

Recommendation 23: *Revisit Fulfilling the Promise and seek innovative ways to address the recommendations therein to reinvigorate our commitment to leadership development.*

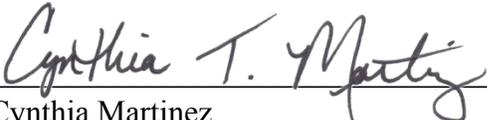
Deliverables:

- 1) Summary report/assessment describing what has been accomplished from the original twelve leadership recommendations in Fulfilling the Promise and what needs further development.
 - a. Interview original members of the Promise's Leadership Development Team for their perspective on what was accomplished and what needs further development. Completion Date: May 2012.
 - b. Interview chair/co-chair of the Vision Core Leadership Team for direction on ideas to take forwarded from their original work including, notes, original Vision document submissions, etc. Completion Date: February 2012.
- 2) Develop a letter for the regions to send to their SUTL and ALDP applicants who were not selected highlighting additional opportunities for leadership development. This standard letter will provide a consistent message across all regions. (Promises L1).
- 3) Recommend expanding the offering of the Foundations Class at NCTC to accommodate backlog of awaiting employees with special emphasis on new SCEP hires (Promises L2).
- 4) Establish Subteam (including representatives from each program) to address the following:
 - a. Review existing Career Pathway Reports and develop pathway reports for administration, wage grade, law enforcement, biology, and fire (Promises L3).
 - End product would be an update of each of the existing pathways plans.
 - End product would be the new pathway reports for series not completed to date.
 - End product would be a communication tool for use of these new reports.
 - End product would be the development of a interactive Pathways website for employees to build their own career path
 - b. Develop a system to broadcast detail, acting, and job share opportunities (job-swap board) (Promises L1).
 - End product interactive, internal, on-line data base used to match interested parties to opportunities not widely broadcast.
- 5) Review the 230 FW 6 (General Leadership Development policy) and 230 FW 7 (Employee Development and Training policy) to see if they are consistent with the Senior Leadership Career pathways plan. Identify inconsistencies and determine if modifications are necessary (Promises L3).
- 6) Promises L4 overlaps with Recommendation #24 and will not be addressed further by this subteam.

- 7) Utilize AmericasWildlife.org website and email drop box to solicit ideas for defining “National Experience” and evaluate which positions in WO can be completed from the field (Promises L5 and L6).
 - a. Results of the feedback may require the development of an additional subteam to further develop the ideas/recommendations received.
- 8) Promises L7 was determined to be complete; no further action needed.
- 9) Review NPS quarters policy and investigate leasing opportunities to explore options for additional housing opportunities for better recruitment and retention at Refuges and Headquarters. Options should be explored quickly while housing market is prime. (Promises L8 and 9).
- 10) Look for additional opportunities to increase Appropriate Use and Compatibility Determination training through NCTC (Promises L10).
- 11) Review Refuge Manual update status and provide recommendations for further actions if necessary (Promises L11 and L12).

At the completion of these efforts, a summary report and action plan would be written that evaluates the accomplishments of the twelve leadership recommendations identified in Fulfilling the Promise and identifies innovative approaches and actions needed to further advance the completion of the recommendations and reinvigorate commitment to Leadership under the new Vision.

Executive Implementation Council Approval:



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APR 30 2012

Date