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                              Workforce Assessment, 2016

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                              Bureau of Reclamation FOIA Officer
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United States Department of the Interior

BUREAU OF RECLAMATION

PO Box 25007

Denver, CO 80225-0007

April 26, 2019

VIA EMAIL

Subject: Freedom of Information Act (FOIA) BOR-2019-00088 Final Response

This is the final response to your Freedom of Information Act (FOIA) request submitted to the Bureau of Reclamation (BOR) and assigned control number BOR-2019-00088. Attached is a file containing 109 pages being released to you in part. Portions of these materials are being withheld under the following FOIA Exemption:

Exemption 7

Exemption 7 protects from disclosure "records or information compiled for law enforcement purposes" if the records fall within one or more of six specific bases for withholding set forth in subparts (a) through (f). 5 U.S.C. § 552(b)(7)(a)-(f). We are withholding 9 pages in part under Exemption 7 because they are protected under the following subparts:

7(F)

Exemption 7(F) protects law enforcement records if their release could reasonably be expected to endanger the life or physical safety of any individual. For the materials that have been withheld under 7(F), we have determined releasing them could reasonably be expected to endanger the life or physical safety of an individual because it would compromise the protection of our facilities and endanger the life or physical safety of individuals.

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We do not bill requesters for FOIA processing fees when their fees are less than $50.00, because the cost of collection would be greater than the fee collected. See 43 C.F.R. § 2.37(g). Therefore, there is no billable fee for the processing of this request.

Thank you,

MICHELLE PILAND   Digitally signed by MICHELLE
                       PILAND
                       Date: 2019.04.26 07:59:32 -05'00'

Michelle Piland
Bureau of Reclamation
FOIA and 508 Compliance Officer

Bureau of Reclamation Organizational Assessment and Implementation Services

Current State Organizational and Workforce Assessment

Confidential, Bureau of Reclamation

25 April 2016

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Background, Purpose and Approach

Reclamation aims to develop a workforce plan to address FITARA compliance and mission goals by conducting a workforce and organizational assessment as an input for a future gap analysis

Background

Given the recent events within the Office of Personnel Management (OPM), and other federal agencies, establishing and operationalizing the authority of CIO positions has become a government-wide initiative (i.e. Federal Information Technology and Acquisition Reform Act (FITARA)). Agencies are assessing their IT/IR workforces and determining any gaps or challenges that may prevent the CIO from executing full authority and oversight in delivering IT services.

Reclamation's delivery of Information Technology services has been inconsistent and not readily available to its customers, resulting in high costs associated with IT operations and acquisitions and increased risk and vulnerability of its systems as well as its workforce. In light of FITARA and Reclamation's strategic workforce needs, it is imperative that Reclamation address how the Associate Director of Information Resources (ADIR*) is able to deliver IT services as soon as possible.

Purpose

To ensure compliance with all FITARA, Federal Information Security Management Act (FISMA), and Departmental Guidance for Consolidation of Bureau Information Management Technology, Reclamation's IRO is proactively responding by partnering with Kaiser Associates to develop a comprehensive IT Workforce Plan that establishes clear lines of authority to the ADIR*. As an input for the IT Workforce Plan, Kaiser Associates has developed a Current Organization and Workforce Assessment that provides Reclamation with a comprehensive understanding of the organization. The purpose of the Assessment is to:

- Establish a baseline for current Reclamation IT/IR workforce, policies, programs, and procedures
- Produce a transparent representation of the IT/IR workforce for the ADIR's* immediate use
- Inform the development and overall strategy of Reclamation's IT Workforce Plan that will drive how Reclamation will manage their IT workforce to better achieve it's mission and meet all FITARA, FISMA, and bureau-level IT operational and IT security requirements

Approach

Kaiser developed the Current Organization and Workforce Assessment through a systematic analysis of current state data and best-in-class benchmarks. This approach included:

- An analysis of organizational structures, workforce demographics, policies and procedures, operational practices, performance enablers and drivers for change
- A comparison of BOR against best-in-class benchmarks from both private and public sector organizations
- Distillation of informational interviews with key stakeholders in each of the regions* to identify unique challenges and strengths as an input for developing a comprehensive view of the current state workforce

Assessment Outputs

- Bureau-wide overview of reporting structure, series breakdown, talent management metrics, and contractor usage
- Regional KPI comparison against best-in-class benchmark organizations
- Current state Strength, Weakness, Opportunity, Threat (SWOT) analysis
- Regional and IRO deep dive profiles

*Associate Chief Information Officer as of 1/18/16
** Investigative interviews were only conducted with Regional leadership as Bargaining Units prevented interviews with other FTEs

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Key Findings

Kaiser's analysis of Reclamation's IT/IR workforce identified current challenges in its reporting structure and communications, ability to hire FTEs into critical positions in a timely manner and succession planning for an aging workforce

Theme	Key Findings
Organization Bureau-wide Reporting Structure and Communications	• **Bureau-Wide Structure -** The current structure does not provide the ADIR the oversight needed for Reclamation to effectively deliver IT/IR services because the Regions operate independent and under a different Deputy Commissioner • **Formal and Informal Communications -** The Regions and Denver formally communicate within IRMC meetings and Technical Teams, however the Regions find it more effective to communicate informally among themselves to address Region-specific goals and challenges

People
Bureau-wide Occupational Series
	• **Total FTEs -** The 1:22 ratio of Reclamations IT/IR workforce (244 FTEs, not including vacancies) to total FTEs is comparable to the ratios of the benchmarked DOI Bureaus
	
	• **Mission IT Roles in the Workforce –** 8 FTEs currently support IT functions and operations on the mission side of the Bureau that are not formally recognized as part of the IT organization
	  – Recognizing all FTEs that support IT functions is necessary to comply with FITARA, and it also presents an opportunity to better align with the Mission
	
	• **Vacancies -** 28.8% of total IT/IR positions (64 positions) is vacant due to a number of internal challenges in the hiring process and external competition with other organizations
	  – With limited resources, FTEs are overtasked and unable to be proactive in service delivery and operations
	  – 90% of the workforce was impacted by IT Transformation hiring controls, which partly contributes to vacancies

Talent Metrics Analysis of current workforce characteristics	• **Average Grade and Tenure -** IT/IR should prioritize technical training and hiring recent graduates because the average IT/IR FTE is a GS-12 with at least 14 years of Reclamation experience • **Retirement Eligibility -** Reclamation IT/IR should prepare for the 20.1% of the workforce currently eligible for retirement and additional 23.3% eligible to retire within the next 5 years

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Key Findings

Kaiser's analysis of the IT/IR workforce's current state uncovered inconsistent and ineffective use of Contractors across Reclamation and identified strengths, weaknesses, opportunities and threats

Theme	Key Findings
Contractor Utilization Distribution of Contractors throughout the Bureau	• **Bureau-Wide Utilization -** The Bureau of Reclamation IT workforce is made up of 27% contractors, aligning with best-in-class organizations which have 20-33% • **Denver Overutilization -** Denver employs a workforce comprised of 41% Contractors to mitigate high attrition rates and the impact of Departmental Hiring Controls, but there are inconsistent service and operations due to inadequate knowledge transfer processes • **Regional Underutilization -** Although the Regions suffer high amounts of vacancies, they are reluctant to utilize Contractors due to the desire to keep knowledge in-house, employing <5% Contractors on average
SWOT Strengths, Weaknesses, Opportunities and Threats impacting Reclamation's IT/IR Workforce	• **Strengths -** Reclamation should continue to build up organizational strengths in IT/IR service delivery, such as informal Regional Centers of Expertise and strong security guidance and compliance managed from the Denver office • **Weaknesses -** Reclamation's should address internal weaknesses including workforce skill deficiencies, an absence of an IT strategy to pioneer a future state and associated goals, and a lack of workforce documentation preventing the ADIR from exercising authority over the IT/IR organization • **Opportunities -** Reclamation should take advantage of the opportunities FITARA presents to improve IT/IR service delivery through IT workforce planning, transparent budget formulation, defined policies for budget execution and improved acquisition processes • **Threats -** Reclamation must address external factors such as Departmental Hiring Controls, IRO's lack of relationship with Mission and HR offices and a highly competitive job market in order to achieve its future state vision

Key Findings

Analysis of the 7 Regions and development of a KPI Scorecard yielded individual best practices and challenges in delivering IT services and managing the IT/IR workforces

Regional KPI Scorecard

Region	% Vacancies	Investment in Training	Knowledge Documentation	Customer Satisfaction Metrics	Regional Workforce Plan	Workforce Documentation	% Eligible & Upcoming Retirements	Centers of Expertise
Denver								
PN								
LC								
GP								
UC								
MP								
WO								

Key Performance Indicators

- % Vacancies
- Investment in Training
- Knowledge Documentation
- Customer Satisfaction Metrics
- Regional Workforce Plan
- Workforce Documentation
- % Eligible & Upcoming Retirements
- Centers of Expertise

Regions were scored **across 8 key performance indicators** to identify areas of strength and risk. The volume of red scores demonstrates the importance in **addressing risk areas such as retiring FTEs and current vacancies.**

Areas of Strong Performance

- **Areas of success** in Reclamation to be leveraged across the Regions include **Centers of Expertise* (COEs), the investment in training in LC, GP and UC, and workforce documentation in Denver, LC and GP**
- **GP, LC and UC** are making strides in IT workforce planning as a result of **proper workforce documentation, strategic workforce plan development and investment in FTE training** to continuously improve FTEs' technical skillsets

Risk Areas

- **Risk areas** across Reclamation include the **high percentage of vacancies, the status of regional workforce plans, and the high percentage of upcoming retirements**
- **Denver** and the **MP** require additional support in workforce planning activities due to **low investment in FTE technical training, absence of a current Regional workforce plan and a high number of vacancies**

Regional Takeaways

Although some successes and challenges are felt across the Bureau, each Region has unique perspectives, strengths, and pain points

Denver
- Denver struggles to support the Regional offices due to lack of resources, training, and documentation of its policies and procedures
- Denver is more heavily reliant on Contractors than any other Region

Mid-Pacific
- MP utilizes a customer survey and consistently achieves high customer service ratings
- MP avoids Contractor utilization due to negative experiences in which Contractors were building critical systems and lacked accountability

Washington Office
- WO has a customer-centric approach to its operations and most of their workload is customer support
- WO is considering adding an additional FTE position to its IT workforce to increase stability and to hold knowledge in-house

Lower Colorado
- LC is striving to redefine itself as "One LC IT" and aims to collectively operate as a single IT operation
- LC has independently taken on VoIP, Security requirements and VTC by dedicating FTEs to achieving Regional communications goals

Great Plains
- GP strives for two backup roles per position, either utilizing a FTE or leveraging support from the other Regions
- GP indicated a loss of trust with their customers based on acquisition inefficiencies and lack of clear knowledge documentation

Pacific Northwest
- PN focuses resourcing and uses 2 contractors to reinforce its SharePoint capabilities and position itself as SharePoint COE
- PN is challenged with FTE retention in remote Area Offices with undesirable locations, yet does not utilize many Contractors to fill vacancies

Upper Colorado
- UC excels in Records Management, but partners with other Regions to resolve functional vacancies, such as those in SCCM and SharePoint, Networking and VoIP
- Communication with Area Offices in UC occurs via a matrixed approach: directly with IT FTEs & monthly calls with Admin. Officers

* A Center of Expertise is a defined as a Region recognized for providing specific service and support in a functional area

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Introduction to Bureau-wide Current State Analysis
Map to Bureau-wide Analysis Section

Bureau-wide Current State Analysis Components

Kaiser has included a map of the Bureau-wide Current State Analysis section to distinguish the 4 key components, including:

(A) Bureau-wide Reporting Structure and Communications: This section describes the organizational interactions of the IT/IR workforce

(B) Bureau-wide Occupational Series: This section describes the people (FTEs) within the IT/IR workforce

(C) Talent Management Metrics: This section describes the characteristics of the IT/IR workforce based on available data

(D) Contractor Utilization: This section describes Bureau-wide Contractor usage and how it varies between Denver and the Regions

Each slide will contain a legend in the **upper right corner** displaying the current section, as displayed above

Map of Bureau-wide Current State Overview

Each section can be traced back to a quadrant of the Overview slide, which contains key findings
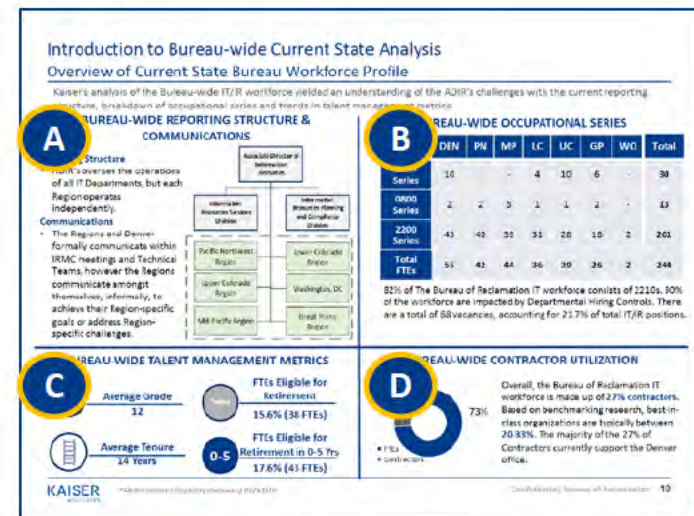
Introduction to Bureau-wide Current State Analysis
Overview of Current State Bureau Workforce Profile

Kaiser's analysis of the Bureau-wide IT/IR workforce yielded an understanding of the ADIR's challenges with the current reporting structure, breakdown of occupational series and trends in talent management metrics.

BUREAU-WIDE REPORTING STRUCTURE & COMMUNICATIONS

Reporting Structure
- The ADIR oversees the operations of all IT Departments from the Denver office, but Region operate independently and report to a different Deputy Commissioner.

Communications
- The Regions and Denver formally communicate through IRMC meetings and Technical Teams, however the Regions communicate amongst themselves, informally, to achieve their Region-specific goals or address Region-specific challenges.

Information Resources Office
Associate Director of Information Resources

Information Resources Services Division

Information Resources Planning and Compliance Division

Pacific Northwest | Upper Colorado
Lower Colorado | Mid-Pacific
Great Plains | Washington, DC
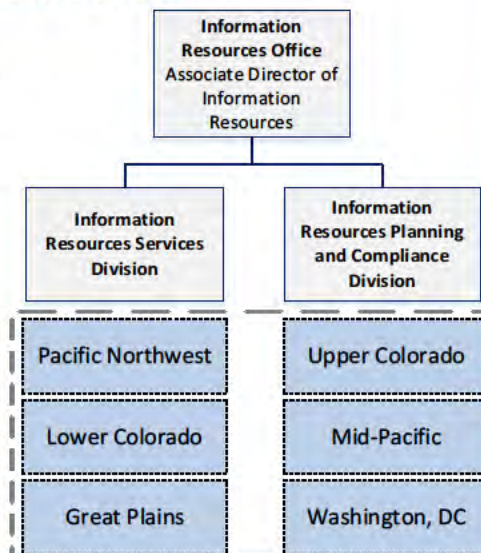
BUREAU-WIDE OCCUPATIONAL SERIES

	DEN	PN	MP	LC	UC	GP	WO	Total
0300 Series	10	-	-	4	10	6	-	30
0800 Series	2	2	5	1	1	2	-	13
2200 Series	43	40	39	31	28	18	2	201
Total FTEs	55	42	44	36	39	26	2	244

- **82% of Reclamation's IT/IR workforce consists of 2210s**
- **90% of the workforce are impacted by Hiring Controls**
- **21.7% of total IT/IR positions or 68 positions are vacant**

BUREAU-WIDE TALENT MANAGEMENT METRICS

GS — Average Grade **12**

Average Tenure **14 Years**

Today — **FTEs Eligible for Retirement** 20.1% (38 FTEs)

0-5 — **FTEs Eligible for Retirement in 0-5 Yrs** 23.3% (43 FTEs)

BUREAU-WIDE CONTRACTOR UTILIZATION

27% / 73%
- FTEs
- Contractors

Overall, the Bureau of Reclamation IT workforce is made up of 27% contractors. Based on benchmarking research, best-in-class organizations are typically between 20-33%. The majority of the 27% of Contractors currently support the Denver office.

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Bureau-Wide Reporting Structure and Communications
Reporting Structure

Deputy Commissioner, Operations

Deputy Commissioner, Policy, Administration and Budget

The Regions report to a different Deputy Commissioner than the Associate Director of Information Resources, contributing to miscommunication and misaligned priorities.

Regional Reporting Structure: Regional IT Managers are responsible for managing the IT employees in their associated Regional offices, Area Offices and Field Offices. IT Managers report up to their individual Regional Directors. However, there may be additional levels between the IT Manager and the Deputy RD or RD.

The dotted line from the ADIR down to the Regional offices is how Reclamation has proposed to comply with FITARA and will be enacted if approved by the Department

Denver Office

Associate Director of Information Resources

Information Resources Services Division

Information Resources Planning and Compliance Division

Pacific Northwest Region	Mid-Pacific Region	Lower Colorado Region	Upper Colorado Region	Great Plains Region	Washington, DC Office
Regional Director	Regional Director	Regional Director	Regional Director	Regional Director	Deputy Senior Advisor
Assistant Regional Director	Assistant Regional Director for Business Services	Chief, Management Services Office	Deputy Regional Director	Deputy Regional Director	Information Technology Manager
Information Technology Manager	Information Technology Manager	Information Technology Manager	Information Technology Manager	Information Resources Manager	
				Information Technology Manager	

Strengths

- Independent Regions are able to provide mission-specific support to their regional, area and field offices
- Due to Region-specific budgets, regions operate independently to utilize their earnings and budget most efficiently

Challenges

- The ADIR lacks authority and oversight of the actions and activities within each of the Regions
- Independent budgets in the Regions create a culture of disconnect between the Regions and Denver
- Many of the Regions report that they prefer to operate independently than depend on Denver to provide any service or guidance
- The Bureau must resort to formal structures such as IRMC meetings to get everyone in one place, but often IT Managers send representatives and the meetings do not create a collaborative atmosphere

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*Org chart for current reporting structure is based on provided Regional Org Charts and primary interviews and may not indicate fully accurate structure

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Bureau-Wide Reporting Structure and Communications
Formal Communication Channels

Purpose of the Technical Team: The Technical Teams are a formal communications structure that enables collaboration for Bureau-wide IT initiatives. Once IRMC members decide on initiatives, the teams are responsible for carrying out respective responsibilities to ensure that the Bureau is successful in achieving its goals and reaching compliance.

Makeup of the Technical Teams: Teams are comprised of individuals from the Regions and have a designated team lead.

	Active Directory	SCCM	Networking/Phones/Video	Database Administration	System Administration
Denver	IT Specialist (Sys Admin)	SCCM Team Lead	IT Specialist (Telecomm)	Database Admin Team Lead	IT Specialist (Sys Admin)
	AD Team Lead	Contractor	IT Specialist (Telecomm)	Contractor	IT Specialist (Web Services)
			IT Specialist (Telecomm)	Contractor	IT Specialist
			Contractor	Contractor	Contractor
			Contractor	Contractor	Contractor
			Contractor		Contractor
					Contractor
PN	Supervisory IT Program Manager	IT Specialist (Sys Admin)	IT Specialist (Network)		IT Specialist (Sys Admin)
MP	IT Specialist (Sys Admin/Network)	IT Specialist (Sys Admin/Network)	IT Specialist (Communications Team)	IT Specialist (Development Chief)	IT Specialist (Sys Admin Netowrk)
LC	IT Specialist (Sys Admin/Network)	IT Specialist	IT Specialist (Network)		IT Specialist (Sys Admin/Network)
UC	IT Specialist (Sys Admin)	IT Specialist (Sys Admin/Cust Spt)	IT Specialist (Network)	IT Specialist (Data Mgt/Cust Spt)	IT Specialist (Sys Admin)
GP	IT Specialist (Sys Admin/ Operating)	IT Specialist (Sys Admin/ Operating)	IT Specialist (Network/SysAnalysis)	IT Specialist (Data Mgt)	IT Specialist (Sys Admin/ Operating)
DC	Contractor	Contractor			Contractor

Key
- FTE
- Contractor
- Vacancy

Challenges:
- A lack of clarification regarding leadership and responsible parties has led to mismanagement of technical teams
- IRMC members serve as liaisons but have no authority to drive technical team initiatives
- High reliance on contractor support on technical teams impedes the ability to construct teams that will implement long-term initiatives through fruition

*Team composition data as of 11/01/2015
Note: This list may not depict all technical teams and is based on data provided from IRO

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Bureau-Wide Occupational Series
Departmental Hiring Controls and Implications

Hiring Controls: In April 2011 the Chief Information Officer of the Department of the Interior issued a memorandum to outline the plan for implementing hiring controls that supported the Department's IT Transformation.

In approaching transformation initiatives, stakeholders saw **a very real potential that staffing levels present in the organization at the time exceeded the needs of the Department.** In order to address this, the Department restricted hiring that they saw unfit for the organization.

In the case that a vacancy arose, Bureaus and Offices were highly encouraged to **fill positions with existing employees or on a term or temporary basis.**

Current State of Hiring Controls and IT Transformation: Despite continued efforts to implement improvements to the IT organizations in the DOI, **improvement has been stagnant and the hiring controls are still in place.**

FITARA and Next Steps: In order to comply with FITARA, the Department instituted a compliance guidance that incorporates a more authoritative organizational structure and proactive workforce planning efforts. In addition to strengthening the authority of the ADIR to oversee budget formulation, budget execution and acquisitions, it **also creates an opportunity to address hiring controls by shedding light on the challenges of the current IT workforces.**

Implications for Reclamation

# of Reclamation Vacancies

68 Vacancies

% of Workforce in Occupational Series affected by Hiring Control

90%

The impact of the hiring controls on FTE allocations, functional gaps, and service levels is evident across Reclamation's IT workforce:

- Stakeholders across the Bureau report that **FTEs are forced to fulfill multiple roles**
- IT Managers in the Regions link their inability to fulfill mission critical functions and responsibilities to **the challenges with hiring new and skilled talent**
- Stakeholders in the Regions report **low satisfaction with services** provided by Denver, and often suspect it is because of a lack of resources and the **prevalence of contractors**
- Denver is **heavily reliant on Contractors (41% of its workforce)** to fill vacancies, which poses a problem because of the lack of knowledge transfer processes and the high turnover rates that stakeholders report

Reclamation Occupational Series Impacted by Hiring Controls

Hiring controls were implemented for the following series: 2210, 1550, 0856, 0854, 0392, 0391, and 0390. Only four of these series are present in Reclamation:

10%
2%
3%
3%
82%

2210	Information Technology Management Series
0856	Computer Engineering Series
0854	Electronics Technical Series
0391	Telecommunications Series
Other	Series not impacted by Hiring Controls
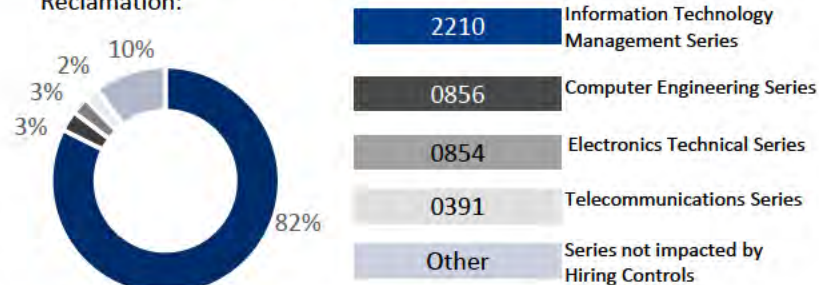
90% of Reclamation's workforce is impacted by hiring controls. Understanding the current state of each of the series and how Regions are handling this challenge will enable more robust workforce planning activities/capabilities.

With an accurate and comprehensive assessment of the IT workforce, Reclamation's ADIR will be able to demonstrate the negative impacts of the hiring controls and bring about positive change in hiring policy across the Department

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Note: All data as of 01/21/16

Bureau-Wide Occupational Series
Description of 2210 Series Roles in Reclamation's IT Workforce

2210 Series: Information Technology Management

This series covers two-grade interval administrative positions that manage, supervise, lead, administer, develop, deliver, and support information technology (IT) systems and services. This series covers only those positions for which the paramount requirement is knowledge of IT principles, concepts, and methods; e.g., data storage, software applications, networking. Information technology refers to systems and services used in the automated acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, assurance, or reception of information. Information technology includes computers, network components, peripheral equipment, software, firmware, services and related resources. This series covers, but is not limited to, the following specialties: Policy and Planning, Enterprise Architecture, Security, Systems Analysis, Applications Software, Operating Systems, Network Services, Data Management, Internet, Systems Administration, and Customer Support.

Differentiation in Hiring Controls

BOR guidance listed all 2210 occupational series positions in the hiring controls despite DOI's hiring control memorandum exemption of certain roles. DOI's hiring memorandum stated that **hiring controls do not apply to software developers, data base administrators, or custom non-operating systems software maintenance personnel**.

Direct Hire Authority

In contrast to the 0854, 0856, and 0391 occupational series positions, **there is Direct Hire Authority for 2210 positions in Information Security.** This provides greater flexibility to Regional IT Managers that otherwise are having trouble finding ways to fill vacancies.

2210s in Reclamation

- Reclamation implemented Hiring Control policies that go beyond Departmental policy and further restrict hiring of *all* 2210s. This has contributed to the high number of 2210 position vacancies.
- Reclamation is currently eliminating layers to the approval process to streamline hiring procedures.

GS-Level	Number of 2210s							Total
	DEN	PN	MP	LC	UC	GP	WO	
5	-	2	-	-	-	-	-	2
6	-	3	-	-	-	-	-	3
7	-	-	-	1	-	-	-	1
9	-	-	6	4	2	-	-	12
11	4	7	11	10	12	8	1	53
12	8	23	17	15	12	8	-	83
13	24	4	3	1	2	2	1	37
14	5	1	2	-	-	-	-	8
15	2	-	-	-	-	-	-	2
Total	43	40	39	31	28	18	2	201

With the inherent flexibility within the 2210 series, Regions and Denver are able to customize these positions to fulfill numerous responsibilities and fill present gaps

Bureau-Wide Occupational Series
Variation of 2210 Series Roles in Reclamation's IT Workforce

Parenthetical Titles

Parenthetical titles are used in some cases to identify the duties and responsibilities performed and the special knowledge and skills required. Although not all 2210s are distinguished with specialty titles, **a significant portion of 2210s in Reclamation are identified with specified specializations**. OPM has prescribed eleven parenthetical titles for the Information Technology Management Series, 2210.

Policy and Planning   Enterprise Architecture   Security   Systems Administration   Customer Support   Internet
Network Services   Data Management   Systems Analysis   Applications Software   Operating Systems

─── Utilization in Reclamation ───

Variation in Reclamation 2210 Titles & Responsibilities

Since hiring processes for 2210s can be more flexible under the hiring controls than other series, **these positions are often tasked with functions allotted to the other occupational series that are restricted by hiring controls, for example:**

PN

Regional Office
A GS-2210 IT Specialist (System Administration) in PN is responsible for "monitoring existing and future data and voice communications and telecommunications workload to recommend staffing and organizational changes as appropriate," which is a function of the 0391 telecommunications series

2210s in Area or Field offices often are required to perform duties outside of their specifically defined title responsibilities:

GP

Montana Area Office
An IT Specialist (System Administration/Customer Support), in GP Region's Montana Area office "serves as MTAO's facilities "local IT Security Officer" although the parenthetical "security" descriptor does not appear in the title

Position Description Analysis

Through analysis of all 2210 PDs in the Bureau, it is apparent that the detailed roles and responsibilities vary to a great extent within each of the parenthetical titles.

