems. Experience with the program showed that it might require substantial modification and was unlikely to achieve the desired vision even if the present design were fully implemented.

An optimization team was formed to focus on "making what we have work better." A redesign team formed to build a more effective system "based on agency needs, program efficiencies, and customer input." ([Read Full Article](#))

Peña Appointed Acting HCM Director. [Jim Peña](#), Deputy Regional Forester from the Pacific Southwest Region was appointed in September 2008 to serve as the acting HCM Director following the retirement of Kathy Burgers. A national outreach is underway with full engagement of the National Leadership Council to fill the HCM Director position.

Myers Leads Redesign Effort. Jacqueline Myers, Associate Deputy Chief, Business Operations, leads the optimization and redesign efforts. She is also heading the 5 person Redesign Team. She is responsible for planning, organizing, and managing resources to achieve the stated goals and objectives. She will provide strategic program oversight and engagement with the HCM Director. ([Read Full Article](#))

NLC Advisory Group Organized.

An advisory group composed of representatives from key HCM client groups is now functioning. Its purpose is to give proactive advice to the Optimization and Redesign teams. They serve as sounding boards for ideas and provide a field perspective to HCM. They also provide reality checks for new ideas. ([Read Full Article](#))

Optimization Team Formed.

The Optimization Team is charged to "make what we have work better." Maria Teresa Garcia, Deputy Forest on the Plumas National Forest leads this 5 person team. The Team works on a specific set of processes, procedures, and tools that have been identified for revision based on problems from work flow, process mapping, and negative customer feedback. ([Read Full Article](#))

Strategic Redesign Team begins Work.

This team, under the direction of Jacqueline Myers, is focused on revising the overall program delivery model for HCM. It will consider the optimum levels of automation and self-service, standardization in policy, processes and procedures, program performance indicators and service level agreements among other issues. ([Read Full Article](#))

Engagement Key to Success.

A full-time project communication manager has been assigned to ensure two-way communication between the teams and Forest

Service employees and stakeholders. A key role for the communication manager is to develop and manage communication processes and procedures that ensure employees are fully engaged in optimization and redesign efforts. Judith Downing manages the communication unit.

Dialogos Consultant Assists Teams. The services of Dialogos, currently consulting with the USFS on high performing organizations, will be extended to the HCM Transformation and Redesign project. Dorian Baroni leads Dialogos' contribution.

She is a senior associate with Dialogos. Across a number of corporate leadership positions, she has distinguished herself as a collaborative change leader with a strategic focus, applying strong intellect and analytical skills to develop thought leadership.

She has held leadership positions at British Petroleum for global talent management organization capability, diversity and inclusion, and socioeconomic impact studies.

Guiding Principles and Vision.

To see Principles and a Vision Statement for the project, click [here](#).

The Optimization Team Reports. The team is reviewing current processes, procedures and tools to determine what is working in the centralized organization and how to leverage these successes to improve operational effectiveness and customer service. The assignment focuses on making what we have work better. This is the tactical team that is trying to take small-scale, immediate actions to serve the larger purpose. ([Read Full Article](#))

Overview of the Re-Design Team February Working Session The objectives of the February 3-6, 2009, working session were to validate and identify information

needs, gain a through understanding of the issues, determine priority and effective approaches, determine fundamental solutions, problem symptoms, coping strategies and side effects, and solidify action plans for the Human Resources Information System (HRIS), the cost of HR services, burden shift, customer service, R5 transition strategy, surge workloads, service level agreements, data clean-up, drug free workplace and HCM communication/implementation strategies. The Team will vet preliminary action plans after the March 2009 meeting.

StrategyWorks, Inc., has been engaged to provide consulting and facilitation support for the Redesign effort. StrategyWorks, Inc. has worked across several Regions of the Forest Service for the past 8 years providing leadership development, organization development, and a variety of consulting services. Jo Ann Romero, Owner, is supporting the Optimization Team and Dr. Chelle Stringer is supporting the Redesign Team.

Jo Ann Romero has assisted a large number of organizations achieve success by providing practical development approaches, reinforcement and implementation of strategy, workforce development and alliance building. Dr. Stringer is an organizational change expert and has supported enterprise wide system implementation efforts across both Government and private industry.

Roster. Click [here](#) to see a roster of personnel working on the HCM redesign-optimization project.

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