

**Recommendation 24:** *Develop and mentor Refuge System employees so they are fully equipped to accept the responsibilities of leadership at all levels in the Service.*

**Deliverables on Developing and Mentoring Refuge System Employees:**

*Approach:* Sub-team to develop products and deliverables. Although this recommendation mentions NWRS employees specifically, the deliverables will be of help to all Service employees. Specific products to be developed in draft form by September 30, 2012; final by March 31, 2013.

The following are among the elements of the deliverables:

Policies and Programs: Leadership development is a priority for the U.S. Fish and Wildlife Service.

A. Existing policies: Several policies exist that address leadership and employee development.

B. Existing programs: The Service provides a wide variety of training opportunities to improve its employee's leadership, communication, and technical skills. Many leadership courses and programs are offered through the National Conservation Training Center (NCTC). In addition, valuable leadership development courses and programs are offered by a variety of other entities.

C. New Programs:

- The sub-team recommends that NCTC develop a new/different program that would develop lower-graded and non-managerial employees' leadership skills, such that the majority of Service/Refuge employees feel well-served by the leadership development programs offered by the Service.
- Establish a NWRS Leadership Development Team on a one-year rotational basis, with members from across the country and at different levels, and to include Leadership Development Coordinator or Team Leader (similar to R5). The purpose of the Leadership Development Team is to provide all employees, regardless of grade or occupation, opportunities for personal growth, self-awareness, and leadership development. This team would be responsible for the following:
  - Establish and maintain a webpage on leadership development
  - Establish and maintain a leadership blog and a community of practice
  - Communicate and disseminate leadership-related information (e.g., tools, policies, programs, developmental opportunities, etc.) to employees in easy to understand ways and using multiple media (e.g., webinars, Twitter, Facebook, video interviews, web postings, blogs, etc.)
  - Other bold ideas the team comes up with
- Define "National Experience" for the NWRS and evaluate which Washington Office positions can be performed from the field.

## Leadership Development Council, Sub-team for Recommendation #24

**Date:** April 18, 2012

- Develop requirements for NWRS advanced leadership positions at the Washington Office.

Tools: The sub-team will look at existing and potential tools for promoting development (e.g., self awareness, mentoring, diverse on-the-job experience, training, etc.). Examples include:

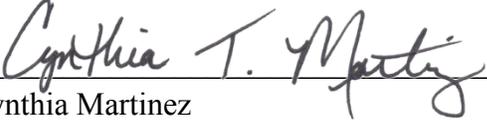
- IDPs: require supervisors to include in their IDPs their own leadership-related developmental goals and activities (i.e., model the way)
- Use the Service's Leadership Competency Development Model on NCTC's website
- Training: coaching, leadership development, communication skills
- Leadership plenary or break-out sessions at project leaders meetings
- Recognize "leadership development champions"
- Volunteer to be a coach, mentor, speaker, shadowee, interviewee to get and/or enhance experience and skills
- Include leadership-related questions when interviewing potential supervisors
- "How to keep employee development simple" e-guide: The sub-team has gathered examples of developmental activities, and will speak with established employees within each region regarded as good employee developers and mentors to gather additional recommendations for improving development opportunities.

Accountability: Specifics will be outlined to guide Regional Chiefs to ensure supervisors are held accountable for developing their employees. Some examples are as follows:

- include in NWRS Regional Chiefs' performance plans a requirement to report on how supervisors are developing their employees
- require all supervisors to engage in leadership development
- require all supervisors to assess their leadership competencies through annual 360 degree surveys, to be used in performance discussions with their supervisors
- require all supervisors to share their leadership philosophy, values, and vision with staff

How to address/avoid knowledge loss due to attritions: The sub-team will provide options to be delivered down from the regional office level to support field stations experiencing voids in management knowledge due to changing personnel.

### **Executive Implementation Council Approval:**

  
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U.S. Fish and Wildlife Service

APR 30 2012  
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Date