> *Conducting a Bureau-wide effort to standardize the 2210 series PDs (both in title and function consistency) across the regions could serve to simplify and streamline Reclamation's talent acquisition process*

2210 IT Specialist Titles	Total
IT Specialist	47
IT Specialist (Customer Support)	24
IT Specialist (System Analysis)	13
Supervisory IT Specialist	13
IT Specialist (System Administration)	12
IT Specialist (Network)	10
IT Specialist (Data Management)	8
IT Specialist (Information Security)	6
IT Specialist (Security)	5
IT Specialist (Application Software/Data Management)	4
IT Specialist (System Administration/Customer Support)	4
IT Specialist (Internet)	4
IT Specialist (Application Software)	3
IT Project Manager	3
Other*	45
Total	**201**

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* "Other" titles refer to FTEs with infrequently used 2210 parenthetical titles that are a combination of the specializations listed above (e.g., "IT Specialist (Data Management/System Admin)") or are infrequently used titles (e.g., "IT Specialist (Operating Systems)")

Bureau-Wide Occupational Series
Description of 0856 Series Roles in Reclamation's IT Workforce

0856 Series: Electronics Technical Series

This series covers positions that require: (1) the knowledge of the techniques and theories characteristic of electronics such as a knowledge of basic electricity and electronic theory, algebra, and elementary physics; (2) the ability to apply that knowledge to duties involved in engineering functions such as design, development, evaluation, testing, installation and maintenance of electronic equipment; and (3) a knowledge of the capabilities, limitations, operations, design characteristics, and functional use of a variety of types and models of electronic equipment and systems. Such knowledge is related to but less than a full professional knowledge of electronics engineering.

GS-Level	Number of FTEs							Total
	DEN	PN	MP	LC	UC	GP	WO	
10	1	-	-	-	-	1	-	2
11	1	2	-	-	1	1	-	5
Total	2	2	-	-	1	2	-	7

Position Description Analysis

Responsibilities of the 0856 series role will vary according to the missions and staffing of their area and field offices, but the design, maintenance, and monitoring of electrical systems used in water treatment and provision remains constant

Consistency in Reclamation: 0856s are commonly responsible for conducting research and providing input on recommendations for new electronic equipment used to maintain and improve the operations and services of their different field office initiatives and goals.

Variation across Reclamation: Variations exist in the roles and responsibilities of 0856s in Field and Area offices **due to specific missions and functions supported in Regional and Area offices, for example :**

GP
Dakota Area Office
An 0856 position in the GP Region's Rural Water Division is responsible for **monitoring and servicing rural water systems** that support Indian tribes located throughout North and South Dakota

UC
Almogordo Field Division
An 0856 position in Almogordo Field office carries out the duties of this office's role as the Brackish Groundwater National Desalination Research Facility (BGNDRF). This position actively assists the TSC in **designing, purchasing, coordinating, and assembling advanced water treatment (AWT) pilot systems**

PN
Regional Office
An 0856 position in the River and Reservoir Operations Group is responsible for **design, installation, and maintenance of over 100 data collection platforms** which comprise the PN Hydromet system (b) (7)(F) ▇▇▇▇ across the entire PN Region

> *Due to specific functions of each of the Regional/Area offices that 0856s are placed in, it is necessary to customize PDs to specific responsibilities*

Bureau-Wide Occupational Series
Description of 0854 Series Roles in Reclamation's IT Workforce

0854 Series: Computer Engineering Series

This series covers positions managing, supervising, leading, and/or performing professional engineering and scientific work involving the design, construction, operation, and maintenance of complex computer systems, including hardware and software and their integration, used to manage water and power resources and power generation across Reclamation's regions

Consistency in Reclamation: The GS-0854 Computer Engineering Series roles are commonly responsible for managing computer hardware and software systems and their integration as well as computer system architecture for industrial control systems (ICS) used for water and power provision

Variation across Reclamation: Variations exist in the roles and responsibilities of 0854s in Field and Area offices **due to specific missions and functions that they support in Regional and Area offices, for example:**

GS-Level	Number of 0854s							Total
	DEN	PN	MP	LC	UC	GP	WO	
12	-	-	4	1	-	-	-	5
13	-	-	1	-	-	-	-	1
Total	-	-	5	1	-	-	-	6

Position Description Analysis

Through analysis of 0854 PDs in the Bureau, it is apparent that 0854s in LC and MP are given a hybrid of responsibilities to **provide mission-specific support in Area Offices with limited resources to fulfill these functions**

LC

Lower Colorado Dams Office

An 0854 series role in the LCDO has **a mix of responsibilities common to the Electrical Engineer and Computer Engineer titles.** In this case, the position possesses **responsibilities from the Electrical Engineer role** such as **provision of electrical maintenance on generators, circuit breakers, governors, excitation systems and other power plant auxiliary systems,** and responsibilities from the Computer Engineer role such as **providing system integration of computer hardware and software used to develop and maintain power plant SCADA and ICS systems**

MP

Central Valley Area Office

An 0854 series role serves as the **technical expert for the engineering of equipment and computer interfaces of the mission IT system (Industrial Control System)** used to monitor and control hydroelectric power and water provision operations

MP

Central Valley Area Office

Common duties for two 0854 roles consist of **design, testing, evaluation, and maintenance** of Centralized Water & Power System Control (CWPSC), Tracy Office WMS (TOWMS), and other **SCADA hardware and software systems used in power and water provision** for the Central Valley Project (CVP)

The lack of resources in the Area Offices due to the remote locations and hiring controls has led Regions to utilize 0854s for responsibilities outside the typical responsibilities of this series

Bureau-Wide Occupational Series
Description of 0391 Series Roles in Reclamation's IT Workforce

0391 Series: Telecommunications Series

This occupation includes positions that involve: (1) technical and analytical work pertaining to the planning, development, acquisition, testing, integration, installation, utilization, or modification of telecommunications systems, facilities, services, and procedures; (2) managerial and staff work in the planning, implementation, or program management of telecommunications programs, systems, and services; or (3) line supervision over communications operations, when such work includes responsibility for management functions such as planning, recommending changes and determining organizational structure, staffing, training, and budgetary requirements.

GS-Level	Number of FTEs							Total
	DEN	**PN**	**MP**	**LC**	**UC**	**GP**	**WO**	
12	1	-	-	2	-	-	-	3
13	1	-	-	-	-	-	-	1
14	1	-	-	-	-	-	-	1
Total	**3**	**-**	**-**	**2**	**-**	**-**	**-**	**5**

Position Description Analysis

While generally aligned to the development and management of telecommunications systems (radio, voice, & video) described in this series' functions, **0391 specific roles are crafted to serve the different missions of their various field and area offices**

Consistency in Reclamation: Across the Denver Office and LC Office, the 0391 series position titles are standardized as "Telecommunications Specialist" and "Telecommunications Manager" depending on GS grade; these roles focus primarily on the acquisition, management, and development of voice, video, and radio telecommunication systems at the office, regional, and Bureau levels

Variation across Reclamation: Although 0391s exist in MP, LC and Denver, **LC and Denver are the only Regions to consider them as part of their IT workforce**. Specific variabilities exists in the exact duties and responsibilities of the 0391 Series roles across Regions **due to the different missions of respective Reclamation field offices**:

DEN — **Information Resources Services Division**

A 0391 Series position within the Property and Facilities Group is responsible for **managing voice telecommunication service** for the Reclamation Service Center and **provides voice and video telecommunications support** on a bureau-wide basis

DEN — **Information Resources Planning & Compliance Division**

A 0391 Series position in the IT Risk and Portfolio Management Division serves as Reclamation's **radio and wireless (R&W) Communication Representative**; also acts as liaison between Reclamation and the DOI's CIO as well as other bureaus in support of department-wide telecommunications and radio programs

LC — **Regional Office**

A 0391 Series role in the Boulder Canyon Operations Office is responsible for **purchasing, installing, and maintaining data collection, power, wireless telemetry, and telecommunications systems** which support the river telemetry system (WMIS) that collects real time data for **operational water delivery decision-making and water accounting**

> *In order for 0391s to fulfill mission-specific roles and responsibilities in each unique Regional and Area office, their PDs must be customized to respective, specific functions of each of the Regional/Area offices*

Bureau-Wide Occupational Series
Description of Additional 0300 Series Roles in Reclamation's IT Workforce

Additional Series in Reclamation:

- 10% of Reclamation's IT Workforce is classified in series that are not impacted by Departmental hiring controls, providing more flexibility to hire into these positions.
- The remaining 10% of the workforce is located in LC, GP, UC and Denver, which are the only Regions to include IR in their IT workforce structure.
- All of the additional series fall into the 300 Job Family.
- Some of the position classified in the 343 series should be reclassified as 308 based on roles and responsibilities

300 Job Family Description: This group includes all classes of positions the duties of which are to administer, supervise, or perform work involved in management analysis; stenography, typing, correspondence, and secretarial work; mail and file work; the operation of office appliances; the operation of communications equipment, use of codes and ciphers, and procurement of the most effective and efficient communications services; the operation of microform equipment, peripheral equipment, mail processing equipment, duplicating equipment, and copier/duplicating equipment.

Series Description	GS-Level	Number of FTEs							Total
		DEN	PN	MP	LC	UC	GP	WO	
0305 Series Mail and File Series	4	-	-	-	-	2	-	-	2
	5	-	-	-	-	3	-	-	3
	7	-	-	-	-	-	2	-	2
	Total	-	-	-	-	5	2	-	7
0306 Series Government Information Series	11	-	-	-	-	1	-	-	2
	12	-	-	-	-	-	1	-	1
	13	1	-	-	-	-	-	-	1
	Total	1	-	-	-	1	1	-	3
0308 Records and Information Management	11	-	-	-	2	1	1	-	4
	Total	-	-	-	2	1	1	-	4
0335 Series Computer Clerk and Assistant Series	9	-	-	-	-	-	1	-	1
	Total	-	-	-	-	-	1	-	1
0340 Series Program Management Series	14	1	-	-	-	1	1	-	3
	Total	1	-	-	-	1	1	-	3
0343 Series Management and Program Analysis Series	9	1	-	-	-	-	-	-	1
	11	2	-	-	-	-	-	-	2
	12	2	-	-	-	1	-	-	3
	Total	5	-	-	-	1	-	-	6
0392 Series General Communications Series	6	-	-	-	-	1	-	-	1
	Total	-	-	-	-	1	-	-	1
TOTAL		7	-	-	2	10	6	-	25

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Bureau-Wide Talent Management Metrics
Challenge: Collecting Key Talent Management Metrics

Talent Management Data Collection Approach

Kaiser determined a list of data that would enable the development of a comprehensive current state assessment and analysis. Kaiser attempted to collect data in the following ways:

1 October 2015: Conducted informational interviews with Regional IT Managers and received PDs, organization charts, and staffing patterns from Regional IT Managers

2 November 2015: Conducted a kick-off meeting with HRO representatives from each of the Regions to introduce the objectives of the current state assessment and analysis and to request talent management metrics with a deadline for delivery set as December 4, 2015

3 December 2015: Collected FPPS Payroll Data from Denver HRO POC

Requested Data

- Current Organization Charts
- Functional Descriptions
- Position Descriptions
- Documented Processes
- Regional Contractor Data
- Talent Management Metrics
- FPPS Data
- Pillars of Service
- IRMC Agendas
- IT Service Catalog and Security Program
- Budget and Financial Data

These metrics are integral to best-in-class workforce planning activities and are largely unattainable in Reclamation

HROs did not provide a majority of the metrics that were requested
- Vacancies Outstanding and Time Unfilled
- Turnover Rates
- Time-to-Fill
- Skills Inventory
- Full Performance Level (FPL)
- Employee Engagement

Outcome	Implications	Potential Alternatives
Despite repeated requests for the talent management metrics, **the HROs did not provide time-to-fill and turnover rates,** which are considered integral to workforce planning tools and processes	**1** The inability to collect these talent management metrics **limits the scope of analysis for conducting a comprehensive current state assessment** **2** Without a complete set of talent management metrics, **it will be impossible to develop comprehensive workforce plans and implementation strategies going forward**	**1** Initiate conversations between Reclamation's IT Department and Human Resources in the Denver and Regional offices and **demonstrate the value of talent management metrics** **2** **Develop internal tools to track turnover rates, time-to-fill and other key talent management metrics** to create a strategic framework and design a robust workforce planning tool that meets Reclamation's needs

The inability to collect key talent management metrics such as time-to-fill and turnover rates further demonstrates the challenges in developing a workforce plan and the need to forge a dependable relationship with HROs

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Bureau-Wide Talent Management Metrics
Workforce Distribution, Average Grade and Average Tenure

Bureau of Reclamation IT FTE Distribution Among the Regions

- Denver
- Great Plains
- Lower Colorado
- Mid-Pacific
- Pacific Northwest
- Upper Colorado
- Washington, DC
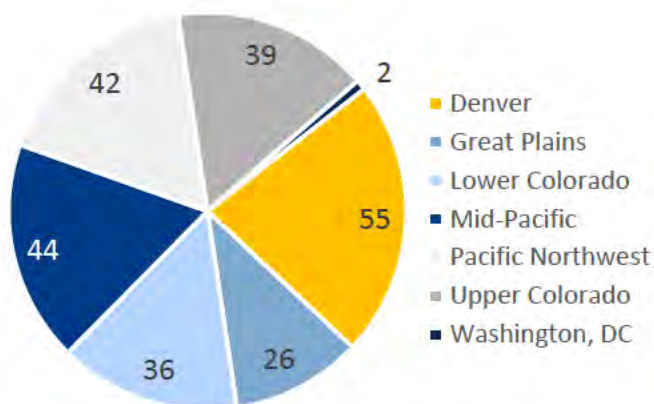
The IT workforce in the Bureau of Reclamation is dispersed unequally among the regions, demonstrating that **each Region is unique in its operations and workforce**. It should be noted that LC, GP, UC and Denver include Information Resources in their IT workforces while MP, PN and WO do not. Best-in-class organizations highlight that workforce planning cannot be a "one-size-fits-all" approach and **must be customized to various sectors or divisions of the business in order to address specific workforce needs.**

Average Grade
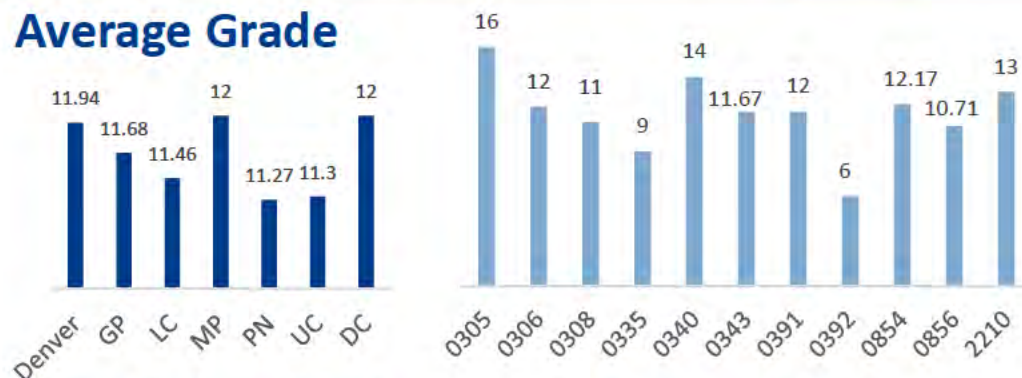
Average Grade per Region

Average Grade per Series

The **average grade in the Bureau is 12** and there is little variation across the Regional offices. GS-0340s have one of the highest average grade, which aligns with the managerial roles and responsibilities of 0340s, the Program Management series.

Average Tenure
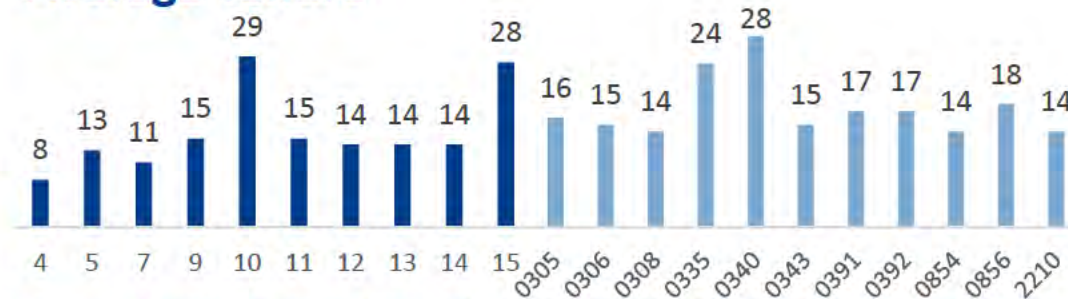
Average Tenure in Years by Grade

Average Tenure in Years by Series

Reclamation's IT workforce is highly tenured, with an **average tenure of 14 years** of work within the Department. In a continuously evolving industry, it is necessary to invest in training to empower a tenured workforce to adapt to industry changes.

Bureau-Wide Talent Management Metrics
Retirement Eligibility and Vacancies Across Reclamation

Retirement Eligibility by Region

Region	Eligible	0-5 Yrs	5-10 Yrs	10-15 Yrs	15+ Yrs	Total
Denver	11	14	9	8	13	55
Great Plains	7	8	1	4	6	26
Lower Colorado	8	7	3	4	14	36
Mid-Pacific	6	12	7	6	13	44
Pacific Northwest	10	7	9	10	6	42
Upper Colorado	6	9	6	4	14	39
Washington, DC	1	-	-	-	1	2
Total	49	57	35	36	67	244

Retirement Eligibility by Series

Series	Eligible	0-5 Yrs	5-10 Yrs	10-15 Yrs	15+ Yrs	Total
0305	1	1	1	1	3	7
0306	2	1	-	-	-	3
0308	-	-	-	2	2	4
0335	1	-	-	-	-	1
0340	-	2	-	-	1	3
0343	-	1	3	1	1	6
0391	2	-	1	2	-	5
0392	-	1	-	-	-	1
0854	1	3	-	-	2	6
0856	2	2	2	-	1	7
2210	40	46	26	31	58	201
Total	49	57	33	37	68	244

Vacancies by Region

Vacancies may be due to several factors, such as the 'hiring freeze', elongated hiring processes, and competitive job market

Region	Denver	Great Plains	Lower Colorado	Mid-Pacific	Pacific Northwest	Upper Colorado	Washington, DC	Total
Number of Vacancies	24	6	4	13	8	9	0	64
Percentage of Workforce	17.14%	18.75%	10%	22.8%	16%	18.75%	0	20.8%

Key Considerations

- Most Bureau-wide **vacancies are 2210s or contractor positions,** with the exception of 1 318 series
- Denver utilizes Contractors to fill vacancies, but **Regions are more resistant** to **hire Contractors to fill their many vacancies**

Contractor Utilization in Reclamation's IT Workforce

Contractor usage is unequally distributed in Reclamation, with high utilization in Denver and little to no utilization in the Regions.

Bureau-Wide Use of Contractors

27%

73%

- FTEs
- Contractors

The Bureau of Reclamation IT workforce utilizes **65 contractors**, which accounts for **27% of the workforce**. The Department encouraged Bureaus to use temporary support in the case of vacancies due to the 'hiring freeze'. Similarly to Reclamation, other Bureaus in the Department also fall into the **20-33% contractor utilization range.**
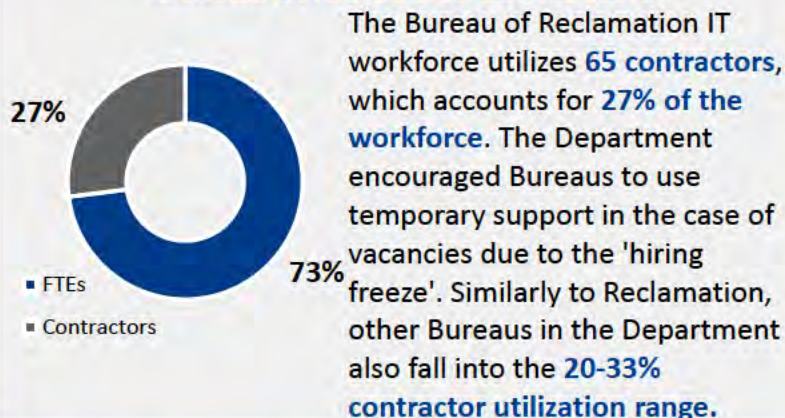
Challenges: Although Denver is heavily dependent on their Contractor workforce, it had not implemented strong knowledge transfer processes which adds to the hardship associated with high turnover rates. The Regions' reluctance to utilize Contractors impedes their ability to fill critical roles that are vacant due to the 'hiring freeze'.

Implications: With a lack of documentation of processes, it is almost impossible to transfer knowledge in Denver when new contractors are brought on board. This lack of continuity makes it difficult to make progress on initiatives that have Bureau-wide impact and could partially account for the disconnect between Denver and the Regions.

FTE to Contractor Ratio by Region

Region	Chart	Description
Denver	41% FTEs / 59% Contractors	The Denver Office is more heavily reliant on contractors than any other division of the Bureau and any other organization that was benchmarked
Pacific Northwest	5% Contractors / 95% FTEs	Pacific Northwest only utilizes two contractors currently for business process analysis and deep technical expertise, but it may utilize a greater number in the future to mitigate geographical challenges with remote Area Offices
Mid-Pacific	100% FTEs	Mid-Pacific uses contractors occasionally for telephone changes and plan to use a contractor to assist us with implementation of VOIP
Lower Colorado	100% FTEs	Lower Colorado infrequently utilizes Contractors out of preference for FTEs based on their skillsets and nature of the work
Upper Colorado	3% Contractors / 97% FTEs	Upper Colorado hires Contractors on a project basis depending on needed skillsets, and is currently utilizing a Contractor in the Water Operations Division*
Great Plains	100% FTEs	Great Plains does not currently utilize Contractors in its IT workforce due to preference of FTEs' skillsets, presumed work ethic and overall confidentiality requirements
Washington, DC	66% Contractors / FTEs	The Washington, DC Office has one contractor currently that is responsible for customer service and IT support

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Note: All data as of 01/21/16 and is from "BOR IT Contractor Staff Data Call" Excel file
*UC did not report formal contractor utilization but described one contractor with substantial IT responsibilities in Water Operations

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Regional KPI Scorecard
Methodology

Regional KPI Scorecard Methodology: Kaiser determined 8 key performance indicators and assessed each Region based on key stakeholder interviews, FPPS data and organization charts. The Regional Scorecard determines preparedness and effectiveness of the Regional IT Workforces. This Scorecard enables Reclamation to

1 Compare Reclamation Regions to best-in-class benchmarking standards and to standards within Reclamation

2 Determine areas of success in the Bureau to be leveraged across the Regions

3 Assess areas of poor performance across the Bureau in order to create a plan to mitigate risk

Regional Scorecard

Region	% Vacancies	Investment in Training	Knowledge Documentation	Customer Satisfaction Metrics	Regional Workforce Plan	Workforce Documentation	% Eligible & Upcoming Retirements	Centers of Expertise
Denver								
PN								
LC								
GP								
UC								
MP								
WO								

Scoring Measures & Rationale

Key Performance Indicator	'Strong' Definition	'Average' Definition	'Poor' Definition	Rationale
% of Vacancies in IT Workforce	<5%	5-15%	>15%	Benchmark Standard
Investment in IT FTE Training	Prioritized investment	Interested in investing	No investment	Benchmark Standard
Establishment and Utilization of Knowledge Documentation	Existing, utilized documentation process	Somewhat existing / somewhat utilized documentation process	Nonexistent documentation process	Benchmark Standard
Customer Satisfaction Metrics	Proactively tracks formal customer satisfaction results	Proactively tracks informal customer satisfaction results	No tracking of customer satisfaction results	Benchmark Standard
Existence and Effectiveness of Regional Workforce Plan	Existing and Effective plan	Existing and somewhat effective plan	Plan does not exist	Reclamation Regional Comparison
Availability and Quality of Workforce Documentation	Data is readily available and comprehensible	Data is partially available / somewhat comprehensible	Data does not exist / is not comprehensible	Reclamation Regional Comparison
% Eligible & Upcoming Retirements (Currently Eligible – Next 5 Years)	<15%	15-30%	>30%	Reclamation Regional Comparison
Center of Expertise Status	Considered COE by 1 or more Region	Region self-identifies as COE	Not considered COE	Reclamation Regional Comparison

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Regional KPI Scorecard
Findings Summary

Region	% Vacancies	Investment in Training	Knowledge Documentation	Customer Satisfaction Metrics	Regional Workforce Plan	Workforce Documentation	% Eligible & Upcoming Retirements	Centers of Expertise
Denver	Red	Red	Yellow	Yellow	Red	Green	Red	Green
PN	Red	Green	Yellow	Yellow	Red	Green	Red	Green
LC	Yellow	Green	Yellow	Red	Red	Green	Red	Green
GP	Red	Green	Red	Yellow	Green	Green	Red	Yellow
UC	Red	Green	Red	Red	Green	Yellow	Red	Red
MP	Red	Red	Yellow	Green	Red	Yellow	Red	Green
WO	Green	Red	Red	Red	Yellow	Red	Red	Red

Regional performance overview

Performance Key: Poor | Average | Strong

- **Areas of success** in Reclamation to be leveraged across the Regions include **Centers of Expertise (COEs), the investment in training in LC, GP and UC, and workforce documentation in Denver, LC and GP**

- **Areas of poor performance** across Reclamation include **the high percentage of vacancies, the status of regional workforce plans, and the extremely high percentage of upcoming retirements**

- **GP, LC and UC** are making strides in IT workforce planning as a result of **proper workforce documentation, strategic workforce plan development and investment in FTE training** to continuously improve FTEs' technical skillsets

- **Denver** and the **MP** require additional support in workforce planning activities due to **low investment in FTE technical training, absence of a current Regional workforce plan and a high number of vacancies**

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Regional KPI Scorecard
Findings

Region	% Vacancies	Investment in Training	Knowledge Documentation	Customer Satisfaction Metrics	Regional Workforce Plan	Workforce Documentation	% Eligible & Upcoming Retirements	Centers of Expertise
Denver								
PN								
LC								
GP								
UC								
MP								
WO								

Performance Key: Poor | Average | Strong

Vacancies & Investment in Training

% Vacancies
Best-in-Class organizations have ~5% of their positions vacant. Reclamation currently has around 21.7% of its positions vacant.

Leading Region(s):
- Washington Office (0%)
- Lower Colorado (10%)
- Pacific Northwest (16%)

Regions needing improvement:
- Denver (17.1%)
- Great Plains (18.6%)
- Upper Colorado (18.8%)
- Mid-Pacific (22.8%)

Investment in Training
Best-in-class IT organizations prioritize investments in technical training recognizing technology's continuous evolution and tenured workforce requiring access to information

Leading Region(s):
- GP develops training materials for use by all Regions
- LC invests in an interactive training program (StormWind)
- PN offers 'shadowing' and incremental off-site training

Regions needing improvement:
- Denver's contractor utilization and high turnover rates dissuade training usage
- MP believes growth comes from experience, not training

Regional KPI Scorecard
Findings

Region	% Vacancies	Investment in Training	Knowledge Documentation	Customer Satisfaction Metrics	Regional Workforce Plan	Workforce Documentation	% Eligible & Upcoming Retirements	Centers of Expertise
Denver								
PN								
LC								
GP								
UC								
MP								
WO								

Performance Key: Poor | Average | Strong

Knowledge Documentation & Customer Satisfaction Metrics

Knowledge Documentation

Best-in-Class organizations document standard operating procedures and process with organizational ease of accessibility to improve onboarding efficiencies for new functional hires

Leading Region(s):
- PN has documented processes and procedures
- LC leverages the ITIL framework, supporting the formalization of operating processes & procedures

Regions needing improvement:
- Despite Denver's IRSD's efforts, IRO lacks documentation due to high Contractor utilization and high FTE turnover
- GP lacks formalized operating processes for its Help Desk
- MP documents as much as it can given lack of resources

Customer Satisfaction Metrics

Benchmark organizations prioritize the collection of customer satisfaction metrics and feedback in order to identify areas of opportunity for improvement

Leading Region(s):
- MP developed and utilizes a customer satisfaction survey and currently has a 4.6/5 rating

Regions needing improvement:
- PN uses an anonymous tip box
- GP and UC report receiving informal feedback from their customers
- LC and WO do not track customer satisfaction
- Denver currently has a ticketing system but does not provide results to managers

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Regional KPI Scorecard
Findings

Region	% Vacancies	Investment in Training	Knowledge Documentation	Customer Satisfaction Metrics	Regional Workforce Plan	Workforce Documentation	% Eligible & Upcoming Retirements	Centers of Expertise
Denver					Poor	Strong		
PN					Poor	Strong/Average		
LC					Poor/Average	Strong		
GP					Strong	Strong		
UC					Strong	Average		
MP					Poor	Average		
WO					Average	Poor		

Performance Key: Poor | Average | Strong

Regional Workforce Plan & Workforce Documentation

Regional Workforce Plan
Leading organizations develop workforce plans describing the current workforce and critical skillsets in anticipation of future state organizational needs

Leading Region(s):
- GP and UC utilize a workforce planning tool to assess their current workforces' skills and upcoming risks
- WO invested in a new Contractor to convert to FTE based on a current state assessment

Regions needing improvement:
- Denver, PN and MP all do not currently utilize a workforce plan for their Region

Workforce Documentation
Leading organizations have readily available and up-to-date PDs, organization charts, functional statements and talent management metrics to track their workforces.

