

Broad Topic: Management Concerns

Problem Statement 1: Employees role with the strategic plan is not clear.

*Problem Statement 2: Barriers to working relationship within AFM -
Branch to Branch, Division to Division, BOF to DC.*

Problem Statement 1

Employees role with the strategic plan is not clear.

Cause A: Lack of employee input on strategic plan.

Cause B: Lack of ongoing discussion at all levels.

Cause C: Lack of emphasis on employee role.

Cause D: Inadequately prepared employees regarding management concerns.

Cause E: Employee performance elements not tied into the strategic plan.

Cause F: Strategic plan too complex/confusing.

Cause G: Too many priorities on the strategic plan.

Cause A

Solution 1: Obtain more employee input on the strategic plan:

- employee survey
- more lead time for preparation

Cause B

Solution 1: Implement more ongoing discussion:

- discussion at All Hands Meeting
- discussion at Division and other organized meetings
- discuss in an open forum

Cause C

Solution 1: Provide a better explanation of the strategic plan to the employee.

Solution 2: Tied to the award system:

- publicize the accomplishment
- use technology to announce strategic plan

Cause D

Solution 1: Develop a process to allow employees to have input into the strategic plan (i.e., survey, PET's, etc.).

Cause E

Solution 1: Incorporate strategic plan components into the employees performance elements.

Cause F

Solution 1: Continue to seek ways to simplify the strategic plan.

Cause G

Solution 1: Identify and use "Best in Class" examples for prioritizing strategic plan action items.

ACTION PLAN

<u>Action Item</u> <u>Party</u>	<u>Target Date</u>	<u>Responsible</u>
Develop a Plan of Action to obtain employee participation through the use of surveys, meetings, e-mail, etc.	180 days from approval date	Management Concerns Team
Develop survey instrument and conduct survey.	within 60 days of Plan of Action completion	TBD
Analyze the results.	30 days after receipt of survey	TBD
Conduct strategic plan “Information Sharing” presentation to EAC’s, All Hands meeting, and other organized meetings.	ongoing	TBD
Prepare and provide informational e-mails concerning employee notes and required participation.	when appropriate	TBD

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Barriers to working relationship within AFM - Branch to Branch, Division to Division, BOF to DC.

Cause A: Absence of uniform technology throughout the organization.

Cause B: Specialization within the Branches is a barrier to communication.

Cause C: Competitiveness within and between the Branches; not wanting to share information.

Cause D: Competing priorities between Branches and Divisions.

Cause E: Too many Task Force/Committees that are non-strategic plan related.

Cause F: Lack of knowledge of functions within another Branch/ Division.

Cause G: Different work site/location of the same Section, Branch, Division.

Cause H: Work load is a barrier to cooperative resolution.

Cause I: Turnover of employees is a barrier to developing working relationships.

Cause A

Solution 1: Institute replication and synchronization of the data at all locations.

Cause B

Solution 1: Rotation of employees to be at off site locations and within other functional areas where appropriate.

Cause C

Solution 1: Need to promote the spirit of cooperation through meetings, e-mail, etc.

Cause D

Solution 1: Timely responsiveness to requested action and notification of when a decisions on action will be made.

Cause E

Solution 1: Analyze current “Committee” workload and reassess the Committee’s need to exist.

Cause F

Solution 1: Standardize current orientation program to include all REE organizations.

Solution 2: Expand the AFM supervisory training program for viewing by new AFM employees.

Cause G

Solution 1: Reassess the need to have duplication of functions at different work sites/locations.

Cause H

Solution 1: Continue to streamline operations where appropriate and consider “enough is enough” option.

Cause I

Solution 1: Conduct exit interviews to identify problems and obtain solutions.

ACTION PLAN

<u>Action Item</u> <u>Party</u>	<u>Target Date</u>	<u>Responsible</u>
Develop an Action Plans for expanding current orientation program and AFM supervisory training program which outlines roles/responsibilities and clarify the goals/objectives to increase the knowledge of REE employees.	60 days from approval date	Management Concerns Team
Meet with HRD’s Employee Development Section to discuss Team plan of action.	ASAP after the plan is developed	Management Concerns and HRD Employee

Dev.

Section

ACTION PLAN

<u>Action Item</u> <u>Party</u>	<u>Target Date</u>	<u>Responsible</u>
Establish working groups to design and implement the Sec. revised orientation and supervisory training program.	TBD	HRD Employee Development

NOTE:

All of the above listed solutions will be address as part of the plan of action to revise the orientation and supervisory training program.