



U.S. Forest Service

Briefing Paper

Business Operations Deputy Area

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Issue: Forest Service Response and Approach to Workforce Reshaping and Reform

Background: The Executive Order on a Comprehensive Plan for Re-Organizing the Executive Branch (March 13, 2017) and subsequent OMB Memo M-17-22: Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce (April 12, 2017) require agencies to initiate strategic workforce reforms that fulfill hiring freeze guidance and align budget blueprint proposals. Workforce reforms should result in a leaner, more accountable government that effectively and efficiently deliver programs of the highest need to the public.

Action: To accomplish these objectives, the Forest Service formed a Reform and Restructure Team to respond the Executive Order and OMB Guidance on workforce re-shaping. The team is co-led by the Deputy Chief for Business Operations and Region 6 Regional Forester and includes leaders from National Forest System, Research and Development, State and Private Forestry, Human Resources and Budget.

The Reform and Restructure Team identified four thematic areas for exploring re-shaping opportunities:

1. **Redesign the customer service delivery functions across program areas:** Change service delivery processes to be more customer-oriented, with a focus on what makes good business sense and limiting scope to policies and processes that are within the agency’s purview/span of control. Potential functional areas could include:

(b)(5);Deliberative Process Privilege

2. **Consider geographic combinations, along with Service First Opportunities:** Combine Forest Service offices/functions that serve similar geographic footprints; provide opportunities for shared services in these locations (e.g., (b)(5);Deliberative Process Privilege etc.). Identify and replicate best practices from Service First authorities and experiences.

- a.
 - b.
 - c.
 - d.
- (b)(5);Deliberative Process Privilege

3. **Create service centers for excellence:** For technical skills where demand and surge varies, establish concentrated centers of excellence that can serve the entire agency: Potential areas for consideration include:

- a.

(b)(5);Deliberative Process

- b. (b)(5);Deliberative Process Privilege
- c.
- d.
- e.

4. Streamline policies and processes that could maximize efficiency and effectiveness.

Identify targeted areas where large scale process improvements could generate savings or efficiencies:

Potential examples include:

- a. (b)(5);Deliberative Process Privilege
- b.

Next Steps:

1. Pending USDA guidance on workforce re-shaping, establish teams of subject matter experts to develop more detailed proposals associated with 1-4.
2. Use FTE trends and FTE changes in 2018 to drive any future VERA/VSIP requests.