Leading Region(s):
- Denver provided complete, accurate workforce documents
- PN, LC and GP provided workforce documents in a timely manner and were provided clarification when discrepancies occurred

Regions needing performance:
- MP provided incomplete, illegible data in an untimely manner
- WO's lack of cooperation lead to Denver supplementing data

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Regional KPI Scorecard
Findings

Region	% Vacancies	Investment in Training	Knowledge Documentation	Customer Satisfaction Metrics	Regional Workforce Plan	Workforce Documentation	% Eligible & Upcoming Retirements	Centers of Expertise
Denver							🟥	🟩
PN							🟥	🟩
LC							🟥	🟩
GP							🟥	🟧
UC							🟥	🟥
MP							🟥	🟩
WO							🟥	🟥

Performance Key: 🟥 Poor 🟧 Average 🟩 Strong

Eligible & Upcoming Retirements (%) & Centers of Expertise

Eligible & Upcoming Retirements (%)
Best-in-Class organizations track upcoming retirement and develop succession plans to accommodate for changes in the workforce in the future

Regions needing improvement:
- Denver (45%)
- Pacific Northwest (40.48%)
- Great Plains (57.7%)
- Upper Colorado (38.46%)
- Lower Colorado (41.67%)
- Washington, DC (50%)
- Mid-Pacific (41%)

Centers of Expertise
The benchmark organizations that have successfully migrated to a centralized structure have identified divisions to provide specialized support in specific areas to the rest of the organization

Regions with Demonstrated Centers of Expertise
- Denver provides support across the Bureau in Acquisitions and Security Guidance
- PN is recognized as a COE for SharePoint services by all Regions in the Bureau
- LC is recognized by other regions for specialization in VOIP
- MP demonstrates expertise in Application Development
- GP claims proficiency and specialization in networking, video conferencing, telecommunications and training material

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Introduction
Current State Observations and SWOT Analysis

Current State SWOT Analysis

Kaiser's assessment of Reclamation's current state of its workforce through Bureau-wide investigative interviews and data analysis yielded findings (1) on the strengths and opportunities for Reclamation to continue to develop in the Future State and (2) weaknesses and threats that should be considered when developing an Action Plan that supports a sustainable Future State IT Workforce Plan.

HOW CAN WE USE OUR STRENGTHS?	HOW CAN WE MITIGATE OUR WEAKNESSES?
STRENGTHS: *Internal characteristics of the organization that will help it improve performance*	**WEAKNESS:** *Internal characteristics of the organization that will hinder it from improving performance*
OPPORTUNITIES *External forces or conditions that will help an organization improve performance*	**THREATS:** *External forces or conditions that may hinder the organization's performance*
HOW CAN WE SEIZE OPPORTUNITIES?	HOW CAN WE ADDRESS OUR THREATS?

Findings in Strengths and Opportunities:

Reclamation currently has strengths and opportunities that Reclamation can capitalize on in the development of a workforce plan

1. Individual Regions provide support across the Bureau, demonstrating the capability to centralize and formalize Centers of Expertise

2. Reclamation utilizes formal structures such as IRMC meetings and technical teams to align goals and discuss challenges, risks and successes

3. The Risk Management Services Group provides strong security guidance across the Bureau, which better prepares Reclamation to address FITARA security compliance

4. FITARA provides the necessary legal enforcement to drive positive change in Reclamation's organization and strengthens ADIR authority

5. The shortfalls of IT Transformation provide an opportunity to proactively address the functional and organizational gaps across the organization

Findings in Weaknesses and Threats:

Reclamation is currently facing negative internal and external impacts that need to be addressed in the development of a workforce plan

Policy and Governance	Structure & Organization	People
• Reclamation is not driven by IT Strategy and therefore is unable to envision a future state with associated goals	• The highly decentralized nature of the organization has greatly contributed to a culture of disconnect and resistance to the Denver office	• The hiring freeze and the competitive job landscape have made it challenging for Reclamation to acquire and attain highly skilled IT employees
• Reclamation does not currently document processes, procedures and knowledge, leading to an inability to conduct successful knowledge transfer	• Budgets are Region-specific, inhibiting the ability to share resources or expertise	• Training is insufficient to address highly tenured workforce in an industry that is constantly evolving
• Customer service is inconsistently measured across the Regions or in the Denver office, limiting Reclamation from discovering areas of improvement	• Lack of relationship with HR impedes the IT department to collect talent management metrics that are integral to workforce planning	• Gaps are present across the organization due to lack of training, high tenure, high turnover and lack of documented processes and procedures
• Highly differentiated PDs impedes Reclamation's ability to efficiently hire new talent	• Denver relies heavily on contractors, yet does not have adequate knowledge transfer policies in place	• Although IT is critical in supporting the mission of the Bureau, many see it as a back-office function and an not integral part of the Bureau's operations
• Lack of workforce documentation impedes the ability for IT Managers and the ADIR to have a clear picture of current workforce trends	• Regions on the other hand do not rely on contractor usage enough to fill functional gaps and meet hiring needs	

Current State SWOT Analysis
Weaknesses

Weakness	Description & Impact	How can we mitigate our weaknesses?
Poor Workforce Documentation	• Regional workforce documentation is partially **unclear, incomplete and often times inaccessible.** Of the 7 Regions required to provide workforce data, **only 4 were able to provide satisfactory material in a timely manner** • The ADIR does not have the full set of information necessary to **exercise full authority over the entire IT/IR organization** • **Regions do not have an accurate view of their IT workforce** and therefore, cannot predict or prepare for future workforce changes or trends	• **Identifying responsible parties and mandating the workforce's accurate and standardized documentation** will enable the ADIR to access current workforce information and plan for the future • **Partnering and strategizing with HR to align workforce initiatives** will help streamline future workforce data calls and enable transparency into vacancies, FTE counts and other organizational data
Lack of Resources (People)	• Due to the 'hiring freeze', high attrition rates and a competitive IT job landscape, there are currently **68 vacancies in the Bureau's IT workforce** • All Regions are experiencing **functional deficiencies and FTE overutilization** as a result of the 'hiring freeze', unattractive geographic locations and the competitive labor market • The Bureau may face more challenges with this in the future because **43.4% of the workforce will be eligible for retirement in 5 years**	• Exploring and utilizing opportunities to apply for **Direct Hiring authority** for critical needs through OPM is a **best practice of benchmark organizations** and will enable the Bureau to fill gaps • **Utilizing Contractor support** can **temporary patch** gaps in the workforce • **The Pathways Program,** which provides Federal Internships to high school students through post-graduates, can be leveraged to fill roles with interns and recent graduates • Implementing a **rotational program** to fill gaps in remote offices is a best practice of benchmark organizations and will decrease the number of FTEs needed
Ineffective Contractor Utilization	• Although Reclamation's workforce is comprised of **27% Contractors, which is comparable to the benchmark organizations (20-33%),** the distribution is highly concentrated in Denver • Denver employs a workforce comprised of **41% Contractors** to patch resource inefficiencies, but there are not adequate knowledge transfer processes in place which has led to inconsistent service and operations • Although the Regions suffer high numbers of vacancies, the **Regions are reluctant to utilize Contractors due to the desire to keep knowledge in-house, employing >5% Contractors**	• Defining and implementing processes to document Contractor and FTE operations will enable **better knowledge sharing and consistent operations** in the Denver office and the Regions • Increasing the utilization of **Contractors in the Regions will fill mission-critical vacancies** with temporary support and provide the opportunity to potentially convert Contractors to FTEs

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Weakness	Description & Impact	How can we mitigate our weaknesses?
Current Skill Gaps	• Many IT FTEs are **not fully equipped with the skillsets and knowledge required** to fulfill specialized responsibilities • Skill gaps exist due to **68 vacancies, lack of training, high tenure, high attrition rates and poor knowledge transfer** resulting in an IT workforce that cannot fulfill necessary and evolving IT responsibilities • For instance, individuals currently responsible for approving acquisitions **lack appropriate IT knowledge to identify redundant or unnecessary IT purchases**	• **Identifying critical skill gaps and investing in targeted training** will support Reclamation's need to fulfill necessary roles and adapt to evolving IT trends • **Prioritizing the recruitment of recent college graduates, especially those with STEM degrees**, will improve the IT workforce by adding well-trained FTEs that are knowledgeable of new trends and bring a fresh perspective
Aging Workforce	• **The average tenure of the workforce is 14 years** • **43.4% of the workforce will be eligible for retirement in the next 5 years,** which includes those who are currently eligible	• Investing **in technical training will continually improve the skills of every FTE**, which is especially critical for tenured FTEs • **Utilizing a workforce planning tool** will prepare the Bureau for future retirements and determine critical skills that will need to be filled
Disjointed Organization	• Reclamation's IT workforce has developed a **disjointed culture** in which **Regions operate independently and are resistant to collaboration with Denver** • Disconnected culture challenges the **ADIR's ability to formalize lines of authority and accountability,** as required by FITARA • **Cost and process inefficiencies** occur as Regions make purchases, develop applications, and provide services independently instead of sharing resources and knowledge	• **Prioritizing stakeholder communication** will encourage buy-in and collaboration throughout processes of change • **Developing and formalizing COEs** provides the potential for the ADIR to enforce leadership and authority over specialized functional areas • Utilizing **cross-Regional and Bureau-wide structures** such as the IRMC and Technical Teams will foster a more collaborate approach to IT strategy
Lack of Knowledge Transfer/ Documentation	• **Documentation does not exist** for processes and procedures in the majority of Reclamation • Without documentation of knowledge, processes and procedures, **Reclamation is incapable of successfully transferring knowledge to new FTEs and contractors** • (b) (7)(F)	• Requiring Contractors and FTEs to develop desk guides and document processes will **enable comprehensive knowledge transfer and smooth transitions from Contractor to Contractor and when onboarding newly hired FTEs** • **Developing repositories for documented information, a best-in-class practice,** for organizations who are large or geographically dispersed, creates consistency in communication and operations

Current State SWOT Analysis
Weaknesses (continued)

Weakness	Description & Impact	How can we mitigate our weaknesses?
Inconsistent Customer Satisfaction Metrics	• Only one of the **Regions formally tracks customer satisfaction ratings** despite it being a benchmark best practice utilized across all industries to identify strengths and challenges • **Mid-Pacific tracks customer satisfaction with surveys**, which could potentially be used across the Bureau	• Conducting a customer satisfaction survey will enable the Denver and the Regions to initially **define a benchmark for customer satisfaction and identify areas of improvement** • Continually utilizing metrics to measure customer satisfaction will provide the **ability to track progress towards initiatives to improve customer service**
Region-based Budgeting	• Budgets are Region-specific, **inhibiting the ability to share resources or expertise** • IRO's current efforts to oversee and manage budgets are being conducted by requesting previous expenditures from each Region, which may result in inaccuracy • Regions currently execute training dollars where they see fit, which results **in varying levels of FTE IT skillsets among the Regions**	• Identifying opportunities to consolidate a greater percentage of each Region's budget could potentially lead to **the ability to move forward with more Bureau-wide initiatives rather than Region-specific IT initiatives** • Through a more centralized approach to budgeting, the CIO will have a direct line of sight into IT spend and will ultimately be provided the opportunity to more easily adhere to FITARA mandates
Lack of Standard 2210 PDs	• **2210 Information Technology Management Series Position Descriptions vary** across the Regions to specify specific roles and functions such as customer support and system administration • Although parenthetical descriptors are useful in describing specializations of 2210s, **unregulated and varying PDs within each parenthetical descriptor slows the hiring procedure** in an already challenging process because IT Managers must rewrite or sift through past PDs to identify one that is useful	• **Standardizing Position Descriptions** for specialized IT roles (e.g., GS-2210) could lead to **increased efficiency and ease of the talent acquisitions process** • **Standardizing Position Descriptions** for each IT role could lead **to increased efficiency and ease of the talent acquisitions process**
Lack of IT Strategy	• Currently Reclamation does not have an IT Strategy and therefore is **unable to envision a future state and associated goals** that would drive towards a better IT/IR department	• By creating and driving towards a Bureau-wide IT Strategy, Reclamation can **develop goals and metrics** that will drive workforce planning activities in order to develop a plan to empower its employees to **exceed current its current performance and service**
Negative Perception of IT	• Although **IT is critical in supporting the mission** of the Bureau, many see it as a **back-office function** and not an integral part to the Bureau's operations. Without the support and appreciation from its customers, Reclamation's IT department suffers from low morale	• Demonstrating the value of IT to its customers and counterparts in the Bureau through **improved customer service and offerings** will help to **evolve the perception of IT as a non-critical function**

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Current State SWOT Analysis
Threats

Threat	Description & Impact	How can we address our threats?
Departmental Hiring Controls	• In April 2011 the Department of the Interior **implemented hiring controls for critical IT series** (i.e., 2210, 1550, 0856, 0854, 0392, 0391, and 0390) because of the possibility that the Department was overstaffed. Hiring controls restrict the ability to hire into these series without receiving Waiver approval • **90% of Reclamation's IT workforce** falls into the series impacted by hiring controls, resulting in an **extremely high number of vacancies and skill gaps**	• Proactively addressing hiring controls by **developing a new hiring plan** for the Bureau will **set Reclamation apart from the other DOI Bureaus** and enable it to fill the longstanding vacancies that are the result of the failure of IT Transformation
Lack of Relationship with HR	• IRO's disconnect with HR **inhibits its ability to utilize HR metrics to analyze the workforce** and **decreases efficiency in the hiring process** • **HROs lack of cooperation with IRO and their inability to provide talent management metrics**, such as time-to-fill and turnover rates, inhibits the complete development of Bureau-wide workforce planning tools and proactivity towards workforce trends	• Prioritizing a relationship with HR **and demonstrating the need to use talent management metrics** that they **track and record will enable Reclamation to track its workforce and predict for the future** • Utilizing a contractor to **develop tracking tools to record talent management metrics such as turnover rates and time-to-fill** will enable Reclamation to develop a complete and comprehensive workforce tool to **proactively plan for the future**
Information Technology Job Market	• The information technology job market is **highly competitive** and especially challenging for government organizations that **do not offer salaries that can compete with private sector companies** • **Reclamation struggles to compete with other organizations for highly skilled IT talent**	• Assessing Direct Hire Authority **opportunities to hire young and highly-skilled talent** and pursuing **recent graduates with STEM backgrounds** similarly to USGS will lead Reclamation to **find innovative ways to attract talent into the Bureau**

Bureau-wide Current State SWOT Analysis
Strengths

Strength	Description & Impact	How can we use our strengths?
Centers of Expertise	• Although the Bureau does not formally utilize Centers of Expertise (COEs), a few of the Regions are providing expertise and services to other Regions • The Bureau currently has 4 **Regions demonstrating the ability to provide specific IT functions across the Bureau**: PN specializes in SharePoint and Networking, MP specializes in App Development, LC specializes in VoIP and Denver in Acquisitions and Security guidance	• Developing and formalizing Regions as official COEs provides **an opportunity to share resources and expertise, which results in better customer service and cost savings** • Assigning clear leaders for each technical specialty enables the ADIR to have a more **transparent and direct line of authority and oversight**
Cross-Regional Technical Teams	• Technical Teams provide an opportunity for Denver to **manage cross-Regional teams to address Bureau-wide initiatives**, but are currently not prioritized or utilized • Although some of the Regions have expressed the value that the Technical Teams could potentially provide to the Bureau, they feel that the teams are **not currently delivering services or value** due to insufficient management and vacancies	• Defining accountable leadership, clear member roles and responsibilities of the Technical Teams upon determination of criticality **will drive the Teams' ability to progress and improve IT service delivery** • Assigning each Technical Team responsibility **for identifying new trends and technology** within their specialization will drive innovation and the ability to proactively identify and address upcoming external challenges
IRMC	• Regional IT Managers and Denver representatives are scheduled to **meet to discuss and address Bureau-wide initiatives, challenges and successes** • Although IRMC meetings occur, **IRMC member participation is moderate**, discussion is not documented and **time is not utilized effectively to drive Bureau-wide IT strategy**	• Redefining the role of IRMC to include a **more central role in determining IT strategy** will support Reclamation's transition to a proactive organization representative of all Regions • Requiring IRMC meeting minutes be taken, distributed and managed in an accessible repository should **enable the ability to track strategies and outcomes** • IRMC meetings can also be utilized to prioritize **support of Technical Teams and provide guidance by determining goals, timelines and milestones**

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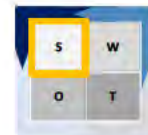
Current State SWOT Analysis
Strengths (continued)

Strength	Description & Impact	How can we use our strengths?
Bureau-wide Communication from ADIR	• Reclamation's ADIR facilitated conversations with the Regions utilizing a 'Case for Change' strategy to **identify tensions and voice initial goals for FITARA compliance** • Benchmark organizations **highlight the need to communicate effectively with key stakeholders** to demonstrate the benefits of change	• **Continuing communication on rationale, quick wins and milestones** in all IT strategies will better equip Regions for future changes and reduce tension • Providing the Regions **the opportunity to voice differing perspectives** on what will make Reclamation most successful in complying with FITARA and reaching high customer satisfaction will encourage cooperation and collaboration
Strong Security Guidance and Compliance	• New management of the **Risk Management Services Group** has improved the quality of Security services across the Bureau • Regions reported **Security as the most impactful services provided by IRO,** which may be due to **newly acquired strong talent** from the Regions to support Security activities	• Continuing strong compliance and **proactively planning for future security needs** will prepare the Bureau to fulfill Security requirements within FITARA

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Current State SWOT Analysis
Opportunities

Opportunity	Description & Impact	How can we seize opportunities?
FITARA: *Organization & Workforce*	• FITARA requires **IT Workforce planning activities** to include developing **a set of competency requirements** and maintaining a planning process to **anticipate change**, maintaining the workforce, and **recruiting/retaining strong talent.** CIO's are expected to oversee these activities, providing the opportunity to enforce authority • The CIO must **also collaborate with the rest of the Bureau and the Department** by reporting to the agency head to drive towards a common goal, approving all new Bureau CIOs, and playing a role in the ongoing bureau performance evaluation	• Proactively pursuing compliance with FITARA standards will drive more control up to the CIO/ADIR in order to **empower her to have direct line of oversight, plan for the future, enforce governance, and collaborate with key stakeholders**
FITARA: Budget Formulation	• FITARA mandates that all **IT resource decisions and plans be visible to both the CIO and in budget materials**, enabling the CIO to have direct lines of oversight and authority • Under FITARA, the CIO will also **review and approve major the IT investment portion of budget requests**, providing an opportunity to enforce leadership and authority over the Bureau	• Empowered to oversee use of all IT resource decisions and plans throughout the Bureau and in each of the Regions, the CIO will be able to collaborate to **plan budget allocations to best serve the Bureau as a whole rather than allowing the IT budget to be used on a Regional basis**
FITARA: Budget Execution	• Under FITARA the CIO should **define agency-wide policy for the level of detail of planned expenditure** reporting for all transactions and **define the processes and policies** to ensure that the CIO certifies that IT resources are adequately implemented incrementally • The CIO is also tasked with **establishing and maintaining a process to regularly engage with program managers** to evaluate the use of IT resources	• Defining agency-wide requirements for reporting and defining processes and procedures concerning resources **drives authority** to the CIO and **provides the opportunity to oversee and eliminate duplicative or unnecessary spending** while also maintaining a comprehensive Bureau-wide set of initiatives rather than individual Regional-level initiatives
FITARA: *Acquisitions*	• FITARA requires the CIO to review all cost estimates of IT related costs and ensure all acquisition strategies and plan apply **adequate incremental development principles** • The CIO must also **review and approve all acquisition strategy and acquisition plans**	• With the power to review and approve all acquisition plans and strategy, the CIO can lead the Bureau to **make purchases more at the Bureau-level rather than at the Regional-level**

Current State SWOT Analysis
Opportunities (continued)

Opportunity	Description & Impact	How can we seize opportunities?
Gaps Left with IT Transformation Shortfalls	• Enacted in June 2011, the IT Transformation Strategic Plan **sought to address the inconsistent alignment** between IT and the Department's mission or needs of its customers but was **largely unsuccessful in bringing about positive change** • The Department was left with **hiring controls and an inability to deliver critical responsibilities to its IT customers**, which is an **opportunity for Reclamation to lead the charge in finding solutions to longstanding challenges**	• Addressing elements of IT Transformation, such as hiring controls by **developing a new hiring plan** for the Bureau, will **set Reclamation apart from the other DOI Bureaus** and demonstrate its ability to be proactive and forward-thinking
OMB Standardization of Acquisitions	• OMB has enacted an order to **streamline acquisitions of laptops and desktops to allow for purchases to only be made on 3 specific contracts**, which will lead to regulated laptop and desktop purchasing • In the future, software acquisitions will be regulated similarly	• Complying with OMB standardization of acquisitions will **allow the ADIR to have more oversight** • In addition, with greater standardization of the use of laptops and desktops, **Reclamation can close the gaps between regions and provide more ability to regulate security**
Departmental Initiatives: 21st Century Workforce	• The Department is striving to build **a 21st Century Workforce** that proactively hires and retains highly skilled talent to deliver on its mission, and this provides an **opportunity for Reclamation to utilize Departmental frameworks to drive internal initiatives for a 21st Century Workforce** • The Departmental goals include **special hiring authorities**, leveraging workplace flexibilities to **attract and retain a highly skilled and diverse workforce**, developing awareness education and organizational understanding on recruitment and retention practices, **improving leadership accountability** by obtaining certification of the Senior Leader / Scientific or Professional (SL/ST) system, **and implementing common sense tools and training** such as automated tools for performance management forms	• Aligning Reclamation's IT goals and missions with those of the Department will not only drive its workforce **to deliver on its mission and be more proactively planned**, but it will also ensure that **the Bureau and the Department are driving towards a common mission**

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Opportunity	Description & Impact	How can we seize opportunities?
Departmental Initiative: 21st Century Information Technology	• In the 2016/2017 Annual Performance Plan, the Department acknowledges the important of IT in delivering its mission, and **aims to enact FITARA to expand the Department's CIO's accountability and authority** • The Department also highlights movement forward with **cybersecurity initiatives and data center consolidation** to ensure reliability and security	• Aligning Reclamation's IT goals with the Department **and utilizing Departmental documentation to enforce change** across the Bureau will empower it to be more **proactive in complying with FITARA**

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Introduction
Current State Regional Workforce Profiles

Strategic Assessment of Reclamation

Team Kaiser conducted a current state assessment of each of the Bureau of Reclamation's Regional Offices' IT Workforces, utilizing IT Workforce staffing data, Talent Management metrics, and investigative interviews. Each Regional Deep Dive assessment yields Regional IT Workforce Profiles that will collectively inform a Bureau-wide Gap Analysis, Future State Analysis, and the development of an IT Workforce Plan.

Bureau-Wide Findings

This assessment identified several key findings, representing opportunities for Reclamation to develop its IT Workforce to increase organizational efficiencies and the ability to provide quality service to their customers. The Reclamation Key Findings below are informed by analysis of each of the Region's IT workforces.

REGIONAL DATA INPUTS

Informational Interviews
- Strengths
- Challenges
- Justification of Regional Structure
- Bureau-Wide Perspective

FPPS Data
- Org Codes
- Grade/Series
- Retirement Eligibility
- Tenure

Organizational Charts
- Vacancies
- FTE and Contractor Usage
- Reporting Structure
- Functional Statements and Missions

Position Descriptions
- Title
- Series/Grade
- Role & Responsibilities

Bureau-Wide Takeaways

1. **Reclamation's decentralized structure creates unclear lines of accountability, poor Bureau-wide communication and independent operations in each of the Regions leading to cost and process inefficiencies**

2. **Regions struggle to recruit and retain talent due to unattractive remote locations, the 'hiring freeze' and losing FTEs to other groups within DOI**

3. **Reclamation's current lack of resources has resulted in critical vacancies and skillset gaps**

4. **Some of Reclamation's Regions developed specialized skillsets, emerging as Centers of Expertise for cross-Regional support**

5. **Lack of knowledge and process documentation has magnified the negative impact of Reclamation's high attrition rates due to the inability to conduct successful knowledge transfer**

Regional Takeaways

Although some successes and challenges are felt across the Bureau, each Region has unique perspectives, strengths, and pain points

Denver
- Denver struggles to support the Regional offices due to lack of resources, training, and documentation of its policies and procedures
- Denver is more heavily reliant on Contractors than any other Region

Mid-Pacific
- MP utilizes a customer survey and consistently achieves high customer service ratings
- MP avoids Contractor utilization due to negative experiences in which Contractors were building critical systems and lacked accountability

Washington Office
- WO has a customer-centric approach to its operations and most of their workload is customer support
- WO is considering adding an FTE position to its IT workforce to increase stability and to hold knowledge in-house

Lower Colorado
- LC employs the Information Technology Infrastructure Library (ITIL) philosophy to set realistic expectations for IT service delivery and accountability
- LC has independently taken on VoIP, Security requirements and VTC by dedicating FTEs to achieving Regional communications goals

Great Plains
- GP strives for two backup roles per position, either utilizing a FTE or leveraging support from the other Regions
- GP indicated a loss of trust with their customers based on acquisition inefficiencies and lack of clear knowledge documentation

Pacific Northwest
- PN focuses resourcing and uses 2 contractors to reinforce its SharePoint capabilities and position itself as SharePoint COE
- PN is challenged with FTE retention in remote Area Offices with undesirable locations, yet does not utilize many Contractors to fill vacancies

Upper Colorado
- UC partners with other Regions to resolve functional vacancies, such as those in SCCM and SharePoint, Networking and VoIP
- Communication with Area Offices in UC occurs via a matrixed approach: directly with IT FTEs & monthly calls with Admin. Officers

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I. **Denver**
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Denver Office

Denver Office Introduction

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Denver Office
Current State Summary

I. **Denver**
II. **Pacific Northwest**
III. **Lower Colorado**
IV. **Great Plains**
V. **Upper Colorado**
VI. **Mid-Pacific**
VII. **Washington Office**

Denver Office Current State Summary

Leadership

Associate Director, Information Resources*

Program Manager**

Performance Enablers

- **Risk Management Services Group** is successfully and **proactively addressing security compliance**

- **Acquisitions** for hardware of high cost are **effectively processed** in the Denver office

- **Information Resources Planning and Compliance Division** provides **adequate support and service to the Bureau**

Key Characteristics

# of FTEs
55 FTEs

# of Vacancies
24 Vacancies

FTE: Contractor Ratio

59%
41%

- FTEs
- Contractors
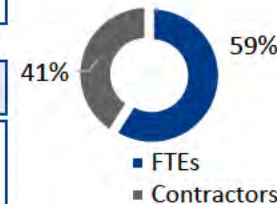
The Denver Office is more heavily reliant on contractors than any other region in the Bureau and any of the benchmarked organizations

Workforce Strategy

- The Information Resources Office is structured so that **it can ensure IT is acquired and managed for Reclamation** in accordance with government-wide and Departmental IT Transformation objectives

- IRO **conducts and manages IRMC meetings to coordinate the Regional** offices and initiatives

- The Denver office has become **heavily reliant on a contractor workforce** in certain areas that do not require FTEs, such as the Infrastructure Operations Services Group

Challenges

- Knowledge transfer is impeded by **lack of documentation of processes**

- The Regions find that the **Operations division is not fulfilling their responsibility** to support the entire Bureau

- **Contractor positions have a high turnover rate**, which means there is a low rate of return for onboarding these individuals

- Management of the **technical teams is not prioritized**

Average Tenure

Grade Breakdown (Years)						Series Breakdown (Years)					
4	30	18	14	13	16	28	26	31	15	8	17	15
9	10	11	12	13	14	15	306	340	343	391	856	2210
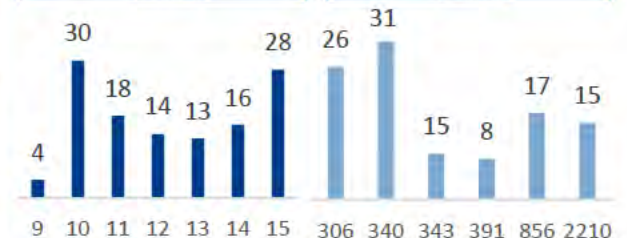
Note: All data as of 01/21/16
*Associate Chief Information Officer as of 01/18/16
**Deputy Associate Director, Information Resources as of 01/27/16

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Denver Office
Information Resources Office (IRO) - Office Functions

I.   Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V.   Upper Colorado
VI. Mid-Pacific
VII. Washington Office

The Information Resources Office (IRO) of the Bureau of Reclamation (Reclamation), headquartered in Denver, ensures IT is acquired and managed for Reclamation.

