



Enterprising People

An Enterprise Program Newsletter -
Supporting communications between Enterprisers
and our partners



Issue 50
June 2012
Special Edition:
Cultural Transformation

Cultural Transformation Communications Team

Cultural Transformation is about changing the Forest Service culture to better care for the land and serve the people. To support this effort, a handful of enterprisers from Independent Resources and Organization Development Enterprise (ODE) joined forces in a Cultural Transformation Communications Team.

CULTURAL TRANSFORMATION



The essence of Cultural Transformation is to:

- *Better understand, represent, and reflect the diverse citizenry we serve;*
- *Place high value on inclusiveness in our workforce where all employees are treated with the utmost respect; and*
- *Leverage our unique talents and diverse perspectives to simply be the best we can be.*

This Communications Team develops and manages the [Cultural Transformation SharePoint site](#), a vital tool in engaging employees and keeping in touch with a diverse workforce at every level and location within the agency. Enterprisers conduct interviews, write, and edit the SharePoint site. Each month the Washington Office sends an email blast to all employees with the Cultural Transformation site link. The site features opportunities for employees to answer [“What’s on your mind?”](#) or engage in discussion with each other about a variety of issues related to Cultural Transformation.

The Communications Team welcomes your thoughts and ideas. Please feel free to submit stories, story ideas, announcements and photos about Cultural Transformation to Toni Stafford Newby, tstaffordnewby@fs.fed.us.

Conversations About Cultural Transformation

Providing employees a safe place to dialogue with each other about important topics can improve work relationships and increase productivity. A series of discussion sessions called *Conversations about Cultural Transformation* recently gave employees an opportunity to sit down with each other and hold an open dialogue. The sessions were developed to support the USDA’s Cultural Transformation initiative and lead the way to a more inclusive and respectful workplace.

Conversations about Cultural Transformation kicked off in 2011 with seven four-hour sessions held at the Albuquerque Service Center, two at Malheur National Forest and one at Rocky Mountain Research Station. Three virtual sessions were held for CIO and the Forest Service Enterprise Program. The non-mandatory sessions were open to all employees at these sites and were facilitated by enterprisers from Independent Resources and ODE.

Contributing to Diversity & Retention: ETS & Humboldt-Toiyabe Mentoring

“Forest Service personnel across the country can help our agency attract, hire and retain the next generation of talent,” Lenise Lago, Forest Service Deputy Chief of Business Operations, recently noted on the Cultural Transformation website. Hiring and retaining a more culturally diverse workforce will be critical to ensuring the strength and relevancy of the Forest Service to a changing population. Part of the mission for Enterprise Technical Services (ETS) is mentoring and training a diverse workforce in technical skill areas. ETS is meeting their mission and contributing to the Cultural Transformation effort through a partnership with the Intermountain Region and the Humboldt-Toiyabe National Forest. The partnership focuses on training, mentoring, and collaborating with up-and-coming Humboldt-Toiyabe forest engineers by ETS engineering and local forest staffs working on the Spring Mountain National Recreation Area projects.

Contact ETS Executive Officer, Lisa Whitcomb at lwhitcomb@fs.fed.us for additional mentoring program details.



Humboldt-Toiyabe National Forest Civil Engineers are working closely with Enterprise Technical Services staffs on project management and implementation skills.

Enterprise Program Update

From Bill Helin, Director, Enterprise Program

I want to touch briefly on four topics in this column: safety, cultural transformation, the risk assessment, and a program-wide client survey.

I know, and am proud of, the great safety record that the Enterprise Program has. I also know all of you take it very seriously, for you and your colleagues. One of the ways for us to continue to have a good record is to examine where we are and determine where we might make improvements. To that end, we have been working with Mark Eaton, a safety professional on the National Forests of Florida, in assessing our “current state”. All EUs have either completed, or will complete, a Safety and Occupational Health Program Evaluation Checklist (SPEC) Worksheet by the end of June. Mark has already had conversations with a few EUs and he will talk with more in the coming months and will use the SPEC as a starting point for that conversation. If you have any questions about this please get with your Executive Officer.

The term “cultural transformation” is being used a lot these days within USDA. As you may have read on page 1, we have several Enterprise Units involved in this effort. Be sure to stop by the [Cultural Transformation Sharepoint site](#) – among other things, you’ll be able to read what various senior agency leaders are saying about it. I strongly encourage you to do so.