Information
Resources Office
Associate Director,
Information Resources*

Information
Resources Services
Division

Information
Resources Planning
and Compliance
Division

The core responsibilities of IRO are as follows:

- Ensure IT is acquired and managed for Reclamation in accordance with the Clinger-Cohen Act, OMB guidance and Departmental IT Transformation objectives
- Participate fully in the Department's IT Transformation initiative to consolidate and centralize the information technology infrastructure and compliance functions across the Department, with active involvement on a number of operational and governance working groups

The Information Resources Office is comprised of two divisions:

- The Information Resources Services Division (IRSD)
- The Information Resource Planning and Compliance Division (IRPCD)

Associate Director Authority

Currently the the ADIR is **unable to enforce authority and lacks visibility** into the Information Resources and Information Technology organizations in the Bureau. Implementing initiatives to comply with FITARA will enable the Associate Chief Information Officer to enforce authority and accountability.

Denver Office
Information Resources Office (IRO) - Office Functions

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

The Information Resources Office (IRO) of the Bureau of Reclamation (Reclamation), headquartered in Denver, ensures IT is acquired and managed for Reclamation.

Mission & Operations Support

Power Resources Office	Water Management Group
Instrumentation and Inspection	Seismology, Geomorphology & Geophysics
Hydropower Diagnostics and SCADA	Manager, Finance and Accounting Division

8 FTEs provide IT support in Mission and Operational support areas:

- These FTEs provide operational support across the Power Resources Office, Water Management Group, Instrumentation and Inspection Group, Seismology, Geomorphology and Geophysics Group, Hydropower Diagnostics and SCADA group and Manager, Finance and Accounting Division
- While these FTEs were identified as providing some IT services, they are unrecognized by the IT/IR organization based on the data discovery phase and do not formally report to leadership in IRO

Mission & Operational Support

GS LEVEL	# of FTEs	SERIES CODE
10	1	0856
11	2	0856, 2210
13	4	2210
14	1	2210

Understanding of the Workforce

The IT support provided to mission-critical functions within the Bureau was discovered within the FPPS data from OHR but was not discussed in any stakeholder interviews or in the batch of PDs provided to the Kaiser team initially. While this disconnect may be due to differences in the nature of the work, they still support IT functions and should be recognized by IRO as members of the IT workforce

Denver Office
Information Resources Services Division (IRSD) - Division Functions

➢ I. **Denver**
II. **Pacific Northwest**
III. **Lower Colorado**
IV. **Great Plains**
V. **Upper Colorado**
VI. **Mid-Pacific**
VII. **Washington Office**

IRSD develops, executes, and manages Reclamation-wide Information Technology (IT) infrastructure, systems, application development, data communications, and enterprise services desk.

Information Resources Office
Associate Director of Information Resources

Information Resources Services Division

Information Resources Planning and Compliance Division

IRSD is comprised of the following Groups:

- **Infrastructure Operations Group** – Manages system and database administration, telecommunications, and web services
- **Application Services Group** – Responsible for software application and database development and maintenance, and providing IT project management services
- **Reclamation Enterprise Support Service Group** – Provides customer IT support through the Reclamation Enterprise Service Center (RESC), oversees the Bureau mobile device program, and performs printing and duplicating services for the Denver Office

Information Resources Services Division (IRSD)

GS LEVEL	# of FTEs	SERIES CODE
11	2	2210 (2)
12	6	2210 (5), 391 (1)
13	13	2210 (13)
14	3	2210 (3)
15	1	2210 (1)
Total	25*	

Misalignment of Group Functions and Responsibilities

There is a misalignment between the functional statements and the roles and responsibilities of managers who are providing oversight to their respective groups or divisions:

- *The **Information Resources Services Division** Manager PD does not directly align with the functions and roles that report up to them. Rather, it focuses more on budgeting and the computer center than management of Reclamation-wide Operations needs.*
- *The **Application Services Group** Manager PD describes management of the entire IRSD Division rather than specific functions associated with Applications Services.*

Denver Office
Information Resources Services Division (IRSD) - Organization Chart

Information Resources Services Division
Series 2210 (1)

Secretary
Series 318 (1)

Solutions Architect
Vacant (1)
Service Management
Contractors (2)

Infrastructure Operations Services
Series 2210 (1)

Applications Services Group
Series 2210 (1)

Reclamation Enterprise Support Services Group
Series 2210 (1)

Data Center/Facilities/PM
Series 2210 (1)
Vacancies (1)
Middle Tier/Web Services
Series 2210 (1)
Vacancies (1)
System Administration
Series 2210 (4)
Vacancies (1)
Database Administration
Series 2210 (1)
Telecommunications
Series 2210 (2)
Series 391 (1)
Vacancies (1)
Contractor Support
Contractors (15, 1 Vacancy)

Application Development and Maintenance
Series 2210 (3.5)
Vacancies (1)
Project/Application Management
Series 2210 (3.5)
Vacancies (2)
Database Development and Maintenance
Contractors (2)
Contractors Support
Contractors (6)

Project and Service Management
Vacancies (1)
RESS Tier 1 Services
Series 343 (1)
Contractors (5)
RESS Tier 2 Services
Series 2210 (1)
Contractors (3)
DO Telecomm Customer Support
Series 2210 (1)
Contractors (2)
Mobile Device Admin
Series 301 (1)
Series 343 (2)
Contractors (2)
Infrastructure Security
Series 2210 (2)
Contractors (2)
Business Application Support
Series 2210 (1)
Contractors (4)

Printing and Duplicating Team
Series 1654 (1)
Printing Specialists
Series 1654 (1)
Unknown (1)
Contractor Support
Contractors (4)

LEGEND
- Out of date PD
- Vacancy
- Unknown PD

Redundancies
- Functional redundancies occur in the **Infrastructure Operations Services Group** in responsibilities concerning Web Services infrastructure and Windows infrastructure
- Two positions in the **Applications Services Group** are identical

Current Org Structure

Vacancies
- **2** – IRSD
- **5** – Infrastructure Operations
- **3** – Applications Services
- **1** – Reclamation Enterprise Support

Out of Date PDs
- **2** – Infrastructure Operations
- **3** – Applications Services
- **2** – Reclamation Enterprise Support

Denver Office
Information Resources Services Division (IRSD) - Current State Analysis

Total Vacancies
29% of All IT Roles are Vacant*

- There are a total of 11 vacancies in this Division
- Project & Service Management has been vacant since Preston's promotion to Manager, resulting in his **fulfilling dual responsibilities**
- **4 vacancies currently exist for Lead Operational roles**: Lead Oracle Database Admin, Lead Client Configuration, Lead Windows Platform Admin and Lead Video Teleconferencing
  - High attrition rates are amplified by a loss of institutional knowledge by those who neglect to document processes

Out of Date PDs
47.6% Out of Date

- Out of date Position Descriptions include the following:
  - Supervisor IT Specialist, GS-2210-14
  - IT Project Manager, GS-2210-12/13
  - IT Specialist, GS-2210-12
  - IT Project Manager, GS-2210-13
  - IT Specialist (SYSADMIN/INFOSEC), GS-2210-12
  - IT Specialist (NETRSV), GS-2210-12
  - IT Specialist (Network), GS-2210-11
  - Printing Services Specialist, GS-1654-13
  - Printing Officer Supervisor, GS-1654-13
  - IT Specialist, GS-2210-13
  - Supervisory IT Specialist, GS-2210-14

Redundant Positions
3 Redundant Functional Areas

- **3 ITSD positions** are regarded as the **authority on Web Services**
  - 1 of these positions is not displayed as a FTE on the Org Chart
- **3 FTEs in ITSD support Windows infrastructure**, with 1 focusing specifically on the Denver and Washington offices
- **2 FTEs in Application Dev/Maint** have the **same position descriptions**

Contractor Utilization
58% Contractors**

- **Operations Services** has 20 contractors to provide Tier 3 support (13), provide Urgent & Compelling Infrastructure support (6), and act as a Release Engineer (1). Contractor positions in this group are allotted a **budget of $3.719m**
- **Application Services Group** utilizes 18 contractors for Applications Development DBA Maintenance (3), a Technical Writer (1), Enterprise Application Development and Maintenance (1), Application Tester (1), Cyber Sprint Application Development (6), Consolidated Apps Maintenance & Support (5), and IMATS (1). Contractor positions in this group are allotted **a budget of $3.556m**
- **Reclamation Enterprise Support Services Group** utilizes 18 Contractors that provide RESC and Sharepoint Development support. This group is allotted **a budget of $1.9m**

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*Includes Contractor roles
**# of contractors in "BOR IT Contractor Staff Data Call" Excel/ (FTEs in org chart + # of contractors in Excel)
*Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
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Denver Office
Information Resources Planning and Compliance Division (IRPCD) - Division Functions

I. **Denver**
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

The IRPCD ensures Bureau-wide compliance with Federal and Departmental IT guidance, develops Bureau IT directives, provides IT Capital Planning and oversees the Bureau IT security, radio and information management programs.

Information Resources Office
Associate Director of Information Resources

Information Resources Services Division

Information Resources Planning and Compliance Division

Information Resources Planning and Compliance (IRPCD)

GS LEVEL	# of FTEs	SERIES CODE
9	1	0343 (1)
11	2	0343 (2)
12	5	2210 (3), 0343 (2)
13	10	2210 (8), 0391 (1), 0306 (1)
14	3	2210 (1), 0391 (1), 0340 (1)
15	1	2210 (1)
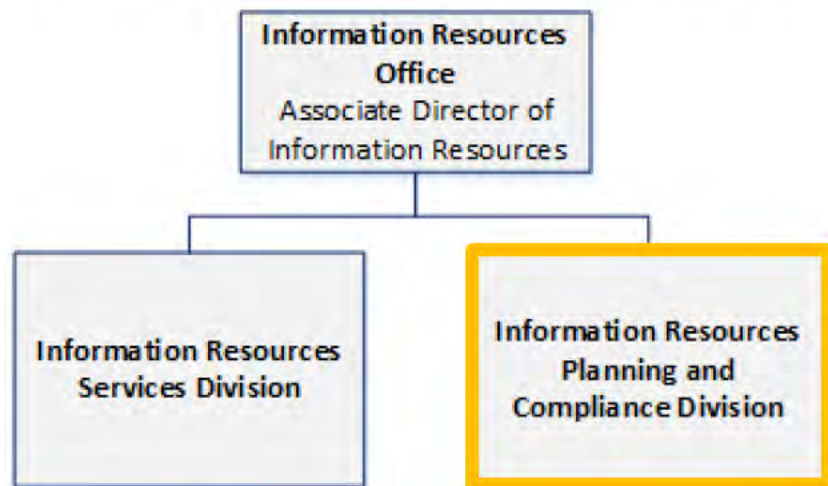
IRPCD is comprised of the following Groups:

– **IT Security Group** – Responsible for IT Security Program policy, system accreditation, Industrial Control System security, continuous diagnostics and mitigation, FISMA compliance and program support, security guidance, incident reporting, internal control reviews, and compliance oversight, assessments and audit support.

– **Information Management Group** – Develops Reclamation-wide guidance, provides operational support, and oversees compliance in the areas of Freedom of Information Act (FOIA), Privacy Act, records management, drawings management, data management, correspondence, and library operations.

Gaps in Group Functions

- *Although there is an **Enterprise Architect** position within this division, their responsibilities are not included in the functional statement. This is problematic as this is one of the ways in which Denver can provide alignment and support to the Regions.*

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Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: All data as of 01/21/16

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Denver Office
Information Resources Planning and Compliance Division (IRPCD) – Organization Chart

I. **Denver**
II. **Pacific Northwest**
III. **Lower Colorado**
IV. **Great Plains**
V. **Upper Colorado**
VI. **Mid-Pacific**
VII. **Washington Office**

Information Resources Planning and Compliance Division
Series 2210 (1)

Internal Controls
Vacancies (1)
Portfolio Services Capital Planning
Series 2210 (1)
Vacancy (1)
Spend Plans
Series 2210 (1)
Radio/Telecommunications
Series 391 (2)
Enterprise Architect
Vacancy (1)
Enterprise Project Management
Series 2210 (1)
Contractors Support
Contractors (1)

Risk Management Services Group
Series 2210 (1)

ICS Team
Series 2210 (1)
Vacancies (1)
Contractors (2 Vacancies)
CDM Team
Series 2210 (1)
Vacancies (2)
Contractors (2 Vacancies)
FISMA Compliance and Program Support Team
Series 2210 (1)
Vacancies (1)
Contractor Supports
Contractors (1 Vacancy)

Information Management Group
Manager and Records
Series 340 (1)

Engineering Drawings
Series 343 (2)
Records (6 FTEs)
Series 2210 (2)
Series 343 (2)
Vacancies (2)
508 Coordinator
Vacancies (1)
FOIA/Privacy
Unknown (1)
Data Resource Manager
Series 2210 (1)

Library Services Team
Survey Tech Info Spec
Series 1412 (1)
Technical Information Spec
Series 1412 (2)
Contractor Support
Contractors (2)

Redundancies

- Functional redundancies occur in the **Risks Management Service Group** in responsibilities concerning FISMA Compliance and Program Support

Current Org Structure

Vacancies

- 5 – Risk Management
- 3 – Information Management
- 3 – Other*

Out of Date PDs**

- 1– Risk Management
- 1– Information Management

LEGEND
Out of date PD
Vacancy
Unknown PD

* not part of a group, just under IRPCD as a whole
** PDs written prior to 2010 are considered Out of Date
Note: All data as of 01/21/16

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Denver Office
Information Resources Planning and Compliance Division (IRPCD) - Current State Analysis

➢ I. **Denver**
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Total Vacancies
33% of All IT Roles are Vacant*

- There are 11 vacancies in this division
- With 9 vacancies, **the Risk Management Services Group is lacking critical security competencies** that are crucial to maintain security standards
- Jesse Caro is listed in the org chart under the Records Management Group is described as the Enterprise Architect in his PD, which falls under the higher umbrella of the IRPCD.
- Without an Enterprise Architect, there is an **absence of management of an overarching structure** for the Regional Systems to work within

Out of Date PDs
27.3% Out of Date

- Out of date Position Descriptions include the following:
  - Management Analyst, GS-0343-12/06
  - Telecommunications Manager, GS-0391-14
  - Supervisory Technician Information Specialist, GS-1412-12
  - IT Project Manager, GS-2210-12/13
  - IT Specialist (DATAMGMT), GS-2210-13
  - IT Project Manager (Plcypln/Entarch), GS-2210-11/12

Redundant Positions
2 Redundant Functional Areas

- The 2210 Occupational Series and the vacant position within **the FISMA Compliance and Program Support Team** have identical roles and responsibilities
- The Manager of the Risk Management Services Group and the CDM Lead are both designated as the **Primary Lead on IT Security Training** in their position descriptions

Contractor Utilization
28% Contractors**

- There are a total of 6 contractors in IRPCD
- All **5 contractor positions in the Risk Management Services are currently vacant**, have a contract cost of **$1.1 million**, and are paid per labor hour
  - Contractors are responsible for providing senior level cybersecurity services for the sustainment and/or execution of the requirements listed in the scope of work.
- High turnover rates of contractors in the IT department leads to **lack of continuity** in the service IRO is able to provide to the Bureau, which is impacted by IRO's lack of ability to conduct successful knowledge transfer without documentation of policies and procedures
- With **72% of the workforce being FTEs**, this division is close to its ideal goal of 75% FTEs

*Includes Contractor roles
**# of contractors in "BOR IT Contractor Staff Data Call" Excel/ (FTEs in org chart + # of contractors in Excel)
*Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Denver Office
Retirement Eligibility by Grade and Series

OCC SERIES	GS	Eligible	0-5 Years	5-10 Years	10-15 Years	15+ Years
0306 Government Information Series	13	1	-	-	-	-
0340 Program Management Series	14	-	1	-	-	-
0343 Management and program Analysis Series	9	-	-	1	-	-
	11	-	1	-	1	-
	12	-	-	2	-	-
	Total	**1**	**1**	**3**	**1**	**-**
0391 Telecommunications Series	12	-	-	-	1	-
	13	-	-	-	1	-
	14	1	-	-	-	-
	Total	**1**	**-**	**-**	**2**	**-**
0856 Electronics Technical Series	10	1	-	-	-	-
	11	-	-	-	-	1
	Total	**1**	**-**	**-**	**-**	**1**
2210 Information Technology Management Series	11	1	3	-	-	-
	12	3	1	1	1	4
	13	3	7	4	3	6
	14	-	1	-	-	2
	15	1	-	1	1	-
	Total	**8**	**12**	**6**	**5**	**12**
All Series	**All Levels**	**11**	**14**	**9**	**8**	**13**

As the Denver office is heavily reliant on higher-level employees, it is more challenging to create succession plans for employees to escalate to fulfill newly vacant roles

Risks

- FTEs who are currently eligible for retirement are high-level Grades (10-15), which presents a challenge when seeking replacement FTEs

- 25 FTEs will be eligible for retirement within the next 5 years; this is **45.45% of Denver's IT workforce**

Currently Eligible for Retirement

GS - OCC SERIES- GRADE / STEP	GS - OCC SERIES- GRADE / STEP
- 0306-13/03	- 2210-13/10
- 2210-11/10	- 2210-15/06
- 2210-12/09	- 0306-13/03
- 2210-12/10	- 0391-14/07
- 2210-13/05	- 0856-10/10
- 2210-13/07	

Upcoming Retirement Eligibility

GS - OCC SERIES- GRADE / STEP : ELIGIBILITY DATE

- 0340-3/04: 06/11/2016
- 0343-13/09: 08/03/2016
- 2210-13/09: 08/04/2016
- 2210-13/09: 01/21/2017
- 2210-11/08: 08/15/2017
- 2210-11/10: 05/31/2018
- 2210-11/10: 09/19/2018

- 2210-13/08: 09/27/2018
- 2210-14/09: 07/03/2019
- 2210-13/08: 05/04/2020
- 2210-12/10: 06/17/2020
- 2210-13/05: 07/09/2020
- 2210-13/10: 07/11/2020
- 2210-13/09: 07/31/2020

I. **Denver**
II. **Pacific Northwest**
III. **Lower Colorado**
IV. **Great Plains**
V. **Upper Colorado**
VI. **Mid-Pacific**
VII. **Washington Office**

Denver Office
Retirement Eligibility - Office Breakdown

Denver Office Organization Chart & Codes

Mission & Operations Support

- Power Resources Office 8651000
- Water Management Group 8668190
- Seismology, Geomorphology and Geophysics 8668330
- Instrumentation and Inspection 8668360
- Hydropower Diagnostics and SCADA 8668450
- Manager, Finance and Accounting Division 8427720

Individuals in mission support areas are not captured in the IT organization but perform IT functions

Information Resources Office
Associate Director of Information Resources

- Information Resources Services Division 8421100
  - Solutions Architect Service Management
  - Infrastructure Operations Services 8421110
  - Applications Services Group 8421120
  - Reclamation Enterprise Support Services Group 8421130
  - Printing & Duplicating Team 8421131

- Information Resources Planning and Compliance Division 8421200
  - Capital Planning and Internal Controls
  - Information Management Group Manager and Records 8421210
    - Library Services Team 8421211
  - Risk Management Services Group 8421220

Risks

Office	Eligible	0-5 Years
Information Resources Services Division	1	-
Infrastructure Operations Services	2	1
Applications Services	2	3
Reclamation Enterprise Support Services	-	3
Printing & Duplicating	1	-
Information Resources Planning and Compliance	1	1
Information Management Group	-	3
Library Services	1	-
Risk Management Services	1	-
Financial Services	-	1
Power Resources Office	1	-
Water Management Group	1	-
Seismology, Geomorphology and Geophysics	1	-
Instrumentation and Inspection	-	1
Hydropower Diagnostics and SCADA	-	1
TOTAL	**11**	**14**

- The employees that are eligible for retirement, or will be eligible within the next 5 years, are **more heavily present in the Information Resources Services Division** rather than the Information Resources Planning and Compliance Division
- The highest prevalence of risk occurs in the **Applications Services Group**

I. Denver
II. **Pacific Northwest**
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Pacific Northwest
Current State Summary

Pacific Northwest Current State Summary

Leadership

Regional IT Officer
Supervisory IT Manager, GS-2210-14

Supervisory IT Program Manager
GS-2210-13

Performance Enablers

- PN is the informal **Center of Expertise for SharePoint services**
- PN collaborates with GP to increase its **strength in Networking**
- PN demonstrates a commitment to the delivery of **IT services Security** to its mission-oriented locations
- Recognizing the importance of information accessibility, PN is **trying to document standard operating procedures**

Key Characteristics

# of FTEs
42 FTEs

# of Vacancies
8 Vacancies

FTE: Contractor Ratio

95%
5%

- IT FTEs
- Contractors

- *PN currently utilizes **2 Contractors** for **SharePoint collaborative services***
- *PN **utilize additional Contractors** to mitigate geographical challenges with remote Area Offices in the event that it is necessary*

Workforce Strategy

- PN's IT Manager holds **Area Officer direct reports accountable for IT policy and service delivery to the remote offices**
  - This disaggregate authority structure is a result of remote geographic locations and limited staffing models
- Each office has tailored its IT staff roles and responsibilities to **meet their unique mission-oriented needs**
- PN utilizes Contractors to support its **SharePoint** service offerings

Challenges

- **Increasing attrition rates** challenge PN's ability to document and share knowledge
  - PN **reported being 25% below normal staffing levels**, requiring IT FTEs to fulfill roles beyond those outlined in PDs
  - **21% of Grand Coulee roles are vacant** due to location and SCADA needs
- IT Operations reportedly **do not invest enough in PN FTEs' soft & technical skills**
- **Average ramp-up for new hires is ~6 months**

Average Tenure

Grade Breakdown (Years)

Grade	Years
5	4
9	11
11	21
12	13
13	16
14	10

Series Breakdown (Years)

Series	Years
856	21
2210	14

I. Denver
➤ II. **Pacific Northwest**
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office
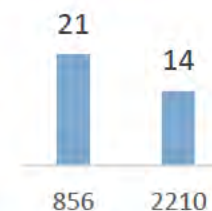
Pacific Northwest
Information Resources Management – Office Functions

The Office of the Regional Director for the Pacific Northwest Region is responsible for providing quality information technology direction and support to the PN Regional Office and its extended offices/facilities.

```
        ┌────────────────────────┐
        │ Information Resources  │
        │      Management        │
        └────────────────────────┘
     ┌─────────────┼─────────────┐
┌──────────┐  ┌──────────┐  ┌──────────────┐
│ Network  │  │   IT     │  │  Regional    │
│Operations│  │Operations│  │ IT Security  │
└──────────┘  └──────────┘  └──────────────┘
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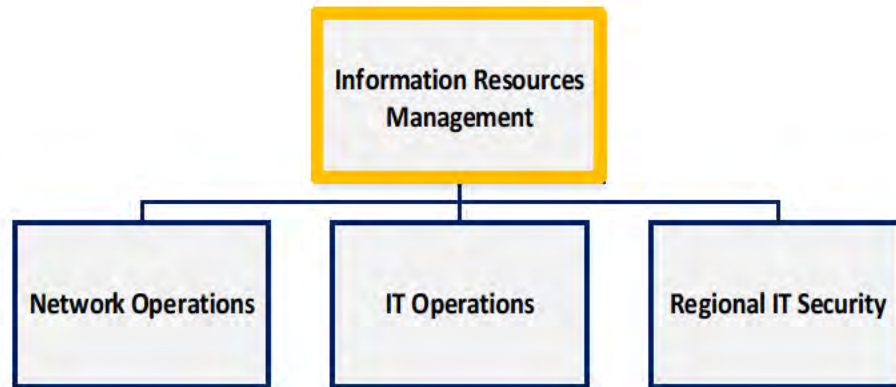
The core responsibilities of the Information Resources Management office is as follows:

- Interfaces with the business level to **identify customer needs in engineering to deliver power and water**, and tailor workflows to customize efforts accordingly
- Provide a span of control over the Regional and Area Offices that **supports individuals within IT roles**
- Provide **oversight, coordination and execution of all IT functions** Region-wide (including GIS, Hydromet, PN SCADA, etc.)
- **Develop plans, standards, and procedures directing all IT activities** throughout the PN Region
- Conduct **budgeting, planning, directing and coordination of PN Region IT activities**

Information Resources Management

GS LEVEL	# of FTEs	SERIES CODE
14	1	2210

Redundancies and Gaps in Group Functions

✓ *No major redundancies or gaps exist at the IRM leadership level due to the Program Manager of IT Operations directly supporting the IRM's IT Manager*

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*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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I. Denver
II. **Pacific Northwest**
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Pacific Northwest
Network Operations – Office Functions

The Network Operations division of the Pacific Northwest Region is responsible for designing, implementing and managing networked systems used for the transmission of information in voice, data, and/or video formats.

```
        Information Resources
            Management
    ┌───────────┼───────────┐
Network       IT          Regional
Operations    Operations  IT Security
```
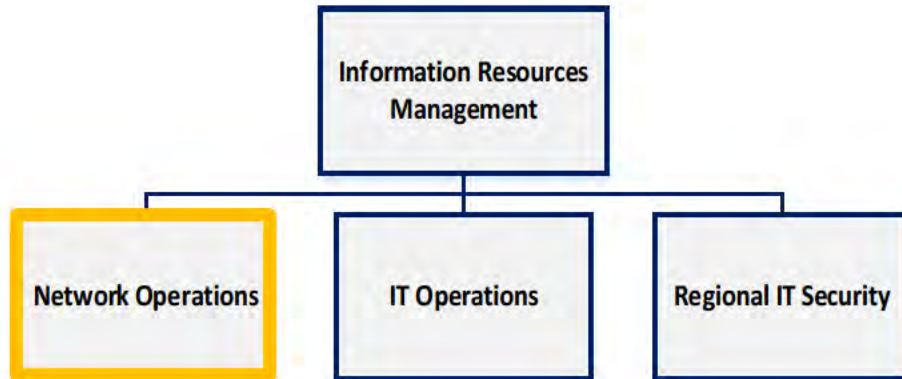
The core responsibilities of Network Operations is as follows:

- Execute actions required to **ensure the continuous availability of the organization's LAN**
- **Define and maintain network architecture and infrastructure** to meet network requirements
- Analyze and monitor **network workload, capacity and performance**
- **Diagnose and resolve network problems** as they arise within the Pacific Northwest Region
- **Develop network backup and recovery procedures** to address existing and potential issues
- Maintain **network operating systems software**
- Ensure **rigorous application of information security/information assurance** policies, principles and practices in the delivery of network services

Network Operations Office

GS LEVEL	# of FTEs	SERIES CODE
12	1	2210

Redundancies in Group Functions

Multiple FTEs within IT Operations support redundant Network functions (e.g., VTC, Voice, LAN, WAN); these replicate efforts may contribute to PN's strength in Network services and acknowledgement of expertise from MP, GP and UC.

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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I.   Denver
➢ II.   **Pacific Northwest**
III.   Lower Colorado
IV.   Great Plains
V.   Upper Colorado
VI.   Mid-Pacific
VII.   Washington Office

Pacific Northwest
IT Operations – Office Functions

The IT Operations offices of the Pacific Northwest Region is responsible for implementing policy and planning throughout the Pacific Northwest by managing IT operations.
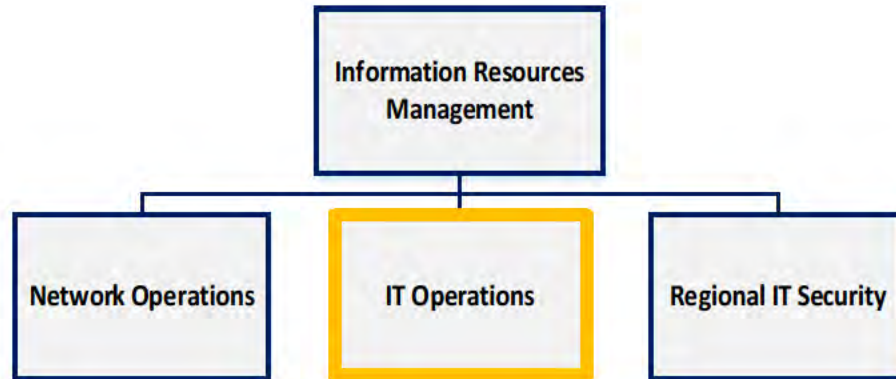
The core responsibilities of IT Operations is as follows:

- Develop and implement **IT Program plans, policies, standards and procedures** throughout the Pacific Northwest Region
- **Create budgets and plans for the IT Operations Group in support** of the Group's ability to provide services throughout the Region
- **Provide technical assistance** to the Region's IT Manager and Information Resources Management Group on Operations matters
- **Support Reclamation-wide distributed computer processing applications** and other standard Reclamation applications or software systems
- Maximize efficiency in IT processes and programs through **consistent assessments of advances in hardware and software**

Information Resources Management

- Network Operations
- IT Operations
- Regional IT Security

IT Operations Office

GS LEVEL	# of FTEs	SERIES CODE
13	1	2210
12	5	2210
11	3	2210
05	1	2210

Gaps in Group Functions

- *There is a gap in Customer Support functions for the IT Operations group in Storage, Systems Admin and VM activities*
- *An additional vacancy for an IT Specialist (Customer Support) focuses on Customer Support, VTC and Admin*

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

I. Denver
➢ II. **Pacific Northwest**
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Pacific Northwest
Regional IT Security – Office Functions

The Regional IT Security division of the Pacific Northwest Region is responsible for directing IT security of IT systems for the Pacific Northwest Region, including the Area and Power Offices.

```
          ┌─────────────────────────┐
          │  Information Resources  │
          │       Management        │
          └─────────────────────────┘
                      │
      ┌───────────────┼───────────────┐
┌──────────────┐ ┌──────────────┐ ┌──────────────────────┐
│   Network    │ │      IT      │ │  Regional IT Security │
│  Operations  │ │  Operations  │ │                      │
└──────────────┘ └──────────────┘ └──────────────────────┘
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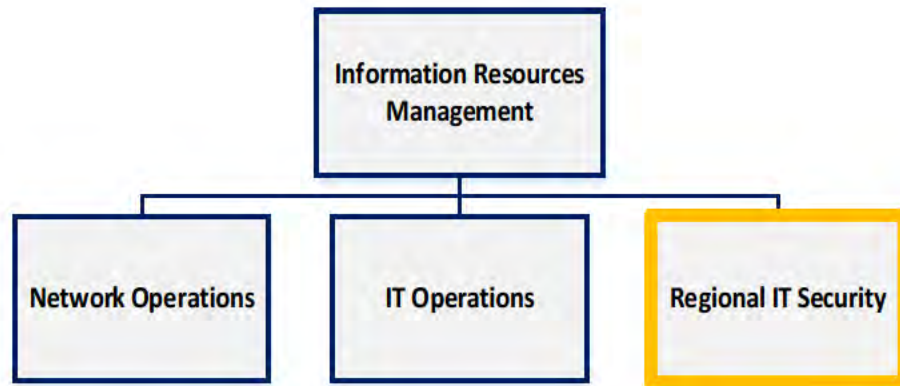
The core responsibilities of Regional IT Security is as follows:

- Oversee, implement, maintain and enhance the Pacific Northwest's IT security controls
- **Ensure information systems reliability and accessibility** and prevent and defend against unauthorized access to systems, networks and data
- **Conduct risk and vulnerability assessments** of planned and installed information systems
- Develop and uphold **systems security contingency plans and disaster recovery procedures**
- Ensure **implementation of appropriate systems security policies**
- Ensure **rigorous application of information security/information assurance** policies, principles and practices in the delivery of all IT services

Regional IT Security Office

GS LEVEL	# of FTEs	SERIES CODE
12	2	2210

Redundancies in Group Functions

Both the Regional IT Security and Network Operations groups are responsible for ensuring application of information security/assurance policies are applied in the delivery of Network Services, Customer Service, Data Management, etc.

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*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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Pacific Northwest
Organization Chart

Redundancies

- Functional redundancies occur in **Networking and Security functions** across the PN offices
- Multiple IT Specialists perform identical roles (GIS data management, Hydromet, Customer Support, Computer Systems)
- (b) (7)(F)

Current Org Structure

Vacancies

- 2 – IT Operations
- 8 – Grand Coulee
- 1 – Snake River

Out of Date PDs

- 0 – Formally Out of Date PDs**

Pacific Northwest is closely aligned to Lower Colorado's organizational structure based on the IT Manager's span of control and reliance on Area Office direct reports

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Org Chart boxes

Information Resources Management
Regional IT Officer
Series 2210 (1)

Snake River (East)
IT Operations
IT Specialist (SysAdmin)
Series 2210 (1)
IT Specialist (CustSpt)
Vacancies (2)

Snake River Area Office
Office of Area Manager
IT Specialist (Infosec)
Series 2210 – Vacancy (1)

Snake River (West)
IT Operations
IT Specialist
Series 2210 (1)
IT Specialist (SysAdmin)
Series 2210 (1)

IT Operations
Supv IT Program Mgr
Series 2210 (1)
Lead IT Specialist
Series 2210 (1)
IT Specialist (DataMart)
Series 2210 (1)
IT Specialist (Sys Admin)
Series 2210 (1)
IT Specialist (INET)
Series 2210 (1)
IT Specialist (Cust Sup)
Series 2210 (2)

Regional IT Security
IT Specialist (InfoSec)
Series 2210 (2)

Network Operations
IT Specialist
Series 2210 (1)

Budget*
IT Specialist (Data Mgt)
Series 2210 (1)

*Budget IT Specialist primarily reports to Budget Officer

Grand Coulee
GC Power Office
Operations Maintenance & Safety

Information Technology
Supervisory IT Specialist
Series 2210 (1)
IT Specialist (CustSup)
Series 2210 (3)
IT Specialist
Series 2210 (1)
Vacancy (1)

Computer Systems
Supervisory IT Specialist
Series 2210 (1)
IT Specialist (INFOSEC/APP)
Series 2210 (2)
Vacancy (5)
IT Specialist (SYS ANALYSIS)
Series 2210 (1)

NERC/WECC
IT Specialist (INFOSEC)
Series 2210 (2)

Software
IT Specialist (SYS ANALYSIS)
Series 2210 (1)
Vacancy (2)

LPP/PGP
IT Specialist (AS/CUST SPPRT)
Series 2210 (1)

Resource & Technical Services
Resource & Technical Services

Design
IT Specialist
Series 2210 (1)

Land Resources
IT Specialist
Series 2210 (3)

River & Reservoir Operations
IT Specialist
Series 2210 (2)
Electronics Technician
Series 0856 (1)

Columbia-Cascades Area Office
Office of Area Manager

Bend Field Office
Electronics Technician
Series 0856 (1)

Technical Projects
IT Specialist (Datamart)
Series 2210 (1)

Computer Services Group
Supervisory IT Specialist
Series 2210 (1)
IT Specialist
Series 2210 (2)

LEGEND
🚩 Out of date PD
🟢 Vacancy
🟡 Unknown PD

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*Contractor role and placement based on Primary Interviews
** None of the PN PDs indicated the date written

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Pacific Northwest
Current State Analysis

I.   Denver
II. **Pacific Northwest**
III. Lower Colorado
IV. Great Plains
V.   Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Total Vacancies
20% of All IT Roles are Vacant*

- **8 existing vacancies for GS-2210 roles in the Grand Coulee Office, demonstrates the Office's retention challenges due to its remote location**
  - 5 vacancies are IT Specialists (Infosec/AppsW) in SCADA Security
  - 2 vacancies are IT Specialists (Sys Analysis) in SCADA Analysis
  - 1 vacancy is an IT Specialist to perform System Administration Customer Support
- **Gregory Smith splits time evenly as GS-2210-05 between leading Help Desk activities and as System Administrator for a critical security system: Electronic Access Control and Surveillance System for SIP;** (b) (7)(F)
  - It is required for this system to be running online 24/7
- **The Resource & Technical Services Office does not have any IT supervisory positions and is only supported through IT Specialists**

Out of Date PDs
(%) Out of Date – Not Available

- Dates when PDs were written **were not** provided by this Region
- **Many PDs may need to be rewritten due to the disconnect between current organization chart, roles defined by the IT Manager and PDs provide by the IT Manager**
  - For example, (2) 2210 FTEs are described by the IT Manager as mainly Voice and VTC, but one PD focuses on data management and the other on broad customer support

Redundant Positions
7 Redundant Functional Areas

- **Multiple roles are accountable ensuring rigorous application of Info. Security and assurance** broadly or on in their area of specialty (e.g., all IT Services, Network, Customer Support)
- Multiple roles **outside of the Regional Office Network group conduct Network service activities** (e.g., Voice, VTC, Mobile Devices, LAN and WAN)
- Multiple IT Specialists within the same location have **identical responsibilities**:
  - 2 IT Specialists in the Resource & Technical Group for Hydromet management
  - 2 IT Specialists in the Resource & Technical Group for GIS Management
  - 2 IT Specialists in Grand Coulee for customer support
  - 3 IT Specialists in Grand Coulee for Computer Systems
  - 2 IT Specialists in Grand Coulee for NERC/WECC CIP
  - 2 IT Specialists in Columbia-Cascades for Computer System Analyst roles

Contractor Utilization
5% Contractors

- **There are 2 Contractors in Boise who are responsible for mission-critical SharePoint collaborative services**
  - The Contractors perform in the capacity of Business Analysis Consultant, Application Engineer, Training Content Developers and System Administrators
- **The total annual cost of the 2 Contractors is $262K and the bases are $361K and $260K, each with 1 additional option year**

KAISER ASSOCIATES

*Includes Contractor roles
*Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: All data as of 01/21/16

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I. Denver
➢ II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Pacific Northwest
Retirement Eligibility by Grade and Series Breakdown

Risks

- 17 IT FTEs will be eligible for retirement within the next 5 years; this is **40% of Pacific Northwest's current IT FTEs**

OCC SERIES	GS	Eligible	0-5 Years	5-10 Years	10-15 Years	15+ Years
0856 Computer Engineering Series	11	1	-	1	-	-
2210 Information Technology Management Series	5	-	-	-	-	2
	9	2	-	-	1	-
	11	2	1	1	2	1
	12	5	3	6	6	3
	13	-	2	1	1	-
	14	-	1	-	-	-
	Total	9	7	8	10	6
All Series	**All Levels**	10	7	9	10	6

Currently Eligible for Retirement

GS - OCC SERIES- GRADE / STEP	
2210-09/01	2210-12/10
2210-12/10	0856-11/10
2210-11/10	2210-09/05
2210-12/08	2210-12/08
2210-11/10	2210-12/05

Upcoming Retirement Eligibility

GS - OCC SERIES- GRADE / STEP : ELIGIBILITY DATE

- 2210-12/10: 04/28/2016
- 2210-12/07: 07/17/2016
- 2210-14/10: 3/23/2017
- 2210-11/09: 06/15/2017
- 2210-12/08: 07/08/2019
- 2210-13/08: 3/26/2020*

Reclamation may consider investing in middle management leadership skills and programs in anticipation of potential vacancies at the GS-11 to GS-13 levels within the PN Region

*IT Specialist with expertise in BORGIS may require longer than average time-to-fill due to highly technical experience required for position
Note: All Retirement Eligibility data as of 01/25/16

KAISER ASSOCIATES

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I. Denver
II. **Pacific Northwest**
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Pacific Northwest
Retirement Eligibility - Office Breakdown

PN Organization Chart & Codes

Information Resources Management 1015000

Budget 1041000

Network Operations 1015200

Regional IT Security 1015300

IT Operations 1015100

Grand Coulee
- GC Power Office 1G10000
- Operations Maintenance & Safety 1G30000
- Information Technology 1G34300
- Computer Systems 1G34400
- NERC/WECC 1G30100
- Software 1G34500
- LPP/PGP 1G44000

Snake River Area Office
- Office of Area Manager 1510000

Snake River (West)
- IT Operations 1015400

Snake River (East)
- IT Operations 1015500

Resource & Technical Services
- Resource & Technical Services 1080000
- Design 1004000
- Land Resources 1039000
- River & Reservoir Operations 1062000

Columbia-Cascades Area Office
- Office of Area Manager 1CC1000
- Bend Field Office 1CC1400
- Technical Projects 1CC1200
- Computer Services Group 1CC1510

Risks

Office	Eligible	0-5 Years
Land Resources	-	2
Information Resources Management	-	1
IT Operations	2	3
Network Operations	-	1
Regional IT Security	1	-
Snake River (West) – IT Operations	1	-
Snake River (East) – IT Operations	1	-
Columbia-Cascades – Computer Services Group	3	-
Columbia-Cascades – Bend Field Office	1	-
Grand Coulee – LPP/PGP	1	-
TOTAL	**10**	**7**

- In the upcoming years, Reclamation **should prepare for vacancies in the PN Regional Office** in anticipation of retiring FTEs, especially in the **IT Operations and Network Operations divisions**
- Columbia-Cascades should also **anticipate future vacancies in Computer Services** based on **3 FTEs currently eligible for** retirement

I. Denver
II. Pacific Northwest
➤ III. **Lower Colorado**
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Lower Colorado

Lower Colorado Introduction

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1. **Lower Colorado Current State Summary**
2. **Management Service Office– *Office Functions***
3. **Office of the Information Technology Group– *Office Functions***
4. **Lower Colorado Region – *Organization Chart***
5. **Lower Colorado Region – *Current State Analysis***
6. **Lower Colorado – Retirement Eligibility**
   A. *Grade and Series Breakdown*
   B. *Office Breakdown*

Lower Colorado
Current State Summary

I. Denver
II. Pacific Northwest
➤ III. **Lower Colorado**
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Lower Colorado Current State Summary

Leadership

Regional IT Manager

Supervisory IT Specialist, GS-2210-13

Management Services Officer

GS-0340-14

Performance Enablers

- LC is considered **COE for VoIP based on skillsets** and having the largest installation
- LC has the **largest VTC presence in Reclamation**
- LC self-proclaims **strength in utilizing VMWare** for virtual machines
- **Security roles are strong** and meet North American Electric Reliability Corporation's Critical Protection requirements
  - LC continues to prioritize SCADA, IT Security and building management

Key Characteristics

# of FTEs
36 FTEs

# of Vacancies
12 Vacancies

FTE: Contractor Ratio

100%

- ■ FTEs
- ■ Contractors

Lower Colorado does not formally utilize Contractors for IT functions due to the mission-oriented nature of its work

Workforce Strategy

- LC's **workforce strategy follows Information Technology Infrastructure Library (ITIL)**, which includes setting realistic expectations and holding people accountable
- **Area Offices aim to collectively operate as a single IT operation**, but organizationally IT FTEs report to individual Area Managers
- LC desires **increased budget spend for developmental**, interest-based training
  - LC recently invested in a training program, StormWind, to provide interactive certification training

Challenges

- LC indicated **a challenge in communicating with the Denver Office**, which has contributed to the Region operating independently
  - Methods for receiving services, records and managed documents are not well-defined
- **Acquisitions within the Denver Office is an area of contention for LC**, which desires updated tools for its customer base
- **Out of date tools** include Office 2010 v. 2013 and an absence of tablets

Average Tenure

Grade Breakdown (Years)					Series Breakdown (Years)			
4	10	18	15	31	2	15	11	16
7	9	11	12	13	308	391	854	2210
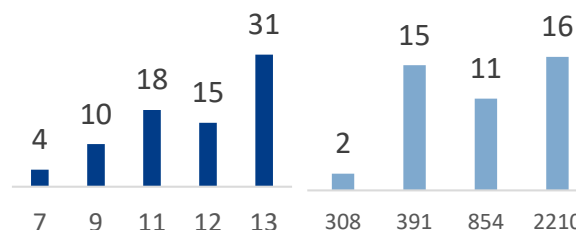
Lower Colorado
Management Services and Information Resource Management Branch - Office Functions

I. Denver
II. Pacific Northwest
➤ III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

The Management Service Office for the Lower Colorado (LC) Region is responsible for conducting various technical services for the LC Regional Offices its extended offices/facilities among other administrative functions.

(1)

Management Service Office

Information Management Group   **Information Technology Group**   **(2) Information Resource Management Branch**

Management Service Office

GS LEVEL	# of FTEs	SERIES CODE
11	1	0343
13	1	0340
14	1	0340

Information Resource Management Branch

GS LEVEL	# of FTEs	SERIES CODE
11	3	2210
12	2	2210
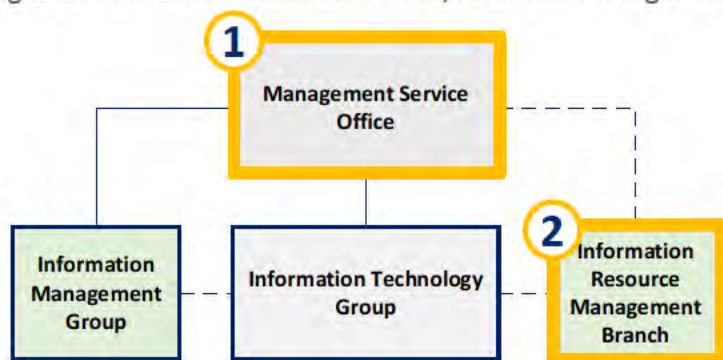
(1) The core responsibilities of the Management Services Office is as follows:

- **Collaborate with the Information Technology Group to** ensure Regional delivery of Information Technology services across the Region
- Ensure the **administration and compliance of FOIA activities** throughout the Region
- **Manage the maintenance of Lower Colorado Records** through oversight of the Information Management Group and informal oversight of the Information Resource Management Branch within the Administrative Services Division

(2) 4 FTEs within the Information Resource Management Branch report directly to the Administrative Services Division to provide Information Technology services that support the branch's capabilities for information preservation and accessibility

Redundancies in Group Functions

Redundancies exist among IT Specialists within the Information Resource Management Branch for Network functions, specifically focusing on technical administration and operation of data

KAISER ASSOCIATES

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: Lines of authority within organization chart are projected based on provided org charts and primary interviews

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I. Denver
II. Pacific Northwest
➤ III. **Lower Colorado**
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Lower Colorado
Information Management Group and Information Technology - Office Functions

The Office of the Information Technology Group for the Lower Colorado (LC) Region is responsible for providing quality information technology direction and support to the LC Management Service Office and its extended offices/facilities.

Management Service Office

2 Information Management Group

1 Information Technology Group

Information Resource Management Branch

Information Technology Group

GS LEVEL	# of FTEs	SERIES CODE
11	3	2210
12	8	2210
13	1	2210

Information Management Group

GS LEVEL	# of FTEs	SERIES CODE
11	2	0308
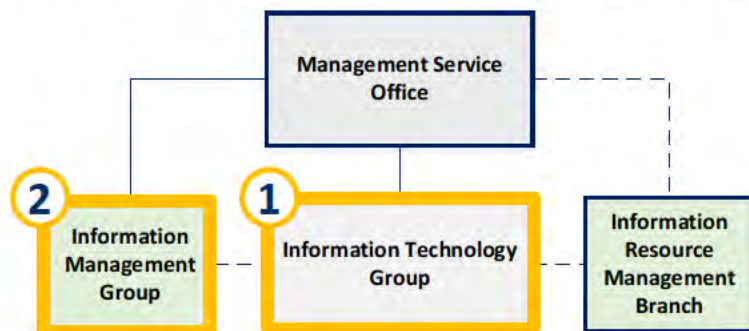
1 The core responsibilities of the Information Technology Group office is as follows:

- Provide a span of control over the Regional and Area Offices that **supports individuals within IT roles**
- **Ensure security requirements are integrated in compliance** with systems' security plans
- **Develop plans, standards, and procedures directing all IT activities** throughout the LC Region
- Research, install, monitor, maintain, repair, troubleshoot **all operating system software and hardware**
- **Support data communications interface capabilities** within the LC Region and all Reclamation Offices

2 In addition to the core Information Technology Group providing regional IT services, 2 FTEs within the Information Management Group conduct IT functions in Records and Information Management

Redundancies in Group Functions

- *Redundancies exist among IT Specialists within the IT Group for **Customer Support functions and Data Management***
- *Outstanding vacancies in IT Specialists (Customer Support) **will further contribute to functional redundancies** in this group once filled*

KAISER ASSOCIATES

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: Lines of authority within organization chart are projected based on provided org charts and primary interviews

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I. Denver
II. Pacific Northwest
➢ III. **Lower Colorado**
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Lower Colorado
Organization Chart

*Area Office Managers report to LC's IT Manager

IT Staff in Area/Field Offices

Boulder Canyon Operations Office

Telecommunications Specialist
Series 0391 (2)

Yuma Area Office

Administrative Support Office

IT Specialist (InfoSec)
Series 2210 (1)

Information Technology Group

Supervisory IT Specialist
Series 2210 (1)

IT Specialist (Network)
Series 2210 (1)

IT Specialist (Cust Spt)
Series 2210 (4)
Vacancy (1)

IT Specialist (Sys Admin/Cust Spt)
Series 2210 (1)

Lower Colorado Dam Office

Cyber & Site Security

Lead Infor Tech Spec
Series 2210 (1)

Info Tech Specialist
Series 2210 – Vacancy (1)

Information Technology Group

Supv. Info Tech Spec.
Series 2210 (1)

Info Tech Spec.
Series 2210 (5)
Vacancy (2)

Electrical/SCADA Group

Computer Engineer
Series 0854 (1)

MANAGEMENT SERVICES OFFICE

Information Technology Office

Supervisory IT Specialist
Series 2210 (1)

IT Specialist (APPSW)
Series 2210 (1)

IT Specialist (Cust Spt)
Series 2210 (3)
Vacancy (3)

IT Specialist (Data Mgt/INET)
Vacancy (1)

IT Specialist (Sys Admin/Cust Spt)
Series 2210 (1)

IT Specialist (OS)
Series 2210 – Vacancy (1)

IT Specialist (APPSW/INET)
Series 2210 – Vacancy (1)

IT Specialist (Network)
Series 2210 (2)

IT Specialist (INFOSEC)
Series 2210 (1)

IT Specialist (Sys Adm/Network)
Series 2210 (1)
Vacancy (1)

IT Specialist (Data Mgt/OS)
Series 2210 – Vacancy (1)

IT Specialist (Data Mgt)
Series 2210 (1)

IT Specialist (Data Mgt/SysAnalysis)
Series 2210 (1)

Information Management Group

Records and Information Management Specialist
Series 0308 (2)

ADMINISTRATIVE SERVICES DIVISION

Information Resource Management Branch

Supervisory IT Specialist (PLCYN/INFOSEC)
Series 2210 (1)

IT Specialist (Network)
Series 2210 (1)

IT Specialist (Sys Admin)
Series 2210 (1)

IT Specialist (INET)
Series 2210 (1)

LEGEND

🚩 Out of date PD

🚩 Vacancy

🚩 Unknown PD

Redundancies

- Functional redundancies occur across Lower Colorado in **Customer Support and Network functions**
- **4 outstanding vacancies** in Area Offices are for Customer Support and Network roles **where redundancies already occur**

Current Org Structure

Vacancies

- 8 – LC IT Office
- 1 – Yuma IT Office
- 1 – (b) (7)(F)
- 2 – LCDO IT Group

Out of Date PDs*

- 11– Formally Out of Date PDs

LC's IT Manager debriefs with Area Office IT Managers once a week to discuss topics ranging from progress made on annual goals to FTEs likely to retire within the next 6 months to a year

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* PDs written prior to 2010 are considered Out of Date
Note: All data as of 01/21/16

Lower Colorado
Current State Analysis

Total Vacancies
10% of All IT Roles are Vacant

- 1 IT Specialist (2210-11) in Customer Support is vacant in the Yuma Area Office
  - This position would fulfill identical responsibilities as Veronica Welch, a GS-2210-11, focusing on computer equipment and software resources, network support and security standards
- 1 IT Specialist (2210-11) role is vacant within the Lower Colorado Dams Office, which would fulfill **identical responsibilities to an IT Specialist (Customer Support and System Administration)**
- 2 IT Specialist (221009) roles are vacant within the Lower Colorado Dams Office, which would **fulfill identical responsibilities to an IT Specialist (Customer Support)**

Out of Date PDs
31% Out of Date

- Out of date Position Descriptions include the following:
  - IT Specialist (CustSpt), GS-2210-09/05
  - IT Specialist (CustSpt), GS-2210-11/10
  - IT Specialist (CustSpt), GS-2210-11/09
  - IT Specialist (SysAdmin), GS-2210-11/10
  - IT Specialist (INET), GS-2210-11/10
  - IT Specialist (CustSpt/SysAdmin), GS-2210-11/10
  - IT Specialist (CustSpt/SysAdmin), GS-2210-11/06
  - IT Specialist (Network), GS-2210-12/10
  - IT Specialist (InfoSec), GS-2210-12/10
  - Supervisory IT Specialist, GS-2210-12/05
  - Supervisory IT Specialist, GS-2210-13/07

Redundant Positions
2 Redundant Functional Areas

- LC's IT Manager emphasized **the importance of customer satisfaction** within his Region, which is supported by multiple redundancies and outstanding vacancies among Customer Support functions
  - Two IT Specialists in **Customer Support and System Administration** perform similar functions, specifically focusing on operating systems, software and hardware within the Lower Colorado Dam Office
  - **Two IT Specialists** perform identical functions in **Customer Support** for the Lower Colorado Dam Office, focusing on Microsoft Operating system and technological trends
  - 2 Yuma Area Office IT Specialists in Customer Support perform identical functions for installation and maintenance of micro system and network configurations
- Damian Runge (IT Specialist in Network) performs identical networking functions as John Billerback (IT Specialist in INET), which focuses on **technical administration and operation of the data communications for PXAO**

Contractor Utilization
0% Contractors

- **LC does not utilize Contractors for IT/IR roles** due to the perceived specialization of its work and high turnover rates

Note: All data as of 01/21/16
*Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

Lower Colorado
Retirement Eligibility - Grade and Series Breakdown

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

OCC SERIES	GS	Eligible	0-5 Years	5-10 Years	10-15 Years	15+ Years
0308 Records and Info. Mgmt. Series	11	-	-	-	1	1
0391 Telecommuni-cations Series	12	1	-	1	-	-
0854 Computer Engineering Series	12	-	-	-	-	1
2210 Information Technology Management Series	7	-	-	-	-	1
	9	-	1	-	1	2
	11	3	1	2	-	4
	12	4	4	-	2	5
	13	-	1	-	-	-
	Total	7	7	2	3	14
All Series	**All Levels**	8	7	3	4	14

60% of the FTEs eligible for retirement within the next 5 years are a GS-12 or higher, which may challenge LC's ability to fill the position with an FTE who has relevant managerial experience

Risks

- 15 FTEs will be eligible for retirement within the next 5 years; this is **42% of the current Lower Colorado Region's IT workforce**

Currently Eligible for Retirement

GS - OCC SERIES- GRADE / STEP

- 0391-12/10
- 2210-11/10
- 2210-12/10
- 2210-12/01
- 2210-11/10
- 2210-12/10
- 2210-12/05
- 2210-11/10