The Enterprise Program risk assessment, commissioned by Deputy Chief Lenise Lago on August 11, 2011, has been completed. Results have been presented to the Deputy Chief’s office, and individual responses sent to each of the Executive Officers. I’d ask you to contact your Executive Officer about the specifics as it relates to your EU.

We recently completed another program-wide client survey which, in addition to recent agency clients, was also made available to all agency line officers and Staff Directors at the regional and Washington Office level. Data analysis has not been finalized but, in general, the program continues to have a high satisfaction level among those who utilize services from various EUs. Challenges also

(Continued from previous column)

remain and are not new ones. For example, many mention how much EU services cost. What is less clear is whether those who mention the cost issue are fully aware of the various expenditures covered by all EUs: direct costs (when on a project), indirect labor costs (e.g., leave and training), and “true” indirect costs (e.g., space and administrative staff). We are in the process of further defining more precisely how much an EU has to cover in each of those three areas so as to achieve “full cost recovery”. If you have any questions about this I’d suggest you touch base with your Executive Officer.

In closing, I wish you all the best through the summer months. As ever be well, be safe and keep up the excellent work you are doing for your agency colleagues.

Congratulations Lisa Whitcomb!

Lisa’s drawing, “En Busca de Anacardos” (In Search of Cashew Nuts), received the Best of International Trade and Aid Category, in the inaugural competition for Art and Agriculture. The competition is part of the USDA’s 150th Anniversary celebration. Lisa’s drawing will be on display at the USDA’s Whitten Building through the end of 2012.

Lisa is the Executive Officer of the Enterprise Technical Services Enterprise Unit.



From the Editor

Enterprising People is a quarterly publication focusing on Enterprise teams and their partners. Both Enterprisers and partners are encouraged to share topics and ideas or join our electronic mailing list by contacting editor Kristi Bray at kabray@fs.fed.us. If you’re interested in contributing to the next issue, please send your submissions by August 17, 2012.

Learning More about Enterprise: Enterprise Program Leadership Council

In January, 2012, the Enterprise Program Leadership Council (EPLC) Charter was revised. Until that time, the group was called the “Steering Committee”. As the group focus developed more to a strategic level, and, in an effort to stay in line with the agency’s use of “National Leadership Council”, the name change seemed more appropriate.

The primary purpose of the EPLC is to help provide strategic vision, advocacy, and advice for the Program. At a strategic level, the Council is responsible for approving significant changes to the business plan of a particular Enterprise Unit (EU); recommend termination of nonperforming Units to the Deputy Chief, Business Operations; and recommend approval of new Units to the Deputy Chief, Business Operations. As needed, and based on monitoring the performance of an EU, the Council may make recommendations to place the Unit under a recovery plan or, when they determine the Unit is no longer viable, recommend termination. Meetings are held at least annually.

The Council also provides advice to the Program particularly in relation to:

- Strategic vision: particularly in relation to the Program’s expansion into key areas which are of high importance to the agency,
- Advocacy and high level marketing for the Program,
- Advice and counsel to the Program, on an overall basis, as well as to individual Units,
- Watching out for and standing up for the principles of enterprising.

The council members are: Paul Claeysens (current chair of the EUP), John Phipps, Maribeth Gustafson, Jeanne Higgins, Joe Meade, Gifford Pinchot III, Warren Oja, and Dan Duefrene. Members of the Council will generally serve for a period of three years, though on a case-by-case basis it could be reduced to one year.

Trails Unlimited Goes the Extra Mile

Trails Unlimited has undertaken its largest and most complex project yet. The project, located on the Land Between The Lakes National Recreation Area in Kentucky, included designing and building an 8.5 mile trail for walkers and mountain bikers. The team worked around the clock, seven days a week to complete the trail by Memorial Day. Some of the statistics to date include: clearing tread for nine miles, constructing 12 bridges and 30 culverts, 5,000 tons of topping spread and compacted and building 120 feet of retaining wall. While working on the project, the team provided training sessions to over a dozen regional trail managers in bridge construction, trail tractor certification and bottomless arched culverts installation.



Trails Unlimited Enterprise Unit designs, builds, compacts, dumps, and spreads its way to 8.5 miles of trail on the Land Between the Lakes National Recreation Area!

Land Between The
Lakes National
Recreation Area



For more information about how Trails Unlimited can help with your next project, contact Executive Officer, Cam Lockwood, clockwood01@fs.fed.us.

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