Upcoming Retirement Eligibility

GS - OCC SERIES- GRADE / STEP : ELIGIBILITY DATE

- 2210-12/10: 04/28/2016
- 2210-11/10: 04/07/2017
- 2210-13/07: 10/05/2017
- 2210-12/10: 02/16/2018
- 2210-12/10: 04/10/2018
- 2210-09/07: 09/25/2018
- 2210-12/10: 10/18/2018

Note: All Retirement Eligibility data as of 01/25/16

KAISER ASSOCIATES

Lower Colorado
Retirement Eligibility - Office Breakdown

I. Denver
II. Pacific Northwest
➤ III. **Lower Colorado**
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office
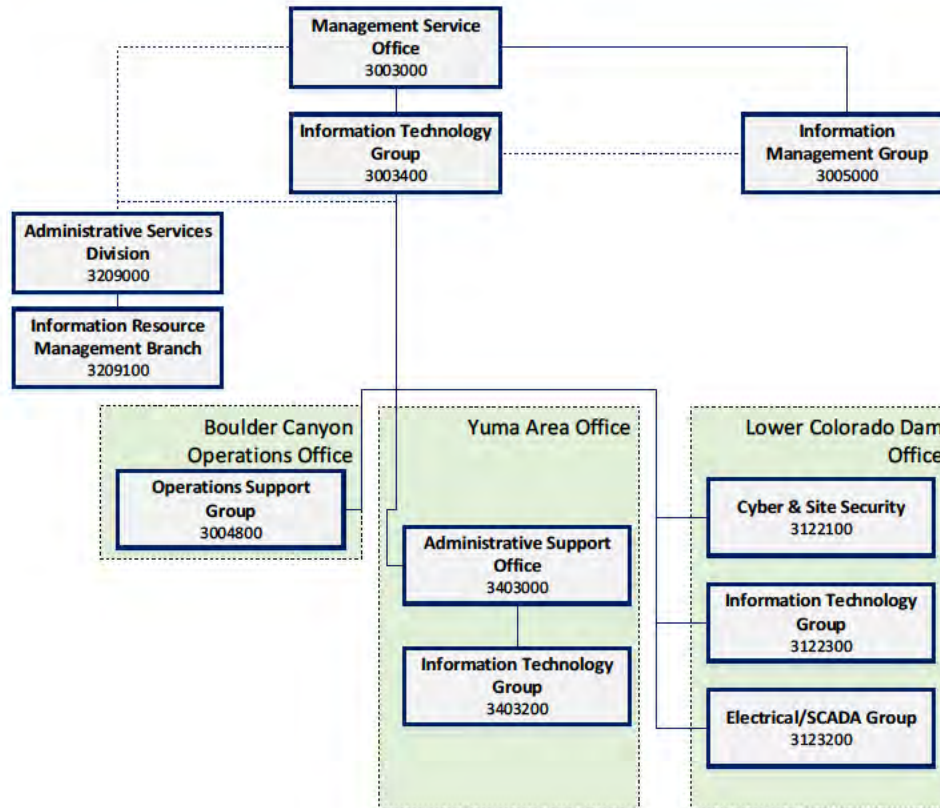
Risks		
Office	**Eligible**	**0-5 Years**
Information Technology Group	1	4
Boulder Canyon – Operation Support	1	-
LC Dam – Cyber & Site Security	-	-
LC Dam – IT Group	1	2
LC Dam – Electrical/SCADA	-	-
Information Resource Management Branch	3	1
Yuma – Admin Support	1	-
Yuma – IT Group	1	-
TOTAL	**8**	**7**

- With 8 FTEs currently eligible and 7 more to become eligible for retirement in the next 5 years, Reclamation should prepare for vacancies in the LC Regional Office in anticipation of retiring FTEs, especially in the Information Technology Services Group and the IR Management Branch

I. Denver
II. Pacific Northwest
III. Lower Colorado
➢ IV. **Great Plains**
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Great Plains

Great Plains Introduction
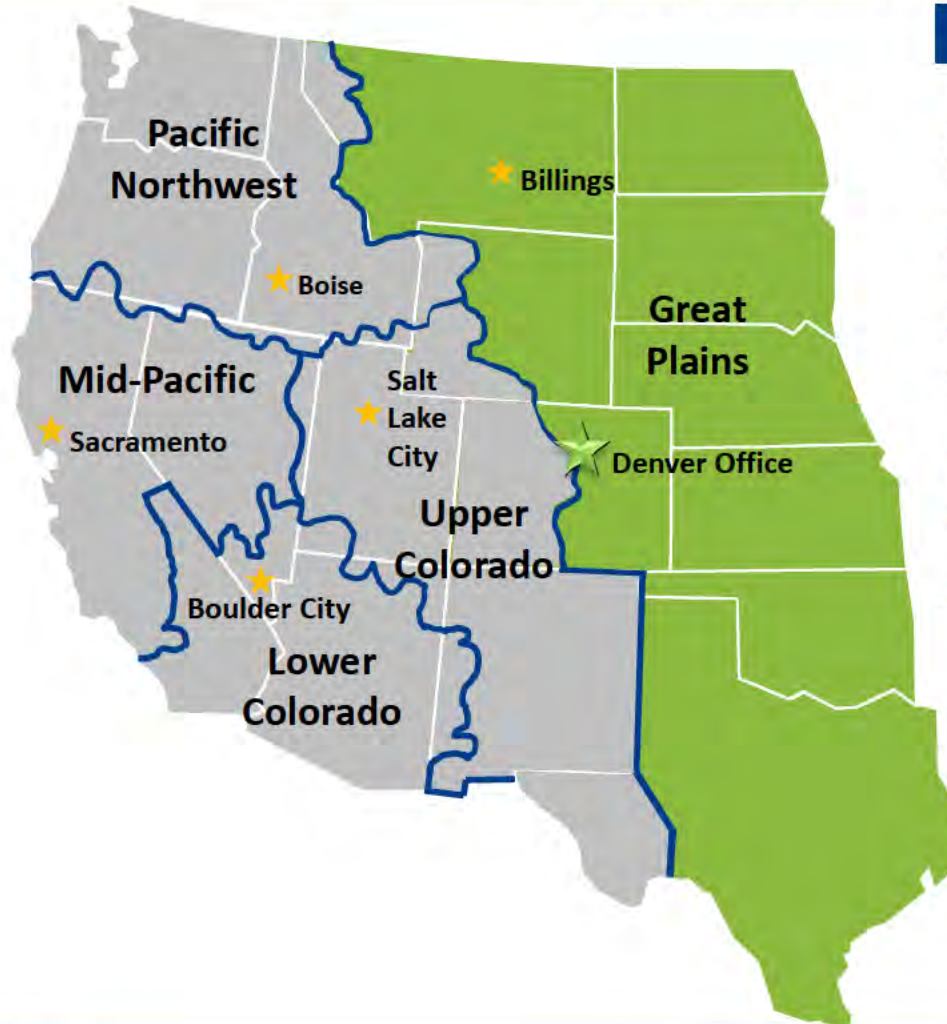
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1. **Great Plains Current State Summary**
2. **Information Resources Office – *Office Functions***
3. **Information Technology Group – *Office Functions***
4. **FOIA and Privacy Group – *Office Functions***
5. **Records and Information Management Group – *Office Functions***
6. **Great Plains Region – *Organization Chart***
7. **Great Plains Region – *Current State Analysis***
8. **Great Plains Region – Retirement Eligibility**
   A. *Grade and Series Breakdown*
   B. *Office Breakdown*

Great Plains
Current State Summary

I.   Denver
II. Pacific Northwest
III. Lower Colorado
➢ IV. **Great Plains**
V.   Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Great Plains Current State Summary

Leadership

Regional IT Manager

Supervisory IT Specialist (TEMP PROM), GS-2210-13

Information Resources Group Program Manager

Program Manager, GS-0340-14

Performance Enablers

- GP operates a **Bureau-wide Help Desk that other Regions utilize**
  - Tickets are assigned to FTEs who are required to provide support in 4-hour time slots
- GP developed **training support models** that are frequently utilized by other Regions for areas such as networking and video conferencing
- A strong relationship between the IT/IR Managers and administrative Officers drives IT FTE accountability

Key Characteristics

# of FTEs
26 FTEs

# of Vacancies
8 Vacancies

FTE: Contractor Ratio

GP prefers FTEs over Contractor utilization due to the required skill levels and confidentiality needs. In previous experiences, GP has found Contractors to not meet their expectations.

100%
- FTEs
- Contractors

Workforce Strategy

- **GP's IT Manager fosters a philosophy of 24/7 coverage where every duty is assigned at least two people**
  - Where vacancies exist for specific functions, GP collaborates with the other Regions to maintain duty coverage
- **GP is reluctant to utilize Contractors due to roles' required skill levels and inherent confidentiality within positions**
- **GP's Program Manager serves as the IT Manager's backup to exercise additional leadership**

Challenges

- **Despite success of the Help Desk, no formal documentation exists on appropriate contacts for ticket assignments**
- **Attrition rates have been described as unpredictable and inconsistent in the past**
- **GP indicated a loss of trust with their customers, through informal feedback, based on acquisition process inefficiencies and lack of clear knowledge documentation**

Average Tenure

Grade Breakdown (Years)
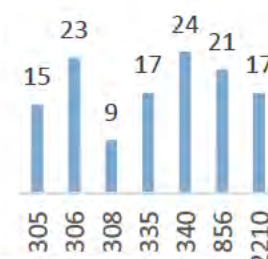
7	9	10	11	12	13	14
15	17	27	14	18	24	24

Series Breakdown (Years)

305	306	308	335	340	856	2210
15	23	9	17	24	21	17

Great Plains
Information Resources Office - Office Functions

I.   Denver
II.   Pacific Northwest
III. Lower Colorado
IV. **Great Plains**
V.   Upper Colorado
VI. Mid-Pacific
VII. Washington Office

The Information Resources Office for the Great Plains (GP) Office is responsible for providing quality information technology direction and support to the GP Regional Office and its extended offices/facilities

```
            ┌─────────────────────────┐
            │  Information Resources  │
            │         Office          │
            └─────────────────────────┘
      ┌─────────────┼─────────────┐
┌───────────┐ ┌─────────────┐ ┌─────────────┐
│Information │ │    FOIA     │ │ Records and │
│Technology │ │ and Privacy │ │ Information │
│           │ │             │ │ Management  │
└───────────┘ └─────────────┘ └─────────────┘
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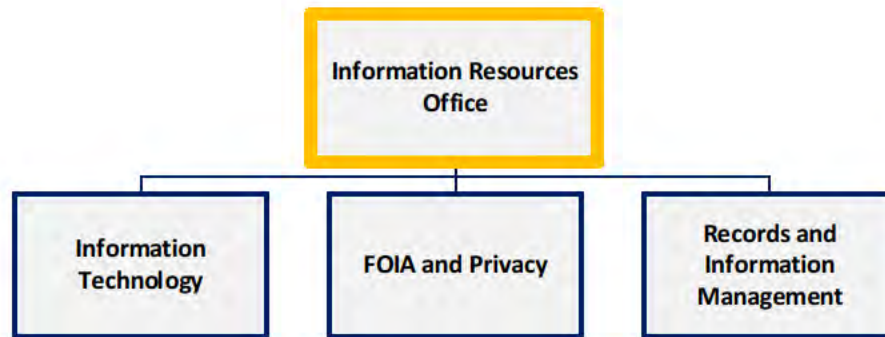
The core responsibilities of the Information Resources Office are as follows:

- Responsible for **program coordination, execution, and oversight of all areas of information management and technology, (FOIA) and Privacy, and Records Management** across the Region
- **Ensures IT is acquired and managed for the Region** in accordance with the Clinger-Cohen Act, OMB guidance and Departmental IT Transformation objectives
- Participates in the **Department's IT Transformation initiative to consolidate and centralize the IT infrastructure and compliance functions across the region**
- The GP IRO consists of three divisions: **IT**; **FOIA and Privacy**; and **Records and Information Management**

Information Resources Management

GS LEVEL	# of FTEs	SERIES CODE
9	1	0335
13	1	2210
14	1	0340

Redundancies and Gaps in Group Functions

- *No major gaps or redundancies exist at the IRO leadership level due to **adequate staffing within this office***

KAISER ASSOCIATES

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

I. Denver
II. Pacific Northwest
III. Lower Colorado
➢ IV. **Great Plains**
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Great Plains
Information Technology – Office Functions

The Information Technology Group for the Great Plains Office is responsible for the development, execution, and management of Region-wide IT infrastructure, systems, application development, and data communications

```
┌─────────────────────────┐
│ Information Resources   │
│        Office           │
└─────────────────────────┘
┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│ Information   │ │ FOIA and     │ │ Records and  │
│ Technology    │ │ Privacy      │ │ Information  │
│               │ │              │ │ Management   │
└──────────────┘ └──────────────┘ └──────────────┘
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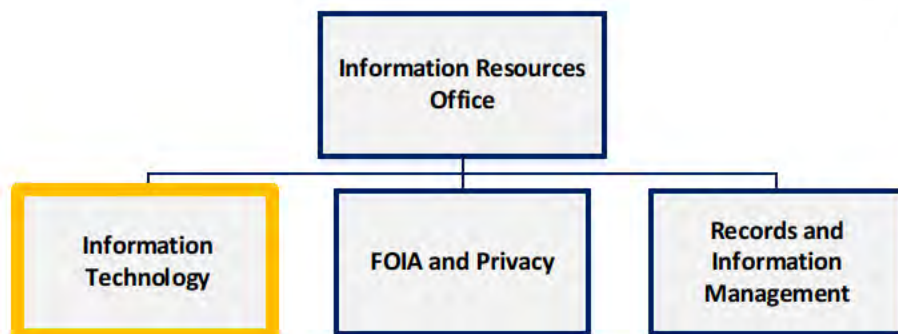
The core responsibilities of the Information Technology Group are as follows:

- **Server Administration** – Conducts hardware, operating system, Active Directory, and SCCM administration
- **User Support** – Conducts workstation administration and office automation software support and training as well as planning and delivery of customer support services i.e. configuration, troubleshooting, and customer assistance
- **IT Security** – Conducts system accreditation, Industrial Control System security, continuous diagnostics and mitigation, FISMA compliance and program support, security guidance, incident reporting, internal control reviews and compliance oversight, and assessments and audit support
- **Networking and Mobile Devices** – Conducts planning, analysis, design, development, quality assurance, installation, integration, and management of networked systems used for voice, data, and/or video formats; (CWES) management
- **Database Management, Application Development, and HydroMet Management** – Performs Linux and database administration; Systems' analysis and implementation

Information Resources Management

GS LEVEL	# of FTEs	SERIES CODE
10	1	0856
11	10	2210 (9), 0856 (1)
12	7	2210

Gaps in Group Functions

- There are no PDs describing responsibility in Server Administration specifically in *Active Directory and SCCM Admin*
- Gaps exist in IT Security specifically within *system accreditation,* (b) (7)(F) *FISMA compliance and program support, and audit reporting*

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

Great Plains
FOIA and Privacy - Office Functions

I. Denver
II. Pacific Northwest
III. Lower Colorado
➢ IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

The FOIA and Privacy Group for the Great Plains Office is responsible for program coordination, execution, and oversight of Freedom of Information Act (FOIA) and Privacy across the GP Region

```
            Information Resources
                  Office
                    |
       -----------------------------
       |             |             |
 Information     FOIA and     Records and
 Technology       Privacy     Information
                              Management
```
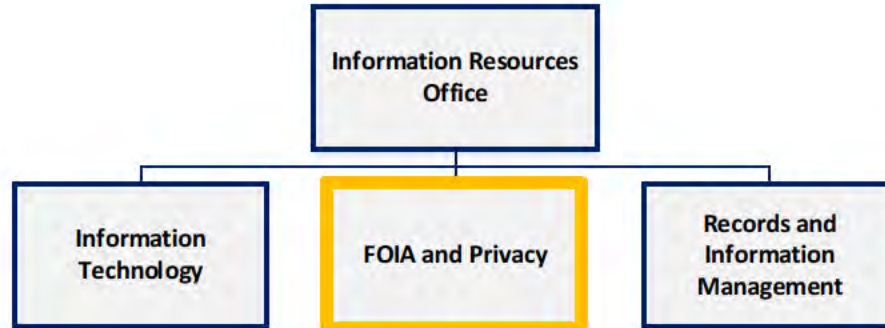
The core responsibilities of the FOIA and Privacy office are as follows:

- **Provides direction, leadership, and oversight to ensure FOIA responses are complete, accurate, timely, and are in compliance** with the FOIA, DOI's FOIA regulations, policies, and procedures, Office of Management and Budget (OMB) guidance, and related laws and executive orders
- **Oversees and conducts the implementation of Department and Reclamation FOIA policies** and procedures
- Provides regional guidance, oversight, technical assistance, and training to employees **to ensure compliance with the Privacy Program**

Information Resources Management

GS LEVEL	# of FTEs	SERIES CODE
12	1	0306

Gaps in Group Functions

- *In comparison to the other Regions, GP does not have significant support in FOIA and Privacy compliance given only one FTE who owns functional responsibility (Series 0306 Regional IT/FOIA Records Officer, Donna Hirning)*

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*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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I.   Denver
II.   Pacific Northwest
III. Lower Colorado
➢ IV. **Great Plains**
V.   Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Great Plains Region

Records and Information Management - Office Functions

The Records and Information Management Group for the Great Plains Office is responsible for the management, evaluation, and oversight of regional records across the GP Region

```
            ┌─────────────────────┐
            │ Information Resources│
            │       Office        │
            └─────────────────────┘
    ┌────────────────┼────────────────────┐
┌─────────────┐ ┌──────────────┐ ┌──────────────────┐
│ Information  │ │ FOIA and     │ │ Records and      │
│ Technology   │ │ Privacy      │ │ Information       │
│              │ │              │ │ Management        │
└─────────────┘ └──────────────┘ └──────────────────┘
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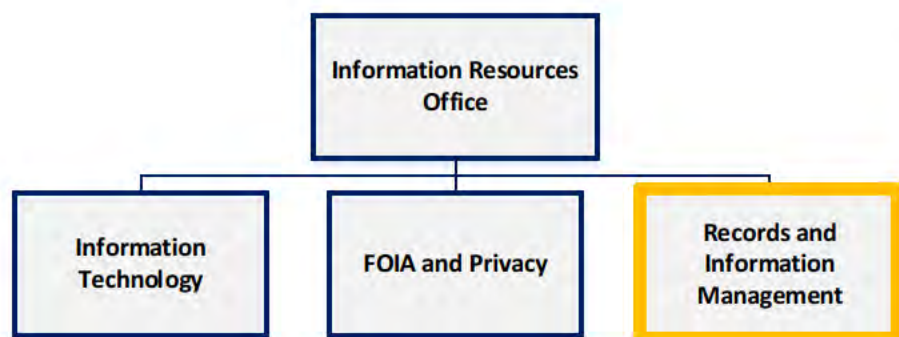
The core responsibilities of the Records and Information Management Group are as follows:

- **Managing and evaluating Regional records, Central Files, and Libraries, and providing technical expertise and oversight** to records, document management and government printing activities throughout the GP Region
- **Ensuring compliance with records policies, procedures, and standards**, through the use of on-site reviews, sampling, and evaluations
- **Providing advisory and consultation services on effective and efficient records management to Regional Office and Area and Field Office management and support staff** regarding effective and efficient records management
- **Analyzing and interpreting policies, procedures, regulations, information and data** impacting the Regional Records Management Program

Information Resources Management

GS LEVEL	# of FTEs	SERIES CODE
7	2	0305
11	1	0308

Redundancies and Gaps in Group Functions

- *No major gaps or redundancies exist in Records and Information Management due to **adequate staffing levels and subsequent coverage of core 0305 and 0308 series functions within this group***

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*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

Great Plains Region
Organization Chart

INFORMATION RESOURCES GROUP

RECORDS GROUP

Supervisory IT Specialist (Temp PROM)
Series 2210 (1)

Program Manager
Series 0340 (1)

Support Services Specialist
Series 0308 (1)

FOIA & PRIVACY

Government Information Specialist (Regional FOIA Officer)
Series 0306 (1)

Computer Assistant
Series 0335 (1)

File Assistant
Series 0305 (2)

File Clerk
Series 0305 – Vacancy (1)

INFORMATION TECHNOLOGY SERVICES

IT Staff in Area Offices

IT Specialist (Network)
Series 2210 (1)

IT Specialist (Network/Sys Analysis)
Series 2210 (2)

IT Specialist (Sys Admin/ Cust Spt)
Series 2210 – Vacancies (2)

IT Specialist (Sys Admin)
Series 2210 (1)
Vacancy (1)

IT Specialist (Cust Spt)
Series 2210 (2)

IT Specialist (Sys Admin/ Operating)
Series 2210 (1)

IT Specialist (Sys Analysis/ Sys Admin)
Series 2210 (1)

IT Specialist (Data Magt)
Series 2210 (1)

IT Specialist (Sys Analysis/ Apps W)
Series 2210 – Vacancy (1)

IT Specialist
Series 2210 (1) – Vacancy (1)

Eastern Colorado
IT Specialist
Series 2210 (1)

Dakota
IT Specialist
Series 2210 – Vacancies (2)

IT Specialist (Data Management)
Series 2210 (1)

Electronics Technician
Series 0856 (1)

Montana
IT Specialist (Sys Admin/ Cust Spt)
Series 2210 (2)

Nebraska & Kansas
IT Specialist (Term)
Series 2210 (1)

Electronics Technician
Series 0856 (1)

Oklahoma and Texas
IT Specialist
Series 2210 (1)

Wyoming
IT Specialist
Series 2210 (1)
Vacancy (1)

LEGEND
🚩 Out of date PD
🚩 Vacancy
🚩 Unknown PD

Area Officers act as direct supervisors for IT Staff within Area Offices, but GP's Regional Manager (Supervisory IT Specialist) is ultimately held accountable for engaging with IT staff and ensuring project completion

Redundancies

- Functional redundancies occur in **Managing Microsoft licensing programs** across the GP offices
- IT Specialist and IT Specialist (SYSADMIN) titles **have identical PD descriptions**

Current Org Structure

Vacancies
- **5** – IT Services
- **2** – Dakota
- **1** – Wyoming

Out of Date PDs**
- **2** – Out of Date PDs

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Based on our analysis, the 0306 Regional FOIA/Records Officer position is located next to the Program Manager in the org chart
*** PDs written prior to 2010 are considered Out of Date*

I. Denver
II. Pacific Northwest
III. Lower Colorado
➤ IV. **Great Plains**
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Great Plains Region
Current State Analysis

Total Vacancies
24% of All Positions are Vacant

- **8** total vacancies **for 2210 series positions**
- **2 vacancies for IT Specialist (SYSADMIN/CUSTSPT)** in Billings Office
  - 1 vacancy for IT Specialist (SYSANALYSIS/APPSW) in the IT Services Group (Billings Office)
- **3 vacancies for IT Specialist** (2 in Dakotas Office and 1 in Wyoming Office)
- **1 vacancy for a 0305 File Clerk** in the Records Group

Out of Date PDs
8% Out of Date

- Dates when PDs were written **were not** provided by this Region
- Disconnect between current organization chart, roles defined by the IT Manager, and provided PDs for each role indicates **many PDs may need to be rewritten**
  - A Support Services Specialist is **listed as a GS-0342-9, while FPPS data classifies this position as a GS-0308-11**
- A disconnect exists between the IT Specialist (2210-11) in the Bismarck Office's PD and role in the Organization Chart, which is titled IT Specialist (Data Management)
  - **The absence of specific "data management" duties in this PD indicates that this PD should be rewritten**

Redundant Positions
4 Redundant Functional Areas

- 1 IT Specialist (CUSTSPT) and 2 IT Specialist (SYSADMIN) are managing and tracking Microsoft licensing for the GP region
- 2 IT Specialist and 2 IT Specialist (SYSADMIN) in the Billings Office have identical PD descriptions, indicating the need for a standardized title with potentially fewer FTEs or rewritten PDs
- 11 IT Specialist (SYSADMIN, Network, Security) roles are responsible for ensuring the application of IT security procedures and policies across the regional offices
- 2 IT Specialist (SYSADMIN) and 2 IT Specialist (SYSADMIN/CUSTSPT) in the Regional Office are managing the development of applications using common commercial PC software (Microsoft Office products)"

Contractor Utilization
0% Contractors

- The GP Region does not currently utilize any Contractors because the IR and IT Managers prefer to have permanent employees with the necessary skill level and confidentiality
- Due to past experiences, Managers find that they have more authority and influence with FTEs

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Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: All data as of 01/21/16

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Great Plains
Retirement Eligibility by Grade and Series Breakdown

Great Plains Region Retirement Eligibility

Occupational Series	GS Level	Eligible	0-5 Yrs	5-10 Yrs	10-15 Yrs	15+ Yrs
0305 Mail and File Series	7	1	-	-	-	1
0306 Gov. Information Series	12	1	-	-	-	-
0308 Records and Info. Mgmt. Series	11	-	-	-	1	-
0335 Computer Clerk and Assistant Series	9	1	-	-	-	-
0340 Program Mgmt. Series	14	-	1	-	-	-
0856 Computer Engineering Series	10	-	1	-	-	-
0856 Computer Engineering Series	11	-	1	-	-	-
0856 Computer Engineering Series	Total	-	2	-	-	-
2210 Information Technology Management Series	11	3	3	-	1	2
2210 Information Technology Management Series	12	1	1	1	2	2
2210 Information Technology Management Series	13	-	1	-	0	1
2210 Information Technology Management Series	Total	4	5	1	3	5
All Series	All Levels	7	8	1	4	6

Risks

- 15 FTEs will be eligible for retirement in the next 5 years; this constitutes 58% of the current Great Plains Region's IT FTE workforce

Currently Eligible for Retirement

GS - OCC SERIES- GRADE / STEP

- 0305-07/08
- 0306-12/08
- 0335-09/10
- 2210-11/09
- 2210-12/08
- 2210-11/08

Upcoming Retirement Eligibility

GS - OCC SERIES- GRADE / STEP : ELIGIBILITY DATE

- 0856-11/09: 08/02/2016
- 2210-11/10:01/07/2019
- 2210-11/10: 10/02/2016
- 2210-12/10: 01/15/2019
- 2210-13/10: 08/29/2017
- 0856-10/10: 11/13/2020
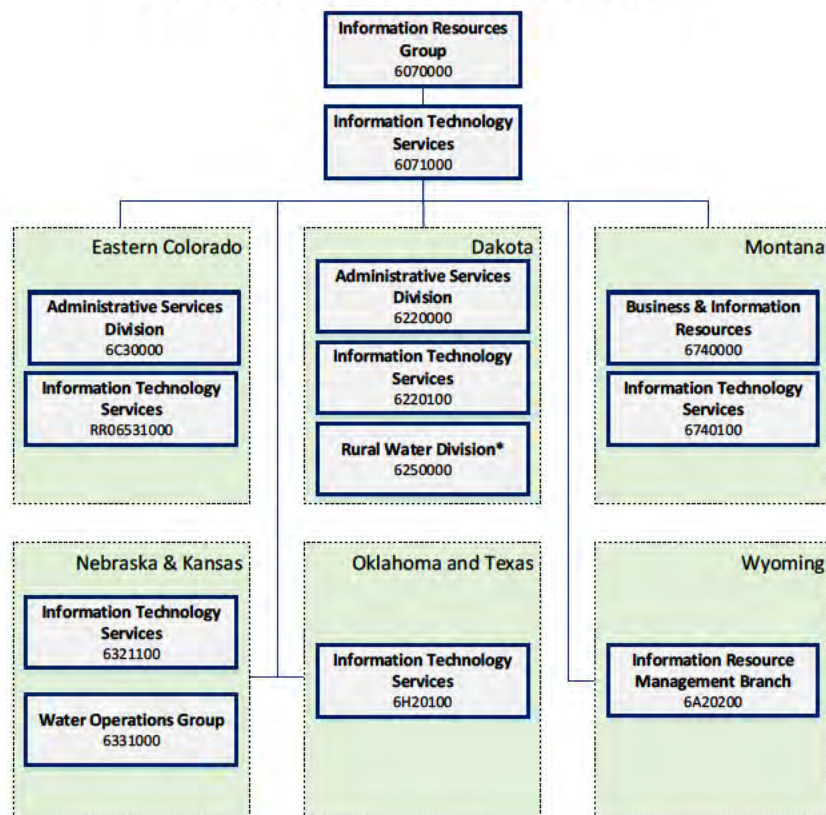- 2210-11/08: 11/30/2017
- 0340-14/08: 04/10/2020

Given that all FTEs currently eligible for retirement are at least a level -08 or higher, retirement implications may be more severe as **future replacement FTEs may not all have necessary tenure and skillsets**

Note: All Retirement Eligibility data as of 01/25/16

I. Denver
II. Pacific Northwest
III. Lower Colorado
➢ IV. **Great Plains**
V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Great Plains
Retirement Eligibility - Office Breakdown

GP Organization Chart & Codes

Information Resources Group
6070000

Information Technology Services
6071000

Eastern Colorado

Administrative Services Division
6C30000

Information Technology Services
RR06531000

Dakota

Administrative Services Division
6220000

Information Technology Services
6220100

Rural Water Division*
6250000

Montana

Business & Information Resources
6740000

Information Technology Services
6740100

Nebraska & Kansas

Information Technology Services
6321100

Water Operations Group
6331000

Oklahoma and Texas

Information Technology Services
6H20100

Wyoming

Information Resource Management Branch
6A20200

Risks		
Office	**Eligible**	**0-5 Years**
Information Resources Group	3	1
Information Technology Services	1	3
Dakota – IT Services	1	-
Rural Water Division*	-	1
Nebraska & Kansas – Water Operations	-	1
Montana – IT Services	1	-
Wyoming – IRM	1	-
IT Services Group	-	1
Oklahoma & Texas – IT Services	-	1
TOTAL	**7**	**8**

- The Bureau should prepare for the **impact of 4 potential vacancies** within GP's Information Technology Services Group as a result of FTE retirement eligibility within the next 5 years by dedicating resources to knowledge documentation and transfer

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Note: All Retirement Eligibility data as of 01/25/16
* Name of this group confirmed through a PD for the Rural Water Division

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I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
➤ V. **Upper Colorado**
VI. Mid-Pacific
VII. Washington Office

Upper Colorado

Upper Colorado Introduction

Table of Contents Checklist

1. **Upper Colorado Current State Summary**
2. **Information Resources Division –** *Office Functions*
3. **Records Management Group –** *Office Functions*
4. **IT Systems Group –** *Office Functions*
5. **IT Customer Support and Web Group –** *Office Functions*
6. **Upper Colorado Region –** *Organization Chart*
7. **Upper Colorado Region –** *Current State Analysis*
8. **Upper Colorado – Retirement Eligibility**
   A. *Grade and Series Breakdown*
   B. *Office Breakdown*

Upper Colorado
Current State Summary

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
➢ V. **Upper Colorado**
VI. Mid-Pacific
VII. Washington Office

Upper Colorado Current State Summary

Leadership

Regional IT Manager

Program Manager, GS-0340-14

Supervisory Records and Information Management

GS-0308-11

Performance Enablers

- UC utilizes its own **IT Workforce Plan**
- UC's IT Manager manages both **information preservation and management**
  - UC is the only Region with **fully electronic records**
- **UC's IT Manager has established trust** among Area Offices & UC Regional Office aids
- UC partners with Regions for service support
  - SharePoint service is provided to UC by PN
  - Networking and VoIP support backed by LC

Key Characteristics

# of FTEs
39 FTEs

# of Vacancies
9 Vacancies

FTE: Contractor Ratio

3%   97%

- FTEs
- Contractors

UC utilizes Contractors only on a project-basis (e.g., Java Development in Water Management Systems), but the Contractor's cost not incorporated in IT's budget

Workforce Strategy

- Similar to IRO, Kevin is responsible for **Records (including FOIA and Security)** in addition to IT
- Communication with Area Offices via matrixed approach: **directly with IT FTEs & monthly calls with Admin. Officers**
- UC utilizes **Contractors on a project-basis to reduce turnover**
- **Customer service** and investment in **innovation** are priorities for UC
  - UC advocates for ~20% of the IT budget to be dedicated to innovation projects

Challenges

- **Resourcing restrictions challenge FTEs'** bandwidth in fulfilling critical roles
- UC does **not have metrics for tracking customer satisfaction**
- Pay grade differentiation among Regions and Denver is a source of discord for UC, who feels their pay is comparably too low to competitively hire
- Product & service life cycles are overextended and require management

Average Tenure

Grade Breakdown (Years)	Series Breakdown (Years)

Grade Breakdown (Years): 9, 6, 17, 11, 13, 13, 13, 24, 6, 2 for 4, 5, 6, 9, 11, 12, 13, 14

Series Breakdown (Years): 15, 24, 14, 17, 5, 14 for 305, 306, 308, 340, 343, 392, 856, 2210

Note: All data as of 01/21/16

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KAISER ASSOCIATES

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
➤ V. **Upper Colorado**
VI. Mid-Pacific
VII. Washington Office
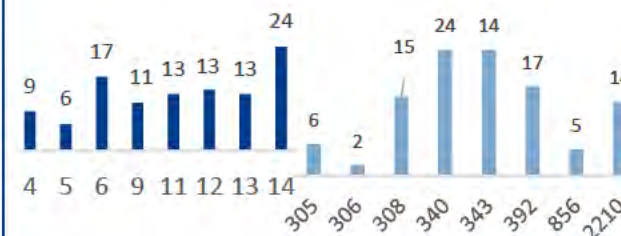
Upper Colorado
Information Resources Division - Office Functions

The Information Resources Division is responsible for administering IT services across the Upper Colorado Region including acquisitions, records management, and customer support
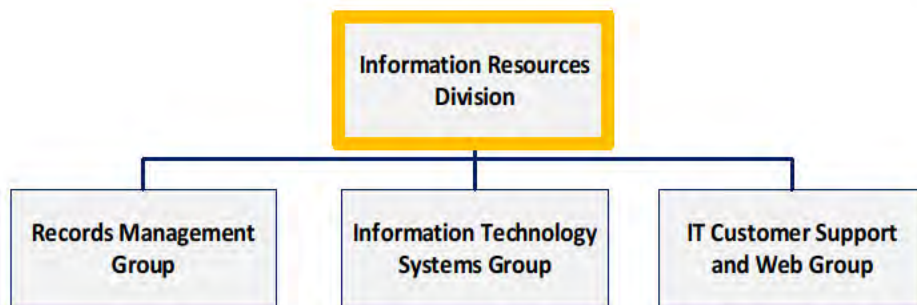
Information Resources Division

- **Records Management Group**
- **Information Technology Systems Group**
- **IT Customer Support and Web Group**

The core responsibilities of the Information Resources Division office is as follows:
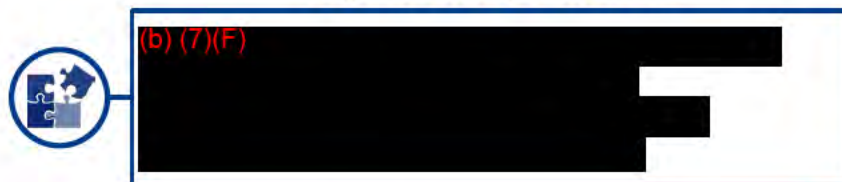
- Coordinate programming, execute and oversee **all areas of information management and technology across the UC Region**
- **Ensure IT is acquired and managed for the UC Region** in accordance with the Clinger-Cohen Act, OMB guidance and Departmental IT Transformation objectives
- **Consolidate and centralize the information technology infrastructure and compliance functions across the Department** with active involvement on a number of Reclamation operational and governance workshops

The Information Resources Office is comprised of three groups:

- The Records Management Group
- The Information Technology Group
- Information Technology Customer Support and Web Group

Information Resources Division

GS LEVEL	# of FTEs	SERIES CODE
14	1	0340
12	1	2210

Gaps in Group Functions

(b) (7)(F)

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*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

Upper Colorado
Records Management Group - Office Functions

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
➢ V. **Upper Colorado**
VI. Mid-Pacific
VII. Washington Office

The Records Management Group provides Region-wide guidance concerning records and information

```
                    Information Resources
                          Division
                              |
        ┌─────────────────────┼─────────────────────┐
Records Management    Information Technology   IT Customer Support
      Group               Systems Group          and Web Group
```
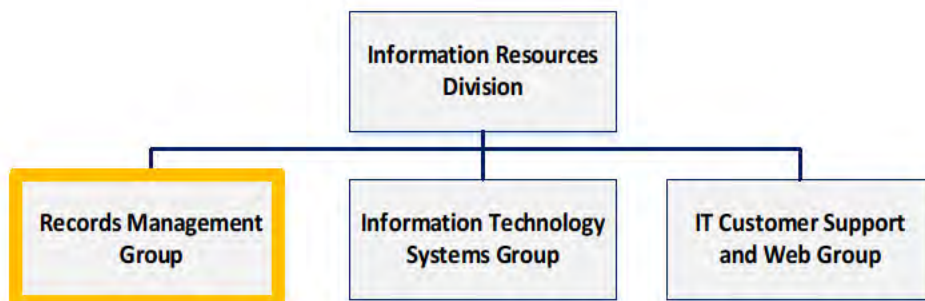
The core responsibilities of the Records Management Group office is as follows:

- Develops Region-wide guidance, provides operational support, and oversees compliance in the areas of **Freedom of Information Act (FOIA), Privacy Act, Electronic Records Management, Drawings Management, Correspondence, and Library Operations**

Records Management Group

GS LEVEL	# of FTEs	SERIES CODE
11	1	0308
07	1	0306
05	3	0305
04	2	0305

Redundancies in Group Functions

*Redundancies occur in **records management and mail receipt activities**, which may be appropriate due to the volume of publications and mail received, managed and disposed*

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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Upper Colorado
Information Technology Systems Group - Office Functions

The Information Technology Systems Group is responsible for planning and procedure activities and developing systems to support the Region

```
            Information Resources
                 Division
                     |
     +---------------+---------------+
     |               |               |
Records Management   Information Technology   IT Customer Support
     Group           Systems Group           and Web Group
```
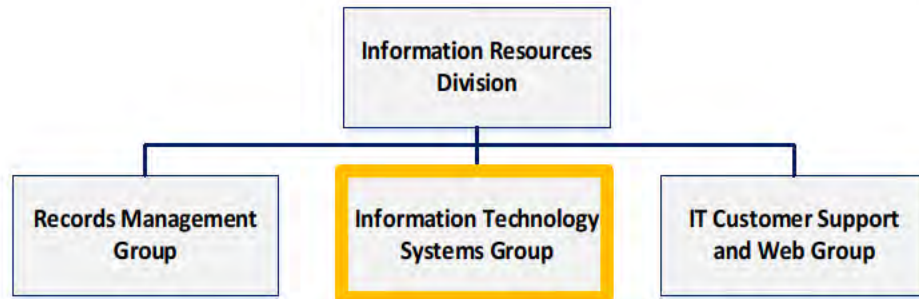
The core responsibilities of the Information Technology Systems Group are as follows:

- Develop, direct, implement and **coordinate Information Technology Systems plans, policies, and procedures throughout the UC Region**
- **Develop and direct short and long-term IT Systems resources and activities** in the UC Region
- Support and influence **Reclamation-wide ITS activities and policies**

Information Technology Systems Group

GS LEVEL	# of FTEs	SERIES CODE
13	1	2210
12	3	2210
06	1	0392

Redundancies in Group Functions

Redundant efforts occur across IT Specialist roles for Microsoft server administration, AD administration and data administration

Gaps in Group Functions

A vacancy for an IT Specialist (Sys Admin) exists to fill a gap in membership for the Reclamation System Administration Team, among UC-specific responsibilities

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*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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Upper Colorado
IT Customer Support and Web Group - Office Functions

The IT Customer Support and Web Group is responsible for providing customer support across the Region and conducting systems management projects
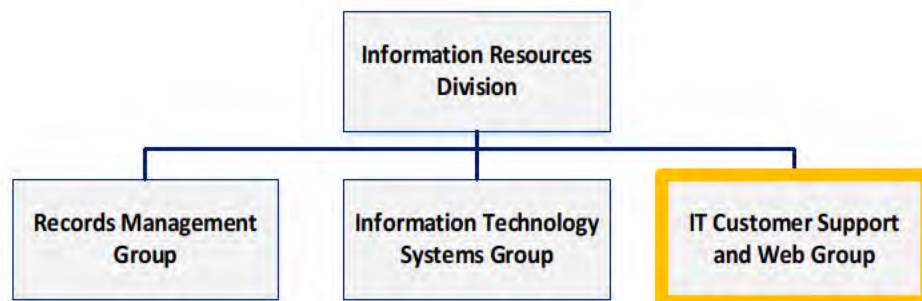
The core responsibilities of the IT Customer Support and Web Group are as follows:

Information Resources Division

Records Management Group

Information Technology Systems Group

IT Customer Support and Web Group

- **Provide Region-wide IT support** for various activities, such as IT business services, mobile devices, desktop hardware and software, messaging, collaboration tools, video conferencing, database administration, mission application support, electronic document management support, water management applications and system support
- **Provide support and user training** to users and ADP communities in the UC Region
- **Contribute to IR screening team** when proposals impact office automation and other related applications
- **Conduct projects within the scope of information systems management** that involve special application system design and development ADP equipment studies, ADPE facilities, management, safety, protection and office automation

Gaps in Group Functions

- *A vacancy for a Supervisory IT Specialist creates difficulty in ensuring core responsibilities of this group are fulfilled*
- *Although a succession plan exists, there is a gap in Data Management and Customer support until a full FTE's time can be dedicated to each of the two roles*
- *A vacancy exists for an IT Specialist (SysAdmin/CustSpt) due to hiring challenges*

IT Customer Support and Web Group

GS LEVEL	# of FTEs	SERIES CODE
12	2	2210, 0343

*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
➤ V. **Upper Colorado**
VI. Mid-Pacific
VII. Washington Office

Upper Colorado
Organization Chart

Information Resources Division
🚩 Program Manager
Series 0340 (1)
IT Specialist (InfoSec)
Series 2210 (1)
🚩 Vacancy (2)

Records Management Group
Supv. Records & Info Spec.
Series 0308 (1)
Government Info Spec.
Series 0306 (1)
🚩 File Clerk
Series 0305 (3)
Mail and File Clerk
Series 0305 (2)

Resources Management Division

Water Resources Group
IT Specialist (DataMgt)
Series 2210 (1)

Information Technology Systems Group
🚩 Supv. IT Spec. (SysAdmin/Network)
Series 2210 (1)
🚩 IT Specialist (SysAdmin)
Series 2210 (1)
🚩 Vacancy – (1)
🚩 IT Specialist (SysAdmin/CustSpt)
Series 2210 (1)
IT Specialist (Network)
Series 2210 (1)
Telecommunications Specialist
Series 0392 (1)

IT Customer Support and Web Group
Supvy IT Specialist (CustSpt)
Series 2210 – Vacancy (1)
🚩 IT Specialist (DataMgt/CustSpt)
Series 2210 (1)
🚩 Vacancy (1)*
IT Specialist (SysAdmin/CustSpt)
🚩 Series 2210 – Vacancy (1)
Program Analyst (Collaboration)†
Series 0343 (1)

Area Offices

Regional Power Office
Office of the Power Manager
Supvy IT Specialist
Series 2210 (1)
IT Specialist (AppDev)
Series 2210 (3)
IT Specialist (SysAdmin)
Series 2210 (3)
IT Specialist (AppSw/Datamgt)
Series 2210 – Vacancy (1)

Western Colorado Area Office
Office of the Area Manager

Administrative Services Division
IT Specialist (SysAdmin)
Series 2210 (3)

Four Corners Construction Office
Office of the Construction Engineer

Administrative Services Division
IT Specialist (SysAdmin)
Series 2210 (1)
🚩 IT Specialist (SysAdmin/CustSpt)
🚩 Series 2210 – Vacancy (1)

Albuquerque Area Office
Office of the Area Manager

Administrative Services Division

Information Technology Group
Supvy IT Specialist
Series 2210 (1)
🚩 IT Specialist (Network)
Series 2210 (1)
IT Specialist (SysAdmin)
Series 2210 (1)
IT Specialist (CustSpt)
Series 2210 (2)

Alamogordo Field Division
Electronics Technician†
Series 0856 (1)

Provo Area Office
Office of the Area Manager

Administrative Services Division
Lead IT Specialist
🚩 Series 2210 (1)
IT Specialist (SysAdmin/CustSpt)
🚩 Series 2210 (1)

Office Engineering Division

Planning Group
IT Specialist
🚩 Series 2210 (2)

Resource Management Division

Operations & Emergency Management Group
IT Specialist
Series 2210 (1)

LEGEND
🚩 **Out of date PD**
🚩 **Vacancy**
🚩 **Unknown PD**

Redundancies

- Redundancies occur in the **IT Systems Group for systems administration** across various systems (e.g., Microsoft, AD, data admin)
- Functional redundancies occur among the varying responsibilities of **FTEs in the Regional Power Office**

Current Org Structure

Vacancies

- **2 – IRD**
- **1 – IT Systems**
- **4 – IT Cust. Spt. & Web**
- **1 – UC Power Office**
- **1 – Four Corners**

Out of Date PDs**

- **11– Formally Out of Date PDs**

IT FTEs operating in the field are functionally aligned to the IT Manager, which creates a collaborative matrix of IT/IR support across the Region

*Roles contributes >10% of its time to IT work
*Vacancy is partially filled due to succession planning
** PDs written prior to 2010 are considered Out of Date

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
➢ V. Upper Colorado
VI. Mid-Pacific
VII. Washington Office

Upper Colorado
Current State Analysis

Total Vacancies
19% of All Positions are Vacant*

- 9 vacancies for GS-2210s exist throughout the UC Region:
  - Information Resources Division has 2 new, (b) (7)(F)
  - The Information Technology Systems Group's GS-2210 vacancy is **unique** in its **Linux & Oracle Database** admin roles
  - IT Customer Support & Web Group has 1 Supervisory vacancy **and 2 identical GS-2210 vacancies** in SysAdmin/CustSupport
  - 1 GS-2210-12 vacancy **specializing in Application Software/Data Management** exists in the UC Power Office
  - **1 IT Specialist (SysAdmin/CustSpt)** vacancy exists in the Four Corners Construction Office
  - The roles of 1 GS-2210-12 **position is currently being partially fulfilled by another FTE until the vacancy is filled**

Out of Date PDs
28% Out of Date

- Out of date Position Descriptions include the following:
  - Supv. IT Spec. (SysAdmin/Network), GS-2210-13/08
  - IT Spec. (SysAdmin/CustSpt), GS-2210-12/10
  - IT Specialist (SysAdmin), GS-2210-12/10
  - IT Spec. (DataMgt/CustSpt), GS-2210-12/10
  - IT Specialist (SysAdmin/CustSpt), GS-2210-11/01
  - IT Specialist (Network), GS-2210-11/07
  - Lead IT Specialist (Network), GS-2210-12/10
  - IT Specialist (SysAdmin/CustSpt), GS-2210-11/08
  - IT Specialist, GS-2210-12/10
  - IT Specialist, GS-2210-11/07
  - File Clerk, GS-0305-05/04

Redundant Positions
4 Redundant Functional Areas

- **(3) 2210 IT Specialists (AppSw/DataMgt) within the Regional Power Office** perform identical functions
  - They are responsible identical activities, such as customer service & technical support to end-users, and data collection security
- **(3) 2210 IT Specialists (SysAdmin/CustSpt) within the Regional Power Office** perform identical functions
  - They are responsible identical activities, such as evaluating **network system effectiveness**, review of **IT products/services proposals** and analysis of issues affecting **hardware/software interfaces**
- **(3) 2210 IT Specialists (SysAdmin/CustSpt) within Admin Services Division in the Western Colorado Office** perform identical functions
  - They are responsible for identical activities in **networking, database administration and maintaining hardware/software**
- **2 File Clerks perform identical functions & 2 Mail/File Clerks perform identical functions in the Records Management Group**

Contractor Utilization
3% Contractors

- UC utilizes Contractors when a project warrants a critical skillset that is quickly needed, but does not include it in its IT budget
  - **1 Contractor in UC is providing support to** conduct software development activities for its **Water Operations Group but is not considered part of the IT workforce**

*Does not include the 1 Contractor who is reported to not contribute to IT functions full-time
*Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: All data as of 01/21/16

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I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
➤ V. **Upper Colorado**
VI. Mid-Pacific
VII. Washington Office

Upper Colorado
Retirement Eligibility - Grade and Series Breakdown

OCC SERIES	GS	Eligible	0-5 Years	5-10 Years	10-15 Years	15+ Years
0305	4	-	-	-	-	2
0305	5	-	1	1	-	1
0305	Total	-	1	1	-	3
0306	11	-	1	-	-	-
0308	11	-	-	-	-	1
0340	14	-	1	-	-	-
0343	12	-	-	1	-	-
0392	6	1	-	-	-	-
0856	11	-	-	1	-	-
2210	9	-	-	-	1	2
2210	11	3	3	2	1	4
2210	12	2	3	1	1	3
2210	13	-	-	-	1	1
2210	Total	5	6	3	4	10
All Series	All Levels	6	9	6	4	14

(b) (6), (b) (7)(F)

Risks

- 15 FTEs will be eligible for retirement within the next 5 years; this is **38% of the current Upper Colorado Region's IT workforce**

Currently Eligible for Retirement

GS - OCC SERIES- GRADE / STEP

- 0392-06/08
- 2210-12/10
- 2210-11/07
- 2210-12/10
- 2210-11/09
- 2210-11/09

Upcoming Retirement Eligibility

GS - OCC SERIES- GRADE / STEP : ELIGIBILITY DATE

- 0340-14/10: 02/03/2016
- 2210-11/10: 03/04/2016
- 2210-11/10: 12/21/2016
- 0306-07/08: 07/24/2017
- 2210-12/10: 08/15/2017
- 2210-11/10: 07/28/2018
- 2210-12/04: 04/08/2019
- 0305-05/03: 08/22/2019
- 2210-12/10: 05/21/2020

Upper Colorado
Retirement Eligibility - Office Breakdown
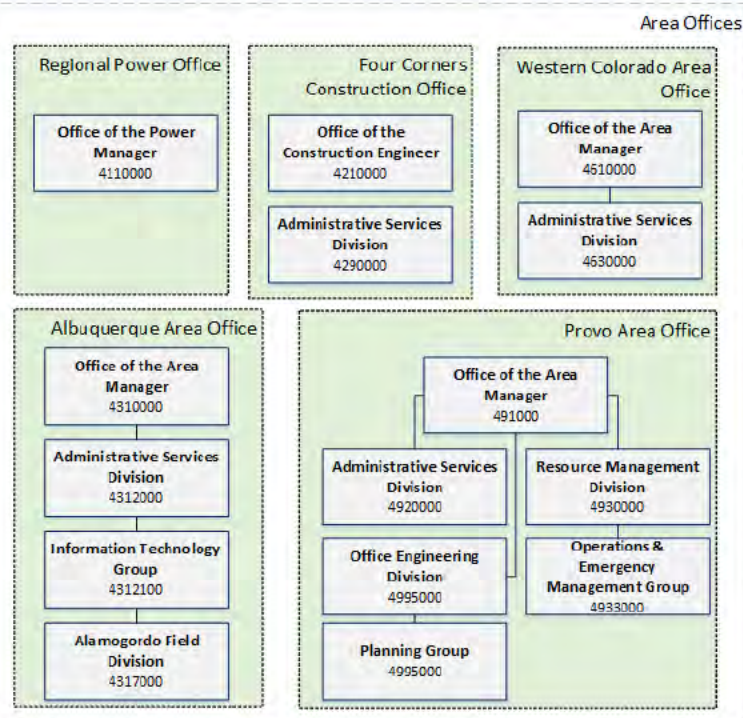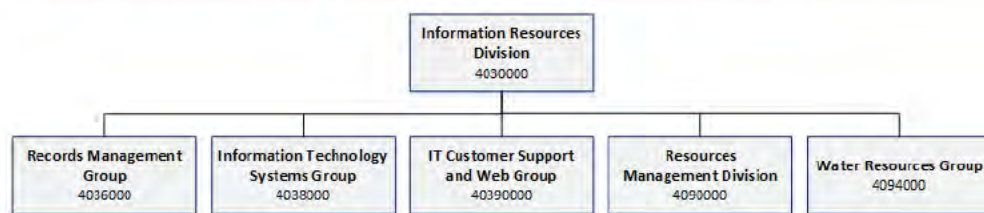
Risks		
Office	**Eligible**	**0-5 Years**
Information Resources Division	-	1
Records Management	-	2
IT Systems	1	1
IT Customer Support & Web	1	-
Water Resources Group	-	1
Office of the Power Manager	1	1
Albuquerque – IT Group	1	1
WC – Admin Services	1	1
Provo – Admin Services	1	-
Provo – Planning Group	-	1
TOTAL	**6**	**9**

- The impacts of upcoming retirements in the Western Colorado and Provo Area Offices and the IT Customer Support & Web Group, may be detrimental due to the few current IT staff in those locations

Note: All Retirement Eligibility data as of 01/25/16

Mid-Pacific

Mid-Pacific Introduction

Table of Contents Checklist

1. **Mid-Pacific Current State Summary**
2. **Information Management Service – *Office Functions***
3. **Development Branch and Infrastructure Branch – *Office Functions***
4. **Central Valley Area Office – *Office Functions***
5. **Mid-Pacific Region – *Organization Chart***
6. **Mid-Pacific Region – *Current State Analysis***
7. **Mid-Pacific – Retirement Eligibility**
   A. *Grade and Series Breakdown*
   B. *Office Breakdown*

Mid-Pacific
Current State Summary

Mid-Pacific Current State Summary

Leadership

Regional IT Manager

Chief, Information Management Services

GS-2210-14

Performance Enablers

- A **robust application development staff** developed a unique budgeting tool to address specific budgeting processes in place at the Regional-level

- **High customer satisfaction** is maintained b a centrally located Regional help desk

Key Characteristics

# of FTEs
44 FTEs

# of Vacancies
12 Vacancies

FTE: Contractor Ratio

100%

■ FTEs
■ Contractors

Mid-Pacific uses contractors occasionally for telephone changes and will use a contractor to assist us with implementation of VOIP some time this year

Workforce Strategy

- MP decided **to only use FTEs rather than contractors** because this has led to a more dedicated and accountable workforce

- **IT staff in each of the 5 area offices report to associated Office Managers**, who will only contact the IT Manager if there is an emergency

- Employees **rotate amongst area offices to combat lack of resources in remote areas**

Challenges

- **The 'hiring freeze'** has presented a challenge in attaining adequate support in remote area offices

- **Lack of support from the technical teams** and the Denver office leaves the Region responsible for tasks that they do not have the resources to fulfill

- With **high and unpredictable turnover rates**, MP has found it difficult to develop succession plans

- Although MP had a **Tech Writer** in the past, this **position is now vacant** and as a result there is no responsible parties for knowledge documentation and transfer

Average Tenure

Grade Breakdown (Years)	Series Breakdown (Years)

Grade Breakdown (Years):
6 (9), 11 (11), 12 (12), 14 (13), 13 (14)

Series Breakdown (Years):
15 (854), 12 (2210)

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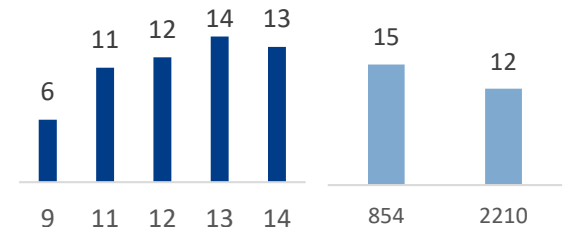
Mid-Pacific
Information Management Services - Office Functions

Information Management Services for the Mid-Pacific Office are responsible for fulfilling responsibilities to enhance customer relationships and enable customers to focus on their mission-specific responsibilities
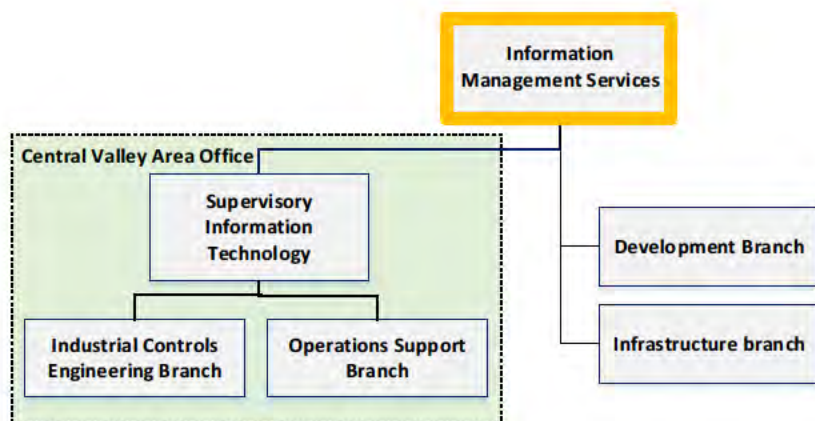
The core responsibilities of the Information Management Service are as follows:

- Partners with customers to **design, develop, and implement innovative business solutions**, freeing them to focus on their core responsibilities
- Translates customer requirements into **automated processes and streamlined business workflows**
- Provides **information collection, storage, and analysis tools for decision-makers**
- Equips customers **with business-centric technologies and training**
- Provides **single-point-of-contact support services** (both on-site and remote) for technologies including: computer and network systems, telecommunication devices, video conferencing, web-based applications and services, and Voice over Internet Protocol.

### Mid-Pacific Office Group

GS LEVEL	# of FTEs	SERIES CODE
14	1	2210

Redundancies and Gaps in IMS

✓ *No major gaps or redundancies exist due to sufficient staffing levels*

Mid-Pacific
Development and Infrastructure Branches - Office Functions

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
➢ VI. Mid-Pacific
VII. Washington Office

The Development Management Branch is responsible for providing the tools necessary for customers to fulfill responsibilities while the Infrastructure Branch provides direct support to customers as problems arise
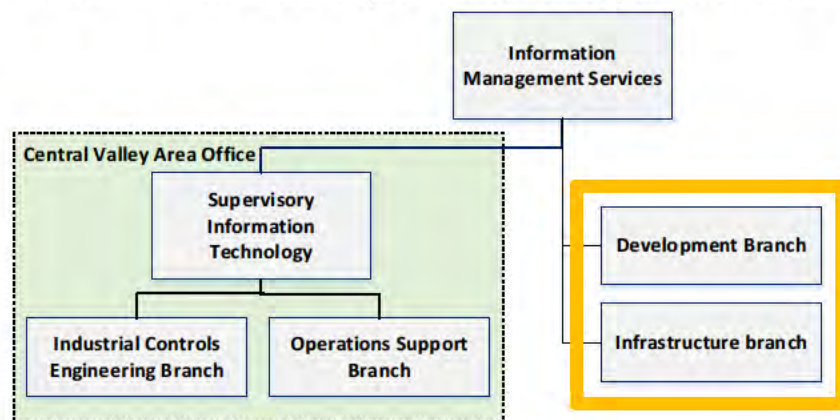
Development Branch

GS LEVEL	# of FTEs	SERIES CODE
13	1	2210
12	5	2210
09	1	2210

Infrastructure Branch

GS LEVEL	# of FTEs	SERIES CODE
12	2	2210
11	4	2210
09	3	2210
07	1	2210

The core responsibilities of the **Development Management Branch** are as follows:

- Utilizes software from major vendors including Microsoft, Adobe and Oracle to provide **customer-centric software solutions for recording, tracking, and reporting financial, budgeting, and accounting information**
- Plans, designs, develops, tests, implements and administers **large corporate and local systems for acquisitions, storage and retrieval of data**

The core responsibilities of the **Infrastructure Branch** are as follows:

- Provides customers with **support services for multiple technologies** used throughout the Region including Computer systems, network systems, telecommunication systems, video conferencing, web-based applications, desktop applications and help desk services
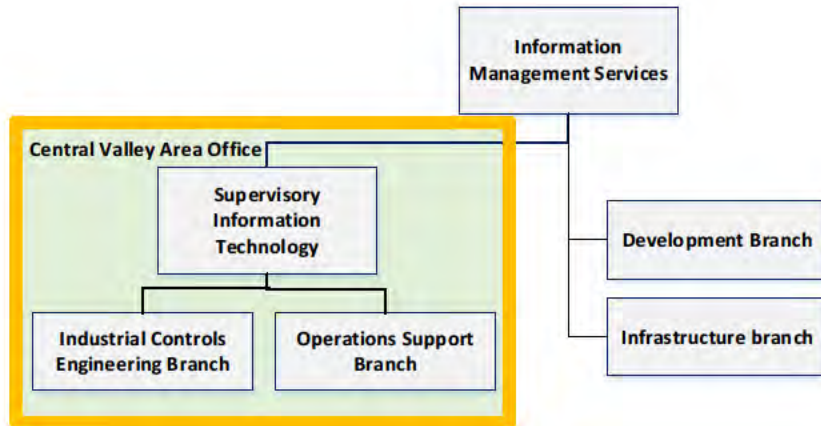
Redundancies in the Branches of MP

- *There are redundant roles for Data Administration and System Management in the Development Branch, which support the Region's expertise in Application Development*
- *There is redundant support for Customer Service functions in the Infrastructure Branch with 5 IT Specialists (Cust Spt)*

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Mid-Pacific
Central Valley Area Office - Office Functions

The Central Valley Area Office provides system and software support for systems related to water resources and power generations across Mid-Pacific

Information Management Services

Central Valley Area Office
- **Supervisory Information Technology**
  - **Industrial Controls Engineering Branch**
  - **Operations Support Branch**

Development Branch

Infrastructure branch

The core responsibilities of **The Industrial Control Systems Division** are as follows:
- Develops and operates **systems and related software used to manage water resources and power generation through the MP Region**

The core responsibilities of **The Operations Office** are as follows:
- Technically operate **features of the mission and general support computer software and equipment**

Mid-Pacific Office Group

GS LEVEL	# of FTEs	SERIES CODE
14	1	2210
13	3	2210 (2), 0854 (1)
12	12	2210 (8), 0854 (4)
11	2	2210

Although Regional Offices usually have the most employees, MP's Central Valley Area Office currently has the same number of FTEs that the Regional Office does

Redundancies in Group Functions

*Both of the divisions listed above are primarily responsible for the **Supervisory Control and Data Acquisitions (SCADA) system and a Decision Support System (DSS)***
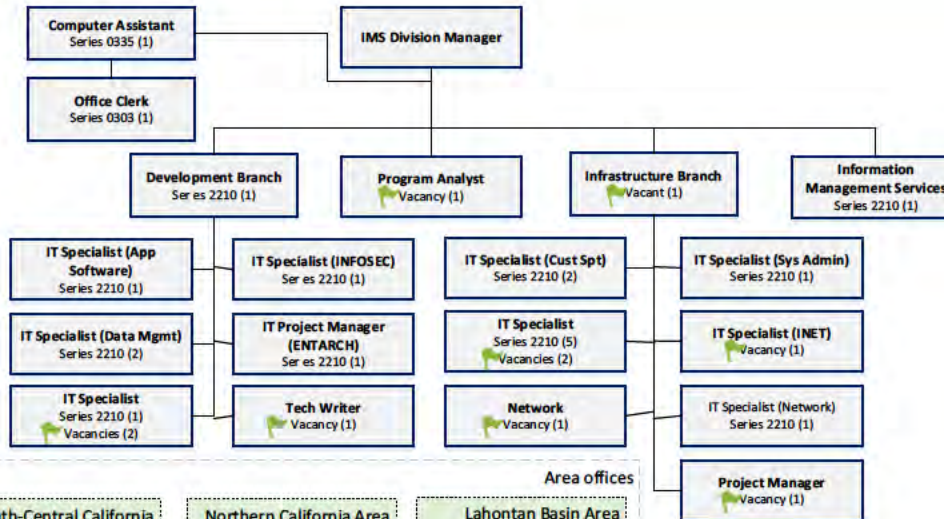
*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory Position Descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

Mid-Pacific
Organization Chart

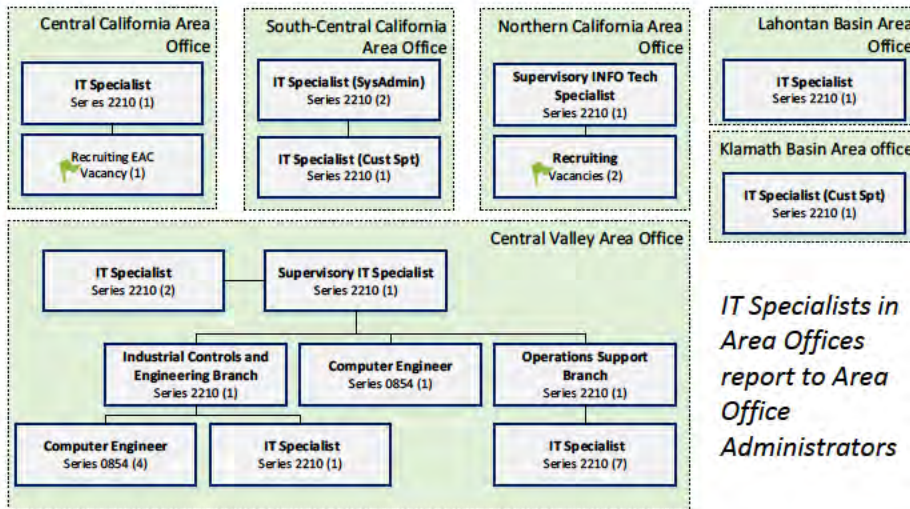**LEGEND**

🚩 Out of date PD

🚩 Vacancy

🚩 Unknown PD

Redundancies

- Redundancies occur in the **Central Valley Area Office** where there are 4 Computer Engineers with identical responsibilities

Current Org Structure

🔍 **Vacancies**

- 3 – Development Branch
- 3 – Infrastructure Branch
- 1 – Central California
- 2 – Northern California

🕐 **Out of Date PDs**

- 0 – Formally Out of Date PDs*

IT Specialists in Area Offices report to Area Office Administrators

Mid-Pacific
Current State Analysis

Total Vacancies
18.8%

- There are **10 vacancies in the Regional Office**
  - The most important vacancy in the Region is a **supervisor role in the Infrastructure Branch**
  - There are **2 IT Specialist 2210 vacancies and a Tech Writer vacancy in the Development Branch**
  - The Infrastructure Branch has a **2210 IT Specialist (INET) vacancy, a Network Vacancy, 2 IT Specialist 2210 vacancies, and a Project Manager Vacancy**
  - A **Program Analyst position** is vacant that reports to the IT Manager
  - An admin position is expected to be vacant in a few weeks
- There are **3 vacancies in the Area offices**
  - 2 of the 3 total positions in the Northern California Area Office are vacant; 1 of the 2 positions in the California Area Officer are vacant
- In order to compensate for high number of vacancies, employees **rotationally drive long distances to support area offices**
- While succession planning was a priority in the past for the Region, it has become too **challenging to predict vacancies**

Out of Date PDs
0% Out of Date

- Dates when PDs were written **were not** provided by this Region

Redundant Positions
3 Redundant Functional Areas

- Multiple FTEs within the Regional Office have **identical responsibilities**:
  - 2 IT Specialists for Customer Support focusing on customer desktop support and applications and special project support
  - 2 IT Specialists for Data Management
  - 2 IT Specialists generalists
  - 2 IT Specialists for Systems Administration
  - 3 IT Specialists for Customer Support focusing mostly on systems support
- Multiple FTEs within the same Area Offices **have identical responsibilities**:
  - 4 Computer Engineers in the Industrial Controls Engineering Group in the Central Valley Area Office
  - 2 IT Specialists in the South-Central California Area Office and 1 in the Regional Office for System Administration
  - 2 Supervisory IT Specialists in the Central Valley Office

Contractor Utilization
0% Contractors

- The Mid-Pacific Region is **not utilizing any contractors currently** because of negative experiences in the past with lack of commitment to the Bureau
- The Mid-Pacific Region uses contractors **occasionally for telephone changes** and will use a contractor to assist us **with implementation of VOIP** some time this year

*Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: All data as of 01/21/16

Mid-Pacific
Retirement Eligibility by Grade and Series Breakdown

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
➢ VI. Mid-Pacific
VII. Washington Office

OCC SERIES	GS Level	Eligible	0-5 Years	5-10 Years	10-15 Years	15+ Years
0854	12	-	2	-	-	1
0854	13	-	1	-	-	1
0854	Total	0	3	0	0	2
2210	9	1	-	2	-	3
2210	11	4	2	1	2	2
2210	12	1	6	4	2	4
2210	13	-	1	-	-	2
2210	14	-	-	-	2	-
2210	Total	6	9	7	6	11
All Series	All Levels	6	12	7	6	13

⚠ Risks

- FTEs who are currently eligible for retirement are mid-level Grade (9-12), and often there are not employees in lower levels that can escalate into these positions

- 18 IT FTEs will be eligible for retirement within the next 5 years; this is **41%** of **Mid-Pacific's current IT workforce**

Currently Eligible for Retirement

GS - OCC SERIES- GRADE / STEP

- 2210-09/10
- 2210-11/10
- 2210-11/09
- 2210-11/07
- 2210-12/10
- 0854-11/09

Upcoming Retirement Eligibility
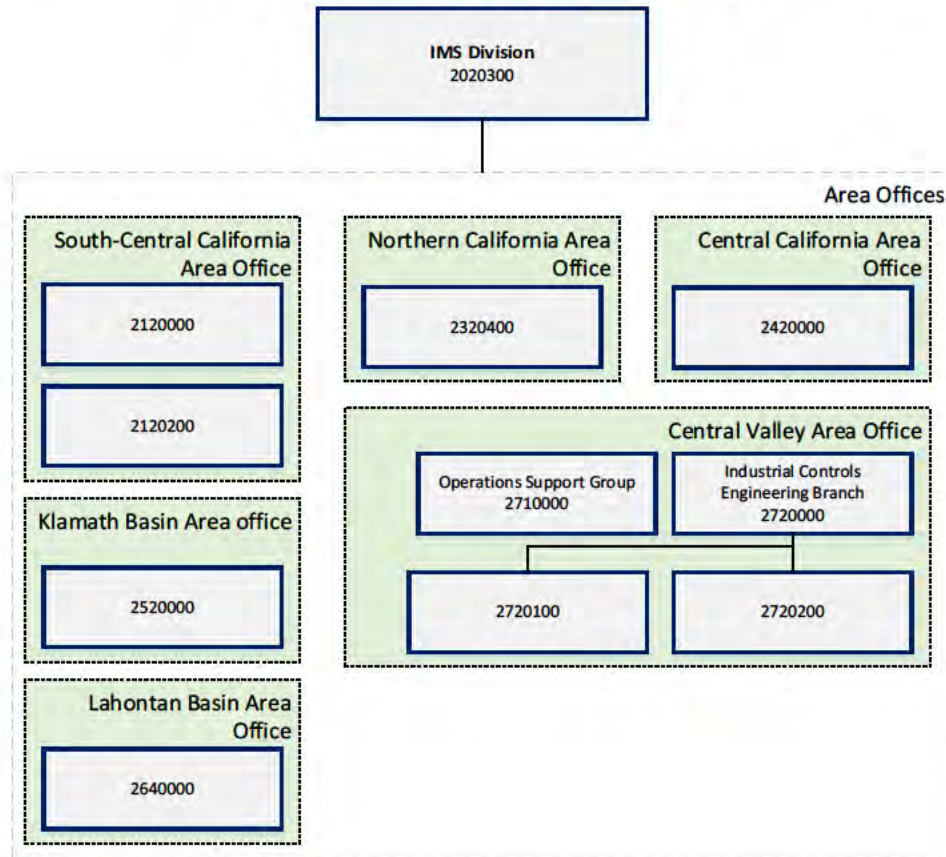
GS - OCC SERIES- GRADE / STEP : ELIGIBILITY DATE

- 2210-12/10: 11/25/2020
- 2210-12/10: 06/10/2020
- 2210-13/09: 06/04/2020
- 2210-12/10: 04/04/2020
- 2210-12/10: 11/09/2019
- 2210-11/10: 05/22/2019
- 0854-13/10: 01/23/2019
- 2210-12/10: 11/29/2018
- 0854-12/10: 12/05/2017
- 2210-12/10: 11/18/2017
- 2210-12/07: 07/27/2017
- 2210-11/09: 02/14/2015

The Mid-Pacific Region has the highest prevalence of upcoming retirement eligibility in GS-levels 11 through 13 with few individuals in lower grades to replace them

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Mid-Pacific
Retirement Eligibility by Office Breakdown

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
➢ VI. Mid-Pacific
VII. Washington Office

MP Organization Chart & Codes

IMS Division
2020300

Area Offices

South-Central California Area Office
2120000
2120200

Northern California Area Office
2320400

Central California Area Office
2420000

Klamath Basin Area office
2520000

Central Valley Area Office
Operations Support Group
2710000
Industrial Controls Engineering Branch
2720000
2720100
2720200

Lahontan Basin Area Office
2640000

Risks		
Office	**Eligible**	**0-5 Years**
IMS Division	5	4
South-Central California (2120000)	-	1
South-Central California (2120200)	-	-
Central California	-	1
Lahontan Basin	1	-
Central Valley Area Operations Support Group	-	1
Central Valley Industrial Controls Engineering Branch	-	1
Central Valley (2720200)	-	2
Central Valley (2720100)	-	2
TOTAL	**6**	**12**

- The impacts of upcoming retirements in the IMS Division may be detrimental due to the small size of that office and the number of existing vacancies

Current State Analysis – Washington, DC

Washington, DC Introduction

Table of Contents Checklist

1. **Washington, DC Current State Summary**
2. **Washington, DC –** *Office Functions & Organization Chart*
3. **Washington, DC–** *Current State Analysis*

Washington, DC
Current State Summary

Washington, DC Current State Summary

Leadership

Regional IT Manager

IT Specialist (Network)

GS-2210-13

Performance Enablers

- WO **collaborates with the other Regions** in order to engage with the Technical Teams and other Bureau-wide initiatives

- The small data center, compact infrastructure and other systems/software are **completely virtualized**, which enables efficiency and the ability to spend more time on customer support than system support
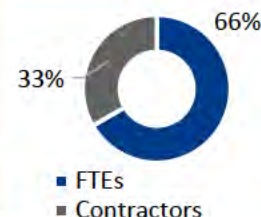
Key Characteristics

# of FTEs
2 FTEs

# of Vacancies
0 Vacancies

FTE: Contractor Ratio

66%

33%

- FTEs
- Contractors

1 of the 3 employees is a contractor, however, WO is in the process of converting this position to an FTE

Workforce Strategy

- WO has a **customer-focused approach to** its operations and mainly focuses on supporting its ~120 customers
- With a small workforce, WO is more able to **predict and plan for retirements and upcoming vacancies**
- Currently the Washington Office has **one contractor**, but is interested in **converting this position to an FTE** to keep knowledge in-house and increase stability

Challenges

- WO **does not currently track its customer support tickets** and therefore is incapable of identifying areas of improvement

- Because there are only 3 employees in the IT department, WO faces challenges in operating fully if one of the individuals is not available to work

- WO relies on Denver for **Sharepoint Services** and often expresses frustrations concerning this support
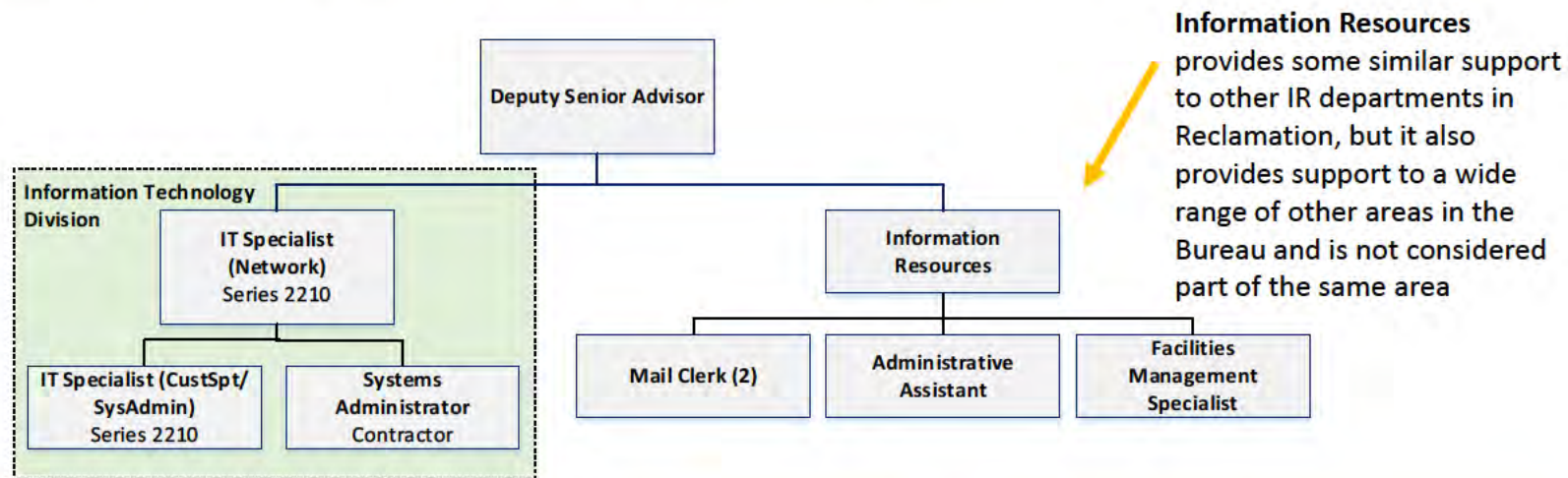
Average Tenure

Grade Breakdown (Years)	Series Breakdown (Years)

Grade Breakdown: 7 (11), 23 (13)

Series Breakdown: 1 / 4 (2210)

Washington, DC
Office Functions & Organization Chart

I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
➢ VII. Washington Office

The Information Technology Department in the Washington, DC Office primarily focuses on customer support

Deputy Senior Advisor

Information Technology Division

IT Specialist (Network) Series 2210

IT Specialist (CustSpt/ SysAdmin) Series 2210

Systems Administrator Contractor

Information Resources

Mail Clerk (2)

Administrative Assistant

Facilities Management Specialist

Information Resources provides some similar support to other IR departments in Reclamation, but it also provides support to a wide range of other areas in the Bureau and is not considered part of the same area

Roles & Responsibilities*

The **Information Technology Department** in the Washington, DC Office consists of 2 Feds and 1 contractor. Core responsibilities include the following:

- Provide **customer support** to ~120 Reclamation employees in the Washington, DC Office
- Participate in Bureau-wide discussions to establish policy, initiatives, etc.
- Analyze and evaluate hardware and software for the Washington Office

Washington, DC Office Group

GS LEVEL	# of FTEs	SERIES CODE
13	1	2210
11	1	2210

Redundancies and Gaps in Group Functions

- *Although WO relies on Denver for Sharepoint support, the **3 individuals in the IT department are able to support independent IT operations in the Washington, DC Office***

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*In the absence of Region-provided Functional descriptions, descriptions are derived from supervisory position descriptions in each Group
*Redundancies and gaps derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities

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I. Denver
II. Pacific Northwest
III. Lower Colorado
IV. Great Plains
V. Upper Colorado
VI. Mid-Pacific
➢ VII. Washington Office

Washington, DC
Current State Analysis

Total Vacancies
0 Vacancies

- There are no vacant positions in the WO Office.
- The IT Manager is classified as an **"IT Specialist (Network)"**, but he is **responsible for a wide range of tasks** that ensure that the Washington Office maintains compliance and operations.
  - Responsibilities include LAN administration and maintenance, security compliance, customer support, maintaining current technical knowledge and being the Contracting Officer's Technical Representative.
- Network Support and System Administration are high priorities for the IT Specialist and the Contractor, yet **Denver still provides substantial support for Sharepoint services.**

Out of Date PDs
0% Out of Date

- There are no out of date Position Descriptions in the WO Office

Contractor Utilization
33% Contractors

- Currently the Washington Office is heavily reliant on **one contractor**, but is interested in **converting this position to an FTE.**
  - The current contractor has been in this role for 15 years
- Currently, WO has released a **Performance Work Statement** to recruit a contractor to fulfill a Systems Administration/Network position.
  - The Contractor is tasked with the **technical maintenance of Sharepoint Service** components, which may lessen WO's reliance on Denver

Redundant Positions
0 Redundant Functional Areas

- All 3 positions in the WO Office share responsibilities concerning **Customer Support, Network support and system administration.**
- Customer support is the main priority of both the Contractor and the IT Specialist (CustSpot/SysAdmin) and is also a responsibility for the Lead IT Manager.

Retirement Eligibility

OCC SERIES	GS-Level	Eligible	0-5 Years	5-10 Years	10-15 Years	15+ Years
2210	11	-	-	-	-	1
2210	13	1	-	-	-	-
2210	Total	1	-	-	-	1
All Series	All Levels	1	-	-	-	1

Risks

The Head of the IT department is eligible for retirement and the organization is heavily reliant on a contractor

Currently Eligible for Retirement

GS - OCC SERIES- GRADE / STEP

- 2210-13/10

Redundancies derived from PD analysis and primary interviews and may not reflect exact day-to-day roles and responsibilities
Note: All Retirement Eligibility data as of 01/25/16

Regional Workforce Planning Tool

GP and UC utilize a **succession planning tool with criteria grade 1-5 to gauge existing and upcoming risks, identify upcoming trends and facilitate conversations with Program Managers** to determine staffing needs in IT in addition to Records and FOIA

Factor Description	Low Risk	High Risk
Position Risk Factor This factor weights the significance and/or uniqueness of the position's required skills and knowledge for completion of critical work and identifies those positions that are likely to be difficult to fill	**1 - Common knowledge/skills**. Replacement of this knowledge/skill is readily available and replacements require little or only general training to get up to speed.	**5** - Position requires critical and unique knowledge/skills, which will be **difficult to replace**. If the position becomes vacant or is left unfilled for a period of time there is a potential for significant negative impacts to the organization such as safety or reliability issues, failure to complete time-critical work, failure to complete significant and complex mission-critical work, etc. The position is considered unique to the organization and requires more than 4 years of specialized training to bring a replacement up to speed.
Employee Attrition Factor This factor is based on the employee's projected attrition date (calculated as FTE's eligibility date plus 3 years)	**1** - projected attrition date is **FY 2019 or beyond**	**5** - position is currently vacant or projected attrition date is in **FY 2015**
Total Succession Factor This factor is **the product of multiplying attrition factor by the position risk factor** and identifies the significance, level of effort and timeframe that should be considered for filling the position	**1-9: Low Importance**: These positions can wait to be filled because positions won't become vacant in the near future and/or the skills are readily available and don't require much lead time to acquire.	**20-25: Critical Need:** These are the highest priority positions and immediate action is needed. After getting appropriate managerial approval, supervisors should contact their Human Resources Office immediately to begin action to fill the position.

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Regional Workforce Planning Tool

In addition to the Total Succession Factor, **GP and UC rate their FTEs 1-5** across additional factors to **identify upcoming timelines in succession planning and technical skills required to fill each role**

Factor Description	Low Risk	High Risk
Position Elimination Factor This factor identifies the timeframe when a particular position or set of skills will no longer be required by your organization and may be eliminated	**1** – Position **will not** be eliminated within the next 60 months	**5** - Position **will be eliminated within 12-24 months**
Employee Skills Analysis Factor This factor identifies the current technical skill level (rated from "highly skilled" to "lacks necessary skill" of all employees to determine whether there are specific training or development needs)	**1 - Employee lacks the required technical skills** to successfully perform his/her duties. Extensive training/development is required. (Discussion with your Human Resources Office should occur to identify a specific course of action.)	**5 - Employee possesses a diverse set of technical skills** while serving as an expert in his/her field. Employee could be utilized to provide guidance, mentoring, and/or training to other employees

*Although the Workforce Planning Tool provided by GP and UC measures many of the best-in-class metrics, **it is under-utilized, needs development, and should be consistently utilized throughout Reclamation***

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